

## CURRICULUM VITAE



### TUBA KARAKUS

#### PROFILE

Tuba Karakus is an architect holding MSc and BSc degrees from Istanbul Technical University, Türkiye. She has 23 years of experience in the construction industry. Her areas of expertise include contract and claims management, dispute resolution, quantum analysis, change management, planning and scheduling. She is fluent in both written and spoken English. She is a Fellow of Chartered Institute of Arbitrators.

Tuba specializes in contract management and dispute resolution, particularly in large scale EPC projects administered by international standard contract forms. She has extensive knowledge in major international standard contract forms, particularly FIDIC, and specialized in resolution of disputes through Dispute Boards. She has drafted a wide range of contracts, managed post-contract award variation orders and claims and participated in several Dispute Board proceedings in major infrastructure projects.

#### EDUCATION

LLM (Merit)	Construction Law and Arbitration, Robert Gordon University, Aberdeen, UK MSc
MSc (Distinction)	Istanbul Technical University, Türkiye
BSc (Merit)	Architecture, Istanbul Technical University, Türkiye

#### MEMBERSHIPS

Fellow	Chartered Institute of Arbitrators (FCI Arb)
Member	Dispute Resolution Board Foundation

## EMPLOYMENT EXPERIENCE

2023-present

### **TUPRAS**

#### **HEAD OF CONTRACTS**

Project and Investments Directorate

**Tüpraş is the largest industrial company in Türkiye with the added value and revenue that it creates having four refineries established in Türkiye with a total crude oil processing capacity of 28.1 million tons per year.**

As part of the team in Project and Investments Directorate, duties include leading the contract management team in the refineries, managing the contractual risks in bid phases, monitoring the ongoing projects from contract and risks perspective, development and updating the contract forms to ensure compliance with international norms and company interests.

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2019-2022

### **SIEMENS**

#### **CONTRACT MANAGER**

**Siemens Mobility has been a leader for seamless, sustainable, reliable and secure transport solutions for more than 160 years.**

Assigned on a large-scale EPC Railway Project administered under a highly amended FIDIC EPC 1999, initially valued at 1 billion EUR; and a standing DAB was established at the outset. Tuba's duties included all contract management activities focusing on contractual and commercial strategies, maximizing variation valuations and leading the claims strategy. Tuba led the contractor's referrals to the DAB under the FIDIC EPC contract, directed the preparations of contractor's statement of cases to the DAB, participated in various proceedings, hearings, site visits and meetings as party representative.

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2014-2019

### **HKA / HILL INTERNATIONAL**

#### **ASSOCIATE DIRECTOR**

**Hill International is one of the top construction contract and claims management companies in the world having successfully managed some of the largest, most complex construction projects in locations throughout the world.**

## INFRASTRUCTURE PROJECTS

### **Marmaray Contract CR3, Istanbul, Türkiye (2015-2019)**

Tuba provided contract management services acting as the contract manager of Siemens S.A.U in a railway project in Istanbul initially valued at €932 and administered under a highly amended version of FIDIC EPC, 1999.

Tuba's responsibilities included managing the contracts and claim, developing contractual and commercial strategies to create commercial bargain positions, maximizing variation valuations, managing the preparation of contractor's referrals to the DAB, assisting with subcontractor and supplier management, providing claims strategy, contract interpretation, providing input into progress, claims, variations and commercial reporting and the like.

**Marmaray Contract BC1/ Dispute Resolution (2013-2014)**

Railway project in Istanbul which includes a 13.6 kilometers Bosphorus crossing by construction of immersed tube tunnels under the Bosphorus, TBM tunnels, cut and cover sections and underground stations. The Contractor consisted of a Joint Venture to which the partners had internal disputes not resolved amicably. The parties appointed a Dispute Adjudication Board to determine/resolve subject matter disputes.

Tuba managed the dispute resolution proceedings of the client, prepared the claimant's statements of case with full particulars and submission to the DAB. Tuba prepared the clarification submissions and provision of expert opinions required by the DAB on behalf of the client.

## **BUILDINGS**

**Technology Campus Project, Istanbul, Türkiye (2014)**

The project involved the superstructure works of a technology campus project constituted 53.500 sqm open office space and specialized functions, 16.000 sqm common areas and 72.500 sqm service areas. Retained by the Contractor to provide an independent expert review on changes and delays occurred during the course of the project, Tuba acted as the commission manager where her duties included review of the project records, correspondences, reports and the existing claims of the Contractor to determine the value of the additional works performed and variations required by the Employer as well as technical specifications and method statements. She managed the preparation of delay analysis so as to evaluate the Contractor's entitlement to extension of time and prepared a quantum study for the claims of the Contractor.

**Landmark Commercial and Residential Development Istanbul, Türkiye (2014)**

Retained by an international property developer to review and advice on a day-to-day basis on contractual matters and claims between the Employer and the Contractor, Tuba's involvement included review of Contractor's contractual notices, time and cost claims and providing the Employer with a general contractual strategy so as to respond to the Contractor.

## **POWER & UTILITIES**

**Steam Power Plant Project, Libya (2013)**

Tuba involved in the preparation of disruption and extension of time claims of the Contractor with regards

to a Steam Power Plant Project, which is located in Libya. In consideration of the Force Majeure events due to Libyan revolution, the Contractor has made various submissions to the Employer / Government in respect of resultant losses incurred.

**Hydroelectric Power Plant Project, Muş, Türkiye (2014)**

The project included the construction and operation of Dam body with a height of 116 m and formation of a reservoir with an area up to 54.69 km<sup>2</sup>, spillway and diversion structures, energy tunnel, HEPP with 280 MW installed capacity in 4 unit. Tuba worked on the existing claims identified the strengths and weaknesses of the Contractor's existing position.

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2007-2013

**TAISEI CORPORATION**  
**PROCUREMENT MANAGER**

**Taisei is a Japanese corporation, established in 1873, engages building construction, engineering services, and real estate development. The Main Contractor of MARMARAY PROJECT, BC1 Contract in Istanbul, Türkiye with a contract value of 1 billion + USD.**

As a member of the project controls team, initiated and led the complete supply chain, which included generation of contracts and coordinating the delivery of subcontractors and suppliers which resulted in an on-time completion of the project.

Responsibilities included review of Main Contract with the Employer, monitoring contract terms and conditions for compliance, dealing with variation orders and claims, preparing correspondence relating to contract and commercial issues, preparing Claimant's Statement of Cases related to the disputed matters with the Employer and the Joint Venture partner, coordinate and follow up of the procedures for the establishment of Dispute Adjudication Board for the resolution of disputes between the JV partners.

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2006-2017

**SOYAK INTERNATIONAL CONSTRUCTION**  
**Bidding Engineer**

**Soyak International is a part of Soyak Holding, leading construction company in Türkiye, engages in all types of sub- and superstructure constructions.**

As a member of business development department, her responsibilities included all necessary preparation activities for the bids in Russia. Interpretation of the contract clauses and business practices which could affect proper processing of the bid application. All architectural and engineering related activities for the submission of a complete and proper bid to the client in the most efficient manner.

2005-2006

**PROJECT MANAGEMENT CONSULTING INTERNATIONAL**  
**Project Coordinator**

**Project Management Consultant of the Construction of TUVTURK Vehicle Inspection Stations, all over Türkiye, with a contract value of more than 100 million Euros.**

As a member of the project management team, planned and executed the construction project, reporting directly to the client (TUVTURK Consortium) at executive level. Defined the project strategy in terms of budget, construction and schedule. Managed the process of selecting the subcontractors, by means of preparation to tender, collection and evaluation of the bids and awarding.

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2003-2005

**BOVIS LEND LEASE**  
**Assistant Project Coordinator**

**Bovis Lend Lease/Global Alliance is the international project management and construction division of Lend Lease Group. World's leading project management and construction company, known for its ability to deliver high-quality projects on time and budget.**

Managed budgeting, procurement, installation, stock follow-up and maintenance of BP Tasıtmatik Project. Assisting in the periodical maintenance program of all BP stations.

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## **PUBLICATIONS & PAPERS**

**"ADR-Tiered Dispute Resolution: The Issue of Enforceability"**, LLM Dissertation, Robert Gordon University, *May 2017*.

**"Creativity in Computer Based Architectural Design"**, MSc Thesis, Istanbul Technical University, *June 2004*.

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## **PERSONAL INFORMATION**

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Driving license: B class  
Interests: Literature, Psychology, Philosophy, Travelling, Photography

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