

# Heba Osman

Head of Legal & Compliance (CCEP-I)

Arabian Ranches 3, Dubai

M +971 52 7222941

E [hebaosman1979@gmail.com](mailto:hebaosman1979@gmail.com)

## Summary

Head of Legal & Compliance with 15+ years in the construction & real estate industries throughout GCC and EMEA. Expertise in corporate governance, contract management & negotiation, ethics & compliance, asset & corporate acquisition, complex litigation & investigations. Strategic advisor to C-Suite, delivering pragmatic legal solutions that drive business goals while mitigating risk. Experienced in building collaborative high-performing legal teams.

## Work Experience

### Lenovo

Lead Geo Counsel, Regional Headquarters MEA

Riyadh, August 2025 – till date

- **Sole Legal Advisor:** tasked with advising and supporting all 3 Lenovo entities in KSA (Regional Headquarter, Manufacturing Facility & Sales Organization) in Lenovo's new venture in KSA. This includes advising on EPC contract, setting up corporate governance, dealing with various governmental entities to ensure compliance with RHQ, ZATCA and localization requirements. Additionally, support the KSA digital transformation.

### Otis Elevator Company

Vice President, Legal, MTKU & Global Sales Contracts CoE

Dubai, January 2024 – November 2024

Senior Director, Ethics & Compliance, EMEA

Dubai, March 2022 – December 2023

Senior Director, Legal & Compliance, MEECA

Moscow, August 2019 – March 2022

Legal Director, Middle East

Dubai, March 2017 – August 2019

- **Primary Legal Advisor for Region:** Served as the primary legal advisor to executive leadership across the Middle East, Türkiye, Russia, Kazakhstan, Ukraine, and CIS, delivering strategic counsel on corporate, commercial, labor & employment, dispute resolution, tax, and risk management issues. This also included managing, training & developing teams ranging between 4 and 20 legal professionals.
- **Contract Review Process Optimization:** Revamped the contract review process in Middle East countries through collaboration with IT to introduce a CLM (Contract Lifecycle Management) tool to streamline and standardize contract review by all necessary stakeholders and to reduce legal review turnaround time. This covered both transactions contracts (subcontracts & maintenance) and vendor agreements (real estate, suppliers, shipping, software ... etc.)
- **Corporate Clean-Up & Governance:** implemented a framework for continuous update of corporate documents for various Otis entities across the region to ensure that all required actions are taken in compliance with the relevant laws. This included liquidating and/or merging unnecessary entities to achieve transparency and reduce costs.
- **Asset & Shares Acquisition:** served as primary legal point of contact for several transactions to purchase shares and/or maintenance portfolios from independent elevator companies. The transactions spanned Russia, CIS countries and Gulf. This included running necessary due diligence, collaboration with different functions, negotiations with third parties ... etc.
- **Dispute Avoidance:** developed and implemented a Dispute Avoidance Playbook to support legal and other functions in early recognition of risks on transactions to support spreading legal awareness and speedy risk mitigation action. This was developed in collaboration with finance, projects and other key stakeholders, and included quarterly global training.
- **Major Projects Legal Oversight:** Served as the primary legal advisor for Otis Global Major Projects Group (projects valued above USD 15 million), implementing a rigorous bid and contract review process focused on risk mitigation and management. This required collaboration with different stakeholders including global sales and global finance to ensure comprehensive risk assessment and management of construction & EPC related contracts.
- **Enhanced Debt Recovery:** Collaborated with the collections team to improve debt recovery rates by updating templates, introducing early escalation process, and initiating litigation with a well-defined execution strategy. This approach ensured a clear path to successful debt recovery.
- **External Counsel & Legal Budget Management:** work with external counsel(s) in the region to minimize cost and ensure quality of work meets expectations.
- **Compliance Program Implementation & Investigation Management:** Executed a transformative ethics & compliance program across the EMEA region (covering 37 countries including UK, France, Germany, Eastern

Europe and Middle East) focusing on anti-bribery, antitrust, anti-corruption and data protection. Launched a pioneering initiative to address bullying & harassment, which significantly reduced related complaints and enhanced leadership engagement in reinforcing corporate culture. Additionally led & directed internal investigations.

- **Sanctions & Export Control:** served as primary point of contact in EMEA on sanctions related issues and export control.

#### **Fenwick Elliott LLP**

**Dubai, Nov 2015 – March 2017**

##### **Partner**

- **FIDIC Contracts:** Advised clients on the full suite of FIDIC standard contracts, specifically on necessary amendments to be in line with industry practices and applicable law.
- **Contract Drafting and Negotiation:** Supported clients in drafting and negotiating bespoke contracts, including consultancy, construction, design-build, subcontract, and supply agreements.
- **Procurement and Risk Advice:** Provided legal advice on procurement strategies and risk assessments for employers and contractors in the MENA region.
- **Claims Management & Strategy:** Assisted clients in claim management throughout the project and preparation of various claims related to delays, liquidated damages, defective material, variation works, and design change.
- **JV Agreements:** Advised foreign contractors on JV agreements with local contractors including arbitration strategy and recovery methods.
- **Dispute Resolution:** Supported various clients in assessing claim validity, advising on dispute resolution process, and acted as lead counsel in several arbitrations.

##### **Other Roles:**

**Ahmed Ibrahim in association with Fenwick Elliott LLP, Partner**

**Dubai, Nov 2011 – Nov 2015**

**Freshfields Bruckhaus Deringer LLP, Senior Associate**

**Dubai, Feb 2011 – Nov 2011**

**Emaar Properties PJSC, Senior Legal Counsel**

**Dubai, May 2007 – Dec 2010**

**Legal Counsel, Masons Galadari (now Pinsent Masons)**

**Dubai, April 2006 – April 2007**

**Attorney at Law, Shahid Law Firm**

**Cairo, August 2001 – March 2006**

##### **Other Legal Achievements:**

- Recognized as a leading construction law expert in the UAE by Who's Who Legal 2016.
- Co-Founded WIAR (Women in Arab Arbitration) to enhance visibility for women in arbitration.
- Sole or Co-Arbitrator in 35 arbitration cases (60% of the cases involved real estate).

##### **Education**

LLM in European & International Law

**Universiteit Maastricht, the Netherlands, 2004**

Bachelor of Laws (LLB)

**Cairo University, Cairo, Faculty of Law, English Section, 2001**

##### **Memberships & Certifications**

Certificate of Completion – CTI Co-Active Coach Training – Feb 2025.

Certified Compliance & Ethics Professional (CCEP-I) - 2024

Egyptian Bar Association – since 2002

**Languages** Arabic (mother tongue), English (fluent), French & German (basic)