

WOMEN LEADERS FOR BOARDS

Directory

2nd Edition
March 2023

“ No nation can rise to the height of glory
unless your women are side by side with you ”

Quaid-e-Azam Muhammad Ali Jinnah



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Musharaf Hai

Former CEO
Unilever and L'Oréal Pakistan
Chairperson Steering Committee
Women for Board Allies

“ The purpose of driving the Women for Boards Directory, is to build an advocacy platform for identifying, empowering and raising awareness for Pakistani women leaders. The mission is to identify high quality women leaders with functional expertise and wide range of experience which merit board and leadership role. To influence policies which reinforce women leaders, The 1st Edition of WFB Directory was presented in September 2022. This compilation included profiles of 40 women leaders having potential for board positions. The roll out was executed in a meeting with a cross-section of industry leaders to obtain their feedback and collaboration. This was followed by circulation of directory to all stakeholders. We are delighted to present 2nd Edition of the Directory, which highlights 30 profiles of women leaders who merit board consideration. The criteria for eligibility have been expressed in Zahid Mubarak's message. The intent is to represent a diverse blend of education, experience, skill set/expertise and industry knowledge. We recognise that this in no way substitutes the skill set, competency evaluation and diligence which an operating firm requires to undertake. Going forward, we need to engage and support companies to achieve Sustainable Development Goals to influence key stakeholders and policy makers on accelerating the role and participation of women leaders on boards. And most important, the WFB Allies platform should provide coaching, mentoring and networking opportunities for potential women leaders. Achieving these goals will be a journey, which requires not only firm support and collaboration from stakeholders, but most important, policies to accelerate and encourage women leaders in top leadership and board roles. ”

STEERING COMMITTEE



ASMA SHAIKH

Director General Human Resources - Asian Infrastructure Investment Bank, Beijing, China



FATIMA ASAD-SAID

CEO
Abacus Consulting Technology Limited



JEHAN ARA

Founder and CEO
Katalyst Labs



MALEEHA MIMI BANGASH

Consultant,
International Finance Corporation, Singapore



MONEEZA USMAN BUTT

Partner
KPMG Taseer Hadi & Co



SAAD AMANULLAH KHAN

Chairman
Pakistan Innovation Fund



SAJJEED ASLAM

Head
ACCA Global Head of Public Sector



TAHIRA RAZA

Former President
First Women Bank Limited



ZAFFAR A. KHAN

Former CEO
Engro Corporation

MESSAGE

Zahid Mubarik

CEO
HR Metrics



Why Diversity and Inclusion?

Future-focused organizations are driven to ensure long-term sustainability of the planet and the people. As organizations are increasingly becoming agile in their business models, supply chains, shared services and operational processes; stakeholders want diversity, equity and inclusion to be integrated with business for sustainable outcomes. To optimize organizational results, leaders need to adopt an inclusive approach towards management strategies and governance that incorporates diverse perspectives, combined with varied cognitive, cultural and linguistic collaboration.

What is Women for Board Allies Program?

Diversity Hub-HR Metrics is leading the “Women for Board Allies” initiative. It focuses on encouraging women to aspire for board roles and impart a sense of what it takes to get there. It is distinct from Directors Training Program (DTP), which focuses on the knowledge and skills for member board of directors. Diversity Hub's mission is to empower women by raising awareness regarding social and economic benefits of gender diversity at board level, identify high potential women, connect and refer them for board director and leadership roles.

Our Goals

Our purpose is to provide a platform, project “top of mind” awareness and encourage women to aspire for Board leadership positions through a transparent process for eligibility and selection for inclusion in the Women Leaders’ Directory.

- Carry out advocacy on gender equality to reinforce Pakistan’s Constitution article 27 regarding equal opportunities.
- Identify high quality women leaders with functional expertise and wide range of experience which merits board director and leadership roles.
- Provide high quality women leaders for Board positions in compliance with SECP Companies Act 2017.
- Facilitate companies on gender diversity to achieve Sustainable Development Goal 5.
- Promote coaching, and mentoring support to potential leaders.

Directory of Women Leaders for Boards

On 8th September 2022, presided by 25 influential business leaders, directors and CEOs, the first edition of “Women Leaders for Boards Directory” was presented and discussed. The event was hosted in the Boardroom of National Bank of Pakistan in Karachi. The 1st Edition of Women for Board (WFB) Directory showcased 40 women with diverse experience and achievements, worthy of Board roles.

The 2nd Edition comprises 30 women of unique professional standing in C-suite or already in a board director role. It is in no way presumed to be an exhaustive list, but developed on the basis of women known in the industry for their achievements and wide range of diverse experiences. The Directory is expected to offer opportunities for women leaders to network, mentor and develop.

Eligibility Criteria for Women

1. Possess professional skills relating to leadership, governance, profit and loss responsibility, board exposure, management experience and mentoring.
2. Skills can include specialty experiences like e-commerce, digital/ technology, human resources, M&A, and marketing.
3. Senior women with professional credentials from all sectors of business, industry, academia, and the civil society having at least 15 years of work experience.
4. Women already serving in C-Suite roles and/or on boards and Pakistani women having international experience.

The 2nd Edition of WLB Directory is slated for release on the eve of “International Women’s Day”, March 2023 in Karachi. The objective is to engage board leaders to unveil the directory, reiterate the importance of gender diversity at board level and seek further insights and ideas. I congratulate the Steering Committee for this success. We need solidarity and a collaborative effort to define the moment and create the difference.



Rehmat Ali Hasnie
President (Acting)
National Bank of Pakistan

In today's dynamic business environment, achieving gender equality is an essential factor for the competitiveness and growth of any organization. To create an inclusive and dynamic environment, it has to be ensured that every employee is provided with an equal opportunity to succeed. National Bank of Pakistan aims to execute a 5-pronged strategy towards Gender Diversity and Inclusion Initiatives. This includes a holistic approach of inducting females in all areas of the Bank, providing logistics and facilities in branches/offices, development and growth opportunities for female employees and sensitization trainings, in order to ensure a conducive work environment for females.

In line with these initiatives, The National Bank of Pakistan hosted the Women for Board Allies Directory Rollout at the Head Office, Karachi on September 8, 2022. The event was attended by Board Chairs from different industries. And several initiatives were discussed to reiterate the importance of gender diversity at board level and to seek further insights and ideas. We congratulate Ms. Musharaf Hai, Mr. Zahid Mubarik, Mr. Zaffar A. Khan and all members of the Women for Board Allies Committee on this achievement and for giving NBP an opportunity to celebrate the success of this great initiative. At NBP, our vision empowers us to view inclusive development synonymous with sustainable growth for becoming a leading bank. In line with this vision, NBP has launched its Gender Diversity Initiative. Our strategy has two-phases. First is to develop and motivate existing female staff and second is to improve diversity ratio. Way forward for developing and motivating existing female staff comprises of following:

- **Listen:** Counseling forum for female staff
- **Evaluate:** Survey to assess concerns & focus areas
- **Inform:** Strong Communication by Management
- **Train & Develop:** for career progression

Initially in first phase, we have been conducting training sessions for women, titled "Achieving Excellence", that cover challenges faced by working women and how to overcome them. These sessions are focused on their professional development. This helps in elevating morale of female staff which in turn improves processes & customer service and drives business success. In these sessions, women are encouraged to share their experiences and the issues that they face and how to deal with them. Furthermore, the participants are told about speak-up channel (Committee for Protection against Harassment at Workplace) within the organization in case of any workplace harassment. These programs have created a channel of communication for women where they freely talk about their concerns and have a community support while sharing them. In the next phase, we have launched an awareness program that covers 'Gender Sensitization at the Workplace'. This training program covers importance of gender sensitization, workplace harassment, representation of gender groups, gender stereotypes, gender balance and gender equity.

Business Leaders Unveiled 1st Edition of the Directory of Women Leaders for Boards

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On 08 September 2022, high powered CEOs, Board Members and Directors of leading business entities participated in a round table discussion to unveil the “Directory of Women Leaders for Boards”. The Directory was developed by “Women for Board Allies”, which is an initiative of Diversity Hub-HR Metrics. The meeting convened at the Board Room, National Bank of Pakistan Head Office, Karachi.



Key Discussion Points by Distinguished Leaders



Zaffar Ahmed Khan

Former CEO
Engro Corporation

"The potential to grow the directory is huge and we should all send in nominations of Women whom we are confident."



Zubyr Soomro

CEO
Hikmah Consulting

"Women on Boards create a 'balance', induct a perspective of 'sustainable growth' and display natural 'multi-tasking' effectiveness."



Dr. Inayat Hussain

Deputy Governor
SBP

"Develop a framework of women mentoring by capable women."



Arif Habib

CEO
Arif Habib Corporation Limited

"Directory will be helpful to listed companies."



"Women make strong leaders, display 'independent' thinking and speak 'truth to power'."

Ghias Khan

CEO
Engro Corporation



"More than 50% of talent is untapped if we ignore women."

Yousaf Hussain

President
Faysal Bank



"Women must come forward to be part of this directory - take the initiative."

Saba Kamal

Member BOD Packages Group



"Include women in the directory from under-represented businesses."

Waqar Ahmed Malik

CEO & MD Fauji Foundation & Chairman
of Fauji Group of Companies



"Enterprise Risk Management is an asset which women understand better."

Adnan Afridi

Chairman
NIT



"Board job is primarily to provide oversight and governance and hence needs relevant skill set. Include more women with non-finance background (eg. Legal, HR)."

Ahsan M. Saleem

CEO and MD
Crescent Group



"The directory will enable women leaders to be 'top of mind' during search for BoD roles."

Amir Paracha

Chairman and CEO
Unilever Pakistan



"Create 'future organizations' by avoiding traditional mindset."

Veqar Islam

CEO
Jaffer Business Systems



"Aim for 'transformational' and not incremental change. Need bold actions."

Furqan Ahmed Syed

CEO
PepsiCo Pakistan



"Set tone at the top and give confidence to women for leadership role."

Fatima Asad-Said

CEO
Abacus Consulting



"Board is concerned about competencies, not men or women. Add more women in directory, having board competencies."

Taimur Dawood

Chairman
Descon



"Women should take charge of their growth and overcome obstacles."

Moneeza Butt

Partner
KPMG Pakistan



"Develop women pipeline. Make realistic metrics to have women on board in certain timeline."

Humayun Bashir

Chairman
NCCPL



"Women should actively consider becoming board directors."

Jehan Ara

CEO
Katalyst Labs

A Directory of Women Leaders for Boards

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Aniqah Yaqub

GM Government Relations
Shell Pakistan Limited



Aqueela Mumtaz

VP Finance
Pakistan Mobile Communications
Limited - Jazz



Ayesha Aziz

MD & CEO
Pak Brunei Investment
Company Limited



Bina Bilgrami

Head Green Banking
JS Bank Limited



Bushra Naz Malik

Director
MHM Consulting



Farheen Salman Amir

President BSPAN & GM
Ekaterra



Fariyha Subhani

GM - South Asia
Upfield Pakistan
(Private) Limited



Fatima Maryam

Group Treasurer
The Hub Power
Company Limited



Fauzia Ahmad

CHRO
Mari Petroleum Company Limited



Fauzia Hasnain

Independent Director
Summit Bank Limited



Huma Fakhar

Chairperson and Founder
MAP Capital Holding, MAP
Services Group, MAP Foods
International



Javeria Siddiqui

CFO
Feroze1888 Mills Limited



Khursheed Kotwal

CEO
Aasman International



Marriam Umer

Regional VP - HR
(Asia Pacific Region)
Elixir Technologies (Pvt.) Limited



Maria Tahir

Head of Legal &
Compliance, Company Secretary
& Lead D&I
Metro Pakistan Private Limited



Mehr Alwy Malik

CFO & Director
Red Bull Pakistan

A Directory of Women Leaders for Boards

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Mehvish Muneera Ismail

Company Secretary and
General Counsel
HBL Microfinance Bank



Nadia Ishtiaq

MD – Corporate Finance
K-Trade Securities Limited



Naheed Chowdhry

Director of Strategy and PMO,
Pakistan Business
Development Lead
SIG Combibloc MEA



Najmusaher Khalid

Global Brand Proposition
Manager – Shell V-Power
Shell Pakistan Limited



Nusrat Rahim Currier

Former President &
Chair of the Board
WNDC



Rabia Omer Hassan

Co-Founder
ROSH Development



Rukhsana Narejo, CFA

Head-Treasury and
Financial Institutions
Sindh Bank Limited



Sabahat K. Bokhari

Director Diversity and Inclusion
Pakistan Mobile Communications
Limited- JAZZ



Saima Akbar Khattak

Group Company Secretary
PTCL Group
(Subsidiary of e&, UAE)



Dr. Samina Karim

Unit Lead Organization
Development
Mobilink Microfinance Bank



Sanam Kohati Faiz

CHRO
Pakistan Stock Exchange
Limited



Sharleen Ansari

Head Network Optimization
JS Bank Limited



Shazia Maqsood Amjad

Executive Director
Pakistan Centre for Philanthropy
(PCP)



Tamkeen Sardar Faisal

HoHR & MarCom
Engro Energy Limited



Uzma Murshed

Group Head,
Operational Risk
Habib Bank AG Zurich



Aniqia Yaqub

GM Government Relations
Shell Pakistan Limited
 Islamabad, ICT
 Pakistan

Academic Qualification

- MBA

Professional Qualification

- International Development Courses
 – University of Waterloo Canada

Director Training Program:

Not Qualified

Served on Board(s)

None

Serving on Board(s)

- Shell Pakistan Limited

Top 2-3 Competencies

Business Management: Strong

ESG: Strong

Current Role

Aniqia Yaqub is currently General Manager-Government Relations and reports to Head of Corporate Relations, a member of the Leadership Team. In her current role, Aniqia works closely with the CEO and all C-level members to provide support to the business regarding interaction with government and external agencies. Aniqia has 15-year work experience with various top-level companies in the Pakistan oil industry.

Most Important Experiences

In her role, Aniqia has been working closely with CEO/ Global Senior Leadership teams to ensure key policy decisions are taken by the Government of Pakistan which would support the business to develop and expand. She consistently supports and initiates projects designed to accelerate business growth, build the Shell brand and ensure the company is seen as a trusted industry leader by the Government and other external stakeholders.

Key Skills and Expertise

In a previous role, with Chevron Public Limited, Aniqia served as part of the Transition Team, which included liaising with colleagues from Singapore, United States, Egypt, and South Africa over a period of 4 years. In this role, she handled the required negotiations with various government organizations, as well as developed and executed the communications strategy for the sale of Chevron fuels business in Pakistan and Egypt. She also served as Head of Government Relations with Total PARCO, in a prior position, where she advocated with the government to end a seven-year ban on retail expansion for the company, gained key oil terminal approvals and successfully dealt with various industry-level crisis situations. Aniqia is currently working for Shell Pakistan Limited where she manages her company's strategic interests with all government bodies, which entails stakeholder management, advocacy for key company policy positions, representation at high level meetings, handling communications, securing key government licenses and approvals, and managing other critical business-related issues with external agencies.

Values and Passion

Aniqia is passionate about the oil industry in Pakistan to transition towards renewables and is currently working on a potential Shell global nature-based solutions initiative.

She is a strong advocate of focus on mental health at the workplace, and fully supports her company's efforts on employee wellness.



Aqueela Mumtaz

VP Finance
Pakistan Mobile Communications Limited- Jazz
Islamabad, ICT
Pakistan

Academic Qualification

- MBA in Finance from Lahore University of Management Sciences, 1996

Professional Qualification

None

Director Training Program:

In progress

Served on Board(s)

- Punjab Skills Development Fund (Previously DFID funded by UK Govt)
- Punjab Poverty Alleviation Fund
- Punjab Agriculture and Meat Company (PAMCO)
- MeatTech Private Limited (own company now closed) set up in collaboration with Syed Babar Ali Foundation

Serving on Board(s)

- Punjab Skills Development Fund
 - a. Chairman (nominated by Board, awaiting GoP ratification)
 - b. Chair HR Committee of Board
 - c. Previously member Audit and Finance Committee
 - d. Member CEO Selection Committee
- Punjab Poverty Alleviation Fund
 - a. Chair Audit and Finance Committee

Top 2-3 Competencies

Finance: Strong

Business Management: Strong

Fintech: Strong

Current Role

Aqueela Mumtaz is currently working as VP Finance in Jazz – PMCL. Largest telecom in Pakistan with over 75 million subscribers and almost US\$ 1 billion in revenues.

In addition, she is CFO of LinkDot Net (100% Jazz Subsidiary) comprising fibre backbone, business solutions and wholesale services.

Most Important Experiences

Aqueela has over 25 years of diversified FMCG, banking and development experience with 5 years responsibility for P&L of territories. She was Director in PepsiCo International for Central Asia, Caucasus and Afghanistan (US\$ 30 Mn in revenues). Her key achievement was portfolio diversification through introducing non-traditional but profitable brands like Lipton Ice Tea, Aquafina sparkling and Tropicana juice drinks in the Central Asian market. Prepared the groundwork for launch of Aquafina in Afghanistan. Aqueela managed own agriculture export business as CEO of largest organized cattle farm in Pakistan - MeatTech Private Limited (US\$ 2 Mn investment in Pakistan in an agriculture startup). She has 9 years of experience as CFO of mid-sized private and public entities, with demonstrated successful financial turnaround of two entities – LUMS and Tameer Bank (Easypaisa Bank) in 2010 and 2011.

Key Skills and Expertise

Aqueela was team member that created “easypaisa” in 2010, which fundamentally redefined banking in Pakistan. At present, mobile wallets by telecom operators (22 Million) have crossed all bank accounts by all users in Pakistan.

She currently manages the largest indirect tax portfolio of any private sector entity in Pakistan and one of the largest direct tax portfolios.

She is working on the largest M&A deal in Pakistan in the private sector and the 2nd largest business finance automation with Oracle.

Values and Passion

Aqueela is most passionate about innovation, automation, financial and digital inclusion.



Ayesha Aziz

Managing Director & CEO
Pak Brunei Investment Company Limited
 Karachi, Sindh
 Pakistan

Academic Qualification

- Master's in Business Administration from Institute of Business Administration

Professional Qualification

- Qualified Chartered Financial Analyst (CFA)

Director Training Program:

PICG and LUMS - Effective Boards training

Served on Board(s)

- Pak Oman Microfinance Bank
- Sind Enterprise Development Board
- Punjab Board of Investment
- Saint Joseph's College for Women

Serving on Board(s)

- Awwal Modaraba Management Limited
- Primus Leasing Limited
- Engro Polymer & Chemicals Limited
- Haleon Pakistan (formerly GSK Consumer healthcare)
- KSB Pumps Limited
- Alfalah GHP Investment Management Limited
- Pak Brunei Investment Company

Top 2-3 Competencies

Finance: Strong

Business Management: Strong

Risk: Strong

Current Role

Ayesha Aziz is the managing director of a DFI that is a joint venture between governments of Pakistan and Brunei. Ayesha reports to the board. The company is a boutique investment bank dealing with large corporates, public sector entities and the government apart from other financial institutions and regulators. In her line of work, the company has financed and advised on small and large-scale project financing, mergers and divestments for companies in various sectors of the economy. Ayesha represents the company in its two financial sector subsidiaries, as Director in one and Chairperson in the other. Overall, Ayesha has 29 years of professional experience.

Most Important Experiences

Ayesha's most important responsibilities include business planning and charting strategy. These have included new areas such as revival financing of distressed companies and Islamic financing via new subsidiaries. She ensures performance against long-term plans. Placing controls and designing policy frameworks. Ayesha manages relationships with all stakeholders including customers, regulators, shareholders, and employees.

Key Skills and Expertise

Ayesha is currently serving on the boards of two subsidiaries (a leasing company and a modaraba management company) apart from being the managing director of the parent company. Ayesha is on the boards of 3 listed companies including Engro Polymer & Chemicals Limited, Haleon Pakistan (GSK consumer health care) and KSB Pumps. Ayesha is also on the board of Alfalah GHP Investment Management Limited.

Ayesha chairs the board audit committee on Haleon and the HR committees on Engro Polymer and Al Falah GHP. She chairs Primus Leasing Limited.

Exposure to Boards

Ayesha is currently serving on the boards of two subsidiaries (a leasing company and a modaraba management company) apart from being the managing director of the parent company. Ayesha is on the boards of 3 listed companies including Engro Polymer & Chemicals, Haleon Pakistan (GSK consumer health care) and KSB Pumps. Ayesha is also on the board of Alfalah GHP Investment Management Limited. Ayesha chairs the board audit committee on Haleon and the HR committees on Engro Polymer and Al Falah GHP. She chairs Primus Leasing Limited.

Values and Passion

Ayesha believes in the power of teamwork and in empowering people to deliver the best results. She is a strong advocate for diversity in the workforce. She also believes corporate values must encompass broader social causes to make a meaningful contribution to society at large. At this point in time, as a lender this includes financing projects that are green or moving towards reducing carbon footprint.



Bina Bilgrami

Head Green Banking
JS Bank Limited
 Karachi, Sindh
 Pakistan

Academic Qualification

- M.Sc Finance, University of Leicester, UK
- MBA Marketing, Southeastern University

Professional Qualification

None

Director Training Program:

Qualified

Served on Board(s)

- None

Serving on Board(s)

- None

Top 2-3 Competencies

Finance: Strong

Business Management: Strong

ESG: Strong

Current Role

Bina Bilgrami is currently the Head of Green Banking for JS Bank Limited. She is the key person for sustainability initiative undertaken by the Bank.

In her current role, Bina is leading the strategy, policy, execution and promotion of environmentally friendly practices. Objective is to support the Bank and its customers in identifying and managing environmental risks as well as reducing their carbon footprint and related socially adverse actions. JS Bank considers its national obligation to safeguard against environmental vulnerabilities and play its role in transforming the country towards a low carbon and climate resilient economy through implementation of Green Banking Policy under the SBP's Green Banking Guidelines.

Most Important Experiences

Bina Bilgrami has multi-cultural experience across Middle East, Europe and South Asia, working at top global and regional financial institutions. She has expertise in new business development, risk management, relationship management, financial institutions with proven skills in leading teams. She has track record of exceeding targets personally and as part of a team.

Key Skills and Expertise

In her previous role, Bina was the Lead Advisor to the CEO on New Initiatives and Renewable Energy Projects for a petroleum company. She was a member of the Management and Executive Committees (ManCom & ExCo). In her position, she was responsible for EV charging stations at Motorway sites, POS and ATM installations, modernizing the on-site retail stores which included solar paneling for generation of electricity, employees benefit schemes with commercial banks and other non-fuel-based ventures. Prior to that, she was with a commercial bank where she was responsible for managing approvals for Corporate & Investment Banking Divisions. This involved screening, improving the quality of proposals through financial and cash flow analysis, liquidity, solvency and probability ratios, statutory and regulatory compliance, MIS, record keeping and facilitating coordination between units, Heads of Corporate and Investment Banking divisions and HOCC. Reporting was to Group Head CIBG. Bina has exposure of working in UAE and UK financial sectors.

She has the honor of being the only person from Pakistan who was awarded the prestigious Bank of England Scholar in 1996-97. This scholarship is awarded to outstanding bankers from developing countries to pursue postgraduate degree in a banking related subject.

Values and Passion

Bina is passionate about her work and environment. The gradual paradigm shifts from corporate banking to credit risk and now to green banking have been a conscious choice in her career. She is a firm believer in leading a sustainable lifestyle. She is strong advocate of empowering women in workforce and strongly believes in gender parity.



Bushra Naz Malik

Director
MHM Consulting
 Lahore, Punjab
 Pakistan

Academic Qualifications

- Master's in Business Administration, Joint Program Kellogg Business School, USA and Schulich Business School, Canada 2009
- LLB, Punjab University 1991

Professional Qualifications

- FCA, Institute of Chartered Accountants of Pakistan 1992
- CA/CPA, Ontario, Canada 2013
- AMP, Harvard Business School, USA 2004
- Member Institute of Internal Auditors, 2000

Director Training Program:

- Institute of Chartered Accountants of Pakistan, 2013
- Pakistan Institute of Corporate Governance, 2018
- CGIAR, France 2017
- Registered as an independent director in PICG Database

Served on Board(s)

- Chair, IOAC, ILO, Switzerland 2013-2018
- Chair, Audit & Risk Committee, Consultative Group International Agricultural Research, France 2016-2018
- Chair, Audit & Risk Committee, FFC, Rawalpindi 2018-2019
- Chair, Audit & Risk Committee, Lahore Stock Exchange 2010-2013
- Executive Director, Maple Leaf Cement Factory Limited 2007-2010
- Executive Director, Legler Nafees Denim Mills Limited 2000-2005

Serving on Board(s)

- Chair, IEOAC, UNAIDS, Switzerland 2022-2024
- Vice Chair, IAOC, UNHCR, Switzerland 2019-2025
- Chair, Finance, Audit & Risk Management Committee, World Agroforestry Centre, Kenya 2016-2024 Centre for International Forestry Research, Indonesia 2019-2024
- Chair, Audit & Risk Management Committee, Aquaculture Stewardship Council, UK & Netherlands 2022-2025
- Trading Corporation of Pakistan 2018-2022
- Pakistan Industrial Development Corporation 2016-2022

Top 2-3 Competencies

Business Management: Strong

ESG: Strong

Audit: Strong

Current Role

Bushra Naz Malik is a consultant, offering governance and financial advisory services to organizations. Bushra has held the position of Member Competition Commission of Pakistan.

In 2020 she was awarded Life time Achievement Award by ICAP.

Most Important Experiences

Bushra has experience of leading Audit, Finance & Risk Management Committees at Board level. It includes, stakeholder engagement, strategy review, project diversification, and human resource committees.

Bushra's C-level exposure encompasses P&L responsibility as well as business development experience, for instance, the turnaround of white cement division at Maple Leaf Cement and acquisition of Pak American fertilizer at Nafees Group.

Key Skills and Expertise

Bushra has been adept at relationship building, participatory decision-making, peoples' management and negotiation.

Bushra's international experience at Nafees Group, was to establish marketing units in Sweden, Italy & USA and a distribution company in Turkey. At Kohinoor Group, she worked with British Petroleum for the bidding process to privatize Pakistan State Oil. As a consultant, she worked for a number of small size entrepreneurs in Canada and US.

Exposure to Boards

Bushra's first exposure to Board was in the capacity of Executive Director in 2000 with Nafees Group. Her first experience as NED was in 2011, when she was appointed on board of Lahore Stock Exchange by SECP. Since then, she has served on many national and international boards like CGIAR-France, ILO-Switzerland, FFC-Pakistan, WAC-Kenya, CIFOR-Indonesia, UNAIDS-Switzerland, UNHCR-Switzerland, PIDC-Pakistan, TCP-Pakistan and ASC-UK and Netherlands.

Values and Passion

Integrity, accountability, perseverance, discipline and diligence.



Farheen Salman Amir

**President BSPAN & General Manager
Ekaterra
Karachi, Sindh
Pakistan**

Academic Qualification

- MBA from the Institute of Business Administration (IBA)

Professional Qualification

- INSEAD leadership development coaching program

Director Training Program: PICG's Director Training Program

Served on Board

- Board Member of the Foods & Refreshment Division at Unilever Pakistan Limited

Serving on Board(s)

- Board Member of Pakistan Lifesavers Program at the Aga Khan University Hospital
- Vice Chairperson of the Pakistan Advertisers' Society

Top 2-3 Competencies

Business Management: Strong

Marketing: Strong

Digital: Strong

Current Role

Farheen Salman is currently the President of Ekaterra, BSPAN (Bangladesh, Sri Lanka and Pakistan), claiming her position as amongst the youngest female CEOs. Ekaterra is the tea division of Unilever, and is the biggest tea business globally, with world-class purpose-driven brands including PG tips, Pukka, Lipton, T2 and Tazo. Ekaterra has 11 production factories in four continents and tea gardens in three countries.

Farheen Salman's professional career started with Unilever in 1999. She led a diverse set of categories during her career, for instance, Personal Care, Ice Cream, Food and Beverages.

Most Important Experiences

Farheen's experience includes posting to Turkey, as Ice Cream Brand Development Director for North Africa & Middle East cluster. On her return in 2016, she was elevated to the board of Unilever Pakistan.

Farheen was leading the Foods & Refreshment division as a board member for Unilever Foods Pakistan Limited and helped recraft three diverse portfolios: Lipton & Brooke Bond Tea, Knorr Foods and Wall's Ice Cream.

As the President BSPAN & General Manager Pakistan for Ekaterra, Farheen leads a business of over Euros 200M employing over 300 employees in the region.

Key Skills and Expertise

Farheen is a trained Marketeer and she progressed to general management. She is skilled at developing and growing brands, understanding consumers, managing teams and transforming organizations.

Values and Passion

Farheen prides herself on living her purpose unapologetically that "women can achieve corporate leadership without compromising on a well-balanced family life."



Fariyha Subhani

**General Manager- South Asia
Upfield Pakistan (Private) Limited
Karachi, Sindh
Pakistan**

Academic Qualifications

- Master of Business Administration – June 1989, Lahore University of Management Sciences (LUMS)
- Master of Sciences (MSc), International Relations– Dec 1986, Quaid-e-Azam University, Islamabad

Professional Qualifications

- Digital acceleration program Karachi, Pakistan - 2013
- Unilever leadership development program 4 Acres, London - 2012
- Spreads foundation Program the Hague, Holland - 2008
- Brand Stewardship Program 4 Acres, London - 2006
- Delivering Leadership Commitment 4 Acres, London - 2004

Director Training Program:

Board development series certification I-IV (PICG) Karachi, Pakistan 2010/2011

Served on Board(s)

- Unilever Pakistan Limited
- Unilever Pakistan Foods Limited

Serving on Board(s)

- Upfield Pakistan (Private) Limited
- Upfield Pakistan Sales (Private) Limited

Top 2-3 Competencies

Business Management: Strong

Supply Chain: Strong

Marketing: Strong

Current Role

Fariyha joined Upfield in April 2018, as Managing Director for South Asia and Central Asia business units. Upfield is the new company that acquired Unilever's Spread business and is now the largest plant-based food company in the world. The company operates in 90+ countries. SA business unit is among the Top 5 in terms of growth, has more than doubled business and grown profitably. The last 4 years have been the most challenging, but the company adjusted to a new normal and emerged as a dynamic, self-driven team that created new benchmarks.

Most Important Experiences

Fariyha Subhani's key experiences include sales, marketing, and supply chain operations. Hiring cross-functional, experienced, and driven teams. Consolidating distributors, establishing the independent cold chain and fixing RTM to address channel conflicts, unlocking factory capacity with 3P, and resolving multiple regulatory issues. Fariyha established an independent office space for the team, in custom-made premises at Dolmen Towers Karachi and Rosmead Place, Sri Lanka. She delivered double-digit growth exceeding targets in SA, despite retail documentation challenges in Pakistan and terror attacks in Sri Lanka. In the midst of COVID, work from home, curfews and lockdowns, this mammoth task was delivered without disrupting sales in Pakistan and Sri Lanka. SA team launched 5 new products despite supply disruptions, regulatory and currency challenges. Inflation is being addressed through localizing materials and curtailing overhead costs.

Key Skills and Expertise

Fariyha's key skills revolve around marketing and customer development. Includes brand building, sales and customer development, business strategies, innovative ideas, consumer connect and digital activations. Market research and media. Business turnaround for profitability.

International Experience

Fariyha has experience in regional roles during her tenure in Thailand, Pakistan, Sri Lanka. She was the Regional Brand Director, Asia during her posting to Unilever Thai Trading, 2001-2004. Fariyha was Head of Home Care Asia - Unilever Thai Trading, 2005-2006.

Exposure to Boards

Committee responsibilities include:

- Strategic governance and oversight
- Serving the organization's stakeholders
- Managing budgets
- Formulating policies.
- Overseeing personnel
- Setting goals
- Measuring goals and achievements

Values and Passion

Most rewarding experience has been recruiting, developing, enabling, and empowering world-class talent and teams. Enabling consumers to look good, feel good and get more out of life!

She loves traveling, exploring, music, movies, relishes different cuisines, fitness. She enjoys spending time with family and friends.



Fatima Maryam

Group Treasurer
The Hub Power Company Limited
 Karachi, Sindh
 Pakistan

Academic Qualification

- MBA from SZABIST (Karachi, Pakistan), 2005

Professional Qualification

None

Director Training Program: Qualified

Served on Board

- CFO on the Board of Thar Energy Limited

Serving on Board(s)

None

Top 2-3 Competencies

Finance: Strong

Business: Strong

Audit: Strong

Current Role

Fatima Maryam is currently the Group Treasurer of Hubco group of companies. She has 15 years of experience with the group. She regularly presents to Thar Energy Board for the past 4 years.

Most Important Experiences

Fatima Maryam is responsible for formulating company policy and its approval process. She has in-depth understanding of the overall control function of the company.

She evaluates the Risk register and monitors criteria given by the board.

Key Skills and Expertise

Fatima has held various positions (including being a CFO of Thar Energy Limited) in Hub Power Company, which included the following responsibilities:

- Develop, monitor, and execute strategies for managing the Group's exposure of approximately USD 500 Mn, including funded (long/short term) and non-funded facilities availed from several commercial Banks and DFIs including Chinese lenders and other international lenders (IFC, Proparco, ADB IDB).
- Engaged in negotiating a Joint venture with Chinese & local corporate.
- Pakistan's first ever Company to disburse its "E-Dividend"
- Key driver for financing activity for raising debt of USD 1.5 billion and liaising with Chinese lenders, various advisors, and different team of lawyers.
- LC confirmation for Narowal Project of Euro 74 million, gained an award from Trade & Forfaiting Review Magazine for "Best Deal of the Year".

Exposure to Boards

Fatima Maryam served on Thar Energy Board as CFO from 2017 till 2021. She also presented to the Board Audit Committee from 2017 till 2021.

Values and Passion

Fatima promotes sustainable green financing options in Pakistan, and financial re-engineering of a company to optimize profitability.



Fauzia Ahmad

Chief Human Resources Officer
Mari Petroleum Company Limited
 Islamabad, ICT
 Pakistan

Academic Qualification

- IT and Computer Science Graduate from British Columbia Institute of Technology, Canada

Professional Qualification

- International HR certifications from CIPD and School of Management Cranfield

Director Training Program: Qualified

Served on Board(s)

None

Serving on Board(s)

None

Top 2-3 Competencies

Business Management: Strong



HR: Strong



Digital: Strong



Current Role

Fauzia Ahmad currently is the Chief Human Resource Officer for Mari Petroleum and reports to the MD/CEO. She is a member of the company's HR&R Committee and regularly presents key HR strategic initiatives and insights to the Board. In her current role, Fauzia is leading the strategy, design, and execution of human capital blueprint and complex change management initiatives.

Most Important Experiences

An accomplished CHRO, Fauzia Ahmad has been collaborating with CEO/Global Senior Leadership teams to accelerate business growth and unlocking value for organizations by enabling purpose-driven resilient culture, maintaining governance and compliance and investing in accelerated organizational capability for future readiness.

Key Skills and Expertise

In her prior role, Fauzia served as Chief Human Resource Officer at HASHOO Group, where she collaboratively created sustained long-term value for the business and employees through people strategies that intersect talent, systems and culture. Fauzia has work experience with PTCL and MOL Pakistan, primarily in organizational development and human resource strategy focusing on company culture, talent management, leadership, organizational planning, diversity, equity & inclusion, to support the overall business plan. During her tenure at MOL Pakistan, she also managed MEA portfolio for the Group where she played an instrumental role in transforming businesses in Iraq and Oman. Her other experiences include tenure with IGI Financial Services and ENI Pakistan. At IGI she gained experience in M&A decisions, due diligence and subsequent integration.

Values and Passion

Fauzia is passionate about organizational renewals in digital age and transformations and believes in being an empathic and resilient leader. She is strong advocate of empowering young female engineers in STEM roles and is recognized internationally as active member of Million Women Mentors.



Fauzia Hasnain

Independent Director
Summit Bank Limited
Karachi, Sindh
Pakistan

Academic Qualification

- B.A.

Professional Qualification

None

Director Training Program: Qualified

Served on Board(s)

- Summit Bank Limited
- Mutual Fund Association of Pakistan

Serving on Board(s)

- Summit Bank Limited
- Mutual Fund Association of Pakistan

Top 2-3 Competencies

Business Management: Strong

Marketing: Strong

Legal: Strong

Current Role

Fauzia Hasnain's current role is Independent Director on the Board of Directors of Summit Bank Limited. She is Chairperson of the Board HR Committee and Board Audit Committee, as well as Member of the Board Risk Management Committee.

Most Important Experiences

Fauzia's substantial experience of over 37 years in the financial sector, as well as her financial knowledge, have been vital to play an effective role on the Board of Directors of Summit Bank Limited. Her knowledge of Corporate Finance and Credit, along with her Management skills have been relevant and highly beneficial for her performance and duties as a Member of the Board of Directors of a commercial bank. As member of the Board, she plays an instrumental role to review, analyze and approve the Bank's financial projections, and monitor its overall financial performance.

Key Skills and Expertise

Fauzia has well-rounded senior management experience mainly in Pakistan's financial sector, which encompasses a multinational commercial bank (Deutsche Bank AG), two stock brokerage houses (Smith International Securities and AMZ Securities), an investment bank (ORIX) and a development Finance institution (Pak Kuwait Investment Company). In 2008 she was Business Development Head at Arkaan Capital Partners LLC, a Sharjah based finance company, and part of the Emirates Investments Group. In addition, she has worked as an independent Financial Consultant in Karachi and UAE. Other than working in the financial sector, Fauzia also headed an IT company which was an outsourcing platform for US based companies in the health care sector. Additionally worked as Director Projects for a pharmaceutical company (one of the leading importers and distributors of Oncology and lifesaving drugs in Pakistan), where she was overseeing the Supply Chain, Distribution and Regulatory Affairs Departments. As a consequence of her work experience in diverse entities, with varied responsibilities, Fauzia has developed significant skills in multiple business areas. In the financial sector, the areas of her expertise include Credit, Corporate Finance and Investment Banking, and she has led transactions that encompass debt/equity.

Values and Passion

Fauzia's main values comprise of honesty, integrity, dedication and commitment. She is passionate about achieving her goals, and those of the organizations she is serving.



Huma Fakhar

Chairperson and Founder
MAP Capital Holding, MAP Services
Group, MAP Foods International
Karach, Sindh
Pakistan

Academic Qualification

- Masters in Trade and Investment, University of Cambridge, UK

Professional Qualifications

- School of African and Oriental Sciences (SOAS), UK Diploma Jurisprudence.
- International Trade Center Geneva, Switzerland, Trade Negotiation Skills.
- NSW 18 National Workshop from ISSRA NDU

Director Training Program:

Diploma Training for Boardroom Directors from Pakistan Institute of Corporate Governance

Served on Board

- MAP Services Group

Serving on Board(s)

- MAP Capital
- DRDF -Nestlé Pakistan
- Cambridge University Commonwealth Fellows - UK
- Evian Group, IMD, Switzerland
- Commonwealth Entrepreneurs Club - UK

Top 2-3 Competencies

Supply Chain: Strong



Marketing: Strong



Digital: Strong



Current Role

Huma Fakhar is the CEO and Founder of MAP Group. Launched her first entrepreneurial venture, MAP Group, in 2000. MAP capital attracts investments and trade linkages into Pakistan, it also advises Governments and multinationals on trade and investment opportunities. MAP Foods is primarily engaged in export of rice and delivering targeted food brands, while MAP Economic Forum is the social development arm of the MAP Group.

Most Important Experiences

Huma Fakhar played a significant role at Nestlé. Especially at the time when Nestlé decided to encourage corporate dairy farming in Pakistan in the private sector. She not only brought in investments from key groups in the country, but also designed the Nestlé and Private Company partnership model. Huma has authored Pakistan's Dairy investment strategy called the White Revolution. Huma Fakhar has had the honor of organizing Pakistan's investment event in Dubai, which attracted 27 multinationals from US, EU, GCC and South Asia. This MAP event helped put Pakistan on the investment landscape. She is currently raising funds for His Majesty King Charles III trust.

Key Skills and Expertise

Raising investments, gender sensitization, and socio-economic modelling for the company. Transformation and thought leader strategy.

Huma likes to re-invent on a daily basis with hard work on the ground and expands her horizon through wide readership.

As an exporter and private equity player, a significant proportion of her work has been from international markets; like Saudi Arabia, Bahrain, Doha, UK, Switzerland and US. In all these markets Huma has had partnerships and operated in food and private equity sectors.

Exposure to Boards

In addition, she serves as Board member on DRDF Nestlé Pakistan, His Majesty King Charles III development trust, Commonwealth Entrepreneurs Club (UK), PEN International, Evian Group Brainstrust Switzerland, Pakistan-Malaysia Business Council, India-Pakistan Business Forum, Pakistan- Afghanistan Business Forum.

Huma has had the honor to represent Pakistan on several global and regional forums. SAARC Chamber, Riyadh Economic Forum, Doha Ministerial, Cancun Ministerial, Hong Kong Ministerial, Dubai Expo 2020. She has also represented Pakistan in the leadership delegation at the White House in Washington.



Javeria Siddiqui

Chief Financial Officer
Feroze1888 Mills Limited
Karachi, Sindh
Pakistan

Academic Qualification

- Master's in Economics

Professional Qualifications

- Fellow Chartered Accountant (ICAP)
- ACMA
- CGMA (Chartered Institute of Management Accountants, UK)

Director Training Program: Qualified

Served on Board(s)

None

Serving on Board(s)

None

Top 2-3 Competencies

Finance: Strong

Business Management: Strong

Audit: Strong

Current Role

Javeria currently is the Chief Financial Officer of Feroze1888 Mills Limited, a large manufacturing concern and a listed entity. She reports to the CEO and quarterly presents to the Board Audit Committee and the Board of Directors the financials, investment business cases and policies as and when required.

Javeria is the CFO for Pakistan and Bangladesh.

Most Important Experiences

As a modern day CFO, Javeria Siddiqui has been instrumental in transforming the role of Finance within the organization to move from traditional controller to a Strategic Business Partner, driving high quality and data driven decision making across the organization.

Key Skills and Expertise

Her current role as CFO (Pakistan & Bangladesh) has enabled her to have hands on experience of being the strategic business partner and an integral part of Organizational HR, Risk Management, Procurement, IT Steering and Legal Committees. The ability and opportunity to contribute to the bigger picture has honed her prescriptive analytics skills and to develop a windshield view. Javeria Siddiqui became the CFO at the peak of the Pandemic (July 2020) and during VUCA times she has navigated business over two years, accelerated her learning, developed strategic foresight and focused on creating value.

Her role as Strategic Planning & PMO Manager at Syngenta Pakistan Limited was created by the Regional HQ in Singapore, to revive the country business and ensure focus on delivery of strategy - projects were identified in five themes across the whole business. She successfully led and co-led the Digital transformation and new product introduction projects respectively. She also oversaw the business and ethical compliance and risk management activities at the country level.

Values and Passion

Javeria is highly passionate about transforming the organization and Finance function to meet modern day challenges and to stay relevant in the competitive market. She possesses strong internal controls and ethics understanding to lead the Finance function and balance it with delivering value to business.



Khursheed Kotwal

Chief Executive Officer
Aasman International
Karachi, Sindh
Pakistan

Academic Qualifications

- Fellow Chartered Accountant
- Fellow Corporate Secretary

Professional Qualification

- Certified Board Director

Director Training Program: Qualified

Served on Board

- Audit Committee – Institute of Chartered Accountant

Serving on Board(s)

- Chairperson Digital Accounting & Assurance Board & Council Member – Institute of Chartered Accountants of Pakistan
- Chairperson Risk Committee & Independent Director -Pakistan Micro Finance Network.
- Board of Governors Pakistan - Pakistan Institute of Public Finance Accountants.
- Regulator for Pakistan of Anti-Money Laundering Board.

Top 2-3 Competencies

Finance: Strong

Business Management: Strong

ESG: Strong

Current Role

Khursheed has unique experience of multi-national and local corporates as a business leader with over 30 years of experience in FMCG, Textiles, Pharmaceuticals, Logistics, Asset Management Company, Educational Institution and Not for Profit Organization. In 2010 Khursheed Kotwal started a Management Consultancy and serves as Chief Executive of Aasman International which provides advisory services to a wide range of local and international clients in Pakistan, UAE, UK and Sri Lanka. Khursheed holds number of Board portfolios and actively participates in international committees, due to her rich and diverse experience. She is highly qualified professional with strong finance and business acumen to help businesses grow exponentially. Khursheed is also involved in a number of voluntary services and serves on the Board of various Trusts and the community at large.

Most Important Experiences

To Khursheed's credit, as the first female, she held portfolio of Corporate Finance Director at Unilever Pakistan. In addition, she has worked in different capacities as Chief Auditor, Treasurer, Corporate Controller, Unit Head Safety and Security. As Chief Auditor for Unilever Pakistan, Khursheed has played a pivotal role in setting the Audit Committee functions and implementing the Code of Corporate Governance in Pakistan. She is an elected Council Member of the prestigious Institute of Chartered Accountants of Pakistan and an elected independent Board Director of Pakistan Micro-Finance Network attesting to her strategic and technical capabilities. Khursheed serves on the Environment Social & Governance Committee -Chartered Accountants World-wide and Technical Committee of South Asian Federation. Khursheed is among the winners of 2022 most influential women.

Key Skills and Expertise

Khursheed has well-rounded experience in General Management, Finance and Supply Chain. Good knowledge of Marketing, Sales & Human Resources. Having been trained in ten different countries, she has knowledge of world-class best practices. Khursheed helps build digital capabilities for global finance professionals and has re-modeled the Data Analytics program to a world-class level. She is instrumental for designing in Pakistan a first of its kind training program of Digital Auditor. Khursheed has provided advisory services to clients based in United Kingdom, UAE, Sri Lanka. She is a qualified Fellow Chartered Accountant having completed her Articles Training from Price Water House Coopers. She is also a Fellow Corporate Secretary.

Exposure to Boards

Khursheed actively participates and leads board discussions. She is an innovator and brings new ideas to the table. She has setup the first Audit Committee at Unilever Pakistan and implemented the Pakistan Code of Corporate Governance.

Values and Passion

Integrity, honesty and sincerity in the work she undertakes. Fully committed to the tasks she undertakes. Khursheed is Passionate to innovate.



Marriam Umer

**Regional VP, Human Resources
(Asia Pacific Region)
Elixir Technologies (Pvt.) Limited
Islamabad, ICT
Pakistan**

Academic Qualification

- Masters

Professional Qualification

- MBA (Human Resources)
- Advance Certificate in Strategic Human Resource Management (Cornell University, USA)
- Certified Project Management professional PMP (PMI, USA)

Director Training Program: Qualified

Served on Board(s)

None

Serving on Board(s)

None

Top 2-3 Competencies

Business Management: Strong



HR: Strong



Digital: Strong



Current Role

Marriam Umer's current role, Vice President Human Resources for Elixir Technologies reports to the CEO. She has frequent interaction with Board of Directors through presentations and advisory meetings. In addition, she is Advisor to Global Leadership and CEO for Asia Pacific talent strategy.

Most Important Experiences

Marriam's experience includes working directly with Board members and CEO for talent policy making and strategy development. She has international experience working in Middle East and North Americas and currently in a multicultural environment, reporting to the US.

Key Skills and Expertise

Marriam's skill and expertise covers a broad spectrum of HR functions. She oversees and spearheads Regional HR, including talent acquisition and retention, compensation and benefits, employee relations, HR operations and compliance and people analytics. She leads a team that includes HR Business Partners, HR Operations Specialists, HR Analysts and Talent Acquisition Specialists. This position blends company's global HR strategy with regional needs to develop and implement policies and activities that align with company's mission, talent strategy and values. Marriam collaborates with managers at all levels, including the Global HR team, C-Suite and business unit leaders, to deliver HR programs across the organization. Her role as VPHR maintains high-quality HR operations, HR technologies, tools and people analytics to inform key decisions to CEO and Board members. Marriam worked in Learning and Development with Global Organizations like Xerox and Conduent in USA (Alaska and Louisiana).

Exposure to Boards

Periodic presentations to members of APAC Boards on subjects including people strategy, talent planning and execution, organization and leadership development and people analytics. Marriam has been a member of the Taskforce for policy drafting and decision-making leadership panels. She interacts with Company Chairman and Board members for Quarterly Business Reviews, status updates on actions, forecasting and planning regarding leadership development proposals, talent pipeline and development proposals.

Values and Passion

Marriam believes 'people' are the most valuable of all assets, and collaborative human potential transforms any organization into an ecosystem of continuous growth. She advocates that learning, un-learning and re-learning starts at the edge of one's comfort zone. You will find her stepping out of her own comfort zone when she is sky-diving, deep-sea diving, skiing, parasailing, or engaging in experiences that bring upon an adrenaline rush!



Maria Tahir

Head of Legal & Compliance, Company Secretary & Lead D&I
Metro Pakistan Private Limited
Lahore, Punjab
Pakistan

Academic Qualification

- LLB HONS University of London

Professional Qualification

- Member High Court

Director Training Program: Not Qualified

Served on Board(s)

None

Serving on Board(s)

None

Top 2-3 Competencies

Finance: Strong

Business Management: Strong

Legal: Strong

Current Role

Maria Tahir is currently working as Head of Legal & Compliance, Company Secretary and Lead D&I at Metro Pakistan Private Limited.

Most Important Experiences

Maria Tahir has over 21 years of experience in the field of legal practice, compliance, and corporate governance, working in Asia and the Middle East. She has experience in the telecom, hospitality, and oil & gas sectors. An experienced transactional lawyer and general counsel, Maria Tahir believes in sustainable growth of resources and a compliant culture that mitigates risks.

Maria's leadership vision encompasses maintaining governance and compliance and investing in digital solutions to mitigate legal risk. And fostering diversity and inclusion for enabling an optimal business environment.

Key Skills and Expertise

Maria is the founder of the pro bono legal clinics held in Islamabad from 2017-2019, as well as a trained negotiator and mediator for legal teams. She has experience in building legal teams from ground up, as well as corporate training in compliance and anti-sexual harassment laws.

Values and Passion

Maria Tahir believes in the empowerment of young females and equality for all.



Mehr Alwy Malik

CFO & Director
Red Bull Pakistan
 Karachi, Sindh
 Pakistan

Academic Qualifications

- Bachelor of Arts, Ohio Wesleyan University
- Double Major: Economics & Accounting

Professional Qualifications

- Chartered Management Accountant, CMA
- Chartered Global Management Accountant, CGMA

Director Training Program: Qualified

Served on Board

- Gillette Pakistan Limited (CFO & Company Secretary)

Serving on Board(s)

- Red Bull Pakistan (CFO & Director)
- Aahung NGO (General Body member)

Top 2-3 Competencies

Finance: Strong

Audit: Strong

Risk: Strong

Current Role

Mehr Alwy Malik is currently CFO for Red Bull, Pakistan. Her role is to lead the subsidiary for Red Bull, responsible for developing finance strategy and overseeing all finance and accounting functions, including statutory reporting, management accounting, audit & compliance. Mehr is a key member of the Leadership team, responsible for the P&L and to improve business performance through actionable plans.

Most Important Experiences

As a senior finance leader, Mehr has worked on pricing and value creation strategies to formulate long term sustainable growth and to create the right proposition for the consumer. In addition, Mehr was responsible for creating the finance function for the Red Bull subsidiary including internal processes, compliance and recruiting and development of the wider finance team.

Key Skills and Expertise

Mehr is CIMA qualified Finance professional with 11+ years of FMCG sector experience, operating in various senior financial leadership positions. She is a strong leader with track record for developing high-performing teams; experience in financial planning & analysis, supply chain finance, commercial finance, and leading tax & treasury functions. She is proactive and strategic-minded.

Exposure to Boards

Mehr was head of Finance for Gillette at P&G; assumed responsibility as CFO & Company Secretary for a public listed entity.

Values and Passion

Passionate about problem-solving, driving sustainable long-term growth and building teams.



Mehvish Muneera Ismail

Company Secretary and General Counsel
HBL Microfinance Bank
 Islamabad, ICT
 Pakistan

Academic Qualifications

- Master of Laws (LL.M.); University of Cambridge, United Kingdom – 2009
- Bachelor of Arts & Bachelor of Laws (B.A./ LL.B) (Highest Achiever – Law Class of 2008); Lahore University of Management Sciences, Pakistan – 2008

Professional Qualifications

- Training received for AML/CFT, McDonell- Nadea u (2021)
- Certified Company Secretary Development Program, PICG (2021)
- Certified Director – Directors Training Programme , Lahore University of Management Sciences (LUMS) – (2020)
- Trained in Situational Leadership II, Legendary Service, Building Trust and Coaching Essentials by The Ken Blanchard Companies (2019)

Director Training Program:

Certified Director – Directors Training Programme, Lahore University of Management Sciences (LUMS) – (2020)

Served on Board(s)

- Associate Vice President on the Board of the Cambridge Society Washington D.C. (2015 - 2017)
- Member of the Board of the Executive Committee , Oxford & Cambridge Society Pakistan (2010 - 2014)
- Member of the Editorial Board of the Cambridge Student Law Review (2008 - 2009)

Serving on Board(s)

- Global Institute of Law, UK Member Advisory Board
- LUMS Law Alumni Association, Pakistan Chair, Careers Committee

Top 2-3 Competencies

ESG: Strong



Marketing: Strong



Legal: Strong



Current Role

Mehvish Muneera is currently serving as the Company Secretary & General Counsel at HBL Microfinance Bank. This is a C-level role and she reports to the CEO, with indirect reporting to the Chairman of the Bank. A routine core component of her role is liaising with the Board of Directors of the Bank. She is also the Secretary of two Board Committees, and the Secretary of two Senior Management Committees of the Bank. Given the nature of her work, she is also the POC for Shareholders – which includes members of senior management of HBL (our parent organization).

Most Important Experiences

Mehvish Muneera is currently Secretary to the Board of Directors of HBL Microfinance Bank, and she is Secretary of the Board's Remuneration Committee, as well as the Board's Rebranding Committee. Additionally, Mehvish is Secretary of the Diversity Council of the Bank (a management committee), and for MANCOM (a management committee comprising C-level members of the Bank). She served as Member of the Board of the Executive Committee, Oxford and Cambridge Society (Oxbridge), Pakistan, from 2010 to 2014. Her role involved managing funds of the Oxbridge Trust, and identifying/shortlisting/interviewing deserving university students to whom scholarships would be granted (including students from IBA, GIK Institute and Oxbridge). This was similar to holding a role in a foundation, and was an immense learning experience. Mehvish has served as Associate Vice President on the Board of the Cambridge Society in Washington D.C., from 2015-2017, where she was responsible for managing the external relations of the society. Mehvish's constant interaction with the Board, her current job responsibilities, as well as her past experience on various committees/ Boards have taught her to think on a strategic level, developed her interpersonal skills, and enabled her to manage and understand the roles and responsibilities of a director.

Key Skills and Expertise

Mehvish's core expertise is Legal and Regulatory. She is knowledgeable about matters related to legal and regulatory compliance; corporate governance and best practices; and corporate communications. Mehvish is the recipient of Pakistan's 1st Women in Law Awards 2020-2021 for the category of "In-house Legal Counsel" Pakistan, and a finalist for the Social Action Award - UK Alumni Awards 2021-2022. She has been working in the legal sector for over a decade, and she is responsible for implementing good governance in her current organization. Mehvish brings over half a decade of experience in the financial sector of Pakistan, and additionally managed communications and marketing for both HBL Microfinance Bank, and her previous organization – U Microfinance Bank, where the marketing department reported to her. Mehvish studied in the UK, and has work experience in Doha (Qatar), London (UK), Washington D.C. (USA), and Pakistan.

Values and Passion

Working on causes related to education and social/environmental issues and contributing towards public policy initiatives. She likes to travel and read.



Nadia Ishtiaq

Managing Director – Corporate Finance
K-Trade Securities Limited
Karachi, Sindh
Pakistan

Academic Qualification

- BSc. (Hons.) Applied Accounting from Oxford Brookes University, UK

Professional Qualifications

- Certified Accounting Technician, UK
- ACCA, UK
- PICG Board Training Certification

Director Training Program: Qualified

Served on Board(s)

None

Serving on Board(s)

- Digital Custodian Company Limited
- American Safety Power Tools Limited

Top 2-3 Competencies

Finance: Strong

Business Management: Strong

Audit: Strong

Current Role

Nadia Ishtiaq is the Managing Director, Corporate Finance for K – Trade Securities. Her reporting is to Chairman/Chief Executive of the board. Nadia Ishtiaq is responsible for originating, structuring, negotiations, representing the Company on all platforms and leading the team to ensure successful completion of deals.

Most Important Experiences

Nadia Ishtiaq has extensive experience working in different dynamic environments, such as brokerage firms and top commercial banks like United Bank Ltd., MCB Bank Ltd. and NIB Bank Ltd. – on investment and corporate banking fronts. This places her in a unique position of having hands-on experience of working with Government of Pakistan regulators as well as corporate and commercial sectors.

- Has extensive experience in dealing with the sponsors, C-Suite management, Regulators and Government of Pakistan.
- Her skill set and experience not only covers equity advisory and arrangement (both public and private), debt advisory and arrangement (both public and private), but also Mergers & Acquisitions and Project Finance.

Nadia has served on the Listing Committee of Pakistan Stock Exchange Limited (Member, Panel of Experts), whereby she advised and contributed in bringing transparency, critical evaluation of companies brought for listing, while protecting minority shareholders interest and ensured strong corporate governance. Over the course of her career, she has undertaken investment banking transactions in excess of PKR 500 billion. Her overall experience enables her to work in a coherent manner with a solutions-based approach towards all work-related challenges, thereby being able to resolve complex, intricate scenarios.

Key Skills and Expertise

Over the course of her career, Nadia has been able to excel at deal origination, client management and successful execution. She is one of the few investment bankers in Pakistan, who have gained overall exposure of the fields by working across Equity, Advisory, Debt Syndications as well as Mergers & Acquisitions and Project Finance.

Furthermore, she had an instrumental role in conceiving and developing the e-IPO systems currently deployed by all banks, CDC and PSX. Nadia launched the same in 2012 from UBL's platform. Based on her expertise, she was regularly invited by SECP and PSX for development of similar digital capital market related products.

Being an investment banker, she has a strong grasp of different sectors of Pakistan's industry, ranging from Banking, Fertilizer, Telecom & Tech, Cement, Food, Micro-finance.

Over the course of her career, she strived to achieve excellence in deal preparation (documentation) and deal making.

Exposure to Boards

Presentation to respective Boards of Directors of the clients. Nadia has been a member of Pakistan Stock Exchange's Listing Committee – panel of experts for 3 years.

Values and Passion

Strongly values integrity and transparency as this forms the basis of all fairness and success in life. She is passionate about gender equality and strongly believes in equal treatment and opportunities for both genders according to their merits.



Naheed Chowdhry

**Director of Strategy and PMO, Pakistan
Business Development Lead
SIG Combibloc MEA
Dubai
UAE**

Academic Qualification

- MBA – Institute of Business Administration, Karachi (Executive Programme) – August 1996

Professional Qualifications

- Change Management Leadership – Cornell
- Various

Director Training Program: Not Qualified

Served on Board(s)

None

Serving on Board

- Advisory Council Member – Realised Worth

Top 2-3 Competencies

Business Management: Strong

HR: Strong

Marketing: Strong

Current Role

Naheed Chowdhry is currently Director of Strategy & PMO; Pakistan Business Development Lead, C-level reporting. She is also a Founder member of the Abraham Accords Women leadership team (the only non-Arab on the Board). Naheed is a Gender Council Taskforce member of Abu Dhabi Global Markets (ADGM), Advisory Council Member – Realised Worth – NudgeforGood unit, UN Women Taskforce Member. She has exposure to Board Directors (including 2 mentors CHRO and CTO, and her immediate boss, the President of the MEA Region).

Most Important Experiences

In 2002, Naheed co-created and executed the very first Lux Style Awards, (Unilever Pakistan) now a heritage of the country. In 2015, she developed Business Strategy and Go to Market roadmap for Hershey business (Europe Middle East Africa) with a game-changing approach signed off by global Board. In 2022, Naheed entered Pakistan for SIG MEA after 15 years and 2 past failed attempts. Naheed held P&L responsibility throughout roles at Unilever Pakistan and Australia, The Hershey Company EMEA, Mondelez EMEA and Groupe Bel ME.

Key Skills and Expertise

Naheed's key areas of Expertise are General Management, Insight-led Marketing, Strategy, Commercial route to market, DEI i.e., fiscally responsible solutions to address workplace bias. She is a change transformation leader, regional business commercial leader – strategy and roadmap, workplace bias solution leader. She understands how key excellence is achieved: via a solution-oriented approach led by team engagement to reverse engineer the answer to business targets and challenges. Multi award-winning executive for Marketing, Commercial and Strategy achievements. Naheed has extensive international experience across both developed and emerging markets, including: Pakistan, Australia, New Zealand, China, Europe, USA, Middle East, South Africa, Egypt, North Africa.

Exposure to Boards

- Presenting to Boards since 2013
- Committee responsibilities for Abraham Accords, ADGM Gender Council, etc.

Values and Passion

People development, Integrity, Agility, ROI-Focus, DEI, Pattern Identification.



Najmusaher Khalid

**Global Brand Proposition Manager -
Shell V-Power**
Shell Pakistan Limited
Karachi, Sindh
Pakistan

Academic Qualification

- MBA – MARKETING

Professional Qualifications

- Mini-MBA in Brand Management (Mark Ritson)
- Cannes Lions' Creative Effectiveness (Lion's Training)
- Marketing Leaders Programme (Brand learning)
- Purpose-driven Marketing Leadership (Brand Learning)

Director Training Program: Not Qualified

Served on Board(s)

None

Serving on Board(s)

None

Top 2-3 Competencies

Business Management: Strong

Marketing: Strong

Digital: Strong

Current Role

Najmusaher is the Global Brand Manager for Shell V-Power which is a Billion Dollar brand across 70+ markets. She reports to the Global GM for Mobility Products & Pricing. Najmusaher has 14 years' experience in local and global Marketing roles for some of Shell's biggest brands.

Most Important Experiences

In her global role, Najmusaher works across various geographies with global colleagues and country marketing teams. This exposure significantly contributes to her career progression in terms of learning and skill development, solving new business challenges, building future-proof strategies, creating an inclusive culture and environment. A great experience has been working with diverse partners – from agencies across the globe in various disciplines: creative, media, research, motorsports partners, tech partners and more. She finds this an exciting space as it enables continuous learning and offers unique opportunities that push the boundary for innovation. Najmusaher has responsibility for P&L, which connects to the global delivery of premium fuels business.

Key Skills and Expertise

Najmusaher has mastery in delivering creative excellence to engage customers, and develop winning marketing strategies that impact brand preference and commercial value. She has capability to translate business needs into channel-agnostic, clutter-smashing, cost-efficient and highly effective creative solutions. She is known for building strong relationships, stakeholder management and collaborations that challenge the status-quo. She focuses on customer insights to deliver meaningful end-customer experience. She is known to deliver complex projects with clarity and pace, having learnt from her own and other people's mistakes. She has worked in Shell headquarters in London for a short assignment.

Values and Passion

Her purpose is to inspire people to achieve Faster, Higher and Stronger growth. This is close to her personal values of continuous learning and improvement. She truly believes in the journey and the process of achieving, and if it helps a wider set of people to achieve a common goal, even better. Najmusaher is passionate about improvements at every step – be it optimization, effectiveness, savings, and in the process helping people with time, money or positivity.



Nusrat Rahim Currier

**Former President & Chair of the Board
WNDC
Karachi, Sindh
Pakistan**

Academic Qualifications

- Master of International Affairs, Columbia University, New York, NY
- Majoring in International Finance & Business

Professional Qualifications

- Responsible for Planning & Marketing departments of major international airlines in New York.
- Operated a successful business in Washington DC with bottom line responsibility at the Woman's National Democratic Club
- Created public policy initiatives and ran a political campaign

Director Training Program:

Successfully completed Director Education Program with a Certificate of Director Education at the Pakistan Institute of Corporate Governance

Served on Board(s)

- Chairperson Woman's National Democratic Club, DC (WNDC)
- Committee for the Republic, DC
- Peace by Peace, DC

Serving on Board(s)

- WNDC
- Committee for the Republic

Top 2-3 Competencies

Business Management: Strong

HR: Strong

Marketing: Strong

Current Role

Nusrat directed a 100-year-old institution in Washington DC, WNDC, as elected President & Chair of the Board. Elected 8 rounds for one-year terms. A social club, an art gallery, a policy & political house, WNDC was an integral part of the social & political structure of the nation's capital.

Most Important Experiences

Nusrat managed a 20-person Board, with members rotating out every two years. Managed multiple committees of the Board. Previous experience was at Royal Jordanian Airline running 8 offices in North America, which honed her skills considerably, preparing for the challenges ahead. Nusrat took the helm at a time of financial instability and crisis for the WNDC in 2009. Restructured the business model, paring it down considerably and then rebuilding it. Left it thriving after 4 years. Was invited back to run it after a 3-year hiatus in 2016. Managed to weather the COVID period without any staff firings by starting a FOOD4DCKIDS initiative. Nusrat skillfully managed financial challenges by working closely with the Treasurer and the Finance Committee. Managed investments adroitly. Also launched a political campaign, running for State Legislative Delegate in the Maryland Statehouse in 2018. The experience, though unsuccessful as most first-time campaigns usually are, was exciting, instructive and rewarding.

Key Skills and Expertise

Nusrat possesses business acumen, skillful people management, and a very focused and proactive approach to problem-solving. Her two years at Columbia University's Business School, and hands-on experience in commercial enterprises have honed these skills.

She would be voted on as a transformational leader by the organizations she has been responsible. Nusrat attributes this to the extensive experience she brought to bear on her later jobs, having started as a copywriter in advertising in Karachi, setting up marketing departments in Abu Dhabi and Doha for KLM, her academic rigor at university, writing on global policy for the United Nations in New York and teaching at IBA in Karachi. Public speaking was an integral part of her job.

Exposure to Boards

She has been on multiple boards in the US, where she lived for about 35 years. Nusrat presented to the boards, and in fact headed the Board as Chair for the last 8 years. As Chair of the WNDC Board, she oversaw all committees. Kept getting re-elected signifying her active and successful contributions and involvement.

Values and Passion

Nusrat is passionate about Public Policy, Finance & Business, Human Resource management.



Rabia Omar Hassan

Co-Founder
ROSH Development
Karachi, Sindh
Pakistan

Academic Qualifications

- MPHIL in Law, Masters in Economics,
- Pursuing for PHD in Law

Professional Qualifications

- Anti Money Laundering from DC Gardner
- Performance Management by FULCRUM
- Train the Trainer in Service by RON KAUFMAN
- IFMP Mutual Fund Distributor

Director Training Program: Not Qualified

Served on Board(s)

- Board member for Crescent Star Insurance
- Board of Governance for MIA Arbitrators
- Board of Academics for a UAE Based TE Program
- Board of Trustee for PILL (Pakistan Institute of Living and Learning) working on mental health

Serving on Board(s)

- Board member for Crescent Star Insurance
- Board of Governance for MIA Arbitrators
- Board of Academics for a UAE Based TE Program
- Board of Trustee for PILL (Pakistan Institute of Living and Learning) working on mental health

Top 2-3 Competencies

Business Management: Strong

HR: Strong

Fintech: Strong

Current Role

Rabia Omar Hassan is the Co-Founder for ROSH developments, Board of Governance for MIA Arbitrators. In her current role, Rabia is leading the strategy, global affiliations, and execution of change management initiatives. She is board member for Crescent Star Insurance Company, Board of Trustee for Pakistan Institute of living & learning. Member of the Pakistan Institute of Corporate Governance. Associate Partners for Fintech with Usmani and Company globally, Associate Partners with Chartered Accountants, Reanda, RSM International, Alliot Hadi Shahid, UAE. She regularly presents key strategic initiatives and insights of the Investment Committee to the Board.

Most Important Experiences

An accomplished Arbitrator, formed the board for MIA Arbitrators by collaborating with Asian Arbitration Center Malaysia, with presence of premium stakeholders in the Project including Judges, CEOs, Chairman, and Audit and Risk Profiles globally. IICRA the largest arbitrator in UK is collaborating with MIA for forthcoming Arbitration related trainings and certifications to law students in Pakistan. This was her initiative. Amongst her accomplishments is her thesis on 'Critical Analysis on ICC (International Criminal Court Hague), her book about to be published soon by Pakistan Law House. She is on the Board of Academics for Talents of Endearment Program for youth globally with presence in 30 countries collaborating for Pakistan, Turkey, Africa and Central Asia Universities and Colleges. Rabia has contributed to accelerating business growth and unlocking value for students by enabling purpose-driven startup culture and a life time support to startups.

Key Skills and Expertise

Networked globally on startups, SME facilitation, Gender Diversity Programs globally and locally. Rabia is trained on different platforms based on her skills in areas of fintech, SME Program awareness with Associations, Startup Programs with Family Offices Collaborations, Conducting Seminars on Arbitration and Mediation. HR Coaching, recruitments and Strategy sessions with Corporates, working on organizational development with global partners. In her prior role at HBL, Rabia represented the Management Trainee Program for 2 years, imparting training to Management Trainees and then assigning initial tasks based on their capabilities. She served Asset Management Industry for 4 years, establishing the structure of teams, centers and regions. Now serves as a distributor for HBL Asset, AWT Investments and JS investments.

Rabia is a member of 361 Family Offices in New York. Associated with Japanese Family Office for Pakistan, US and UK.

Values and Passion

Rabia is passionate about Trainings and coaching of employees based on her global exposure and train the trainers expertise. Believes in being an empathic and resilient leader. She is strong advocate of empowering young female engineers in STEM roles and is recognized internationally as an active member of various Global Programs including IHRO, Lions leadership Programs.



Rukhsana Narejo, CFA

**Head-Treasury and Financial
Institutions
Sindh Bank Limited
Karachi, Sindh
Pakistan**

Academic Qualification

- Master's Degree in Finance & Accounting, Preston Institute of Management, Science and Technology, Karachi

Professional Qualifications

- CFA Charter holder, CFA Institute USA
- Financial Planning, KAPLAN Australia

Director Training Program: Qualified

Served on Board(s)

- CFA Society Pakistan
- Sindh Modaraba
- Sindh Microfinance Bank

Serving on Board(s)

- CFA Society Pakistan
- Sindh Modaraba
- Sindh Microfinance Bank

Top 2-3 Competencies

Finance: Strong

Business Management: Strong

Audit: Strong

- Ms. Narejo is a Treasury and Investment professional with 20+ years of exceptional track record in leading successful initiatives in Treasury, Investment Advisory, Risk Management, Consultancy, Portfolio Management, and Asset Management.
- She is currently Head-Treasury and Financial Institutions Divisions at Sindh Bank Limited. She supervises the Bank's investment portfolio and correspondent banking function. She is regularly engaged with the Bank's Board of Directors on matters of Investment Management, Compliance, and Risk Management strategy on various assets products.
- Prior to joining Sindh Bank, she was working with ADB as an Investment Specialist to assist the Government of Sindh and ADB to set up an Investment Unit. She advised the Government of Sindh to manage the investments of various funds including Pension and Provident Funds.
- Ms. Narejo carries extensive experience working with the Asset Management Industry of Pakistan. She has been associated with NBP Funds where she spearheaded the launch of various open-end funds.
- Ms. Narejo is a CFA Charter holder and has served on the Board of CFA Society Pakistan for 4 terms at various intervals.
- She is currently serving on the Board of Sindh Modaraba and Sindh Microfinance Bank. While on the Boards of various companies, she have been member of Risk Management, Credit, and Internal Audit and Hiring committees of the boards. Her area of expertise on the board is Risk Management and Financial Management aspect of the company.
- Her expertise includes Banking, Finance, Investment, Risk Management, Compliance, and Fintech.
- Ms. Narejo is a passionate advocate of Gender Diversity and Inclusion. She is Heading Diversity and Inclusion initiatives at Sindh Bank as well as CFA Society Pakistan. She has held various talk shows and dialogues within both institutions.



Sabahat K. Bokhari

Director Diversity and Inclusion
Pakistan Mobile Communications Limited
JAZZ
Islamabad, ICT
Pakistan

Academic Qualifications

- Certified D&I Professional, University of South Florida, USA
- Certified Strategy Management, Harvard University
- MS – University of Management & Technology
- MIS – HR, IAS - University of Punjab
- INSEAD Gender Diversity Program - INSEAD Executive Education

Professional Qualifications

- Psychometric Analyst Level C - PAR Psychological Assessment Resources
 - Master Certified Coach (MCC) FIRO® Certification
 - Continuing Coach Education - ICF Singapore
 - Associate Certified Coach (ACC) & Hogan Expert - Hogan Assessment Systems
 - Certified Strategy Management Psychometric Analyst
1. 16PF, NEO_FFI EQ-i2.0
 2. abilities® Mental Agility Series (MAS)
 3. MBTI, CPI, Strong, FIRO-B (master Practitioner)

Director Training Program:

In progress

Served on Board(s)

- Human Centered Labs
- Five Rivers Technology
- The City School
- Banking on Equality Forum Lahore Chapter
- Advisor on D&I Fitch Consulting

Serving on Board(s)

- Human Centered Labs
- Advisor on D&I Fitch Consulting
- Five Rivers Technology
- Banking on Equality Forum Lahore Chapter

Top 2-3 Competencies

HR: Strong

ESG: Strong

Digital: Strong

Current Role

Sabahat Bokhari, is currently Director Diversity and Inclusion at Jazz – PMCL. She is member of Leadership team and works with all CXOs on the board to create a meaningful impact on society, through internal and external projects for promoting inclusion in digital and financial world for gender, person with disabilities, and other vulnerable people in the country. Jazz is the largest telecom in Pakistan with over 75 million subscribers and almost US\$ 1 billion in revenues.

Most Important Experiences

Sabahat has 20+ years of experience as business and executive coach and HR consultant, in the context of local and international companies in diverse industries such as Banking, Telecom, Education, Consulting Textile and FMCG. She has seven years of experience at C level. Sabahat has sixteen years of experience as trainer, with various target groups for DEIB and Human Talent Management in the context of DEIB. Thirteen years as consultant (OD and DEIB) for corporate clients and management in the international business sector. Group Director Strategy & HR for City School and City School International and other businesses in Energy and Construction. Key achievement was organization transformation leading to profitable growth. Sabahat is also Board Advisor to a US based startup, Human Centered Lab which raised US\$ 2M in Round A. Human Centered Lab is focusing on revolutionizing the talent management industry by converting the traditional talent cycle to gig work practices using CollabWorks enterprise SAAS Solution. She is currently Talent & DEIB Advisor Human-Centric Labs. Sabahat is Member Forbes Human Resource Council.

Key Skills and Expertise

Her key skills and expertise are Diversity & Culture integration framework, Agile DEI 2.0 implementation, Six Plus Six framework implementation, Agile Team Building, Team Communication, Change Management, Duty of Care UNFPA Intervention. Sabahat designed and is currently implementing the DE&I strategy for Jazz resulting in exponential improvement in inclusive workplace practices and inclusive marketing and community impact. Banking on Equality Framework Training of Trainers, Bankers Training, NIBAF, State Bank of Pakistan. Women Startup Forum for Gender balance in Financial Startups, Amaranti South Africa, Human Centric Labs - USA, Certified D&I Professional, and Certified Inclusive Leadership from University of South Florida, USA. Running Diversity Clan – an online Mosh Pit with members from around the world to create awareness about agile practices in DEIB – WE USA, IFMA USA.

Values and Passion

Sabahat is passionate about Equality, Equity and Justice for All (Gender & Racial Inclusion) and empowerment for financial and digital Inclusion.



Saima Akbar Khattak

Group Company Secretary
PTCL Group (Subsidiary of e&, UAE)
 Islamabad, ICT
 Pakistan

Academic Qualification

- Master of Comparative Law (International Business Transactions)

Professional Qualification

- Admitted to practice law in New York, Virginia (US) and Pakistan

Director Training Program: Qualified

Served on Board

- KP Healthcare Commission (KPK Government)

Serving on Board(s)

- Member, Lahore Electric Supply Company
- HR Committee, LESCO Board
- Member, Askari General Insurance Company
- Member, Saif Power Company

Top 2-3 Competencies

Business Management: Strong

HR: Strong

Legal: Strong

Current Role

Saima Akbar is currently Group Company Secretary. She advises the boards of two companies and strategic investor on integration of various functions in the companies. Saima coordinates between major shareholders/directors (Etisalat and Government).

Most Important Experiences

Saima Akbar headed the legal function for the largest vertically integrated utility in Pakistan, i.e., Karachi Electric. She is First female C-level executive of Siemens Pakistan as their General Counsel and Company Secretary. Saima headed legal function for the only Pakistani Company listed on the London Stock Exchange, i.e., OGDCL.

Key Skills and Expertise

Her area of expertise is corporate transactions (focusing on Energy, and Oil & Gas) thus she can contribute to transactions and related legal issues.

Being on Board HR committee has given her appreciation for HR matter in large, especially Government owned entities. As corporate secretary, she advises directors on legal and corporate governance matters. Given the various nationalities and governance styles of directors, Saima mediates to ensure smooth decision-making process and appreciation for attendant circumstances in different work environments.

She has experience working both in-house and with law firms, for multinationals and government entities. Saima has worked on assignments in United States, United Kingdom, Germany, UAE, and Pakistan.

Values and Passion

Personal, professional, spiritual growth by acquiring and sharing knowledge.



Dr. Samina Karim

Unit Lead Organization Development
Mobilink Microfinance Bank
 Islamabad, ICT
 Pakistan

Academic Qualification

- PhD - HR

Professional Qualification

None

Director Training Program: Not Qualified

Served on Board

None

Serving on Board(s)

None

Top 2-3 Competencies

Risk: Strong

HR: Strong

Digital: Strong

Current Role

Dr. Samina Karim is currently the Unit Lead for Mobilink Microfinance Bank Limited and reports to the Chief People Officer. She is a member of the Bank's FLT and regularly presents key HR strategic initiatives and insights to the CEO and CXO-I.

In her current role, Samina is leading the strategy, design, and execution of Organization Development blue print and complex change management initiatives.

Most Important Experiences

A seasoned professional, Dr. Samina has worked in significant Bank domains – Risk & credit and P&O. She has been working closely with the CXOs to accelerate business growth, aligning business strategy to the organizational KPIs, promoting a performance driven culture to further strengthen compliance and accelerate upskilling talent for future competencies.

Key Skills and Expertise

Samina has assisted in leading commercial banks in domain of Risk Management, where she demonstrated excellent people skills and team work to achieve enhanced collaboration. Samina has work experience in Askari Bank Limited and Mobilink Microfinance Bank in Risk management, Credit management and People and Organization. Currently, she is leading a strategic role of organization development focusing on overall culture, talent management and its development, executive and future leader's development, leading and managing diversity & inclusion agenda to support the Bank's direction and business plan.

Samina holds PhD in Human Resource Management – especially leadership and is a member of Board of studies in Riphah International University. She is closely associated with academia in the country.

Values and Passion

Samina is passionate about exploring and implementing the emerging global trends of HR through further enhancing the digital learning experience, transforming and becoming an empathetic leader. As an active ambassador of D&I, Samina imparts special attention to the development of female employees.



Sanam Kohati Faiz

Chief Human Resources Officer
Pakistan Stock Exchange Limited
Karachi, Sindh
Pakistan

Academic Qualification

- MBA from Institute of Business Administration with distinction

Professional Qualifications

- Coaching for Success (London-Sep 2014 till Feb 2015)-Women Development Program conducted by Citibank, London.
- HR Advisory Skills (London-Nov 2013)- held by Citibank
- Coaching Skills (London-Jun 2010)- held by Citibank

Director Training Program: Aspiring to

Served on Board(s)

None

Serving on Board(s)

None

Top 2-3 Competencies

HR: Strong

ESG: Strong

Current Role

Sanam Kohati Faiz, has diverse experience of 20 years in Strategic HR Management and held various senior positions, primarily in the Banking sector. She currently holds the position of Chief Human Resources Officer at the Pakistan Stock Exchange, since the last 4 years and reports directly to the CEO.

Most Important Experiences

Sanam's major achievement at PSX has been to lead culture change at the management team as well as across the employees, to transform HR as a business partner, integral to sustained business delivery. By introducing a healthy collaborative culture within the organization and positioning the Exchange on the map, PSX has moved forward in terms of talent management and organization development, attracting and retaining top talent from campuses as well as other industries.

Sanam's career includes over 11 years at Citibank Pakistan, where her last assignment was Sub Cluster HR Head within the MENA region, covering Pakistan, Bahrain, Kuwait and Qatar.

Key Skills and Expertise

Her areas of expertise are in Strategic HR Leadership and Advisory with a thorough understanding of core HR areas i.e. Talent Management, Reward Strategy, Performance Management, Change Management, Organization Development, Diversity & Inclusion, Employee Relations, Employee Engagement/Welfare, Coaching & Mentoring, Market Analytics and Employer Branding.

Exposure to Boards

Sanam is currently serving the Board HR Committee at Pakistan Stock Exchange in dual capacity as CHRO as well as Secretary BHRC. Her role includes not only to facilitate the proceedings of the committee, but also to present organization's strategic HR matters. Her exposure to Board participation has enhanced her knowledge and perspective of viewing HR matters through a strategic lens.

Values and Passion

Sanam believes that the key attributes of an HR professional are Integrity, Humility and Compassion. These then need to be complemented with business knowledge, passion for employee well-being and strategic mindset.

Sharleen Ansari

Head Network Optimization
JS Bank Limited
Karachi, Sindh
Pakistan

Academic Qualifications

- BBA (Hons.), SZABIST, Karachi, Pakistan
- MBA-Marketing, SZABIST, Karachi, Pakistan

Professional Qualifications

- KYC / Anti Money Laundering Certification at The Institute of Bankers Pakistan (IBP)
- Branch Banking (Preferred & General Banking)
- Branch Revenue & Profitability
- Branch Manager Certification Program - The Institute of Bankers Pakistan (IBP)
- Internal Fraud - The Institute of Bankers Pakistan (IBP)
- Fraud & Financial Crimes Analytics by SAS
- Fair Treatment to Customers & Conduct Assessment Framework (CAF) - Institute of Bankers Pakistan (IBP)
- Women on Board & in Business Leadership role organized by CERB & ACCA
- 4 Essentials of Leadership - Franklin Covey
- Customer Experience - Train the Trainer - Next Generation Professional Development Solutions (NGPDS)

Director Training Program: Not Qualified

Served on Board(s)

None

Serving on Board(s)

None

Top 2-3 Competencies

Business Management: Strong

Audit: Strong

Marketing: Strong

Current Role

Sharleen Ansari has over 16 years of professional, diversified experience in Banking industry in areas of Service Quality, Compliance, Ethics & Conduct, Retail Banking and Operations. Currently, she is working as Head Network Optimization at JS Bank Limited, leading financial and non-financial performance of branches through good governance.

Most Important Experiences

Sharleen served as Unit Head Quality Assurance at Faysal Bank Limited (FBL), wherein she had a crucial role in establishing Quality Assurance Department from grounds-up. Developed strong infrastructure including mechanisms to evaluate service level, scorecards, and measured achievements. Designed incentive programs for performers and contributed towards Policy and Procedure formulation and controlling expenditures at branches. To her credit, Sharleen pioneered the role of Ethics & Conduct officer at FBL, developed policy and implemented a robust monitoring framework. Inculcated cohesive ethical culture across the Bank by taking initiatives as per Board approved policy. Conducted first live international webinar as Industry practitioner on 'Drivers & Benefits of Ethics in Business'.

Key Skills and Expertise

Sharleen Ansari served as Head Service Quality (SQ) at JS Bank, FBL and Summit Bank Limited. She is the founder of SQ Unit at Summit Bank Limited and played an instrumental role in business growth and customer retention. Transformed SQ Unit at FBL and JS Bank Limited by revamping SQ Management program and improved service level significantly. She was FTC Owner at FBL.

Her previous assignments include Senior Manager Fraud & Forgery at MCB Bank Limited and Branch Manager at Summit Bank Limited. She started her career as Business Unit Compliance Coordinator, Branch Banking at ABN AMRO /RBS Bank Ltd (now known as FBL) and later served as Manager, Client Acceptance Anti Money Laundering (CAAML). Sharleen is an enthusiastic professional and a keen learner with strong analytical skills. She always stands for the right, sees challenges as opportunities, and expresses her opinion. She is considered exceptional trainer and motivational speaker. In recognition of her efforts, she has been awarded Star Performer Gold Medal and various Certificates of Appreciation by all her employers.

Values and Passion

Served as a Member of the Harassment Committee and Secretary to the Whistle Blow Committee at FBL. Acknowledged as a mentor and people look up to her for guidance in personal and professional matters. She is passionate about diversity and inclusion and is determined to contribute to society's betterment in this capacity. Her experience is her strength.



Shazia Maqsood Amjad

Executive Director
Pakistan Centre for Philanthropy (PCP)
 Islamabad, ICT
 Pakistan

Academic Qualifications

- Ed.M, (2008-2009) International Education Policy, Harvard Graduate School of Education, Harvard University, Cambridge, USA
- MSc (2002-2003) Human Resource Development, Institute for Development Policy and Management (IDPM), University of Manchester, UK

Professional Qualifications

None

Director Training Program: Not Qualified

Served on Board(s)

- Pakistan Center for Philanthropy - Board of Directors
- Punjab Municipal Development Fund Company - General Body Member

Serving on Board(s)

- Pakistan Center for Philanthropy - Board of Directors
- Punjab Municipal Development Fund Company - General Body Member

Top 2-3 Competencies

Business Management: Strong

HR: Strong

Current Role

Shazia Maqsood Amjad, is the Executive Director of PCP, reporting to Chairman of the Board. As Deem Director, she is a member of PCP's five board committees. Her responsibilities include managing PCP's endowment fund and approving organizational revenues and expenses.

Most Important Experiences

Shazia gained significant knowledge and experience during the organization's digitization process. A transformational leader, Shazia implemented bottom-up systems change, led PCP through a period of evolution and digitization and built collaborations for PCP with South-East Asian counterparts. She gained new experiences overseeing and managing the organization during the pandemic.

Key Skills and Expertise

Her areas of expertise include deep knowledge of Pakistan's non-profit landscape (legal, regulatory, private and public sectors, donors and NPOs). Clear understanding of public sector, as a former civil servant. Technical expertise, as an Education Specialist having worked with DFID, GIZ, and ILO and UNICEF USA. During her tenure, PCP grew from 16 to 60 employees, and from deficit to reporting significant revenues in 6 years.

Exposure to Boards

Shazia Maqsood presents at PCP's quarterly BOD meetings and AGM, and participates in the 5 board sub-committee meetings. She sets the agenda and conducts all of PCP's sub-committee meetings. She has received outstanding Board feedback in the annual reviews.

Values and Passion

Dr. Shazia values persistence, creativity, and striving for excellence. Underlying these are the immutable values of integrity and respect which she adheres to in her work.



Tamkeen Sardar Faisal

Head of HR & MarCom
Engro Energy Limited
 Islamabad, ICT
 Pakistan

Academic Qualification

- MBA from Institute of Business Administration, Karachi

Professional Qualifications

- Certified in Strategic HR Leadership – Cornell University
- HRMP® – HR Certification Institute, USA
- GDEIB Certification

Director Training Program: Qualified

Served on Board(s)

None

Serving on Board(s)

None

Top 2-3 Competencies

Business Management: Strong

HR: Strong

ESG: Strong

Current Role

Tamkeen is Head of HR and MarCom for Engro Energy Limited and manages the Board HR Committees. A highly accomplished human resources executive with over 18 years of operating experience in diverse industries and complex environments across the union and non-union environments, including Fortune 500. Tamkeen has the passion to conceive an engaged and positive workplace atmosphere by partnering closely in the business.

Most Important Experiences

As Head of HR and MarCom for Engro Energy Limited, and previously as Head of HR for JS Bank, this experience has given Tamkeen valuable insights into the role of a board director and has honed her skills in governance, risk management, and strategic planning. Tamkeen conceived the HR digitalization strategy at the Bank, this was the industry-first in the country. At K-Electric, Tamkeen led the culture transformation and successfully integrated DE&I across organization processes. At Reckitt Benckiser, she led the CBA COD negotiations for closure and revamped the sales field force. Her passion for technology comes from her experience of delivering platform solutions from SAP SuccessFactors and Decibel.

Key Skills and Expertise

Tamkeen is committed to investing in and empowering women talent from challenging backgrounds and markets. She has worked with professional networks like World Bank and ADB to be a mentor to women across South Asia and work with professional networks globally to engage and energize talent.

Values and Passion

Tamkeen is a proactive change agent and with her commitment to ethical leadership combined with her ability to leverage technology to enhance the employee experience, she is well-equipped to contribute to the continued growth and success of organizations.



Uzma Murshed

Group Head, Operational Risk
Habib Bank AG Zurich
Dubai
UAE

Academic Qualifications

- B. Com, University of Karachi, Pakistan
- Master of Business Administration (Marketing), Institute of Business Administration, Karachi, Pakistan

Professional Qualification

None

Director Training Program: Not Qualified

Served on Board(s)

None

Serving on Board

None

Top 2-3 Competencies

Business Management: Strong

Audit: Strong

Risk: Strong

Current Role

Uzma is a professional with over 30 years of international experience across Asia Pacific, Middle East and Africa in the financial services industry. Currently she is based in Dubai and is Group Head of Operational Risk for Habib Bank AG Zurich, a bank with commercial operations in 8 countries.

Most Important Experiences

Uzma has worked in large international banks overseeing different regions. She worked for Emirates NBD and Abu Dhabi Islamic Bank, which are prominent banks in the Middle East. She also worked for Barclays and ABN AMRO. Her focus has been on projects and new initiatives for achieving efficiencies in process management. For instance, outsourcing of global trade operations for several Asian Countries to their BPO in India (Chennai) while she was at ABN AMRO.

Key Skills and Expertise

Uzma has created and implemented risk and control frameworks and developed policies resulting in a reduction of financial losses and improved audit reports.

Values and Passion

Passionate about learning and development and believes that enhancing people skills and getting them to re-train leads to better work output. She believes a woman should not be held back and has been breaking the barriers since early 1990s. She was the youngest female to be promoted to Assistant Vice President in ABN AMRO to oversee trade operations.