



مشاعل السليطي للمحاماة

MASHAEL ALSULAITI LAW FIRM

ANNUAL REPORT 2025



Excellence in Every Case Commitment to Every Client



مشاعل السليطي للمحاماة

MASHAEL ALSULAITI LAW FIRM

+974 4466 4626 info@mas.com.qa

+974 4413 1131 www.mas.com.qa

Alsulaiti Building No.6, Zone No. 45,
Al Mansour Street. 980, Doha - Qatar





Chairperson's Message

Valued Clients and Colleagues,

As we conclude 2025 and look forward to the year ahead, I do so with a deep sense of pride in what we have accomplished together and gratitude for the trust that continues to guide our journey.

The **Mashaël Alsulaiti Law Firm 2025 Annual Report** reflects a year of purposeful advancement and measurable impact. It highlights the initiatives we championed, the partnerships we strengthened, our ongoing engagement with the community, and the steady growth of our team and legal services. Most notably, it captures a year defined by meaningful legal victories and distinguished awards that reaffirm the quality, credibility, and strength of our practice.

These accomplishments are rooted in our firm's steadfast commitment to integrity, excellence, and innovation. They are made possible by the confidence of our clients and the dedication, expertise, and resilience of our team, whose commitment to the highest professional standards continues to set us apart.

As we enter 2026, we remain focused on the future with clarity and ambition. We are committed to delivering insightful, forward-thinking legal solutions, advancing our contribution to the legal profession, and creating sustainable, positive impact within the community we are honored to serve.

I invite you to review this Annual Report and join us as we continue to build on our achievements and move forward with purpose and confidence.

Mashaël Alsulaiti

Mashaël Mohammed Alsulaiti

Founder & Chairperson

Mashaël Alsulaiti Law Firm

JANUARY



مشاعل السليطي للمحاماة
MASHAEL ALSULAITI LAW FIRM

A N N U A L R E P O R T 2 0 2 5

◆ Profile of Board Director (Masha'el M. Alsulaiti)

Board Director | Governance, Energy & ESG | Arbitration & Risk



Masha'el M. Alsulaiti is a senior **executive and board-level professional** with over 12 years of experience in corporate governance, fiduciary oversight, arbitration, and regulatory advisory, with particular focus on energy, infrastructure, ESG, and public-interest entities.

Masha'el M. Alsulaiti is a senior executive and board-level professional with over 12 years of experience in corporate governance, fiduciary oversight, arbitration, and regulatory advisory, with particular focus on energy, infrastructure, ESG, and public-interest entities.

She is the Founder and **Chief Executive Officer** of **Masha'el Al Sulaiti Law Firm**, advising boards, government entities, and corporates on governance, compliance, risk management, and crisis decision-making, and leading high-value arbitration matters in regulated sectors.

Masha'el currently serves as Director of Membership at the Chartered Institute of Arbitrators – Qatar Branch, Committee Board Member at the Qatar British Business Forum, and Policy Member (Energy Transition & Climate Action) at ICC Qatar, contributing to policy development aligned with Qatar National Vision 2030.

She brings comparative governance expertise across Qatari and UK frameworks, with strong insight into board responsibilities, audit and risk oversight, ethical governance, and long-term value creation.

Masha'el holds an Executive MBA in Board Leadership & Governance from HEC Paris, an LLM in International Commercial Law, and an LLB (Hons) from the University of Swansea.

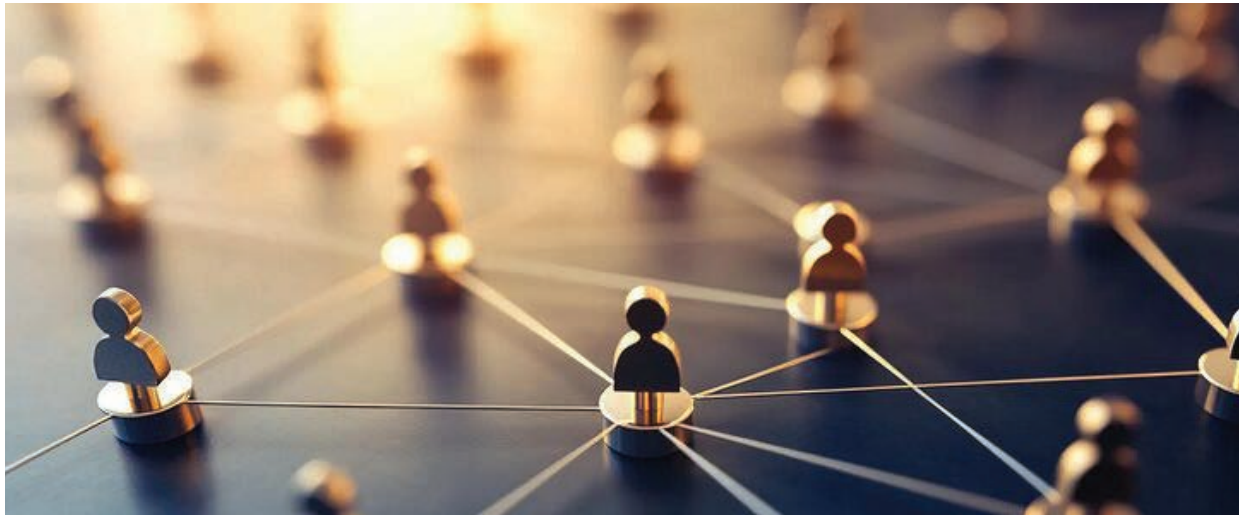
◆ Memberships and Affiliations

We began 2025 by reaffirming our commitment to professional excellence, networking, and community service.

At the start of the year, **Masha'el Alsulaiti Law Firm** renewed its memberships and affiliations with key local and international organizations, including the:

- Qatar British Business Forum (QBBF)
- Qatari Businesswomen Association (QBWA)
- Cámara de Comercio de España in Qatar (CAMARA)
- International Chamber of Commerce (ICC Qatar)

These partnerships strengthen our connections across diverse industries, enabling us to better serve our clients and stay at the forefront of legal and business developments in Qatar.



◆ Digital Finance and Law Conference in Doha

Thought Leadership at the Intersection of AI,
Arbitration & Corporate Governance



Digital Finance and Law Conference in Doha

Hosted by **DLA Piper** and **MENA Women in Law**

In January 2025, **Masha'el Alsulaiti Law Firm** reinforced its position as a forward-looking legal practice through active participation in the **Digital Finance & Law Conference in Doha**, hosted by **DLA Piper** in collaboration with **MENA Women in Law (MENA-WIL)**.

The firm's Founder and Chairperson, **Ms. Masha'el M. Alsulaiti**, was invited to share expert insights on the **legal challenges of artificial intelligence (AI) and its growing impact on corporate governance and arbitration**, a topic of increasing importance for businesses operating in technology-driven environments.



Key Themes Addressed AI in the Private Sector

Ms. Alsulaiti highlighted how AI is transforming business and legal operations, particularly through automation of contract review, document management, and legal research. While these tools enhance efficiency and decision-making, she emphasized the need for strong legal oversight to manage emerging risks.

Data Privacy, IP & Regulatory Compliance

The discussion focused on critical legal considerations associated with AI adoption, including data protection obligations, intellectual property ownership of AI-generated outputs, and compliance with evolving regulatory frameworks such as Qatar's Data Privacy Law and international standards.

Ethics and Confidentiality

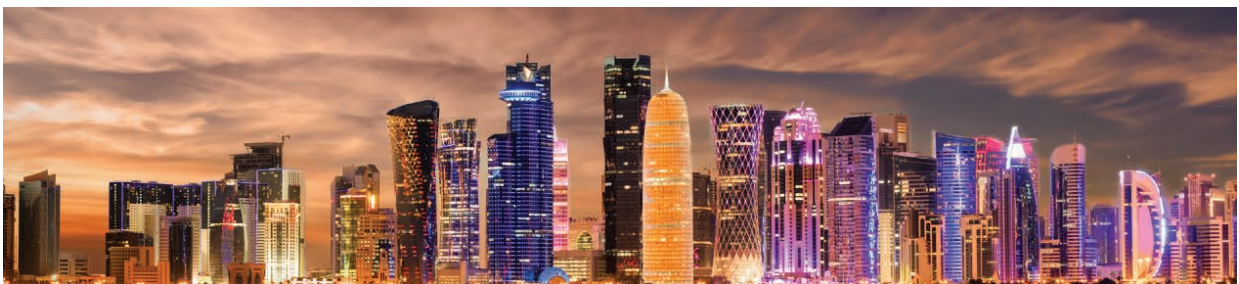
Ms. Alsulaiti underscored the ethical challenges posed by AI, including risks to client confidentiality and potential algorithmic bias. She stressed the responsibility of legal advisors to guide organizations toward transparent, fair, and accountable use of AI technologies.

AI-Related Disputes and Arbitration

A key focus of the session was the rise of disputes linked to AI-driven decisions. Ms. Alsulaiti addressed the complexities of determining liability and emphasized the growing role of arbitration as a preferred dispute resolution mechanism. She advocated for tailored arbitration clauses and the appointment of arbitrators with both legal and technological expertise.

Looking Ahead

The firm's engagement in this conference reflects its commitment to innovation, governance, and future-ready dispute resolution. By contributing to regional and international dialogue on AI and law, Masha'el Alsulaiti Law Firm continues to support clients in navigating technological change while shaping best practices for the legal profession.



Digital Finance and Law Conference in Doha

◆ Participation and Contribution

Supporting the 2025–2028 Strategy Vision of Qatar Cancer Society



We are proud to announce the signing of our Memorandum of Understanding (MOU) with the Qatar Cancer Society (QCS), reaffirming our commitment to supporting initiatives that advance cancer awareness, care, and research across Qatar.

Following this, we were honored to participate in the launch of QCS's 2025–2028 Strategy Vision, held under the esteemed patronage of Her Excellency Ms. Buthaina Bint Ali Al Jabr Al Nuaimi, Minister of Social Development and Family, at the Sheraton Grand Doha.

Our engagement reflects our dedication to strengthening community partnerships and contributing to programs that promote health, awareness, and societal wellbeing. We extend our sincere appreciation to the Qatar Cancer Society for recognizing our collaboration and for their ongoing efforts in advancing impactful cancer support initiatives nationwide.



Press Highlights



«القطرية للسرطان» و«مشاعل السليطي للمحاماة» يوقعان مذكرة تفاهم

الدوحة، ١٦ فبراير: وقعت الجمعية القطرية للسرطان مذكرة تفاهم مع مكتب «مشاعل السليطي للمحاماة والتحكيم». بهدف دعم الأنشطة الخيرية والتوعوية للجمعية من خلال تقديم استشارات قانونية متخصصة، تأكيداً لأهمية تكامل الجهود لدعم المجتمع وتحقيق التنمية المستدامة. وقد تم توقيع المذكرة من قبل السيدة منى حسين أشكناني، المدير العام للجمعية القطرية للسرطان، والسيدة مشاعل محمد السليطي، رئيس مجلس إدارة مشاعل السليطي للمحاماة والتحكيم. ويأتي هذا التعاون في إطار السعي المشترك بين الطرفين لتحقيق أهداف الجمعية في دعم المجتمع القطري وتميز الوعي حول مختلف القضايا التي تهم المواطنين والمقيمين في قطر.

Supporting the 2025–2028 Strategy Vision of Qatar Cancer Society



GULF TIMES

HOME QATAR INTERNATIONAL REGION BUSINESS SPORT OPINION COMMUNITY MED

QATAR

Qatar Cancer Society signs pact with Masha'el Al-Sulaiti Law Firm

DOHA PUBLISHED ON FEBRUARY 16, 2025 | 11:49 PM



Mona Hussein Ashkanani and Masha'el Mohammed al-Sulaiti at the signing ceremony.

Qatar Cancer Society (QCS) has signed a Memorandum of Understanding (MoU) with the Masha'el Al-Sulaiti Law Firm. The partnership aims to support charitable and awareness activities of QCS by providing specialised legal consultations, reaffirming the importance of integrated efforts to support society and achieve sustainable development.

The MoU was signed by Mona Hussein Ashkanani, general manager, QCS and Masha'el Mohammed al-Sulaiti, founder and chairperson of Masha'el Al-Sulaiti Law Firm. This collaboration is part of the mutual efforts between both parties to achieve QCS goals in supporting the Qatari community and raising awareness about various issues affecting both citizens and residents in Qatar.

Under the terms of this MoU, QCS commits to highlighting the law firm by displaying its name and logo on the supporters' page of its website, as well as sharing it on social media platforms. QCS will also offer the firm several special invitations to attend its annual event and will honour a representative from the firm in appreciation of its continuous support for the charitable activities of QCS.

دعم الأنشطة الخيرية للتوعية بالسرطان



■ منى أشكناني ومشاعل السليطي قبيل توقيع مذكرة التفاهم

♦ الدوحة - الشرق

وقعت الجمعية القطرية للسرطان مذكرة تفاهم مع مكتب «مشاعل السليطي للمحاماة والتحكيم» بهدف دعم الأنشطة الخيرية والتوعوية للجمعية من خلال تقديم استشارات قانونية متخصصة، وتأكيداً على أهمية تكامل الجهود لدعم المجتمع وتحقيق التنمية المستدامة.

وقد تم توقيع المذكرة من قبل السيدة منى حسين أشكناني، المدير العام للجمعية القطرية للسرطان، والسيدة مشاعل محمد السليطي، رئيس مجلس إدارة مشاعل السليطي للمحاماة والتحكيم. ويأتي هذا التعاون في إطار السعي المشترك بين الطرفين لتحقيق أهداف الجمعية في دعم المجتمع القطري وتعزيز الوعي حول مختلف القضايا التي تهم المواطنين والمقيمين في قطر.

◆ QICDRC Legal Clinic



محكمة قطر الدولية
 ومركز تسوية المنازعات
**QATAR INTERNATIONAL COURT
 AND DISPUTE RESOLUTION CENTRE**



During the reporting period, the **QICDRC Legal Clinic** and **Masha'el Al Sulaiti** entered into a professional collaboration reflecting a shared commitment to access to justice, legal awareness, and the promotion of best practices within Qatar's international dispute resolution framework.

This collaboration is grounded in the mutual objective of supporting eligible court users through enhanced understanding of procedural aspects of proceedings before the QICDRC, while fully respecting the independence, neutrality, and integrity of the judicial process.

Under the collaboration framework, Masha'el Al Sulaiti contributes on a **non-representational** and **non-commercial basis**, supporting educational and legal awareness initiatives aligned with the Legal Clinic's mandate. The collaboration does not involve the provision of legal representation or advocacy for litigants and is conducted in accordance with applicable laws, professional conduct rules, and QICDRC regulations.

Both parties remain committed to maintaining the highest standards of ethics, confidentiality, and governance. Clear safeguards are in place to ensure a strict separation between judicial functions, clinic activities, and the Firm's commercial legal practice.

Through this collaboration, the QICDRC Legal Clinic and Masha'el Al Sulaiti aim to contribute positively to access-to-justice initiatives, strengthen confidence in the QICDRC judicial process, and support the continued development of Qatar as a leading centre for international dispute resolution.

FEBRUARY



A N N U A L R E P O R T 2 0 2 5

◆ Achievements & Recognition – 2025



February marked a month of recognition, influence, and meaningful engagement for Masha'el Alsulaiti Law Firm, both regionally and internationally.

We were privileged to sponsor and partner in the **Global Legal Association (GLA) Conference 2025 in Dubai**, a leading gathering of law firms and legal professionals worldwide. At this prestigious event, Masha'el Alsulaiti Law Firm was honored as the **“Litigation Law Firm of the Year,”** recognizing our expertise, dedication, and strong track record in complex litigation. This award reaffirms our commitment to delivering exceptional legal representation and innovative solutions.



[Click here for video highlights of the award ceremony](#)

◆ Achievements & Recognition – 2025

Shortlisted - Women in Law Awards 2025



Further showcasing our commitment to excellence and leadership in the legal profession, **Masha'el Alsulaiti Law Firm** was **shortlisted** in the **Women in Law Awards 2025** by **LexisNexis** in three prominent categories:

1. Tax Lawyer of the Year
2. Regional Lawyer of the Year
3. Law Firm Leader of the Year

This acknowledgment reflects the hard work, dedication, and professionalism of our exceptional team, the strength and vision of our leadership, and our unwavering commitment to excellence. It also reaffirms our ongoing dedication to empowering women in law, fostering diversity and inclusion, driving meaningful progress within the legal profession, and upholding the highest ethical and professional standards across the region.

Participation in HBKU Conference on Food Entrepreneurship and Sustainable Development

On the academic front, Ms. Masha'el M. Alsulaiti participated in the conference hosted by Hamad Bin Khalifa University (HBKU) on **February 9**, titled “**Food Entrepreneurship and Sustainable Development: Scaling Resilient Agriculture and Sustainable Businesses.**” Held at the **Qatar Foundation Auditorium in Education City**, the event provided a valuable platform to share legal insights on supporting sustainable business practices, fostering entrepreneurship, and advancing innovative frameworks that promote resilient and sustainable growth in Qatar.



UNESCO Chair on Environmental Law and Sustainable Development

كرسي اليونسكو في القانون البيئي والتنمية المستدامة



Inaugural UNESCO Chair on Environmental Law and Sustainable Development Distinguished



◆ Qatari Businesswomen Association (QBWA) Hosts Luncheon in Honor of Her Majesty Queen Silvia of Sweden

Mashaël Alsulaiti Law Firm (MAS Law Firm) was honored to participate in a distinguished luncheon hosted by the Qatar Businesswomen Association (QBWA) in honor of Queen Silvia of Sweden, held in Doha as part of Her Majesty's official visit to the State of Qatar.



The luncheon brought together senior leaders, professionals, and members of the business community, providing a platform for meaningful dialogue on women's leadership, entrepreneurship, and international cooperation. The event reflected QBWA's continued efforts to promote the role of women in business and to foster cross-border engagement and knowledge exchange.

MAS Law Firm's participation in this high-level gathering underscores the Firm's commitment to supporting initiatives that advance leadership, professional development, and institutional collaboration. The Firm values opportunities to engage in forums that encourage dialogue on inclusive growth and the strengthening of international relationships.

Commenting on the occasion, **Mashaël M. Alsulaiti** Founder & Chairperson of MAS Law Firm stated:

We were honoured to participate in this distinguished event hosted by QBWA. Such engagements play an important role in fostering dialogue, collaboration, and shared understanding on issues of leadership and empowerment at both national and international levels.

MAS Law Firm remains committed to supporting initiatives that contribute positively to the business and professional community in Qatar and reinforce the country's role as a hub for international engagement and dialogue.

◆ Executive MBA – HEC Paris | Class of 2026 Board Specialization



In 2025–2026, **Ms. Masha'el Alsulaiti** advanced her leadership and governance expertise through the **Executive MBA program at HEC Paris**, a globally recognized business school, as part of the Class of 2026, specializing in Board Leadership and Governance.

This executive program is designed for senior leaders and decision-makers, blending academic rigor with practical application to develop advanced strategic insight, executive judgment, and organizational leadership skills at the highest level.

The Board Specialization prepares executives for effective participation in board-rooms and governance structures across diverse sectors, with emphasis on:

- Board roles, responsibilities, and dynamics
- Strategic oversight, risk management, and compliance
- Corporate governance frameworks and best practices
- Ethical leadership and stakeholder engagement
- Long-term value creation in complex global environments

This experience strengthens her ability to contribute strategically to executive teams and boards while driving sustainable growth.

◆ Wales Day Celebration - British Embassy



British Embassy
Doha

Ms. Mashaal M. Alsulaiti participated as a **panel speaker** at the **Wales Day Celebration** hosted by the **British Embassy in Qatar** on **26 February**. The panel convened distinguished leaders and professionals to explore themes of collaboration, leadership, and cross-cultural engagement. Drawing on her legal expertise and leadership experience, Ms. Alsulaiti shared valuable insights that contributed meaningfully to the discussion, reaffirming her commitment to constructive dialogue, international cooperation, and the promotion of professional excellence across sectors.



MARCH



مشاعل السليطي للمحاماة
MASHAEL ALSULAITI LAW FIRM

A N N U A L R E P O R T 2 0 2 5

◆ International Women's Day with the QBWA

Advancing Rights, Equality & Empowerment

On 5 March 2025, the **Qatari Businesswomen Association (QBWA)** hosted a special **Suhoor gathering** in partnership with the **Embassies of Canada and Australia** at The St. Regis Doha, in celebration of **International Women's Day 2025**. The event reflected the United Nations theme, "**For ALL women and girls: Rights. Equality. Empowerment,**" emphasizing the importance of accelerating action to address systemic barriers and biases affecting women worldwide.

Ms. Masha'el Al Sulaiti participated in this distinguished event, supporting constructive dialogue on women's empowerment, inclusive leadership, and equal opportunities, and reaffirming her commitment to advancing gender equality across business and professional sectors.



◆ Legal Victory



In March, Mashaël Alsulaiti Law Firm achieved two **landmark victories in tax law**, reinforcing our reputation as a trusted partner for businesses navigating complex regulatory challenges.

Case 1

Protecting a Global Construction Company

Our client faced a **QAR 10 million** demand from the General Tax Authority (GTA) for the 2017 fiscal year, a combination of tax differences and penalties. With the initial objection rejected, the stakes were high, and the financial pressure was immense.

Our Strategy:

- Filed a grievance before the Tax Grievance Committee, winning partial relief (penalties cancelled).
- Escalated the case to the Appellate Administrative Circuit, submitting precise legal arguments and robust documentation.

The Victory:

- The court annulled the GTA decision completely.
- Confirmed that the GTA's right to assess taxes had expired under the five-year statute of limitations.
- Ordered the GTA to cover all costs.



This win safeguarded our client from severe financial strain and highlighted our team's ability to navigate complex disputes with strategic precision.

Case 2 Ensuring Fair Tax Treatment

A second client challenged the GTA's decision on tax differences and penalties for 2018 (QAR 137,728). We filed a Court of Appeal appeal, addressing procedural errors, contradictions with evidence, and violations of the right of defense.

Outcome:

- The court accepted the appeal fully, cancelling all contested charges.
- The GTA was ordered to pay legal costs.

Impact:

These victories exemplify Mashael Alsulaiti Law Firm's dedication to protecting businesses, ensuring justice, and delivering measurable results. Every case we handle reflects our commitment to excellence, strategic thinking, and client success.



◆ Achievements & Recognition – 2025

Shortlisted

Recognition at the ALM Middle East Legal Awards 2025

Our firm has been shortlisted for the **ALM Middle East Legal Awards 2025** in three prestigious categories:

1. Outstanding Women in Law,
2. CSR/ESG Initiative of the Year,
3. Middle East Law Firm of the Year Qatar.



We extend our heartfelt gratitude to ALM Law.com International for this esteemed recognition. This honor reflects the unwavering dedication, passion, and excellence that our team brings to every challenge and opportunity. We remain committed to setting new standards in the legal industry. Thank you for this incredible acknowledgment.

These nominations highlight our ongoing commitment to legal excellence, client success, and the growth and dedication of our team. Recognition across these categories reflects the firm's broader efforts to champion leadership and gender diversity, advance meaningful ESG initiatives, and deliver high-quality legal services across the region.

This achievement is made possible through the expertise and dedication of our professionals, whose work continues to strengthen our position within the Middle East legal community.

APRIL



A N N U A L R E P O R T 2 0 2 5

◆ Achievements & Recognition

April was a month of acknowledgment and celebration for **Mashael Alsulaiti Law Firm**, as our dedication to legal excellence and client advocacy received prestigious recognition across the region.

Shortlisted



We were shortlisted in three prominent categories at the **LexisNexis Middle East Legal Awards 2025**:

1. Trial Advocacy Excellence Award
2. Law Firm of the Year – Qatar
3. Tax Team of the Year

These nominations reflect the hard work, expertise, and commitment of our team in delivering exceptional legal services, pushing boundaries in advocacy, and setting high standards in the Qatari legal market.



We were especially honored to **win the Trial Advocacy Excellence Award**, highlighting our ability to present complex cases with clarity, precision, and persuasive strategy. This award is a testament to our team's relentless focus on achieving the best outcomes for our clients, combining experience, insight, and meticulous preparation.

At Mashael Alsulaiti Law Firm, such recognition reinforces our vision: to lead by example in the legal profession, champion excellence, and continually exceed client expectations.

◆ Arab Women's Summit | London

Empowering Women Through Leadership & Global Collaboration

We are proud to note that **Ms. Mashael M. Alsulaiti**, Founder and Chairperson of **Mashael Alsulaiti Law Firm**, participated in the **Arab Women's Summit**, hosted by **London Arabia Organisation** in London, United Kingdom.

Her participation underscores a sustained commitment to advancing women's leadership and empowerment, as well as fostering meaningful international collaboration.

The Summit provided an important platform for constructive dialogue that strengthens cross-cultural partnerships and highlights the significant contributions of Arab women on the global stage.



[Click here for video highlights of the Summit](#)



MAY



A N N U A L R E P O R T 2 0 2 5

◆ Qatar Trade & Treasury Transformation Summit 2025 Empowering Leadership in Law, Trade & Finance

We're proud to share that our Founder and Chairperson, **Ms. Mashaal M. Al Sulaiti**, represented **Mashaal Al Sulaiti Law Firm** at the **Qatar Trade & Treasury Transformation Summit 2025** on **7th May** at Intercontinental Doha Beach & Spa.

As a featured speaker on the panel **"Women in Leadership - Empowering the Next Generation,"** Ms. Al Sulaiti shared her journey of founding and leading a law firm in a space where female leadership was once the exception. She spoke on:

- The evolving role of women in law, trade, and finance across Qatar and MENA .
- The ongoing challenges-and the impact of mentorship, mindset, and support systems.
- The importance of authentic leadership rooted in empathy, courage, and conviction
- The need for organizations to create intentional pathways for future women leaders

We are inspired by her continued commitment to advancing legal excellence and gender equity in the region.



◆ Press Highlights

efcom, CargoX, Mashaal Al-Sulaiti Law Firm join as International Sponsors for 'Qatar Trade and Treasury Summit 2025'

Qatar Chamber has announced that efcom, CargoX, and Mashaal Al-Sulaiti Law Firm are supporting the 'Qatar Trade and Treasury Transformation Summit 2025' as International Sponsor. Under the patronage of HE the Minister of Commerce and Industry Sheikh Faisal bin Thani bin Faisal al-Thani, the 'Qatar Trade and Treasury Transformation Summit 2025' will be held on May 7 at the InterContinental Doha Hotel. Organised by Qatar Chamber

manager Ali Bu Sherbak al-Mansouri said, "We are delighted to welcome efcom, CargoX, and Mashaal Al-Sulaiti Law Firm as international sponsors of the summit. Their support underscores the summit's growing global significance and enriches the dialogue on the future of trade and finance. This collaboration reflects our shared commitment to driving innovation, digital transformation, and international cooperation in

of an event that fosters progress and meaningful connections." Bojan Cekiric, CEO of CargoX, said: "This is an exciting moment for financial services in the Middle East. Yet with new regulations, ground-breaking innovations, and transformation high on the agenda, it can be disconcerting for organisations to know what they need to do. "Summits such as these are a fantastic opportunity to connect with peers, hear new ways of



Mashaal al-Sulaiti, founder and chairperson at Mashaal Al-Sulaiti Law Firm.

and vision. "Legal expertise is a cornerstone of excellent governance, and at Mashaal Al-Sulaiti Law Firm, we are



Federico Avellan Borgmeyer, chief partner officer at efcom.

transparency, and client success, we partner with organisations to unlock growth opportunities and streamline their financial



Bojan Cekiric, CEO of CargoX.

streamline global trade. Mashaal Al-Sulaiti Law Firm is a strategic legal advisory firm based in Qatar, providing expert counsel

◆ MCE Executive Update for Senior Businesswomen in Qatar



We were honored to have Ms. Mashaël M. Alsulaiti represent our organization as a **panelist** on the **speakers' panel** at the recent **MCE Executive Update**, an event held in partnership with the **Qatari Businesswomen Association** and the **Embassy of Belgium in Qatar**. Her participation highlighted our commitment to engaging in high-level dialogue on emerging trends, leadership perspectives, and strategic opportunities within the regional and international business landscape.



Ms. Mashaël M. Alsulaiti's insights contributed meaningfully to the discussions, reinforcing our role as an active stakeholder in shaping the future of our industry. Her involvement in such a distinguished forum reflected our continued dedication to thought leadership, cross-sector collaboration, and the empowerment of women in business.

◆ Executive Insights by Manchester-Qatar



We were honored to participate as a speaker at the esteemed **Executive Insights by Manchester** event in Qatar. Ms. Masha'el Alsulaiti, Founder & Chairperson of Masha'el Alsulaiti Law Firm, was invited to share her expertise on the theme “**Future-Fit Leadership: Accelerating Talent, Innovation, and Impact.**” The session, held on 14 May 2025, brought together leaders and industry influencers to explore the evolving demands of leadership in a rapidly transforming global landscape.

Ms. Alsulaiti's contribution underscored our commitment to forward-thinking dialogue, innovation-driven leadership, and meaningful engagement with the broader business community. Her participation reflected our ongoing efforts to foster impactful conversations that help shape the future of talent and organizational excellence.



◆ Joining the ICC Working Group on Climate and Energy Action 2025

Joined the ICC Working Group on Climate and Energy Action 2025, specifically the Energy Transition Working Group, in collaboration with the Al Attiyah Foundation. This initiative aims to position Qatar as a regional leader in sustainability by advancing renewable energy initiatives and aligning with the Qatar National Vision 2030 and the UN 2030 Agenda. The group focuses on developing practical, research-based solutions and proposing actionable initiatives that deliver tangible value to government entities and stakeholders.



JUNE



مشاعل السليطي للمحاماة
MASHAEL ALSULAITI LAW FIRM

A N N U A L R E P O R T 2 0 2 5

◆ Climate Diplomacy in Action

Women in climate Leadership & Diplomacy



CLIMATE DIPLOMACY IN ACTION



Embassy
of the Federal Republic of Germany
Doha



Arab Youth Climate Movement Qatar
أرب يوث كلايمنت موفمنت قطر



متاحف مشيرب
MSHIREB MUSEUMS

Ms. Mashaël M. Alsulaiti, Founder and Chairperson, participated as a **panel speaker** at the High-Level Panel titled “**Climate Diplomacy in Action: Women in Climate Leadership & Diplomacy.**” The session was held on **01 June 2025** at **Bin Jelmood House, Msheireb Museums.**

The discussion brought together influential leaders to examine the growing role of women in advancing climate leadership and diplomatic engagement. Ms. Alsulaiti offered thoughtful perspectives grounded in her leadership experience, addressing sustainability, policy formulation, and collaborative progress. She emphasized the need to embed climate considerations within business practices and governance frameworks, while advocating for innovative pathways to empower women as drivers of climate action across sectors. The session concluded with a shared commitment to strengthening international cooperation in pursuit of sustainable and inclusive outcomes for communities worldwide.



◆ Workshop - Legal Aspects of the Death of a Foreigner Residing in Qatar

We're honored to collaborate with the Dutch Business Council in Qatar for an important and informative session addressing the legal procedures, rights, and responsibilities following the passing of a foreign resident in Qatar.

This insightful exchange brought clarity to a sensitive yet essential topic, helping participants better understand the steps and considerations involved during such difficult moments.

In collaboration with Dutch Business Council Qatar



The session, held on **2 June 2025**, focused on guiding attendees through the legal framework, practical processes, and key responsibilities that families, companies, and communities should be aware of in these circumstances.



◆ Achievements & Recognition – 2025

Mashael Alsulaiti Law Firm has been officially ranked in the newly launched Legal 500 Europe, Middle East & Africa (EMEA) edition under the Commercial, Corporate & M&A category. This ranking reflects the firm's commitment to legal excellence, client-focused service, and strong performance in the Qatari and regional markets.

Recognition by Legal 500, a globally respected legal directory, highlights the expertise and dedication of our team and reinforces the firm's position as a leader in the legal industry.



Mashael Alsulaiti Law Firm continues to strengthen its capabilities through strategic growth, investment in talent, and the enhancement of its practice areas. The firm remains focused on delivering innovative legal solutions that meet the evolving needs of clients and contribute to the advancement of the legal sector both locally and regionally.

We extend our appreciation to our clients and partners for their continued trust and support. The firm remains committed to achieving new milestones and maintaining the highest standards of professional service.

JULY



A N N U A L R E P O R T 2 0 2 5

◆ Insights & Publications – 2025

Qatar's Legal Reforms to Attract Foreign Investment



In recent years, Qatar has strategically transformed its legal and regulatory framework to encourage foreign direct investment and private sector participation. These developments are not arbitrary. They are directly aligned with the objectives of Qatar National Vision 2030, which seeks to diversify the economy, attract global expertise, and build a knowledge-based society. Through a series of impactful laws and initiatives, the State of Qatar has created one of the region's most attractive environments for international investors.

For more information about

Qatar's Legal Reforms to Attract Foreign Investment

visit us our website: www.mas.com.qa



At Masha'el Alsulaiti Law Firm, we understand the intricacies of Qatar's evolving legal and regulatory landscape. Our multilingual team provides tailored legal counsel to foreign investors, companies, and individuals looking to establish a presence in Qatar. From business incorporation and licensing to real estate acquisitions and regulatory compliance, we are committed to protecting our clients' interests and ensuring a smooth, successful investment journey in Qatar.

AUGUST



A N N U A L R E P O R T 2 0 2 5

◆ Achievements & Recognition – 2025



Shortlisted Legal Era Middle East Law Awards 2025

Legal Excellence & Industry Recognition

In 2025, **Masha'el Alsulaiti Law Firm** achieved a significant milestone with its **shortlisting** in four prestigious categories at the **Legal Era Middle East Law Awards 2025**, a leading regional platform recognizing excellence within the legal profession.

The Firm was shortlisted for the following honors:

1. Law Firm of the Year – Qatar
2. Litigation & Dispute Resolution Law Firm of the Year
3. Employment Law Firm of the Year
4. Construction Law Firm of the Year
5. Women Lawyer of the Year

These nominations reflect the Firm's consistent delivery of high-quality legal services across key practice areas, as well as its commitment to professional integrity, strategic legal solutions, and client-centric advocacy. The recognition also underscores the strength of the Firm's multidisciplinary expertise and its ability to navigate complex legal challenges within Qatar's evolving legal landscape.

Being acknowledged across multiple categories highlights Masha'el Alsulaiti Law Firm's growing influence and reputation as a trusted legal partner for individuals, corporations, and institutions alike. This achievement further reinforces the Firm's vision of setting benchmarks for excellence, innovation, and sustainable legal practice in the region.

◆ Pro Bono and Social Responsibility



Mashaël Alsulaiti Law Firm dedicates over **100 pro bono hours** annually to supporting vulnerable communities. Our initiatives include:

- Educating elderly citizens on cybercrime through **Ehsan Association**
- Providing free consultations via **QICDRC Legal Clinics**
- Offering legal guidance to patients in collaboration with the **Qatar Cancer Society**

Notably, in **2025**, the firm secured a **QAR 2,000,000** pro bono compensation award for the family of a wrongful death victim, demonstrating the tangible impact of our work.

Through these efforts, we strive to create meaningful, lasting change in the lives of those we serve. Our commitment goes beyond legal support, fostering awareness, empowerment, and community resilience. Mashaël Alsulaiti Law Firm continues to champion initiatives that promote equity, justice, and social well-being across Qatar.

SEPTEMBER



A N N U A L R E P O R T 2 0 2 5

◆ Legal Update

Strengthening Digital Privacy and Cybercrime Compliance in Qatar

In September 2025, Mashaël Alsulaiti Law Firm highlighted a significant regulatory development reinforcing privacy rights in the digital sphere, following amendments to **Qatar's Cybercrime Law (Law No. 14 of 2014, as amended by Law No. 11 of 2025)**.

The amendment introduces stricter criminal penalties aimed at protecting individuals from privacy violations in an increasingly connected and digital environment. Under the updated provisions, the unauthorized publication or sharing of images or videos of individuals, without their consent, may result in **imprisonment of up to one year and/or a fine of up to QAR 100,000**. The scope of the law extends across all digital platforms, including social media, messaging applications, and other information technologies.

The amended law entered into force upon its publication in the **Official Gazette on 4 August 2025**, underscoring the State of Qatar's proactive approach to safeguarding personal privacy and regulating digital conduct. These changes operate in parallel with **Qatar's Personal Data Privacy Protection Law (Law No. 13 of 2016)**, collectively strengthening the legal framework governing the lawful use, processing, and dissemination of personal information.



Our Role

In response to these developments, Mashael Alsulaiti Law Firm continues to advise individuals, businesses, and institutions on navigating Qatar's evolving digital privacy and cybercrime regulations. Our legal support focuses on:

- Compliance assessments and risk mitigation strategies
- Advisory on lawful digital practices and content management
- Guidance on corporate policies related to data protection and privacy
- Awareness of potential criminal and regulatory exposure in online activities

By closely monitoring legislative updates and translating them into practical guidance, the firm remains committed to helping clients operate responsibly, protect individual rights, and minimize legal risk in today's digital landscape.



◆ Legal Victory

Pro Bono Landmark Compensation Case



In **September 2025**, Masha'el Alsulaiti Law Firm achieved a significant **victory** in a landmark **pro bono compensation case**, securing an award of **QAR 2 million**.

- **Nature of Case:**

Wrongful death resulting from a serious road traffic incident involving conduct equivalent to second-degree murder under Qatari law.

- **Clients:**

The wife and minor children of the deceased (Qatar-based family).

- **Legal Complexity:**

- Parallel **civil, criminal, and insurance liability** proceedings
- Establishing **joint liability** between the at-fault driver and the insurance company
- Overcoming insurer defenses aimed at limiting compensation

- **Firm's Role:**

- Acted **entirely pro bono**, providing full litigation representation
- Led evidence strategy, liability attribution, and damages assessment
- Coordinated criminal findings to strengthen civil compensation claims

- **Outcome:**

- Secured a **QAR 2,000,000 compensation award** for the family
- Court held **both the driver and the insurance company jointly liable**

- **Impact & Significance:**

- Delivered financial security and justice to a vulnerable family
- Reinforced judicial accountability in fatal negligence cases
- Strengthened legal protection for victims' families in Qatar
- Demonstrated the firm's commitment to access to justice and social responsibility beyond commercial interests

OCTOBER



مشاعل السليطي للمحاماة
MASHAEL ALSULAITI LAW FIRM

A N N U A L R E P O R T 2 0 2 5

◆ Perspectives: Women in Leadership

Advancing **Women's Leadership** in Doha and the Gulf Region

In October 2025, Mashael Alsulaiti Law Firm reinforced its commitment to leadership, diversity, and **women's empowerment** through its active participation in the “**Perspectives: Women in Leadership**” event, held on **7 October 2025** at the W Doha.

The firm was honored to be represented by its Founder and Chairperson, **Ms. Mashael M. Alsulaiti**, who participated as a **keynote speaker** at this high-profile gathering. The event formed part of a flagship leadership series supported by the **Qatari Businesswomen Association**, bringing together current and emerging women leaders from across the Gulf region.

The forum provided a dynamic platform for dialogue and knowledge exchange, addressing critical themes shaping the future of leadership in the region. Discussions focused on **leadership in the Gulf, women's participation in finance and business**, and the importance of **diversity, inclusion, and empowerment** in driving sustainable economic and social growth.

Ms. Alsulaiti's participation reflected the firm's long-standing belief that inclusive leadership and strong female representation are essential to institutional resilience, innovation, and good governance. Her contribution emphasized the role of legal professionals in supporting ethical leadership, mentoring the next generation, and creating enabling environments where women can thrive across sectors.



As governments and businesses in Qatar and the wider region continue to prioritize gender diversity, this engagement underscores Mashael Alsulaiti Law Firm's dedication to thought leadership, mentorship, and collaboration. The firm remains committed to supporting initiatives that celebrate achievement, encourage dialogue, and strengthen women's leadership across the legal, business, and financial communities.

◆ Achievements & Recognition – 2025



In 2025, our organization proudly celebrated a landmark achievement. Our Founder & Chairperson, **Ms. Mashael M. Alsulaiti**, was awarded “**Woman Lawyer of the Year-Law Firm**” at the **6th Annual Legal Era – Legal Media Group Middle East Law Awards**, held in Dubai.

This prestigious recognition stood as a testament to Ms. Mashael M. Alsulaiti’s unwavering dedication to the advancement of the legal profession, her visionary leadership, and her lasting impact across the Middle East. Through her strategic insight and commitment to excellence, she played a transformative role in shaping the region’s legal landscape.



Ms. Mashael M. Alsulaiti’s achievement further strengthened our firm’s reputation for leadership, innovation, and meaningful contribution. Her success continued to inspire a generation of legal professionals and emerging leaders, reinforcing our commitment to progress, integrity, and the elevation of industry standards.

We took great pride in celebrating this milestone and extended our sincere congratulations to Ms. Mashael M. Alsulaiti for her exemplary contributions and outstanding leadership.

◆ ICC Qatar Energy Transition Working Group

Reinforcing Our Commitment to Sustainability and Energy Transition

In line with our firm's commitment to sustainability, responsible governance, and long-term social impact, **Masha'el Alsulaiti Law Firm** strengthened its engagement in climate and energy initiatives through **active participation in the ICC Qatar Energy Transition Working Group**.



During the year, **Ms. Masha'el M. Alsulaiti**, Founder and Chairperson of the firm, joined the Working Group, contributing legal insight and strategic perspectives to discussions focused on **energy transition, climate action, and sustainable development**. This participation reflects the firm's dedication to supporting Qatar's national sustainability objectives and its transition toward a more diversified and low-carbon economy.

The ICC Qatar Energy Transition Working Group, operating in collaboration with the **Al Attiyah Foundation**, brings together professionals from the legal, business, and policy sectors to develop **practical and actionable recommendations** that support government entities and stakeholders in advancing the **Qatar National Vision 2030** and broader climate and energy goals.

Through this engagement, the firm contributes its expertise in regulatory frameworks, governance, and risk management, supporting initiatives that promote responsible energy practices, transparency, and long-term environmental resilience. Our participation reinforces our role as a law firm that not only advises on compliance but also actively contributes to shaping sustainable policies and solutions for the future.



NOVEMBER



A N N U A L R E P O R T 2 0 2 5

◆ Achievements & Recognition – 2025

Shortlisted

Qatar Business Law Forum,
Private Practice Awards 2025



Our firm was **shortlisted in six categories** at the **Qatar Business Law Forum, Private Practice Awards 2025**, reflecting the continued strength and depth of our practice across key areas of legal expertise. The nominations include:

1. Arbitration Team of the Year
2. Construction Dispute Resolution Team of the Year
3. Commercial Litigation Team of the Year
4. Employment Team of the Year
5. Qatar Law Firm of the Decade
6. Qatar Litigation Firm of the Year

This recognition highlights the sustained commitment of our teams to delivering high-quality legal services and achieving successful outcomes for our clients, and we extend our appreciation to LexisNexis Middle East and the Qatar Business Law Forum for acknowledging our contributions to the legal sector. The shortlistings stand as a testament to the professionalism, dedication, and collaborative effort demonstrated across the firm, and as we continue to grow and evolve, we remain focused on maintaining excellence in all areas of practice and strengthening our role within Qatar's legal landscape.

◆ Workshops

5th November 2025

Workshop on Legal Safety in Dealing with the Elderly and Their Families

In collaboration with the **Ehsan Center**, the **Masha'el Alsulaiti Law Firm** held its first workshop on Legal Safety in Dealing with the Elderly and Their Families.



This inaugural session represented an important step in promoting legal awareness and safeguarding the rights of vulnerable groups. Participants received guidance on follow-up procedures and access to additional resources to support their ongoing work.



30th November 2025

Workshop on Digital legal guardianship for the elderly

In collaboration with the **Ehsan Center**, the **Masha'el Alsulaiti Law Firm** held its first workshop on Digital Legal Guardianship for the Elderly.

The session marked a key initiative in promoting legal awareness and safeguarding the rights of elderly and vulnerable groups. Participants were provided with guidance on follow-up procedures and access to resources to support their continued efforts.



◆ Achievements & Recognition – 2025

Shortlisted Legal Community Mena Awards 2025



Masha'el Alsulaiti Law Firm was **shortlisted in five categories** at the **Legal Community MENA Awards 2025**, underscoring the firm's strength and leadership across key practice areas. The shortlisted categories are:

1. Lawyer of the Year – Litigation
2. Lawyer of the Year – Infrastructure & Construction
3. Law Firm of the Year – Infrastructure & Construction
4. Law Firm of the Year – Arbitration
5. Law Firm of the Year – Litigation

This recognition reflects our sustained commitment to excellence, innovation, and the delivery of high-quality legal services. We extend our appreciation to Legal Community MENA, as well as to our clients, partners, and colleagues, for their trust and continued support throughout the year.

◆ Achievements & Recognition – 2025

Finalist The Oath Middle East Legal Awards 2025

Mashaël Alsulaiti Law Firm was named a Finalist in five prestigious categories at the Oath Middle East Legal Awards 2025:



1. Law Firm of the Year – Qatar
2. Tax Team of the Year
3. Arbitration Team of the Year
4. Construction Team of the Year
5. Employment Team of the Year

This recognition reflected our ongoing commitment to innovation, excellence, and exceptional client service. We extend our sincere gratitude to The Oath Middle East Legal Awards, our clients, partners, and our dedicated team, whose trust and support have continued to drive our success.

Being acknowledged across multiple categories was a testament to the strength, expertise, and collaborative spirit of Mashaël Alsulaiti Law Firm, inspiring us to continue delivering outstanding legal solutions across Qatar and the region.

◆ Legal Advice Session

Legal Advice for the Mexican Women Community



In honor of the **International Day for the Elimination of Violence Against Women 2025**, the Embassy of Mexico in Qatar hosted a legal advice session.

Ms. Mashael M. Alsulaiti, Founder and Chairperson of **Mashael Alsulaiti Law Firm**, participated as a speaker, presenting on “**Key Aspects of Civil and Family Law Governing Foreign Women and Their Families in Qatar.**”

The session was held on **November 25, 2025**, and brought together members of the diplomatic community, legal professionals, and individuals seeking guidance on civil and family law matters.

The event supported broader initiatives to raise legal awareness and advance the protection of women’s rights in Qatar.



Executive Education

Executive MBA (EMBA) Governance Program

HEC Paris – Wharton EMBA Governance Program

Ms. Masha'el Alsulaiti, Founder and Chairperson of Masha'el Al Sulaiti Law Firm, has successfully completed the **HEC Paris–Wharton Executive MBA Governance Program**, delivered jointly by two of the world's leading academic institutions.

The program provided advanced executive training in board governance, fiduciary responsibilities, and strategic oversight, further strengthening her board-level judgment, ethical leadership, and governance effectiveness in complex and highly regulated environments.



DECEMBER



ANNUAL REPORT 2025

◆ Arbitration Committee CIArb Qatar Branch Committee



In 2025, **Ms. Mashaal M. Alsulaiti** continued her active leadership role as **Governance Director** of the **Chartered Institute of Arbitrators (CIArb) Qatar Branch Committee**, contributing to the development and promotion of arbitration and alternative dispute resolution practices in the State of Qatar.

In this role, she supported initiatives focused on strengthening professional engagement, expanding CIArb membership, and promoting best practices aligned with internationally recognized arbitration standards. Her involvement reflects a continued commitment to capacity-building and the advancement of the arbitration community in Qatar.

◆ Arbitration Day 2nd Doha Arbitration Day – 2025

Qatar International Court and Dispute Resolution Centre (QICDRC) 2nd Doha Arbitration Day – 2025

In 2025, Masha'el Alsulaiti Law Firm actively participated in the **2nd Doha Arbitration Day**, organized by the **Qatar International Court and Dispute Resolution Centre (QICDRC)**. The event brought together arbitration practitioners, academics, and institutional representatives to discuss key developments and emerging trends in arbitration practice.

The firm's engagement in this event underscores its ongoing support for knowledge-sharing, professional dialogue, and the continued development of Qatar as a leading regional hub for arbitration and dispute resolution.



◆ Legal Victory

Justice Secured in Commercial Arbitration

QICCA Arbitration award



In December, Mashael Alsulaiti Law Firm achieved significant **victories** in **commercial arbitration**, reinforcing our commitment to delivering justice and protecting our clients' rights.

Mashael Alsulaiti Law Firm successfully represented our client, an **IT company**, in a **commercial arbitration before QICCA**, securing full payment and compensation for damages caused by an engineering company's failure to fulfill contractual obligations.

The dispute arose due to unpaid invoices and purchase orders related to computer systems, project management software, and professional personnel services. Despite full performance by our client, the respondent engineering company failed to settle their obligations.

Awarded

Total Amount: QAR 1,965,492.40
 (Outstanding dues + moral damages + costs)

This success highlights our firm's expertise in commercial arbitration and our steadfast commitment to protecting clients' contractual rights, ensuring accountability, and achieving fair compensation in complex disputes.



◆ Al-Ruwvad Mentorship Programme 2026

British Council | Qatar



During the 2025–2026 cycle, **Ms. Masha'el M. Alsulaiti** was selected as a **mentor** for the **Al-Ruwvad Mentorship Programme**, an initiative led by the **British Council - Qatar** aimed at empowering aspiring professionals and entrepreneurs in the State of Qatar.

The programme was delivered in collaboration with the **Ministry of Education and Higher Education** and the **British Embassy in Doha**, reflecting a shared commitment to developing future leaders, nurturing innovation, and strengthening knowledge exchange between Qatar and the United Kingdom.

Building on the success of previous cohorts, the 2025–2026 programme provided participants with direct access to **UK Alumni mentors** and **industry experts** across diverse sectors. Through **one-to-one mentorship**, **targeted capacity-building workshops**, and **professional networking opportunities**, participants gained practical insights, enhanced leadership capabilities, and translated their ambitions into impactful action.

Ms. Masha'el M. Alsulaiti's involvement as a mentor underscored her dedication to youth development, professional empowerment, and the cultivation of future leaders aligned with Qatar's long-term vision.

[Click here for more information](#)



◆ Achievements & Recognition – 2025

Finalist

Arbitration Law Expert of the Year – Qatar 2026

Corporate INTL Global Awards



We are honored to have been selected as a Finalist **for Arbitration Law Expert of the Year in Qatar – 2026** at the prestigious **Corporate INTL Global Awards**.

This recognition reflects our team's tireless efforts, collaborative spirit, and unwavering commitment to justice, professionalism, and excellence. The Corporate INTL Global Awards celebrate outstanding performance, expertise, and client service among the world's leading advisers and law firms, honoring those who demonstrate exceptional legal capabilities across continents.

Being named a Finalist underscores our continued dedication to delivering exceptional legal services in Qatar and beyond. We extend our sincere gratitude to Corporate INTL for this esteemed acknowledgment, to our clients and partners for their trust and support, and to our incredible team whose commitment to excellence makes achievements like this possible.

◆ Legal Thought Leadership & Publications – 2025



articles

Throughout 2025, **Masha'el Al Sulaiti Law Firm** continued to play an active role in shaping legal awareness and professional dialogue in Qatar through the publication of a series of in-depth legal articles on its official website. These publications reflect the firm's commitment to monitoring legislative developments, contributing to legal scholarship, and providing practical insights on reforms shaping Qatar's legal, economic, and regulatory landscape.

Our articles addressed key developments across arbitration, corporate governance, labor law, public-sector reform, and professional regulation, reinforcing the firm's position as a trusted source of legal analysis for practitioners, businesses, and institutions.

Arbitration and Dispute Resolution

- **Qatar as a Regional Hub for Arbitration**

This article examined Qatar's evolving arbitration framework, institutional support, and judicial backing, highlighting the country's growing role as a regional and international center for dispute resolution.

Legislative and Regulatory Reforms

- **Key Amendments to the Civil Human Resources Law (Law No. 25 of 2025)**

An analytical overview of the legislative amendments to Law No. 15 of 2016, assessing their impact on public-sector employment, governance, and administrative efficiency in Qatar.

- **Amendments to the Regulation and Monitoring of Advertising Law**

A detailed examination of regulatory updates governing advertising practices, compliance obligations, and enforcement mechanisms affecting businesses and media entities.

- **Qatar's Private Sector Nationalization Law (Tawteen Law)**

An in-depth analysis of the legal framework governing workforce nationalization in the private sector and its implications for employers, compliance strategies, and labor planning.

- **Amendments to the Qatari Labor Law:**

Toward a More Fair and Sustainable Work Environment

A comprehensive review of labor law reforms aimed at strengthening employee protections, enhancing workplace fairness, and promoting sustainable employment practices.

Legal Profession and Governance

- **A New Era for Qatar's Legal Profession: Key Reforms Under Law No. 19 of 2025**

This article explored the structural and regulatory changes affecting the Legal profession, including licensing, professional conduct, and institutional oversight.

- **Legislative Developments Reshaping the Legal Profession in Qatar**

A complementary Arabic-language analysis highlighting the broader Implications of recent reforms on legal practice, ethics, and Professional standards.

- **Strengthening Corporate Governance in Qatar:**

The New QFMA Code for Listed Companies

An assessment of the updated Qatar Financial Markets Authority (QFMA) Corporate Governance Code, focusing on board responsibilities, Transparency, risk management, and shareholder protection.

Public-Private Partnerships and Strategic Development

- **Public-Private Partnerships in Qatar: Legal Insights and Strategic Opportunities Under Law No. 12 of 2020**

A strategic legal analysis of Qatar's PPP framework, outlining opportunities, risk allocation, and governance considerations for investors and public entities.

Impact and Vision

Through these publications, Masha'el Alsulaiti Law Firm contributed to enhancing legal awareness, supporting informed decision-making, and fostering dialogue around regulatory reform and best practices. The firm's bilingual content (Arabic and English) ensured accessibility to a broad audience, reinforcing its role as a bridge between legislation, practice, and policy.

These thought leadership initiatives reflect the firm's ongoing commitment to legal excellence, transparency, and professional responsibility, and form a core part of its contribution to Qatar's evolving legal and business environment in 2025.

◆ 100 Qatari Women Stories

The inspiring stories of **100 exceptional Qatari women** who have made a significant impact in their fields.



Ms. Masha'el M. Alsulaiti, Founder and Chairperson of **Masha'el Alsulaiti Law Firm**, was selected as one of the distinguished professionals featured in the “**100 Qatari Women**” initiative, **launched by the Qatari Businesswomen Association (QBWA)**. This prestigious national initiative highlights and documents the **stories of 100 Qatari women** whose leadership, dedication, and professional excellence have played a vital role in shaping their respective sectors and creating pathways for future generations.

The 100 Qatari Women initiative aims to introduce the world to inspirational Qatari women who have demonstrated resilience, innovation, and impact across diverse fields. Through a curated publication and an accompanying digital platform, the initiative showcases success stories on both local and international levels, opening doors to broader recognition and opportunities for Qatari women leaders.

This recognition also aligns with the initiative's broader objective of celebrating Qatar's achievements over the past two decades—an era marked by unprecedented human, economic, and social development, and by the rising participation of women across leadership roles. By sharing these stories, the initiative pays tribute to Qatari women who have contributed meaningfully to national progress and fulfilled the aspirations of Qatar National Vision 2030, where women's empowerment and active participation are core pillars of sustainable development.

Ms. Alsulaiti's story stands as a testament to the evolving role of Qatari women as leaders, innovators, and ambassadors of excellence, reinforcing Qatar's position as a nation that values talent, opportunity, and inclusive growth.

[Click here for more information](#)

EXCELLENCE IN EVERY CASE,
COMMITMENT TO EVERY CLIENT



مشاعل السليطي للمحاماة

MASHAEL ALSULAITI LAW FIRM