
FAMILY BUSINESSES ON A MISSION

ATTAINING THE 2030 SUSTAINABLE DEVELOPMENT GOAL OF GENDER EQUALITY

EDITED BY

**NAOMI
BIRDTHISTLE**

**ROB
HALES**

Attaining the 2030 Sustainable Development Goal of Gender Equality

FAMILY BUSINESSES ON A MISSION

Series Editors:

Naomi Birdthistle
Rob Hales



The Family Businesses on Mission series examines how the United Nations Sustainable Development Goals (UN SDGs) can be applied in family businesses around the world, providing insights into cultural and societal differences and displaying innovative approaches to complex environmental and societal issues

Other Titles in This Series

Attaining the 2030 Sustainable Development Goal of Decent Work and Economic Growth

Attaining the 2030 Sustainable Development Goal of Quality Education

Attaining the 2030 Sustainable Development Goal of Industry, Innovation and Infrastructure

Attaining the 2030 Sustainable Development Goal of Climate Action

Attaining the 2030 Sustainable Development Goal of Responsible Consumption and Production

Attaining the 2030 Sustainable Development Goal of Sustainable Cities and Communities

Attaining the 2030 Sustainable Development Goal of Gender Equality

EDITED BY

NAOMI BIRDTHISTLE

Griffith University, Australia

AND

ROB HALES

Griffith University, Australia



United Kingdom – North America – Japan – India – Malaysia – China

Emerald Publishing Limited
Emerald Publishing, Floor 5, Northspring, 21-23 Wellington Street, Leeds LS1 4DL

First edition 2024

Editorial matter and selection © 2024 Naomi Birdthistle and Rob Hales.
Individual chapters © 2024 The Authors.
Published by Emerald Publishing Limited.



These works are published under the Creative Commons Attribution (CC BY 4.0) licence.

Anyone may reproduce, distribute, translate and create derivative works of these works (for both commercial and non-commercial purposes), subject to full attribution to the original publication and authors. The full terms of this licence may be seen at <http://creativecommons.org/licenses/by/4.0/legalcode>.



Open Access

The ebook edition of this title is Open Access and is freely available to read online.

British Library Cataloguing in Publication Data

A catalogue record for this book is available from the British Library

ISBN: 978-1-80455-835-5 (Print)

ISBN: 978-1-80455-832-4 (Online)

ISBN: 978-1-80455-834-8 (Epub)



INVESTOR IN PEOPLE

Contents

List of Figures	vii
List of Tables	xi
About the Editors	xiii
About the Contributors	xv
Foreword	xix
Acknowledgements	xxi
Chapter 1 The Sustainable Development Goals – SDG#5 Gender Equality	1
<i>Rob Hales and Naomi Birdthistle</i>	
Chapter 2 The Meaning of a Family Business and Why They Are Important to Economies	13
<i>Naomi Birdthistle and Rob Hales</i>	
Chapter 3 Honduras: Hacienda Las Flores	25
<i>Karen Dubon, Silvia Paz and Allan Discua Cruz</i>	
Chapter 4 Australia: Australian Winery Ballandean Estate Wines Champion Women in Business and Leadership	37
<i>Rachel Perkins</i>	
Chapter 5 Austria – Stanglwirt and Its Approach Towards Female Leadership and Role Models	57
<i>Valerie Nickel, Lena Leifeld and Anita Zehrer</i>	

Chapter 6 Australia: Eather Group and Gender Equality and Women's Empowerment	73
<i>Alan Reddrop and Divinia Eather</i>	
Chapter 7 Lebanon: Technica International – SDG#5 Gender Equality and Women's Empowerment	95
<i>Bettina Lynda Bastian, Poh Yen Ng and Bronwyn P Wood</i>	
Index	105

List of Figures

Chapter 1

Fig. 1.	17 Sustainable Development Goals.	2
---------	-----------------------------------	---

Chapter 2

Fig. 1.	Bullseye 2021.	17
Fig. 2.	Percentage of Family Business Contribution to National Gross Domestic Product.	19

Chapter 3

Fig. 1.	Company and Brand Logo.	26
Fig. 2.	Products Offered by Hacienda Las Flores.	27
Fig. 3.	Hacienda Las Flores Organisational Chart.	28
Fig. 4.	Hacienda Las Flores Plantation of Plantains (Left) and Yuca (Right) in Jutiapa, Atlántida, Honduras.	32
Fig. 5(a).	HLF Staff at the GET START Honduras Exhibition in Miami FL, USA.	35
Fig. 5(b).	HLF Staff at the National Exhibition Display, Honduras.	35

Chapter 4

Fig. 1.	Leeanne and Robyn – Owners of Ballandean Estate Wines.	38
Fig. 2.	Saperavi Varietal.	39
Fig. 3.	Visitors Enjoying the Estate.	40

Fig. 4.	Supply Chain Mapping and SDG#5.	49
Fig. 5.	Values-Based Approach of Ballandean Estate Wines.	50
Fig. 6.	Italian Cousins Wine Club.	54

Chapter 5

Fig. 1.	Stanglwirt Brand.	58
Fig. 2.	The Most Important Milestones of the Family Business Stanglwirt.	61
Fig. 3.	Organizational Structure and Family Tree.	64
Fig. 4.	Maria Hauser.	67

Chapter 6

Fig. 1.	The Family Business Owners – Sally-ann Eather, Peter Eather, Divinia Eather (From Left).	74
Fig. 2.	Eather Group’s Four Core Services and Sub-categories.	75
Fig. 3.	Albert (Hoss) Eather c. 1970–1980.	76
Fig. 4.	The First Truck, Dubbed ‘Pinky’.	77
Fig. 5.	Eather Group’s Fleet of Vehicles as of April 2023.	77
Fig. 6.	Eather Group Processing Materials Ready for Use in Brick Manufacturing.	79
Fig. 7.	The Diversity of Eather Group’s Staff as of April 2023.	80
Fig. 8.	Eather Group Featured in the Leading National Transport Magazine.	82
Fig. 9.	Bianca Clark Driving a Kenworth 909 With 18-Speed Road Ranger Gearbox.	84
Fig. 10.	Eather Group’s Key Diversity and Sustainability Milestones.	90
Fig. 10.1.	The Indigenous Circular Economy in Action Pilot Project.	90
Fig. 10.2.	Nepean Business Park.	91
Fig. 10.3.	Sally-ann Eather Announced Road Freight NSW Transport Woman of the Year.	91

Fig. 10.4.	Four Auto HR Trucks Were Purchased as Part of the Internal Women in Trucking Training Programme.	92
Fig. 11.	Divinia, Peter and Sally-ann Eather Pictured With Brand New Komatsu Dozer.	93

Chapter 7

Fig. 1.	Technica Employees at Their Usual Gathering Place.	98
Fig. 2.	A Female Engineer in Action.	100

This page intentionally left blank

List of Tables

Chapter 1

Table 1.	SDG #5 Targets.	4
Table 2.	Key Aspects of the Case Study Template Used by Authors in This Book.	10

Chapter 2

Table 1.	Definitions of Family Businesses With a Structural or Process Lens Applied.	14
----------	---	----

Chapter 3

Table 1.	Important Milestones for Hacienda Las Flores.	29
----------	---	----

Chapter 4

Table 1.	Generations of the Family.	42
----------	----------------------------	----

Chapter 7

Table 1.	Solutions Provided by Technica International.	97
----------	---	----

This page intentionally left blank

About the Editors

Professor Naomi Birdthistle has entrepreneurship and family business running through her veins. She tried to work in her family business when she was four but was told she was too small. She came back year after year asking to work and eventually her grandmother capitulated and left her work in the family business when she was seven. After years of working in the family business part-time and having completed her studies at Stirling University, Babson College, Harvard University, and the University of Limerick, Naomi established her own consulting business, consulting family businesses in her hometown. She is now a Professor of Entrepreneurship and Business Innovation at Griffith University, teaching future family business leaders and researching family business issues as well. Naomi is an award-winning academic having received numerous awards for her teaching and her research.

Associate Professor Rob Hales is the discipline leader for Sustainable Business and Management in the Department of Business Strategy and Innovation. His research interests focus on the governance issues around the grand challenges of our time. Furthermore, his research focuses on SDGs in business and government, a business case for climate change, climate change policy, carbon management, sustainable tourism and working with First Peoples on consent processes and climate change. He was the first programme director of Griffith University's Master of Global Development. He teaches in the Department of Business Strategy and Innovation and has convened master's level courses such as Leadership for Sustainable Business, Research Methods for Policy Makers and Sustainability and Systems Thinking. He supervises PhD students in the areas of collaborative governance, sustainability transitions and climate change.

This page intentionally left blank

About the Contributors

Bettina Lynda Bastian is a researcher in entrepreneurship and focuses on the intersections of gender, culture, governance, policy and organisation associated with new ventures and innovation. Her research is internationally recognised for translating social science into work policies and practices that promote entrepreneurship and sustainable business, especially women's development and capacity building. She has been working in senior university roles promoting entrepreneurship, innovation, gender equality and sustainability/ESG. She served as the Dean of the College of Business and Law at the Royal University for Women in Bahrain; she was the Head of Academic Programmes in Entrepreneurship and Innovation at the Holy Spirit University of Kaslik, Lebanon (USEK), and the Head of Business Ethics programmes at the American University of Beirut (AUB). Currently, she is building her own educational consultancy and she works as an adjunct Associate Professor at the American University in Bulgaria.

Allan Discua Cruz is a member of the Pentland Centre for Sustainability in Business and director of the Centre for Family Business at Lancaster University Management School (United Kingdom). His current research interests relate to entrepreneurship by families in business and the role of women in the continuity of family firms. He has co-authored other entries in this series such as UK: Pentland Brands; UK: George Cox and Sons; UK: Atkinsons Coffee Roasters.

Karen Dubon is the CEO and legal representative of Luna Inversiones (real estate) and Bay Island Harvest S de RL where the products of the Hacienda Las Flores and Paraiso brands are marketed and distributed. She has a PhD from Aden Business School and a degree in marketing from Central American Technological University. Twenty-one years of experience in corporate Banking, cash management, payroll, leasing and export projects among others.

Divinia Eather is the passionate representative and second generation of the family business Eather Group, advocating for sustainability across major infrastructure projects in New South Wales. As Marketing Manager, Divinia recognises the role of storytelling in motivating change and seeks opportunities to share Eather Group's experiences and achievements in their industry. With an emphasis on inspiring sustainability and diverse employment in their field, her insights have

appeared in national newspapers, construction reviews and industry publications. At just 21 years of age, Divinia has featured as a keynote speaker at conferences, forums and summits across Australia, as well as a guest Lecturer for universities, demonstrating the merits of a Circular Economy model and the importance of sustainable development in the industry. Divinia was the 2022 Hawkesbury Business Awards Young Business Person of the Year, and through her efforts she aims to make environmental and social sustainability accessible to businesses and individuals at different stages of their journeys, fostering a more sustainable future.

Lena Leifeld, Paris Lodron University, Salzburg graduated with a bachelor's degree in 'Sociology' from the University of Innsbruck and in 'Business Administration' from the Management Center Innsbruck. After completing an internship at the Center for Family Businesses at the Management Center Innsbruck, she joined the organization as a Project Assistant from March 2019 to August 2022. During this period, she actively participated in various projects while finishing her master's degree in 'Organization Studies' at the University of Innsbruck. Since October 2022, she has been pursuing her PhD at Paris Lodron University, Salzburg. Her interdisciplinary research interests primarily lie in the fields of sustainable business, family business and change management.

Poh Yen Ng is an Associate Professor of Entrepreneurship and Innovation at Aberdeen Business School, Robert Gordon University. She holds a PhD in Management from the University of Canterbury, New Zealand, and is currently a Senior Fellow of Advance HE in the United Kingdom. Poh Yen grew up in a family business and ran an education franchise with her husband in Malaysia back in the 2000s. She then ventured into academia to pass on her business experiences to university students. This later motivated her into developing a research passion for entrepreneurship, particularly the family business. Her research outputs cover many areas within the entrepreneurship and family business discipline including the following: influence of socioemotional wealth in the family business, empowerment process and social network dynamics of women entrepreneurs and environmental practices of small and medium-sized enterprises.

Valerie Nickel, MCI The Entrepreneurial School, is part of the Family Business Center at the Entrepreneurial School (MCI) since 2018. She is researching and teaching in the field of family businesses with a special focus on gender dynamics, identity work and narratives in family firms. She graduated from the University of Innsbruck with bachelor's degrees in 'Management and Economics', 'Health and Competitive Sports' as well as 'Psychology' and a master's degree in 'Applied Economics'. Currently, she is doing a master's degree in 'Psychology'. In 2019, she started her PhD exploring the interplay of contemporary roles, social structures and identity work which is supported by the EQUA Stiftung Munich with a fellowship. She was part of the doctoral colloquium Gender and Gender Relations in Transitions in 2020.

Silvia Paz is the CEO of Inversiones S y B S de RL (Hacienda Las Flores) since 2011. She is an Industrial and systems Engineer who graduated from the Central American Technological University with 13 years of experience in the area of quality and planning in the automotive industry and 11 years of experience in the food industry, specifically in the production of healthy snacks.

Rachel Perkins, Department of Business Strategy and Innovation, Griffith Business School, Griffith University, has a PhD in regional tourism business development in the context of destination management. She is a Lecturer at the Griffith Business School at Griffith University and currently teaches courses that focus on start-up development, sustainable and innovative business management and small business development. Rachel grew up in the small country town of Stanthorpe, in QLD Australia, where she was able to observe the originality that came from small business and became interested in pursuing this focus in her research career. Rachel has received awards at domestic and international conferences and from other institutions for her research.

Alan Reddrop has an honours degree in history from the University of Cambridge – and passed in the second class of the City & Guilds of London ordinary certificate in foundry practice. After a half-century gap, he returned to academia where he is an adjunct fellow at the University of South Australia – Business. In 2012, he wrote his doctoral thesis ‘Family Business Engagement’ (Reddrop, 2012¹) which explores the propensity – and frequent reluctance – of family businesses to seek available external advice on the challenges they face. Subsequent publications include ‘Family businesses-seekers of advice’ (Reddrop & Mapunda, 2015²) and ‘Listening skills: accountancy educators in retreat?’ (Reddrop & Mapunda, 2019³), willingness to listen was found to be diminishing, both co-authored with Dr Gido Mapunda.

Dr Bronwyn P Wood (Aisha) has a PhD in Marketing from Otago, in her native Aotearoa, New Zealand. She currently teaches in the UAE, has a consultancy, www.MuslimMarketingMatters.com, and is a Field Editor for the International Journal of Gender and Entrepreneurship. With publications across the business spectrum, particularly in Islamic Marketing and Women’s Entrepreneurship, Dr Wood applies her varied experience to perceptual and epistemological discussions of meaning and well-being. Her interest areas include non-hegemonic methodologies, decolonization, social justice and social and economic sustainability.

Anita Zehrer, MCI The Entrepreneurial School, is a Professor, Head of the Family Business Center as well as Head of Research (Management and Society) at the Management Center Innsbruck (MCI). She graduated from Innsbruck University with a PhD in Social Sciences and became a full Professor in 2015

¹Reddrop, A. (2012). *Family business engagement*. School of Management. University of South Australia.

²Reddrop, A., & Mapunda, G. (2015). Family businesses: Seekers of advice. *Journal of Family Business Management*, 5(1), 90–115.

³Reddrop, A., & Mapunda, G. (2019). Listening skills: Accountancy educators in retreat? *Australasian Accounting Business & Finance Journal*, 13(1), 76–89.

(Catholic University of Eichstaett-Ingolstadt). From 2007 to 2015 she was the Deputy Head of the MCI Tourism Department and from 2012 to 2017 she was the Deputy Head of the MCI Academic Council. She was an Adjunct Professor at the University of Notre Dame in Sydney, Australia (2012–2016), and at the University of Canberra, Australia (2013–2016). From 2009 to 2018 she served as the Vice President of the German Association for Tourism Research DGT, from 2014 to 2017 she was a Member of the Tourism Advisory Board of the Federal Ministry of Foreign Affairs and Energy, Germany, and from 2016 to 2017 she was a tourism expert at the Committee of Regions at the European Union. Her research interests are diverse and include entrepreneurship and family business management. She has broad competence in interdisciplinary research and teaching in tourism and family business.

Foreword

Prof. Walter Leal Filho (PhD, DSc, DPhil, DTech, DEd)

Chair, Inter-University Sustainable Development Research Programme

The Sustainable Development Goals (SDGs) adopted by the United Nations General Assembly in September 2015 provide a universal call to action to end poverty, protect the planet and ensure that by 2030 all people enjoy peace and prosperity.

They also entail elements of importance towards a strategic business engagement with sustainability issues. These offer a framework which provides businesses with a systematic approach to identify new business opportunities whilst contributing to the solution of the grand sustainability challenges facing the world today, including climate change. Each SDG, if achieved, will have a direct and significant positive impact on millions of people's lives around the world and the environment in which they live. Businesses have an opportunity to widen the purpose of business through adopting the SDGs as targets for their operations. Thus, they can make a meaningful contribution to the greater good through achieving their operational objectives.

Family businesses are uniquely placed to contribute to SDGs for many reasons. Firstly, because family business models have longer time perspectives, and this allows the family business to link with the longer term SDG time frame – 2030. Second, family businesses often focus on aspects of business operation which do not have an immediate return on investment such as relationship building with stakeholder groups. Thirdly, family businesses tend to rate the importance of ethics higher than standard businesses and thus align well with the social dimensions of the SDGs. Lastly, family businesses have intergenerational perspectives which is a core principle of sustainability.

This book provides insights into how family business operationalises SDG#5: Gender Equality. This book uses a rigorous case study approach for family businesses to detail aspects of their business which help to advance gender equality. The cases provided here are living proof that the family business that operate for the greater good actually work! Non-family businesses can take a leaf out of the family businesses portrayed in this book as they can provide different perspectives on how businesses can successfully align SDGs and business strategy.

Despite many businesses having adopted environmental social governance strategies and environmental management systems, the effect of this activity has not been reflected in a healthier planet. Many 'state of the environment' reports indicate that planetary health is decreasing, and planetary boundaries are being crossed or are

about to be crossed. Whilst the cause of this decline is not entirely the fault of business, there still needs to be a greater effort to address the decline. The challenge for family businesses is to use their unique characteristics and set ambitious programmes of work that make a meaningful contribution to achieving global goals. This book provides insights into how family businesses can achieve such a mission and how non-family businesses can be inspired to do the same.

Acknowledgements

The Editors would like to thank the contributors of the book for providing insights and sharing learnings from their business practice. We acknowledge that writing up cases in the format required considerable time and effort. The quality of the cases presented is testament to their efforts.

The Editors would also like to thank Emerald Publishing for supporting the publication of this book and the mission for deeper sustainability through utilising the SDGs.

This page intentionally left blank

Chapter 1

The Sustainable Development Goals – SDG#5 Gender Equality

Rob Hales and Naomi Birdthistle

Griffith University, Australia

Introduction

The 2030 Agenda for Sustainable Development, adopted by all member states of the United Nations in 2015, is a shared blueprint for people and the planet, intending to achieve peace and prosperity for all. The Sustainable Development Goals (SDGs) is a call to action, to develop innovative solutions to some of the world's most complex, societal, and environmental challenges. Businesses play a crucial role in forging this path, and since family businesses account for more than two-thirds of businesses worldwide and contribute to 70–90% of the world's gross domestic product (GDP), we believe it is important to showcase the role they play in facilitating the achievement of these SDGs.

The 2030 Agenda for Sustainable Development is a call to action for all countries to address 'the global challenges of poverty, inequality, climate change, environmental degradation, peace and justice'. These challenges are identified by 17 SDGs as depicted in [Fig. 1](#) and within the SDGs are a total of 169 targets. These 17 SDGs acknowledge that ending poverty and other global challenges need strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests ([United Nations, 2021](#)).

This book makes an important contribution to research on family businesses by highlighting how businesses can make valuable contributions towards sustainable development and in particular SDG#5 Gender Equality. There are several streams of research emerging in the literature on family business and sustainability that are relevant to this book. [Ferreira et al. \(2021\)](#) identify four streams of research in family business and sustainability: family business capital,

Attaining the 2030 Sustainable Development Goal of Gender Equality, 1–11



Copyright © 2024 Rob Hales and Naomi Birdthistle.

Published by Emerald Publishing Limited. These works are published under the Creative Commons Attribution (CC BY 4.0) licence. Anyone may reproduce, distribute, translate and create derivative works of these works (for both commercial and non-commercial purposes), subject to full attribution to the original publication and authors. The full terms of this licence may be seen at <http://creativecommons.org/licenses/by/4.0/legalcode>.

doi:[10.1108/978-1-80455-832-420231001](https://doi.org/10.1108/978-1-80455-832-420231001)



Fig. 1. 17 Sustainable Development Goals. *Source: United Nations (2021).*¹

family business strategy, family business social responsibility, and family business succession. The case study approach of this book provides insights into how SDGs can be used to advance the family business’s sustainability strategy and social responsibility concerning Gender Equality. How a family’s trans-generational sustainability intentions positively influence the strategy of the business and the family’s concern for its reputation has been identified as a driver of sustainability in family businesses. Additionally, family businesses routinely combine innovation and tradition to achieve and maintain a sustainable competitive advantage.

The COVID-19 pandemic had the effect of demonstrating that family businesses are more resilient and operate more sustainably than standard businesses (such as the shareholder approach). The reason for this lies in family businesses generally taking a long-term perspective on stakeholder relationships and the real need for long-term continuity planning to sustain the people within their businesses. The people in their business are most likely to be family members – women being an important part of the leadership of many family businesses. However, like all businesses, the COVID-19 pandemic placed financial pressures on family businesses. One needs to ask the question: *How then can family businesses extend their capacity to operate more sustainably and with more social impact during times of business stress?* Well, family businesses can offer unique insights into how sustainability and social impact can be part of the regenerative response to the impacts of the COVID-19 pandemic and the regenerative response to sustainability challenges. The idea for the book came from two observations. The first observation was that family businesses that had sustainability at their core were performing well despite the impacts of the pandemic. The second observation was

that the SDGs were being used as a framework for regeneration after the impact of the COVID-19 pandemic.

The global pandemic of COVID-19 has presented challenges to those working towards achieving the goals. The social and economic impacts of COVID-19 are predicted to increase the divide between people living in rich and poor countries (UNEP, 2020). However, if there can be concerted action using the blueprint of the SDGs, then human development can exceed pre-COVID development trajectories (UNEP, 2021). What is needed is a combination of political commitment from all levels of government, investment in green economy initiatives, socially oriented innovation and a (re)focus on the purpose of business to align with SDGs. Fig. 1 shows the 17 SDGs.

The importance of family businesses in their contribution to SDGs can be envisaged in several ways. Firstly, many family business owners emphasise that the SDGs align with their core values and legacy-building efforts. They use the goals as a chance to align their business activities with a greater purpose and create a positive impact in their communities. Because of the nature of family businesses, they adopt a business purpose that provides a legacy for future generations. This results in a long-term perspective on business development and strategy. Family businesses also recognise that addressing the SDGs can enhance relationships with stakeholders, including customers, employees and local communities. Contributing to the achievement of the SDGs can foster goodwill and strengthen their reputation because of the external focus on global goals as opposed to just their own business goals (Barrett, 2017).

For family business owners who seek to transform their business models, the SDGs are a source of inspiration for innovation. The integration of sustainability into their business strategies can lead to the development of innovative products, services and business models that contribute to the greater good as well as create business value. Family business owners also use SDGs to identify and mitigate risks associated with environmental, social and governance issues. By addressing these challenges as a future-oriented strategy, they aim to ensure the resilience and long-term success of their businesses (Bauweraerts et al., 2022; Muhmad & Muhamad, 2021). Family businesses that are aligned with the SDGs are more likely to have a positive impact on their financial performance (Muhmad & Muhamad, 2021). Consumers and investors increasingly favour companies that demonstrate a commitment to sustainability. Lastly, many family businesses see themselves as ethical leaders, and their commitment to ethical decision-making and responsible business conduct is enacted through business alignment and contribution to SDGs.

Book Series Focus – SDG#5

This book focuses on SDG number 5 (SDG#5) which focuses on Gender Equality. The main targets within SDG#5 are shown below in Table 1.

While these targets may appear abstract to many family businesses through careful analysis, specific actions of business can contribute to the targets above. The targets are designed to be aspirational targets for countries, but businesses

Table 1. *SDG #5 Targets.*

5.1	End all forms of discrimination against all women and girls everywhere
5.2	Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation
5.3	Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation
5.4	Recognise and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate
5.5	Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life
5.6	Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences
5.a	Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws
5.b	Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women
5.c	Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels

Source: [United Nations \(n.d.\)](#).

can make a valuable contribution to these targets and specifically advance gender equity. Each of the targets will be examined and suggested contributions that family businesses can make are provided.

Target 5.1 – End all forms of discrimination against all women and girls everywhere. An important contribution is that family businesses can create inclusive and non-discriminatory workplaces where women have equal

opportunities and are treated fairly. They can implement policies that prevent gender-based discrimination in hiring, promotion and compensation. In addition, they can provide equal training and development opportunities for all employees, regardless of gender.

Target 5.2 – Eliminate all forms of violence against all women and girls in the public and private spheres. Family businesses can promote a safe and respectful work environment that prevents harassment and violence. Family businesses can establish a zero-tolerance policy for harassment and violence. Provide training to employees on recognising and addressing gender-based violence. Support anti-violence campaigns and initiatives.

Target 5.3 – Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation. Family businesses may not have a direct influence on this target; they can consider supply chain impacts. Family businesses can engage with suppliers to ensure that their operations align with the principles of gender equality and human rights. By adopting responsible sourcing practices, family businesses can contribute to a broader movement that seeks to eliminate harmful practices from various industries.

Target 5.4 – Recognise and value unpaid care and domestic work. As a result of family businesses having employees that are ‘family’, family businesses are predisposed to support work–life balance for both women and men and encourage shared caregiving responsibilities. Family businesses that are aware of these issues offer flexible working arrangements, parental leave and childcare support. The businesses also promote the importance of valuing and sharing caregiving responsibilities within families.

Target 5.5 – Ensure women’s full and effective participation and equal opportunities for leadership. Women’s leadership and participation in decision-making is an important hallmark of many family businesses and is important in contributing to SDG#5. These businesses actively encourage and support women’s advancement into leadership roles within the business. They also provide mentorship, training and networking opportunities for women employees. If these actions are taken on a national scale in family businesses, then the impact becomes significant for their contribution to national SDG targets.

Target 5.6 – Ensure universal access to sexual and reproductive health and reproductive rights. Depending on the country where the family business is located, the business can ensure that their employees have access to comprehensive sexual and reproductive health services. They can also provide health insurance coverage that includes health services and educational services for women and girls.

Target 5. a-b-c – Undertake reforms to give women equal rights to economic resources. Family businesses are often at the forefront of business advocating and promoting economic empowerment for women within their workforce and communities. They not only ensure equal pay for equal work but can also support women’s entrepreneurship by providing training, access to financing and business development resources within their organisations. Advocating for sound policies and enforceable legislation for the promotion of gender equality is also something that many family businesses undertake.

Family businesses can contribute to these SDG#5 targets by integrating gender equality principles into their organisational culture, policies and practices. By fostering an environment of inclusivity, fairness and empowerment, family businesses can play a vital role in advancing gender equality and creating a positive impact on their employees, families and communities.

The above list provides a framework for how family businesses can focus and potentially repurpose strategies to achieve sustainability actions that align with the SDGs. Progressive family businesses that have a focus on sustainability and social responsibility are likely to already be focusing on such priorities but may not realise they contribute to a country's SDG targets and in particular SDG#5.

Challenges Facing Businesses in the Achievement of SDG#5

While having the potential to contribute to the achievement of SDG#5 related to gender equality and the empowerment of women and girls, family businesses may also encounter several challenges in their efforts. Family businesses may operate within cultural contexts where traditional gender roles and norms persist that hinder the adoption and commitment to the goal. In such situations, challenging these norms and promoting gender equality in a family business might face resistance from other family members, employees and the broader community. Succession is also an issue for SDG#5. Family businesses often face succession challenges, and traditional male-dominated values and attitudes might influence decisions about who takes over leadership roles. How to break the cycle of male-dominated leadership is a key question for equal opportunities for women in leadership. Family businesses often demand significant time and commitment, which can create challenges for women seeking a work–life balance. This is especially the case if caregiving responsibilities are disproportionately placed on them, and there are no equitable systems of caregiving to counter this impact.

There also might be limited access to education and training opportunities in some countries, and this can impact women's ability to contribute effectively to the family business and broader gender equality goals. Legal frameworks or cultural norms might limit women's rights, inheritance and property ownership, affecting their ability to engage fully in the family business and decision-making. Women might be under-represented in certain sectors or industries where family businesses operate. This can limit their access to networks, resources and mentorship opportunities. Like other businesses, family businesses may struggle with addressing gender pay gaps because of entrenched values and attitudes but also because of the imbalance of caregiving and its impact on the career advancement of women.

Lack of awareness and mindset changes are another challenge. Some family business owners might not fully recognise the importance of gender equality or may not be aware of the benefits it can bring to the business and society. Implementing gender equality initiatives may require changes in policies, practices and mindsets. Resistance to change, especially from traditional stakeholders, can hinder progress. The lack of resources in small to medium enterprises can

limit investment in gender equality programs, training and resources. This also extends to the potential lack of resources for measuring the impact of gender equality initiatives and determining their direct influence on business outcomes. Disruptions such as the COVID-19 pandemic can also have an impact on the resources of a family business to innovate and transform culture and processes around SDG#5.

Despite these challenges, family businesses can overcome them by leveraging their strengths, values and commitment to long-term sustainability. Engaging in partnerships, seeking external expertise, gradually implementing changes and aligning gender equity initiatives with core business values can help family businesses make meaningful contributions to SDG#5 while addressing the challenges they may encounter.

The Book Chapters

The book series aims to contribute positively to providing evidence of the role of family businesses in effectively contributing to the SDGs. The family business case studies display support and provide some evidence of how they embody the principles of an SDG in their operations, culture and/or business philosophy. This book is one of a 17 vignette book series in which each book is comprised of a set of short, easy-to-read family business cases related to the unique SDG being discussed in the book. The format of the book series allows the works to be accessible to those working in the field beyond academia such as family business practitioners, family business owners, family business advisors, government and business policymakers, members of non-governmental organisations (NGOs), business associations and philanthropic centres, as well as to those who have a general interest in entrepreneurship and business.

The chapters in this book focus on businesses that have prioritised SDG#5 Gender Equality. The first chapter features Hacienda Las Flores, which is located in the city of Jutiapa in Honduras, Central America. Founded in 2011, it produces a unique collection of artisan and healthy chips made from natural ingredients without preservatives. It also uses 100% Honduran ingredients. Importantly for this chapter, the company was created by women and supports women in their personal and professional development. The authors are Karen Dubon who is the CEO and legal representative of Luna Inversiones (real estate) and Bay Island Harvest S de RL where the products of the Hacienda Las Flores and Paraiso brands are marketed and distributed. Silvia Paz is the CEO of Inversiones S y B S de RL (Hacienda Las Flores) since 2011. Dr Allan Discua Cruz is a member of the Pentland Center for Sustainability in Business and director of the Center for Family Business at Lancaster University Management School, United Kingdom.

The authors make the point in the chapter that the activities of women entrepreneurs and leaders in the creation and development of family businesses are often invisible and fraught with diverse paradoxes in Latin America. Despite this lack of visibility, women in Honduras have played a fundamental role in all social, economic and cultural aspects of the country and have become key actors

in the creation and continuity of family enterprises. This case aims to show that family businesses in Latin America can be part of the inclusion and empowerment of women through guidance based on SDGs, specifically SDG#5. The company aligns with SDG#5 through the economic empowerment of women, providing equal pay for women and ensuring women also benefit from the supply chain of their products. The company encourages collaborators to participate in local initiatives that promote gender equality and the empowerment of women, such as motivational talks in schools and colleges.

The next chapter profiles a family business called Ballandean Estate Wines in Queensland, Australia. It is the oldest family-run winery in its local region and has passed the business on through five generations. Ballandean Estate Wines is home to two vineyards. Ballandean Estate, the original vineyard, is situated 800m above sea level and situated in Ballandean. In addition to selling wine as a product, Ballandean Estate Wines also offers an experience through the Cellar Door, as well as the barrel room. The family business proudly champions the women who lead the Ballandean Estate to where it is today. Within SDG#5 Gender Equality, target 5.5.2 is the proportion of women in managerial positions. This goal is evident within Ballandean Estate Wines which contributes positively to this target and has done so for generations. Over the generations, women in the family business have been leaders in the business. The women within the family note that they never felt like they couldn't do anything, be businesswomen or choose to work how they wanted to work. They commented that gender barriers never felt like a 'thing'.

The next family business profiled is the Stanglwirt in Austria. This company is an award-winning 5-star green spa hotel and includes a wellness resort located on its farm. The company is family-led and owned by the Hauser Family in the 10th generation and was founded in 1609. The Stanglwirt successfully integrates SDG#5 on gender equality and empowerment. The history of the Stanglwirt displays a unique tradition in female leadership and role models. Many managerial positions at the Stanglwirt are taken by women, and this is due to a shared understanding built based on mutual trust, teamwork and focusing on individuals' abilities rather than any other attribute, such as kinship. The Stanglwirt constitutes a best practice example for a family business that prioritises gender equality. At the Stanglwirt, the share of women in managerial positions is around 80%. Studies show that in Europe and North America, female managers amount to less than 40% on average (United Nations, 2023). The Stanglwirt is a leading family firm when it comes to the inclusion of female successors and managers. The authors of this chapter illustrate the values and position of the family business. They state that the company does not need to explicitly make gender equality a subject of discussion at the Stanglwirt as it is perceived as a natural component of the company's success. The Stanglwirt values confidence, trust and proactiveness, as put by one of the children. Hence today, the staff is naturally balanced according to their gender division.

The next chapter illustrates how gender equality and women's empowerment are exemplified in a small company called the Eather Group based in Australia. The company described is engaged in heavy haulage, earthmoving, material

supply and disposal and crushing and screening processes. This chapter is pertinent in that there is a substantial gender gap in the transport industry, internationally, women represent 17.3% of the transport industry workforce, while just 9.5% of those working as machinery drivers and operators are females. The central message in the chapter is that gender equality is an objective attainable by companies in industries that traditionally have a large gender gap in employment. The principal actors, in this case, are Peter Eather, founder and managing director, his wife, Sally-ann, general manager and their daughter, Divinia, marketing manager. The latter is also the co-author of the chapter. This case study showcases women's involvement in a family business through the story-telling approach. Marketing and human resources (HR) strategies and goals explicitly discuss gender equality and are active parts of the business model. Financial strategies allow for training programs and related community initiatives to drive the gender goals of the business. The business model has strong gender values underpinning business operations to the point where supervisors are held accountable for achieving the company's vision for a more balanced workforce.

The last chapter profiles the family business Technica International. The company is a Lebanese family business founded by Mr Tony Haddad. As an engineering and automation solution company, Technica International is aware that engineers and technicians in the industry are mostly male. This is because females were particularly under-represented in science, technology, engineering and mathematics (STEM) education and, consequently, in STEM careers. Despite a general under-representation, the company is a showcase of positive motivation for, and engagement in, gender equality and women's empowerment. Technica International seeks to improve gender equality and women's empowerment within its business. The case first highlights the active involvement of the daughter of the founder, Cynthia Abou Khater, who joined the business in 2007 and who is currently Vice President overseeing the Strategy, Information Technology and HR departments. Cynthia was actively instrumental in attracting more female talent to the company and in developing an organisational environment that is conducive to women.

This final chapter focuses on the efforts of Technica International to promote gender equality in the organisation, and it examines the initiatives and practices adopted by the company to achieve this goal. Cynthia was influenced by her own experiences as a highly qualified woman and mother who was discriminated against in the labour market, and she wanted to do things differently at Technica International. When Cynthia started working at Technica International, there were no special policies in place for women. She understood that greater gender equality could create a positive effect on the company, leading to fresh perspectives, new ideas and a pleasant environment for both women and men working at the company. She recognised the need to provide support, especially for young women who just started a family to balance work and life.

The Methodological Approach Adopted for the Book

The book used a case study method to gain insights into the practices of businesses incorporating the SDGs into their business strategies and management practices. The editors approached a range of potential authors to develop the case studies. They approached early career researchers, PhD students, family business academics, family business consultants, managers of family business centres and family business practitioners to consider submitting a case for the book. Interested authors were asked to choose the SDGs that best matched the family business of their choice and use a case study template provided by the editors of the book

Table 2. Key Aspects of the Case Study Template Used by Authors in This Book.

<p><i>Vision and mission, services offered by the organisation</i></p> <p><i>Background to the company</i></p> <p><i>Historical development</i></p> <ul style="list-style-type: none"> • Founding date • Founder details • Human interest angle of the founder • Quotes from the founder or key people • Size of organisation 	<p><i>How do the vision mission and background of the organisation relate to the SDG?</i></p> <ul style="list-style-type: none"> • When did the SDG become important to the organisation? • Was there a person who championed the SDG? • Are the SDGs explicitly talked about by staff?
<p><i>How do key stakeholders relate to the SDG championed by the organisation?</i></p> <ul style="list-style-type: none"> • What stakeholders influence the organisation? • Has the adoption of the SDG in the organisation had an impact on stakeholders? • Have stakeholders influenced the actions of the organisation related to the SDG? 	<p><i>Outline the business model of the organisation and add how SDG is important.</i></p> <ul style="list-style-type: none"> • Outline key elements • An outline structure of the organisation is needed. • Provide a diagram of the business model • Identify key activities and return on investment • How does the SDG relate to return on investment? • How do businesses monitor impacts?
<p><i>What are the challenges facing the organisation in implementing the SDGs?</i></p> <p><i>How does the business measure and report on sustainability and SDG activities?</i></p>	<p><i>How does the organisation see itself in relation to providing benefits outside the organisation? What next for the organisation?</i></p>

series to craft a case study on how the family business advanced the SDG (see Table 2 for template). A truly global response was received for the book series with participants from all over the globe.

References

- Barrett, R. (2017). *The values-driven organization: Cultural health and employee well-being as a pathway to sustainable performance*. Taylor & Francis.
- Bauweraerts, J., Arzubiaga, U., & Diaz-Moriana, V. (2022). Going greener, performing better? The case of private family firms. *Research in International Business and Finance*, 63, 101784.
- Ferreira, J. J., Fernandes, C. I., Schiavone, F., & Mahto, R. V. (2021). Sustainability in family business—A bibliometric study and a research agenda. *Technological Forecasting and Social Change*, 173, 121077.
- Muhmad, S. N., & Muhamad, R. (2021). Sustainable business practices and financial performance during pre-and post-SDG adoption periods: A systematic review. *Journal of Sustainable Finance & Investment*, 11(4), 291–309.
- UNEP. (2020). *A UN framework for the immediate socio-economic response to COVID-19*. <https://unsdg.un.org/sites/default/files/2020-04/UNFramework-for-the-immediate-socio-economic-response-to-COVID-19.pdf>. Accessed on July 26, 2023.
- UNEP. (2021). *Leaving no one behind: Impact of COVID-19 on the sustainable development goals (SDGs)*. <https://www.undp.org/publications/>. Accessed on 26 July, 2023.
- United Nations. (2021). *The 17 goals*. <https://sdgs.un.org/goals>. Accessed on July 26, 2023.
- United Nations. (2023). *Achieve gender equality and empower all woman and girls*. <https://unstats.un.org/sdgs/report/2022/Goal-05/>. Accessed on July 26, 2023.
- United Nations. (n.d.). SDG Indicators, Global indicator framework for the Sustainable Development Goals and targets of the 2030 Agenda for Sustainable Development. <https://unstats.un.org/sdgs/indicators/indicators-list/>

This page intentionally left blank

Chapter 2

The Meaning of a Family Business and Why They Are Important to Economies

Naomi Birdthistle and Rob Hales

Griffith University, Australia

What Does Being a Family Business Mean?

The study of family businesses is still in its early stages as a discipline. There is a challenge within the academic and business communities due to the lack of a uniform definition of what constitutes a family business. Professor John Davis, a leading expert in this field, has reviewed numerous definitions found in the literature and categorised them into two main types: structural definitions and process definitions (Davis, 2001). The structural definition focuses on ownership or management arrangements within the family business, such as ‘51% or more ownership by family members’. On the other hand, the process definition centres around the level of involvement the ‘family’ has in the business. An example of the process definition, according to Davis (2001), is the family’s influence on the business’s policies and their desire to maintain control over the business. Table 1 presents definitions from prominent researchers on family businesses, categorised according to Davis’s (2001) structural versus process lens.

This book contains examples of family businesses from around the world, including the European Union, Australia, Central America and the Kingdom of Bahrain in the Middle East. The governments of Australia, Central America and the Middle East do not have specific legal definitions of a family business. However, various organisations and researchers in these nations have proposed criteria to identify and categorise family businesses. These criteria generally align with the common characteristics associated with family businesses worldwide.

Attaining the 2030 Sustainable Development Goal of Gender Equality, 13–24



Copyright © 2024 Naomi Birdthistle and Rob Hales.

Published by Emerald Publishing Limited. These works are published under the Creative Commons Attribution (CC BY 4.0) licence. Anyone may reproduce, distribute, translate and create derivative works of these works (for both commercial and non-commercial purposes), subject to full attribution to the original publication and authors. The full terms of this licence may be seen at <http://creativecommons.org/licenses/by/4.0/legalcode>.

doi:[10.1108/978-1-80455-832-420231002](https://doi.org/10.1108/978-1-80455-832-420231002)

Table 1. Definitions of Family Businesses With a Structural or Process Lens Applied.

Family Business Definition	Author	Structural or Process Lens Applied
Members of one family own enough voting equity to control strategy, policy and tactical implementation	Miller & Rice, 1967	Process definition
Ownership control by a single family or individual	Barnes & Hershon, 1976	Structural definition
Two or more family members influence the direction of the business through the exercise of management roles, kinship ties or ownership rights	Davis & Tagiuri, 1982	Process definition
Family influence over business decisions	Dyer, 1986	Process definition
Ownership and operation by members of one or two families	Stern, 1986	Structural definition
Legal control over the business by family members	Lansberg, Perrow, & Rogalsky, 1988	Structural definition
Closely identified with at least two generations of a family, the link has had a mutual influence on the company policy and the interests and objectives of the family	Donnelley, 1964	Process definition
Expectation or actuality of succession by a family member	Churchill & Hatten, 1987	Process definition
Single-family effectively controls the firm through the ownership of greater than 50% of the voting shares, and a significant portion of the firm's senior management team is drawn from the same family	Leach et al., 1990	A mix of structural and process definitions

Some key aspects often considered in defining a family business in Australia, Central America and the Middle East are discussed in the next section.¹

The European Commission has provided its definition of a family business, which it uses as a basis to measure the contribution of family businesses to the EU economy. Family businesses are crucial to the European economy, as they constitute a significant portion of companies within the region. According to [European Family Businesses \(2020\)](#), family businesses make up between 65% and 80% of all European companies and contribute more than 40%–50% of all jobs in the European Union. The EU definition aligns more with the process of definition identified by [Davis \(2001\)](#). The [European Commission \(n.d., para. 2\)](#) proposes that a firm, of any size, is a family business, if:

- Most decision-making rights are in the possession of the natural person(s) who established the firm, in the possession of the natural person(s) who has/have acquired the share capital of the firm, or in the possession of their spouses, parents, child or children's direct heirs.
- Most decision-making rights are indirect or direct.
- At least one representative of the family or kin is formally involved in the governance of the firm.
- Listed companies meet the definition of family enterprise, if the person who established or acquired the firm (share capital) or their families or descendants possess 25% of the decision-making rights mandated by their share capital.

[Astrachan and Shanker \(2003, p. 211\)](#) clearly state in their work that because there is no 'concise, measurable, agreed-upon definition of a family business' this leads to a 'challenge in quantifying their collective impact'. Emanating from their research they created a spectrum on which one could define a family business, from a broad to a narrow definition. Key to their understanding of the term family business is the 'degree of family involvement in the business'. They depicted this spectrum as a 'bull's eye' with a broad definition in the outer sphere. From a broad definitional perspective, [Astrachan and Shanker \(2003\)](#) propose that to be a family business only requires input from some family members in the business, and the strategic direction of the business is controlled by the family. They also pose a 'middle ground' definition which is the intention to pass the business on to a family member with the incumbent still involved in the running and operations of the family business. In the 'nucleus' of the bull's eye, [Astrachan and Shanker \(2003\)](#) propose a narrow definition where the management and operation of the family business include representatives from different generations of the family with siblings in different management roles and up-and-coming family members (possibly cousins) joining the family business at entry-level. [Van](#)

¹Please note, since Central America comprises several countries with diverse legal systems, cultures and business practices, the definition and recognition of family businesses may vary from one country to another. Definitions may also evolve over time based on economic and social changes in the region.

Der Vliet (2021) provides an expanded version of Astrachan and Shanker's (2003) bullseye as per Fig. 1.

As is evident from the various definitions posed here (i.e. Table 1 and Fig. 1), writers tend to vary in how much family control of a company is needed to call the business a family business. Writers often disagree on how much the family must want to perpetuate the family control of the business to qualify as a family business. Cano-Rubio et al. (2017, p. 132) advocate that if there was a single general criterion used to conceptualise the term 'family business', this would 'ensure that the concept used in the different studies of these companies does not condition the results obtained'. The lack of agreement on a definition is troubling because it reflects the lack of conversations in the field on this subject. More troubling still is the many writers in the field that use the term family business to identify their subject, without defining the term at all. Writers also frequently confuse the family and other kinds of business e.g. small business. The two are decidedly distinct, given the large size of many family businesses, i.e. the Merck Pharmaceuticals in Germany and Wal Mart in the United States, and the non-family ownership of many small businesses. Another often-made mistake is to assume that family companies are private companies. Most are but over half of all publicly traded companies in the United States, for example, are family-owned.

In choosing the respondents for this book, the authors selected family businesses based on their self-identification as such and categorised them into either structural or process definitions after further analysis.

Key Characteristics of a Family Business

It is essential to recognise that not all family businesses are the same, and their characteristics can vary widely depending on factors such as size, industry, culture and the level of family involvement. Additionally, family businesses may face unique challenges related to family dynamics, succession planning and the need to balance personal and professional interests. Nonetheless, family businesses are an integral and diverse part of the global business landscape, contributing significantly to economies around the world. Being a family business means that the ownership, control and management of a business are primarily in the hands of a family or multiple family members. In a family business, the family members are directly involved in the decision-making processes and have a significant influence on the strategic direction and operations of the company. The term 'family' in this context refers to individuals who are related by blood or marriage. Key characteristics of a family business include:

- Family involvement and control: Family members are actively engaged in the business, and they may hold key positions such as owners, executives or board members.

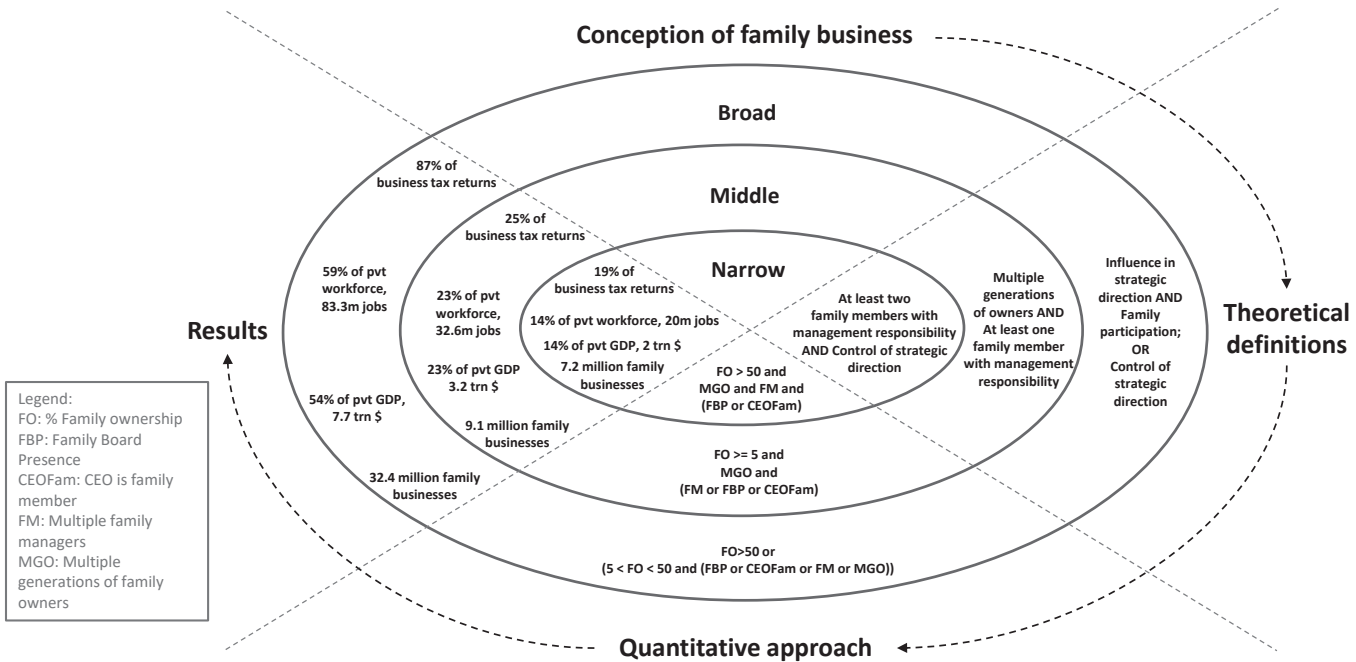


Fig. 1. Bullseye 2021 (Van Der Vliet, 2021).

- Family ownership and control: The majority of the business's ownership is held by family members, which gives them a substantial financial stake and control in the company. Family members have a significant influence on decision-making and company strategy.
- Long-term orientation: Family businesses often have a long-term perspective, with a focus on passing the business down to future generations and maintaining its legacy, which is commonly seen in family businesses in Australia, Central America and the Middle East.
- Family values and culture: Family businesses may be guided by family values and a unique organizational culture that has been shaped by the family's history and traditions.
- Emotional attachment: Family members have an emotional attachment to the business, often viewing it as an extension of their family identity.
- Succession planning: Planning for leadership succession is crucial in family businesses to ensure a smooth transition of management and ownership from one generation to the next.
- Emphasis on relationships: Family businesses in the Middle East and Central America often prioritise strong relationships with employees, customers and suppliers, reflecting the region's emphasis on personal connections.
- Mixed roles: Family members in a family business may wear multiple hats, fulfilling both family roles and business roles, which can create a unique dynamic within the organisation.
- Philanthropy and social responsibility: Many family businesses in all three countries engage in philanthropic activities and contribute to the welfare of their communities.

During the COVID-19 pandemic, family businesses displayed a remarkable level of resilience compared to non-family businesses. Research conducted by [Bajpai et al. \(2021\)](#) on a global scale found that family businesses laid off fewer employees (8.5%) in comparison to non-family businesses (10.2%). This ability to retain more staff during the challenging times of the pandemic highlights the adaptability and strength of family businesses in the face of economic disruptions. The capacity of family businesses to weather crises and make strategic decisions with a long-term perspective has led [Bajpai et al. \(2021\)](#) to argue that these businesses are well positioned to play a significant role in driving the global economic recovery from COVID-19. As the world continues to recover from the impacts of the pandemic, family businesses may emerge as crucial contributors to economic growth and stability, both at the local and global levels.

The research findings suggest that family businesses' unique characteristics, such as their strong family values, commitment to employees and focus on long-term sustainability, contributed to their ability to navigate the challenges posed by the pandemic more effectively than other companies. As a result, they are expected to be instrumental in fostering economic recovery and rebuilding in the post-pandemic era. Family businesses' resilience and ability to protect jobs during the pandemic have not only benefited their employees and local communities but also positioned them as potential drivers of economic revitalisation on a

broader scale. As the global economy continues its recovery journey, family businesses may be crucial in leading the way towards a more stable and prosperous future.

Family Businesses Around the World

Are family businesses an enigma or a reality? They are very much the latter, as they are the most frequently encountered ownership model in the world, and their impact on the global economy is tremendous. [Tharawat Magazine \(2016\)](#) produced a report that showcased the contributions that family businesses make to the global gross domestic product (GDP) as per [Fig. 2](#).

Just shy of 10 years later, we can see from the research that in that length of time family businesses have made an even bigger stamp on a nation’s GDP. For example, in 2021, [Van Der Vliet \(2021\)](#) reported that in 2021 family businesses in the United States contributed to 64% of the US GDP, a seven per cent increase. In the Netherlands, it is estimated that over 276,000 of its businesses are family businesses ([European Family Businesses, 2017](#)), and [Finnigan \(2016\)](#) found that in Argentina family businesses contributed just shy of 1 trillion to the nation’s GDP.

Family-owned businesses play a significant role in creating global wealth and are often responsible for driving substantial revenue and economic growth. The University of St. Gallen and Ernst and Young conducted joint research, finding that in 2023, the family businesses they studied generated a staggering \$US8.02 trillion in revenue. This represented a notable 10% increase from their previous findings in 2021 ([Robertsson, 2023](#)). Many of the world’s well-known and successful brands have their roots in family-owned businesses. For instance, Wal-Mart, owned by the Waltons, recorded impressive revenues of \$572.8 billion in 2022 ([Ozbun, 2022](#)) and employed 2.3 million people worldwide in the same year ([Walmart, 2023](#)). Similarly, the Porsche family’s ownership of Volkswagen contributed to total revenues of US\$18.8 billion worldwide with total market revenue amounting to US\$1.8 trillion in 2021 ([Statista Mobility Market Insights, 2022](#)).

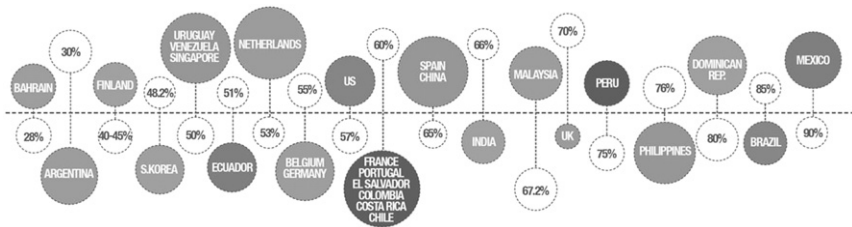


Fig. 2. Percentage of Family Business Contribution to National Gross Domestic Product ([Tharawat Magazine, 2016](#)).

Family businesses have a long history in some countries, deeply ingrained in the fabric of their economies. For instance, the Osaka temple-builder Kongo Gumi held the title of the world's oldest family business, established way back in 578 AD. Although it ceased operations in 2006, it was replaced by Nishiyama Onsen Keiunkan which has had 52 generations of the same family operating the family business. Some of the oldest family businesses in the world include:

- Nishiyama Onsen Keiunkan (Japan): Established in 705 AD, Nishiyama Onsen Keiunkan is another traditional hot spring inn in Japan ([Uniqhotels, n.d.](#)). It holds the Guinness World Record for being the oldest hotel in continuous operation.
- Hoshi Onsen Chojukan (Japan): Founded in 718 AD, Hoshi Onsen Chojukan is a traditional Japanese hot spring inn located in the Ishikawa Prefecture ([Houshi, 2017](#)). It is currently being led by the 46th generation of the Hoshi family.
- Château de Goulaine (France): Dating back to the year 1000, Château de Goulaine is a castle and vineyard located in the Loire Valley, France ([Chateau de Goulaine, 2023](#)). It has been owned by the Goulaine family for over 1,000 years.
- Barone Ricasoli (Italy): Founded in 1141, Barone Ricasoli is one of the oldest wineries in Italy and is located in Tuscany ([Ricasoli, n.d.](#)). It has remained under the ownership of the Ricasoli family for over 850 years.
- Richard de Bas (France): Founded in 1326, Richard de Bas is a paper mill located in Ambert, France ([Loison, 2021](#)). It has been operated by the Bas family for over 700 years and is known for producing high-quality handmade paper.
- Antinori (Italy): Established in 1385, Antinori is another renowned winery in Tuscany, Italy. It is one of the oldest family-run businesses in the world, specialising in wine production for over 600 years ([Antinori, n.d.](#)).
- Zildjian (Turkey/United States): Dating back to 1623, Zildjian is one of the oldest companies in the world and is renowned for manufacturing cymbals ([Zildjian, 2023](#)). The business was established in Turkey and later moved to the United States. It has remained family-owned for nearly 400 years.
- Kikkoman (Japan): Founded in 1630, Kikkoman is a well-known Japanese food company specialising in soy sauce and other condiments ([Soyinfo Center, 2023](#)). It has been owned by the Mogi family for over 360 years.

These examples demonstrate the enduring and influential nature of family-owned businesses, contributing substantially to global economic activity and shaping the commercial landscape across various industries and regions.

Countries Represented in This Book

The family businesses portrayed in this book come from Australia, the Kingdom of Bahrain, Austria and Honduras in Central America.

Australia has a robust and extensive landscape for family businesses with a significant presence in the country's economy. Evidence indicates that family businesses comprise approximately 70% of all businesses in Australia (CoSpedia, 2022). These family-owned enterprises play a crucial role in contributing to the nation's economic strength, generating over AUSS\$ 4.3 trillion in revenue, with an average annual turnover of AUSS\$ 12 million per family business (Family Business Australia, n.d.). Family businesses are well-represented among the top 500 private companies in Australia with a notable presence in the upper echelons of this ranking (IBISWorld, 2022). Within the top 26 companies, 10 are family-owned, with three of the top five being family businesses. Australia also boasts several long-standing family businesses, demonstrating their ability to endure and succeed across generations. For instance, Summerville Farm in Tasmania's Derwent Valley, founded in 1808, is currently being led by the seventh generation of the family. Lionel Samson & Son, established in 1829 by two brothers who arrived in the Swan River Colony, is still being run by family members. In the late 1800s, Lionel Samson & Son was the largest importer of beers and spirits in Australia.

Other examples of longstanding family businesses include Coopers Beer, established in Adelaide in 1862, which remains a family-run enterprise serving beer across the country. J. Furphy & Sons, a fifth-generation family-owned manufacturing business based in Shepparton, Northern Victoria, and with operations in Albury, New South Wales and Geelong, Victoria, is another impressive example of longevity in the family business world. P. Blashki & Sons, established around 1875 by Phillip Blashki, continues to operate in the 21st century, specialising in producing regalia such as academic gowns, judges' wigs and medals. Peacock Bros., founded in 1888 by brothers Ernest and Charles Peacock, earned a reputation for exceptional quality and service in their small general printing business. These examples highlight the diversity and significance of family businesses in Australia's economic landscape, showcasing their ability to thrive over time and contribute significantly to the country's prosperity.

The Kingdom of Bahrain with its capital being Manama, borders Qatar, Iran and Saudi Arabia and is comprised of Bahrain Island and 30 other smaller islands. Bahrain has small stores of petroleum unlike its neighbours and its economy focuses on the processing of crude oil. However, other sectors have been growing in the recent past, including the financial, commercial services and the communication sector along with tourism (Crystal & Smith, 2023). The Kingdom of Bahrain is the small country portrayed in this book with an estimated population of just shy of 1.5 million people as of July 2023 (Worldometer, 2023). Within the Middle East's top 150 family businesses, five businesses from Bahrain are represented there (Family Capital, 2023). Three of these businesses are privately held with the other two listed as public companies with revenues ranging from USD\$300 million to USD\$1.3 billion (Palaic et al., 2023). These family businesses are major employers in the region with employment figures ranging from 3,500 employees to 12,526 employees (Palaic et al., 2023). According to the Gulf Daily News (2022), the oldest family business in the Kingdom of Bahrain is the Abdulla Yousif Fakhro Group, which was established in 1888 and is currently being led by the fifth generation of the Fakhro family.

Family businesses are indeed a significant and integral part of the Austrian economy, contributing substantially to employment, sales and economic growth. According to [KPMG \(2021\)](#), approximately 80% of companies in Austria are identified as family businesses. These family-owned enterprises collectively employ around 70% of all employees in the country, indicating their vital role in providing jobs and supporting the workforce. The study by [Wien \(2020\)](#) further reinforces the importance of family businesses in Austria. It reports that there are over 157,000 family businesses in the country, providing more than 1.8 million jobs. These family businesses have generated an impressive €414.1 billion in sales, showcasing their significant contribution to the Austrian economy's overall revenue.

Family businesses in Austria have a long-standing history, with some having operated for centuries. For example, St. Peter Stiftskeller, located within the walls of St. Peter's Abbey in Salzburg, is believed to be one of the oldest restaurants in Europe. There are speculations that it was established as early as 803 AD, making it an extraordinary example of longevity in the family business world ([von Dümmler, 1881](#)). Gmachl, a hotel based in Salzburg, is another remarkable family business in Austria. It has been run by the same family since 1334, making it the 23rd generation carrying on its legacy. Swarovski, the renowned jeweller, is yet another notable family business in Austria. Founded in 1895, it has maintained its family ownership and has become a global brand with approximately 3,000 stores worldwide and a vast workforce of over 29,000 employees. These examples illustrate the diverse and significant role that family businesses play in the Austrian economy, spanning various industries and generations, and contributing to the country's economic prosperity and cultural heritage.

Honduras is located in Central America with both El Salvador and Guatemala to the west and Nicaragua to the south and east. Honduras has had a turbulent past with a long history of military rule, crime, poverty and corruption and is thought to be one of the least developed and most unstable countries in Central America ([BBC, 2023](#)). It has a population of approximately 9.4 million people. Honduras is predominantly an agrarian country and is one of the poorest countries in Central America. The World Bank notes that roughly half of the Honduran population lived on less than USD\$6.85 per day ([World Bank, 2023](#)). Family businesses in Honduras contribute to the country's economic development, create jobs and play an important role in shaping the business landscape. They are often deeply connected to the country's culture and heritage, reflecting the values and traditions of the Honduran people. A family business that has a long association with Honduras is the Vaccaro Brothers, who built Honduras' first bank and hospital and are recognised as being responsible for modernising the banana trade and became Honduras's largest investor and exporter before World War I ([Encyclopedia.com, 2019](#)).

References

Antinori. (n.d.). *Antinori nel Chianti Classico*. <https://www.antinori.it/en/tenuta/estates-antinori/antinori-nel-chianti-classico-estate/>

- Astrachan, J. H., & Shanker, M. C. (2003, September). Family businesses' contribution to the U.S. economy: A closer look. *Family Business Review*, *XVII*(3), 211–219.
- Bajpai, A., Calabro, A., & McGinness, T. (2021). *Mastering a comeback: How family businesses are triumphing over COVID-19*. KPMG.
- Barnes, L. B., & Hershon, S. A. (1976). Transferring power in the family business. *Harvard Business Review*, *54*(4), 105–114.
- BBC. (2023). *Honduras country profile*. <https://www.bbc.com/news/world-latin-america-18954311>
- Cano-Rubio, M., Fuentes-Lombardo, G., & Vallejo-Martos, M. C. (2017). Influence of the lack of a standard definition of “family business” on researcher into their international strategies. *European Research on Management and Business Economics*, *23*, 132–146.
- Chateau de Goulaine. (2023). *The history*. <https://www.chateaugoulaine.fr/english-informations/opening-hours-admission-prices/the-history>
- Churchill, N. C., & Hatten, K. J. (1987). Non-market based transfers of wealth and power: A research framework for family businesses. *American Journal of Small Business*, *12*(2), 53–66.
- CoSpedia. (2022). *Why family businesses are the backbone of the Australian economy*. <https://www.cos.net.au/c/cospedia/family-business-australian-economy>
- Crystal, J. A., & Smith, C. G. (2023). *Bahrain*. <https://www.britannica.com/place/Bahrain>
- Davis, J. (2001, July). Definitions and typologies of the family business. *Harvard Business School Background Note*. 802-007.
- Davis, J., & Tagiuri, R. (1982). The influence of life stages on father-son work relationships in family companies. Unpublished manuscript, Graduate School of Business Administration, University of Southern California.
- Donnelley, R. (1964). The family business. *Harvard Business Review*, *42*(4), 93–105.
- Dyer, W. G., Jr. (1986). *Cultural changes in family business: Anticipating and managing business and family transitions*. Jessey-Bass.
- Encyclopedia.com. (2019). *Vaccaro Brothers*. <https://www.encyclopedia.com/humanities/encyclopedias-almanacs-transcripts-and-maps/vaccaro-brothers>
- European Commission. (n.d.). *Family business*. https://single-market-economy.ec.europa.eu/smes/supporting-entrepreneurship/family-business_en
- European Family Businesses. (2017). *Family businesses in the Netherlands*. <https://europeanfamilybusinesses.eu/family-businesses-in-the-netherlands-2/>
- European Family Businesses. (2020). *About European Family Businesses*. <https://abouteuropeanfamilybusinesses-europeanfamily>
- Family Business Australia. (n.d.). *Australian Family Business Sector Statistics*. <https://www.familybusiness.org.au/documents/item/253>
- Family Capital. (2023). *Top 150 Middle East family businesses*. <https://www.famcap.com/the-middle-east-150-why-family-businesses-matter-so-much-for-the-region/>
- Finnigan, M. (2016, April 22). *Infographic: Argentine family businesses* issue 66. Campden FB. <https://www.campdenfb.com/article/infographic-argentine-family-businesses>
- Gulf Daily News. (2022, September 8). Bahraini firms among region's top Arab family businesses. *Gulf Daily News*. <https://www.zawya.com/en/world/middle-east/bahraini-firms-among-regions-top-arab-family-businesses-15b2en>

- Houshi. (2017). *Welcome*. <https://www.ho-shi.co.jp/en/#about>
- IBISWorld. (2022). *Australia's top 500 private companies in 2022*. <https://www.ibisworld.com/blog/top-500-private-companies-2022/61/1133/>
- KPMG. (2021). *European family business barometer*. <https://home.kpmg/at/en/home/insights/2022/01/family-businesses.html>
- Lansberg, I. S., Perrow, E. L., & Rogolsky, S. (1988). Family business as an emerging field. *Family Business Review*, 1(1), 1–8.
- Leach, P., Kenway-Smith, W., Hart, A., Morris, T., Ainsworth, J., Beterlsen, E., Iraqi, S., & Pasari, V. (1990). *Managing the family business in the U.K: A Stoy Hayward survey in conjunction with the London Business School*. Stoy Hayward.
- Loison, F. (2021). *The Richard de Bas paper mill, recognised as a living heritage company*. <https://www.printindustry.news/story/36557/the-richard-de-bas-paper-mill-recognized-as-a-living-heritage-company>
- Miller, E. J., & Rice, A. K. (1967). *Systems of organizations*. Tavistock.
- Ozbun, T. (2022). *Walmart: Worldwide revenue FY2012–2022*. <https://www.statista.com/statistics/555334/total-revenue-of-walmart-worldwide/>
- Palalić, R., Razzak, M. R., Al Riyami, S., Dana, L. P., & Ramadani, V. (2023). Family businesses in Bahrain. In V. Ramadani, W. J. Aloulou, & M. Zainal (Eds.), *Family businesses in Gulf Cooperation Council Countries: Contributions to management science* (pp. 13–32). Springer.
- Ricasoli. (n.d.). *Centuries-old tradition, contemporary excellence. A journey of nearly a thousand years in Chianti Classico Tuscany*. <https://www.ricasoli.com/en/>
- Robertsson, H. (2023). *How the largest family enterprises are outstripping global economic growth*. https://www.ey.com/en_nl/family-enterprise/family-business-index
- Soyinfo Center. (2023). *History of Kikkoman*. <https://www.soyinfocenter.com/HSS/kikkoman.php>
- Statista Mobility Market Insights. (2022). *Porche Report 2022*. <https://www.statista.com/study/60891/porsche-report/>
- Stern, M. H. (1986). *Inside the family-held business*. Harcourt Brace Jovanovich.
- Tharawat Magazine. (2016). Economic impact of family businesses – A compilation of facts. *Tharawat Magazine*, 22.
- Uniqhotels. (n.d.). *Nishiyama Onsen Keiunkan*. <https://www.uniqhotels.com/nishiyama-onsen-keiunkan#:~:text=The%20Nishiyama%20Onsen%20Keiunkan%20spa,same%20family%20for%2052%20generations>
- Van Der Vliet, D. (2021). *Measuring the financial impact of family businesses on the US economy* (pp. 1–4). Entrepreneur & Innovation Exchange.
- von Dümmler, E. (1881). *Carmen CXI*. MGH Poetae Latini I.
- Walmart. (2023). *How many people work at Walmart?* <https://corporate.walmart.com/askwalmart/how-many-people-work-at-walmart>
- Wien, M. (2020). *Familienunternehmen in Österreich 2019*. <https://www.kmuforschung.ac.at/>
- World Bank. (2023). *The World Bank in Honduras*. <https://www.worldbank.org/en/country/honduras/overview>
- Worldometer. (2023). *Bahrain Populatio (live)*. <https://www.worldometers.info/world-population/bahrain-population/>
- Zildjian. (2023). *The Avedis Zildjian Company*. <https://zildjian.com/pages/about-us>

Chapter 3

Honduras: Hacienda Las Flores

Karen Dubon^a, Silvia Paz^b and Allan Discua Cruz^c

^aHacienda Las Flores, Honduras; Bay Island Harvest S de R.L., Honduras

^bHacienda Las Flores, Honduras

^cLancaster University Management School, UK

Introduction

Hacienda Las Flores (HLF), located in the city of Jutiapa, state of Atlantida, Honduras, Central America, produces a unique collection of artisan and healthy chips, 100% natural and without preservatives, 100% Honduran, with non-traditional flavours. Founded in 2011, it has grown from strength to strength in the development of artisanal snacks distributed nationally in Honduras. The company has begun exporting to the United States (USA) with its brand ‘Hacienda Las Flores’ and manufactures for export under licencing. The company was created by women and supports women in their personal and professional development. Fig. 1a,b shows the current company logo and brand.

Hacienda Las Flores

Understanding the dynamics of women entrepreneurs in family businesses in Latin America is relevant as most businesses around the world are family enterprises. While scholars have provided undisputed evidence of the crucial input of women entrepreneurs and leaders in the creation and development of family businesses, their entrepreneurial engagement is often perceived as invisible and fraught with diverse paradoxes in Latin America (Discua Cruz et al., 2019). Yet recent studies suggest that they are leading socially responsible projects and integrating international initiatives into the way a family business in Latin America should operate (Discua Cruz, 2020).

HLF is a family firm founded in 2011 in Honduras, a developing Latin American country, by an industrial engineer, Silvia Paz. The company’s top

Attaining the 2030 Sustainable Development Goal of Gender Equality, 25–36



Copyright © 2024 Karen Dubon, Silvia Paz and Allan Discua Cruz.

Published by Emerald Publishing Limited. These works are published under the Creative Commons Attribution (CC BY 4.0) licence. Anyone may reproduce, distribute, translate and create derivative works of these works (for both commercial and non-commercial purposes), subject to full attribution to the original publication and authors. The full terms of this licence may be seen at <http://creativecommons.org/licenses/by/4.0/legalcode>.

doi:10.1108/978-1-80455-832-420231003

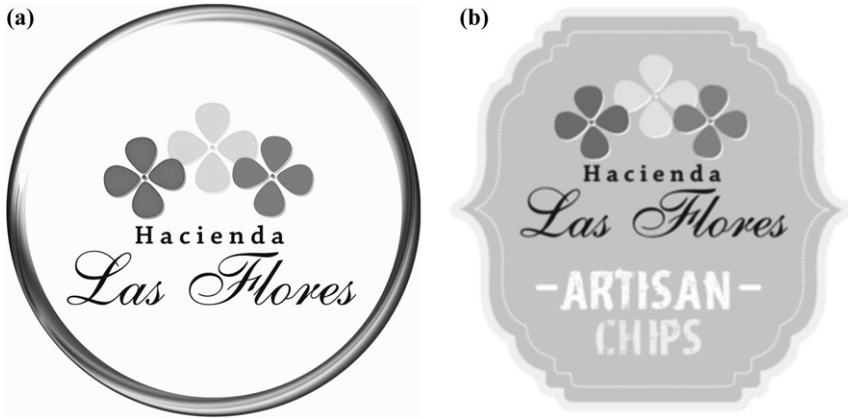


Fig. 1. (a and b): Company and Brand Logo.

management team is composed of 80% women. They provide jobs to women and men from nearby communities, offering equal opportunities to develop as people and improve their quality of life. One of its fundamental pillars is to train qualified female labourers and that by doing so it can contribute to their household development.

As the HLF factory is located in a strategic agricultural area on the Atlantic coast of Honduras, it benefits from the supply of crops and raw materials from the largest Garífuna merchant communities in the country, most of which are led by women.

Women in Honduras have played a fundamental role in all social, economic and cultural aspects of the country. It is only recently that studies have showcased their key role in the creation and continuity of family enterprises (Discua Cruz et al., 2022). However, over many years, they have had to face barriers that a male-dominated society imposed over time. In Honduras, women in the family business have faced diverse struggles. By leading family enterprises, women are raising their voices by creating and developing products and markets. In doing so, they have endeavoured to create a better working environment for women.

HLF acknowledges that Honduran society is still perceived as a patriarchal context where gender stereotypes exist and women suffer discrimination. In such contexts, gender equality and the participation of women in family firms often remain in the shadows. Such discrimination has not been eradicated despite campaigns for an 'equalitarian' and 'equitable' society. Sadly, discrimination and violence against women have been one of the challenges that prevent their professional development. A culture of 'machismo', is associated with stereotypical characteristics of control, hypermasculinity and aggression (Pérez & Morales, 2020), which in Honduras may be amplified due to a high level of poverty. This case aims to show that family businesses in Latin America can be part of the inclusion and empowerment of women through guidance based on sustainable development goals (SDGs), specifically SDG#5.

Vision and Mission

The vision of HLF is to offer appetisers in the national and international market of native products, with the highest standards of quality, social commitment and preservation of the environment. The vision is based on blending innovation, effort and professionalism.

The mission is to become the appetiser factory that satisfies the taste, desires and flavours preferred by their consumers, with the best products, and this results in a better relationship with stakeholders over a long period.

Products and Services Offered by HLF

The products offered by HLF are vegetable snacks such as banana, plantain, malanga, sweet potato, ripe plantain and cassava in non-traditional cuts and flavours under the HLF brand. HLF also offers a maquila service for these products to other brands. In doing so, they have expanded their production capability and improved quality standards, giving client companies the opportunity to focus on the marketing of their brands. Fig. 2a,b,c shows the products manufactured by HLF.

Background to Hacienda Las Flores

HLF was founded in 2011 by Silvia Paz as Inversiones S y B s de RL. HLF brand was born out of a dream and a family concern. Silvia Paz stated:

All this began with the dream of being able to maximise all the potential that women with higher education have to develop professionally and financially. The journey of being an entrepreneur has been very challenging and difficult for us as a women-run business. I have always thought that the path of entrepreneurship is not a 100-meter race, where the fastest wins,



Fig. 2. (a, b and c): Products Offered by Hacienda Las Flores.

but a marathon where, with perseverance and resistance, you reach the goal. This motto has helped HLF overcome any type of difficulties, allowing us to become stronger professionals, with better experiences to share and encourage others. It is difficult but ultimately satisfactory when looking back and seeing how far we've travelled.

Around the time of establishment and exploration of diverse ideas, family help and support were essential to craft and decide on a final product. Karen Dubon added, 'Hacienda Las Flores focused on a family concern. We wanted our children to eat healthily and that they consume reliable and quality products. We wanted to feel confident in the source of raw materials and were interested in creating a culture in our children for the consumption of fruits and vegetables in a way that was attractive to them, turning them into a snack, as well as helping and supporting the family economy'.

The Organisational chart is as follows (see Fig. 3).

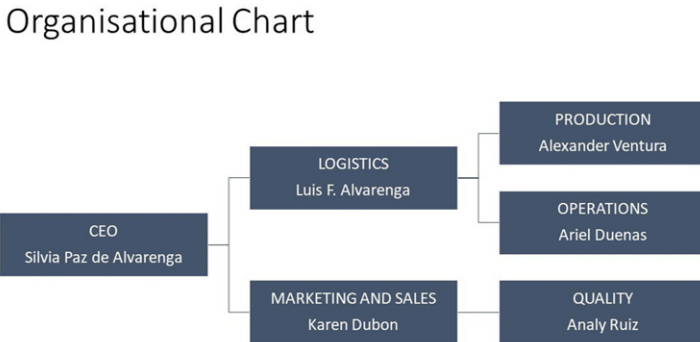


Fig. 3. Hacienda Las Flores Organisational Chart.

- CEO – Silvia Paz de Alvarenga
- Logistics – Luis Fernando Alvarenga (Silvia's husband)
- Logistics support – Ariel Duenas
- Marketing and Sales Director – Karen Dubon
- Production Director – Alexander Ventura
- Quality Director – Analy Ruiz
- Line assistants – 11

At HLF, work is governed by the following values and attributes:

Faith in God, quality, hygiene, innovation and originality, efficiency, service, honesty, integrity, gender equality, respect and good relations with our clients, suppliers and collaborators.

The raw material used in products offered must have an optimal harvest time. For this process, farmers on the Atlantic coast of Honduras and particularly in the state of Colon produce fruits and vegetables with the necessary characteristics to offer the best quality in our products.

Silvia Paz stated, ‘We are a young family business, and we strive to transmit the values and passion for what we do. Our daughters were one of the main reasons for starting this venture. We are working so that succession occurs for the next generation’. Family members involved are keen to make the business succeed and have made the training and education of all members a key priority for the firm. Within a few years, the firm expanded operations and manufactured products for other companies under other brands. Table 1 shows the most important milestones for HLF.

Table 1. Important Milestones for Hacienda Las Flores.

Date	Event (Family or Business Milestone)
2011	Business founded by Silvia Paz.
2012	First contract with women producers of raw material in Jutiapa, Atlantida.
2012	Invitation to a food Fair at the international agricultural university Zamorano as a special guest for innovation procedures with fruits and vegetables.
2013	Expansion into a large processing plant in Jutiapa, Atlantida.
2014	Sign a contract with the largest restaurant franchise in Honduras with 54 restaurants to supply them all with banana chips and banana strips for their salad bar.
2015	Specialised training for women operators in food handling, Hazard Analysis & Critical Control Point (HACCP), safety, administration and time management.
2016	Initial participation in the weekly Fair ‘BAZAR DEL SABADO’ ¹
2017	First contract with the new production concept of maquila services for one of the biggest national snack factories.
2017	Product diversification with the Garifuna community in Rio Esteban, Colon.
2018	Implementation of new packaging designs (Fig. 2).
2019	Product line expansion: Sweet Potato and Sweet Plantain.
2021	Winner of GET START HONDURAS in Miami, Florida. ²
2021	First contract under a maquila service for export to the United States.
2021	Participants of Family Agriculture Climate-Smart, at Zamorano University. ³

Table 1. (Continued)

Date	Event (Family or Business Milestone)
2022	Member of Red de Mujeres en el Agro (Women Network in Agriculture) at Zamorano University.
2022	Winner of a Scholarship at Incae Business School for Women Entrepreneurs Acceleration Programme. ⁴
2022	Market expansion in the United States through Expo Bazar del Sabado, United States at Domino Park, Miami.
2023	Participation in the largest national expo: Expo Juniana 2023, San Pedro Sula, Honduras.
2023	Became members of Voces Vitales Honduras – a network of women entrepreneurs. ⁵
2023	Engaged in online subject matter expert training ‘Programme for the Economic Empowerment of Women in the Northern Triangle’ sponsored by the Organization of American States (Cenpromype) SIECA.

¹<https://www.ccichonduras.org/website/bazar-del-sabado/>

²<https://hondurasisgreat.org/getstart-honduras-20-emprendedores-expondran-su-producto-en-miami/>

³<https://www.zamorano.edu/>

⁴<https://en.incae.edu/es/leads-aceleracion-virtual.html>

⁵<https://vocesvitaleshonduras.org/>

SDG#5 – Gender Equality and Hacienda Las Flores

SDG#5 on gender equality is related to the company’s mission by focusing on satisfying the tastes, desires and preferences of consumers, suppliers and long-term collaborators. This implies that gender equality must also be considered in all interactions with these groups. HLF strives to partner with people and organisations that are working towards gender equality. In addition, the company’s vision includes a gender perspective that promotes inclusion and equality.

Karen Dubon stated, ‘We have spontaneously focused on sustainability issues and now we give it more importance because public awareness of these issues has increased. We have been aware of our social responsibility to women because we are women working in business. We know the struggles of being a woman in this society and how important having access to opportunities is. That is why we are led by women; we work with businesses that are also women-led and we feel as a voice for women’s equality in business’.

SDG#5 has been gradually considered and integrated based on the exposure to international initiatives and the involvement of Karen and Silvia in diverse programmes (Table 1). The company has recently been labelled as a socially responsible enterprise.

Silvia Paz stated, ‘Our approach to support women goes hand in hand with our faith. It is part of our values. If we do not live our faith by creating an environment where women find fulfilment in their jobs and opportunities to increase and apply their skills, then we will not be able to achieve any of our goals. As a family, we believe that being a women in business, whether you are the business owner or part of the leadership or a manager means you have to persevere and aim to create an environment where you and others can thrive’.

Business Model and SDG#5

‘Our business model is simple’, stated Karen Dubon, ‘We promote quality products, and customers are attracted to the way we do business. We source our raw materials from local producers who are also women, these products are transformed by women in our factory and then distributed. The plantations where our raw material comes from are also run mostly by women. This has occurred as men have often migrated and they leave their farms under the care of their wives. Hence there is a strong priority for us to ensure that they are empowered to be business savvy and to ensure that they feel capable to be part of this process’. The plantations run by women become part of a value chain that allows HLF to train women to learn about quality control, decision making and food handling. In doing so they prepare women to be better skilled in roles previously occupied by men. See Fig. 4 (a,b) for plantain and yuca plantations.

The business model focuses on (a) commitment to customers in serving them in a timely manner with their requested orders, (b) innovation in the shape and form of vegetable snacks for restaurants and hotels and (c) quality, flavour and presentation.

SDG#5 aims are approached in two ways: financial sponsorship and awareness. In terms of financial sponsorship, a percentage of the profits goes to social programmes that support rural women and girls in the Jutiapa area, focusing on education as well as training in food handling and the development of family vegetable gardens. In terms of awareness, gender equality and sustainability values are promoted through marketing and communication campaigns. HLF educates consumers on the importance of choosing responsible products and supporting gender equality initiatives. Karen Dubon has constantly participated in TV campaigns on local TV and radio promoting such aspects and making wider audiences aware that by buying HLF products they are supporting women entrepreneurs and women producers in the Jutiapa area.

SDG#5 – Gender Equality and Hacienda Las Flores

Some of HLF stakeholders, who request their products for national distribution, are Pizza Hut, Texaco convenience stores, Circle K convenience stores, large franchise restaurants, FICOHSA (bank) and large social clubs. These large players have an influence on what HLF does.

Karen Dubon has identified the expectations of international stakeholders in the way they address SDG#5, ‘We are negotiating a large contract with an international customer. They are very socially conscious. In order to be their

(a)



(b)



Fig. 4. (a and b): Hacienda Las Flores Plantation of Plantains (Left) and Yuca (Right) in Jutiapa, Atlántida, Honduras.

supplier, they have given us a series of policies that the company must comply with, among the main ones is gender equality’.

HLF has focused on the following items related to SDG#5:

Economic empowerment: At HLF, the economic empowerment of women is approached through internal training and leadership programmes. HLF encourages educational engagement and provides equal opportunities for women to assume leadership roles in their areas of work.

Equal pay: At HLF, women working in the company are paid equal to their male colleagues with similar skills and experience in equivalent positions.

Inclusion in the supply chain: HLF ensures that women also benefit from the supply chain of their products. HLF works with suppliers that promote gender equality and give opportunities to women farmers or vegetable producers.

Participation in the community: HLF encourages collaborators to participate in local initiatives that promote gender equality and the empowerment of women, such as motivational talks in schools, colleges, etc.

As some of these programmes have been developing in the last few years, there are no measurements of the impact of their work against SDG#5.

Reporting and Measurement

Measuring SDG#5 is part of the plans for HLF. Currently, Silvia Paz stated: ‘We do not have specific metrics to measure SDG#5 however, we are guided by some of the guidelines such as equal pay regardless of gender. This is something that we introduced since the company started, for us, there should not be differences in gender but in capacity and skills. When we evaluate the performance results in production, we realise that the equality policy that we introduced turned out to be very effective’. Such statements are supported by their quality supervisor, Analy Ruiz, who expressed, ‘It is only when you realise that you can learn to do things better, that you have what it takes to help a business that has believed in you. They [Silvia and Karen] are also women and devoted leaders who are no strangers to discrimination and struggle. When you see that they practice what they preach then you commit not only to the company but to what they stand for. Being a woman here [at HLF] is great because it is by improving my education and skills and then applying them well that we earn the respect we deserve. Every woman working here can tell you the same: We do not only have a job that helps our household, but we have a role that gives us purpose’.

Challenges of Working With SDG#5

The greatest challenge HLF has regarding SDG#5 is changing cultural expectations. A male-dominated culture in business is not easy to change even if you have international initiatives guiding a young family business led by women. In Latin American family businesses, women are rarely given a stake in the family business. Gender inequality is rooted in cultural and social norms. Changing the mentality of women who have been discriminated against not only in wages but also in their employment opportunities and career advancement despite having

equivalent or higher education levels is difficult. Latin American societies are still perceived as a patriarchal context where gender stereotypes exist, and women suffer discrimination thus addressing SDG#5 has been difficult to address.

Moreover, age may also be a factor in women's discrimination at various levels. Challenges have been identified that being a woman over 30 years of age will limit job opportunities or chances to be trained either in government programmes or with non-profit entities. Silvia Paz stated, 'For example, we at HLF wanted to enrol one of our female employees in a training programme related to the food industry organised by an NGO. This was a great opportunity to broaden her curriculum. Yet she was not selected because the programme only accepted candidates between the ages of 17 and 30, with no possibility of expanding this restriction. There are no programmes that consider women over a certain age. It is like you have a label or "use by" date where the productive age is assigned, without considering the capabilities of the person'. Karen, committed to ongoing education, applied for the Professional Fellows Programme/Economic Empowerment scholarship, tailored for women and sponsored by the Department of State of the United States only to find herself unable to complete the process because she exceeded the age limit.

Finally, information available on international initiatives such as the SDGs is limited. Professionals like Karen and Silvia became aware of them due to business meetings, travel to other countries, engagement in diverse business activities with international associations (Participants of Family Agriculture Climate-Smart, at Zamorano University (<https://www.zamorano.edu/>) in Table 1) and interaction with international suppliers. A challenge is experienced when other organisations lack awareness about SDGs and guidance that could shape and introduce policies about gender equality.

Business and Greater Good

It has always been a desire for HLF to sponsor a school in one of the two communities surrounding our company, to sponsor teachers and furniture, since they are multigrade schools where a single teacher attends to 6 grades. We have sponsored a softball team called the Lady Ranger Girls (*Lady Rangers*, 2023). We engage in fundraising for their equipment and uniforms. From our own experience as softball players, we know that such sport allows young girls to develop team building and leading skills which will be very useful for their life as professionals.

A benefit that will have a multiplier effect for HLF in their priority to empower women is having been selected for international training programmes such as the Acceleration plan of the Women's Leadership Centre Winner of a Scholarship at Incae Business School for Women Entrepreneurs Acceleration Programme (<https://en.incae.edu/es/leadsaceleracionvirtual.html>) in Table 1). Such a programme allows women to create opportunities within their existing businesses and develop opportunities for other women either internal or external to the organisations. Such emphasis on education has been ingrained since the company started. Silvia is constantly aiming to refine and improve the production process and got involved in courses at the National Professional Training Institute

(Instituto Nacional de Formacion Profesional). Because of the empowering experience of learning new skills that would apply to business, she prioritised training in the business. Women working at HLF have been constantly trained about how to best use environmentally friendly products, management, food handling and leadership skills.

What's Next for HLF and SDG#5 – Gender Equality

Immediate plans for HLF are to increase the representation of women in leadership positions by 30%. By the end of this year, HLF will be introducing measuring and reporting metrics around equal pay within the organisation.

Additionally, Silvia Paz stated, 'We are very interested in integrating a welfare and education plan for the children of our employees, either with the opportunity for scholarships and infant care programmes in a nursery. As most of our employees are also mothers, we feel they also need that support to excel at what they do. They do not want to lose the opportunity to continue learning yet their role as mothers has to be considered when we introduce new policies to balance work and family and support gender equality'. Karen and Silvia continue to be the face of the company (Fig. 5a,b), heralding how HLF aims to be a voice for women-led family businesses that engage in SDG#5.

Finally, there are plans to expand operations and capacity. Plans to grow bananas, mazapán (Breadfruit) and other non-traditional vegetables (FHIA, 2020) are in place to fuel the company's product offering. The aim is to



Fig. 5(a). HLF Staff at the GET START Honduras Exhibition in Miami FL, USA (L-R: Silvia Paz, Luis Alvarenga and Karen Dubon); 5(b). HLF Staff at the National Exhibition Display, Honduras (L-R: Karen Dubon and Angie Dubon).

develop such plantations involving women in the whole process. As the process of developing quality products requires special attention and training, the challenge is how to move away from traditional expectations that only men could be responsible for doing such jobs. As the process of offering new products requires, what Karen Dubon mentions, as ‘a woman’s touch’ the future challenges related to empowering women to feel valued for what they do and address further goals of SDG#5.

References

- Discua Cruz, A. (2020). There is no need to shout to be heard! The paradoxical nature of corporate social responsibility (CSR) reporting in a Latin American family small and medium-sized enterprise (SME). *International Small Business Journal*, 163, 701–714. <https://doi.org/10.1177/0266242619884852>
- Discua Cruz, A., Hamilton, E., Campopiano, G., & Jack, S. L. (2022). Women’s entrepreneurial stewardship: The contribution of women to family business continuity in rural areas of Honduras. *Journal of Family Business Strategy*, 100505. <https://doi.org/10.1016/j.jfbs.2022.100505>
- Discua Cruz, A., Hamilton, E., & Jack, S. L. (2019). Understanding women’s entrepreneurial leadership in the context of families in business. In A.-S. Antoniou, C. Cooper, & C. Gatrell (Eds.), *Women, business and leadership: Gender and organisations* (pp. 140–157). Edward Elgar Publishing.
- FHIA. (2020). Desarrollo de la metodología para la propagación por injerto de mazapán (*Artocarpus altilis*) de pulpa amarilla. http://www.fhia.org.hn/descargas/diversificacion/hoja_tecnica_diversificacion_No.8.pdf. Accessed on August 15, 2023.
- Lady Rangers. (2023). *Lady Ranger Girls sponsors*. <https://www.facebook.com/photo?fbid=203484245604628&set=pb.100078291601049-2207520000>. Accessed on August 15, 2023.
- Pérez, O. F. R., & Morales, A. (2020). Machismo. In *The Wiley Encyclopedia of personality and individual differences* (pp. 243–246). John Wiley & Sons, Ltd. <https://doi.org/10.1002/9781119547181.ch305>

Chapter 4

Australia: Australian Winery Ballandean Estate Wines Champion Women in Business and Leadership

Rachel Perkins

Griffith University, Australia

Ballandean Estate Wines is Queensland's oldest family-run winery, passing through five generations (Ballandean Estate Wines, 2023b). Along with her father, Josephine Puglisi built the foundation of the business in 1942, in the rural south-east region of the Granite Belt. The business was handed down to Angelo Puglisi and his wife Mary in 1968, and the next generation daughters Leeanne and Robyn (Fig. 1) with their husbands continue to grow the organisation to this day. In all facets of business, from production to sales and business management, the family business, with women in leadership roles, has continued to uplift the quality of Queensland wines globally.

Introduction

Gender equality is central to social sustainability and the growth of organisations (Leire, 2021). As reported in the Global Gender Gap Report (World Economic Forum, 2022), even though more women have been moving into paid work over the last decades and into leadership positions in industry, challenges are still present for women and girls around the world. The Global Gender Gap Report testified that within the top 10 economies for closing gender gaps, Australia is not present in the list in 2022. For such a developed nation, and with neighbouring country New Zealand obtaining a position in the top 10, this highlights the need for more Australian businesses to follow in the footsteps of Ballandean Estate Wines and champion women in business and leadership positions in their respective industries. Globally, achieving gender equality by 2030 is not within

Attaining the 2030 Sustainable Development Goal of Gender Equality, 37–56



Copyright © 2024 Rachel Perkins.

Published by Emerald Publishing Limited. These works are published under the Creative Commons Attribution (CC BY 4.0) licence. Anyone may reproduce, distribute, translate and create derivative works of these works (for both commercial and non-commercial purposes), subject to full attribution to the original publication and authors. The full terms of this licence may be seen at <http://creativecommons.org/licenses/by/4.0/legalcode>.

doi:10.1108/978-1-80455-832-420231004



Fig. 1. Leanne and Robyn – Owners of Ballandean Estate Wines.

reach. None of the 18 indicators of SDG#5 ‘met or almost met’ the targets and only one is ‘close to target’. Ballandean Estate Wines champions gender equality by promoting women in managerial positions (Target 5.5.2) and offering women access and ownership to agricultural land (Target 5.a). In recent times, women have grown their representation within leadership positions in organisations and subsequently share innovative and dynamic viewpoints ([Women in Family Business, 2023](#)). The aim of this case study is to share insights into how Ballandean Estate Wines empowers women in business and leadership, offering benchmark tools and best practice initiatives for family businesses in Australia and around the world.

Vision and Mission

A respected Australian wine brand in the International Marketplace. A regular, informed choice for restaurateurs, wine shops and customers alike. A great family business.

([Ballandean Estate Wines, 2023a](#))

Products and/or Services Offered by Ballandean Estate Wines

Ballandean Estate Wines is home to two vineyards. Ballandean Estate, the original vineyard, is situated 800m above sea level and situated in Ballandean. This vineyard grows shiraz, merlot, cabernet sauvignon, sauvignon blanc, malbec, semillon, cabernet franc, Sylvaner, Malvasia, fiano, Nebbiolo, white muscat and muscat giallo. Bellevue is the second vineyard owned by the family, situated 850m above sea level at Girraween. This vineyard grows shiraz, saperavi, cabernet sauvignon, chardonnay, semillon, cabernet franc, durif, fiano, black and white muscat. Both vineyards have free-draining granitic soils and a cool climate.

In 2018, the family released the Ballandean Estate 50th Anniversary Opera Block Shiraz, which was a milestone for the Granite Belt region, the Puglisi family and Queensland wines. The 50th anniversary of the Shiraz was a remarkable achievement as most wine producers pulled up their vineyards in the 1980s but Mary and Angelo held true to their vision. Further, it was uncommon for Queensland wine producers to establish Shiraz, which was most popular in well-established wine regions of Barossa and Hunter Valley in Australia – yet Angelo rose to the challenge.

As well as traditional wines, the Puglisi family values innovation and expresses the unique characteristics of the Granite Belt region through alternative varietals – Saperavi (Fig. 2), delivering 13 new Strange Birds (a unique wine). In 2019, the



Fig. 2. Saperavi Varietal.

family launched Queensland's 27th Strange Bird, Malvasa, the first to be released within the region.

In addition to selling wine as a product, Ballandean Estate Wines also offers an experience through the Cellar Door, as well as the Barrelroom. In the Barrelroom Wine Lounge, visitors can taste wines, as well as enjoy platters and cheese boards (Fig. 3).



Fig. 3. Visitors Enjoying the Estate.

Background to Ballandean Estate Wines

In 1911, Salvatore Cardillo migrated from Sicily to Australia in search of a good future, and in 1930, after time in northern Queensland, purchased the Ballandean farm, which had vegetable and fruit crops. Together with their daughter Josephine, they cleared the farmland and used the table grapes to make wine and sold it to other Europeans living in Queensland. Winemaking at the Ballandean farm was established in the early 1930s. Josephine married Alfio Puglisi, and she went on to build the foundation of Ballandean Estate with her father and husband over four decades. In 1942, Josephine negotiated with the Australian army to supply their crops to feed the army as an alternative to sending her husband and father to internment camps.



In 1968, when Angelo and Mary Puglisi took over the farm from Angelo's parents, they recognised the opportunity for a new industry and began to make wine commercially. They replanted the vineyard, this time with wine grapes instead of table grapes, becoming one of the first wine grape vineyards in the region. In 1972, the cellar door was opened to the public. The next generation, daughters Leeanne and Robyn, with husbands Mario and Ian, have played an important role in developing Ballandean Estate Wines over the years. [Table 1](#) depicts the family business by outlining the generations, roles and characteristics of each member.

Along with these key family members, Leeanne highlights the contribution of Angela Crema, Mary's mother, to the business. Angela helped to run the business and was very busy with the cellar door. She didn't speak English very well but that didn't stop her. She would babysit the children, or cook meals, to allow Mary and Angelo to grow the business. People remember Nonna Crema as she was a big part of the business and had a big presence. She didn't shy away from hard work. She was a fantastic role model and offered so much support to the family and was a strong contributor to the family dynamic.

List of Awards won by the family:

- [Angelo] 1977 Churchill Fellowship to study winemaking in Europe,
- [Angelo] 1995 Paul Harris Fellow Award for community service,
- [Angelo] 1998 Tourism Ambassador Award,
- [Angelo] 1999 Ambassadors for the Wesley Hospital,
- [Angelo] 2001 Qld Tourism Yellow Pages Business Directions Award,
- [Angelo] 2001 Centenary Medal,
- [Angelo] 2001 Qld Wine Press Club Most Significant Contribution Qld Wine Industry,
- [Angelo] 2003 Queensland Great – awarded by Queensland Government,
- [Angelo] 2003 Bassett Award – awarded by Queensland Wine Industry Association,
- [Angelo] 2006 Dante Alighieri Society Award for the diffusion of the Italian Language and Culture,
- [Angelo] 2005–2011 Australia Day Ambassador,
- [Angelo] 2011 Attended lunch in Brisbane with Her Majesty Queen Elizabeth and Duke of Edinburgh as a guest of the Governor of Queensland,
- [Mary] Bassett Award – awarded by Queensland Wine Industry Association,
- [Mary] 1995 Paul Harris Fellow Award for community service,
- [Leeanne] Paul Harris Fellow Award for community service,
- [Leeanne] Bassett Award – awarded by Queensland Wine Industry Association,
- [Leeanne] Qld Wine Press Club Award for contribution by an individual to the Qld Wine Industry,
- [Robyn] Paul Harris Fellow Award for community service,
- [Mario] Paul Harris Fellow Award for community service.

Table 1. Generations of the Family.

Generation Role Family Member/s	About (Taken from Ballandean Estate Wines, 2023a)
Generation 1 Estate Founders Salvatore Cardillo	 <p>In 1911, Salvatore Cardillo decided it was time to leave Sicily and emigrate to Australia. Salvatore lived in Far North Queensland and worked on the railways for three years. To convince his wife she needed to join him in Australia, he returned to Sicily in 1914, but on the boat journey home World War I broke out. It wasn't until 1919 that Salvatore could continue his dream to live in Australia. He convinced his oldest daughter to accompany him, and they bought a sugar cane farm in Moresby, south of Innisfail. Subsequently, two more daughters arrived to live in Australia, leaving their mother and two smaller siblings back in Sicily. Mrs Cardillo had motherly hopes for her only son entering the priesthood, and grave concerns that Australia was not the place for Catholic ambition.</p> <p>The success of the farm in Moresby and its subsequent sale gave Salvatore the seed money to move to Stanthorpe with his daughter Josephine, where Italians had already started to farm fruits and vegetables. In 1930, Salvatore and Josephine bought the Ballandean farm, on which they grew crops of vegetables, fruits and table grapes. These grapes were made into wine for the first time in 1932.</p>
Generation 2 Estate Founders Alfio and Josephine Puglisi	 <p>Salvatore's daughter Josephine was a true Australian pioneer and businesswoman. Arriving in Australia from Sicily at just 12 years of age, she went on to build the foundation of Ballandean Estate with her</p>

Generation 3
Estate Owner
Angelo Puglisi



father Salvatore and husband Alfio over four decades. She stared down the Australian army demanding to put her husband and father in internment camps and surrender farm machinery during World War II, and instead, she negotiated a deal to supply their crops to feed the Army as an alternative. Inspirational!

Alfio Puglisi arrived in Stanthorpe in 1939, he also had come to Australia from Sicily seeking a better life in the 1920s. He had lived in North Queensland and spent many years in the cane fields. Alfio had been left a widower when his first wife died during childbirth. He met Josephine while working in Stanthorpe at a regular Sunday afternoon Italian gathering and subsequently joined his new wife and his father-in-law in the family business.

Angelo Puglisi is the founder of Queensland's wine industry and the son of hardworking and passionate Italians, Josephine and Alfio Puglisi. He has spent his entire life on Ballandean Estate, and over the past 80 years, his family business has been at the forefront of developing and promoting the Queensland's wine industry.

In his early twenties, fruit and vegetable grower Angelo Puglisi had a vision to develop a viable and sustainable commercial wine industry in the Granite Belt region, inspired to pursue this dream from a young age.

In 1968, Angelo planted a block of Shiraz vines with his new wife Mary on the Opera Block, after purchasing the farm from his parents in 1967. Angelo's decision to convert from table grapes to wine grapes was brave, and he and Mary worked hard to produce wines of quality and create a market for their Granite Belt grown wines.

Angelo has a strong sense of community and commitment to family.

(Continued)

Table 1. (Continued)

Generation Role Family Member/s	About (Taken from Ballandean Estate Wines, 2023a)
Generation 3 Estate Owner Mary Puglisi	<p>He has been a Rotarian since 1971 and continues to be an active member, supporting charities throughout the community.</p> <p>Angelo's awards and highlights:</p> <ul style="list-style-type: none"> • 1977 Churchill Fellowship to study Winemaking and Wine Tourism in Europe; • 1995 Paul Harris Fellow Award for Community Service; • 1998 Tourism Ambassador Award. <p>Mary has forged her way as a wine pioneer since her 1968 marriage at just 19 years of age to Angelo Puglisi. Together they purchased the winery and vineyard from Angelo's parents. Visionaries from the start, the newly-weds visualised opening a cellar door and kickstarting Queensland's wine and wine tourism industries.</p> <p>While Angelo grew the grapes and made the wine, it was Mary who fostered the humble beginnings of the cellar door at Ballandean Estate when it opened in 1972. As the matriarch of Queensland's oldest family-owned winery, it was her commitment to a seven day a week hospitality business that saw tourism and the industry grow.</p> <p>'We knew that wine tourism would follow once there was wine to sell and some more cellar doors in the region. When we opened the cellar door four years after planting the Shiraz, there were only 300 wineries in Australia – now there is over 3300!', says Mary.</p>



Generation 4
Client Relations Manager
Leeanne Puglisi-Gangemi



Mary and her team catered lunches and dinners to thousands of people visiting the Granite Belt for over 35 years. In 1997, this catering business blossomed into The Barrelroom restaurant. In 2022, this evolved into the Barrelroom Wine Lounge, where guests now enjoy local produce platters and wine tasting.

Leeanne has worked for Ballandean Estate Wines since 1992. Coming back to the family business was always her intention as her passion for the wine industry and the beautiful Granite Belt could not keep her away. She is married to Ballandean’s production manager, Mario Gangemi.


During high school, Leanne intended to study winemaking. However, after struggling through high school chemistry, she decided that it was the business part of the winery that would be her forte – particularly managing the cellar door – as we know, she loves a chat! A true wine ambassador, Leanne can be found:

- on the telephone, or in the cellar door ... but always talking!
- moving and shaking in the political arena;
- chatting up the media;
- lecturing at university symposiums;
- acting as the local go-to person for Australian wine industry news and what’s happening in tourism on the Granite Belt and Southern Downs;
- managing the wine clubs and being in contact with customers creating the best deals;
- taking visitors behind the scenes on a winery tour;
- hosting guests in the Barrel Room Wine Lounge.

Leeanne’s awards and highlights:

(Continued)

Table 1. (Continued)

Generation Role Family Member/s	About (Taken from Ballandean Estate Wines, 2023a)
Generation 4 Business Manager Robyn Puglisi-Henderson	 <ul style="list-style-type: none"> • Department of Primary Industry and Fisheries – Ambassador Since 2006; • Australian Grape and Wine – Board member since 2018; • Winemakers Federation of Australia – Qld Representative on The Small Winemakers. <p>Robyn is Ballandean Estate’s problem solver who keeps the business thriving. Her expertise in export trade, sales, human resources, accounting and administration while mixing in a family business makes Robyn’s life in a regional winery fulfilling. She is married to Lirah Vinegar maker Ian Henderson.</p> <p>Robyn has served Ballandean Estate since 1999 and worked in government and private industry before returning to the Granite Belt. Every day is different for Robyn! You could find her:</p> <ul style="list-style-type: none"> • taking visitors behind the scenes on a winery tour; • managing export, reporting, people and projects; • chatting to customers at the cellar door (Leeanne is not the only sister who likes a yarn!).

Generation 4
Production Manager
Mario Gangemi



As Production Manager, Mario maintains relationships with suppliers and customers alike. He plays a vital role in the relationship between the vineyard and the winery throughout the year. With more than 25 years in the role, Mario is a mentor to the younger staff starting out in the industry.

A glazier by trade, Mario's diverse skills mean there are few problems in the business he cannot solve. This man is a quiet achiever who can build anything, has an excellent rapport with the winemaker and vineyard staff and has a great palate.

Father of two and husband of Leanne, Mario married into the family business a few decades ago.

Generation 5
Production Coordinator
Steven Gangemi



Ballandean Estate welcomed its fifth generation into the family business in 2022 with the arrival of Steven Gangemi, grandson of Angelo and Mary Puglisi – and eldest progeny of Mario Gangemi and Leanne Puglisi-Gangemi.

'Steven spent plenty of his youth working at the cellar door, but like all of us next-gens, he was keen to spread his wings and do something completely different!', says Leanne.

Steven left Ballandean to pursue an engineering career starting at the University of Queensland, St Lucia, segueing into information technology and the education sector. After spending the last few years working in Yeppoon with his wife Callie, the gravitational pull of the Granite Belt and family saw the high school sweethearts return home at the end of 2021.

'There was always the opportunity to work in the family business, but never any pressure', says Mr Gangemi.

SDG#5: Gender Equality and Ballandean Estate Wines

Research from 1993 shared that the status quo for the family business was that men made solo decisions (Ponthieu & Caudill, 1993), yet at Ballandean Estate Wines at that time, and even earlier, the opposite was true. Since the beginning of Ballandean Estate Wines, women have played a critical role in the development and innovation of the business. Further, Ballandean Estate Wines also opposed the status quo in that women were not typically groomed to enter the family business (Salganicoff, 1990). The family business proudly champions the women who led Ballandean Estate to where it is today. Within SDG#5 Gender Equality, target 5.5.2 is the proportion of women in managerial positions. It is evident that Ballandean Estate Wines contributes positively to this target and has done so for generations. In Generation 2, Josephine founded Ballandean Estate Wines and was a remarkable businesswoman, succeeding in business negotiations with the Australian Army. In Generation 3, Mary paved the way for the business to expand into the tourism sector, opening the cellar door and creating experiences for the state. In Generation 4, Leanne and Robyn continue to grow and innovate the business.

The inclusion of women into the family business was a very natural progression. Leanne remembers hosting her first wine tour (albeit a little bit brief and potentially not very comprehensive) when she was six or seven years old, and her father was busy working. Leanne always knew that involvement in the business was something she wanted to do. For Robyn, progression also felt natural, although spent some more time away from the farm in the early years when her children were young. Leanne and Robyn always felt accommodated. Purchasing Bellevue was driven by the choice to ensure that the business could expand to offer positions for all employees/family members.

The women within the family note that they never felt like they couldn't do anything, be businesswomen or choose to work how they wanted to work. Gender barriers never felt like a 'thing'.

I grew up not knowing that women had those limitations against them. The limitations and negativity came during high school when people would make comments about what subjects I was choosing. . . Dad never told me what subjects I should choose. So many people were surprised that I did science instead of home economics. But we never had that growing up. Even Aunties and Uncles – no one ever set a limitation. . . We had so many examples of strong women who dealt with migration and other huge obstacles – bold, strong women who can deal with challenges and even disabilities. So, we always knew we could do what we wanted to do, and we just got it done.

Business Model and SDG#5

Ballandean Estate Wines supports women in a range of positions as indicated by the supply chain mapping in Fig. 4:

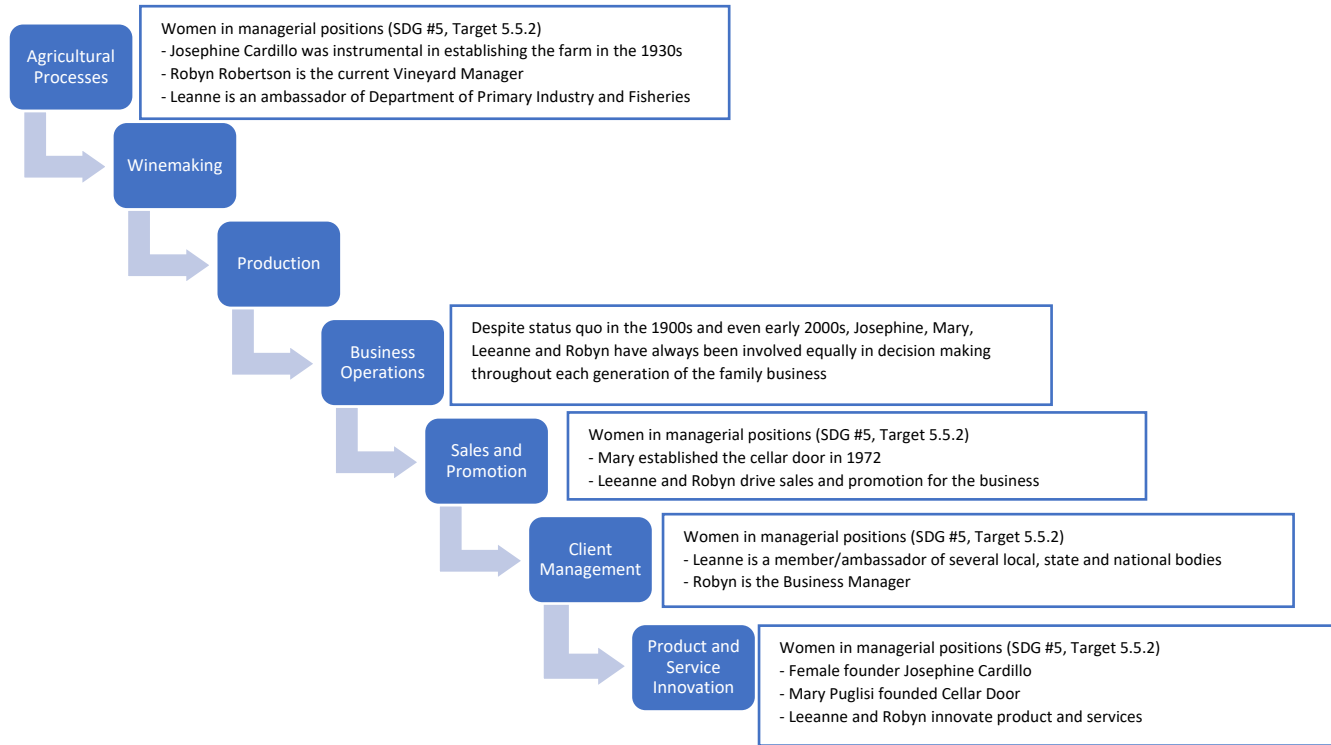


Fig. 4. Supply Chain Mapping and SDG#5.

In addition, strong values underpin the success of Ballandean Estate Wines, and the organisational culture is values-driven, with all employees and internal stakeholders committed to, and leading via demonstration of the following values as in Fig. 5.



Fig. 5. Values-Based Approach of Ballandean Estate Wines.

- *Innovative and premium product and service offering*: The family business focuses on consistently offering a premium product, evidenced by such products as the Shiraz (50-year milestone). In addition, the family has always focused on innovation of products and services, evidenced by products such as the Strange Bird labels and services such as the picnic basket hamper offering.
- *Family-centric approach to business operations*: As evidenced by the company structure, family members are supported in their growth in the business, and are given opportunities to engage in the business in a way that highlights their passions and interests.
- *Championing equality in management and leadership roles*: As demonstrated in the supply chain mapping above, women have always been key contributors to the family business in decision-making processes and managerial roles.
- *Celebration of the region and stakeholder collaboration*: A passion for the local region and its produce is also a driving factor for this family business, and Ballandean Estate Wines is proud to represent and promote the region, as well as engage in consistent collaborations with key stakeholders in the region, in Queensland, in Australia and even worldwide.

Ballandean Estate Wines does not have a hierarchical structure. Leeanne notes that they are all equal and it is a horizontal structure. Everyone from the most experienced to casual staff is included in all business decisions. ‘No one is kept out of any conversations’, Leeanne explains that inclusion is important for them to reach milestones within the business. For example, the winemaker Boxi gets all the staff to taste a new wine. This inclusion changes the company dynamic and ensures everyone feels part of the family business. When I was interviewing Leeanne on a Friday afternoon, I could hear employee chatter and laughter in the background. Leeanne explained that they were all getting together over a wine as they do every week (or more often sometimes), and preparing for an event they were hosting the following day.

When it comes to hiring, Leeanne explains that gender is not a key consideration, but they search for the most skilled talent for the position, and the person with the most alignment.

Gender is not a consideration. We don’t actively try to achieve diversity. We try to find the best person for the job. That might be a women, or it might be someone who is from overseas. We look for the right fit for us, and the right person who would fit the business. (L.Gangemi, personal communication, 14 July 2023)

Leeanne went on to explain that their Vineyard Manager is a woman, but that had nothing to do with her obtaining her position. Robyn Robertson was the most skilled person for the job and brought an extensive array of experience and expertise to the business. ‘We’ve got the best team. We work hard, but we have so much fun’. Equal opportunity is also a driver when it comes to reward and recognition. For example, Angelo was awarded the Samuel Basset Award for individual contribution to the Queensland Wine Industry from the Queensland Wine Association. Later, Ballandean Estate Wines submitted an award application for Mary. Some considered that because Angelo had already been awarded it, Mary was naturally recognised as his wife, but the family advocated for Mary to receive individual recognition for her hard work, and so she too was awarded the Samuel Basset Award. This again evidences that the family supports all employees, regardless of gender.

Ballandean Estate Wines is also committed to building safe environments for employees where everyone feels confident and able. Leeanne explained that they get great feedback from employees, in particular casual staff who move into full-time roles elsewhere. ‘We get confirmation that they are confident and competent, and we do hope we have had some influence over that’. Recently, Ballandean Estate Wines employed a staff member who had a negative experience working elsewhere. The team worked together to foster confidence and a sense of safety for this employee, aiming to see the employee thrive again.

SDG#5 and the Ballandean Estate Wines Stakeholders

According to the Global Entrepreneurship Monitor, in their report ‘GEM 2021/22 Women’s Entrepreneurship Report: From Crisis to Opportunity’, ‘women entrepreneurs are very active globally in growth-oriented, highly innovative businesses focused on national and international markets’ (p. 15). Despite systemic challenges in the business world such as rules and systems designed based on male norms and behaviours ([Global Entrepreneurship Monitor, 2022](#)), the women leaders at Ballandean Estate Wines have been able to rise in the business world and bring forth innovative ideas to local, national and international markets. Women in business must create an identity as a leader for themselves to support their personal growth, inspire their families, and create examples for external stakeholders ([Hytti et al., 2017](#)). The women at Ballandean Estate have proudly done so. By identifying themselves as leaders, they fostered a strong sense of self. Having women in leadership positions since the company’s inception, inspired a belief that women within the family could rise and take managerial roles within the business. And further, establishing themselves as leaders in the business, in the local community and economy, and in the wider industry, set a precedent of what women in business can achieve.

When talking with Leeanne about the stakeholders of the business, and those who influence the business, Leeanne responded ‘It’s the family’, explaining that the story of her family inspires her daily. They love to share the story of the family, of Josephine, and how their family business started. It’s the reason the business is where it is today. The stories are the fabric of Ballandean Estate Wines, and they are stories that Leeanne, Robyn and the family continue to share. Leeanne explained that a high-profile winemaker called for advice the other day, and she was most obliging. She explained that learning the business from her parents taught her that collaboration was key to keeping the business prosperous; ‘We can’t do this alone. We couldn’t be the only ones on the Granite Belt. We aren’t worried about competitors, we can address our shortcomings. We have a “more the merrier” approach to business in the region. Why not? It doesn’t cost me anything other than time, but encouraging people to be a part of what Mum and Dad helped create is a nice thing to do. A lot of the reason that I am on these boards is because Mum and Dad wanted to use my time as their way of giving back. Community service is a big part of what we do. Being part of the conversation, and as leaders as well’.

Reporting and Measurement

The [Global Entrepreneurship Monitor \(2022\)](#) outlines actions that can be taken to better support women in business and Ballandean Estate Wines aligns with these measurements. One such measurement is to ‘support high-potential women entrepreneurs in all sectors and levels of nations income’ (p. 17). Ballandean Estate Wines has continuously supported women in the family business to step into managerial roles and leadership roles. The women of Ballandean Estate have also taken leadership roles in community projects and state and national-level initiatives, which further support other women in the industry. For example, Leeanne’s involvement in the Granite Belt Wine Association, Queensland Wine

Association, Winemakers Federation of Australia, Department of Primary Industry and Fisheries as well as many others, encourages other women in the industry to find their place within business and feel confident. Leeanne's encouragement of women in business extends beyond wine, and she offers support, mentorship and guidance to any women who are new to the business, particularly tourism businesses within the region.

A second measurement outlined by the 2022 Global Entrepreneurship Report is to 'address structural barriers by debunking gender norms in entrepreneurship through a recognition of the stronger predictive power of business forms, markets and industry sectors' (p. 17). Since the early beginnings of Ballandean Estate Wines, the family business has always been open to innovative ideas from women since Generation 2 (refer to History section). This way of business operation is a centric value that is embodied within the business, and all ideas presented for the family business, regardless of the gender of the person who suggested the idea, are considered carefully and taken on board with the business's best interest in mind.

Another measure is to 'celebrate successful women founders as important role models to show younger women what is possible' ([Global Entrepreneurship Monitor, 2022](#), p. 18). Leeanne sits on a range of boards as a way to provide mentorship to women in the field. Further, unofficial mentoring occurs often. Leeanne recalls a conversation with another local winery owner. 'When they first came here she did a wine tasting and told me that I was so enthusiastic about it. She was telling us, they were looking to buy a business and that because I talked about it so much I inspired her to buy a winery. She always says "You know it's because of you, that we ended up here." I don't believe it because she has done such a great job on her own, but it's nice to hear that maybe our conversations had something to do with it. We do hear it in the cellar door too. One of our employees used to be a wine club member for years and decided to move here because of our stories, and now works here! They explain that they wouldn't have come if we didn't love what we do so much. We talk so lovingly about the Granite Belt that I do hope it inspires others' (L. Gangemi, personal communication, 14 July 2023).

Challenges of Working With SDG#5

When asked about the biggest challenges they face in business, she responded 'Weather, water. Agricultural challenges. Even if we wanted to expand the business, could we? Government taxes. Things out of our control are our big challenges. The concern in the Granite Belt at the moment with big growers is wages and water. We won't be able to afford to grow food. That is the bit that hurts. It's about food security. And we are a part of that. It's a part of our environment here even though we are winemakers we are still an agricultural business. We are focused on the fundamental stressors that we face in the next few years, gender is not a thing for us. We will continue to grow our business putting the best people for the job in the right positions, and celebrating the achievement of all employees. That will help us maintain the strong team we have so we can face these issues together'.

I probed further, to see if Leeanne felt she or other women in the business faced gender-related challenges. Leeanne explained that even now people do say things.

For example, if Leeanne is speaking at an event, people will approach Mario and assume Leeanne is there to support, not to lead. But they just laugh it off as within their family that would never happen. Leeanne then explained that when gender challenges arise, she is happy to have Mario's support and also referred to the support that all of the women in their families receive from their husbands. For example, Leeanne referred to the times when Mario would cook and clean and look after the children when Leeanne was busy at work; 'Everyone shares the business mentality and we all just "get it"'.

Leeanne also explained that on boards people are learning not to make inappropriate comments or assumptions. And even shared that they have a diversity issue with the Rotary Club they have too many women!

Business and Greater Good

Leeanne and Robyn are committed to business as a force for good and have been operating as a purpose-driven business. Rather than focusing solely on profit, purpose is a driving force of the business at the moment. The current focus is the wine club – making it feel like a family and giving consumers a really big value proposition. For example, they just invited the wine club members (aka the 'family' as they have lovingly called it) to Mario's birthday party to celebrate with the family. They refer to their wine club as the 'Italian Cousins' and aim to deliver 'the Italian way' which focuses on inclusivity. Leeanne shared a story of a customer who recalled being at the cellar door over 20 years ago. The customer explained that Mary had given them a bowl of pasta as they never forget it – and that captures what Leeanne and Robyn are achieving with the wine club. The Italian Cousins Wine Club logo is featured in Fig. 6.



Fig. 6. Italian Cousins Wine Club.

The wine club has adopted new technology as they are the first of 1600 in the world to adopt the new Customer Relationship Management technology. It's fun and interactive and makes it easier for the business to talk to the customers and to buy and enjoy wine. The new system captures how Leeanne and Robyn want to engage with their customers via gamification – it is very responsive and has enhanced the way they engage online. An example of this is when wine club members are sent a mystery wine. They open the bottle and try to guess what it is. Then, they scan the label which has a QR code, and it opens a webpage of Robyn or Leeanne speaking about the wine.

While the business is still open to export as it has been in the past, the focus now is on experience. Leeanne acknowledged that with the growth of AI, they recognise that lots of things can be replicated or replaced. But one thing that cannot be replicated is the experience. 'We want to focus on the welcome. We want everyone to feel they are part of the family. That can't be copied'.

What's Next for Ballandean Estate Wines?

The next big thing for us is sustainability. It's the next big thing for the industry too (L. Gangemi, personal communication, 14 July 2023).

Leeanne explained that Wine Australia has offered five things to do to improve sustainability. Wines Australia has identified five priorities for the wine sector in relation to sustainability these are: practical ESG support, certification and market access, sustainable packaging, innovation for ESG outcomes, and marketing and market insights (Wines Australia, n.d.). Ballandean Wines is also focussing on the same priorities. It happens naturally given the harsh conditions they farm in. For example, water is an issue for agricultural farms, so water conservation is an essential function of agricultural businesses in the region.

We are going to experiment with different ways to make wine that are more environmentally friendly (L. Gangemi, personal communication, 14 July 2023).

Leeanne also explained that they want to implement sustainability when it comes to wines. This means a focus on being a better business for future generations and also the community. It's not just about growing business for Ballandean Estate Wines, but being a better corporate citizen too. Even though Ballandean Estate Wines is the oldest winery in Queensland, they want it to be known that they are still progressive. Leeanne explains that her father Angelo has always embraced new technologies and so have all of the winemakers.

We are staying on top of trends without losing our heritage. We have new stories to tell (L. Gangemi, personal communication, 14 July 2023).

References

- Ballandean Estate Wines. (2023a). *People*. <https://ballandeanestate.com/story/people/>. Accessed on July 12, 2023.
- Ballandean Estate Wines. (2023b). *Story*. <https://ballandeanestate.com/story/>. Accessed on July 12, 2023.
- Global Entrepreneurship Monitor. (2022). *Women's Entrepreneurship Report: From Crisis to Opportunity*. GEM 2021/22.
- Hytti, U., Alsos, G. A., Heinonen, J., & Ljunggren, E. (2017). Navigating the family business: A gendered analysis of identity construction of daughters. *International Small Business Journal: Researching Entrepreneurship*, 35(6), 665–686. <https://doi.org/10.1177/0266242616675924>
- Leire, G. (2021). Gender equality in business action: A multi-agent change management approach, *Sustainability*, 13, 6209. <https://doi.org/10.3390/su13116209>
- Ponthieu, L. D., & Caudill, H. L. (1993). Who's the boss? Responsibility and decision making in copreneurial ventures. *Family Business Review*, 6(1), 3–17.
- Salganicoff, M. (1990). Women in family businesses: Challenges and opportunities. *Family Business Review*, 3(2), 125–137. <https://doi.org/10.1111/j.1741-6248.1990.00125.x>
- Wines Australia. (n.d.). Sustainability. Accessed on July 12.
- Women in Family Business. (2023, March 28). Trends and strategies shaping family businesses' future. *KMPG Private Enterprise*. <https://womeninfamilybusiness.org/trends-and-strategies-family-businesses/>
- World Economic Forum. (2022). *Global Gender Gap Report*. [Insight Report]. https://www3.weforum.org/docs/WEF_GGGR_2022.pdf

Chapter 5

Austria – Stanglwirt and Its Approach Towards Female Leadership and Role Models

Valerie Nickel^a, Lena Leifeld^b and Anita Zehrer^a

^aMCI The Entrepreneurial School, Austria

^bParis Lodron University, Austria

The Stanglwirt is an award winning 5-star green spa hotel including a wellness resort and its farm. It is located in the Austrian Alps near Kitzbühl. The hotel combines uniquely tradition and innovation and is well-known for hosting legendary parties. The company was founded in 1609. It is family-led and owned by the Hauser Family in the 10th generation.

Introduction

The Stanglwirt is a family-led and owned 5-star hotel in the Austrian Alps near Kitzbühl, Austria. [Fig. 1](#) shows the company's brand. The hotel is characterised by its traditional but at the same time innovative character according to the motto: tradition meets innovation. Arnold Schwarzenegger describes Balthasar Hauser, the current owner of the Stanglwirt, as a 'green visionary'. He is a pioneer in bringing the hotel in line with the organic philosophy, as the company is committed to significant issues such as environmental and climate protection. Moreover, the Stanglwirt successfully integrates Sustainable Development Goal 5 (SDG#5) on gender equality and empowerment. The history of the Stanglwirt displays a unique tradition in female leadership and role models. Thus, today, many managerial positions at Stanglwirt are taken by women. Importantly, this is not due to artificial efforts but a shared understanding building on mutual trust, teamwork and focusing on individuals' abilities rather than any other attribute,

Attaining the 2030 Sustainable Development Goal of Gender Equality, 57–71



Copyright © 2024 Valerie Nickel, Lena Leifeld and Anita Zehrer.

Published by Emerald Publishing Limited. These works are published under the Creative Commons Attribution (CC BY 4.0) licence. Anyone may reproduce, distribute, translate and create derivative works of these works (for both commercial and non-commercial purposes), subject to full attribution to the original publication and authors. The full terms of this licence may be seen at <http://creativecommons.org/licenses/by/4.0/legalcode>.

doi:[10.1108/978-1-80455-832-420231005](https://doi.org/10.1108/978-1-80455-832-420231005)



Fig. 1. Stanglwirt Brand.

such as kinship. The Stanglwirt constitutes a best practice example for a family business which aims at equality and balance (Stanglwirt GmbH, 2017).

Vision and Mission

We are an international, family-run 5-star luxury resort and a very proud host. At the same time, we are a very down-to-earth and cosy meeting place for young and young-at-heart people from all over the world. With us, you can and should feel comfortable without any restrictions. No matter whether you are on vacation or working.

Products and/or Services Offered by Stanglwirt

- Organic farm and five-star wellness and luxury hotel in one;
- A golf and tennis hotel;
- Offers leisure, sports and recreation facilities;
- 5-star spa on 12,000 square metres;
- Hotel's own riding and ski school;
- Event location (e.g. weddings, corporate events);
- Event organisation (Weißwurst Party).

Background to Stanglwirt

Internationally known celebrities have been guests at the Stanglwirt, which has led to an international reputation that reaches far beyond the country's borders. The hotel, founded in 1609, offers guests today a variety of different attractions, including a spa and wellness area and many various sports activities such as

tennis, golf or horse riding. The hotel also owns a Lipizzaner stud farm and over 12 hectares of agriculture. Milk, curd, butter, yoghurt, cheese and bread are produced in-house. The hotel stands out from the competition primarily through these different qualities since the Stanglwirt is the only organic farm with an integrated 5-star luxury hotel. Internationally, the hotel is also known for its various events, such as the legendary ‘Weisswurst’ parties during the Hahnenkamm race in which up to 2,500 guests participate, including famous personalities like Arnold Schwarzenegger. Balthasar Hauser who took the family business over from his sister in 1966 is specially accredited with the international fame that is associated with the Stanglwirt (Stanglwirt, 2022g).

The hotel can look back on a history of over 400 years and is managed by Balthasar and Madalena Hauser today along with their three children, who will be its 11th generation. Johannes Hauser, one of the children, describes the development of the company and the cooperation within the family as follows:

Then, of course, the company itself developed more, and in the past, of course, the whole family helped together. Everyone helped where (s)he showed a good fit, so everyone works, where (s)he was good at. One was better in agriculture, one in the business itself, but overall, all helped together.

(Interview Johannes Hauser, 2022)

In 1609, the hotel received the official innkeeper’s licence. In 1642, the inn was sold to Hans Stangl, who gave the inn its current name just one year later. In 1889, a new era begins at the Stanglwirt, with the first Stanglwirtin ‘Marie’ Schlechter (née Hauser). Under her father’s instructions, Marie runs a competing business to the Stanglwirt but married the Stanglwirt owner Balthasar Schlechter in 1889. At the end of the 19th century, the Stanglwirt got into an economic crisis. The young Marie nevertheless made the Stanglwirt enormously popular. However, Marie Schlechter’s private life did not run so positively, and she left her husband Balthasar. After he made her the co-owner of the inn, she returned. In 1912, he died, and Marie continued the inn. She proved herself to be a capable gastronome and farmer and had a livestock and timber trade talent. Due to her cheerful nature, the Stanglwirt became known throughout the country. Marie liked to play and sing; therefore, she organised the first singers’ meetings at the Stanglwirt and made the inn a place of conviviality. In 1944, the childless Marie Schlechter adopts her grandniece with her maiden name Hauser. Finally, she hands over the entire property with the wish to preserve the name Hauser for future generations.

In 1944, during the Second World War, Anna Hauser took over the Stanglwirt and stood out for many positive qualities. She also shared the joy of singing, and the same was true for her husband Alois. Alois was the son of the neighbouring farmer; he took care of his father’s farm after his illness and assisted in the Stanglwirt farm as well. Anna and Alois became a couple, and together they took care of the hospitality and entertainment of the guests and the agriculture that went with it as they were aiming at providing their guests with the feeling of being at home. Through the singers’ meeting, the Stanglwirt became known all over the

Alpine region. In 1944, Anna and Alois had a daughter Maria, and two years later, their son Balthasar Hauser was born. Due to its increasing popularity, the Stanglwirt needed to be expanded. This resulted in a window between the inn's parlour and the cowshed. But Alois saw excellent potential in this problem and left the window open.

It is quite funny, we have the cowshed directly in the hotel, so that the cowshed is in the inn. From the cowshed you can look into the guest room, meaning from the restaurant into the cowshed, while you're eating.

(Interview Johannes Hauser, 2022)

This unique feature developed into one of the greatest attractions of the Stanglwirt. By the end of the 1950s, the Stanglwirt already had a few guest rooms and offered all-day hot cuisine for the first time. In 1963, the Stanglwirt experienced some hard times again as the reconstruction of the kitchen exceeded the costs, and the tax authorities targeted the inn. At the same time, Anna's health deteriorated rapidly until she passed away in 1964 at the age of 49.

The eldest daughter, Maria, took over the business but only continued running the inn with difficulty. Two years later, Maria's brother Balthasar III took over the company; when his sister moved to Carinthia, he was left without support. Without capital, building materials or architects, he began the construction of today's main building. Wood waste was used as building materials, and farmers from the surrounding area supported him. The newly built house and the beautiful view made the Stanglwirt increasingly popular again, and the financial situation calmed down. This allowed Balthasar to construct the inn's second floor and put investment in tennis which was becoming a very popular sport. After the previously completed tennis courts fell victim to a flood, tennis courts were re-built a few years later in the flood-proofed area of the property and complemented by two indoor halls. The roofs were planted with greenery to integrate the indoor tennis courts into their surroundings. Balthasar Hauser received international recognition for this innovative idea (Stanglwirt, 2022b).

Once again, Balthasar Hauser was ahead of his time and invested in eco-tourism long before being organic became a trend and built an organic hotel. He remained true to his vision, and in the middle of the 1980s, he put Europe's first biomass power plant into operation. The organic hotel, the lived tradition of the Hauser family and the many innovative ideas led to the hotel's international reputation. The hotel, which always appeared to be one step ahead of the competition, established the first private Lipizzaner stud farm, which is a special horse breed, in Austria. Around this time, Balthasar and his wife Magdalena, whom he met at the traditional singers' meeting, became proud parents. The children Maria, Elisabeth and Johannes all continued their parents' path and, together with their parents, made Stanglwirt a recognised 5-star organic wellness hotel (Stanglwirt, 2022g).

The company's long history has made the hotel what it still stands out today: 'genuine and authentic Tirolean hospitality'. The family business has become one of Austria's top hotels and is among the top 20 in terms of revenue in Austria,

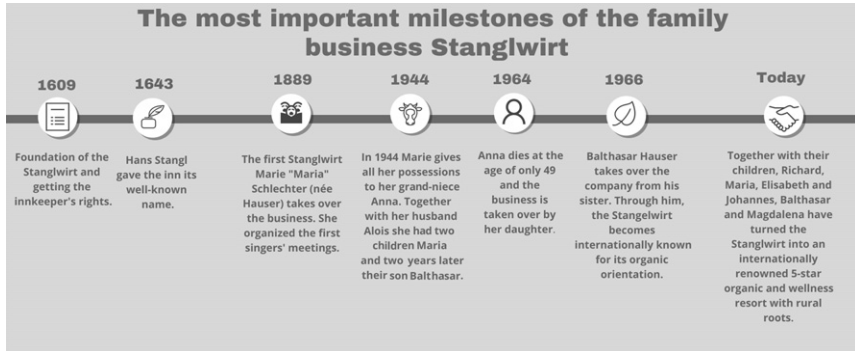


Fig. 2. The Most Important Milestones of the Family Business Stanglwirt (Own Illustration).

with up to 100,000 annual overnight stays. The number of employees has also risen to over 300 (Stanglwirt, 2022g). The innovative and visionary ideas of the entrepreneurial family allow the company to stand out from its competitors, as innovation is an essential driver for the growth and survival of companies in the hospitality sector (Gomezelj, 2016; Muskat et al., 2021; Pikkemaat & Zehrer, 2016). The most important milestones of the Stanglwirt's history are shown in Fig. 2.

Maria Hauser said about her grandma Anna Hauser and the brand Stanglwirt:

The name was already very, very good due to my grandmother, as she was a textbook example of a hostess. She could inspire people. She lived only for the guests and her inn. Unfortunately, I have not been allowed to know her personally, but I always have the feeling that her spirit is still represented in the whole house, because she was so vibrant.

(Interview M. Hauser, 2022)

SDG#5 Gender Equality and the Stanglwirt

SDG#5 aims at the overall target to achieve gender equality and empower all women and girls. The awareness to ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life (SDG#5 Target 5.5.) as well as to undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws (SDG#5 Target 5.a) is not only a targeted objective at the Stanglwirt but a value that is

deeply integrated into the entrepreneurial family, the company and its vision. Today, at the Stanglwirt, the share of women in managerial positions is around 80% (Interview M. Hauser, 2022) which is exceeding the average percentage of women in managerial positions by far (United Nations, 2023a). Studies show that in Europe and North America, female managers amount to less than 40% on average (United Nations, 2023a). The Stanglwirt takes place as a leading family firm when it comes to the inclusion of female successors and managers.

The successful integration of SDG#5's objective at the Stanglwirt to provide equal opportunities for men and women is deeply rooted in the family business history. Throughout history, several role models showed that positions usually prescribed for men were successfully pursued by women, which formed the family's narrative that for work positions, it is only on a person's abilities and not on gender (Interview M. Hauser, 2022). Already in 1889, the Stanglwirt was led and co-owned by Balthasar Schlechter and his wife Marie Schlechter (Stanglwirt, 2022b). Even though Marie Schlechter joined her husband's company, she already had entrepreneurial experiences as she had previously taken over a competing business to the Stanglwirt from her father. When her ex-husband died, she owned, led and managed the Stanglwirt alone. Thus, she, her father and her ex-husband laid the foundation for the company's value of gender equality and women's empowerment as aimed for by SDG#5 targets to ensure women's full and effective participation and equal opportunities for leadership as well as to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources. The trust in her abilities by her father acknowledging her as a legitimate successor and her husband providing her with equal ownership rights delineates that gender equality is not a challenge only for women, but rather, the empowerment of girls and women can only succeed if gender equality is appraised and supported by all parties involved (Amore et al., 2014; Stanglwirt, 2022b). Especially in the business context, gender equality focuses on a person and their abilities without being concerned about gender (Amore et al., 2014).

In this tradition, the grandniece of Marie Schlechter took over and led the company together with her husband as equals. As she died early, her daughter took over, firstly leading the company alone and later co-leading with her brother, providing another role model that a position should be filled based on a person's abilities and interests (Stanglwirt, 2022b). The successful integration of gender equality into the company's ownership and leadership forms the perception of today's reality that at the Stanglwirt, all potential successors can join the company's leadership and a large part of managerial positions is occupied by women. For the successors of the Stanglwirt, who are currently running the company together with their father, their ancestors already proved that women and men were equally capable of taking on multiple roles in the business. Thus, today, there are no doubts that leadership and ownership are equally possible for daughters as well as sons. The professional careers of today's successors reflect the understanding that being part of the company is pursued by being qualified and actively contributing to the company's development. There was no gender-specific

difference concerning education or vocational training. The opportunities for all children were equal, but they had to choose their direction through self-determination. This shows again that at the Stanglwirt, the personal constitution and abilities are central. Hence, this is the thing that matters most. When the successors one by one joined the company, they were again confronted with the requirement to reach the best person-organization fit. Neither their status nor their gender predefined their position in the company. As the firm was already well-established and employees filled most positions, the successors had to bring in ideas about where they could position themselves and how they could contribute to the company's development. Thus, each child created his/her position in alignment with their abilities (Interview M. Hauser, 2022; Interview J. Hauser, 2022).

The internal as well as external communication about *SDG#5* is assimilated into the company's operations. More precisely, the focus is put on the person's abilities and fit with the working environment within the family instead of using gender as an anchor point. For every position, the Hauser family tries to find the best fit when it comes to abilities so that the team can complement each other in all relevant characteristics. There is no need to explicitly make gender equality a subject of discussion at the Stanglwirt as it is perceived as a natural component of the company's success. The Stanglwirt values confidence, trust and proactiveness, as put by one of the children. Hence today, the staff is naturally balanced according to their gender division (Interview M. Hauser, 2022; Interview J. Hauser, 2022).

Business Model and *SDG#5* Gender Equality

The Stanglwirt Hotel is located in a year-round tourism destination amid the Tirolean Alps, Austria, nestled around the Wilder Kaiser mountain range. With approximately 300 staff, 31 million in sales revenue and about 120,000 overnight stays, the business is flourishing. The hotel has 171 rooms (of which 75 are suites) which equates to approximately 350 beds. A speciality of the hotel is that it is not bookable via booking platforms but can only be booked directly via its homepage. The Stanglwirt was the first and only hotel in Austria to be included in the 'Gold List' of the 142 best hotels in the world, produced by the publishers of the renowned international travel bible, Condé Nast Traveler (Stanglwirt, 2022g).

The Stanglwirt was among the pioneers in sustainable hotel management using water as a sustainable energy source in the wellness worlds and for air-conditioning in the storerooms, offices and conference rooms. Every alteration, extension and new building project is done in accordance with the Stanglwirt's eco-friendly ethos and meets the highest sustainability standards. The Stanglwirt is, for instance, using wooden ceilings instead of steel; it disposes of its waste from its eco-farm and relies on several regional, quality partners. In their farm, natural resources are used sensibly, and it has always been a high priority for the family business and farming traditions have been maintained. The hotel has developed an amazing water park and sauna complex, covering a total area of

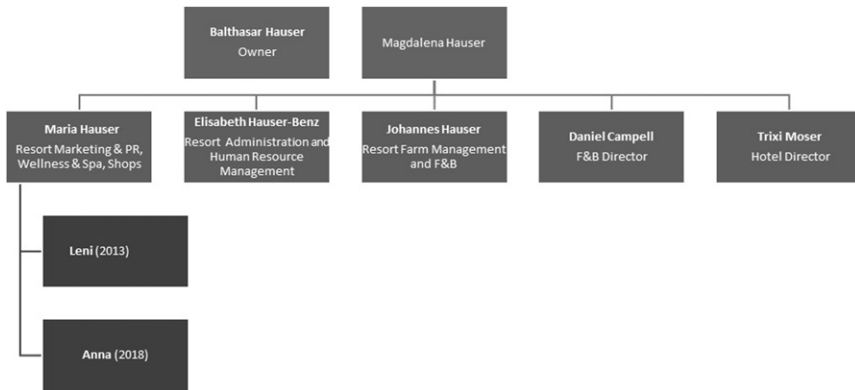


Fig. 3. Organizational Structure and Family Tree (Own Illustration).

more than 12,000 square metres including a newly developed children’s water world with the first pool cinema at a hotel. At the hotel, guests also find powerful energy centres where one can gain new energy and sense the primal power of the elements – life-giving water, rejuvenating earth, invigorating air and inspiring fire (Stanglwirt, 2022g; Stanglwirt GmbH, 2022).

The organisational structure of the Stanglwirt is as follows: Balthasar Hauser is the current owner of the business. His three children, Maria Hauser, Elisabeth Hauser-Benz and Johannes Hauser, as well as the non-family employees Trixi Moser and Daniel Kempell are leading the specific resorts (see Fig. 3).

The 5-star hotel is an all-year round business and provides the following key business activities: hotel management, gastronomy, agriculture, marketing, janitor and floristry, carpentry, the Stanglshop as well as event planning. The added value is 100% reinvested into the business. The business can be regarded as self-sufficient with its farm, Lipizzaner farm stud, ski school, tennis and golf academy, a private fishing district, children’s farm, as well as conference rooms. Altogether, the complex has six restaurants where the family pays attention to biological products from its own farm and regional products served with Tirolean hospitality in its rooms furnished in an Alpine style (Stanglwirt, 2022g).

Since its beginnings, the Stanglwirt resort has never been closed until the COVID-19 pandemic, which also hit the family business in 2020 and, due to national regulations, forced them to close their business for a certain period. Given the great experience of Balthasar Hauser with crises in the history of the Stanglwirt, as well as given the value-centred way of leading the business over generations, the family business managed well during this time and was confident to persevere.

SDG#5 Gender Equality and the Stanglwirt

Stanglwirt interacts with different stakeholder groups, customers, suppliers or employees influencing the company and shaping the corporate culture. Values

such as honesty, courage, fairness, respect for nature and tradition are essential values of the company. The same applies to the companies cooperating with the Stanglwirt, including old family businesses. For its cooperation with its suppliers, the Hauser family maintains long-term partnerships. The hotel has, for example, been supplied with vegetables by the Posch family for 60 years. The company also relies on organic, regional and sustainable food. Even if the SDG does not directly impact the cooperation with trading partners, it is crucial for Stanglwirt that their partners have similar values and guiding philosophies (Stanglwirt GmbH, 2022). The company is constantly trying to develop further and delight its guests with its innovative ideas. The drivers for those innovative ideas are not only the entrepreneurial family but also the employees and guests. These innovation drivers can positively incentivise growth and business development (Kallmuenzer, 2018).

In cooperation with corporate partners and employees, values such as sustainability play a significant role because they make the Stanglwirt attractive as an employer. Junior manager Elisabeth Hauser-Benz explains the advantages of the Stanglwirt as an employer:

In addition to the security of an established year-round business with regulated working hours, our commitment to environmental protection and social fairness is also attractive to many employees.
(Stanglwirt GmbH, 2022)

The company relies on long-term cooperation with suppliers and employees. Examples such as Trixi Moser or Anneliese Treichl show that these values are lived in the company. Both are already occupying higher managerial positions over decades at the company contributing to the large share of female managers at the company. Thus, the Hauser family values long-lasting working relationships and provides even family outsiders the opportunity to join the highest hierarchical levels whereby the main factor is the person's ability and not its gender. The family-like working atmosphere and the opportunity to develop within the company positively affect employee motivation. Gender equality has been an essential part of the company since the first female owner Marie Schlechter (Stanglwirt GmbH, 2022). Even today, 80% of management positions in the company are held by women. To reach a position, it is skills and not gender that counts. This gives female employees the chance to advance within the company and take on management positions (Interview with Hauser). The good corporate culture and positive cooperation are also reflected in the kununu ratings¹ of the employees:

Togetherness is lived and everyone is friendly, helpful. It really is a great team that works together. The management is also very

¹Kununu is an open platform for rating your employer: <https://www.kununu.com/at/bio-hotel-stanglwirt>.

cordial, and you are valued as an employee – this makes everything very familiar.

(Kununu, 2021)

The Stanglwirt ignores the gender of its employees and family members, in a positive sense. Still, a mix of different personalities and characters, suitable for their tasks, is the secret to the company's success. Above all, equality and initiative play a decisive role.

The general manager and current owner, Balthasar Hauser, credits his wife with playing an essential role in connecting the various stakeholder groups and creating a pleasant atmosphere. Guests also appreciate this, emphasising, for example, the friendliness of the team and the warmth that radiates from the entire house (Stanglwirt, 2022a). As Balthasar Hauser says:

One of the great secrets of success at the Stanglwirt is that we have an identity between guest, host, and staff. Our children played with the guests' children and the employees' children. Magdalena ensured that we were not a separate family living in our own house and not in the business. The beautiful atmosphere needs a strong personality, and Magdalena is exactly having that.

(Stanglwirt GmbH, 2022)

Overall, the focus on personality and corporate culture positively impacts the relationship across the stakeholder groups.

Challenges of Working With SDG#5 Gender Equality

The Stanglwirt is a well-established family business in its 10th generation. As for all family-led and owned enterprises, one of the main challenges for the Stanglwirt is to preserve the company over generations and manage the succession successfully (Leiß & Zehrer, 2018; Zehrer & Leiß, 2020). Both challenges are closely entangled in pursuing gender equality. The longevity of a family business consists of two components, the successful day-to-day operation, wherein all involved members of the family work hand in hand to fulfil the company's vision and the experience of gender equality, and the actual succession process, which is crucial concerning the availability of gender-equal chances for leader and ownership.

For successfully managing the day-to-day operations, the Stanglwirt values abilities, pro-activeness and person-organization fit. Thus, at the Stanglwirt, everyone is challenged to contribute to the organization. For family members, this is primarily about understanding how one can serve and enhance the status quo. However, being a child of the owner does not guarantee the opportunity to work in the company or a prescribed role according to their gender. Thus, today's successors, likewise as their ancestors before them, had to find their spot proactively and demonstrate their abilities.

Happiness means being needed according to one's abilities and interests, and that's real happiness when one's individual abilities and interests are used, and that's how we have always oriented ourselves in our roles.

(Interview M. Hauser, 2022)

This is especially challenging as Stanglwirt is already a well-established and diversified company. Until now, they managed well to fill in all positions according to the applicant's abilities and interests naturally attaining gender equality. Thus, their departments benefit from complementing each other. A great challenge is to maintain the balance and align multiple perspectives (Interviews M. Hauser, 2022; Interview J. Hauser, 2022).

It is great, that a lot has happened in emancipation and that there is now even the possibility to act on an equal footing, but I always say you shouldn't go to the other extreme and ignore men because I think it takes both. It's just the togetherness of the sexes.

(Interview M. Hauser, 2022 shown in [Fig. 4](#))

Concerning the company's succession, this constitutes an upcoming challenge for the Stanglwirt family, as Balthasar Hauser and his three children currently work harmoniously together. Each of the successors manages a part of the company independently (Interviews M. Hauser, 2022; Interview J. Hauser, 2022). It becomes increasingly important to preserve equality and harmony when the



Fig. 4. Maria Hauser.

father retires. In history, the company has never had co-leadership by three successors, thus challenging the Hauser family to find a unique solution for collaboration in terms of leadership and ownership. In addition, the greater sharing of leadership and ownership also raises the challenge of today's 10th generation to make the transfer to the 11th generation possible, guaranteeing equality for the offspring of the successors.

Business and Greater Good

The family business Stanglwirt aligns its company with the values of honesty, appreciation, sustainability and being 'down-to-earth'. These values guide the daily actions of the family business. For example, this is reflected in focusing on abilities rather than other attributes such as gender. For the Hauser family, the connection with people has been central for more than 400 years. They show their sense of responsibility and commitment even beyond the organisation because the family business wants to create value for people living in the region and beyond. This is not just an essential concern in the current generation but starts much earlier in the company's history (Stanglwirt, 2022c). Sebastian and Marie Schlechter were already known as benefactors. Sebastian Schlechter, who ran the company from 1763 to 1826, donated a church organ to the village. The common good was also an essential concern for his successor Marie Schlechter; therefore, she donated a glass window to the parish church in 1935 (Stanglwirt, 2022b).

Today, the company continues to support charitable projects and associations and is committed to helping people in need worldwide. The Stanglwirt's social commitment ranges from regional activities such as support for the Kitzbühel Ski Club and the international Karlheinz Böhm Ethiopia Aid (Stanglwirt, 2022b). The Hauser family is committed to strengthening education, equality and infrastructure on a national and international level. A few examples of the company's projects include the charity golf tournament. Despite the pandemic, €410,000 were raised for social institutions in the region (Stanglwirt, 2022d). International projects are also supported by donations from the Stanglwirt, such as the association 'Future for Tshumbe'. The project tries to make a remote region in the DR Congo autonomous. One focus of the project is to promote the expansion of agriculture, and the construction of a regional centre is expected to impact the development of the region positively. The Stanglwirt supported the construction of the building foundation of a lower primary school with the donation of the proceeds from the sale of the hotel's own spring water. In the building, people in need are to find advice and solutions, be trained to help themselves, and exchanges between different groups are supported (Stanglwirt, 2022d). In Ethiopia, over 40% of all children do not have access to education – especially women – by building a school, the family business is trying to give people the opportunity to get access to education (which is in line with Target 5a. of SDG5) (United Nations, 2023b). Through this building, women in particular have been able to benefit, as they can now invest the time they would otherwise have spent fetching water in their education. In doing so, the company is trying to strengthen

equal rights and empower women across the company's boundaries (Stanglwirt GmbH, 2022). Locally, the Stanglwirt also tries to make vacations possible for families with children with disabilities through its partnership with 'Global Family Charity Resort' to ease parents' burdens and overcome discrimination (Target 5.1.) (United Nations, 2023b). Within the framework of this partnership, the Hotel Stanglwirt acts as one of several partner hotels to make a vacation and some carefree days possible for the families in their hotel (Stanglwirt, 2022e).

The Stanglwirt is not only at the forefront when it comes to social commitment but also when it comes to environmental protection and sustainability. The Stanglwirt became the first 5-star cooperation partner of the World Wide Fund for Nature (WWF). Organic farming, regional products and sustainable energy have always been part of the company's identity. After an examination phase, the Stanglwirt and the WWF have started cooperating to work together for a sustainable future. The various examples show that the company is committed to social projects and sustainable developments beyond its corporate boundaries (Stanglwirt, 2017, 2022f).

Reporting and Measurement

The successful implementation of SDG#5 by ensuring equal opportunities for potential successors to join the company's leadership and ownership as well as for employees to take on managerial positions and its impact can be measured by the share of female managers and the shared narrative of the Stanglwirt which outlines that for any work position, ability is the most important factor. The people-centric perspective on character and fit for a position is strengthened by the company's development story which is built upon the commitment of different female company leaders and owners. The entrepreneurial family of the Stanglwirt has not officially set itself the task of meeting the SDG targets, but this happens automatically out of their actions and the company history. As a medium-sized family business, the company focuses on measurable figures in the area of CO₂ emissions and heating oil savings and electricity generation, but no correct goals and achievements are set in the context of the SDGs. The future progress in the company with regard to the fulfilment of the SDGs – especially women's equality – is rather advanced by the company narrative. The Stanglwirt sees itself as a family business with strong ecological values, traditional and innovative. The company became what it is today, especially through the long company history. The strong personalities of the entrepreneurial family – employed where they can unfold their abilities – have shaped the company and are an important part of the corporate narrative. Even though the Stanglwirt emphasises this green side again and again on its website, in the company reports and also in the conducted interviews, no clear goals are named, and there are also no means for measuring the achievement of goals. In the future, the company could formulate their goals concretely so as not to leave everything to 'chance' (Stanglwirt, 2017).

What Next for Stanglwirt and Gender Equality

As the Stanglwirt is a company rich in tradition and continuously aiming at further development, new goals and directions must be defined as well as ways to maintain balance (Interview M. Hauser, 2022; Interview J. Hauser, 2022). Even though there currently is a great share of females in leadership positions, this does not mean that empowerment and gender equality are secured automatically. The successors realise the current societal changes and advocate embracing multiple perspectives: ‘There is great potential, that everyone complements each other so well and that you don’t have to exclude anyone and neither their talents are excluded’ (Interview M. Hauser, 2022). The daughter of Balthasar Hauser, Maria Hauser, points out further that this is a responsibility everyone must contribute to, especially since the Stanglwirt is a company rich in tradition. Thus, the company needs all sides to acknowledge equality and value even though the established perception might often be that certain positions or tasks are destined for men. Hence, it is necessary to promote openness and find new ways to bridge different perspectives.

On the other hand, there is a large part of management positions filled with females at the Stanglwirt which also implies challenges: ‘But now you just have to make sure that it is kept in balance and that it doesn’t tip over to extremes and because extremes are never good, it always has to be in balance’ (Interview M. Hauser). For creating a harmonious culture and gender-balanced staffing, two pillars must be strengthened. Firstly, individual responsibility is extremely important to find one’s path and abilities independently from social expectations and secondly, collective thought must be defined to determine future directions.

References

- Amore, M. D., Garofalo, O., & Minichilli, A. (2014). Gender interactions within the family firm. *Management Science*, 60(5), 1083–1097. <https://doi.org/10.1287/mnsc.2013.1824>
- Gomezelj, D. O. (2016). A systematic review of research on innovation in hospitality and tourism. *International Journal of Contemporary Hospitality Management*, 28(3), 516–558. <https://doi.org/10.1108/IJCHM-10-2014-0510>
- Kallmuenzer, A. (2018). Exploring drivers of innovation in hospitality family firms. *International Journal of Contemporary Hospitality Management*, 30(3), 1978–1995. <https://doi.org/10.1108/IJCHM-04-2017-0242>
- Kununu. (2021). Bio-Hotel Stanglwirt. Bewertungen. <https://www.kununu.com/at/bio-hotel-stanglwirt/kommentare>. Accessed on July 26, 2023.
- Leiß, G., & Zehrer, A. (2018). Intergenerational communication in family firm succession. *Journal of Family Business Management*, 8(1), 75–90. <https://doi.org/10.1108/JFBM-09-2017-0025>
- Muskat, B., Hörtnagl, T., Peters, M., & Zehrer, A. (2021). Innovation capability and culture: How time-orientation shapes owner-managers’ perceptions. *Journal of Hospitality and Tourism Management*, 47, 217–227. <https://doi.org/10.1016/j.jhtm.2021.03.018>

- Pikkemaat, B., & Zehrer, A. (2016). Innovation and service experiences in small tourism family firms. *International Journal of Culture, Tourism and Hospitality Research*, 10(4), 343–360. <https://doi.org/10.1108/IJCTHR-06-2016-0064>
- Stanglwirt. (2017). Grüne Werte. <https://www.stanglwirt.com/media/blaetterkataloge/Stanglwirt-BioBooklet-DE-OK-einzel.pdf>. Accessed on July 26, 2023.
- Stanglwirt. (2022a). Gäste Kommentare. <https://www.stanglwirt.com/de/hotel/bewertung.html>. Accessed on July 26, 2023.
- Stanglwirt. (2022b). Historie. Vier Jahrhunderte voller Geschichte und Geschichten. <https://www.stanglwirt.com/de/ueber-uns/historie.html>. Accessed on July 26, 2023.
- Stanglwirt. (2022c). Soziales Engagement. Helfen ist menschlich. <https://www.stanglwirt.com/de/ueber-uns/soziales-engagement/helfen-ist-menschlich.html>. Accessed on July 26, 2023.
- Stanglwirt. (2022d). Spendenrekord bei Charity-Golftunier. VST Kitzbühl. <https://www.stanglwirt.com/de/service/blog/spendenrekord-bei-charity-golfturnier.html>. Accessed on July 26, 2023.
- Stanglwirt. (2022e). Stanglwirt Partnerhotel von Global Family Charity Resort. <https://www.stanglwirt.com/de/ueber-uns/soziales-engagement/stanglwirt-partnerhotel-von-global-family-charity-resort.html>. Accessed on July 26, 2023.
- Stanglwirt. (2022f). Gemeinsam für die Natur. Erste “Grüne Woche” von Stangelwirt und WWF. <https://www.stanglwirt.com/de/service/blog/erste-gruene-woche-von-stanglwirt-und-wwf.html>. Accessed on July 26, 2023.
- Stanglwirt. (2022g). Über uns. Sich rundum wohlfühlen. <https://www.stanglwirt.com/de/ueber-uns/ueber-uns.html>. Accessed on July 26, 2023.
- Stanglwirt GmbH. (2017). Lebensgefühl. Das Stanglwirt-Magazin. <https://www.stanglwirt.com/media/blaetterkataloge/Stanglwirt-Lebensgefuehl-2017.pdf>. Accessed on July 26, 2023.
- Stanglwirt GmbH. (2022). Daheim. Das Stanglwirt-Magazin. <https://www.stanglwirt.com/media/blaetterkataloge/daheim-Stanglwirt-Magazin-2022.pdf>. Accessed on July 26, 2023.
- United Nations. (2023a). Achieve gender equality and empower all woman and girls. <https://unstats.un.org/sdgs/report/2022/Goal-05/>. Accessed on July 26, 2023.
- United Nations. (2023b). SDG indicators: Metadata repository. <https://unstats.un.org/sdgs/metadata/?Text=&Goal=5>. Accessed on July 26, 2023.
- Zehrer, A., & Leiß, G. (2020). Intergenerational communication barriers and pitfalls of business families in transition—A qualitative action research approach. *Corporate Communications: An International Journal*, 25(3), 515–532. <https://doi.org/10.1108/CCIJ-03-2020-0056>

This page intentionally left blank

Chapter 6

Australia: Eather Group and Gender Equality and Women's Empowerment

Alan Reddrop^a and Divinia Eather^b

^aUniSA, Australia

^bEather Group, Australia

Introduction

The purpose of this brief study is to illustrate how gender equality and women's empowerment are exemplified in a small company, Eather Group, in an industry not notable for such attributes. If the subject company were to be in hairdressing, childcare or domestic service, its messages might be lost on exemplars of more masculine-orientated pursuits. The company described is engaged in heavy haulage, earthmoving, material supply and disposal and crushing and screening processes. Its particular distinction is to link and enhance the social value of these activities in what is described as a Circular Economy. This chapter is pertinent in that there is a substantial gender gap in the transport industry, internationally, women representing 17.3% of the workforce, while just 9.5% of those working as machinery drivers and operators are females (iMOVE, 2022 p. 297).

The central message is that gender equality is an objective attainable by companies of every stripe – and that its attainment is rewarding in diverse ways – which will be illustrated. An accompanying message is that a company that espouses a worthy objective like gender equality is inclined to adopt other aims and practices of community benefit: be it waste minimisation; caring for the environment; diversity in employment, particularly Indigenous employment; and support of the local economy in sponsorships and donations. Significantly, it has adopted the 'Circular Economy' (to be described). Such is the case with Eather Group, an Indigenous company located in the north west of Sydney.

Attaining the 2030 Sustainable Development Goal of Gender Equality, 73–94



Copyright © 2024 Alan Reddrop and Divinia Eather.

Published by Emerald Publishing Limited. These works are published under the Creative Commons Attribution (CC BY 4.0) licence. Anyone may reproduce, distribute, translate and create derivative works of these works (for both commercial and non-commercial purposes), subject to full attribution to the original publication and authors. The full terms of this licence may be seen at <http://creativecommons.org/licences/by/4.0/legalcode>.

doi:10.1108/978-1-80455-832-420231006

The principal actors, in this case, are Peter Eather, founder and managing director, his wife, Sally-ann, general manager and daughter, Divinia, marketing manager and co-author (Fig. 1). Their details and those of other players are explored below.

Case Study Creation and Academic Context

The case study is undertaken in the knowledge of a very substantial flowering of academic interest in women's involvement in family business. The interest was previously chronicled by [Campopiano et al. \(2017\)](#) who identified 87 'recent' academic articles on the subject. Later students, [Nguyen et al. \(2022, p. 166\)](#), identify an acceleration. Their analysis of publications found that 'knowledge grew exponentially during the last three decades, mainly after 2003'. Acknowledging the 'sharp increases in not only the overall number of research studies but also those within emergent sub-fields' [Maseda et al. \(2021, p. 280\)](#) call for 'periodic literature reviews...to keep track of how the field is developing'.

This case study showcases women's involvement in family business through a story-telling approach appealing to the general reader. For this particular case, it uses a case study approach where the researchers and actors are the same. In this sense, there is cooperative inquiry or participative research in which a principal is



Fig. 1. The Family Business Owners – Sally-ann Eather, Peter Eather, Divinia Eather (From Left) (Hired Gun Photography, n.d.).

both author and actor, student and studied (Reason, 1998). In this study, Divinia Eather plays both roles.

Products and Services Offered by Eather Group

The figure below (Fig. 2) highlights the core services offered by Eather Group.



Fig. 2. Eather Group's Four Core Services and Sub-categories.

Vision and Mission

Eather's vision is to create and maintain a 'Circular Economy' in the infrastructure sector, re-purposing material to 'Care for Country' while supporting workforce equity and diversity.

Background to Eather Group

Eather Group, at first glance, is an Indigenous family business that is leading the construction industry to a Circular Economy, offering sustainable solutions to



Fig. 3. Albert (Hoss) Eather c. 1970–1980 [Photo Credit Unknown].

traditional construction issues, supporting a diverse team and always looking for opportunities to give back to the community. But the vision, legacy and passions that underpin every strategic decision are woven into a story that begins well before the company’s establishment. As a young man who hadn’t yet found his passion, Peter Eather found his way into construction through his father Albert (Hoss) Eather (Fig. 3), who taught him more than just how to handle the gear but the importance of integrity, honesty and reciprocity.

I was working alongside with my dad. I remember driving to work with him. . .He had this little old Navara Ute, no power steering and no air con. . .One day I looked over at him and I said to him “Dad, we’re better than this,” and I had that spark and fire in the belly that I wanted better for him. I wanted better for my family. (Peter EBA nomination video)

In June 2010, five years after Albert’s passing, Peter with the support of his wife Sally-ann founded Eather Transport Pty Ltd with one pink truck (Fig. 4) and one contract. Rebranded in 2012 as Eather Group, the company now has 18 trucks, 20 heavy machines and 40 staff members (Fig. 5) as of April 2023.

Still, the company has remained true to its founding purpose: to provide opportunities for the family. In addition to Peter and Sally-ann themselves as Managing Director and Executive Manager respectively, their daughter Divinia Eather has taken on the role of Marketing Manager, and Peter’s sister Di Jones has handled Accounts Receivable for more than 10 years. In the past, other family members have found a place in the business; both Peter and Sally-ann’s mothers, sisters, nieces and nephews have filled and grown into roles as needed.



Fig. 4. The First Truck, Dubbed 'Pinky' [Photo Credit Unknown].



Fig. 5. Eather Group's Fleet of Vehicles as of April 2023 (Peter Eather).

It is significant too that Eather Group is a family business full of other families, including two different sets of brothers in truck driving and operating roles and a mother–daughter duo working together in the office.

The Circular Economy

From the start, the company has been committed to what is now recognised as the ‘Circular Economy’. Peter Eather describes the organisation’s achievements as relevant to all aspects of the ‘Circular Economy’, including gender diversity and equality, as something that has naturally developed out of the family’s values and passions, rather than something that was extrinsically striven for as policy.

The concept of Circular Economy is finding its way into more and more policies and the term has various interpretations, generally described as an environmentally sustainable model, minimising waste and repurposing resources. The Circular Economy generally refers to an economic system that opposes linear economies and is based on the reuse and regeneration of materials or products, especially as a means of continuing production in a sustainable or environmentally friendly way.

The definition from Eather Group expands on this definition of the Circular Economy and positions it in their business.

“The way we see it, the values that underpin this model are not new. As individuals we all care about people having opportunities to live and thrive; about the neighbours and communities we’ve grown up in; about leaving the world a better place for our great-grandchildren. The Circular Economy is just a diplomatic way to show that we care. Business made human.” – Divinia Eather in her keynote presentation “The Circular Economy – Linking Sustainable Development with Success”

Through this lens, the work of the organisation is supported by policies and procedures, while being motivated and guided by its aspirations. The Eather family’s Indigenous heritage has influenced the further breakdown of their ‘Circular Economy’ focus areas and initiatives into three pillars: Caring for Country, Caring for Community and Caring for Culture.

Caring for Country

To Eather Group, this means *sustainability*. On every project, an effort is dedicated to discovering solutions that achieve client budget and scheduling targets while minimising environmental impact. Eather Group is recognised for its award-winning ‘waste to resource’ initiatives. Most notable is the sourcing of ‘waste’ virgin excavated natural material (VENM) and excavated natural material (ENM) materials from major projects to be used in the manufacture of bricks (Fig. 6).

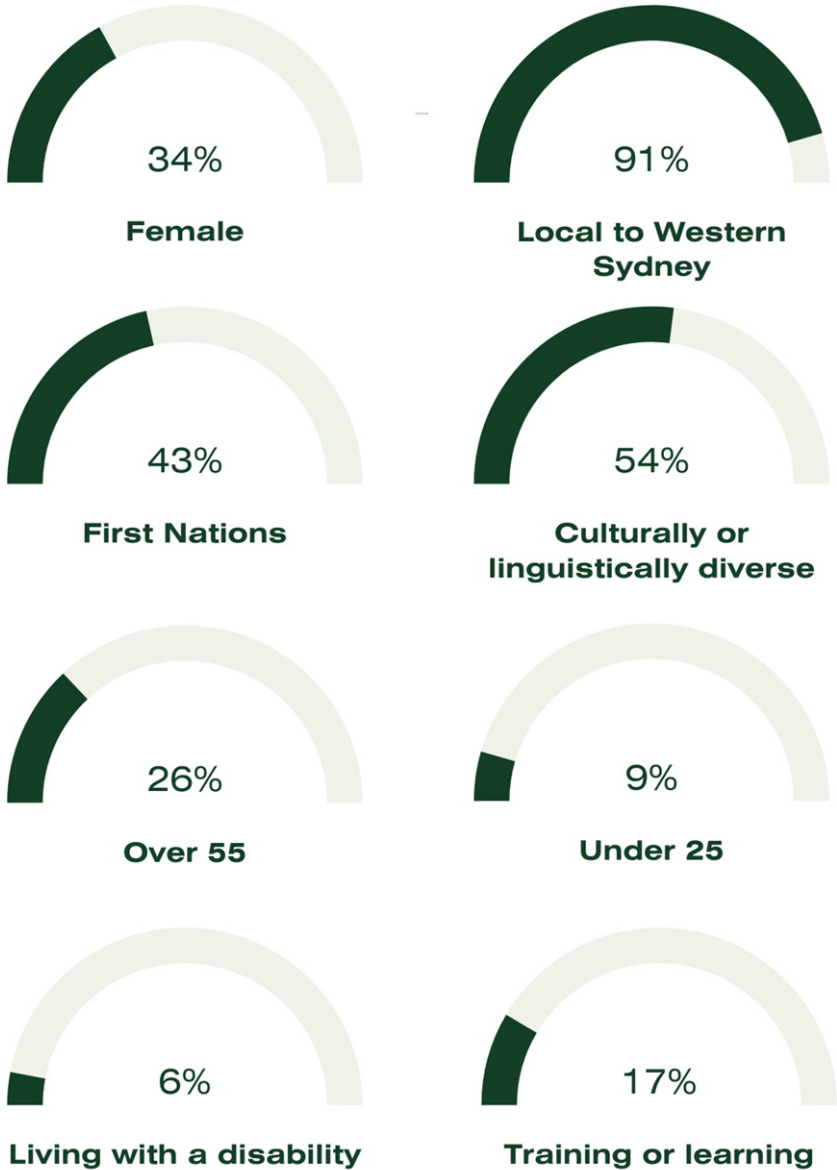


Fig. 6. Eather Group Processing Materials Ready for Use in Brick Manufacturing (Clarity Photography).

Over 13 years, the company has diverted more than 4 million tonnes of ‘waste’ material for this purpose; theoretically making enough bricks to build 250,000 houses. This initiative has therefore also prevented the unnecessary quarrying and transport of 4 million tonnes to compensate. More broadly, the decades of knowledge, experience and curiosity in key personnel translate to great respect for different types of materials. This is especially evident in both their select excavation speciality and land rehabilitation efforts, separating and managing different materials based on their individual properties, potential uses and availability.

Caring for Community

The organisation’s commitment to gender equality is one facet of a broader mission to create opportunities for all. An overview of Eather Group’s employees can be found in [Fig. 7](#) below.



April 2023

Fig. 7. The Diversity of Eather Group’s Staff as of April 2023.

The organisation is proud of the diversity that extends into its supply chain, supporting social enterprises, women-owned, local, and family businesses, as well as more than 15 Indigenous organisations engaged regularly. Beyond internal opportunities, Eather Group supports the local community through sponsorships of events, fundraisers, groups and sporting teams.

Caring for Culture and Diversity

To the Eather family, caring for culture not only includes the preservation and celebration of traditional knowledge and Indigenous culture but also the encouragement of learning between staff, passing of knowledge between new and experienced operators and collaboration in business partnerships.

From an inclusion perspective, caring for culture means fostering an environment that not only encourages diversity but maintains and supports that diversity. (Divinia Eather)

For a company with such a diverse workforce, especially through the lens of gender diversity, this prioritisation of culture means maintaining a safe and welcoming environment. Strategies have involved not only the communication of values but tangible infrastructural changes and costs including female utilities on construction sites and evolving roles to suit women with young children. About motivation and values, Sally-ann says, ‘We need to be profitable, and we are, but making money doesn’t get us out of bed in the morning’ (Sally-ann Ester, Personal Communication, August 2023).

Eather Group was founded to provide opportunities for family, and both Peter and wife Sally-ann’s extended families are predominantly women. Consequently, from the beginning, there has been a relatively high proportion of women at all levels of the company – paralleling Sustainable Development Goal (SDG) #5 target 5.5 ‘Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life’.

Business Development, Diversity and Other SDGs

The intentions that motivate the SDGs have been tangible in Eather Group since its creation. But while an introduction to the goals didn’t *create* a desire in Eather Group for positive industry change, it has validated that the already present desire introduced a support network of other SDG champions and widened the scope of possibilities. This first introduction to the SDGs themselves was through Sally-ann in 2019/2020 when she began studying at Western Sydney University Hawkesbury Campus. The university signed the UN Sustainable Development Solutions Network Higher Education Commitment in March 2017 and is also host to a UN-endorsed Regional Centre of Expertise on Education for Sustainable Development.

Significantly, SDG#5 has refined specific areas of concern and provided the language through which Eather Group can communicate its commitments both internally and externally. Communication of the company’s commitments and expectations concerning SDG#5 differs for their external and internal audiences. Sales pitches, case studies and tender responses point specifically to the organisation’s targets and support of the SDGs, in particular SDG#5, SDG#8, SDG#10, SDG#12 and SDG#17. This aligns with their marketing goal to be recognised as an industry leader in the Circular Economy in its many forms. For communications with staff, the intention of SDG#5 is preserved in the company’s corporate culture. Their value of respect explicitly emphasises gender diversity as well as recognising the value of this diversity.

As part of their marketing strategy, the company has implemented target #5.b 'Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women' and #5.c 'Adopt and strengthen sound policies. . .for the promotion of gender equality and the empowerment of all women and girls at all levels'.

By taking opportunities to showcase the challenges and achievements of their female employees, the company has aimed to:

- be recognised as an employer of choice for all people, but especially for women, locals and Indigenous peoples, and preserve their culture by attracting individuals who already share its values;
- show women who haven't previously considered a career in construction that they can belong in the industry and that many women are already excelling there.

In newspaper articles and on social media platforms, they have posted interviews and profiles to highlight the diverse experiences of individual employees (Fig. 8). At conferences and forums, they have made known the triumphs of their



Fig. 8. Eather Group Featured in the Leading National Transport Magazine (Big Rigs, n.d.).

female drivers and operators and why equality in construction is a worthwhile goal. They have celebrated their employees through award nominations, and they have facilitated workshops with school careers advisors and young students themselves to reveal the possibilities for success that women can find in the construction industry. Sally-ann sees increasing awareness of this as crucial for the construction industry, particularly as it faces labour shortages. In an interview,

she quoted the findings of a Hewlett Packard internal review that has circulated through all industries, ‘Men will apply if they think they meet 60% of the job criteria; women won’t unless they think they meet them all!’ ([Harvard Business Review, 2014](#)).

Eather Group Business Model

Eather Group aims to provide sustainable solutions to traditional construction issues, offering transport and haulage, bulk material handling and waste management services that help major infrastructure projects generate positive environmental and community outcomes. While the term ‘Circular Economy’ has gained popularity as a description of an environmentally sustainable model focused on minimising waste and repurposing resources, Eather Group has expanded its meaning to also encompass:

- making the most of opportunities given to them by creating opportunities for others;
 - engaging a diverse supply chain, helping others grow;
- investing in the development and happiness of staff;
 - encouraging a sustainable work–life balance;
 - creating opportunities for women, locals, Indigenous people and youths;
 - maintaining an environment that supports diversity;
- developing mutually beneficial relationships;
 - discouraging competition and collaborating with other organisations for much larger positive impacts;
- cycling money by investing profits into communities;
 - sponsoring and supporting community institutions and events;
- maintaining integrity and sticking to their values.

This expanded view not only of what the Circular Economy can be but what environmental, social and corporate governance (ESG) targets a relatively small business in the construction industry can commit to and achieve continues to support Eather Group’s adoption of SDG#5’s targets.

We don’t just want to have diversity; we want to provide an environment that is supportive of that diversity. (Divinia Eather)

The development of an anti-discrimination and equal employment opportunity (EEO) policy formalised the company’s non-tolerance of any kind of gendered abuse, in line with targets #5.1 and #5.2. Any reports of bullying over the radio or sexual harassment on sites are immediately acted upon, and their chain of responsibility clarifies the appropriate lines of communication to raise concerns. The company’s executive team, with a ratio of more than 50% women, opens career progression opportunities equally to all interested employees, which honours target #5.5. Further, where possible, Eather Group engages women-owned

businesses in their diverse supply chain, also identifying other companies which share a commitment to gender equality. The organisation's strong community and media presence that regularly showcases endeavours to cultivate a diverse and more gender-balanced workplace line up with target 5.b, aiming to break down stereotypes of what a truck driver or operator looks like and what kind of behaviour is acceptable in the industry.

I believe the key to attracting more women to the industry is by changing the narrative.

(Bianca Clark quoted in [Big Rigs, 2021](#))

Following these policies and intentions, Eather Group's workforce has settled to be 34% women (April 2023) compared to the industry average of 12–14%. Since 2012, the company has provided employment for more than 25 female truck drivers and operators. The retention of female employees is high, and they have in turn encouraged other potential employees to apply for positions. [Fig. 9](#) shows Bianca at work.



Fig. 9. Bianca Clark Driving a Kenworth 909 With 18-Speed Road Ranger Gearbox [Photo Credit Clarity Photography].

We Talk to Bianca

In a Zoom interview with author Alan, Bianca displayed a very attractive personality such that you could imagine her succeeding in any number of jobs. And in fact for over three years she had her own business serving commercial printers, had done office work, and had been a sales representative for a transport company. But truck driving is what appealed most (from the age of five!). She is now about to take maternity leave, but would happily foresee a return to driving when she resumes work. She would have started sooner if she had seen other women at the wheel. Eather Group's attitude helped, 'If you believe you can do the job we will honour our part of the deal'. And so it has proved. There are negatives: 'It is an industry built around men; inadequate amenities on the road, long hours, unattractive uniforms, and object of some critical observations by mainly older drivers. But there is curiosity among other drivers – and general onlookers, not at all negative'.

Main lessons: Bianca proves women can do the job competently and confidently. Transport Women Association, to which she belongs, has an important role in delivering this message in schools. While the road transport industry faces a rising skill shortage, women represent an unusually small proportion. This can change.

What are the Challenges of Working with SDG#5?

Challenge 1: Outside Organisation

The behaviour of entities outside the organisation is not within the company's control: for example, while Eather Group takes a firm stand on target 5.1 'End all forms of discrimination against all women and girls everywhere', and can set internal mitigations in place, fostering a culture of mutual respect and value, staff cannot be protected from unfair treatment from other drivers on the road or from the actions of supervisors on other projects. In saying this, these behaviours can be reported to Eather Group management. When unfair treatment is brought to Eather Group's attention, management raise issues with the offending organisation and where appropriate, identify offending individuals.

This has led to success in the disciplining of offenders in outside organisations. However, external remedies are not always available. Recognising this, the company has instituted an 'employee assistance programme' and a 'mental strength programme' designed to support staff and build resilience. They also provide opportunities to access counselling and advice services anonymously.

Challenge 2: Inculcating the Company's Values in New Members

It is important to ensure new staff members understand and are aligned with company values and priorities. At worst, new staff have come in and, in a

manager's terms, 'poisoned' the culture, creating a negative working atmosphere. This can lead, and on occasions has led, to an undermining of the company's gender respect policies. At the least, it can make the workplace a less welcoming environment for female employees and is incompatible with the company's 'employer of choice' intentions. Successful strategies have included intensifying the company's positive training and messaging in support of its policies on diversity and gender advancement, not only internally but through social and traditional media channels. Individuals who align with this messaging are attracted to the company, and bonds with it are strengthened. Those who do not align usually leave of their own volition.

Challenge 3: The Cost of Change

As Eather Group's industry has not traditionally accommodated women, the framework for attracting and supporting the employment of women is either new or non-existent. Female drivers and operators have commented on well-known issues including the lack of safe, appropriate facilities at truck stops or on construction sites and the difficulty of finding PPE for women.

Eather Group does not currently receive funding for its diversity initiatives, meaning that strategies to make the industry more accessible – including the provision of female facilities, tailoring uniforms to accommodate women, and training programmes that aim to up skill new drivers and operators, are costs and risks that come out of company profit.

How do Key Stakeholders Relate to the SDG Championed by the Organisation?

Owners and SDG#5

Peter and Sally-ann Eather have led the organisational adoption of the SDGs in general and specifically of SDG#5. As such, high-level strategic decisions reflect the spirit of SDG#5's targets, making it easy for management and other staff to align daily operations with the goals. This has included choosing to work with other organisations which have similar values, and conversely avoiding organisations which fail to demonstrate commitment or interest in gender equality.

Management and SDG#5

The company's 'Circular Economy' commitments, including those related to gender equality, heavily influence the priorities, strategies and daily undertakings of every part of the business. Marketing and human resources (HR) strategies and goals explicitly discuss gender equality, financial strategies accommodate training programmes and related community initiatives and supervisors are held accountable by Peter and Sally-ann and enrolled in the company's vision for a more balanced workforce.

Staff and SDG#5

Eather Group has experienced positive shifts in the workplace culture as they have continued to embed the targets of SDG#5 into daily operations. Marketing strategies have found success in attracting individuals whose values already align with the company's concern with staff care and 'looking out for each other'.

Suppliers and SDG#5

Supply chain diversity is of core concern to the organisation, and they continue to grow a network of Indigenous suppliers, local and family companies and female-owned businesses to be engaged where possible. Recently, Eather Group hosted their inaugural 'Working with Impact' Tour and Showcase Day which saw 30 representatives of social, community and Indigenous procurement specialists from tier 1 and government organisations as an opportunity to highlight the work being done within their supply chain.

The unique capacity of a family business like Eather Group to develop trust and personal friendships with suppliers and learn the specific stories and challenges faced especially by entrepreneurial women in their network continues to motivate engagement with suppliers based on 'impact' rather than purely 'cost'.

Clients and SDG# 5

Eather Group's 'Circular Economy' model and their vision for gender equality are established within the first five minutes of every initial client meeting, project proposal or presentation. For major projects, the company has started taking into their own hands the calling of meetings that showcase the community impacts and genuine outcomes being supported by that specific project, outcomes that may not be tracked by project guidelines or are otherwise difficult to measure/communicate. For example, a day of lower pressure on Eather Group's site may be assigned to allow a female operator to gain experience and build her skills on different machines. This personal approach has shown clients that Eather Group has a genuine commitment to sustainability and diversity, and reinforces the accomplishment of project targets that relate to gender equality showing they are viable and valuable, and not just seen as a box that has to be ticked.

Partners and SDG#5

With values and commitments so embedded into Eather Group's structure and daily operation, the organisation's passions have been contagious for Memorandum of Understanding and Joint Venture partners, which are both inspired by and inspire Eather Group's initiatives. Significantly, relationships have been developed and strengthened over many years, some for decades, and honest conversations about accountability are possible between Peter and other owners or representatives as it were among friends. Partnerships are seen as a chance to combine capabilities and create opportunities for even larger community impact.

Community and SDG#5

Focused on ‘representation’, education initiatives including workshops with students, discussions with career advisors and media dialogue continue to impact the local community and their understanding of construction as a viable career path for women.

Business and the Greater Good

Peter and Sally-ann Eather describe Eather Group as ‘more than just a business’, but a legacy and an opportunity to ‘turn every project we’re awarded into real outcomes...’ As regards gender equality and the targets of SDG#5, Eather Group is having an impact in the local community, in the New South Wales (NSW) construction industry, and on a national level. An example of this is through the ‘Working with Impact’ Tour and Showcase Day as mentioned above. There were significant outcomes from this activity. Expenditures associated with the event were related to:

- 66% went to Indigenous businesses;
- 52% went to women-owned businesses;
- 93% went to local businesses.

The organisation has presented and appeared on panels to discuss its Circular Economy model and the achievements and opportunities of women in the industry at several national forums including:

- The 8th Annual Indigenous Economic Development Conference;
- The National Economic Development Conference;
- Women in Family Business’ Elevate Summit;
- NSW Indigenous Chamber of Commerce Infrastructure and Construction Forum;
- Family Business Association National Conference.

Other benefits and impact include workshops with high school students to discuss what a career in construction could look like, and continued conversations with career advisors have led to several girls reaching out for extra information and direction to get started. The company has paired with industry awards, featuring on the front page of the national *Big Rigs* magazine, as well as in other smaller magazines, local newspapers and podcasts, the company has been explicit about its intentions and hopes to spark interest in a trend of change in their industry.

Our industry affords us the unique opportunity to shape the very landscape of our environment, to influence the way our community views progression, and to inspire the way our industry will conduct business in the years to come. Not just to

make ourselves proud, but to make proud the generations after us who will remember us by the mark we've left on the world.
(Divinia Eather)

Since the company began to showcase its intentions and values for the first time in 2020, there has been an outreach of support and recognition even extending beyond state boundaries. It inspired a woman from Brisbane to write this, on reading the Eather Group website:

“I am a female truck driver, previous senior sales account manager and business development manager within the logistics/freight industry (long and short haul around Australia) I have worked within the construction industry my whole adult life due to my family's construction business. With this all in my experience it is a goal of mine to work for a company that has an impeccable work ethic of its own and through LinkedIn I believe your company is as such. As I am aware this is a long shot I still would like to implore Eather Group to consider expanding its business to greater Brisbane, Queensland; as I can assure you we are lacking an inclusive construction company of Eather's calibre, ethical and professional standards up here. It would be an amazing opportunity to work with a company such as yourselves and I hope with great consideration you look to expand interstate and if so, would love the opportunity to work with The Eather Group. (Davinia Eather, Personal Communication, August 2023)

The long, inflexible hours of the industry has long been a barrier for many women, who are more likely to be the caregiver of children or elderly parents (Target 5.4). In an endeavour to work with this fact rather than against it, Eather Group have explored the possibility of casual and part-time driving roles, something the company has not offered before. This has led to the employment of a young mum who has committed to driving a truck two days a week until her son is of school age. This compromise is a relatively unique employment offering that has only been made possible by an understanding and supportive management team. Beyond company-led impact, Eather Group has been supportive of the endeavours of individual staff members.

Key Milestones in Recent Years

A representation of the company's diversity and sustainability milestones is shown in [Fig. 10](#).

KEY MILESTONES

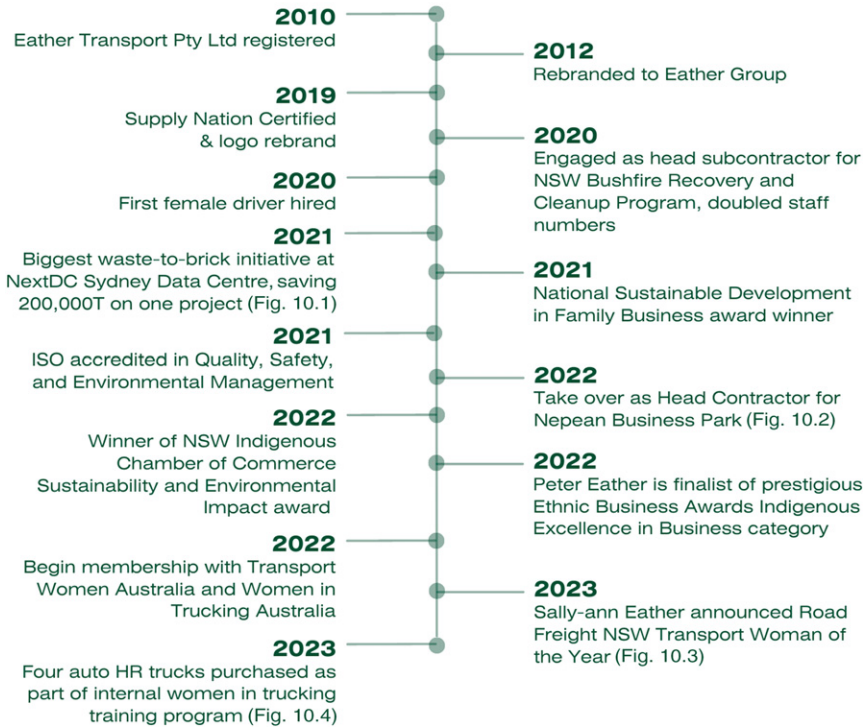


Fig. 10. Eather Group's Key Diversity and Sustainability Milestones.



Fig. 10.1. The Indigenous Circular Economy in Action Pilot Project [Photo Credit Clarity Photography].



Fig. 10.2. Nepean Business Park (Credit Hired Gun Photography).



Fig. 10.3. Sally-ann Eather Announced Road Freight NSW Transport Woman of the Year.



Fig. 10.4. Four Auto HR Trucks Were Purchased as Part of the Internal Women in Trucking Training Programme.

What's Next for Eather Group?

Eather Group is currently on their journey to becoming a BCorp-certified organisation, one of the first in its industry. As part of this journey, they expect to formalise intentions and targets by refining measurement and reporting strategies (target #5.c). As the owners recognise the need for continuous movement towards eliminating discrimination found in the wider industry, they will wish to explore further educational opportunities to spread awareness and discourage behaviours that threaten the company's female employees and deter women from joining the industry (targets #5.1 & 5.2). The organisation is currently developing a training programme in partnership with Komatsu which will allow women who are new to the industry to gain experience with machines (Fig. 11), and also provide the opportunity to upskill and prepare female employees for supervisory and other leadership positions (target 5.5).

Additionally, Eather Group has invested \$1,000,000 in purchasing four automatic 8-wheeler tippers to upskill women who wish to make trucking a career. In the first month of the programme, they helped an Indigenous aunty to get experience in a watercart vehicle before passing her Heavy Rigid (HR) licence, and she will now be moving into one of these trucks. The programme will allow women who are either new to driving and are gaining confidence in HR vehicles or are keen on making the transition between HR and Heavy Combination (HC) licences.



Fig. 11. Divinia, Peter and Sally-ann Eather Pictured With Brand New Komatsu Dozer [Photo Credit Hired Gun Photography].

Eather Group is scaling up their marketing endeavours across both traditional and social media platforms to continue shedding light on the treatment of women in the industry (both positive and negative), the opportunities available to women, and what a day in the role of a driver or operator involves (target #5.b). Most significantly, the organisation is exploring the viability of supporting parents through maternity and paternity leave, something that will be extremely new to the industry and a deliberately bold stance for a company of its size (target #5.4 & #5.6).

Eather Group's passion for gender diversity in construction isn't new, and as the years go by it seems our peers are catching on. Currently, our industry is going through a significant transition, partly out of want and partly out of necessity. Experienced drivers and operators are in high demand, and companies are being forced to make internal changes and cast a much wider and more diverse net to attract employees. There has never been a better time for women in construction! (Divinia Eather)

References

Big Rigs. (2021). Kicking goals-in-diversity-and-inclusion. <https://bigrigs.com.au/2021/01/29/kicking-goals-in-diversity-and-inclusion/>. Accessed on August 15, 2021.

- Big Rigs. (n.d.). Trusted voice of the transport industry. <https://bigrigs.com.au/>. Accessed on June 15, 2022.
- Campopiano, G., de Massis, A., Rinaldi, F., & Sciascia, S. (2017). Women's involvement in family firms: Progress and challenges for future research. *Journal of Family Business Strategy*, 8, 200–212.
- Harvard Business Review. (2014). Why women don't apply for jobs unless they're 100 qualified. <https://hbr.org/2014/08/why-women-dont-apply-for-jobs-unless-theyre-100-qualified>. Accessed on August 15, 2021.
- iMOVE. (2022). Barriers to women entering and progressing in transport roles. <https://imoveaustralia.com/project/project-outcomes/barriers-to-women-entering-and-progressing-in-transport-roles/>. Accessed on August 15, 2021.
- Maseda, A., Iturralde, T., Cooper, S., & Aparicio, G. (2021). Mapping women's involvement in family firms: A review based on bibliographic coupling analysis. *International Journal of Management Review*, 24, 279–305.
- Nguyen, M. H., Nguyen, H. T. T., Le, T. T., Luong, A. P., & Vuong, Q.-H. (2022). Gender issues in family businesses: A bibliometric scoping review. *Journal of Asian Business and Economic Studies*, 29(3), 166–188.
- Reason, P. (1998). Three approaches to participatory inquiry. In N. K. Denzin & Y. Lincoln (Eds.), *Handbook of qualitative inquiry* (pp. 261–291). Sage.

Chapter 7

Lebanon: Technica International – SDG#5 Gender Equality and Women’s Empowerment

Bettina Lynda Bastian^a, Poh Yen Ng^b and Bronwyn P Wood^c

^aAmerican University in Bulgaria, Bulgaria

^bRobert Gordon University, UK

^cUnited Arab Emirates University, UAE

Technica International (TI) is a growing Lebanese family business founded by Mr Tony Haddad when he dreamt to ‘manufacture automation equipment and reach customers in the four corners of the world’. As an engineering and automation solution company, TI employs engineers and technicians who are mostly male. This is because females were particularly under-represented in science, technology, engineering and mathematics (STEM) education and consequently in STEM careers (Hencke et al., 2022). However, this did not hinder the company’s motivation for and engagement in gender equality and women’s empowerment.

Introduction

Gender equality and women’s empowerment are key priorities to achieve sustainability in the world, particularly in the Middle East and North Africa (MENA) region where women are often an under-represented group across politics, economic and social spheres (Abdelwahed et al., 2022). According to a recent publication by the World Economic Forum, it would take 115 years for the region to reach gender parity. The region has one of the lowest participation rates for women in the workforce, and the number has been in decline since 2020. The family business is the most common form of enterprise in this region, and research perceives that female family members are more likely to participate, either directly

Attaining the 2030 Sustainable Development Goal of Gender Equality, 95–104



Copyright © 2024 Bettina Lynda Bastian, Poh Yen Ng and Bronwyn P Wood.

Published by Emerald Publishing Limited. These works are published under the Creative Commons Attribution (CC BY 4.0) licence. Anyone may reproduce, distribute, translate and create derivative works of these works (for both commercial and non-commercial purposes), subject to full attribution to the original publication and authors. The full terms of this licence may be seen at <http://creativecommons.org/licenses/by/4.0/legalcode>.

doi:[10.1108/978-1-80455-832-420231007](https://doi.org/10.1108/978-1-80455-832-420231007)

or indirectly, in the running of these companies (Kim & Kim, 2018), though they are less likely to become the heir. Family businesses play an important role in promoting gender equality and women's advancement in their organisations, and they can serve as valuable examples for other companies and institutions to emulate. The present case is set in Lebanon and illustrates how a long-standing multinational Lebanese family business, TI, seeks to improve gender equality and women's empowerment within its business. The case first highlights the active involvement of the daughter of the founder, Cynthia Abou Khater, who joined the business in 2007 and who is currently Vice President overseeing Strategy, Information Technology and Human Resource departments. Cynthia was actively instrumental in attracting more female talent to the company and in developing an organisational environment that is conducive for women. The present case focuses on the efforts of TI to promote gender equality in the organisation, and it examines the initiatives and practices adopted by the company to achieve this goal.

TI's Vision and Mission

Vision: By 2025, Technica will be a global player in the automation industry, specifically in providing digital solutions for the smart factories of the future.

Mission: Technica delivers innovative, customised and high-quality solutions and turnkey lines, designed to satisfy the automation needs and the product handling of their customers, in order to improve their operational efficiency and to increase their production capacity.

Values:

Customer centricity: Adding value to their customers is the focal point of Technica's decisions related to their products, services and experiences with the company.

Innovation: Technica encourages to think outside of the box and find creative ways to optimise customer's supply chains, work processes and any challenge the company may face.

Accountability: Technica employees are accountable for their results, deadlines and quality of work towards each other and with regard to their customers.

Servant leaders: Technica values being servants first and leaders second. Company leaders create an environment for their team to be engaged and productive.

Touching lives: Technica's decisions and actions are geared towards leaving the company's environment and community a better place for the next generations.

Products and/or Services Offered by TI

TI provides manufacturing automation equipment and robotic solutions at three locations: Lebanon, Poland and Canada. [Table 1](#) lists some of its solutions.

Table 1. Solutions Provided by Technica International.

• Production packers	• Manipulation systems
• Palletisers	• Inspection systems
• Depalletisers	• Accumulation systems
• Handling systems	• Conveying systems

Background

TI SAL is a Lebanese family-owned company with around 200 employees that has specialised in providing automation and robotics solutions. The business caters to several different industries such as water, dairy, food, beverage, edible oil, lube oil, home and fabric care, personal care, and cold end for glass and paint. The company provides complete lines and customised solutions to improve operational efficiency and increase production capacity. As a home-grown Lebanese family business, TI has successfully delivered its solutions to many multinational corporations such as Nestle, Procter & Gamble and Coca-Cola. To further support its clients in the region, TI has sales and after-sales support branches in Egypt, Saudi Arabia and the United Arab Emirates as well as production facilities and sales and after-sales support in Lebanon and Poland.

TI was founded by Tony Haddad in 1982. He started the company with four employees in a 76 m² workshop with a vision to manufacture automation equipment for customers all over the world. By 1984, the company's sales turnover had increased dramatically relying on the local market, and in 1987, TI started exporting to the Kingdom of Saudi Arabia, which marked a new era for the business. They opened their first office abroad in Saudi Arabia in 1990, and with it, the export market was launched. In the early 1990s, the company briefly relocated its headquarters from Beirut to Cyprus because of the intensity of the Lebanese civil war. In 1994, the company moved back to Lebanon, and the owner built a 600 m² factory near his hometown in Bikfaya. In 1996, the plant in Bikfaya was expanded to double its size due to an increase in customer demand. In 2000, the company reached approved vendor status with Procter and Gamble, in 2019 with Henkel and in 2020 with Arla. These events contributed greatly to the company's growth and worldwide expansion. TI was one of the first Middle Eastern companies to introduce robotics solutions to the Gulf Corporation Council market in 2014. In 2019, the company expanded its operation to Europe and founded the sister company Technica Europe S.A. in Poland offering sales, manufacturing, testing and local support to European customers. TI has focused on manufacturing conveyors and automation equipment for customers in 37 countries and developed approved vendor status with several multinational companies.

TI's founder, Tony Haddad, realised early that a sustainable business cannot be reduced to its profit-making capacities but has to care about the well-being of the company, its employees as well as the community it serves. This has been

reflected in the company culture since TI's inception. When his daughter, Cynthia, joined TI in 2007, she applied a systematic approach to corporate culture. On her initiative, the company would survey all employees about their understanding of TI's core values and which would characterise TI best. The result was 'RISER'. The acronym stands for a set of fundamental convictions the company adheres to, notably 'recognition of achievement', 'integrity', 'servant leadership', 'excellence' and 'responsible actions' (with regards to the organisation, society, and environment). These values are reflected in an organisational culture that bases accountability, respect, innovativeness, cost consciousness, customer orientation, quality drive and concern for the environment. It took more than 5 years for TI to have these values fully embedded into the company policies and procedures and to impregnate all areas of the organisation. In 2022, TI undertook the same exercise and reviewed its values. Aligned with the previous values, the company identified 'customer centricity', 'innovation', 'accountability', 'servant leadership' and 'touching lives' underlying all their actions. The new acronym is I-TASC, which sounds like 'I task' and means 'I work and I am into action'.

The efforts to create and work according to strong corporate values are also reflected in the self-understanding of the top management team (including Cynthia's) as servant leaders, who put the needs of their employees first and help them to develop to the best of their potential as well as to support them to serve their customers. Fig. 1 shows the community of Technica that leaders serve. The company has even adopted a slogan for their preferred leadership style:



Fig. 1. Technica Employees at Their Usual Gathering Place.

A servant heart: we have a genuine love for others; a servant head: we set a clear vision; a servant hand: our behaviour is a role model.
(Cynthia Abou Khater, Personal communication, 23 March 2023)

SDG#5 Gender Equality and Women's Empowerment at TI

Cynthia Abou Khater was one of the four children of Tony Haddad. She has a BA in advertising and marketing from Notre Dame University in Lebanon. Initially, she did not consider joining the family business and instead wanted to pursue a career in advertising. Yet, after she had her first child, she could not find any employment in Lebanon. Her mother, therefore, advised her to work with her father in the family business until she could find another job. She joined TI in 2007. When Cynthia entered the company, TI experienced a difficult time as it went through two consecutive years of losses in 2008 and 2009. The company managed to successfully apply a turnaround strategy and was able to go from an earnings before interest and taxes (EBIT) -5% to an EBIT of $+15\%$ (earnings before interest and taxes) within 2 years. Cynthia attributed much of this success to a strong company culture and good governance which encouraged employee commitment and engagement at all levels and that recognised teamwork. Some tough and transformational decisions were taken during the turnaround phase which would influence the company substantially, such as freezing salaries and bonuses for 18 months, cutting layers of supervision, empowering the frontline employees and agreeing on no layoffs except in the case of mediocrity. Since 2010, TI has been able to sustain a yearly average growth of 15% in sales and profits. Cynthia, who became the company's chief strategy officer in 2013 had been very instrumental in organisational initiatives related to corporate culture, governance and gender equality that laid the groundwork for the renewed company success.

TI offered work opportunities for disabled people and had three technicians with hearing disabilities. TI undertook substantial efforts to become a gender-equal organisation. Cynthia was influenced by her own experiences as a highly qualified woman and mother who was discriminated against in the labour market, and she wanted to do things differently at TI. When she started working at TI, there were no special policies in place for women. Cynthia understood that greater gender equality can create a positive effect on the company, leading to fresh perspectives, new ideas and a pleasant environment for both women and men working at the company. She recognised the need to provide support, especially for young women who just started a family to balance work and life. At her initiative, a breastfeeding room for young mothers was created, and TI accommodates their needs by offering more flexible working hours. Women employees also benefitted from reserved parking spaces right outside the factory, aligning with Sustainable Development Goal 5 (SDG#5) Target 5.4. Because of her role as a family member in the top management team, she was in a strong position to push these suggestions forward so that they eventually became company policies. She also called out gender discrimination whenever it occurred: For

example, when a recruitment ad for electrical engineers indicated that male candidates would be preferred, she confronted the responsible managers (supporting SDG#5 Target 5.1) who had simply assumed that work conditions would be too harsh for women. At her initiative, TI has brought awareness to the issue of sexual harassment in the workplace. Even though no cases had been heard of at TI, organisational processes in the form of communication channels to report harassment events were created as part of corporate ethics and governance.

In 2014, TI received international recognition for its governance and cultural approach when the company became first runner-up in the Global Healthy Workplace Award (GHWP), which recognised companies for their high workplace standards. This award became a motivator for TI to further improve and extend its activities to engage socially responsibly with local communities. Among others, projects included road repair works in the neighbouring village, environmental conservation and protection projects, which also included the technical support for the construction of a local recycling plant, as well as annual contributions to a Lebanese university, sponsoring final year projects for students and a training hub for graduating students. At the 2012 Global Entrepreneurship Summit, TI was selected as one of the fastest-growing companies in the Middle East, and at the 2017 summit, TI was recognised for its successful climate protection actions. In addition to this, in 2019, TI received the innovation award from the Association of Lebanese Industrialists. Fig. 2 shows a female engineer in action.



Fig. 2. A Female Engineer in Action.

Family Business Governance and Women's Empowerment

Cynthia and her three siblings each owned 24% of the company, and their father 4% of the shares. Of the family, only Cynthia and one of her brothers, Cyril, held positions in the top management team. Decisions at TI were usually taken with consensus from most TI top management leaders (family members and non-family members). However, in exceptional cases, for example, due to lack of time, a final decision may be taken by Tony Haddad as General Manager of the company. For Cynthia, this never represented an infringement on her authority as Strategy Manager in the company. On the contrary, she grew up and lived in a close-knit family, where they were always very close and supportive of each other. She also remembered conflict between different members, but generally, they managed to separate business from personal issues. There could be heated arguments about business issues sometimes, but after the meetings, they would continue to chat about their family and their communal plans for the weekend. There was also a strong consensus among family members regarding good governance as a critical element of success factor for the business.

In 2016, Cynthia hired a family business consultant to assist TI in formalising procedures and structures and to help them draft a family governance policy. Cynthia knew that the process would provoke resistance from some family members regarding the procedures and opening potentially taboo subjects. In that context, the business consultant's service was also very helpful because as an external professional, with a neutral position, she could mediate the process, which allowed the family to discuss more openly sensitive and difficult subjects, such as whether to include in-laws in the business or not. The process enabled family members to establish candid communication regarding critical business topics related to income distribution, repartition and effective operations of the business.

Succession planning was a major challenge, and TI had to invest in leadership development to prevent any leadership vacuum when Tony eventually stepped down. Cynthia was convinced that for this, the top managers and family members in managerial positions at TI had to further develop their leadership skills to ensure an organised handover from the first to the second generation. In 2013, Cynthia participated in an INSEAD executive MBA programme. She found the learnings very beneficial and launched the idea to develop a similar programme at TI that was customised to the specific needs of the company. In collaboration with the Head of human resources, the learning and development officer and an executive coach, she designed and developed TI's leadership development programme (LDP). Twenty eight employees in leadership positions participated in it and learnt about subjects related to three main areas, notably knowledge, self-awareness and networking. Consistent with SDG#5 Target 5.5, the opportunity was open to all members of TI and thus ensured gender equality. Post-evaluation results showed that participants mostly benefitted because the programme helped increase their leadership self-awareness and improve their emotional intelligence. As Strategy Manager, Cynthia was also part of TI's executive committee consisting of six top managers. The committee oversaw

strategic development, investment decisions, as well as business development and expansion. Whenever necessary, the committee asked for advice from external experts, who were then invited to committee meetings. An important initiative the committee envisaged was to develop a formal board of directors. However, this process was slowed down due to the pandemic, but during the governance transition period, an advisory board was established at Cynthia's initiative.

Reporting and Measurement

Driven by Cynthia's engagement for women's causes and female leadership, TI has also engaged with the Lebanese League for Women in Business (LLWB), and it has committed to a 30% female representation on the future board of directors, aligning with SDG#5 Target 5.5. The company was actively looking to recruit female engineers and thus increase the percentage of women in the company. Compared with the industry in general, women's participation at TI was 25% higher than the industry norm. As a company with a predominantly male workforce, TI also pledged its commitment to the sexual harassment law to create a safe work environment for all in support of SDG#5 Target 5.c. In addition, TI was audited by the International Labour Organisation (ILO) to ensure women are given equal opportunities on all fronts. TI is also a member of the UN Global Compact, an agreement between the United Nations and businesses to get firms to adopt sustainable and socially responsible policies. As part of the UN Global Compact reporting and aligned with different environmental, social and corporate governance (ESG) platforms the company subscribed to, TI had to regularly report the percentage of women in decision-making positions, as well as the percentage of women in the company overall, and the registered cases of sexual harassment. The company also shared their report with relevant bodies of the United Nations in Lebanon. It was difficult to measure the impact on firm performance regarding activities and initiatives regarding sustainability goals, especially SDG#5. Nevertheless, TI was able to report its achievements via multiple channels such as newsletters and business reports to external stakeholders. Internally, the company's initiatives in delivering the SDGs were shared with staff during diverse events and occasions, and middle managers especially, including female leaders were asked to talk about the positive effects individually and organisationally regarding the gender equality initiatives.

Challenges of Working With SDG#5

Lebanon had active feminist movements, yet very little had been substantially changed concerning women's rights by legislators (Moughalian & Ammar, 2019; Stephan, 2014). Women remained second-class citizens with limited rights (Metcalfe et al., 2021), and Lebanon had one of the lowest female labour market participations worldwide (WEF, 2022). According to the World Economic Forum Gender Gap report (2022), Lebanon ranked 119 out of 146 countries. As such, when implementing initiatives related to gender equality and women's

empowerment, TI faced some challenges. The most prominent issues were unconscious biases that are deeply engrained in Lebanese society and people's mindsets. In the male-dominated industry in which TI operates, female engineers and technicians regularly put in extra effort to prove their abilities. When trying to ensure there are equal opportunities to develop the talent of women professionals in the company, some male employees expressed doubts and challenged such initiatives. Cynthia who was the only female in the top management team worked tirelessly to convince other members of the team of the importance of putting more policies in place to support women's participation in the decision-making positions, by linking the subject to the company's value, and by creating a mutual respect for all. With the commitment of the top management team, TI developed a strong family business culture that allowed for the inclusion of women empowerment in staff development policies and put enough power behind the pursuit of the gender equality agenda. It was a 'walk the talk' culture, which enabled TI to transform cultural biases against women within people's mindsets. As shared by Cynthia on challenges faced to support SDG#5:

I was raised in a family where there was no distinction between men and women but still even with that there was a huge unconscious bias coming from everyone. But I think now it is on the right track. It's very slow-moving, but it's on the right track. I am glad to see the cohesiveness and respect in the way the male counterparts are communicating and collaborating with their female colleagues after years of initiatives to promote gender equality. (Cynthia Abou Khater, Personal communication, 23 March 2023)

What Next for TI and SDG#5?

Since TI had pledged to achieve a 30% female representation on the future board of directors, the company achieved this goal in 2022 and has planned to increase it further until 2024. TI began its journey by identifying and developing suitable female leaders in mid- and senior managerial positions. Though Cynthia, as the daughter of the founder, had been using her position to spearhead many initiatives to deliver SDG#5, she needed more support from her peers to ensure the business would not lose its focus as it expanded internationally. The year 2020 had been challenging for TI with both the national economic crisis and the worldwide pandemic affecting their business operations. She counted herself lucky to be part of the Technica family because together they had managed to build a strong corporate culture, and having invested in good governance helped them to become competitive and more resilient. She knew that in the post-pandemic era, TI would need to craft a strategy that would help them to lead more than one company in the world and deliver solid financial results after recent crises. By putting gender equality and women's empowerment at the forefront of a business

that operates in a male-dominated industry, TI believes that it can deliver more comprehensive and innovative business solutions to its customers.

References

- Abdelwahed, N. A. A., Bastian, B. L., & Wood, B. P. (2022). Women, entrepreneurship, and sustainability: The case of Saudi Arabia. *Sustainability*, *14*(18), 11314.
- Hencke, J., Eck, M., Sass, J., Hastedt, D., & Mejia-Rodriguez, A. M. (2022). *Missing out on half of the world's potential: Fewer female than male top achievers in mathematics and science want a career in these fields*. IEA Compass: Briefs in Education. Number 17. International Association for the Evaluation of Educational Achievement.
- Kim, J. J., & Kim, S. J. (2018). Women's leadership in family business organizations. *Korean Women in Leadership* (pp. 141–158). Palgrave Macmillan.
- Metcalf, B. D., Bastian, B. L., & Al-Dajani, H. (2021). *Women, entrepreneurship and development in the middle East*. Routledge.
- Moughalian, C., & Ammar, Z. (2019). *Feminist movement building in Lebanon: Challenges and opportunities*. Oxfam. <https://policy-practice.oxfam.org/resources/feminist-movement-building-in-lebanon-challenges-and-opportunities-620850/>. Accessed on July 5, 2023.
- Stephan, R. (2014). Four waves of Lebanese feminism. *E-International Relations*, *7*.
- World Economic Forum. (2022). *Global Gender Gap Report 2022*. <http://reports.weforum.org/globalgender-gap-report-2022>. Accessed on July 5, 2023.

Index

- Agenda for Sustainable Development (2030), 1
- 8th Annual Indigenous Economic Development Conference, 88
- Anti-discrimination, 83–84
- Australia
 - background to Ballandean Estate Wines, 40–41
 - business, 54–55
 - business model and SDG#5, 48–51
 - challenges of working with SDG#5, 53–54
 - next for Ballandean Estate Wines, 55
 - products and/or services offered by Ballandean Estate Wines, 39–40
 - reporting and measurement, 52–53
 - SDG#5 and Ballandean Estate Wines Stakeholders, 51–52
 - SDG#5, 48
 - vision and mission, 38
- Ballandean Estate Wines, 8, 37, 48, 55
 - background to, 40–41
 - gender equality and, 48
 - products and/or services offered by, 39–40
 - SDG#5 and Ballandean estate wines stakeholders, 51–52
- Business, 1
 - Australia, 54–55
 - development, 81–83
 - Eather Group, 88–89
 - HLF, 34–35
 - model, 31
 - and SDG#5 Gender Equality, 63–64
 - and SDG#5, 48–51
 - Stanglwirt, 68–69
- Circular Economy, 73, 75–76, 78, 83, 86–87
- Community, caring for, 79–80
- Country, caring for, 78–79
- COVID-19 pandemic, 2–3, 6–7, 18, 63–64
- Culture, caring for, 81
- Customer Relationship Management technology, 55
- Diversity, 81–83
 - caring for, 81
- Earnings before interest and taxes (EBIT), 99
- Eather Group, 8–9, 73, 92
 - background to, 75–78
 - business, 88–89
 - business development, diversity and SDGs, 81–83
 - caring for community, 79–80
 - caring for country, 78–79
 - caring for culture and diversity, 81
 - case study creation and academic context, 74–75
 - challenges of working with SDG#5, 85–86
 - circular economy, 78
 - Eather Group Business Model, 83–84
 - further plans, 89–93
 - key milestones in recent years, 89
 - key stakeholders relate to SDG
 - championed by organisation, 86–88
 - products and services offered by, 75
 - vision and mission, 75

- Environmental, social and corporate governance (ESG), 83, 102
- Equal employment opportunity (EEO), 83–84
- European Commission, 15
- Excavated natural material (ENM), 78
- Family business, 6–7, 13, 16, 19–20, 22, 66
 - in Austria, 22
 - countries, 20–22
 - governance, 101–102
 - key characteristics of family business, 16–19
 - owners, 3
- Family Business Association National Conference, 88
- Gender equality, 35–38
 - Stanglwirt and, 69–70
 - and women's empowerment, 95–96
- Gender Equality and Ballandean Estate Wines, 48
- Gender Equality and Hacienda Las Flores, 30–31, 33
- Global Entrepreneurship Monitor, 52–53
- Global Entrepreneurship Report (2022), 53
- Global Entrepreneurship Summit (2012), 100
- Global Gender Gap Report, 37–38
- Global gross domestic product (GDP), 19
- Global Healthy Workplace Award (GHWP), 100
- Gross domestic product (GDP), 1
- Hacienda Las Flores (HLF), 25–26
 - background to, 27–29
 - business, 34–35
 - business model and SDG#5, 31
 - challenges of working with SDG#5, 33–34
 - factory, 26
 - products and services offered by, 27
 - reporting and measurement, 33
 - SDG#5, 30–31, 33, 35–36
 - stakeholders, 31
 - vision and mission, 27
- Honduran society, 26
- Honduras, 22
- Human resources strategies (HR strategies), 8–9, 86
- I-TASC, 97–98
- International Labour Organisation (ILO), 102
- Leadership development programme (LDP), 101–102
- Lebanese League for Women in Business (LLWB), 102
- Lebanon, 102–103
- Marketing, 8–9
 - strategies, 82, 86
- Middle East and North Africa (MENA), 95–96
- National Economic Development Conference, 88
- Non-governmental organisations (NGOs), 7
- NSW Indigenous Chamber of Commerce Infrastructure and Construction Forum, 88
- Process definitions, 13
- Recognition of achievement, integrity, servant leadership, excellence and responsible actions (RISER), 97–98
- Science, technology, engineering and mathematics (STEM), 8–9, 95
- Social media platforms, 82–83
- Stanglwirt, 8, 57–58, 63–64
 - background to, 58–61
 - business, 68–69

- business model and SDG#5 Gender Equality, 63–64
- challenges of working with SDG#5 Gender Equality, 66–68
- and gender equality, 69–70
- Hotel, 63
- products and/or services offered by, 58
- reporting and measurement, 69
- SDG#5 Gender Equality and Stanglwirt, 61–63
- SDG#5 Gender Equality and Stanglwirt, 64–66
- vision and mission, 58
- Story-telling approach, 74–75
- Structural definitions, 13
- Succession planning, 101–102
- Supply chain diversity, 87
- Sustainability, 65, 78
- Sustainable Development Goal
 - number 5 (SDG#5), 1, 3, 6, 30–31, 33, 48, 57–58, 81, 99–100
 - and Ballandean Estate Wines Stakeholders, 51–52
 - business model and, 31, 48, 51, 63–64
 - challenges facing businesses in achievement, 6–7
 - challenges facing businesses in achievement of, 6–7
 - challenges of working with, 33–34, 53–54, 66, 68, 85–86, 102–103
 - cost of change, 86
 - Gender Equality and Stanglwirt, 61, 63–64, 66
 - gender equality and women’s empowerment at TI, 99–100
 - HLF and, 35–36
 - inculcating company’s values in new members, 85–86
 - methodological approach, 9–11
 - outside organization, 85
 - TI and, 103–104
- Sustainable development goals (SDGs), 26, 81, 83
 - clients and SDG# 5, 87
 - community and SDG#5, 88
 - key stakeholders relate to, 86–88
 - management and SDG#5, 86
 - owners and SDG#5, 86
 - partners and SDG#5, 87
 - staff and SDG#5, 87
 - suppliers and SDG#5, 87
- Sustainable hotel management, 63–64
- Technica International (TI), 9, 95
 - background, 97–99
 - challenges of working with SDG#5, 102–103
 - family business governance and women’s empowerment, 101–102
 - products and/or services offered by, 96
 - reporting and measurement, 102
 - SDG#5 gender equality and women’s empowerment at, 99–100
 - and SDG#5, 103–104
 - vision and mission, 96
- TI SAL (Lebanese family-owned company), 97
- United States (USA), 25
- Virgin excavated natural material (VENM), 78
- Wine club, 55
- Women
 - empowerment, 101–102
 - entrepreneurs, 25
 - in Family Business’ Elevate Summit, 88
 - in Honduras, 26
- World Economic Forum Gender Gap, 102–103
- World Wide Fund for Nature (WWF), 69

This page intentionally left blank

This page intentionally left blank

This page intentionally left blank

This page intentionally left blank

This page intentionally left blank

This page intentionally left blank

This page intentionally left blank