

FRASER GREGORY

Major Career Roles

Chief Financial Officer, Tawuniya, Riyadh (KSA)
Chief Financial Officer, IMC Hospital, Jeddah (KSA)
Chief Financial Officer, Bupa Arabia, Jeddah (KSA)
Chief Financial Officer, Bupa Insurance (UK)
Chief Financial Officer, Bupa Hospitals (UK)
Group Financial Controller, Bupa , London (UK)

Other Career Highlights

Senior Finance & Strategy Roles, Bupa (UK & GCC)
Sold Bupa Hospitals to Cinven for $2b in 2007
Banking Roles, Lloyds
FMCG Experience, Diageo
Experience in Manufacturing Sector Environments
Strategic & Financial Advisor to Regional Organisations (UAE & Saudi Arabia)

Fraser Gregory is an experienced financial and strategic leader with more than 30 years spent across blue chip organisations and high growth businesses in the UK and the GCC.

Most recently, he has held senior C suite roles in Saudi Arabia, including as CFO, CRO and Chief Strategy Officer within two of the Kingdom's leading insurance companies, Bupa Arabia and Tawuniya, as well as a leading hospital operator in Jeddah (IMC) where he helped deliver major profitability improvements, guided 2030 aligned strategy, and shaped transformation initiatives across healthcare funding and provision. He is recognised for lifting enterprise performance, strengthening financial discipline, and supporting organisations through large scale strategic change.

Earlier in his career, Fraser held a series of leadership positions within Bupa in the UK - including Group Financial Controller, CFO of Bupa Hospitals, and CFO of Bupa Insurance — before moving into wider strategic roles. He also spent his formative years in banking at Lloyds and gained experience in FMCG with Diageo, in manufacturing environments. . His career has spanned investor relations, multi market financial governance, strategic design, and risk leadership, and he has supported businesses through major growth, restructuring and market repositioning. Beyond corporate roles, Fraser serves as an advisor and board level contributor for regional organisations across the UAE and Saudi Arabia, drawing on his multi industry background to support leaders navigating complexity and business transformation.

Fraser brings deep cross sector expertise in:

• Healthcare funding & provision — senior leadership roles across Bupa Arabia, Tawuniya and IMC Hospital in Jeddah, supporting financial, strategic and operational transformation.

• Financial management & performance uplift — delivering profitability increases over $150m and leading enterprise wide financial improvement programmes.

• Strategy, risk & organisational transformation — designing and implementing long term strategies, including healthcare provisioning entry for Bupa in Saudi Arabia.

• Multi industry leadership — experience spanning insurance, healthcare, FMCG, banking and manufacturing across the UK, UAE and Saudi Arabia.

Fraser holds over three decades of international leadership experience across finance and strategy and is a qualified coach, supporting senior leaders in achieving clarity, performance and long term impact.