

Ashurst Risk Advisory

Transforming Business Performance in the Middle East

The Power of Together

Our Solution Catalogue
for Consulting Services



Outpacing change

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The Middle East is at an exciting crossroads where the best of tradition and modernity will bolster the region as a global leader. Rich in resources and bustling in potential, there are exciting opportunities in new industries, technological advancements, expansion of capital markets, and economic diversification. In such a vibrant environment, the question for businesses is no longer: how do we keep pace? It's: how do we get ahead, and stay ahead, of change?

At Ashurst Risk Advisory, we're here to do more than keep pace; we're here to champion new ideas and to innovate. To deeply understand our clients' needs and to help them realise their ambitions too. To see what others can't – to go beyond the ordinary – and find solutions that create a better future for our clients and our communities. We call this **outpacing change**.

Nisha Sanghani

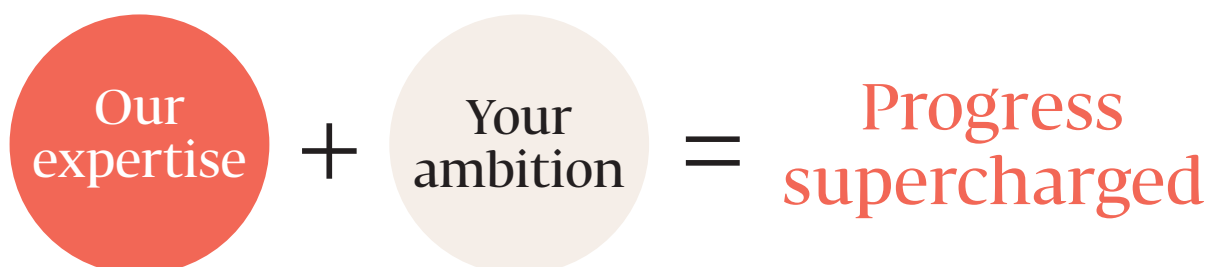
Partner,
Head of Ashurst Risk Advisory Middle East

Together, we innovate

Together, we grow

Together, we prosper

The Power of Together



Ashurst Risk Advisory, our consulting solution is transforming business performance in the Middle East

Ashurst Risk Advisory has evolved to become a distinguished part of Ashurst.

Through the power of together—strong partnerships with our clients and within our teams—combined with our relentless focus on being integral to our clients' success, we are redefining the consulting value proposition and driving accelerating year-over-year growth.

We're excited to announce that Ashurst Risk Advisory is now established in the Middle East, making Ashurst the first international law firm in the region to offer dedicated consulting services. Our regional expertise-led team brings together a high-profile network of senior leaders across sectors to shape and drive the region's most critical conversations – helping our clients grow sustainably, compete internationally, and seize new opportunities, all while building long-term confidence in the region's prosperity.

We deliver exceptional client experiences by providing strategic foresight, specialised knowledge and seamless execution in business strategy, operations, risk management, local and international compliance, and best practices in corporate governance. This empowers our clients to transform business performance in the Middle East, win in the global marketplace, and confidently outpace change.

Key industries that we serve:



Financial Services



Private Wealth /
Family Offices



Energy &
Infrastructure



Retail, Hospitality &
Tourism



Technology, Media
and Telecoms



Transportation &
Logistics



Real Estate



Healthcare &
Pharmaceuticals



Sovereign Wealth
Funds

Delivering exceptional client experiences

What we do



Leadership & Governance

- Governance
- Leadership Labs
- Geopolitical Risk
- Macroeconomic & Geopolitical Risk Intelligence
- Human Capital Management



Strategy

- Business Transformation & Change
- Digital Transformation
- Middle East Market Viability Analysis
- New Product Design & Analysis
- Portfolio Analysis & Restructuring



Risk, Resilience & Compliance

- Enterprise Risk Management
- Operational Resilience
- Regulatory Advice / Compliance
- Crisis Prevention, Response, Management & Recovery
- Risk Analytics & Modelling



Operations

- Operational Design & Performance
- Supply Chain Management
- Operational Review

When to contact us

M&A & Divestiture

IPO

Business Launch

Business Transformation

Business Model Re-Design / Restructure

Crisis Prevention & Response

Regulatory Authorisations & Investigations

Strategic & Capex Projects

Regional or International Expansions

New Infrastructure Projects



Leadership & Governance

Governance

We bring global expertise to design and implement world-class governance frameworks that are tailored to the unique regulatory and cultural dynamics of the region. Our approach enhances board effectiveness by fostering independent thinking, strategic alignment, and accountability. We work closely with boards and executive teams to build structures that not only ensure compliance and sustainability but also empower directors to manage risk as an integrated part of strategic decision-making — enabling them to seize opportunities and drive long-term value creation.

- Governance framework design
- Governance implementation
- Board effectiveness reviews
- Strategic alignment facilitation
- Compliance and sustainability support
- Risk management integration
- Management information optimisation
- Interim executive support
- Board and executive committee participation

Leadership Labs

Our bespoke Leadership Labs series offers tailor-made training programmes designed for senior leaders and emerging executives. Covering essential topics such as effective leadership, coalition, corporate governance, organisational culture, boardroom dynamics, stakeholder management, embedding risk into strategic decision making and commercial acumen. These programmes equip leaders with the skills needed to excel in today's complex business environment. Participants sharpen their adaptive leadership abilities, build confidence in managing teams and uncertainty, and develop the agility required to drive transformational change and growth.

At part of this series we also offer one-of-a-kind immersive training experiences. These groundbreaking experiences feature cutting-edge simulations including crisis command exercises and stakeholder immersive journeys. To maximise realism and engagement, we employ experienced practitioners to bring intricate, real-world scenarios to life, providing leaders with a safe yet challenging environment to practice decision-making under pressure.

- Leadership training programmes for executives, non-executives, and senior management
- Immersive leadership training with professional actors and governance experts
 - Crisis command simulations
 - Immersive simulations
 - Forum theatre simulations
 - Regulatory and investor reverse panels
- Adaptive leadership development
- Board and executive training
- Boardroom dynamics and organisational culture
- Global corporate governance requirements
- Critical skills and technical requirements for directors on boards of portfolio companies

Geopolitical Risk

We provide strategic insights into geopolitical developments affecting the region and beyond, leveraging a global network of experts to deliver timely, actionable intelligence. Our unique approach combines risk, business, and economic expertise, while carefully considering the underlying mega forces shaping geopolitics today—such as AI, energy transition, trade dynamics, and demographic shifts. This enables you to anticipate emerging risks, navigate complex political and economic landscapes, and identify opportunities arising from shifting alliances and regulatory environments. We support scenario planning, risk mitigation strategies, and stakeholder engagement to safeguard your business operations and investments while positioning you to capitalise on market disruptions and growth prospects.

- Geopolitical risk analysis
 - Strategic intelligence reporting
 - Mega forces impact assessment (AI, energy, trade, demographics)
 - Emerging risk anticipation
 - Navigating the political and economic landscape of a new market
 - Opportunity identification
 - Capital at risk management
 - Scenario planning and modelling support
 - Risk mitigation strategy development
 - Resilience playbook and crisis simulation
 - Geopolitical and risk executive briefings
-

Macroeconomic & Geopolitical Risk Intelligence (subscription service)

We provide a premium suite of integrated macroeconomic and financial market analytics, powered by our world-class Risk and Economic experts. Purpose-built for boards, senior executives, and decision-makers, our licence-based subscription service delivers clarity, uncovers opportunities, and offers the strategic foresight needed to navigate complex global challenges with confidence.

Powered by experts, built for leaders. This subscription service delivers actionable insights for decision-makers.

- This week's thoughts: distributed weekly
 - Global economy & outlook (geo) pack: distributed weekly
 - Key development & chart of the week: distributed weekly
 - Analysis of key macroeconomic themes & drivers: distributed approx. 25 x p.a.
-

Human Capital Management

We help organisations unlock the full potential of their people by aligning human capital strategies with business goals. Our advisory services focus on governance, culture, functional structures, and clearly defined roles and responsibilities. Our specialism includes people and functional restructuring, helping organisations reshape teams, clarify accountabilities, and realign capabilities to meet evolving business needs. We work with boards, executives, and HR leaders to design and implement frameworks that foster accountability, support strategic decision-making, and build resilient, high-performing teams. Whether you're navigating change, scaling, or seeking to strengthen organisational effectiveness, we bring clarity, structure, and insight to your people strategy.

- Framework design and implementation for human capital management
- Organisational culture assessment and supporting cultural transformation
- Functional structure design and optimisation
- Role definition and accountability mapping
- Skill-set and competency assessment
- Leadership alignment and development support
- HR operating model design and effectiveness reviews
- Strategic workforce planning and talent deployment
- Training and development
- Change management and communication strategies related to human capital initiatives



Strategy



Business Transformation & Change

We support end-to-end transformation initiatives that encompass everything from new business design and business uplift to major functional and operational redesign. Our approach ensures that every layer—from day-to-day processes to overarching business models—is aligned to drive agility, innovation, and sustainable growth. We provide dedicated support for integration post M&A, IPO readiness, and restructuring projects, helping organisations navigate these critical milestones smoothly. Through tailored change management and strategic execution, we enable your organisation to execute on its strategy, meet its objectives, and thrive amid evolving market dynamics and competitive pressures.

- End-to-end transformation support
- Business model re-design and restructure
- Business development and commercial strategy
- Functional and operational redesign
- Process and business model re-engineering
- Post M&A integration support
- IPO readiness consulting
- Change management
- Project management office support

Digital Transformation

We provide expert advice and oversight on digital transformation programmes, including those incorporating generative and agentic AI technologies. Central to our approach is advising on digital strategy, driving process improvement, and supporting digital and IT-based transformation initiatives while helping organisations govern key enablers such as AI, cloud, and robotics responsibly, ensuring ethical use, compliance, and risk management. Our guidance helps enhance operational efficiency, improve customer engagement, and drive data-informed decision-making across your enterprise-wide technology architecture, ensuring successful implementation and measurable impact.

- Digital transformation advisory
- AI integration support
- Responsible AI governance
- Ethics and compliance consulting
- Risk management for emerging tech
- Operational efficiency improvement
- Technology sourcing and selection
- Data strategy and governance

Middle East Market Viability Analysis

We conduct in-depth evaluations of market dynamics, geo-strategy, competitive landscapes, and regulatory environments specific to the Middle East to assess the growth potential and long-term sustainability of middle-market businesses. Our approach includes evaluating macro-economic data, socio-economics and mega trends, as well as benchmarking against regional and global peers, providing a clear perspective on performance standards and competitive positioning. Each analysis is tailored to the specific sector and business you wish to enter, delivering targeted insights that guide strategic investments, partnership decisions, and market entry strategies—helping you identify opportunities and risks unique to this vibrant and evolving region.

- Market viability assessments
 - Competitive landscape evaluation and benchmarking against regional and global peers
 - Regulatory environment reviews
 - Partnership strategy support
 - Market entry strategy development
-

New Product Design & Analysis

We support the design, development, and evaluation of both regulated and non-regulated products and services, ensuring alignment with market demand, operational readiness, and—where required—regulatory compliance. Our expertise extends across sectors and includes examples such as designing a new retail stock lending product for a financial institution and launching an advisory service line for a logistics real estate manager. We bring deep systems and operational experience to ensure your product or service is not only strategically sound, but also technically feasible and scalable within your existing or future infrastructure. From concept through to implementation, we provide commercial, operational, and system-level guidance to help you successfully bring new offerings to market.

- New product design support
 - Product development guidance
 - Product evaluation and analysis
 - Regulatory compliance alignment
 - Market demand assessment
 - Operational readiness planning
 - Operational and system advice
 - Scalability and feasibility consulting
-

Portfolio Analysis & Restructuring

We conduct comprehensive evaluations of your business portfolios to identify under performing assets and non-core strategic misalignments. We work across asset classes leveraging financial analysis, market insights, and operational assessments. We develop restructuring strategies aimed at improving profitability, optimising capital allocation, and aligning your portfolio with long-term strategic goals. Our approach supports sustainable growth and increased stakeholder value.

- Portfolio performance evaluation
- Asset performance analysis and planning
- Portfolio review against business vision and strategy
- Financial and market analysis
- Risk modelling and analysis
- Portfolio restructuring advice
- Advise on portfolio and asset income optimisation
- Advice on capital allocation strategy



Risk, Resilience & Compliance

Enterprise Risk Management

We help organisations build comprehensive risk management frameworks to identify, assess, and manage risks, including emerging risks, across all categories of strategic, financial, and operational risks. We work at both the top and operational levels: partnering with boards and senior leadership to make risk a strategic advantage by linking it to business goals and identifying growth opportunities, while also equipping business units with the tools to assess risk, inform mitigating actions, and develop management information and reporting that supports effective decision-making. Our approach brings structure, clarity, and consistency to enterprise risk management, helping clients navigate their risk appetite, strengthen governance, enhance resilience, and enable informed risk-taking across the enterprise.

- Risk management framework development
- Risk functional design and development
- Risk identification, measurement, assessment and analysis
- Principal risk analysis and management
- Emerging risk identification
- Independent risk reviews covering all risk domains ie. strategic, financial and operational
- Scenario analysis and stress testing
- Business model impact assessment
- Board risk advisory
- Risk appetite analysis, measurement and reporting
- Guidance on strategic risk-taking

Operational Resilience

We help you design and implement robust operational resilience frameworks that ensure your business can anticipate, withstand, and rapidly recover from a wide range of disruptions, whether from cyber threats and attacks, supply chain interruptions, natural disasters, or regulatory changes. Our services include risk assessments, value chain and critical service mapping, response and recovery planning, scenario testing, and crisis management preparation. By protecting critical functions, minimising downtime, and reducing financial and reputational losses, we help you maintain service delivery, seize competitive advantage during disruption, and meet evolving regulatory and market expectations. Our approach recognises that operational resilience isn't just about ticking a box, it's a commercial enabler that safeguards customer trust, preserves market share, and strengthens long-term performance.

- Operational resilience framework design
- Operational resilience implementation
- Risk assessments over critical services
- Product, service, process and system response, recovery and contingency planning
- Scenario testing, analysis and improvement planning
- Crisis management preparation
- Disaster recovery planning
- Downtime minimisation strategies
- Service delivery protection
- Stakeholder impact analysis – customers, investors, shareholders, employees, suppliers and the market
- Outsourcing risk management (intra-group and arms-length third party)
- Third-party/vendor resilience oversight
- Critical service provider substitution and in-source planning
- Advice on system, process and controls improvements to meet resilience objectives
- Monitoring weaknesses and advice on reporting

Regulatory Advisory / Compliance

We guide you through complex regulatory landscapes across key territories including Dubai, Abu Dhabi, and the Kingdom of Saudi Arabia, ensuring compliance with critical frameworks such as conduct rules, client asset rules, complaints management, and more. Our expertise helps you navigate evolving regulations while optimising operational efficiency and reducing risk exposure. We work closely with your teams to develop practical compliance strategies that align with business goals and regulatory expectations, safeguarding your reputation and enabling sustainable growth.

- Regulatory advisory (Dubai, Abu Dhabi, KSA)
- Licensing and authorisation support and advice
- Investigation advice and remediation
- Compliance framework guidance
- Regulatory policy development
- Conduct rules compliance
- Client asset rules compliance
- Financial crime compliance
- Capital and liquidity requirements
- Advice on new regulations
- Advice on regulatory requirements for new product development
- Compliance strategy and compliance function development
- Compliance reviews and assurance
- Regulatory communications support and reputation management
- Whistleblowing
- Complaints management
- Product compliance

Crisis Prevention, Response, Management & Recovery

We provide rapid, expert support during crises to help you manage, contain, and resolve issues effectively. Examples include geopolitical events, cyber-attacks, system outages, data loss, supply chain disruptions, compliance breaches, dawn raids, investigations, natural disasters, a market downturn, and black swan events. Our team works closely with your leadership to develop crisis management plans, coordinate communications, and engage stakeholders. By prioritising brand protection, regulatory compliance, and business continuity, we help minimise operational disruption and reputational damage, enabling a swift recovery.

- End-to-end business crisis support
- Crisis prevention and planning strategy support
- Communication planning and coordination
- Stakeholder engagement
- Brand and reputational risk management
- Compliance management
- Business continuity support
- Crisis simulation, stress testing and reverse stress testing
- Interim executive support during crisis

Risk Analytics & Modelling

Using advanced quantitative and scenario-based methods, we develop customised risk models that simulate potential threats and opportunities across your business environment. These models help predict outcomes under various scenarios, quantify risk exposures, including financial loss, reputational impact, such as customer numbers, sales volumes, and more, and inform decision-making processes. We work with a broad array of risk models, tailored to the specific dynamics of your organisation. Our expertise extends beyond financial services to sectors such as energy, infrastructure and real estate, where we model safety features, product quality and defect rates, project cost overruns and delays, uninsured loss exposures, and other critical risk factors. By integrating data-driven insights, we enable proactive risk management and strategic planning. By embedding advanced risk models, supported by expertise-led analysis, we help clients mitigate unintended consequences, promoting strategic and operational reliability and improving long-term outcomes.

- Quantitative risk analysis
- Scenario-based risk simulation
- Risk exposure quantification
- Dynamic risk visualisations
- Custom risk model development
- Model validation
- Model governance
- Model design and customisation



Operations

Operational Design & Performance

We work closely with your teams to design efficient, scalable operational processes that align with your strategic objectives and growth ambitions. Our approach involves analysing current workflows, identifying inefficiencies, and implementing best practices, automation opportunities, and technology solutions to streamline operations. This results in improved productivity, enhanced quality, and reduced costs, laying the foundation for sustainable performance, greater agility, and seamless integration across systems, people, and processes.

- Operational process design
- Workflow analysis
- Cost reduction
- Inefficiency identification and productivity improvement
- Best practice implementation advice and quality enhancement
- Process and system simplification and integration
- Functional design and human capital management
- Advice on replacing legacy systems with digital platforms providing enhanced process, workflow and reporting capabilities
- Automation advice across processes, systems, data management and reporting

Supply Chain Management

Our supply chain experts focus on managing risks across your entire supply chain network, including internal operations, external suppliers, and outsourced partnerships. We assess vulnerabilities, ensure compliance to your policies and standards, and develop strategies to mitigate disruptions—from supplier reliability to geopolitical and logistical challenges. By strengthening these relationships and building resilient supply chain processes, we help you maintain consistent service delivery, reduce operational risks, and enhance overall supply chain performance.

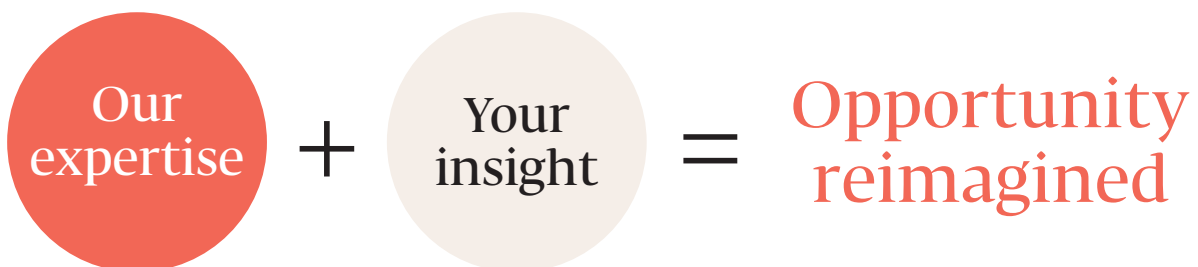
- Supply chain risk management
- Supply chain risk measurement
- Vulnerability assessments
- Development of criteria and tools for external supplier evaluation and risk assessment
- Development of outsourcing management frameworks and standards (group and arms-length third party)
- Supply chain reviews and assurance
- Supply chain resilience and disruption mitigation strategies
- Supply chain evaluation and improvements
- Supply chain planning and building adaptability to changing geopolitical conditions
- Advanced product tracking
- Tariff planning, forecasting and mitigation
- Supply chain capacity planning and analysis



Operational Reviews

We perform comprehensive operational reviews that assess the effectiveness and efficiency of your current operations. Through data-driven analysis, stakeholder interviews, and benchmarking, we identify bottlenecks, inefficiencies, and risk areas. Recent examples include a shareholder governance review of a recently acquired platform company, a client assets operating model review, an end-to-end customer service process evaluation, and a compliance framework assessment for a regional financial institution. Our actionable recommendations focus on driving continuous improvement, enhancing process quality, and increasing operational agility—enabling your business to meet evolving challenges and seize new opportunities.

- Comprehensive operational reviews and assurance across critical subjects including:
 - Governance effectiveness
 - Regulatory compliance
 - Enterprise risk management framework
 - All risk domains ie. strategic, financial and operational
 - Systems
 - All functional areas e.g. business, operations, HR, IT
- Development of remediation plans



Risk Advisory Middle East Leadership Team



Nisha Sanghani

**Partner, Head of Ashurst Risk Advisory
Middle East**

UAE: +971 50 242 6561

UK: +44 7917 004 608

nisha.sanghani@ashurst.com



Shrenik Parekh

**Regional Lead Governance, Risk &
Compliance, Ashurst Risk Advisory**

UAE: +971 50 393 8934

UK: +44 780 0820 026

shrenik.parekh@ashurst.com



Christopher Thackray

**Chief Advisor Governance, Risk & Resilience,
Ashurst Risk Advisory**

UAE: +971 56 688 9730

UK: +44 744 4788 545

chris.thackray@ashurst.com

Why choose us in the Middle East



We are an expertise-led firm and the only firm in the Middle East pioneering integrated consulting and legal solutions.



We combine innovative thinking with strategic foresight to deliver exceptional client experiences.



We bring together international thought-leaders with local talent to deliver unique client experiences.



We work hand-in-hand with our clients, developing lasting and enduring relationships that stand the test of time.



We become active members of the communities from where we operate, building new skills and the belief in a positive future together.



We are leading the global conversation on the megatrends shaping world order in the next decade.

Transforming Business Performance in the Middle East Together

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