

RISING STRONG

A Journey of Resilience

LEADING WITH INTEGRITY



Fadia Jabbour shares insights into building GVF on trust, purpose, and people-first leadership, and how she is redefining success in the region's procurement, construction and fit-out sectors



At GVF, we manage all of those conversations internally, ensuring alignment from the outset.

We've had clients come to us with beautiful, fully developed concepts, and we've had to show them—honestly and thoughtfully—that what was envisioned could not be delivered within the specified budget. What we never do, however, is discard the vision. We find a way to honour the vision while making it achievable.

That is the difference between a partner and a service provider.

"We find a way to honour the vision while making it achievable. That is the difference between a partner and a service provider."

Q: In a market full of competitors, what does GVF genuinely do differently? Not the marketing version—the honest one.

A: We stay small enough to care—and I mean that in a very precise way. It is a deliberate structural choice, not a constraint we are working around.

I have seen organisations grow beyond a certain size and begin to lose the very qualities that made them effective in the first place.

At GVF, the person who understands your brief is the same person overseeing the outcome.

The most authentic way to describe what differentiates GVF is this: we treat every project as if our reputation depends on it, because it does. In a market where promises are plentiful and delivery is often inconsistent, we have built something that is both difficult to establish and easy to lose: a reputation for doing exactly what we say.

We remain accessible, proactive, and deliberately lean in how we operate.

Q: GVF's expansion into HR consultancy may seem unexpected for a fit-out firm. Where did that decision genuinely come from?

A: It came from our own journey.

When I took over GVF, one of my absolute priorities was building the kind of internal culture I hadn't always experienced in my own career. I invested heavily in our people practices, structured engagement programmes, continuous training, clear career pathways, and an environment where people genuinely feel they belong to something, rather than simply being employed by someone.

We were recognised as Great Place to Work Certified for 2024–2025 and named among Qatar's Top 25 Best Workplaces. We have also been certified for 2025–2026, with our updated ranking expected to be announced soon.

Then something unexpected happened: clients and partners began asking us how we did it. They wanted to understand our approach to HR, how we built engagement, how we structured teams, and how we retained strong talent in a market where retention is a real challenge.

From those conversations, the consultancy offering grew organically. We began supporting clients in strengthening workforce structures, improving how they manage and develop their people, handling change management and systems integration, and building workplace cultures that actually perform.

But I want to be specific about what makes our HR practice distinct, because it isn't a generic HR offering. We have assembled a team of highly specialised professionals operating at C-suite and executive level, people with genuinely international career histories and deep expertise in niche HR disciplines. Their backgrounds span organisational design, talent strategy, executive coaching, total rewards architecture, learning and development transformation, and HR technology implementation across multiple markets and sectors.

This is not a team of generalists giving broad advice. These are people who have sat in the room where those decisions are made at the most senior levels, in some of the most complex organisations. When we advise a client on their people strategy, we are drawing on a quality of experience that is genuinely rare in this region.

"We believe strong businesses are built through their people first. Everything else follows."

Q: Being named among Qatar's Top 25 Best Workplaces clearly means something personal. Why does this recognition land differently?

A: Because I built it from a very personal place.

I have worked in environments where the talent was remarkable, but the culture undermined it, where people were capable of so much more, yet felt invisible, undervalued, or simply not heard. I know what that costs a person, not only professionally, but in the way it follows them home.

When I shaped GVF's culture, I made a conscious decision: this company would not replicate those dynamics. We would be a place where people are treated as full human beings, not just productivity units, where there is real communication, real appreciation, and real psychological safety to speak freely without fear.

Seeing that come to life, watching team members grow in confidence, step into responsibilities they didn't know



they were ready for, and develop a genuine sense of belonging to something larger than their individual role, is far more meaningful than any project milestone.

The Great Place to Work recognition matters because it is not self-declared. It comes from our own people. You cannot manufacture that. You can only earn it, consistently, one interaction at a time.

I am very proud of it and even more motivated to protect it.

Q: What has genuinely shaped you as a leader, and what does leadership actually require of you on the hard days?

A: I want to answer this transparently, because the honest answer involves some difficulty.

When I first took over GVF, I was shaping an organisation while simultaneously learning the specific contours of a new market, managing client relationships that needed rebuilding, and making decisions that carried real financial and reputational risk. There were moments of genuine uncertainty—not the performative kind that leaders often reflect on in retrospect, but the kind where you are sitting with a decision and genuinely unsure of the right answer.



What I learned during those periods is that a leader's most important responsibility is not only strategic clarity, but emotional consistency. Teams take their energy from their leader. If I allowed pressure to become visible in ways that unsettled the people around me, that energy would move through the entire organisation. So I developed a practice of carrying the weight privately where necessary, while still bringing forward momentum into the room, even on days when I was finding both difficult to do.

"Resilience, for me, is not the absence of doubt. It is the willingness to act with clarity despite it, to keep moving, to stay present with the team even when the pressure is real, and to believe in the destination clearly enough that others are willing to travel toward it, even when they cannot yet see it."

Authenticity is the other principle I anchor myself to. I do not believe in a performance of leadership, the curated confidence or carefully managed image. It is exhausting to sustain, and people see through it. I try to lead as myself: direct, consistent, straightforward about what I know and what I don't, and genuinely invested in the people around me.

Q: Qatar has been central to GVF's story. What has this country genuinely meant to you beyond the business?

A: This question touches something real.

Qatar is not a market to me; it is the place where I was professionally formed. The projects I worked on here, their scale, their technical demands, and the standards they required, shaped my understanding of what quality actually means in practice.

But beyond the professional chapter, I raised my family here. I built friendships here that have nothing to do with business, and everything to do with the extraordinary warmth and generosity of this country and its people.

I arrived as a fresh graduate with a lot of ambition, and Qatar gave me the environment where I could dream, grow, and discover more than I had allowed myself to imagine. I realised, over time, that the vision I was carrying was far larger than I initially believed.

Shukran Qatar, and I say that not as a closing line, but as something I genuinely feel. This is the country that gave me the confidence to build something lasting. And our commitment here is not behind us; it is very much ahead of us.

"Qatar gave me the environment in which I could dream and grow and discover, and I realised that the vision was larger than I had allowed myself to imagine."

Q: Are there any new services, sectors, or markets that GVF is planning to explore?

A: Saudi Arabia has been a significant chapter for us. We've contributed to major landmark developments and are actively involved in Qiddiya through a strategic joint venture with a company that shares our values and standards. That alignment matters to me as much as the commercial logic.

Iraq gave us a successful delivery and opened a market we believe holds real potential. We will continue developing that presence carefully and with intention.

The UAE is firmly on our horizon. The fit-out, procurement, and design market there is highly sophisticated and aligns well with what we offer.

But for us, expansion has never been about planting flags. It is about building genuine, long-term partnerships in markets where we can deliver real value. We don't enter a market to win one project and move on. We enter to stay, to grow relationships, and to build a reputation that opens doors organically over time.

Alongside this geographic growth, I am also building the group structure I have always envisioned. KOR Spaces, our branded office furniture venture, is already launched.

My longer-term vision is to develop a group of complementary, specialised businesses, each strong in its own discipline, yet all connected through a shared philosophy: quality without compromise, people at the centre, and trust as the foundation of every client relationship.

We are also preparing to introduce another business venture in the future, which I will announce in due course.

Ultimately, my broader vision is not simply to grow one company, but to build an ecosystem of specialised businesses that complement one another, each with its own expertise, yet unified by a shared commitment to quality, innovation, and client-focused solutions. This structure allows us to deliver greater value, offering clients integrated capabilities across multiple disciplines while maintaining depth in each one.

Q: Finally, what do you want GVF to be remembered for?

A: For being real.

Not the most visible, not the company with the most impressive portfolio deck or the most dramatic growth story—but the one that said what it would do, and did it.

I also hope that the way we treat our people becomes part of how GVF is remembered.

We are three years into what I intend to be a long journey. The company has transformed considerably, but the principles that have guided us from the beginning—quality, care for people—will not change with scale. If anything, the responsibility to protect them only intensifies as the organisation grows.

Because these are not just statements we make about ourselves; they are what we have to embody every day to deserve the trust that has been placed in us.

That is the standard I hold GVF to. And I do not intend to lower it.

Fadia Jabbour didn't set out to build the biggest firm in the room. She set out to build the most trustworthy one, an organisation where expertise is inseparable from integrity, where people are treated as the business's most valuable asset, and where a client's vision is protected, not just delivered.

Three years after acquiring GVF MC in Dubai and launching GVF Interiors in Qatar and GVF General Contracting in Saudi Arabia, along with earning recognition among Qatar's Top 25 Best workplaces, and Best Organisation led by a Woman, she is demonstrating that doing right by people and building a high-performing business are not opposing ideas. They are the same ambition.

There is a particular kind of professional frustration that is hard to name but impossible to forget: working in places that fall short of what a workplace could be, where talent goes unacknowledged, communication is weak, and the gap between the culture that is promised and the culture that is lived becomes quietly demoralising. Most people absorb that frustration and move on. A few carry it differently: as a blueprint for something better.

Fadia Jabbour belongs to the second group.

The Managing Director of GVF Group launched the company three years ago not on a whim, but with deliberate clarity shaped by years of hard-earned experience. Years of working across high-end fit-out and construction projects, understanding the real cost of materials, the weight of procurement decisions, and the gap between a beautiful design and one that can actually be delivered.

"When I built GVF's culture, I wanted to eliminate those frustrations," she tells us, with the kind of quiet directness that makes you believe every word. "I wanted to build a company where people feel seen, heard, and respected every single day."

That instinct to build something real, not just something profitable runs through everything GVF does.

Excerpts:

Q: You acquired GVF in 2022 rather than starting from scratch. What made that the right move—and what vision were you carrying when you walked through that door?

A: I wasn't looking to build an empire overnight. I was looking to do something purposeful with what I actually knew. By that point in my career, I had spent years working on some of the most technically demanding fit-out and procurement projects in this region.

So rather than immediately launching a full fit-out company and competing on volume, I made a more deliberate choice: build around expertise first.

The timing amplified everything. Saudi Arabia was entering one of its most ambitious development phases. We began investing in high-end fit-out programmes— projects with internationally recognized designers attached—where our experience in luxury delivery set us apart. Three years later, what began as a consultancy mindset has evolved into something more complete. It has moved from concept to execution. But the principle has never changed: deep expertise, deployed with purpose.

Q: GVF brings together design, procurement, execution, and HR under one integrated platform. What does this offer clients that working with separate specialists does not?

A: Peace of mind. That may sound simple, but it is genuinely rare in this industry, and almost impossible to manufacture.

When a client works with separate specialists, the communication gaps between them can become extraordinarily costly.



ECONOMIC DIVERSIFICATION BOOSTS FOOD SECURITY, CRISIS RESILIENCE

Officials, economists, and businessmen said the country's food security rests on an integrated framework of plans that enable flexibility and efficiency in responding to shocks. They noted the State of Qatar has successfully mitigated the impact of geopolitical tensions linked to the war on Iran and resulting disruptions in commodity and food markets.

In statements to Qatar News Agency (QNA), they highlighted that food security has been a strategic priority through local production, diversified imports, and strengthened strategic reserves, ensuring availability of high-quality food at reasonable cost. Qatar's economic diversification strategies have contributed to stable food security by supporting varied production and supply chains, enabling effective crisis management.

Hassad Food Company, the State's investment arm in agriculture and food, has implemented multi-route strategic supply operations to maintain market stability and meet demand, in coordination with the Ministry of Commerce and Industry and under the supervision of the Committee for Monitoring the Implementation of Food Security Policies.

MULTI-ROUTE SUPPLY OPERATIONS

- Continuous field monitoring
- Identify supply gaps
- Rapid intervention
- Multi-route logistics system
- Uninterrupted access to essential food items

Continuous field monitoring identifies supply gaps, allowing rapid intervention to deliver essential food items through a developed multi-route logistics system.

CEO of Hassad Food Engineer Ali Hilal Al Kuwari said Hassad's multi-route strategic supply measures, in cooperation with government agencies and local partners, translate their planning and strategic logistics partnerships into practice.

He added that their investment strategy focuses on diversifying supply sources, boosting local production, and building resilient supply chains. Activating multiple routes executes a pre-approved strategy, providing full flexibility to adapt to any situation and ensure uninterrupted access to essential goods for consumers.

Al Kuwari confirmed continuous field monitoring of the local market to detect gaps and enable swift response, alongside regular shipments through multiple countries of essential food items.

On the State's efforts, HE Minister of Municipality Abdullah bin Hamad bin Abdullah Al Attiyah, the Chairman of the Committee for Monitoring the Implementation of Food Security Policies told Qatar TV that Qatar's food security is stable and excellent, based on a clear pre-established vision that accounts for all scenarios, including the closure of the Strait of Hormuz.

QATAR'S FOOD SECURITY AT A GLANCE



100%

Self-sufficiency in vegetables during season



99%

Self-sufficiency in dairy products



30th

Globally on the Global Food Security Index

He noted that achievements reflect a proactive 2024–2030 Food Security Strategy, built on three pillars: enhancing local production, managing strategic reserves with precise early-warning systems, and diversifying import sources while strengthening external investment in the food sector. Qatar has achieved 100% self-sufficiency in vegetables during their seasons and around 99% in dairy products, with some surpluses exported.

He stressed that strategic reserves are being reinforced with additional shipments of essential commodities like wheat and rice, though they have not yet been needed.

Businessman and former Deputy Chairman of the Qatar Chamber Abdulaziz Al Emadi said that Qatar is now reaping the benefits of its previously implemented economic diversification plans.

He highlighted the country's strategies to localize production of key goods such as dairy products and vegetables through protected farms and planned industrial expansion, achieving self-sufficiency in many products.

Al Emadi told QNA that Qatar has shown that its approach to food security is more than just plans on paper; it delivers tangible results, reflected in product availability, variety, and price stability, especially during crises. This approach relies on a clear vision to enhance strategic reserves and promote sustainable consumption.

Al Emadi also noted that State economic measures have driven growth in local manufacturing, with new factories and companies boosting domestic product availability, supported by ongoing regulatory updates and continuous support for enterprises, enabling the country to adapt to fluctuations and crises comfortably.

Similarly, the Ministry of Commerce and Industry confirmed that Qatar's markets remain stable, supported by sufficient strategic reserves and proactive plans to address challenges, alongside a comprehensive system monitoring market movement and storage levels.

HE Minister of Commerce and Industry Sheikh Faisal bin Thani bin Faisal Al-Thani told Qatar TV that the ministry oversees field inspection plans through over 300 inspectors, ensuring compliance, market stability, and availability of goods, conducting

Al Ismail told Qatar News Agency (QNA) that Qatar is in a comfortable position regarding the availability of food and goods. Since the outbreak of the current war on February 28, products remain available and affordable.

He noted that some factories, including those producing water, plastics, paper products, and certain luxury goods, operate below full capacity, allowing producers flexibility to increase output and expand exports.

The professor also highlighted companies' enhanced ability to redirect supply chains and reduce risks, noting flexible sourcing options between countries and markets, while land transport through Abu Samra border crossing continues, supporting market stability and the steady flow of food supplies.

A recent report by the UN Economic and Social Commission for Western Asia (ESCWA) warned that escalating regional conflict is causing severe, interconnected shocks to energy, water, and food systems, with potentially devastating impacts on human security and economic stability.

A study, titled "Conflict and Its Shockwaves: Escalating Impacts and Risks for Energy, Water and Food Systems in the Arab Region" indicated that insecurity could add 5 million people to the food-insecure population in Arab countries. The region relies heavily on imported grains, with stocks sufficient for no more than three months.

Rising oil prices, disrupted shipping routes, and higher fertilizer costs will further increase food prices and production costs, affecting low-income and vulnerable households.

ESCWA noted that the war's impact on food security will vary by geography and income levels. In the Gulf Cooperation Council (GCC) states, potential disruptions to trade routes, particularly through the Strait of Hormuz, could affect food imports. While strong financial positions may mitigate short-term price shocks, prolonged instability could strain measures such as subsidies, price controls, and strategic reserves. (QNA)

DIVERSIFICATION DRIVES RESULTS

Growth in local manufacturing, new factories and companies

Continuous regulatory updates and support for enterprises

Enhanced ability to redirect supply chains and reduce risks

Flexible sourcing options across countries and markets

Land transport via Abu Samra border crossing supports steady flow of food supplies

approximately 3,000 inspections daily since the start of the crisis.

He highlighted that Qatar ranks 30th globally on the Global Food Security Index, reflecting the success of government policies in building a resilient food system. The country now hosts over 138 national food factories, with more than 2,000 local products in 2025, a 9% increase from 2024.

Professor at the College of Business and Economics at Qatar University Dr. Rajab Al Ismail said that since 2017, Qatar has restructured its economy, shifting from importing about 90% of its goods to achieving self-sufficiency.

Despite limited water and arable land, the country has employed advanced agricultural technologies to produce dairy products and leafy vegetables, achieving self-sufficiency and even moving toward exports, alongside establishing factories for a wide range of essential and luxury goods.



FMM STRENGTHENS POSITION AS QATAR'S LEADING INTEGRATED FM PARTNER

FMM has emerged as one of Qatar's leading integrated facility management companies, delivering services across critical sectors including aviation, healthcare, education, transportation, and infrastructure. Since its establishment as a joint venture between Qatar Airways and Ferrovial, the company has built a strong reputation for operational excellence, innovation, safety, and sustainability.

Under the leadership of Irene Vidal, FMM has expanded its capabilities through advanced technologies such as virtual reality training, robotics, drone-assisted operations, and AI-driven initiatives, while maintaining a strong focus on workforce development and long-term client partnerships.

In this interview, Vidal discusses FMM's evolution, its role in supporting globally recognized facilities such as Hamad International Airport, the company's innovation strategy, and how technology, sustainability, and people continue to shape the future of facility management in Qatar.

Excerpts:

Q: Since its establishment in 2012 as a joint venture between Qatar Airways and Ferrovial, how has FMM evolved in terms of scale, capability, and market positioning?

A: FMM was founded with a singular mandate: to deliver world-class facility management to what would become the world's best airport. That founding ambition has defined everything since. Over twelve years, the company has grown into Qatar's most diversified integrated FM operator — more than 4,600 professionals serving aviation, healthcare, rail, infrastructure, education, and major commercial developments.

Innovation has been central to that evolution. FMM has introduced virtual reality training platforms, drone-assisted cleaning, BIM technology integration, and robotic systems across its operations. The company holds the most recognised awards and certifications in the regional FM industry and maintains rigorous welfare standards through periods of operational stress. A dedicated sustainability division is now operational, and a comprehensive AI implementation programme is advancing across departments.

FMM's market positioning is clear. The company competes on quality, transparency, and long-term partnership — not on price-led, manpower-only contracts. Today's FMM is not simply larger than the company founded over a decade ago; it is more capable, more structured, and better positioned for the decade ahead.



Q: What do you see as FMM's defining competitive advantage in Qatar's facility management sector today?

A: FMM's competitive position rests on four reinforcing pillars. The first is technical depth and critical infrastructure expertise — managing assets where failure is not an option demands contingency protocols that are live, tested, and continuously updated. Smart monitoring tools ensure proactive, around-the-clock service rather than reactive response.

The second is safety culture and genuine investment in people. FMM's safety standards consistently exceed industry best practice, and its welfare policy — encompassing continuous training, fair conditions, and structured professional development — translates directly into high retention and deeply experienced site teams.

The third is sectoral breadth. FMM operates across healthcare, education, transport, oil and gas, and public infrastructure. Each sector carries its own technical and regulatory demands; performing successfully across all of them generates cross-sector learning that continuously sharpens performance.

The fourth is client-centric flexibility. FMM does not present a fixed catalogue. It begins with a thorough understanding of each client's requirements and builds from there — adapting scope, service levels, and commercial structures accordingly, with environmentally responsible methodologies embedded throughout.



Q: How has working with flagship clients such as Hamad International Airport shaped FMM's operational standards and global reputation?

A: Operating at the World's Best Airport for over a decade has fundamentally shaped FMM as an organisation. An international gateway of that calibre is measured against the most demanding global benchmarks — across more than one million square metres of daily cleaning and hundreds of thousands of maintenance tasks annually — all while sustaining an exemplary safety record.

What defines this relationship beyond scale, however, is its depth. Over more than ten years, FMM and Hamad International Airport have built a genuine partnership grounded in shared objectives and a mutual commitment to five-star passenger experience at every touchpoint. Being recognised as the FM partner behind a consistently world-ranked facility is a credential that cannot be bought. It has positioned FMM not as a service contractor, but as a trusted long-term operational partner — the standard the company applies across every client it serves.

Q: How do you balance operational efficiency with long-term strategic transformation in a business as dynamic as facility management?

A: The tension between running an operation today and transforming it for tomorrow is real. At FMM, it is resolved through two disciplines. The first is financial clarity: strategic investment must be funded by operational performance, which means daily operations are protected first. Teams maintain full completion of planned maintenance, zero penalty records, and consistently high client satisfaction scores — not as secondary targets, but as the foundation that makes transformation possible.



The second discipline is pace. Not every environment absorbs change at the same speed. FMM adapts the sequencing of transformation to each client's operational reality rather than applying a uniform rollout. Efficiency and strategic transformation are not opposing forces; at FMM, they are two expressions of the same commitment to excellence.

Q: FMM has introduced innovations such as virtual reality-based training and robotics integration. What motivated this push toward digital transformation in facility management?

A: The motivation is straightforward: companies that wait for clients to demand technology will always be followers. FMM formalised its Innovation Programme in 2019 because the operational gains were visible before the market was asking for them.

The virtual reality training platform is the clearest example. Training thousands of operatives in active, safety-sensitive environments was slow, disruptive, and inconsistent. A digital solution mirroring exact on-site conditions — accessible before personnel arrived on location — reduced training time by nearly a third, improved knowledge retention significantly, and eliminated the need to occupy critical client areas during induction.

Robotic and autonomous cleaning systems and drone technology are now deployed on selected projects, delivering greater precision while enabling skilled staff to focus on higher-value tasks. The introduction of an Annual Internal Innovation Award reinforced a cultural shift: frontline employees began independently generating operational improvements in maintenance monitoring, environmental management, and service delivery. These solutions came from FMM's own people — and that is precisely the point.

Q: How do you ensure that innovation translates into measurable efficiency, cost savings, and service quality for clients?

A: Every technology FMM considers must pass a single test before commitment: what is the measurable outcome for the client, the operation, and the environment? If the answer is not specific and verifiable, the technology does not advance.

The results are concrete. Robotic cleaning systems have improved output by thirty percent while substantially reducing water consumption. Drone-assisted access to difficult surfaces has cut related workplace incidents by ninety percent and reduced task time by more than two-thirds. The company's electric fleet eliminates seven tonnes of carbon emissions per vehicle annually, and battery-operated equipment has removed diesel fumes from operations entirely.

The principle is consistent across every initiative: pilot with rigour, measure honestly, scale only what performs. That sequence protects clients from unproven solutions and ensures that when FMM presents an innovation, the evidence is already real.

Q: Sustainability is a key pillar of Qatar National Vision 2030. How is FMM aligning its operations to contribute to this national goal?

A: FMM approaches Qatar National Vision 2030 as a strategic commitment, not a compliance exercise. In 2026, the company established a dedicated Sustainability Services division — making FMM the first facility management company in Qatar to offer green building advisory, energy efficiency consulting, and environmental reporting as structured commercial services.

The division is built around four pillars: Energy Auditing, Green Building Certifications, GHG Accounting and Carbon Management, and Energy Management — each designed for facility-intensive environments including airports, metro systems, healthcare, education, and commercial assets. At the operational level, monthly waste tracking, smart energy management, responsible cleaning programmes, and a fleet transition to zero-emission transport generate measurable environmental outcomes reported transparently to every client. FMM's reporting capability actively supports clients' own sustainability obligations — not only the company's.

Q: FMM is the first FM company in Qatar to introduce electric vehicles for employees. What other green initiatives are you currently prioritizing?

A: Adopting locally assembled electric vehicles demonstrated that FMM's environmental commitment is operational, not aspirational. Current initiatives extend that intent across every dimension of the business.

Conventional fuel-powered cleaning equipment is being phased out entirely in favour of battery-operated alternatives, reducing both emissions and noise. Drone technology is expanding capacity to clean difficult-to-access surfaces with a fraction of the water previously required. Smart energy management systems and targeted lighting upgrades are reducing consumption across managed facilities, with performance monitored continuously. Certified eco-friendly cleaning agents have replaced conventional products, single-use materials have been eliminated where reusable alternatives exist, and waste-tracking is embedded in daily operations across all projects.

FMM is also advancing a paperless initiative across all internal processes — digitalising purchase orders, work approvals, and operational reporting — reducing environmental footprint while improving accuracy and traceability. Underpinning all of this is an Annual Environmental Champions programme that formally recognises staff delivering measurable sustainability outcomes from the ground up. Lasting change comes from people who are engaged, empowered, and accountable.

Q: How do you integrate waste management, energy efficiency, and environmental responsibility into day-to-day operations across different sectors?

A: Integration is achieved by embedding sustainability into core operational systems — scheduling, procurement, and performance expectations — so that it becomes standard practice rather than a separately managed programme.

In aviation, complete waste recycling has been achieved and thousands of conventional light fittings converted to energy-efficient alternatives.

Precision chemical dispensing systems eliminate overconsumption of cleaning agents, reusable materials have replaced single-use products, and automated building management controls reduce energy demand without compromising occupant comfort. In healthcare, biodegradable materials and specialist waste disposal protocols address environmental and infection control requirements simultaneously. Every sector operates under a tailored environmental management plan, measured against defined targets and reported transparently. That accountability is what converts intention into outcome.

Q: FMM works across education, healthcare, hospitality, retail, and infrastructure. How do you tailor your service delivery model to such diverse sectors?

A: The operating environment changes with every sector. The standard does not. FMM's delivery model is built on a fixed, non-negotiable performance framework — complete planned maintenance, zero safety incidents, full client accountability — then adapted to the specific technical and regulatory conditions each environment demands.

In healthcare, every cleaning protocol is built around international infection control standards, with real-time monitoring verifying hygiene levels and zero tolerance for error. In education, large multi-building campuses with overlapping academic schedules require precise workflow coordination to avoid disruption. In national transit infrastructure, critical maintenance must be completed within narrow operational windows — delivered through careful planning, specialist equipment, and the kind of rapid execution that only sustained experience builds. FMM's advantage is that this intelligence has been developed through direct, long-term operational exposure — not adapted from a generic model.

"If facility management in Qatar comes to be seen as a profession worthy of pride, that will have been something worth doing"

Q: What role do strategic partnerships, especially with government and semi-government entities, play in FMM's long-term growth strategy?

A: They are the mechanism through which FMM operates at the centre of what matters most to Qatar's development. Partnerships with national infrastructure authorities, healthcare organisations, transit networks, and major development entities give FMM not simply contracts, but a position at the heart of facilities that define Qatar's international reputation and serve millions of people daily.

The compounding nature of these relationships is central to FMM's strategy. Expertise built in aviation FM creates credibility in transit. Proven healthcare delivery opens doors in education. Each partnership, performed to the highest standard, becomes the foundation for the next. Long-term growth does not depend on finding new clients — it depends on earning deeper trust with the right ones, and ensuring that as Qatar's most significant facilities grow and evolve, FMM grows with them.

Q: You have been recognized as "Female FM Leader of the Year", the "Top 10 CEOs in Qatar" and one of the "Most Influential Entrepreneurs." How would you define your leadership philosophy, and how it has evolved while leading FMM?

A: My philosophy rests on influencing rather than enforcing, and on motivating through empowerment. Leadership is about creating genuine bonds with a team — choosing not simply the best people, but the right people for the right roles — and leading with integrity, fairness, and clarity of purpose. The authenticity of that bond is tested most clearly during periods of crisis, when a team needs to know that decisions account for the human dimension, not only the financial one.

In FMM's early years, the focus was on foundations: reliable operations, safety culture, quality certifications, training systems, and mobilisation procedures — all established before they were contractually required. Later, brand development and diversification beyond the aviation sector became priorities. Today, I lead an organisation accountable for what FMM's reputation looks like across this region. That means operating ahead of where the market is — on technology, sustainability, and how people are treated — and beginning to look at what responsible international growth might mean for FMM's next chapter.

Q: Finally, where do you see FMM in the next decade, and what legacy do you hope to build for the company and for Qatar's facility management industry?

A: Two transitions are already underway that will define FMM's next decade. The first is the shift from facilities supplier to built-environment partner. The sustainability division, green building advisory capability, and energy management services position FMM to offer clients strategic guidance on how their facilities perform against environmental and efficiency standards — not only maintenance and operations. As Qatar's regulatory direction continues to move toward sustainability accountability, FMM will already be there.

The second transition is geographic confidence. The standards FMM has developed managing some of the world's most complex and scrutinised facilities are genuinely transferable, and the company's shareholders are ready to explore new environments with the same conviction applied in Qatar.

As for legacy, the measure that matters most is not revenue or recognition. It is whether FMM changed what Qatar's FM industry expected of itself — whether the standard we held became the sector's baseline. And above all, whether the people who built this company, many of them far from home, felt genuinely valued. If facility management in Qatar comes to be seen as a profession worthy of pride, that will have been something worth doing.



QATAR STRENGTHENS REGIONAL LEAD IN PRESS FREEDOM INDEX

Qatar has retained its position as the Gulf's top-ranked country and second in the Arab world in Reporters Without Borders' 2026 Press Freedom Index, advancing four places globally to 75th, the Qatar Press Center (QPC) said.

According to index data published by the QPC, Qatar has held its regional lead for the third consecutive year since 2023, scoring 75 (+4). The centre attributed the gain to the package of legal and regulatory reforms launched ahead of the FIFA World Cup Qatar 2022, which positively impacted the media environment and strengthened the country's media standing. Qatar climbed from 79th place in 2025.

The global press freedom map witnessed significant shifts, most notably Syria's record-breaking jump of 36 places to 141st. The improvement followed the fall of the Assad regime and the country's entry into a transitional phase, which allowed for a relative easing of conditions after years of strict restrictions.

In contrast, the report noted a sharp decline in Israel's ranking, which has dropped 33 places since 2022, due to what the index described as the systematic targeting of journalists, particularly in the Gaza Strip, where more than 220 journalists have been killed since October 7, 2023. Iran continues to rank near the bottom of the global list, among the countries most restrictive of press freedom.

In the Americas, the United States fell to 64th place as a result of policies the index deemed hostile to the media during the Trump administration, including significant cuts to the budgets of international media organisations, which negatively impacted the diversity and independence of the media landscape.

Several Latin American countries, including Ecuador and Peru, have witnessed a deterioration in the working environment for journalists due to escalating violence and political pressure, while hostile rhetoric towards the media has intensified in Argentina and El Salvador.

Reporters Without Borders warned of an unprecedented deterioration in press freedom

worldwide, stressing that more than half of the world's countries are now classified as "difficult" or "very dangerous" — a first since the index was launched 25 years ago.

The average rating of countries included in the study has fallen to its lowest historical level, reflecting a general trend towards restricting media freedoms and a decline in the right to access information.

The report explained that this decline is not limited to countries with closed systems but also extends to some democracies, where legislative restrictions on journalistic work are increasing, particularly under the pretext of national security and combating disinformation. The legal index recorded the largest decline among the five indicators used this year, pointing to a growing tendency to criminalise journalistic work through restrictive laws or the arbitrary application of existing legislation.

The organisation's editor-in-chief Anne Bocande said the world was witnessing "an accelerating and systematic decline in media freedom," noting that those responsible for violations no longer attempted to conceal their practices, whether governments, powerful economic entities or major digital platforms.

The ranking is based on five key indicators: political, legal, economic, social and security. Norway maintained its top position for the tenth consecutive year, while Eritrea remained at the bottom for the third year running.

More than 52.2% of countries now fall into the most challenging categories, compared with just 13.7% in 2002. The proportion of the world's population living in a "good" media environment has fallen from 20% 25 years ago to less than 1% today.



A STANDOUT AFFORDABLE TAX-FREE DESTINATION FOR EXPATS



Qatar has been ranked the sixth most affordable tax-free country to relocate to in 2026, underlining its continued appeal as a destination that combines income advantages with a relatively balanced cost of living.

The ranking, compiled by international health insurance specialist William Russell, analysed zero- and low-tax jurisdictions based on key indicators including estimated monthly living costs, property prices, rent, utilities and average net salaries for a single person.

Qatar recorded estimated monthly living costs of about \$861, placing it ahead of the United Arab Emirates, which ranked seventh at approximately \$906, and Cyprus at eighth with around \$953.

Among the Gulf countries, Bahrain secured third place with roughly \$774, reinforcing the region's overall competitiveness for expatriates seeking tax-efficient lifestyles.

A key factor supporting Qatar's position is its strong earning potential. The study found the country's average monthly net salary stood at about \$3,592, one of the highest among the top-ranked destinations. This income level significantly offsets living expenses and enhances disposable income for residents.

WHY EXPATS CHOOSE QATAR



TAX-FREE INCOME

No personal income-tax ensures you keep more of what you earn.



HIGH EARNING POTENTIAL

Competitive salaries across key industries and sectors.



AFFORDABLE LIVING

Balanced cost of living compared to major global cities.



WORLD-CLASS LIFESTYLE

Safe, modern and vibrant environment with excellent healthcare and education.



WELCOMING EXPAT COMMUNITY

Diverse population and strong support network for newcomers.



QATAR TOURISM MAINTAINS MOMENTUM WITH STRONG Q1 RESULTS

Qatar's tourism sector recorded a strong performance in the first quarter of 2026, welcoming around 1.13mn visitors, according to newly released figures from Qatar Tourism.

The figures reveal a particularly strong start to the year, with January alone accounting for 646,000 visitors, which is over half of

the quarterly figures' total, followed by 423,000 in February and 63,000 in March.

The considerable drop in visitors during March could be attributed to various factors, such as the timing of Ramadan and shifting travel patterns, according to industry experts, which is also part of the seasonal tourist patterns.

However, the overall prospective of the tourism sector in the country remains firmly positive, building on Qatar's post-2022 FIFA World Cup tourism surge, which significantly elevated the country's global profile, generating more international interest in exploring the country.

The largest number of visitors during this period came from the Gulf Cooperation Council (GCC) countries, accounting for 36% of total arrivals with around 408,000 visitors.

In recent years, Qatar has become a major hub and a growing attraction for GCC tourists due to several factors. It mainly includes geographic proximity and easy access to the country, in addition to Qatar's sophisticated, high-end tourist facilities and infrastructure, coupled with the country's keenness to maintain and highlight its authentic heritage, traditions, and culture.

Such elements have made GCC families feel at home in Qatar while enjoying excellent holiday experiences within a family-friendly atmosphere.

Tourists from Europe account for the second-largest number of visitors during the first quarter of 2026, contributing 26.8% of visitors, around 303,000. The influx of tourists from European countries has grown steadily in recent years, supported by

expanded flight connectivity and targeted promotional campaigns.

Airlines such as Qatar Airways have played a central role in this expansion, linking Doha to more than 170 global destinations and positioning Hamad International Airport as a major transit hub, in addition to various tourist programmes and easy-entry visa procedures.

Further, Asia and Oceania accounted for 21.1% of the visitors to the country within the same period, with around 238,000 visitors, reflecting Qatar's increasing appeal in long-haul markets. Other Arab countries contributed 7.2%, followed by the Americas at 6.7% and Africa at 2.3%. Such broad distribution of visitors strongly indicates the success of the tourism diversification strategy adopted by Qatar Tourism.

Over the past decade, the country has significantly expanded its hospitality infrastructure, with hotel room capacity more than doubling since 2015.

According to estimates, Qatar now has over 40,000 hotel keys, ranging from luxury properties operated by global brands to boutique accommodations that reflect local culture.

The country has adopted an approach that places strong emphasis on quality and sustainability. Besides, the country has

Tourists from Europe account for the second-largest number of visitors during the first quarter of 2026, contributing 26.8% of visitors, around 303,000.

launched various initiatives to encourage eco-friendly tourism, where people can enjoy nature while maintaining its components and help it grow and prosper.



RISING STRONG

A Journey of Resilience

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