

ENTERPRISE STRATEGY, GROWTH & TRANSFORMATION LEADER

Global C-suite executive with 20+ years of leadership experience within large, complex, and asset-intensive organisations. Proven track record in enterprise strategy, growth, and transformation, operating at the intersection of boards, governments, investors, and operators to deliver large-scale change across global markets.

Former Group CEO, Chief Business Development Officer, and Managing Director – Growth, with extensive experience evaluating strategic investments and portfolio opportunities against strategy, financial returns and shareholder value, to drive portfolio optimisation and capital allocation, across transport & logistics, infrastructure, real estate, government services, and consulting

Built and led strategy and growth functions at scale, delivered major international investments and integrations of acquisitions into the Corporate Group, and consistently drove performance beyond target in high-stakes environments.

Since 2020, led independent executive mandates focused on governance, enterprise risk, and complex stakeholder management, further strengthening board-level judgement and decision-making in regulated and transformation contexts.

Now seeking a full-time executive leadership role with responsibility for hands-on leadership to strategy formulation and execution, growth, enterprise transformation and sustainable value creation.

VALUE PROPOSITION

ENTERPRISE VALUE

CREATION:

- Strategy development & execution, growth, transformation, M&A, portfolio optimisation

GOVERNANCE & CAPITAL

DISCIPLINE:

- Capital allocation, board oversight, risk & executive decision making

STAKEHOLDER &

LEADERSHIP IMPACT:

- Government engagement, executive leadership, team building

EXECUTIVE LEADERSHIP ROLES

EXECUTIVE ADVISOR & DISPUTE RESOLUTION PRACTITIONER, Dubai, UAE

2020 – Present

Governance, Strategy & Complex Stakeholder Resolution.

Independent executive advisor to senior executives and boards on governance, strategy, disputes, and complex stakeholder matters across capital-intensive, regulated environments, spanning portfolios from AED 20M to multi-billion-dollar projects. Arbitrator and mediator across commercial, real estate, employment and technology sectors.

Senior Advisor – UAE, Formula CF

2026 – Present

Senior advisory role with Formula CF, a Dubai-based corporate finance advisory firm focused on cross-border M&A, joint ventures and strategic financial advisory connecting Italy with the GCC, Africa and India. Supporting market access, strategic growth and cross-border investment opportunities across the UAE and wider GCC.

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 aligned to Group priorities materially 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, strengthening long-term regional presence and government relationships.

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

- MA in Law, University of Law, UK (Distinction)
- 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 at senior executive programmes, including Harvard University and Said Business School Oxford University, on strategy, scenario planning and transformation leadership content, based on real-world executive experience.