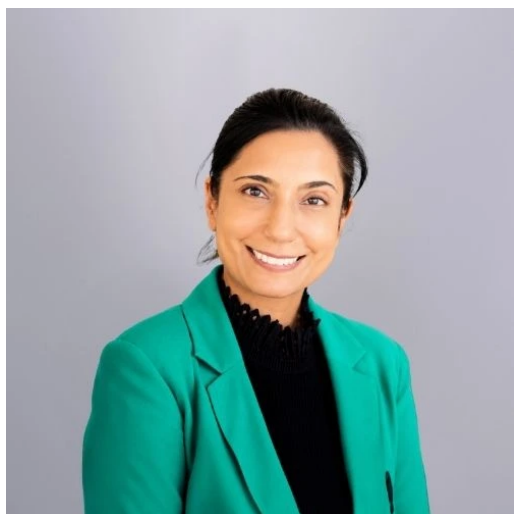




CEDR Accreditation:	2024
CEDR Panel:	2026
Languages:	English, French, Spanish, Hindi
Location:	Doha, Qatar

Raina Lal

FCI Arb (Arb/Med), FMI Arb, FPI Arb, FAMINZ (Arb/Med),
LL.M., LL.B. (Hons)

***“fostering trust, bridging different
perspectives and facilitating
constructive engagement among
stakeholders with varied
backgrounds and interests”***

Overview

Raina is an internationally recognised legal executive, board adviser, arbitrator and mediator with over 25 years' experience across the energy, infrastructure and natural resources sectors. Recognised by the Energy Council as one of the leading female executives in the global energy industry, she has held senior legal and governance positions with a number of state-owned and privately owned oil and gas companies, as well as practicing in a number of top tier law firms. Having advised on complex cross-border transactions, strategic ventures, project development, financing arrangements, governance matters and disputes spanning all continents, Raina brings a strong combination of legal expertise, commercial insight and international perspective. Her extensive experience working with boards, executives, investors and government stakeholders enables her to navigate complex issues, build consensus and facilitate practical, commercially focused outcomes.

Raina is a Fellow of several leading arbitration and mediation institutions and serves on a number of international arbitration panels. She is recognised for her balanced judgement, strategic thinking and ability to foster constructive dialogue in complex and high-stakes matters.

Professional Background

Raina is currently on secondment from QatarEnergy as General Counsel and Board Secretary of QAFAC. Prior to being seconded, Raina was Senior Counsel at QatarEnergy for over six years and advised QatarEnergy on its domestic and international ventures and business development initiatives and opportunities, with a particular focus on LNG and Projects.

Prior to joining QatarEnergy, Raina was General Counsel and Chief Compliance Officer at RAK Gas, advising RAK Gas on all aspects of its operations across Africa and the Middle East. Before joining RAK Gas, Raina held senior legal counsel positions at SOCAR and Oryx Petroleum (now Forza Petroleum), where she advised internationally on their respective projects, project finance arrangements and operations across the value chain.

Prior to moving in-house, Raina was a solicitor in the Energy group of Vinson & Elkins' London office for seven years, during which time she was seconded for a two year period to the firm's Tokyo office, and also to an Indian oil and gas company. Prior to joining Vinson & Elkins, Raina trained and worked at two leading U.K. law firms and a U.S. energy practice. She has also spent periods on secondment in Paris, as well as with a provider of private equity/risk capital for businesses in emerging markets, and also with a power company which is focused on the emerging markets of Africa, the Americas and Asia.

Expertise

- Energy (upstream)
- Energy (midstream)
- Energy (downstream)
- Projects
- Mergers & Acquisitions
- Project Finance
- Renewables
- Commercial (General)
- Corporate (General)

Dispute Experience

Arbitration Professional Experience (indicative, not exhaustive)

- Advised a U.K. Terminal Company in respect of a dispute in relation to marketing arrangements under the LCIA Arbitration Rules.
- Advised a National Oil and Gas Company in respect of a contractual joint venture agreement dispute under the ICC Arbitration Rules.
- Advised a U.S. Terminal Company in respect of a Time Charter Party dispute under the Rules of the Houston Maritime Arbitration Association (HMAA).

- Advised an LNG operator in respect of a dispute over Helium prices under the ICC Arbitration Rules.
- Advised an aluminium manufacturing company in respect of a contractual joint venture agreement dispute under the LCIA Arbitration Rules.
- Advised an aluminium manufacturing company in respect of a dispute in relation to tax stabilization under the LCIA Arbitration Rules.
- Advised an LNG Operator in respect of LNG Sale and Purchase Agreement price review arbitrations under the ICC Arbitration Rules.
- Advised a National Oil and Gas Company in respect of disparity between arbitration provisions in the Back-to-Back LNG Sale and Purchase arrangements and potential for dispute.
- Advised a National Oil and Gas Company in respect of a Production Sharing Contract dispute under the ICC Arbitration Rules.
- Advised the trading arm of a National Oil and Gas Company in respect of a Vessel Sale and Purchase Agreement dispute against a ship owner under the ICC Arbitration Rules, and with settlement of the dispute.
- Successfully advised the U.K. Government in an arbitration against the Ministry of Electricity of the Government of Mauritius under the Rules of Arbitration of the International Centre for Settlement of Investment Disputes (ICSID).

Mediation Professional Experience

- CEDR online mediation observership in a Property/Contract matter.
- Barrister Group ADR online observership in a Probate matter.
- CEDR online mediation observership in a Company Partnership matter.
- Acting for majority shareholder in a U.S. Terminal Company in a mediation with an EPC Contractor, both before Chapter 11 bankruptcy filing by such EPC Contractor and as part of the Chapter 11 bankruptcy process.

Other Disputes Experience

- General commercial disputes, including in relation to Procurement, Force Majeure and Employment matters.

FCPA investigation in respect of an LNG Project in Africa.

Personal Style

Raina's style is collaborative, pragmatic and outcome-focused. She seeks to build trust quickly, create an environment in which parties feel heard and respected, and help identify the interests that sit behind stated positions. Raina combines careful listening with constructive challenge, encouraging open dialogue while maintaining momentum towards resolution. Calm under pressure and attentive to both commercial, interpersonal and cultural dynamics, Raina aims to help parties navigate complexity, bridge differences and achieve durable, practical outcomes.

Professional Accreditations

1. Fellow (FCIArb (Arb/Med)): Chartered Institute of Arbitrators, U.K.
2. Fellow (FMIArb): The Malaysian Institute of Arbitrators
3. Fellow (FPIArb): The Philippine Institute of Arbitrators, Inc.
4. Fellow (FAMINZ(Arb/Med)): Arbitrators' and Mediators' Institute of New Zealand Inc.
5. CEDR Accredited Mediator: Centre for Effective Dispute Resolution, U.K.
6. General Editor: International Energy Law Review (IELR), Sweet & Maxwell, U.K.

Panel Admissions

1. MediateGuru Dispute Resolution Centre (Arbitration and Mediation) (June 26)
2. LCIA Database of Arbitrators (Mar.25)
3. ICC United Kingdom Arbitrator & ADR Database (Jan.25)
4. Singapore International Arbitration Centre (SIAC) (Reserve Panel) (Dec. 24)
5. Dubai International Arbitration Centre (DIAC) (List) (June 24)
6. India International Arbitration Centre (IIAC) (Panel) (Aug. 24)

Professional Memberships

1. ICC Institute of World Business Law
2. Energy Arbitration Club, U.K.
3. Law Society of England and Wales, U.K.
4. Association of International Energy Negotiators, U.S.A.

Publications

1. Japan – Inaction on Climate Change (2026) 33 IELR
2. A New Year, A New Policy: The European Union's Carbon Border Adjustment Mechanism (2026) 1 IELR
3. Japan and Its Pursuit of Energy Security (2025) 177 IELR
4. Great British Energy (2025) 153 IELR
5. The Power of AI and How to Power AI (2025) 123 IELR
6. Carbon Neutral, Net Zero, Carbon Positive.....? (2025) 87 IELR
7. Bioenergy and the Path to Net Zero (2025) 37 IELR
8. COP 29 (2025) 1 IELR
9. Recent Supreme Court Decision Expected to have Implications on Fossil Fuel Developments in the UK and Further Afield Going Forward (2024) 189 IELR
10. Geothermal Energy -Part of the Energy Mix in the Race to Net Zero (2024) 154 IELR
11. A Snapshot: Green Hydrogen and the Energy Transition (2024) 101 IELR
12. The Energy Charter Treaty – Where Are We Now? (2024) 63 IELR
13. Solar Energy – on the Path to Net Zero (2024) 25 IELR
14. COP 28 and a Look Back to 2023 (2024) 41-43 IELR
15. Is the Energy Transition Moving Too Fast? (2023) 177-179 IELR
16. The “Just Transition” (2023) 40 IELR
17. The Need for a New Regulatory Landscape for a Hydrogen Fueled Future (2023) 41 IELR
18. Is Nuclear Energy the Future? (2023) 42 IELR
19. Cap and Trade for Energy Investment – The Regulated Carbon Market (2023) 43 IELR
20. Hydropower - An Essential Component of the Energy Mix Towards Net Zero? (2023) 44 IELR
21. The Energy Charter Treaty: What's Next? (2022) 40 IELR
22. Contributing Editor: Anthony Jennings, Oil and Gas Production Contracts (2nd edition) – August 2022
23. Regulatory and Commercial Overview of Shale Gas Development in South Africa - V&E Shale Insight Series (01 Nov. 2012)
24. Electricity Market Reform and Low Carbon Initiatives in the United Kingdom - V&E Climate Change Report (Issue 16: 01 Nov. 2011)

25. A Trilemma for Investors in UK Energy Infrastructure, Law 360 (2011)
26. Unconventional Natural Gas, Japan Institute for Overseas Investment (2011)
27. Optimising the Value of LNG Sale Agreements by Formulating Strategic Cargo Diversion and Destination Flexibility Clauses, Bloomberg Law Reports - Asia Pacific (2009)

Qualifications

1. Non-Executive Director Diploma (LL.M equivalent) with Distinction: Financial Times
2. Centre for Effective Dispute Resolution, U.K.: CEDR Mediator Accreditation (2024)
3. Chartered Institute of Arbitrators, U.K.:
 - Module 3 (Evidence and International Arbitration Award Writing): 94% (2023)
 - Module 2 (Law of Obligations): 98% (2022)
 - Module 1 (Law Practice and Procedure of International Arbitration): 94% (2022)
4. Legal Practice Course (LPC) with Distinction: College of Law, London, U.K. (2001)
5. Maîtrise en Droit (2i) (LL.M.): Université de Paris I-Panthéon Sorbonne, Paris, France (2000)
6. Bachelor of Laws (English & French Law) with Honours (2i) (LL.B. (Hons.): King's College, London, U.K. (2000)

Feedback

"Combines deep legal expertise with a practical understanding of the energy sector, consistently delivering advice that is both legally robust and commercially workable."

"Exceptional ability to navigate complex regulatory and contractual issues while maintaining focus on the broader business objectives."

"Her drafting and negotiation skills are outstanding, particularly in high-value and strategically important energy transactions."

"What distinguishes Raina is her ability to translate complex legal risks into clear commercial decisions for management and the board."

"She demonstrates excellent judgment and integrity, particularly when advising on governance, ethics, and high-stakes strategic decisions."

"Raina is highly respected across the organization for her ability to provide clear, balanced advice in challenging situations."

"Raina builds strong relationships across functions and is known for her collaborative approach and constructive problem-solving."

"She is highly effective at bringing together diverse stakeholders and guiding them toward practical solutions."

"Her calm and measured approach earns the confidence of colleagues, executives, and external counterparties alike."

"Raina is an exceptionally effective negotiator who combines strong legal analysis with a clear understanding of commercial priorities. She consistently achieves outcomes that protect the organization's interests while maintaining constructive relationships with counterparties."

"She approaches negotiations with thorough preparation, strategic thinking, and a calm demeanor, enabling her to navigate complex discussions and reach practical solutions even in challenging circumstances."

"Her negotiation style is firm but collaborative, allowing her to secure favorable outcomes without creating unnecessary conflict or damaging long-term business relationships."

"Combines intellectual rigor, emotional intelligence, and commercial awareness to resolve complex challenges effectively."

"Respected for integrity, impartiality, and an ability to earn the confidence of diverse stakeholders."

"Demonstrates exceptional listening skills, sound judgment, and a pragmatic approach to problem-solving."

"Trusted to manage sensitive matters with discretion, fairness, and professionalism."

