

# WOMEN PROFESSIONAL DIRECTORS



**Kristina Turner**

**Ms. Kristina Turner** has almost two decades of leadership experience in the education sector and currently leads the governance efforts at NEMA Holding. As Director of Administration and of the Chairman’s Office at NEMA, she serves as Board Secretary for NEMA, Abu Dhabi University and the Board of Trustees for Liwa College. Kristina has played a pivotal role in shaping governance structures, executive talent recruitment, corporate strategy, project management and quality assurance. She holds an M.Sc. in Psych, an MBA and is a certified board secretary through Hawkamah.



**Fatima Al-Shaygi**

**Fatima Al-Shaygi** serves as TAQA's Vice President of UAE Asset Management, overseeing the strategies, policies and programs assigned for the company's UAE power and water generation portfolio.

Fatima has been appointed as the chair for 5 Independent Water and Power Producers (IWPPs) and as a board member at 6 other IWPPs in the UAE and GCC. Additionally, Fatima serves as the Chair of TAQA's Woman Council.

Prior to joining TAQA, she served in several senior level roles across the Abu Dhabi energy sector, including Asset Manager, Clean Energy Unit at Masdar, Chief Financial Officer at Al-Reyadah CCS Co and Finance Manager at Shams Power Company.

Mrs. Al-Shaygi holds a Bachelor of Science in Finance and Banking from UAE University, has completed Harvard Business Executive Training Program and TAQA Executive Development Program with London Business School.



**Tania Kabbani**

**Tania Kabbani** is the Business Development Manager of the DIFC Family Wealth Centre. In previously held roles, she has managed the wealth of Ultra High Net Worth individuals and Family offices, on an advisory basis.

She also has extensive experience in Private Banking, in both relationship management and investment advisory, with reputable regional and international banks. Moreover, she has been instrumental in starting and growing private banking setups for international banks in the region.

Tania is a McGill University graduate, where she completed a Bachelor of Commerce, as well as an MBA with a focus on Finance. Additionally, she attended HEC Paris as an exchange student.

In addition, Tania has over 9 years of academic experience. She has also created a “Private Banking” course for a prominent university in the region, and taught it, part-time, for many years.

Tania also has an entrepreneurial flair, she started two companies, and in parallel actively mentors entrepreneurs.

In November 2023, Tania received the Professional Director Certification from Hawkamah Institute for Governance.



**Behnaz Ansari Labaf**

**Behnaz** is a dynamic and energetic business transformation leader with extensive strategy and business transformation experience; shaping and driving business turnaround in challenging business environments across a range of industries. A trusted advisor specialised in bridging the gap between strategic intent and organizational execution, delivering accelerated business development and impact at pace. Consulting experience with public and private sector clients globally focusing on strategy, business transformation, organisational restructuring and performance improvement.

### **Work Experience**

Behnaz joined Dubai Holding in 2017 and currently holds the position of Senior Vice President, Strategy and Value Creation. Dubai Holding has operations in 13 countries, across a diverse range of sectors including Real Estate, Hospitality, Media, Retail, Leisure and Entertainment. On a consolidated level, the company reports approximately USD 30 billion in assets, approximately 20 million ft2 in net leasable commercial space, about 9 million people in footfall across the leisure and entertainment portfolio, 10,000+ hotel keys, 16,000+ employees and over USD 8 billion in projects under development.

In Dubai Holding Behnaz is responsible for establishing and leading Dubai Holding’s Strategy and Value Creation Office with the key mandate to manage the end-to-end strategic management process by developing and executing strategies to meet the Group’s ambitious growth targets. Key to the role is to ensure robust and future proof business strategies, ambitious growth and financial targets and executable roadmaps to effectively deliver on the strategic intent.

During her tenure in Dubai Holding she has defined the Dubai Holding 2030 Strategy with the objective of achieving enhanced profitability and exponential growth and led several successful transformational initiatives, most recently playing an integral part in the integration of Meraas into Dubai Holding. Key strategic initiatives including: (i) Group-wide operating model restructuring, establishing a functional organization structure with focus on core business capability, performance transparency and economies of scale; (ii) operational excellence program with focus on G&A cost optimization delivering 20% bottom line savings and (iii) Strategic Engagement Program, with the aim of embracing disruption to future proof the business whilst unlocking commercial value through intra-collaboration across the Group.

Behnaz’s prior experience includes 10 years of Management Consulting in Scandinavia, where she worked at Accenture within the Financial Services practice with focus on transformation and change management. In Accenture, Behnaz was involved in and led the successful delivery of several transformation programs such as (i) the structural reform of the public sector of Denmark (ii) SAP implementation for a national bank; (iii) commercial product and pricing restructuring for a global insurance company and (iv) operational excellence program for a global toy manufacturer. Prior to joining Accenture, Behnaz worked as a financial analyst at the Swedish National Pension Fund.

### **Personal**

Behnaz is a Swedish national, born in Iran and raised and schooled in Sweden. She holds a Master of Business Administration degree in International Economics with honors from the University of Gothenburg in Sweden. She is passionate about travelling and exploring the world, a yoga and flite boarding enthusiast and mother of twins.



**Ravi Gill**

**Ravi Gill** is a UK qualified lawyer and holds a Bachelor of Law (Hons) and a Legal Practice Course qualification from Nottingham Trent University. She has practiced for the past 25 years and specializes in all aspects of real estate and construction, holding both significant private practice and in-house industry experience. She has practiced in Dubai since 2004 starting out with Emaar Properties and moving onto high profile developments concerning Government to Government joint ventures. Ravi joined the DIFC Authority (being a world class financial centre with a system based on English common law and international best practice ) in January 2015. She is currently a Vice President Legal with the centre.

Ravi is a certified company secretary by the Hawkamah Corporate Service Institute and DFM and has 10+ years of experience holding Board Secretarial positions with different employers throughout the years, currently being the secretary of the Supervisory Board of the DIFC Employee Workplace Savings (DEWS) Plan. Assisting Boards achieve their aims and objectives and guiding them through legal and compliance considerations has awakened a desire in her to serve on Boards and put these skills to use at a more strategic level. This led her to pursue the Board Certification Certificate with Institute of Directors (Mudara)/Hawkamah and she is now a certified Professional Director.

Ravi believes her extensive experience and no-nonsense practical approach towards her work and life in general would make her an asset to the right Boards where at times difficult questions need to be asked and complex and sensitive subjects broached.



**Dr. Grace El Tayar,  
PhD**

**Dr. Grace G. El Tayar, PhD.**, is a perfectly trilingual (Arabic, English, and French) Attorney at Law and the General Counsel of Al Nasr Group of Companies including Al Nasr Contracting, a multi-national contracting company established in the U.A.E. since 1971. She is a Certified Board Director by the Institute of Directors MUDARA ("IOD") and HAWKAMAH, where she got certified and fully equipped with the core and fundamental knowledge and competencies needed to fulfill the Board duties effectively.

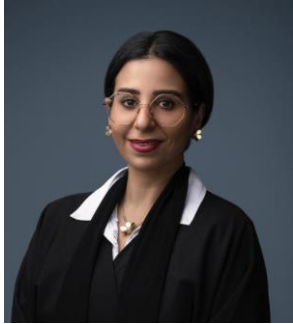
Grace moved to the United Arab Emirates in 2000 and embarked on her professional career in the GCC with the Abu Dhabi Office of the International Law Firm Afridi & Angell. In 2006, as legal advisor to the Board of Directors of ADCB, Grace provided advice regarding commercial transactions relating to ADCB's activities, securities markets requirements, and shareholders'/stakeholders' relation. Drafted policies pertaining to matters including but not limited to best practice procedures of Ordinary and Extraordinary General Assemblies, capital increase and decrease procedures, board meetings procedures, board secretariat procedures, disclosure procedures, and most importantly, submitted to the Board of Directors a corporate restructuring "Corporate Governance Report" which included policies combating related party transactions and insider trading, and a Code of Ethics Statement. Grace then filled the office of Director of Legal Affairs and Corporate Governance at Rotana Hotel Management Corporation PJSC, where she steered the transformation of the company from LLC to a PJSC. She also was the Legal Director of Sorouh Real Estate Company PJSC handling the legal transactions of local and international projects, local and international subsidiaries, and Company Board Secretaryship.

Grace obtained the honorable associateship from the Institute of Chartered Secretaries and Administrators (ICSA), the Chartered Secretaries Qualifying Scheme (CSQS), and became a Chartered Corporate Secretary in 2014. She also joined the "Society of Trust and Estate Practitioners" ("STEP") and was certified in International Trust Management (with distinction) in 2016. She successfully completed the Harvard Business School Executive Education "Women on Board Program: Succeeding as Corporate Director."

Grace has been a member of the Beirut Bar Association since 1997. She received her Master of Laws LL.M. in Commercial and Corporate Law, Banking and Finance, and Intellectual Property from the University of London, Queen Mary (graduated with Merit in 2008). She did various internships worldwide, including but not limited to the Legal Department of the Motion Picture Association of America, Inc. ("MPAA"), the London Office of Willoughby and Partners, and the World Intellectual Property Organization ("WIPO").

Grace joined AmCham in 2001, participated in AmCham's Legal Affairs Committee, and served on the Board of the Lebanese Business Council. Grace is an Accredited Mediator ("RICS"), a Board-Certified Master Trainer of Leadership and Emotional Intelligence, and a corporate and personal transformation activist. She is passionate about creating Shareholder and Stakeholder Value through enhancing Corporate Governance, CSR and ESG cross contextually, starting from the Boardroom, and through gaining Strategic Advantage by means of Mergers & Acquisitions, from strategy and valuation to execution and Post-Merger Management.

Grace is the CEO & Founder of GTRANCE through which she envisions to inspire and empower individuals and corporations into sustainable results. Her approach is to look at underlying layers and infrastructures, grasp the whole picture, and then try to build the corporation by strengthening the core and the internal capacities whilst addressing the different layers and the multi-dimensional aspects of the business through Directing and Managing. She aspires to switch the community from the language of mediocrity to the language of excellence, the notion of loss to that of sustainable results, and the culture of chaos and mere speculation to that of strategy.



**Haif Zamzam**

**Haif** is the Senior Vice President of Strategy and Marketing at TECOM group. Haif is responsible for leading the Strategy and Marketing team, which plans, manages and advances short- and long-term strategy development, product development, pricing, market intelligence, feasibility analysis, valuation, marketing and communications.

Haif joined TECOM Group in July 2020 as Executive Director of Business and Corporate Strategy. Between 2016 and 2020, Haif held various leadership positions in Abu Dhabi National Oil Company (ADNOC), including as Vice President Transformation & Business Support, Vice President Group Strategy and Manager of the Transformation's Project Management Office. Haif previously served on the board of ADNOC's Al Dhafra Petroleum during her time at ADNOC. Prior to 2016, Haif was responsible for overseeing and managing the energy assets within Mubadala Development Company's portfolio. Between 2013 and 2014, she was with the Boston Consulting Group and worked on a range of projects covering the GCC region in both the public and private sectors. Haif commenced her career in 2008 at Masdar Group and was there until 2012, where she was an active private equity investor and asset manager.

Haif holds an MBA from INSEAD (France) and a Bachelor's Degree in Business Administration with concentration in Finance and Economics from the American University of Sharjah (United Arab Emirates). She is passionate about the socioeconomic development of women in the world with an emphasis on women in the GCC.





**Hanan Huwair**

**Hanan Huwair, Executive Director of Business Technology at DHAM**

With more than 15 years of experience at the helm of IT strategy and digital transformation, Hanan Huwair leads the Information Technology function as Executive Director of Business Technology at Dubai Holding Asset Management. She oversees the development and execution of digital solutions and strategic IT initiatives that underpin the Group's short and long-term vision and spearheads operational innovation by evaluating emerging technologies and insights.

Hanan has been instrumental in optimizing the customer experience, leveraging cloud-based platforms and data intelligence across several key entities and projects, creating integrated and globally competitive digital networks across the commercial, retail and residential market ecosystems. She played a pivotal role ensuring digital compliance and data governance in line with regulatory standards during TECOM Group's IPO journey and has served in various senior leadership roles during her career, including as part of Dubai Design District's Smart City program and IT Management at TECOM Group. A forward-thinking strategist, Hanan is passionate about investing in and upskilling future talent and empowering women to pursue careers in tech.

Hanan has a master's in Business Administration from the American University of Dubai (UAE) and a Master of Science in Computer Sciences from the American University of Sharjah (UAE).



**Ellen Dubois du Bellay**

**Ellen Dubois du Bellay** is the Chief Human Resources Officer of Jumeirah Group, the global luxury hospitality company and a member of Dubai Holding. Ellen's goal is to create an employee-driven culture and an environment that encourages empowering leadership and strong customer-focused outcomes. She believes in partnering with all aspects of the organization to create innovative ways to source, hire, develop, lead and inspire people to be their best selves; deliver industry-leading business results; and ensure the highest standards are achieved.

Ellen brings more than 25 years' experience as a senior HR leader to the company. Prior to this Ellen was a founding partner of Inside Out International and Senior Vice President of Global Talent Management at Four Seasons Hotels and Resorts.

Ellen grew up in Australia and has lived and worked in Thailand, the UK, the US, France and Canada. She has a Master's degree (with distinction) in Coaching and Consulting for Change from INSEAD in France, where her research focused on the psychology of the modern workplace.



**Sophie Khalid Ali Al Bustani**

**Sophie** is a UAE national with 13 years of international experience in investments, asset management and strategy formation. She currently heads new investments for Mubadala’s Digital Infrastructure investment team.

Since joining Mubadala Investment Company in 2011, her primary focus has been on international technology investments across a broad range of sub-sectors. Examples include semiconductors, enterprise software, and, most recently, digital infrastructure (data centres, fibre, telecoms towers, etc.).

Sophie’s investment role involves building partnerships, sourcing new opportunities, identifying areas of growth, and overseeing deal teams to assess risks and financial returns. Sophie’s key skills are strategy formation, business plan diligence, commercial growth, and financial acumen.

She has also previously held asset management roles, including working on Mubadala’s semiconductor investment (GLOBALFOUNDRIES), where she drove strategic projects focused on financial and operational optimisation in Abu Dhabi, Singapore, Germany, and the USA.

Prior to joining Mubadala, she worked at the Boston Consulting Group as a management consultant, advising on both public and private sector projects in the GCC and Turkey. One of her major projects involved the restructuring of banking operations and IT systems following the execution of a merger between two banks in Turkey.

Sophie is currently serving as a board member for MDC Business Management Services (MDC BMS), a multifunctional shared services company. She also sits on the MDC BMS Investment Committee and Audit Committee.

Sophie holds a BA (Honours) in Business and Management and an MSc from the University of Exeter, UK.

She is a certified Professional Director of Hawkamah / Mudara IOD.



**Tanuja Paramasivam**

**Tanuja** is an Australian qualified lawyer with over 20 years' experience in corporate & commercial law and a chartered company secretary with 9 years of corporate governance and board secretary experience. She also has regulatory compliance, strategic policy and industry development expertise, which includes time spent with Tecom Investments (part of Dubai Holdings) in the Healthcare & Science practice and the Australian Government in Biotech & Health Sciences. Tanuja holds Bachelor of Laws (Hon) and Bachelor of Science (Pharmacology) degrees from the University of Sydney, Australia. Tanuja is admitted to practice in the High Court and Federal Court of Australia, as well as the Supreme Courts of New South Wales and Queensland.

Tanuja joined DIFC Authority in March 2012 and as Senior Vice President - Legal, she was responsible for corporate & commercial legal and regulatory matters and providing strategic and practical in-house legal advice to numerous departments within the DIFC. She has extensive corporate & commercial law and corporate structuring expertise. In addition, she also fulfilled the function of Board Secretary to the DIFC Authority, DIFC Investments Ltd and Art Dubai Fair FZ LLC, and provided corporate governance advice to the Chairman, Board and Senior Management. She has extensive legislative expertise having developed and maintained the DIFC's Common Law legal framework in line with international best practice and drafted numerous DIFC laws.



**Anoud Al Marzouqi**

**Anoud Al Marzouqi** leads the Business Planning, Economics and Performance function for ADNOC Global Trading, working closely with the Chief Financial Officer and other senior leaders.

Anoud has 16 years of extensive experience in the oil and gas industry, working closely with top international oil companies via the shareholders, boards and the various committees reporting to the board (e.g. Corporate Strategy and Performance and FINCO). She has contributed and presented in all ADNOC LNG Board meetings since 2013, including content preparations for the main Board and its committees (Technical and Financial) for management oversight in strategic technical, investment and financial areas.

Through her innovative work in business planning redesign, she directly contributed to rapidly shifting the company's performance from bottom quartile to 3rd place amongst 15 ADNOC group companies with a significant shift in KPIs/scorecards.

Anoud began her career in ADNOC LNG as an engineer in IT then moved to corporate strategy as a performance analyst. Her passion for achieving excellence & results aided her to progress soon to lead the Strategic Planning & Corporate Performance function for ADNOC LNG, collaborating across a multinational team including 6 Japanese secondees from a key shareholder.

Through these corporate responsibilities and success, as well as a personal passion for real estate investing, she has built-up broad business knowledge that touches on technical, P&L and cash flow reporting, governance, audit, corporate management frameworks and systems.

Anoud has a Bachelor's Degree in Science of Computer Engineering from the American University of Sharjah (AUS), which she augmented with a CFA L1. She is certified as Professional Director of Hawkamah/ Mudara Institute of Directors in the UAE.

Anoud was selected in 2018 as one of the few ADNOC High-Potential Emiratis to attend the Harvard program designed for Mitsui senior executives to make a greater impact on their organizations by broadening business perspective, management expertise, leadership skills, building cross-functional cooperation, and driving innovation and change.

With this constant passion for learning, she brings a genuine commitment to improve her teams' work through thoughtful and mature leadership. Today, with her absolute focus on results, Anoud Al Marzouqi has built strong reputation within a most competitive industry as a capable and innovative leader.

**Manal Al Mazrouei**, Vice President of Planning & Support of Drilling Function in ADNOC Onshore, has been with the ADNOC Onshore since 2009 and brings in more than 14 years of organizational and Performance management experience.

Her primary focus is to create and build Long term Business plan with high level of agility, thought leadership eminence and brand awareness. Manal is very effective utilizes a systematic, Logical data driven approach to investigate problems and develop practical solution based on sound judgment and make timely decisions. She holds and demands the highest professional standards within looking at issues with a broad view to achieve corporate objective from medium to long term and thinks a head for the future with understanding of external expectation and influences on the organizational level. This has also involved developing and identifying common goals, and interests from commercial perspective. She is Identifying and seizing opportunities for business growth and improvement based on business analysis and insights.

Manal has different roles throughout her experience in the areas of strategy, driving excellence by exceed performance objectives, deliver business results and continually find sustainable improvements to methods and processes with high Focuses on stakeholder satisfaction both internal/external and delivers a quality to the agreed standards.

Manal previously held a key role with the ADNOC Onshore as the Head of Operations, driving and aligning organizational framework inspired by founding visions of ADNOC. Prior to joining the ADNOC Onshore, she was the leading Engineer of all Schlumberger onshore/part of offshore gas operation at Qatar/Yemen fields and responsible of the commercial/client/finance of well construction part.

Manal is a Certified Professional Director of Hawkamah / Mudara IOD and is serving as a board member for AL Dhafra Petroleum ( one of ADNOC Group companies).

She holds an Master degree in Petroleum engineering from the United Arab Emirates University, a Bachelor's in Chemical engineering from the United Arab Emirates University.



**Manal Almazrouei**



**Rafia Abdulla Mohd  
Saeed AlMulla**

**Rafia Abdulla Mohd Saeed AlMulla** is a powerful branding force. She's a pioneer for developing business intelligence in a multitude of ultra-competitive industries. Her entrepreneurial spirit is the result of a deep family legacy.

Rafia currently holds the position of Director at Al Mulla Capital Investments . There, she seeks to diversify the Emirate's economy in various sectors. Working for Al Mulla Capital, she helps to acquire and establish small to medium-size enterprises. Rafia also supports several ecommerce and application development projects.

She is part of Qiyadat UAE government leaders and is a managing board member at the Dubai Chambers Youth Council.

She is the UAE Ambassador of the Middle East and North Africa Franchise Association and member of the Dubai Businesswomen Council.

Rafia holds a bachelor's degree (with honors) in Business Administration in Real Estate Management and is a graduate of the Hospitality Management at Cornell University also holds a higher diploma (with honors) in Marketing and a Microeconomics professional certification from MIT.

Rafia is a Winner of the 2017 Feigenbaum Leadership Excellence Awards in the "Rising Stars" category. In 2009, she won the Abu Dhabi Industry Award in Excellence in the field of Business Management. Further completing a project that achieved an RLI Global Leisure Operator award winner in 2017.



**Patricia 't Hart-van  
Rooijen**

**Patricia 't Hart-van Rooijen** started her career as a civil law notary before joining ABN Amro Trust as a legal officer. She has had a long and varied career with Intertrust, first joining the company's predecessor MeesPierson as a Commercial director and stayed with Intertrust until 2010. During this time she held various commercial as well as managerial positions. Patricia acted as a Private Director for numerous clients and has experience in the field of Securitisation, Escrow and Agency, establishment and maintenance of a variety of cross-border structures both for corporate as well as estate planning purposes.

Patricia re-joined Intertrust in January 2018 as Managing Director Dubai and has overseen a rapid expansion in the region as the company opened a new office in Abu Dhabi. The UAE business now provides a full suite of services in the Dubai International Financial Centre, Abu Dhabi Global Market and most recently RAK ICC and has overseen the team growing substantially. Prior to re-joining the firm she worked in a business development role for a trust office based in Dubai.

Patricia is a full member of STEP as well as a founding member of IFA, UAE Chapter, has successfully passed the Hawkamah Director Development Program and is a CIMA registered Director. She has worked in Dubai, Singapore and Hong Kong, the Netherlands, Curacao and Belgium. And she learned French whilst taking a career-break in France.

Patricia has a LL.M., Law (notarial) from Leiden University, Netherlands. She is fluent in Dutch, Papiamentu and English.



**Rowdha Ali  
Mohammad AlSakit  
Alfalasi**

**Rowdha Ali** experience and strategic initiative help to align foundations for the next generation. Rowdha's strength is to forecast future trends. She's achieved great success collaborating across verticals in every industry, from hospitality and engineering to real estate and innovation. Her experience encompasses a variety of industries, currently serving as a Director in an investment company.

**Rowdha** graduated with a bachelor's degree from Zayed University & Domus Academy in Milan, Italy. Her studies were aptly focused in business, architecture, design (Human Centric Experiences) and entrepreneurship. She holds professional Directorship Certificate from Hawkamah institute of corporate governance.

As well as,

- Investing in the UAE & Gulf Merger & Acquisition, PE and JV training by King & Spalding
- Professional entrepreneurship diploma from The Dubai Entrepreneurship Academy,
- Professional certificate in Emerging Economies from Harvard University.

Coming from a long line of mentors, she's been greatly influenced by the work of her grandfathers, Hassan Rashed AlAbbar founded the AlAbbar Group. It's one of the pioneer groups that plays a big role in regional investments, real estate & global industrial manufacturing. They are responsible for installing many of Dubai's Landmark buildings. Her other grandfather, Mohammad AlSakit AlFalasi, has performed critical work setting up educational systems in the UAE.





**Balqees Al Jaberri**

**Balqees Al Jaberri** joined Al Hilal Bank in May 2008 as the Head of Treasury Sales & Structuring Department. Balqees has more than 13 years of experience in treasury and investment in the banking field gained through her career in both national and multinational organisations in the United Arab Emirates. Prior to her role in Al Hilal Bank; Balqees was the Head of Financial Institutions at Abu Dhabi Commercial Bank “ADCB. During her tenure with ADCB, she successfully implemented the establishment of FI treasury desk and was considered the driving force behind promoting Emiratisation in the treasury and investment community within the bank.

Prior to ADCB; Balqees worked in Standard Chartered Bank “SCB” for 10 years in which she grew from Special Trainee in Treasury back office to the Director of Financial Market Solution in Treasury & Financial Markets division. Her exposure to Corporate and Financial Institutions sales allowed her to gain substantial experience in financial and global markets.

Balqees holds a Bachelor in Business and Quality Management and a Master degree in Banking and Finance from Sorbonne University in Abu Dhabi and a Master of Science in Risk Management from the Stern School of Business, New York University.

She is a certified Professional Director of Hawkamah / Mudara IOD.



**Amna Sultan Al Owais**

**Amna Al Owais** is currently the Chief Registrar of the DIFC Courts and oversees operations and quality management, supervising the Courts’ Judicial Officers and Registry personnel, as well as the delivery of a comprehensive suite of court public services. Amna also spearheads special projects across DIFC Courts operations, particularly in the field of technology and innovation, harnessing digital transformation for core courts services, including a major partnership project across blockchain with Smart Dubai and a court tech R&D initiative with Dubai Future Foundation.

In addition to her role as Chief Registrar of the DIFC Courts, Amna is also Registrar of the Special Tribunal Related to Dubai World, Chairwoman of the DIFC Courts’ Users’ Committee, Chairwoman of the DIFC Courts’ In-House Counsel Committee, and a member of the Consulting Council for the University of Sharjah College of Law. In 2014, Amna was appointed to the Advisory Board of the International Bar Association’s Access to Justice and Legal Aid Committee.

In 2014, Amna was selected to join the Mohammed Bin Rashid Centre for Leadership Development (MBRCLD) – the Young Leaders category, and furthermore in 2018 after the relaunch of the MBRCLD, under the Dubai Executive Office and after an extensive selection process, Amna was selected to join the first batch of the MBRCLD Impactful Leaders Programme. Amna successfully graduated in December 2018.

Amna has played a key part in the establishment and development of the DIFC Courts and creation of the Dispute Resolution Authority in 2014. She also spearheaded the establishment of the DIFC Courts’ Pro Bono Programme, launched in 2009, which is the first scheme of its kind in the Middle East. In 2011 Amna was recognised by the International Bar Association as one of the Top 3 young lawyers in the world and was listed in the Top 50 Most Influential Women in the Arab World and in the Top 100 Influential People Helping to Shape the Emirate of Dubai by Arabian Business in 2018. Amna was also awarded Legal Services CEO of the Year at the Arabian Business CEO magazine Awards in 2018 and listed among the Top 30 Most Influential Women in the Arab World by Arabian Business magazine in 2019 and The Middle East’s 100 Power Businesswomen by Forbes Middle East in 2020.

In 2019, Amna was invited to join the Dubai Future Councils, a new initiative launched by His Highness Sheikh Hamdan bin Mohammed bin Rashed Al Maktoum, Crown Prince of Dubai, and Chairman of the Board of Trustees at the Dubai Future Foundation. Consisting of 13 councils, its main mandate is to envisage the future agenda of Dubai in strategic sectors and launch initiatives with both private and public sector partners to create the foundation for that future. Amna specifically plays an active role in the membership of the Dubai Future Council on Entrepreneurship & Innovation Ecosystems.

Launched in 2019 by His Highness Sheikh Nahayan Al Nahayan, Minister of Tolerance, Amna was also selected by the University Leadership Council and Université Paris II to be in the first cohort of the International Business Law LLM and graduated summa cum laude in 2020. In September 2019, Amna was also appointed to the College of Law Advisory Board of the University of Dubai.

Amna has also successfully completed the magnificent Director Development Programme for Corporate Governance (4 modules) provided by the prestigious Hawkamah Institute in 2019.

Previous to her employment at the DIFC Courts, Amna practiced as a lawyer in the litigation department with Hadeef Al Dhahiri & Associates, now known as Hadeef & Partners. Amna holds a Bachelor’s Degree of Law from the University of Sharjah and obtained a Masters (LLM) with Commendation in International Commercial Law from Kingston University, London.



**Maitha Al Falasi**

**Maitha** is one of the few people in the Middle East who has art management and business skills and qualifications with a career spanning art, culture, business and finance. This places her in a unique position to advise and provide guidance on the artistic and commercial merits of art acquisitions and to make prudent decisions based on artistic as well as business criteria. As a result of her counsel, organizations investing in art consistently realize impressive returns.

As an Art Investment and Collections Advisor for diverse organisations and individuals since 2014, Maitha has extensive experience and unparalleled expertise in formulating and executing highly effective art selection strategies, evaluating collections, creating and managing art investment portfolios, allocating and managing substantial budgets, developing and executing marketing strategies, creating Art Estate Plans, selecting curators, and preparing business plans. The value of Iranian, Middle Eastern and Indian Art appreciated due to the support and exposure created by the art business strategy and the financial projections associated to each art sector and region.

Maitha was Director of Asset Management at the Dubai International Financial Centre (DIFC) from 2011 to 2014 and was the Centre's Director of Art and Culture for the preceding seven years (2007-2011). During this period she built the foundation and infrastructure for art and culture and significantly elevated the profile of Dubai's burgeoning art and culture scene. Based on a rigorous investment strategy, the ability to make sound projections and a well-developed insight into the aesthetic and financial value of art, Under her guidance, the value of organisation's art collection increased by 140% within three years.

Under her direction, the DIFC hosted several exhibitions featuring exclusive private art collections alongside high-profile corporate collections, including those of HH Sheikh Mohamed bin Rashid al Maktoum, JP Morgan Chase, and Deutsche Bank. As a result of Maitha's vision and highly developed strategy execution skills, Dubai and UAE became a hub for art, culture and art investments. At DIFC Investments, Maitha was a member of six boards with responsibility for strategic planning and overseeing the Investment funds and the company accounts. She enabled the organisation to pay its debts within three years and to become profitable by negotiating new investment objectives with the boards, reallocating funds into more profitable areas within the investment portfolios, conducting rigorous monthly financial analysis of the performance of investments and restructuring the organization following the Global Financial Crisis.

During her time at the DIFC, Maitha was concurrently directing Art Dubai, the largest and most established contemporary art fair in the Middle East, North Africa and South Asia. She was instrumental in shifting the content of Art Dubai galleries from 100% international to 40% of the works exhibited created by artists from the region, Middle East and North Africa.

Previously Maitha was Marketing Manager with Emirates Bank International, where she restructured and repositioned an under-performing institution to become successful within two years. She also changed the banking channel model from a small number of large conventional branches to open numerous smaller full service branches throughout the county with longer opening hours to improve customer access. Earlier roles included Account Manager at J Walter Thompson advertising agency in Dubai, where she developed award winning advertising campaigns for Procter and Gamble and the marketing strategy for De Beers diamonds, which included several events and product launches.

Maitha's keen interest in arts, jewelry and antiques and her experience in buying fine art, gems and antiques has involved visits to numerous galleries, museums and international antique markets throughout Europe. She has also studied the history of cultures of all Islamic dynasties.

Maitha has a reputation for her authenticity as a leader, creativity and for being a game changer. She has extensive experience in working with people from a diverse range of cultures and is known for her utmost integrity and unquestionable ethics.

Maitha has an Executive MBA from the London Business School, and has completed the Corporate Directorship program at the Institute for Corporate Governance in Dubai. She also has a double BA in Business Administration and Marketing & Advertising from the American University in Dubai. In addition, she has a Diploma from the IAA in New York and an Achievement Award from the IAA in New York, where she achieved second place globally and first place in the Middle East. She also has an award recognizing her contribution to the community from the American University in Dubai. She is a certified Professional Director of Hawkamah / Mudara IOD.



**Hannah Al Bustani**

**Hannah Khalid Ali Al Bustani** is a Senior Manager – Asset Management at National Central Cooling Co. (Tabreed), Abu Dhabi

Hannah has over 13 years’ experience in investments, raising financing and M&A. She is currently a Senior Manager in the Asset Management team at Tabreed, responsible for managing commercial agreements with corporate and government entities. Hannah was previously involved in Business Development where she led bids for greenfield developments and acquisitions of district cooling assets across the UAE.

She is highly motivated and strategic thinking professional with over 10 years of experience in assessing investment opportunities, particularly in infrastructure and utilities. Strong background in M&A advisory, structured finance and raising project financing. Extensive experience in commercial negotiations and leadership of cross-functional teams. Her key skills are into Corporate and Project Finance, Debt Restructuring, Financial Analysis, Valuation, Risk Assessment, Investment Advisory, Corporate Strategy, Portfolio Management, Project Management, Development, General Management.

Hannah’s prior experience includes working in Investments at Mubadala GE Capital, structuring and underwriting debt, as well as in Investment Banking at HSBC. Although she currently has a focus on infrastructure and utilities, Hannah has worked across a wide range of sectors including financial institutions, shipping, manufacturing, petrochemicals and telecommunications.

She holds a BSc in Management from Lancaster University, UK and has passed level 2 of the CFA exam. She is a certified Professional Director of Hawkamah / Mudara IOD.



**Namaa Al-Nsour**

**Naama** is a specialist in Governance and Compliance with a work experience for more than 9 years.

Naama have worked with the Dubai Financial Services Authority as an Associate Manager in Supervision Department, where she exercised her role as a regulator officer and conducted risk assessments alongside with her colleagues on the registered firms that are operating in the DIFC. Naama later on have joined the Dubai Financial Market and worked in the Disclosure and Listing Department, where she used to handle the disclosures of a portfolio of listed companies in DFM as per SCA’s and DFM’s requirements.

Naama have handled some of the listing projects of the new listed companies such as EMAAR MALLS. Prior joining Arabtec Holding, Naama have worked with the Jumeirah Golf Estates as a Company Secretary and Compliance Officer managing the company’s governance frameworks and the internal controls as well as the compliance with the applicable laws and internal policies and procedures.

Naama is currently the Group Head of Internal Control & Compliance Officer for the Arabtec Holding PJSC. Naama is managing the Group’s internal control policies and procedures, governance frameworks, the delegation of authorities as well as the compliance framework.

Naama have graduated from the University of Dubai and holds a Bachelor degree in Accounting, and she possess an MBA with a concentration in Finance from the Canadian University of Dubai. Naama is now enrolled with the LLM Master in International Business Law from the University of Paris II – Sorbonne Assas.

She is a certified Professional Director of Hawkamah / Mudara IOD.



**Sulafa Al Sayyah**

**Sulafa** started with my professional endeavor immediately after graduating from high school by getting recruited at Standard Chartered Bank, which has helped me develop skills required for process reengineering.

She has been able to successfully identify synergies after critically evaluating a process and using the same to find practical and feasible solutions to the problem at hand.

She is currently involved in the management of core and ancillary operations of my family business like recruitment of employees, supervising routine tasks to ensure smooth running of the business, intimately involved in strategic decision making, developing training opportunities for employees, liaison with external auditor to ensure compliance with company policy and procedures, and analyze company profitability.

She have been able to develop my entrepreneurial skills from an early stage, which has helped me gain invaluable insight in the business world. It has also helped me gain considerable knowledge developing my skills in investment portfolio management in the domestic market.

Studying Bachelor Of Commerce Management at University of Wollongong in Dubai developed my management and entrepreneurial skills..

She is a certified Professional Director of Hawkamah / Mudara IOD.



**Zareen Anwar**

Zareen is a qualified Chartered Accountant and a Certified Internal Controls Auditor. Since last six years she is associated with the Coca-Cola Beverages Africa (“CCBA”) Group. CCBA is one of the biggest bottler in Africa.

She is on the board of two of the entities of the CCBA group, which are incorporated in Dubai International Financial Centre.

She completed her articles from PwC, Pakistan and thereafter held various positions at PwC. She left PwC in March 2011 to join MetLife Alico as Head of Compliance. During her tenure with MetLife Alico, she successfully developed and implemented comprehensive compliance risk management program within a short span of time.

In October 2012, Zareen took up the role of Vice President, Group Internal Audit at Standard Chartered Bank Pakistan. She mainly worked with the functional team based in Singapore.

She accepted the role Tax & Legal Advisor in March 2013 with Coca-Cola Sabco at the Group office located in Dubai overseeing the tax and finance affairs of the entities operating in 9 territories across Africa and Asia.

She has over 12 years of diversified post-qualification experience in the areas of external & internal audit, compliance & internal controls, international taxation, accounting & reporting.

She is a certified Professional Director of Hawkamah / Mudara IOD.



**Fatma Hussain**

**Fatma Hussain** is the Chief Human Capital Officer at TECOM Group. Fatma brings with her a wealth of knowledge and expertise in the Human Resources field with over 16 years of experience. In her role she is responsible for planning, leading and managing the execution of the Human Capital strategy to support the implementation of TECOM business plans and overall strategy.

Prior to joining TECOM, Fatma has worked with several reputed Private and Government organisations in the region and has in-depth experience in the areas of Performance Management, Total Rewards, Talent Development, Recruitment, Emiratisation, Talent Redeployment etc. She has also managed Quality Management and Business Process Improvement related projects in her previous organisations.

Fatma is a Senior Assessor with the Department of Economic Development in Dubai for Human Development Awards. She also has many achievements and awards to her credit in the Human Resources field. She recently been recognized by the World HRD Congress with two prestigious awards; Business Leader of the Year - HR Leadership Award and Femina Women Super Achiever Award for Excellence in HR. Fatma holds a Bachelor's Degree in Business Management from a reputed university.

She is a board member of the UD Alumni Association since 2013 and has completed a leadership programme from the Wharton Business School in USA. She is currently undertaking an MBA programme with University of Dubai and due to graduate in December 2018.



**Dr. Celeste Cecilia  
Lo Turco**

Dr. Celeste Cecilia Lo Turco is well-recognized expert in SWFs, ESG framework and Board Governance with an extensive knowledge and proven track-record in the field. She has extensive practical experience in the space having served as an SWF advisor to the Italian government in Rome. She has more recently cemented her position as one of the world's leading authorities on SWFs as a director at NEOM and the NEOM Investment Fund in Saudi, overseeing board relations and the investment strategy in innovative and sustainable tech solutions. She has spent time advising various other public sector organizations, including sovereign wealth funds and the United Nations. Dr Celeste also has extensive experience in strategic planning in the private sector across multiple regions, cultures and managerial roles. As VP of Strategy at Future Holding in the UAE, she played a pivotal role in the development of the long-term strategy of the group. She has also advised multiple executive boards and to various family offices in the space of sustainable strategies. She is a hands-on, goal and impact oriented professional with over 13 years of consistent achievements in increasing sustainability, profitability, and enhancing governance and human capital development both in Europe and the GCC. She has proven capabilities in providing organizations with strategic risk analysis, most notably on integrating country risk assessment into investments decisions. Dr Celeste holds a PhD in Political Theory and a Master Degree in International Relations, Markets and Institutions of the global system. She is a Fulbright Visitor Researcher at Georgetown University and a Professional Director certified by Institute of Directors from Hawkamah and she has been assistant Professor at the American University in the UAE. Dr Celeste speaks English, French, Italian and she is learning Arabic.



**Lara Malaeb**

**Lara Malaeb** is a Senior Professional with a demonstrated history of working in the financial services industry. She has over 12 years' experience in the UAE with expertise in Consultancy, Management, Corporate Governance and Business Development and has extensive knowledge of the UAE market.

Lara is currently the Director of Business Development and Marketing at RAK International Corporate Centre ("RAK ICC") where she mentors and oversees the business development and marketing team and plays a strategic role in the development of the centre. Combining her legal knowledge and expertise in business management, Lara has initiated and directed various projects and business opportunities for the centre. Before joining RAK ICC, Lara was heading the Corporate Services team for an international listed corporate service provider based in the DIFC where she managed several clients' portfolios by providing fiduciary duties and responsible for the business development role in the region. Lara has also worked for an international law firm where she has developed her legal skills in the Corporate sector.

Lara was a board member from 2016 to 2018 for more than 70 DIFC Special Purpose Companies and is a non-executive Director for an international investment company based in the DIFC.

Lara holds Master's degree in business administration from Heriot Watt University and is a Professional Director certified by Institute of Directors from Hawkamah, the Institute for Corporate Governance. Lara speaks English and Arabic and has good understanding of French.



**Fatima Mahfouz**

**Fatima Mahfouz** is a Marketing & Business Development Director at CSST. A Management Professional with over 20 years of leadership experience in Business Development, Management Consultancy, and Marketing.

Highly motivated with a wealth of expertise in Strategic Marketing, Business Transformation, and Revenue Creation.

She has the operational expertise to find business solutions to increase profitability, and implement processes & procedures that drive customer service excellence.

A motivational speaker who is passionate about empowerment with an established local network, strong partnership-building and relationship-management skills..





**Elham  
Mohammed Al  
Harmoodi**

**Mrs. Elham Mohammed Al Harmoodi** currently holds the responsibility of the Internal Audit & Risk Management at the Sheik Zayed Housing Program and is responsible for managing, planning and supervising the annual SZHP Audit, overall risk assessment, and internal control structure and corporate governance evaluation.

Throughout her function she provides an independent assurance service to the board, audit committee and management, focusing on reviewing the effectiveness of the governance, risk management and control processes that management has put into place. She has held various executive roles during her fourteen years of professional experience in the field of Auditing, Architectural, Design, Construction Management and Operation.

Mrs. Elham is an Architect by profession from the UAE University in Al Ain city holding Bachelor Degree in Architecture as well as being certified from Hawkamah, an Institute for Corporate Governance.

She started her career joining a young governmental organization tasked to offer suitable housing finance and construction support for the people of the UAE. This fast growing entity shaped her career and provided an opportunity to translate theoretical studies and best practices into her day to day achievements. Through her effort, she promoted the development of sustainable housing methodology, built in house intellectual expertise and contributed to creating an environment making SZHP a key accelerator in line with the national agenda of the UAE vision 2021.

She gained her practical experience from the field being a site engineer. Then developing to handle the design and project management of diverse high profile residential and nonresidential projects where she oversaw the development portfolio, and the execution of large-scale, multi-million Dirham real estate housing projects.

She has received different recognitions like the Best Technical Engineer from the Chairman of the SZHP and been nominated for the badge of Honor from the prime minister's office . She has also received a Zayed Future Leaders certificate from Mohamad Bin Rashid school of government.

Mrs. Al Harmoodi is a member of the Governance Committee at SZHP, which is mandated to develop the organization's governance framework. Also she is a member of the executive committee that oversees policies and guidelines development aligned with SZHP objectives.



**Thuraya Afeef  
Al Maskari**

**Thuraya Al Maskari** is the Group Corporate Governance Manager at Abu Dhabi National Oil Company (ADNOC).

Graduating with a Bachelor's Degree in ecology and geosciences from Monash University in Australia, Thuraya commenced her career as a reservoir 12 years working with the ADNOC Group since then she has been called upon to contribute to the organization in a diverse range of roles and disciplines, and has proven her ability to play an integral role in the development of the organization throughout the value chain. She carries a wealth of knowledge and experience, particularly in the oil and gas industry and GCC region.

Thuraya's value as a highly agile employee with a demonstrated ability to adapt, learn and deliver to a high standard led to her appointment to her current position within the Legal, Governance and Compliance Unit of ADNOC.

In 2016 Thuraya took on the challenging role of building and managing the newly-formed Group Corporate Governance Department at ADNOC, which involved defining the mandate of the department, developing the ADNOC Group Corporate Governance Policy and anchoring the department's position as a key player in the governance of ADNOC and each of its Group Companies, including their boards.

Most recently her mandate has been further expanded to include being the lead manager accountable for delivery of the ISO:9001 Quality Management System certification for ADNOC. Additionally, Thuraya is an active member of a number of key committees throughout the ADNOC Group.

Having graduated from the Directorship Program at Hawkamah Institute, Thuraya is proud to be in a position to contribute her experience and expertise as a Board-ready Emirati woman.



**Dr. Nadia Qassim  
Bastaki**

**Dr Nadia Bastaki** currently serves as the Chief HR, Organisational Development & Asset Management Officer at Etihad Airways, having been appointed as the first-ever female chief at the airline.

Dr Bastaki with nearly 20 years of experience as a medical practitioner and in executive roles and is responsible for Etihad's People and Wellbeing Strategy, inclusive of employee engagement, employee experience, diversity and inclusion, while leading all core HR functions.

Dr Bastaki holds a master's degree in occupational medicine from Manchester University and a diploma in aviation medicine from King's College London and was the first female UAE national to specialise in aviation medicine.

Dr Nadia also holds various other roles outside Etihad - she is member of air transport society USA , a member of airline directors USA , member at civil aviation authority UAE for setting medical regulation for aircrew ,member of health authority accreditation and examination , a member of 30% women club GCC chapter. She is the first aviation instructor for the Civil aviation authority in the UAE, and also first MRO medical review officer for the UAE region (dealing with alcohol and drug related cases).

Dr Nadia has received many awards and recognition for contribution in aviation field. She received the aviation role model award in 2010 , contribution to aviation field and best performance and many other appreciation certificates from the GCAA She was also awarded executive of the year by the CEO at Etihad in 2015 knowing she is youngest female VP at Etihad. She was also listed as top 10 executives in Abu Dhabi by Sheikh Khalifa awards and has been awarded by the Ministry of Health for Innovation of being the first female in aviation role 2016.

Dr Nadia has spoken in many panels and conferences international and national both for her clinical role and her role as leading women and her role as a pioneer , she started the first aviation conference in the region in 2008 .Today she is popular figure in aviation and occupational field , she also recognized as key figure in her leadership executive role as a women



**Naila Al Moosawi**

**Naila** takes a vision and makes it a reality through sound strategic development and human Capital leadership. She naturally drives performance for quality and speed; with proven ability to transform organizations and develop strong high-potential teams across the region. She is recognized for her inspirational H & S leadership; driving change in culture and mindset and achieved multiple awards in building unique H & S leadership platforms and best practices.

A credible Exco member and commercially focused decision maker championing differentiation through commercial transformation and always seeking to be ACE- Agile, Collaborative and Empower to take the business to the next level. She has an upper hand in leading business cycles- 3 start ups, 3 right sizing, 2 mergers, 1 divestment. As the current Director of Human Resources- GCC she is responsible for organization and human capital development, offering over 15 years of progressive experience. As a versatile and sharp leader she has been instrumental in reducing company's risk through growth and restructuring stratagems and acts as a lead panelist in C Suite resourcing campaigns.

Humbly Naila is a highly-accomplished woman of many firsts. She held the position of being the first youngest Emirati Female Air Traffic Controller at Dubai Aviation followed on by being the first Retail Site Manager at Emirates National Oil Company in the Gulf Region. Naila is the Diversity and Inclusion Champion leading the Group's D & I ambitious plans in GCC and Executive Committee member of the global Professional Women's Network, setting up the Dubai chapter. She believes to promote women and men collaboration to leverage on each other's talent and capabilities. She holds a MSc in Psychology from Middle Sex University UK and CIPD Associate. As a Directorship Program Graduate from Hawkamah- Institute of Directors, Naila Al Moosawi represents the new breed of female Emirati Board-ready women.



**Nada Ishaq Abdulkarim**

**Nada Ishaq Abdulkarim** earned her BSc degree in Economics and Finance/Business Administration from University of Bahrain. She started her career in the banking sector with HSBC Bank Middle East in 1998, and then joined Bahrain Islamic Bank (BisB) in 2012. In 2016, Nada was the first Bahraini Woman to be appointed as Corporate Secretary of the Board of Directors of a listed company not only at BisB, but also in Bahrain.

As part of her professional development plan, Nada enrolled in the Director Development Program (DDP) through the "Institute of Directors IOD Mudara" in Dubai and was the only candidate to successfully pass the rigorous four-part program earning her, as a result, a "Certified Professional Director" certificate. The program covered four parts: Corporate Governance, the Board, Strategic Leadership, and Financial Stewardship and Accountability, and she have passed the exams and became a Certified Director.

Nada's appointment as BisB's Corporate Secretary of the Board comes at a time where it is becoming increasingly critical for institutions in the region to step up and improve corporate governance and diversity and inclusions at the board and management levels.

"Just as I feel proud of this achievement, it is only a beginning of a long journey and I also feel that it brings a huge sense of responsibility. I hope that I will be able to set an example for other young Bahraini professionals to follow, whether they are men or women. I take this opportunity to express my thanks to the BisB management for believing in me and investing in my abilities."



**Raja Al Mazrouei**

**Raja Al Mazrouei** is a visionary and influential figure within the finance and technology sectors. Her entrepreneurial spirit and passion for progression has been the driving force behind her achievements, and continue to fuel her ambition to help reinforce the UAE's position on the global stage.

With over a decade of experience in the financial services sector, Raja has been able to develop an ecosystem for financial technology entrepreneurs in Dubai that has been a primary contributor in the emirate being named a top ten global FinTech hub. Her expertise in Marketing & Communications has enabled her to bring brands to life and foster communities in order to create business opportunities and societal impact.

Throughout her career, Raja has held senior positions within the IT, Operations and Marketing teams at Dubai Holding, the National Bonds Corporation and the Dubai International Financial Centre (DIFC) Authority. Her time working with these organisations has exposed her to cultures, systems and practices that have shaped her ethos as a leader and a pioneer in her field.

Today, Raja stands at the helm of one of the region's most successful financial technology hubs and has contributed significantly towards building a vibrant and dynamic community of over 200 FinTech, RegTech and InsurTech firms operating in the DIFC. As Executive Vice President of FinTech Hive, she brings together leading financial institutions, government entities, technology partners and entrepreneurs to realise a common goal in driving forward the UAE's national innovation agenda and shaping the future of financial services.

The rapid growth of the FinTech Hive under Raja's leadership has been recognised on a global scale, with it being ranked one of the world's best financial innovation labs. In addition, she has been named one of the top 100 Women in FinTech by Innovate Finance, the 50 Most Influential Women in Middle East Finance by Dow Jones' Financial News, and the top 100 Power Businesswomen in The Middle East by Forbes.

Raja is an executive graduate of the Harvard Business School (HBS), serves as a member of the HBS MENA and Central Asia Advisory Board and is Vice President of the HBS Club for the GCC. In addition, she holds positions on the boards of Dubai FinTech Ventures and Al Masraf Arab Bank for Investment & Foreign Trade.



**Fahima Al Bastaki**

**Mrs. Al Bastaki** is the Chief Business and Market Development Officer at Abu Dhabi Securities Exchange (ADX). Fahima was considered one of the senior executives at DFM, reporting to the Chairman and board as a member of the Executive Committee. She played a key role in the development of DFM as a publicly listed company, as well as the exchange, engaging with critical and highly regulated operations and corporate communications. Fahima’s legacy in closely working with over 150 leading companies in UAE looking for opportunities to transform business, strategy, corporate identity and growth has led to in-depth understanding various business models for a diversified business sectors, including Industrial, Health, Education, Tourism, Trading, and Logistics. She has spearheaded 85% of DFM’s IPOs & listings to date, with a total of AED 65+ billion primary and secondary issuance and capital raise. She has direct access to global and regional Law Firms, Investment Banks, and Financial Advisors, as well as Private Equity firms, Venture Capital firms, and International Institutional Investors, with over USD 4 trillion in assets under management in total.

With experience of several global market conditions, Fahima was part of major strategic plans and reviews undertaken with global consulting firms as well as being involved in risk assessment matrix evaluations. She managed major changes with her adaptive leadership skills, including regulatory framework, revenue streams, innovation, and sustainability, and led various initiatives to position the company as a regional leader among its peers. In addition to the DFM conversion project to a public listed company, Fahima has been part of the NASDAQ Dubai acquisition project and led the “Two Markets, One Exchange” initiative to align both exchanges’ Business Development and Communications.

Mrs. Al Bastaki champions best practices in Investor Relations. She is a Certified Investor Relations Officer and was appointed as a Chairperson of the Middle East Investor Relations Association, Dubai Chapter. She has successfully contributed to attracting international & institutional investors, resulting in their trading reaching 50% of the market – one of the highest percentages regionally. She played a great role in supporting UAE capital markets upgrade from frontier to emerging market status, in addition to joining other global indices specially related to ESG. She represents DFM with the Chairman in one-to-one meetings and quarterly earning calls with international investors outside the UAE, and leads the majority of such meetings within the UAE. Additionally, Fahima is active in Corporate Governance practices within listed companies’ boards and engages the CEOs and management teams to support this further. She is an Accredited Director with the Hawkamah Institute of Corporate Governance and a graduate of the Women on Board Program, appointed in 2018 as a board member for Dubai Women Establishment by Ruler’s decree.

Mrs. Al Bastaki has engaged with higher authorities and government bodies to implement major regulatory reforms and capital market development. She was a committee member of the Officials & Directors of GCC Stock Markets and Authorities under the GCC Secretariat General, and currently serves as a member of the Regulatory Enhancement Committee in the UAE’s Ministry of Economy.

Prior to DFM, Fahima spent six and a half years in HSBC leading the HNWI department and later as part of Financial Services Management team. She is a certified Financial Advisor (CIFA) from the Chartered Institute of Bankers UK, a CFA Claritas certification holder for capital market, and a Bachelor’s Degree holder in Applied Science of Business Administration.

Fahima had the privilege of being a Senior Quality Assessor in Dubai Quality Award and is a regular speaker in industry events; an active supporter and promoter for UAE businesses and the economy as a whole.



**Bindu Ann Joseph**

**Bindu** is a Chief Operating Officer of 3W Networks.

A Resourceful, focused and entrepreneurial Director, specializing in managing highly successful projects and operations in complex and competitive sectors for over 15 years. Holding an impressive record of progression in the workplace, undertaking leadership roles across core business functions and with vast expertise in business start-ups and transformations.

An active member of the Executive Management team since 2008, with valuable experience in evolving, diversifying and expanding businesses in the Middle East and African markets.

Along with an MBA from Hult University, she also holds a degree in Accounting and a Masters in Management Information Systems, both from Texas A&M University, USA



**Mireille Babti**

**Mireille Babti** holds an MBA from Strathclyde University, Glasgow, 2014, (courses were taken in 6 different countries as part of an objective to experience multi-cultural edutainment). She is a Masters in Project Management from the University of Technology Sydney (UTS), 2003, and a Bachelor of Architectural Engineering from Beirut. Her early education was in Beverly Hills Girls high school, Sydney, Australia.

Currently employed by a private Investment Company at Executive Director level heading the development department of its real estate development subsidiary AlRetaj, leading a \$120 million retail/leisure development, on behalf of a joint venture, and also holding the position of Board Secretary for the same JV.

With a total of 16 years' experience in the real estate development industry, her role as development management in 2008 as part of Al-Retaj Holding team, prior to which she held a project management role with Mace International and architect roles with Australand Developers and OPRA architects. Applying for a Doctorate in Business Administration, hoping to take further my MBA project "Governance of GCC Family Businesses; Why Rock the Boat?"

She is certified professional director of Mudara IOD & Hawkamah.



**Hind Al Tamimi**

**Hind Al Tamimi** is a Managing Partner at Impact Legal Consultancy. She has over twenty-six years of experience in both private practice and in-house within large corporations in the United Arab Emirates, Qatar and Jordan, in various positions ranging from Legal Counsel to Chief Legal Officer managing small to mid-sized legal departments. Extensive experience in acquisitions, joint ventures, real estate projects, and across the corporate and financial aspects of large project work. Solid working knowledge in cross-jurisdictional transactions, exceptional expertise in drafting contracts and development of corporate policies, strong client relationship skills, effective negotiation skills, and ability to work in fast-moving and rapidly growing environment.

Hind started her career as a lawyer in a reputable law office in Amman where she gained experience in general corporate commercial matters and litigation mainly construction disputes and civil and commercial claims, and later on joined a diversified family business as an in-house counsel. She moved to Dubai in January 2000 where she worked for five years in both the banking and special projects departments at Al Tamimi & Company Advocates & Legal Consultants. In 2005, she joined Dubai Holding where she provided legal services to its subsidiaries including Sama Dubai and later on TECOM Investments where she established and managed the legal department of around eleven legal counsels and paralegals. Hind worked in Abu Dhabi and Qatar where she headed and managed the legal affairs of two groups involved in real estate development, construction, hotels, retail, and a diversity of other industries. As in-house counsel in Dubai, Abu Dhabi and Qatar, she was involved extensively in restructuring processes and implementation of governance, whilst acting as company secretary.

Certified professional board director since 2016.





**Huda Buhumaid**

**Huda Buhumaid** is Dubai Holding's Group Chief Marketing Officer, with responsibility for the conglomerate's branding, marketing, corporate communications, public relations and corporate social responsibility. Since joining Dubai Holding in 2006, Buhumaid has successfully launched several strategic projects both at the corporate office level and at its portfolio companies, which have received numerous national and international awards.

Prior to joining Dubai Holding's Corporate Office, she was Managing Director – Marketing & Communications at Dubai Group, where she oversaw the marketing and communications strategies for Dubai Group's subsidiaries in various international markets. She successfully developed and launched new brand identities for companies such as Borse Dubai, Emirates Investment Authority, as well as re-branding Dubai International Financial Exchange into NASDAQ Dubai.

Previously, Buhumaid worked with Citibank UAE as Assistant Vice President – Marketing and Business Development. At Citibank, she launched several first initiatives, including the online and mobile banking services, which received several advertising recognitions. She is a graduate of the Executive Leadership Programme, INSEAD, UAE, and holds a Master's Degree in Organisational Excellence with Honours from Bradford University, UK and a Bachelor's Degree in Business Administration from Higher Colleges of Technology, Dubai. She is a certified professional director of Mudara IOD

Buhumaid is a board member at Awqaf and Minors Affairs Foundation, Dubai Women's Establishment, "Hala China" (a Dubai Holding and Meraas joint venture), and Uptown School Advisory Board. She is the Vice Chair of the Private Sector Advisory Council and a member of Dubai International Communications Committee.



**Nehal Badri**

**Nehal Badri** is Director of Strategy Management & Governance at the Government of Dubai Media Office.

She leads in creating synergy between departments through comprehensive strategic planning, and overseeing excellence programs throughout the organization. Her involvement extends towards strategizing the media landscape in Dubai, to be congruent with the vision of the emirate's leadership. Nehal had previously worked at The Executive Office, as part of the Brand Dubai team which launched different strategies as soft marketing for Dubai.

Nehal has an MPA (Masters in Public Administration) from the Dubai School of Government. She previously achieved her Higher Diploma in Media & Communications from the Higher Colleges of Technology at the Dubai Women's college, and also a BFA (Bachelor's in Fine Arts) from Boston, USA. She is a certified professional director of Mudara IOD



**Ijjat Kanani**

**Ijjat Kanani** is Director at Dukes Group FZE-UAE.

Versatile and solution-driven business person, over 7 years of working experience in a trading, healthcare & mining firms through, startup, turnaround, revitalization and accelerated growth with annual turnover reaching over \$ 50m.

Her key role at Dukes Group is to direct all facets of business operations which include client cultivation and solicitation, sales and marketing, risk management, staff management and recruitment, cost and budget management, investment management, contract negotiations and infrastructure development etc.

She has been involved in community service in various ways since young age including organizing medical camp as part of health portfolio, planting trees and creating awareness about environment and eco-friendly living as member in HSM-India (an Environmental NGO), rendering services for women empowerment, involved in organizing charity fund raising events under the umbrella of Red Crescent UAE for various local and international NGOs. And currently, looking after SMEs mandate as part of Economic Planning Board. Past experience - NHS- UK & Hospitals in India, Physiotherapist: 2002-2006

She is a certified professional director of Mudara IOD



**Nathalie Sfeir  
Bsaibes**

**Nathalie Sfeir Bsaibes** holds a master's Degree in Law from the Saint-Joseph University (Beirut) and an L.L.M in Business Law from Paris West University Nanterre La Defense. She was admitted to the Beirut Bar Association in 2001, and has been the Managing Partner of her family-owned law firm since 2005.

She currently practices in Lebanon and Dubai serving clients in Business Law, Real Estate Law, Intellectual Property rights and taxation Law. She provides legal consultancy and litigation services mainly for family businesses, individuals, and non-profitable organizations. In doing so, Mrs. Bsaibes assists her clients in investment decisions and in governance issues related to their assets so as to ensure sustainability and compliance with local and foreign rules and regulations. As the general counsel of numerous privately owned companies, she is the appointed secretary of several Boards of Directors assisting them in their duties. Given this experience, Mrs. Bsaibes is passionate about supporting SMEs and startups in establishing their corporate governance structures and boards.

She completed the requirements for Hawkamah's Directorship Development Program (DDP) in 2016. Mrs. Bsaibes is a dual French-Lebanese citizen and currently resides in Dubai (UAE).



**Jehad A. Kazim**

**Jehad** heads the Legal Services Department at Dubai Chamber of Commerce & Industry. She oversees the commercial mediation & legal services of the Chamber and reinvents their processes by adding new features and applying best practices.

Jehad has over 15 years of experience in the legal field & alternate dispute resolution and strives to implement legal capacity building programs to support the development of businesses in Dubai. In 2009, Dubai International Arbitration Centre appointed Jehad as Deputy Director of the Centre. With this position she became the first Emirati woman to hold a senior position in arbitration in the Middle East.

Jehad holds an LL.M in Business Law from University of Hertfordshire, UK and LL.B in Shari'a & Law from the U.A.E. University. Her main areas of specialization are business law, contracts & alternate dispute resolution. She has served as an Assessor for Mohammed Bin Rashid Al Maktoum Business Award and Judge for the Oath Middle East Legal Awards 2015.

Jehad has completed the Mohammed Bin Rashid Programme for Leadership Development and Cranfield School of Management's Leadership Development Programme. In 2013, Jehad was nominated for the Distinguished Government Employee in Dubai Government Excellence Program.



**Noora Al Shehhi**

**Noora Al Shehhi** currently works as a Manager at the Internal Audit Department for Dubai Electricity and Water Authority (DEWA). She is a Certified public Accountant (CPA), Certified Managerial Accountant (CMA) and a Certified Fraud Examiner (CFE). She completed her Bachelor Degree in Business Administration majoring accounting and has a work experience of more than five years. She has worked in the fields of external auditing, internal auditing and corporate governance. Her external auditing experience was gained through her work with PwC by working on clients in the Energy and Aviation Sectors.

At DEWA she works on operational and financial audits. She is also a member of the Corporate Governance Committee, which has been established to meet the government corporate excellence requirements of governance. By being part of the committee she was involved in analyzing DEWA's capabilities in governance, conducting benchmarking visits, reviewing the organization's current corporate governance system and having a solid understanding of international standards such as the OECD corporate governance principles and the BS13500:2013 code.

Her experience in various fields has given her an exposure to a diverse set of areas such as internal auditing, external auditing and corporate governance where she has consistently displayed a strong willingness to learn and adapt to those fields as well as relating them to her skills and knowledge.

She is a certified professional director of Mudara IOD/Hawkamah.



**Sumaya Al Shaer**

**Sumaya Al Shaer** is an Emirati woman who has demonstrated continuous personal and professional growth over the last 12 years.

She is recognized for her commitment and eager to learn. She has been reaching her educational goals and has progressed to the level of Doctorate with her great determination to succeed. She graduated from the 'UAE women leadership program' organized by 'The Mohammed Bin Rashid Program for Leadership Development'.

Sumaya is a high performing individual who believes in outstanding performance. She is passionate about her work and has great positive attitude and adds a real value.

Her expertise lies in organizational development, excellence & quality management, strategy & performance management, and corporate governance. Her experience spans the different sectors (i.e. Government, Semi-government, and private). Sumaya strongly believes and strives for innovation and excellence!



**Ekram Al Yacoub**

**Ikram Al Yacoub** is a Director in Brunswick's Dubai office. Having split her career between Saudi and UAE she advises local and international corporations on strategic planning, investor relation, corporate governance, and financial communications on merger and acquisition deals and IPO. Her experience span on a broad range of sectors, with focus on energy, banks, and telecommunications.

Prior to joining Brunswick, Ikram worked as Deputy Managing Editor and led the business editorial team of Al Arabiya News Channel. Al Yacoub has previously worked closely with Saudi Aramco's Sr. VP office of planning and development on various projects. She was also a visiting associate professor at Dubai School of Government in cooperation with Harvard Kennedy School of Government.

Ikram holds an MBA from Cass Business School, City University, London. Prior to her MBA degree, Ikram has earned a master's degree of International Political Economy of Resources from Colorado School of Mines, USA, where she focused on energy sustainability and economic valuation of natural resources. She also hold an executive diploma from University of Cambridge, Judge Business School. She has published extensive business reportage and written many columns on the Middle East's business environment.



**Regina Doumit**

**Dr. Regina Doumit**, a senior executive with over 15 years of insurance and financial service experience gained in the United Arab Emirates. Dr. Regina continues to support businesses in designing and implementing legal and governance frameworks while demonstrating extensive expertise in numerous legal and regulatory jurisdictions.

She is currently the Chief Legal, Compliance and Governance Officer at Sehteq a group of companies with a focus on technology, healthcare and reinsurance.

Before joining Sehteq, Dr. Regina was the lead consultant at Ibrahim Al Mulla Law Firm, providing clients with regulatory and governance models and advice. She has worked previously for NextCare, American Insurance Group (AIG), Besso (Re) Limited and Ras Al Khaimah National Insurance Company.

Dr. Regina's Doctorate in Business Law is from the OUS Royal Academy Switzerland and is a Professional Director certified by the Institute of Directors, Hawkamah, the Dubai based Institute for Corporate Governance.

Dr Regina is able to fully communicate in three languages, including English, Arabic, French and has a good understanding of Spanish.



**Manal Mohammad Basaeed**

**Manal** is an experienced Corporate Governance Advisor who holds a Master's degree in Public Administration majoring in Governance from the University of La Verne, US. She currently works as a Corporate Governance Specialist at ADNOC , which is recognized as the #1 Most Valuable Brand in the Middle East. Before that, she has held the role of Head of Corporate Governance Section at the General Directorate of Residency and Foreigners Affairs (GDRFA) in Dubai.

Today, Manal is recognized as one of the youngest Emiratis in the field of Corporate Governance. She has diverse exposure within corporate governance practices regionally and internationally, specifically from UAE, London, Paris and New York. Moreover, she is well-versed with the UK Corporate Governance Code and the King IV Corporate Governance Report & Code in South Africa.

She is a Certified Professional Director (Women on Board) and a Certified Internal Auditor. She is currently part of various Management Committees including Gender Balance and General Services committees. Manal was a member of the Corporate Governance Committee in the GDRFA, where the committee's work led to the GDFRA being declared as one of the top 3 government organizations in Dubai in the area of Corporate Governance. Moreover, she has previously served as the President of the Alumni Association Board at Zayed University.

In 2018, Manal represented UAE in at the Organization for Economic Cooperation & Development (OECD) MENA Corporate Governance Conference in Portugal, where she was part of the panel discussion on "Policies to boost the Corporate Governance for State-Owned Enterprise". Besides that, she was also a speaker at the 16th Annual Regional Audit Conference in Abu Dhabi.

A highlight of her career was being the recipient of the "New-Distinguished Employee" award under the Dubai Government Excellence Program in 2015 from H.H. Sheikh Mohammed bin Rashid Al Maktoum.



**Alice Read**

**Alice Read** is Director – Corporate Services, Jersey Intertrust’s Fund and Company Administration business in Jersey.

Prior to reocating to Jersy, she working as Managing Director at Intertrust Dubai since 2012, having joined Intertrust's predecessor (Walkers Management Services) in 2010 as Vice President.

Alice holds a degree in law and a Masters in Commercial Law; she is also a qualified Chartered Company Secretary. In additional to management responsibilities, Alice provides fiduciary services to regulated Cayman and BVI funds, and a number of UAE subsidiaries of multinational organisations.

She is a member of Mudara, the Institute of Directors for the Middle East region and a certified professional director.



**Hanan Ahmad**

**Hanan Ahmad**, a Company Secretary at du is an Emirati national with extensive professional experience across a number of sectors.

Hanan began her career at Dubai Group in 2006 as Assistant Manager and remained in the organization for the next four years. Having undertaken a role in the Marketing team, Hanan was promoted to Compliance Manager for the group responsible for ensuring the organization met with each regulatory and industry requirement.

In 2010, Hanan moved to du to take the role of Corporate Governance & Board Relations Manager, a role which included responsibility for reviewing all governance matters relating to the firm’s activities, managing the Audit and Investment Committee of the Board and implementing a range of activities that have since established du as a market-leader in terms of best practice, accountability and transparency. Due to these achievements, in April 2012, Hanan was appointed du Company Secretary by the Chairman of the Board of Directors.

Hanan’s efforts in improving du’s corporate governance enabled the Company to be placed the first in renowned the Standard & Poor (S&P)’s 2012 Hawkamah Pan Arab ESG Index. In 2014 and 2015 du has won for Best Corporate Governance in MENA, Telecoms Industry in the MENA region for Best Corporate Governance by Ethical Boardroom.

Hanan is on the Editorial Board of the Hawkamah Journal and is an Independent Director at Zayed University’s Audit Committee in 2014. Hanan holds a BA in Business Administration from the UK .



**Farah Foustok**

**Farah Foustok** is a Managing Director and Senior Executive Officer of Lazard Gulf Ltd. (Dubai). She began working in the investment field in 1994. Prior to joining Lazard in 2014, she was Chief Executive Officer and Chief Investment Officer of ING Investment Management Middle East from 2008.

Previously, she was the Head of Asset Management at NBD Investment Bank. Farah was a senior fund manager at EFG-Hermes prior to NBD IB, responsible for managing GCC and MENA funds and portfolios. Farah spent five years at Deutsche Bank in London, in Equity Strategy. She has also worked at Morgan Stanley within Equity Sales, followed by three years in commercial real estate advisory in Europe.

Farah also has Private Equity exposure through a private venture in Argentina and an internet start-up in the UK. In 2010, Farah was selected to participate on an advisory panel for the Dubai Financial Services Authority. In 2012 Farah was elected as the chairperson of the board for the UAE Financial Services Association. In December 2013, Farah was one of four founding members of the first non-profit female mentoring program in the DIFC, Reach. April 2014 Farah completed her accreditation with Mudara, Institute of Directors, to become the 4th female certified board director in the Gulf region. Farah holds an MBA from Imperial College London and a BSc Hons in Mathematics from King's College, London.



**Roberta Calarese**

Roberta Calarese, Board Member, UAE Tennis Federation, Founder & Owner, Kanzi Jewels. An Emirati-Italian entrepreneur, was the Chief Legal Officer of Majid Al Futtaim Holding. In this role, she was responsible for setting up the long-term plan and overall functioning of the Legal Affairs department.

Prior to joining Majid Al Futtaim Holding, Roberta was Chief Legal Officer and Executive Committee Member of the Dubai International Financial Centre (DIFC) Authority and was instrumental in the development of the DIFC legal and regulatory framework. During her twelve-year tenure in DIFC, Roberta held a number of other positions such as Secretary General of the Board of Directors of DIFC Authority and DIFC Investments and Chairwoman of the Legislative Committee, Data Protection Commissioner, and Director Policy and Legal Services of the Dubai Financial Services Authority.

Roberta's legal and compliance experience also includes time spent with Prudential Bache, ABN AMRO and Goldman Sachs, in both London and Dubai.

Roberta currently sits on the board of the Italian Chamber of Commerce in the UAE as Vice President and is also a board member of the UAE Tennis Federation. Roberta graduated with honors with an LLB from the University of Warwick, and received her LLM in International Legal Finance from University College London. She is a certified director of Mudara IOD.





**Rita Khaled**

**Rita Khaled** is an International Lawyer fluent in English, French and Arabic. Educated in law in both France and Lebanon, she is the Client Relationship Partner for one of the leading most experienced law firms and legal consultancies in the UAE at Baker & McKenzie Habib Al Mulla.

Her primary responsibility is to ensure consistent quality in the delivery of legal services to our clients. She manages the firm's Client Relationship Strategy, acts as the principle point of contact for clients and works closely with multiple business areas within the firm to drive a strategy that supports our transition from a traditional law firm into a highly client focused organisation.

She oversees and manages complex client relationships with large multinational corporations, family conglomerates, governmental authorities, banks and high net worth individuals. She is known for being highly perceptive and has a deep understanding of cultural sensitivities at both a local and international level. She is a certified director of Mudara IOD.



**Roula C Zahar**

**Roula C Zahar** is a Head of Legal and Board Affairs, Dubai Real Estate Corporation (DREC), Wasl Asset Management Group, Dubai an entity entrusted with owning and developing real estate assets owned by the Government of Dubai and the key business areas that wasl is focused on are property management, project management, hospitality, investment, leisure and entertainment.

She acts as managing director for a major real estate company managed by wasl. She also acts as Company Secretary for the Company and schedules all Board and Audit Committee meetings, preparing the agenda, attend and draft the minutes of meeting and follow up implementation of action plans. She has worked on several acquisitions including a 1.3 billion hotel development in Dubai. Negotiated and finalized the renewal of hotel management agreements with one major hotel operator in relation to four hotels owned by the Company in Dubai.

She is the member of the Executive Committee and Procurement and Tendering Committee of the Company. She is a certified director of Mudara IOD.



**Maryam Al Suwaidi**

**Maryam AlSuwaidi** is a Senior Director of Human Resources and Administration department at Mohammed Bin Rashid Housing Establishment (MRHE), a government organization that aims to provide Dubai nationals with housing solutions including loans and grants.

She is responsible for all human resources function for the three sectors in the organization, her areas of responsibility include manpower planning, recruitment and selection, compensation and benefits, payroll, employee relations, performance management and training and development. As well as having oversight of human resources strategy and policies. In addition to her professional commitments, Maryam cooperate in the assessment of Emirates Human Recourses award in UAE Federal Government.

She is also an active member of Dubai Government Human Recourses (DGHR) committee. For her great performance, Maryam was honored by His Highness Sheikh Mohammed Bin Rashid Al Maktoum as Best employee in Dubai Government as part of Dubai Government Excellence program.

She has over 18 years of experience in government organization in Dubai includes experience in Human resources as well as finance. In addition, she participated in internal organization projects regarding quality, and process improvement. Prior to her director position at MRHE,

Maryam worked for years in managerial positions at Dubai Media Incorporated (DMI) and Ministry of Education. She holds a Master's degree in business administration (MBA) from the American University of Sharjah (AUS).

She also holds a Professional Diploma of Human Recourses from Australian Human Resources institute (AHRI), as well as being certified as (EFQM) Assessor. She is known for being highly perceptive and has a deep understanding of organization culture and employee happiness.

She is a certified professional director of Mudara IOD.



**Rola Hamdan**

**Rola** is a Co-founder of Gulf Merchant Group of Companies, a Board Member and Managing Director at Gulf Merchant Bank Limited in Dubai and a Partner at Gulf Merchant Group LLP in London.

Prior to joining the Group, she was Vice-President, Business Development of Zawya-Thomson Reuters in Dubai, UAE where she was in charge of the sales and operations in the MENA region. Ms. Hamdan held various positions in the field of investment banking at various financial institutions in the Gulf region. She was in charge of sales and client services at Shurooq Investment Services Co in Oman mainly dealing with corporations, Family Offices & UHNWIs.

Ms. Hamdan has studied at the Money & Banking Master's program at the American University of Beirut and holds a B.A. from the same university. Ms. Hamdan is an "International Directors Program" trained at INSEAD, Fontainebleau and an Certified Director of Mudara-Institute of Directors ("IOD").

Also, she is a founding member of the Bankers Business Group (UAE).



**Jan Bladen**

**Jan** is the Managing Partner of Governance Creed, a dedicated governance firm specialising in strengthening boardroom and corporate governance across the Middle East. The firm works with shareholders, boards and senior executives of family businesses, state owned enterprises, publicly listed entities and private equity firms to improve board performance and organisational governance to drive shareholder value.

Previously, Jan played an instrumental role in the founding of the UAE's two financial hubs: He spearheaded the launch of Abu Dhabi Global Market (ADGM) as the Executive Lead and Senior Advisor to the Board of Directors and co-led the establishment of the Dubai International Financial Centre (DIFC) as the founding Chief Operating Officer of the Dubai Financial Services Authority (DFSA). Prior to the DFSA, Jan worked for PricewaterhouseCoopers (PwC) in both Geneva and Dubai. He carries a wealth of experience in Corporate Leadership across the MENA Region and has worked extensively in Egypt, Morocco, Syria, Pakistan, Lebanon, Jordan, Bahrain, Kuwait, Saudi Arabia, Oman, Qatar and the UAE.

Jan has extensive international experience including Corporate Leadership, Strategy, Operational Management, and Corporate Governance. Practiced in building high performing teams, his divisional reports have included business planning, corporate strategy, human resources, information technology, corporate communications, finance, corporate administration, risk management and both internal and external audit.

Jan qualified as the 1st accredited Non-Executive Board Member with the Mudara Institute of Directors (IoD) in Dubai, attended Harvard Business School's "Making Corporate Boards More Effective" and is an accredited "Trainer of Trainers" in the Corporate Governance Board Leadership Program of the International Finance Corporation (IFC) and World Bank. He is a Board Member of several organisations, including serving as the Chairman of a Fintech Company, a Non-Executive Board Member of an Independent Swiss Asset Management Firm, an NRC Committee Member of a Private Equity Firm, and a prior Board Member and Governor of his former leading private UK Boarding School.

Raised across the Far-East, Middle-East, Europe and Africa, he was educated in French Embassy and British Private Schools. Fluent in English, French and Spanish, he has spent over 25 years living and working in the Middle-East. Jan's spouse is an Arab and his children speak Arabic, French and English at home. He obtained an MBA (Summa Cum Laude) from Lausanne in 1993 and holds both British and Swiss nationalities. Jan is a passionate Polo player.



**Caroline Fattal  
Fakhoury**

**Caroline** has joined her family's business, Khalil Fattal & Fils, first as Assistant General Manager of the Food & Beverage division, later as Chief Operating Officer of the entire group, and serves today as Senior Vice-President Corporate Functions and Board Member. Her executive responsibilities cover Human Resources, Audit, Finance, IT and Supply Chain across multiple geographies.

Throughout her career in the fast moving consumer goods industry, Caroline has held management roles in Europe, Latin America & the Middle East—learning best practices from Unilever, Kraft, Johnson & Johnson and Gillette.

Caroline combines 14 years corporate business experience with the skills of a certified professional business coach. Her experience as a Board Member of both Unilever & the family business make her aware of challenges facing shareholders, board chairs, board members and non-execs. Based on her own experience and her work with many businesses, Caroline can appreciate the complex and powerful relationship dynamics of a top management team at Executive and Boardroom level. She is a sought-after speaker and workshop facilitator on the topic of family business, and women's leadership at the board level — how to get there and how best to contribute. She is fluent in English and French and has a working knowledge of Arabic and Spanish as well.

She is a certified director of Mudara IOD.

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