



Svetlana Borisova LLM, FCI Arb
Project Counsel
LLM Construction Law and Arbitration
FIDIC Certified Adjudicator
Member of the FIDIC President's List
Senior Construction Contract Management
International Dispute Resolution
Cost Engineer/UK Adjudicator
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Experience Summary

Senior construction contract management and dispute resolution specialist with 25+ years' experience supporting delivery teams, sponsors and contractors on high-value international projects across the GCC, Africa, Europe and Asia. Experienced in providing 'project counsel' style support throughout the project lifecycle (tender, negotiation, execution, change/claims, dispute avoidance and resolution), with deep expertise in FIDIC-based contract administration, DAAB/DAB proceedings and arbitration support. FIDIC Certified Adjudicator and member of the FIDIC President's List, with strong quantum capability and a track record of leading multidisciplinary teams on complex contractual issues and negotiations.

Core Competencies:

- **Complex construction contract management and negotiation support** (EPC, EPCM, DBO; FIDIC, IChemE, NEC, JCT).
- FIDIC Dispute Avoidance and Adjudication Boards (DAB/DAAB)
- **Project execution advisory:** variations, change orders, notices, payment mechanisms, price adjustment, programme impacts, and risk allocation.
- **Drafting and review of contract documentation:** bespoke amendments, flow-down subcontract terms, procurement contracts, NDAs, consortium/JV documentation.
- **Dispute avoidance and resolution:** DAAB/DAB processes, claim strategy, without-prejudice support, and escalation management.
- **Arbitration support and case management** (ICC, UNCITRAL, DIFC, DIAC): preparation of submissions and evidence strategy; tribunal secretariat experience.
- **Quantum analysis:** EoT, prolongation and disruption assessment, analysis and reports, pricing and valuation, concurrent delay and causation narratives.
- **GCC experience,** including Dubai and Qatar projects; working knowledge of the Doha Civil Code and dispute resolution environment.
- **Leadership:** managing contract/commercial teams, running workshops, and producing decision-ready advice for executives and project directors.
- **Contractual Compliance and Legal Advisory:** drafting, and high-stakes project communications



Qualifications & Professional Affiliations:

- FIDIC Certified Adjudicator – Member of the President’s Panel of Approved Adjudicators
- Master of Laws (LLM) in Construction Law and Arbitration
- Ciarb (Oxford) Diploma in International Arbitration
- Fellow, Chartered Institute of Arbitrators (FCIArb)
- UK Certified Adjudicator (RICS Programme – completion Jan 2026)
- Quantum Expert Analysis (Expert)
- ASA Certified Independent Arbitral Tribunal Secretary
- Member of the Worshipful Company of Arbitrators
- Member Dispute Resolution Board Foundation (DRBF)
- Member of the Association of Cost Engineers ECITB

Key International Arbitration & Adjudication Experience:

- **Advised and represented Contractors or Employers** on Construction Projects in numerous multi-million-dollar arbitration and adjudication claims across Western Europe, the Middle East, Africa, and Asia
- **Appointed as a standing DAB Member**, Oil and Gas, Infrastructure, Carbon Capture, Port and Rail projects in Africa (Kenya and Mauritania), MENA (Qatar, Dubai), South-East Asia (Philippines), Eastern Europe (Moldova, Romania, Serbia)
- **Quantum Expert Witness**, oil & gas, infrastructure, water and rail, civil engineering under ICC, UNCITRAL, DIAC rules

Project Experience (Highlights):

- Energy-from-Waste (UK and Switzerland): provided pre-award and post-award contract management support, drafting and negotiating key terms, advising on risk and claims strategy, subcontract frameworks and procurement support (ICHEM/EPC).
- GCC: Road and Rail infrastructure, and buildings (Doha, Qatar) - I led the preparation and negotiation of EoT and prolongation/disruption claims; drafted contractual correspondence and supported senior management negotiations to achieve settlement without court proceedings.
- FIDIC MDB-funded road projects (East Africa and Eastern Europe): Appointed as a DAB Member on standing and ad-hoc DABs, involving drafting decisions and informal opinions on contractual entitlement, analysis (quantum evaluation).

- UAE-connected matters: DAAB/Expert appointments and arbitration work involving DIAC procedures; experience advising on project issues for UAE-based stakeholders (RTA).
- International arbitration (ICC/UNCITRAL/DIAC): acted as tribunal secretary on a major construction arbitration (seat London).

Selected Notable Projects

- EPC Thameside Waste to Energy Plant (ICChemE), Tilbury, UK;
- EPC North London Heath and Power Plant (ICChemE) - North London Water Authority, UK
- EPC Rockingham Waste to Energy Plant, Perth, Western Australia;
- FIDIC EPC Grand Ethiopian Renaissance Dam Project, Ethiopia.
- FIDIC Design and Construct Project in the Philippines
- FIDIC DBO in the North Sea, UK
- FIDIC Design and Construct Hydropower Project, Bosnia and Herzegovina
- FIDIC MDB (World Bank-funded) Road Projects in Moldova, Kenya and Ethiopia
- ICC Arbitration Tribunal Secretary on a Palace building Arbitration (built in Doha), seat in London.
- EPC Road Improvement, SRS RTA (Dubai)
- Construction of roads and infrastructure of Special Economic Zone (QEZ-3) Phase 2.1, Portion 2A Marsa Um Al Houf - Doha, Qatar.
- O&G FIDIC DBO in the North Sea, UK
- Compressed natural gas (CNG) Mowasalat Facilities - Doha, Qatar.
- O&G Sullom Voe Gas Sweetening project - United Kingdom.
- BP Relief Systems project - United Kingdom.
- EPC Kuryk Shipyard, Kazakhstan.
- O&G EPC Ofrima-Udele Project South of Brass River Terminal - Nigeria.
- O&G Sakhalin II EPCM project - Sakhalin Island
- Askaf Iron Ore Development project - Mauritania, Africa.
- O&G EPC Rumaila Oil Field Development Project – Iraq.
- O&G FEED CNOOC North Pars LNG Project - Iranian coast of northern Persian Gulf.
- O&G Iran LNG FEED project - Iran and UK



Further Details:

Over 25 years' experience in the execution of projects in the international construction industry's EPC, EPCM and DBO contracts, Construction Law Advisor/ Project Counsel during the Execution and the Dispute Avoidance and Resolution phases, specifically:

- Experienced in reviewing, qualifying, and drafting EPC/EPCM/DBO, confidentiality NDAs, consortium/JV/alliance, and subcontract instruments; creating clear tender and project-specific contract documents, briefing and assisting executive management on key contractual risk exposures with practical mitigation strategies aligned to corporate risk policies. Skilled at leading and supporting negotiations with clients, partners, and subcontractors, preparing action logs, and coordinating inputs from Tendering and Commercial, Project Management, Procurement, and Insurance.
- Extensive experience in claims and contract administration, supporting project management teams with entitlement strategies, variations, and high-impact project correspondence, as well as procurement support through thorough review of subcontracts and purchase orders. Skilled in delivering targeted legal research (including relevant case law) and maintaining organised reports for corporate stakeholders. Familiar with industry-standard forms, including FIDIC (covering price adjustment and claims mechanisms), and other industry-specific contracting frameworks.
- Contract Execution dispute avoidance and contract and claims management – (preparation and rebuttal), Construction Contracts Dispute Avoidance and Adjudication Boards and Arbitration processes under the major FIDIC forms.
- Appointed as a DAB Member in Africa, Expert Member in the MENA Region, notably Qatar and Dubai, Southeast Asia (Philippines), Kazakhstan and the UK
- Appointments as Dispute Adjudication Board Member under a FIDIC Contract and Arbitral Tribunal Secretary in an International Construction Arbitration Panel on projects in Africa and Eastern Europe.
- Cost Engineer and Quantum Expert in infrastructure, oil and gas, civil engineering and energy from waste construction sectors under ICC, UNCITRAL and DIAC Rules.
- Pre-Contract work - Tender Management, Post-Contract and Commercial Management advice to contractors on large-scale infrastructure projects across Europe, Africa and the Middle East, South-East Asia, including substantive and procedural aspects of disputes and claims analysis.
- Experience in IChemE, Joint Contracts Tribunal (JCT) and New Engineering Contract (NEC) contracts.
- Geographical experience: Africa, MENA Region, notably Qatar and Dubai, South East Asia (Philippines), Kazakhstan and the UK



- Sector experience in oil and gas, roads and rail infrastructure, marine, energy from waste, and shipyard projects.
- Can speak and write English, Bulgarian, Russian, and North Macedonian.

Personal Attributes:

- Proven ability to manage and lead complex international arbitration proceedings effectively.
- Adept at bridging gaps between technical quantum analysis and legal arbitration strategy.
- Exceptional ability to work in multicultural arbitration settings.

Interests:

- History (political and economic history; international relations)
- Travel (cultural exploration and heritage destinations)
- Professional networking (industry-specific events, leadership and collaboration seminars, women in leadership events)



Professional Experience:

Senior Contract Manager Executive

Kanadevia-Inova UK, Feb 2024

Providing comprehensive commercial, legal, and contractual support across all project phases (including in pre-award, negotiating terms, and advising on risks), including contract review, negotiations, risk management, procurement, and dispute resolution.

Main responsibilities consist of:

- Acting as the main point of contact for contract management post-award, resolving issues with clients, partners, and suppliers
- Strategic contract advisory across the full tender-to-execution lifecycle (English law)
- Expert review and qualification of complex negotiation points in drafting.
- Structuring and interfacing with the subcontract frameworks
- Decision-ready management briefings
- Contractual risk leadership - identifying, allocating, and mitigating risks in line with the corporate risk appetite
- High-value negotiations with the clients, partners and subcontractors; meeting leadership, and action governance
- Part of the Integrated stakeholder management team
- Claims and change management, entitlement strategy, variation orders, notices and critical project correspondence
- Subcontract and purchase order review, flow-down obligations and supply-chain risk control
- Dispute avoidance and resolution support, including escalation strategy and settlement positioning
- Targeted legal research (incl. relevant case law) supporting live projects and market strategy
- Overseeing project financials, payments, insurance, claims, and change management to protect business interests and ensure compliance.
- Assisting the procurement teams with subcontractor and supplier negotiations, ensuring compliance with key contractual and regional requirements
- Collaborating with project teams to manage risks, ensure compliance, and continuously apply up-to-date legal and commercial knowledge.

Dispute Resolution Consultant

Integrated Consultancy Ltd., London | Jan 2021 – Feb 2024



- EPC Contract Management Advisory (recent appointment include WorleyParsons ME, Petrofac UK, Kanadevia-Innova Switzerland and others)
- Acted as Standing and Ad-hoc DAB member for FIDIC infrastructure projects, performing contractual analyses, quantum claims evaluations, drafting decisions, and providing informal opinions.
- Delivered quantum expert services and strategic advice in arbitration, adjudication, and contractual management on international EPC and energy-from-waste projects.

Moving on from the solicitor's role, I resumed working as a Dispute Board Member after being appointed as a standing and ad-hoc Dispute Board Member on FIDIC infrastructure projects in East Africa, Eastern Europe, South-East Asia and Middle East. This has included the legal and contractual analysis, work on the quantum of the parties' claims, and drafting Decisions and informal opinions.

I had also various advisory appointments as a Contract (and Claims) Manager. Recently with Kanadevia-Innova I was employed to provide contractual advice, guidance and support in the construction of three Energy-from-Waste plants in different locations. My role includes contract advice and administration, preparation of claims for extensions of time (EoT) and prolongation cost and their negotiation.

I have particular expertise in dispute avoidance and resolution and development of suitable claim strategies arising out of claims involving complex concurrent delays and prolongation and disruption cost.

Key responsibilities during this period also included:

- Providing advice on matters in arbitration, particularly with case management. Duties included preparation of claims and of the memoranda for claimant or respondent for the arbitration proceedings, drafting reports and preparation of negotiation documents. Worked on several client commissions including providing party appointed Expert Witness assistance services specialising in quantum related matters.
- Chairing and management of claims workshops with clients, focussed on investigating and testing issues, validity of arguments, establishing the factual matrix and helping clients to break out of previously entrenched and potentially erroneous views on entitlements.
- Managing delivery teams providing commercial support and the development of interim extension of time, prolongation and disruption claims.

January - December 2020

Corbett and Co Solicitor Training Qualification – Construction Dispute Resolution

I took the opportunity to resume my training under the Solicitors Regulation Authority with a registered Training Contract with Corbett and Co, the internationally renowned law firm, with special expertise in FIDIC Contracts.



I was one of the team acting for the respondent Employer in a dispute before a DB on a hydro-electric dam project in Ethiopia.

April 2019 – Jan 2020

Associate Director - Base Quantum, London UK

While I was establishing my consultancy I worked as Associate Director at Base Quantum UK preparing international construction quantum claims and producing Quantum Expert Reports.

April 2019 – December 2019

Dispute Resolution Consultant – Integrated Consultancy Limited, London, UK

On return to the UK, I formed my own dispute resolution consultancy. I carried out research for, and shadowed, a senior DB Chairman and Member, producing my own drafts of DB decisions, and therefore became able to act as a DB Member. The projects are highways in East Africa.

September 2016 – March 2019

Senior Contract and Commercial Manager – Quantum Global Solutions, Doha, Qatar

Member of a 120-strong and growing team providing contractual, commercial and planning support services to global contractors. Based in Quantum's Doha office. Working as a consultant on prolongation and disruption claims for contractors working on both civils infrastructure and building projects.

Writing the claims narrative, based on evidence from records, to reflect the cause and effect on the baselined schedule through liaison with the lead discipline engineers; highlighting the parties' liabilities and apportioned risks following the agreed dispute process in the contract.

- Submission of the extension of time claims and their detailed presentation to the employer.
- Writing the narrative, based on evidence from records, for prolongation and disruption cost following the contractual terms and guidelines in the SCL protocol, precedents and best practices.
- Writing the narrative, based on evidence from records, for unforeseeable physical conditions claim.
- Managing the commercial and contracts team.
- Representing the contractor in senior management meetings with the employer

2016 - 2018

Contracts and Claims Manager - CNG Mowasalat Facilities, Doha, Qatar

As Contracts and Claims Manager, duties included:



- Managing the commercial and contracts team.
- Correspondence, including contractual letters.
- Representing the contractor in contractual discussions with employer.
- EoT claim preparation.
- Preparation of prolongation cost claim.
- Lead the dispute resolution meetings.

An equitable settlement was reached and no arbitration was necessary.

July 2015 – August 2016

Quantum and Contracts Dispute Specialist – Petrofac Engineering Limited, Woking, UK

Deployed to manage the commercial/contracts department. Duties included:

- Terms and conditions preparation, reflection and negotiation for implementation.
- Preparation, submission, evaluation and negotiation of all required specialist sub-contracts.
- Internal monthly analysis of the commercial position.
- Conduct all contract amendment negotiations.
- Preparation of extension of time and disruption claims.

February 2015 – June 2015

Contracts and Commercial Manager – Worley Parsons Europe Ltd, BP Relief Systems Project

Assigned to provide commercial support related to the following:

- Managing budget and accuracy of the estimate at completion.
- Trend analysis.
- Preparing client weekly and monthly detailed and summary cost reports.
- Cost analysis and monthly financial and profitability reporting to corporate managers.
- Profitability analysis.
- Management of variances and change orders.
- Invoice and expense control.
- Earned value reporting.



November 2014 – February 2015

Commercial, Contracts and Claims Consultant – Royal Haskoning DHV, UK

Assigned as part of a team appointed to verify, oversee and approve commercial agreements and documents as well as company needs for handling daily commercial issues with clients on the Royal Haskoning DHV – Peterborough Kuryk Shipyard Project. Responsible for:

- Preparing contract packages.
- Tender analysis - terms and conditions and highlighting 'red flag' clauses that might negatively impact the contract's price.
- Method statements - creating preliminary method statements to describe the general understanding of the project's scope and the overall approach for project execution.
- Resource planning - generating detailed resources and cash flow projections, charts and histograms.
- Regular monitoring, updating and reporting - generating regular schedule status updates, and preparing all weekly and monthly progress reports.
- Resolving contractual and commercial problems lead to extension of time claim.
- Variation order proposals.
- Discovering areas that are not in keeping with regulation practices.
- Offering direction and instruction.
- Ensuring that the financial aspects and impact of a contract are clear to all parties.
- Risk assessment and managing changes.

July 2014 – October 2014

Cost and Contract Manager – Worley Parsons, Niger Delta Region, Nigeria

Provided contracts and commercial support to a world offshore construction project, Addax Petroleum Ofrima-Udele Project, situated South of Brass River Terminal, about 50 km offshore, in the Niger Delta Region, Nigeria. Reporting to the Project Manager and working for multiple delivery control accounts managers. Duties included, but were not limited to:

- Production of cost and schedule performance graphs and analytical forecast.
- Trend analysis - worked as part of a project controls delivery function (cost, planning, estimating, risk, change) with interfaces with engineering, assurance, quality, construction, quantity surveying, commercial and project management.
- Production of resource forecasts and weekly client CAM reports.
- Production of financial summaries for project managers.

- Communication of control account cost performance to senior manager, control account managers and project manager.
- Cost and variance analysis.
- Utilisation of the oracle enterprise system and business intelligence systems.
- Purchase order accruals and verification of invoices.
- Opening and closing tasks on the work breakdown structure.
- Value of work done accruals.
- Managing budget and accuracy of the estimate at completion.
- Forecasting and control of estimate to complete.
- Liaising with sub-contractors regarding cost and schedule.
- Challenging and verification of sub-contractor submissions.
- Earned value reporting.
- Working within a functional organisation.
- Change control and variation notes.

August 2013 – July 2014

Lead and Commercial Manager - Sullom Voe Gas Sweetening Project (SVGS)

The aim of the SVGS Project - a standalone development inside the existing Sullom Voe Terminal site - was to install an onshore facility at Sullom Voe Terminal (SVT) to safely remove the forecast H₂S from the gas streams exported from the WoS fields and SVT to avoid any H₂S related production losses post start-up. My responsibilities included the following:

- Profitability analysis.
- Management of variances and change orders.
- Cost analysis and monthly financial and profitability reporting to regional managers.
- Develop client and business relationships.
- Delivery of commercial expedition of large projects.
- Preparation of commercial aspects of claims.
- Preparation of contractor's final account documentation.
- Conducting commercial audits, both internal and external
- Preparation of WIP and stock figures.
- Analysis of non-productive time and manpower productivity.
- Forecasting.



August 2011 – August 2013

Contracts Engineer - Askaf Iron Ore Development Project Construction, Mauretania, North Africa

Glencore Development - Askaf Iron Ore Mine. Cost of procurement and total instilled cost. Responsibilities as Contracts Engineer included:

- Development of internal rate of return (IRR) and return on sales (ROS) business cases.
- Development of vendor list for equipment and in-country suppliers.
- Expression of interest and issuance of pre-qualification documents.
- Preparation of tender's documents – invitation to tender (ITT), request for quotations (RFQ), technical bid evaluations (TBE) and commercial bid evaluation (CBE).
- Clarifications, negotiations and contract administration.
- Development of LLI listing which were the ground inputs in the TIC Cost Tables (CAPEX and OPEX) and forecasts.
- Contract administration and contracts responsibilities included carrying out the contracts engineering duties within the Contracts and Procurement Department, consistent with company policies and company business objectives and contract creation and negotiation, modification of contract procedures and drafting documents that facilitate the achievement of company goals.

January 2011 – August 2011

Senior Cost Control Specialist – Worley Parsons - BP Rumaila Oilfield Development Project, Iraq

Large capital development and six years expenditure programme. The Rumaila Oilfield in south Iraq is 80 km long by 20 km wide has been developed since the 1950's producing in excess of 1.6 mn barrels of oil per day (mmbopd) at its peak. This declined to less than 1.0 mmbopd in recent years due to reservoir and facility limitations. The onshore engineering and project management services (EPMS) agreement targeted the provision of EPMS to the upstream onshore oil and gas production project. The contract commenced in January 2011 and the basic intent of the contract was to increase the existing Rumaila Field production from nominally 1.0 mmbopd to as much as 2.85 mmbopd by 2015. During the execution of the work some of my responsibilities were:

- Leading the team in preparation/development of the cost control system for recording, control and forecasting.
- Maintain an efficient working environment.
- Taking initiative in using cost engineering forecasting techniques.
- Encourage cost engineers by instruction and example to advance in cost engineering skills.



- Variation control execution.
- Developing WBS structure interfacing the schedule.
- Regular liaison with the engineering, project team and the project accounts.
- Produce internal and client cost reports to an agreed programme.

2010 - 2011

Senior Project Controls Engineer – Worley Parsons, CNOOC North Pars LNG FEED Project, London

North Pars LNG project is located on the Iranian coast of northern Persian Gulf. The project comprised a natural gas treating, liquefaction plant, power plant, harbour, jetty and residential facilities. The lump sum FEED project executed from London was part of the workshare agreement being executed by Manchester, Munich, Beijing and Vancouver contractors. As the Cost Engineer, my responsibilities were:

- Initial development, set-up and maintenance of the man-hours and progress measurement system in control.
- Initial development, set-up and maintenance of the project in GBS.
- Develop and update the staffing plan with the actuals on a weekly basis.

2009 - 2010

Project Control Engineer – Worley Parsons, London

As Project Control Engineer, worked on:

- The overall development and maintenance of the WBS system in GBS including set-up, implementation and development of in-control with the cost and change register modules with regular liaison with the engineers, project team and project accounts department.
- Production of internal client and cost reports and took initiative in using cost engineering forecasting techniques.

2008 – 2009

Project Control Trainee – Worley Parsons, Minor Projects

In this role, duties included:

- Training and acknowledgement of all Worley Parsons system tools GBS, in-control and all project controls procedures.
- Understanding the project scope of the minor projects
- Preparing programmes in accordance with the project scope.



- Issuing internal man-hour and cost reports.
- Submitting and issuing minor project PCS reports.

2004 - 2007

Procurement – Worley Parsons, Minor Projects

Duties in this role were varied and included quality assurance co-ordination, quality control, procurement and expediting, filed installation inspection co-ordination on site, vendor inspection and expediting and document control.

2003 - 2004

Worley Parsons Buildings Accounts – Worley Parsons, London