

EXECUTIVE SUMMARY

Senior executive with over 20 years of experience at the intersection of corporate strategy, M&A, transformation, governance, and dispute resolution.

Currently serves as an Arbitrator and CEDR-accredited Mediator, acting in commercial, construction, real estate, labour supply, IT and employment disputes. Appointed as both sole arbitrator and co-arbitrator under DIAC and arbitrateAD Rules, with seats in Dubai, DIFC and Abu Dhabi. Also serves as a Mediator for the ADGM Courts and accepted on the DIFC Courts Panel of Mediators.

Brings to her dispute resolution practice more than 20 years of senior executive and board-level experience across complex, asset-intensive environments, where she developed strong strategic and commercial judgement together with a practical understanding of operational and financial risk. Formerly held senior Group and regional leadership roles, including Group CEO, Chief Business Development Officer, and Managing Director – Growth, with accountability for multi-billion-dollar portfolios, enterprise strategy, operating model redesign, M&A, and post-merger integration and transformation. Career spans infrastructure, transport and logistics, real estate, government services, and consulting, with consistent engagement at the highest levels with government and institutional stakeholders.

DISPUTE RESOLUTION EXPERIENCE

2020–Present

ARBITRATOR AND MEDIATOR

2023 to present

Appointed for Commercial Arbitration dispute cases. Client-base Middle East and Asia with dispute values up to AED 20M.

Arbitrator

- Sole Arbitrator in a commercial supply & installation dispute under DIAC rules. Seat Dubai. Final Award Issued.
- Sole Arbitrator in a real estate dispute under arbitrateAD rules. Seat Abu Dhabi. Case Settled.
- Sole Arbitrator in a labour supply dispute under DIAC rules. Seat DIFC. Final Award Issued.
- Co-Arbitrator in a corporate IT implementation dispute under DIAC rules. Seat Dubai. Final Award Issued.
- Sole Arbitrator in a construction payment and damages dispute under DIAC rules. Seat Dubai. Final Award Issued.
- Sole Arbitrator in a construction payment dispute under DIAC rules. Seat DIFC. Final Award Issued.
- Tribunal Secretary in a dispute for non-payment of rent and business operations, under DIAC rules. Seat Dubai.
- Tribunal Secretary in a construction payment dispute under ADCCAC rules. Seat Abu Dhabi. Final Award Issued.

Mediator

- Appointed mediator for seven mediations. Four mediations reached settlement.

GOVERNANCE & LEGAL CAPABILITY BUILDING

2020–Present

- MA in Law (Distinction), University of Law, London, UK.
- Member of Chartered Institute of Arbitrators (MCI Arb - 2024) and Associate (ACI Arb - since 2022).
- Member of the following panels: DIAC (2024), SCCA (2025), arbitrateAD (2025).
- Appointed to ADGM Court-Annexed Mediation Scheme - Pro Bono Mediators Panel (2025).
- Accepted on DIFC Courts Panel of Mediators (2026) and listed on CI Arb UAE Accredited Mediators List.
- CEDR Accredited Mediator - Centre for Effective Dispute Resolution (July 2023).
- Member of ICC UAE (Arbitration and ADR) and Supporting Member of LMAA

EXECUTIVE LEADERSHIP ROLES

SERCO MIDDLE EAST – MANAGING DIRECTOR, GROWTH, Dubai, UAE

2018 – 2019

FTSE 250 government services group (50,000+ employees), operating across UK, Europe, North America, Asia Pacific and the Middle East.

Delivered 200% of new business targets by leading enterprise growth strategy across UAE, KSA, Iraq, and Bahrain as a member of the Regional Executive Committee, with full accountability for strategic planning, pipeline development, and market entry. Defined and executed a five-year regional growth strategy expanding regional revenues. Re-engineered the growth operating model, integrating partnerships, high-value bids, market positioning, communications, and customer strategy into a single function. Scaled the team from 7 to 30, including establishing a permanent KSA base.

DUBAI HOLDING – GROUP CEO TECOM/CHIEF BUSINESS DEVELOPMENT OFFICER & EVP, Dubai, UAE

2016 – 2017

Global investment conglomerate (US\$71bn in assets, 40,000 employees) across real estate, infrastructure, hospitality, media and manufacturing.

Appointed Group CEO of TECOM during restructuring and transitioned to Chief Business Development Officer & EVP at Dubai Holding, overseeing the Dubailand development of 23.6 million sqm master plan for 250,000 residents. Led strategic reset,

streamlined governance, cut development costs by 20%, accelerated execution, and secured multi-million-dollar MOUs with global investors and government stakeholders.

DP WORLD - CORPORATE STRATEGY/DUBAI EXPO BID/BUSINESS DEVELOPMENT/INTEGRATION, Dubai, UAE

2004 – 2015

Global ports and logistics operator operating in 75+ countries, employing 70,000+ people across six continents.

Global Corporate Strategy

2011 – 2015

Founded and led DP World's Global Corporate Strategy Department, advising Board and Executive Committee on enterprise strategy, portfolio performance, capital allocation and strategic communication across global, regional, terminal and JV assets. Designed and executed the Group's global corporate strategy and balanced scorecard, aligning regional and terminal strategies to shareholder value drivers (ROCE, EBITDA, cash flow). Led annual and five-year portfolio reviews, driving growth, divestment or restructuring decisions. Led long-term (30+ years) strategic foresight on geopolitical, trade, and industry shifts, informing investment and transformation priorities. Collaborated with Harvard, and Oxford (Saïd) Universities, and the World Economic Forum, contributing to Davos and Transport & Logistics sector agendas.

Dubai Expo 2020 Bid

2012 - 2015

Senior stakeholder in the successful Dubai Expo 2020 bid, contributing to the win against São Paulo, Izmir and Yekaterinburg through international government and stakeholder engagement. Part of the team leading diplomatic outreach to the 165 Bureau International des Expositions (BIE) member countries in English and French, developed Expo's mobility theme to align with global transport and logistic priorities, and strengthened strategic partnerships across the UAE transport and logistics ecosystem to enhance bid credibility, stakeholder buy-in and delivery readiness.

Business Development

2006 – 2011

Led and part of the team responsible for business development investment for new and expansion port projects valued up to US\$1.5bn across the Middle East, Africa, Asia and Latin America, covering both greenfield and brownfield developments. Directed opportunity identification, feasibility and financial evaluation (ROI, IRR, EBITDA, ROCE), and led end-to-end delivery from concept to financial modelling, government and stakeholder approvals, and handover to construction and operations, including flagship developments such as Mina Khalifa Port (Phase 1 capacity of 2.5m TEU) and ports in Senegal, Algeria, Saudi Arabia, Peru and Mozambique.

Integration Manager

2004 – 2006

Led and part of the team responsible for post-acquisition restructuring and integration initiatives, following the acquisitions of CSX World Terminals (US\$1.15bn in February 2005) and P&O Ports (US\$6.85bn in March 2006), aligning governance, operating models and organisational structures into the current DP World. This work supported DP World's IPO readiness and launch in Dubai and subsequent listing on the London Stock Exchange.

BOARD, GOVERNANCE & OVERSIGHT LEADERSHIP

2012-Present

- **Senior Advisor, Formula CF, UAE** - Italian corporate finance advisory firm connecting Italy with GCC, Africa and India (2026 to Present).
- **GCC Board Directors Institute (GCC BDI), Dubai, UAE** - Independent NED for Advisory Board (2022 to Present).
- **Alliance Francaise Institute, Dubai, UAE** – NED (2016 to 2025).
- **Smart City (Dubai Holding subsidiary), Dubai, UAE** - Executive Board Director and Chair Audit & Risk Committee (2016 to 2017).
- **TECOM (Dubai Holding subsidiary), Dubai, UAE** – Independent NED, Chair Audit & Risk Committee, Vice Chair Human Capital Committee (2012 to 2016).
- **DP World London Gateway Port, UK** - Executive Board Director (2013 to 2015).
- **DP World London Gateway Park, UK** - Executive Board Director (2012 to 2015).

EARLIER CAREER (UAE, UK, FRANCE)

1999-2020

Strategy and advisory roles across consulting and digital platforms, including Futurous (e-sports), Dubai World, Emirates Consulting Group and PA Consulting Group, where selected clients included Pfizer, GSK, RBS, UK Inland Revenue, and the UK Ministry of Defence.

EDUCATION & ACCREDITATIONS

- MSc in Operational Research, University of Southampton UK
- BSc Joint Honours in Mathematics and French, University of Southampton UK
- Chartered Director & Fellow, Institute of Directors UK (CDir and Fellow of GCC BDI (F.GCCBDI)
- Management Programmes with Saïd Business School Oxford University UK, Cranfield University UK and Wharton School, University of Pennsylvania, USA

PUBLIC SPEAKING & PUBLISHED ARTICLES

- Published strategic and governance thought leadership in recognised global and regional outlets, including The Economist and the Hawkamah Journal, on infrastructure growth, board effectiveness and leadership under uncertainty.
- Invited speaker and facilitator on scenario planning and transformation at Harvard and Saïd Business School Oxford University.