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PROFILE

Over 22 years experience in banking in various roles. A major part has been in the securities services industry handling equity settlements and corporate actions that required compliance to regulations and risk management of clients' assets. In the recent past have worked in Risk Management and AML Compliance with a focus on formulating policies and procedures and registering the Company with the Capital Market Authority, Kuwait. Also possess exceptional interpersonal skills, openness and adaptation to change with a focus on finding solutions, proactive and capacity for taking decisions.

PROFESSIONAL EXPOSURE

Experience Related to Operational Risk Management & Compliance (in various roles)

- Development & implementation of Operational Risk Framework.
- Preparation & implementation of policies for Risk Management, Anti Money Laundering (AML), Business Continuity & Compliance.
- Preparation & amendments of procedures for Operations, Asset Management, Real Estate, Principal Investments, Cash Management & Cash Products.
- Completion of CMA registration requirements.
- Coordination for implementation of Corporate Governance requirements.
- Implementation of AML & CTF regulations.
- Identification of areas for inclusion in the Compliance Risk Matrix (CRM).
- Identification and development of Key Risk Indicators (KRI) and Key Productivity Indicators (KPI).
- Implementation of KRI data reporting, reviewing & monitoring key risk indicators on a periodic basis.
- Development, implementation and monitoring of Key Control Standards (KCS).
- Conduct RCSA workshop sessions.

BenchMatrix Solutions, Bahrain (stationed in Kuwait)

Senior Manager - Advisory Services – Jan 2014 to present

- Implement Operational Risk Management Framework, working collaboratively with Business areas in a Relationship Management approach.
- Work with client on implementing the Framework elements and promoting a culture of responsibility and accountability for Operational Risk Management.
- Develop specialist knowledge of specific elements of the Operational Risk Management framework and provide knowledge and guidance to Business Areas.
- Implement Compliance module, providing support to the Relationship Management team.
- Formulate and develop policies for implementation.
- Develop procedures and mandate for Loss Data collection and reporting
- Identify & collect historical operational losses for the institution.
- Conduct Operational Risk Management training through workshops.
- Implement Operational Risk Management System institution-wide.
- Conduct Risk & Control Self Assessments (RCSA) workshops.
- Implement Enterprise Risk Management System group-wide.

Boubyan Capital Investment Co., Kuwait

Manager Risk & AML Officer - Jul 2011 to Dec 2013

- Prepare road map for Corporate Governance as per CMA regulations and coordinate implementation.
- Guide the Operations team to prepare the Risk register.
- Prepare and submit Risk report for the Company to CMA.
- Lead the development, implementation and coordination of operational risk management.
- Formulate and conduct reviews of policy and procedure documents required for control and operations purpose.
- Assist in establishing and maintaining Compliance and Anti-Money Laundering (AML) and Counter Terrorism Financing (CTF) policies and procedures.
- Prepare and submit the AML report to the Board and CMA.
- Coordinate with the project team on FATCA requirements.
- Develop and coordinate the business continuity plan (BCP).
- Review product plans from Risk perspective.

HSBC, Kuwait Branch

Assistant Vice President, HSBC Securities Services, Kuwait - Jun 2008 to Jul 2011

- Manage over 80 custody relationships and over 700 accounts, which included direct contact with clients, international broker dealers, local brokers and tax consultants.
- Maintain good relationship with the Kuwait Stock Exchange (KSE), the Kuwait Clearing Company (KCC), and keep up to date on developments and changes relating to the Equities market.
- Keep abreast of changes in market laws, rules and regulations by the Capital Market Authority (CMA) and inform clients on timely basis.
- Anticipate client needs and maintain good relations with their Network Management team by having a pro-active approach in providing service.
- Organize Due Diligence visits by clients, by arranging meetings with the KSE & KCC and providing updates about the market.
- Ensure AML & KYC requirements for both group and local regulators have been adhered to, for new as well as existing accounts.
- Coordinate and monitor the Business Continuity plan for the unit ensuring recovery of information and continuity of service with minimum impact to clients.

Standard Chartered Bank, Karachi, Pakistan

Head of Cash Product Service Delivery, Pakistan - Sep 2006 to May 2008

- Responsible for the overall operations, management and control of the unit on Pan Pakistan basis.
- Manage a team of 41 staff and keep their morale high, with a challenge of looking after the upcountry units (Lahore, Faisalabad & Islamabad), being stationed in Karachi.
- Integrate the ex Union Bank business and bring on the SCB platform, both in terms of procedures as well as systems.
- As a challenge reduced the chronic problem of late sitting in the unit, which had been a demotivating factor for the entire team.
- Assist the Head of Cash & Trade in planning the future structure of the unit, alongwith the processes to be followed.
- As an additional assignment also conduct training of Management Trainees, new and existing staff on Banking Operations.

Unit Head, Cash Management Operations - Sep 2005 to Sep 2006

- Responsible for the overall operations, management and control of the unit.
- Ensure that the unit runs in accordance with the AML/KYC policies.

- Manage a team of 25 people by keeping them motivated so as to contain the staff turnover rate.
- Manage the unit responsible for liaising with the Central Bank for obtaining approvals for remittances on behalf of customers.
- Table system issues and take E2E ownership of resolving the same by liaising with IT.
- Monitor headcount is appropriate for BAU activities by reviewing the capacity plan, and hire staff as and when required.
- Raise risk issues to the appropriate levels so that they are addressed in order to avoid losses.

Cash Product Service Delivery

Unit Manager, Cash Product Service Delivery, Karachi - Jan 2004 to Oct 2005

- Responsible for the overall operations, management and control of the unit.
- Administer around **200 accounts** overall covering both Premium Service Banking and National Collection Service customers.
- Responsible to provide quality service to all the corporate customers availing PSB and NCS services throughout Pakistan.
- Liaise and maintain a good relationship with the Transactional Banking Team to provide smooth service to existing customers and help them in coming up with new products.
- Monitor complaints being received in terms of operational and service issues, and ensure effective resolution.

Securities Services

Acting Head, Securities Services - 2003

- Responsible for the overall management and control of the unit.
- Ensure the unit is in total compliance with the Bank's rules and local laws pertaining to securities investment.
- Maintain good relationship with clients by optimizing service standards and being responsive to clients' needs.
- Prepare the budget for the unit and monitor it to ensure targets are being met.
- Manage capacity in terms of human resources, premises & system.

Manager Client Services - 1998 to 2002

- Develop and maintain strong securities market and operational knowledge.
- Maintain good relationship with the Karachi Stock Exchange, the Central Depository Company, and keep abreast of developments and changes in regulations relating to the Equities market.
- Ensure KYC (Know Your Customers) requirements for both group and local regulators have been adhered to, for new as well as existing accounts.
- Publish Newsflashes and Market Development Report for clients, advising them of the changes and announcements related to the securities market.
- Assist the Head of Custody & Clearing Services to prepare the Key Risk Indicator report (KRI) and the Business Information Report (BIR) on monthly basis.

Manager Central Depository Transition - 1997 to 1998

- After a brief attachment with **SCB, Kuala Lumpur** to get acquainted with the scripless environment; headed the project for conversion of physical shares to scripless form in the Central Depository System.
- Successfully completed the transition smoothly, keeping the clients well informed of the transition procedures and the status of their portfolio.
- Liaise with the registrars to ensure that shares held in large volumes by various clients were transferred to the depository in the shortest possible time in order to maintain liquidity for the clients and to avoid buy-in risk.

Manager Settlements - 1996 to 1997

- Manage the Settlements department and supervise a team of 20 ensuring smooth operations.
- Arrange transactions to be carried over with the local brokers by providing timely payments and shares in order to avoid buy-ins.
- Develop the quality documentation system for the Settlements department to comply with the ISO-9002 requirements.

Assistant Manager Settlements - 1994 to 1996

- Settle purchase and sale transactions for the clients' accounts monitoring the FX requirement for the receipt and ensuring timely remittance of funds for the deliveries.
- Administer timely confirmations were sent for the settlements and /or fail trade advices were accurate.

Junior Officer - 1992 to 1994

- Supervise settlements with brokers and help in processing Corporate Actions received for the clients' accounts.
- Train new employees on settlements, who join the department.
- Compile and prepare portfolio statements for clients until the Portfolio Management System (PMS) was in place.

EDUCATION

B.S. Finance, Arizona State University 1991

B.Com University of Karachi 1987