

| Q4 | October | '15

December |  
Quarterly Publication  
Issue #7



# engage



\*engage

# The Music of Time

Q4 | October  
December | '15  
Quarterly Publication  
Issue #7

Please send us your comments about the cover.  
Write to us at [ccpa.pakistan@ici.com.pk](mailto:ccpa.pakistan@ici.com.pk)

**Dear Engage readers,**

Welcome to the new issue of *Engage*, which covers the final quarter of 2015. The new year brings new possibilities, and we wish all of you a prosperous and peaceful 2016.

The stories in these pages again chronicle the continuing journey of ICI Pakistan Ltd. In essence, they record moments in time, reminding us of the ticking clock which accompanies all our endeavours. After all, as the saying goes, "What do you give the man who has everything?" – "Time."

Milestones in time feature throughout the issue. The Chemicals Business has now clocked 19 years without lost time injury, while Life Sciences has embarked on a new adventure: Here to Win 2015-18. Soda Ash reached record production levels and the Polyester Business took further initiatives to enhance performance.

Time can be the heaviest of burdens; alternatively, we can seem to master it and suspend its linear flow. Who hasn't had the feeling, when involved in an all-consuming activity, that time has stopped? As the Nobel Prize-winning author Gabriel García Márquez wrote, "It is not true that people stop pursuing dreams because they grow old, they grow old because they stop pursuing dreams."

**Enjoy your read,  
Team CCPA.**

CCPA acts as the Visual Identity Checkpoint for all marketing and branding material.

**Cover Design:****The Music of Time by CCPA**

This issue's cover, *The Music of Time*, is an upbeat, high-tempo expression of freedom and creativity. Time is depicted not as a linear progression, but in a spiral of highs, lows and curves. Past, present and future all intertwine to form a dynamic puzzle that we continuously construct. Time is not a drum beat but a dance; within its movements, each one of us must discover the rhythm of our lives.

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# Cover Stories

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## 5,700 Days and Counting

Chemicals completes 19 years without  
Lost Time Injury

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**HERE TO  
WIN 2015-18**

LIFE SCIENCES BUSINESS

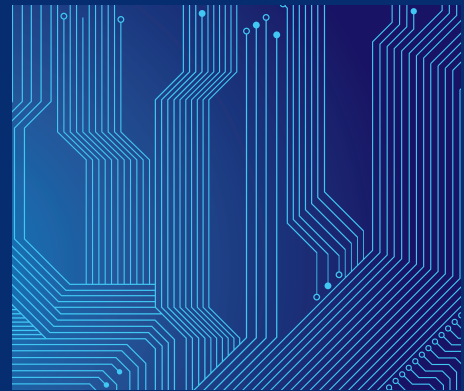
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## LS Rolls Out Vision and Mission

"We are Life Sciences and We Improve Lives"

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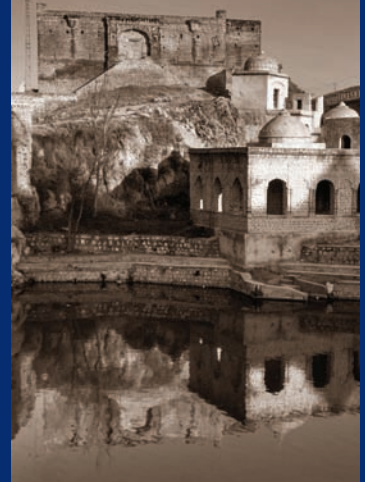
## Photo of the Quarter

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جو تھا نہیں ہے، جو ہے نہ ہوگا، یہی ہے اک حرفِ محرمانہ  
قریب تر ہے نمودِ جس کی، اُسی کا مشتاق ہے زمانہ

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*'Zamana' ('Time')* from Bal-e-Jibril, by Allama Iqbal (1877-1938).

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**What was, has faded: what is, is fading:  
but of these words few can tell the worth;**

**Time still is gaping with expectation of  
what is nearest its hour of birth.**



# 5,700 Days and Counting

**Chemicals completes 19 years without Lost Time Injury**





**The Chemicals team celebrates its HSE&S milestone.**

Photograph: Chemicals Team

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**Anas Ahmed Jafri**

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ICI Pakistan Ltd.'s Chemicals Business has a legacy of delivering exceptional health, safety, environment and security performance for the Business and its stakeholders. With its trading and manufacturing base in Karachi and operations spread out across the country, the significance of operating safely is internalised in the entire Chemicals team. The focus and attention attached to employee trainings, procedures, standards and practices has assisted us for years to function with an impeccable HSE&S record. On October 29, 2015, the Business achieved yet another

splendid HSE&S milestone, when it successfully clocked 19 years without Lost Time Injury (LTI). This equates to a total of 5,700 days and 4.67 million man-hours of injury-free operation.

Across Chemicals, the distinguished day was celebrated with great enthusiasm and vigour. The Chemicals hall at Head Office was adorned with balloons, banners and posters marking the event. An elegant commemoration ceremony was organised at the ICI Chemicals Plant, which was attended by the Chemicals team along with our contractual workforce.



### 4.67 million man-hours of injury-free operation, and counting.

Photograph: Chemicals Team

The event was hosted by Fahad Yousaf (Plant and HSE Manger), who in his opening remarks commended the team, and emphasised the importance of adopting safe and environmentally-friendly practices in the Business. Speaking on the occasion Arshaduddin Ahmed (GM Chemicals) remarked: "It is of great pleasure to be part of a vibrant and responsible team that cares for the workplace safety of oneself and one's peers, and honours its HSE&S responsibilities. 19 years is a hugely long stretch of time, and

maintaining an excellent record is a great feat achievable only with selfless dedication and commitment".

The address was followed by a cake-cutting ceremony, for which a scrumptious cake had been especially arranged and decorated according to the occasion. The event instilled a sense of accomplishment and motivation for the staff to continue their efforts towards HSE excellence and maintaining a safe working environment for all.

## News in Brief | 5S Training at the Chemicals Plant

*By Anas Ahmed Jafri*

Chemicals intern Bilal Husain organised a training session at the Chemicals plant training room on 5S and its implementation. 5S is a workplace method involving five Japanese words – seiri, seiton, seiso, seiketsu, and shitsuke – which promote better efficiency

and effectiveness.

After pre-training activities, the training module begun and lean manufacturing and 5S were introduced. Attendees were shown pictures of sites that implemented 5S, and were given a brief history of how Toyota Production Systems

pioneered the 5S.

The attendees were systematically walked through the five S's, through interactive and engaging exercises. Overall, the session was thoroughly thought-provoking and valuable for enhancing standard operating procedures.



**Arshaduddin Ahmed (GM Chemicals) addresses his team.**  
Photograph: Chemicals Team



# US Consul General Visit

## Brian Heath tours Chemicals Plant on trip to Head Office

*By Anas Ahmed Jafri*

US Consul General Brian Heath visited the Chemicals plant in Karachi on October 2, 2015. The US delegation also included Chad Peterson (Political/Economic Section Chief), Sean Robinson (Economic Officer) and Fahd Zaidi (Economist). The US representatives were received by Asif Jooma (CE), Arshaduddin Ahmed (GM Chemicals), and Fahad Yousaf (Plant & HSE Manager).

Fahad briefed Mr. Heath on the Chemicals plant manufacturing processes and the range of products produced and handled daily. The Consul General showed great interest in the various processes being used to manufacture a wide range of chemicals at the plant.

Mr. Heath was also given a tour of Head Office, and held meetings and had lunch with the Executive Management Team and other members of staff.

At the plant, Arshaduddin also briefed Mr. Heath on the Chemicals Business's HSE&S performance and market standing among the chemicals industry in Pakistan. The Consul General commended the ICI Chemicals facility and its safety record. He also penned his comments in the visitor book of the Chemicals plant, in which he wrote: "Thank you for a great tour and briefing on ICI Pakistan's rich history. The safety and corporate social responsibility efforts are particularly notable."

## News in Brief | Adhesives Customer Engagement Activity

*By Naureen Jalaluddin*

The adhesives segment conducted a customer engagement activity on November 2, 2015 in, Gujrat.

The entire activity was sponsored by Anchor Paint House, which is our distributor for the north region.

Attendees for the event included adhesive customers of ICI Pakistan Ltd. and other stakeholders.

The objective of the meeting was

to provide costumers awareness about the product's quality and assure them that the products are the best in the market. Moreover a discussion on 'Product use and misuse' also took place. The customers actively participated in the discussions and shared their views.

A prize distribution ceremony

also took place where customers to acknowledge customers on the basis of loyalty and business conducted. Various gifts were presented by Riaz Janjua (Regional Sales Manager, North), following which was a dinner. The event consolidated the brand equity of Calabond WD Range and strengthened ties with customers.



**Fahad Yousaf (Plant & HSE Manager) with the US Consul General.**

Photograph: Chemicals Team



**Asif Jooma (CE) briefs Mr. Heath.**

Photograph: Chemicals Team



**The US Consul General toured the plant and Head Office.**

Photograph: Chemicals Team



The event was held at  
Countryside Chalet.

Photograph: Chemicals Team

# Annual Chemicals Picnic

**From swimming to soccer, team gels during day out**

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*By Anas Ahmed Jafri*

Chemicals has a tradition of hosting an Annual Picnic for its Plant, Technical and Warehouse staff. The event for 2015 was held on November 15 at Countryside Chalet, situated off the Super Highway, Karachi. It was a recreational opportunity for the staff to take a break from their hectic work life and enjoy a relaxed day together. Everyone was geared up for the event and there was an aura of excitement.

The picnic-goers left home early morning from different parts of the city, and gathered at 9.30am at the Karachi Toll Plaza to head towards their exciting destination.

Countryside Chalet had a variety of options on offer, from swimming to indoor games to air-gun shooting and field sports. Time whizzed past once the teams got in the pool and started trying out different swimming techniques. At around 1.30pm everyone gathered for a mouth-watering feast, which





**The Plant, Technical and Warehouse teams enjoyed a day out.**

Photograph: Chemicals Team



**Colleagues took part in several sporting activities.**

Photograph: Chemicals Team

included delicacies such as mutton biryani.

After the appetising lunch and afternoon prayers it was sports time. The avid and enthusiastic cricketers gathered their men for an exciting showdown. In the meantime, the footballers also geared up to offer a counterpoint to the cricketers with their dribbling and balancing skills.

At around 4.15pm as the sun had started to go below the horizon, so had everyone's energy levels, after a day of

swimming and other activities. It was decided to serve tea and snacks, after which colleagues packed and left in great spirits.

The outing was a great opportunity for the team to gel, engage with each other and above all have a great time, leaving vivid and joyful memories.

# Unlocking Potential

## Trips to the seaside and hills enhance strategic alignment and team building

By Faiza Savul

It is often necessary to step out of one's day-to-day environment to take a clear strategic view of future business developments and processes. Therefore, on the back of the Chemicals Business's sales conference earlier in the year, in November 2015 a day was spent off site in Karachi for all support functions of the Business.

A total of 55 participants from the Plant, Supply Chain, HR, Finance and Technical departments joined in to spend the

day at Mubarak Village. This is the second largest fishermen village in Karachi, bordering with Gadani (Balochistan).

The landscape encircles a stark contrast of golden hills and turquoise clear waters. Driving through hilly roads and hazy views, it was the perfect escape for anyone who is fond of nature. After a boat excursion and a delicious lunch, the teams participated in various team building activities, before returning back to the city post sunset.

The trip built on a the two-day session held in Karachi with



Team-building activities were central to the sessions.

Photograph: Chemicals Team





**55 participants spent the day at Mubarak Village.**

Photograph: Chemicals Team



**The Annual Sales Conference was held in Nathiagali.**

Photograph: Chemicals Team

business heads and all National Sales Managers to discuss the sales strategy for the Chemicals Business in 2015-16. Post these sessions the Annual Sales Conference was held in Nathiagali to cascade the strategy for 2015-16. The theme for the overall event was 'Unlocking Potential.' The conference had a total of 62 participants from North &



**Support functions spent an ideal day at the beach in November 2015.**

Photograph: Chemicals Team

South. Nestled in the scenic beauty of the Murree hills, with breathtaking views, and a slight chill in the air, this was an ideal opportunity for teams to mingle and participate in team building activities as well as take part in a very strenuous trek on the Muskhuri peak.

# LS Rolls Out Vision and Mission

**“We are Life Sciences and We Improve Lives”**

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*By Anum Shaheen*

In October 2015, the Life Sciences team gathered together in three locations across Pakistan for a grand communication on the Business's strategic direction over the next three years. Sessions were held in Karachi, Lahore and Islamabad to ensure that all team members could attend the event with ease.

Under the banner of 'Here to Win 2015-18', the sessions were spearheaded by the Life Sciences Business Executive Team, with the clear purpose of unveiling a Vision and Mission for Life Sciences, as well as five strategic avenues or 'Battles' which the team will be conquering in the years ahead.



# HERE TO WIN 2015-18

## LIFE SCIENCES BUSINESS



Accelerate Revenue  
via Organic/Inorganic  
Growth



Growth through  
Innovation



Value through  
Business Partnering



Building Powerful  
Big Brands



Building Leaders  
through Delivering  
Results



**Samie Cashmiri (VP, Life Sciences & Strategy) addresses his team.**

Photograph: Life Sciences Team

The vision – ‘We Improve Lives’ – is a powerful statement that captures Life Science’s commitment to all its stakeholders – customers both internal and external. Together, 600+ Life Sciences employees pledged their commitment to this vision, and each Division/function was communicated certain aspirational targets and projects that are to be achieved within the coming years.

Following the communication session by the Executive Team, a high-energy team building exercise was conducted by trainer/facilitator Asif Khan of Carnelian. The exercise was inspired by the ‘Haka’ – a tribal war dance that is used by teams over the world to give them courage in the face of battle, and strike fear into the hearts of their challengers.

The teams at all locations created their own chants to accompany the movements of the Haka. The energy, passion and enthusiasm in the hall reverberated with the conviction that “We are ICI Life Sciences, We Improve Lives, and We are Here to Win!”

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## News in Brief | AH Manufacturing Facility Commences Commercial Production

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**By CCPA**

ICI Pakistan Ltd.’s new Animal Health manufacturing facility in Lahore has commenced commercial production. This is another promising landmark for the Company, and a notable milestone

for the expanding Life Sciences Business as it continues its journey to ‘Improve Lives’. The facility will boost the Company’s product offering in the Animal Health sector and enhance the quality and range of its own

brands. The Life Sciences Business is now better equipped to develop new products according to market requirements, and the facility also further enables the Company to expand its local and international footprint.



The event was very interactive, and energy levels were kept high.

Photograph: Life Sciences Team



Abdul Wahab (Business Manager, Agri Division).

Photograph: Life Sciences Team



Saad Jahanzeb Khan (Finance Manager, Life Sciences).

Photograph: Life Sciences Team



Saboor Ahmed (Business Manager, Animal Health).

Photograph: Life Sciences Team

## News in Brief | Agri Rolls Out Sunflower Katchery Programme

*By Khawaja Sajjad Saeed*

The Agri Division's sunflower seed brand "Hysun" enjoys the reputation of being a high quality and high yielding product. In order to provide a platform for the discussion of agricultural best practices, the Agri Division launched

the Sunflower Katchery Programme across Sindh. This programme, one of the first of its kind in the industry, has received extremely encouraging feedback from the community. The programme has not only allowed the Company to share

product insights and tips on how to achieve a higher crop yield, but has also provided a forum for farmers to consult ICI Pakistan Ltd.'s representatives to provide support regarding the adoption of agricultural best practices.

# 'From Trash to Treasure...'

## Life Sciences promotes sustainability with SOS Children's Village

By CCPA

Volunteers from the Life Sciences Business visited the SOS Children's Village in Karachi to celebrate Universal Children's Day. This annual event, observed globally on November 20, highlights every child's right to be educated and forge an independent path through life.

The company's objective at SOS was to inculcate a spirit of sustainability in the children, through practical exercises while having heaps of fun. Under the banner of, 'From trash to treasure, we make the world better,' the volunteers guided the children through a series of activities, with an emphasis on the three Rs: Recycle, Reuse and Reduce.

At the end of the day, the children from all sixteen houses displayed beautiful objects which had been crafted from used everyday items, such as pen holders made out of toilet paper roll. The final display had a boisterous atmosphere, with the children cheering at the top of their voices. Samie Cashmiri (VP, Life Sciences & Strategy) thanked and praised SOS Children's Villages, Pakistan, which is the only SOS in the region which is self-financed.

"The Life Sciences Business's vision is 'We Improve Lives', and in the area of charity and education, SOS Pakistan has been doing this for decades," Samie said. "We are honoured to have visited the village today and encouraged a sense of environmental responsibility in these wonderful, positive children," he said

### News in Brief | ICI Pakistan Ltd. Participants in Para-Vets Graduation Ceremony

By Dr. Umer Sattar

Para-veterinarians play an important role in the local livestock industry, and to celebrate this year's para-veterinarian graduates, the Livestock Service Center (Sheikhupura) organised a

certificate distribution ceremony on November 21, 2015.

ICI Pakistan Ltd., in recognition of the role played by para-veterinarians in the animal health industry, sponsored the event. The chief guest of the event, Mr. Naseem Sadiq (Secretary

Livestock), highlighted ICI Pakistan Ltd.'s efforts to bring improvements to the livestock industry and presented our representatives with a token of appreciation for their involvement in the support of the para-veterinarian profession.





**Volunteers from the LS team visited the SOS Children's Village, Karachi.**

Photograph: Life Sciences Team



**One of the houses with their final display.**

Photograph: Life Sciences Team



**Objects were crafted from used everyday items.**

Photograph: Life Sciences Team



**SOS Pakistan is the only SOS in the region which is self-financed.**

Photograph: Life Sciences Team

# Spreading Awareness

## Pharma Division runs campaigns during Breast Cancer Awareness Month

By *Omar Uddin*

October is dedicated to Breast Cancer Awareness the world over. This year the Pharmaceuticals Division ran several awareness campaigns to disseminate information about the disease in Islamabad, Jamshoro and Nawabshah.

On October 30, 2015, a seminar on breast cancer awareness and a free mammography session was organised at NIMRA (Nuclear Institute of Medicine and Radiotherapy) Jamshoro.

A similar session was held at NORIN (Nuclear Oncology and Radiology Institute) Nawabshah on October 31, 2015.

A special session was organised for the wives of doctors at the Army Medical College mess Islamabad on November 2, 2015.

About 300 participants, including doctors, nurses and other paramedical staff members, attended the events. Guest speakers from the medical fraternity were engaged to lead the discussion on the early detection of breast cancer,

identification of symptoms, prevention techniques, and treatment options.

Dr. Naeem Ahmed Laghari (Director NIMRA Jamshoro), Dr. Qurat-ul-Ain Soomro (Director NORIN Nawabshah), and Dr. Fauzia Abdus Samad (HOD Oncology Fauji Foundation Hospital) re-emphasised the importance of breast cancer awareness and appreciated ICI Pakistan Ltd.'s efforts in organising the sessions. They stressed the importance of holding such sessions on a regular basis so that more women could benefit from this knowledge.

The sessions were highly interactive and the participants asked several questions about the nature of the disease as well as the prevention techniques. Hi-tea and light refreshments were served to all participants at the end of the sessions, followed by free mammography screenings for patients at the NIMRA and NORIN facilities.

## News in Brief | Launch of Vanda Variant for the Karachi Market

By *Dr. Umer Sattar*

To meet the needs of the Karachi market, the Animal Health Division launched a variant of Vanda to cater to the types of buffaloes reared in the area. To successfully launch the product, the team conducted extensive farmer gatherings and meetings. The key challenge was

to convince farmers to use Vanda instead of competitor products.

This challenge was tackled via several methods; the ICI Pakistan Ltd. team gave product demonstrations, presented the benefits of Vanda in comparison to competitor products, and also analysed the products currently

being used by the farmers.

The team has, so far, received an encouraging response and several farmers have started using Vanda regularly. It is hoped that this positive trend will continue in the upcoming months as the team penetrates further into the target market.





The Company's awareness sessions were praised by members of the medical community.

Photograph: Life Sciences Team

## News in Brief | Pharmaceuticals Launches Regnum Men

By Adeel Javed Shamsi

The Pharmaceuticals Division recently launched Regnum Men, a once-a-day triple action formula that improves male health, energy and vitality. The launch was very well received by the sales teams. The teams were briefed on the technical aspects of the product by

Talib. H. Faruqi (Training Manager). Adeel Javed Shamsi (Senior Product Manager) discussed the product strategy, competitor analysis, and product promotion plan.

To keep the team in high spirits, tug of war competitions were held between the regional teams

(Faisalabad, Lahore West, and Hyderabad emerged as the winners). In addition to the fun competitions, Key Opinion Leaders from the medical fraternity were invited to provide customer insights and boost the team's confidence in the product.

# Agri Launches Total & Vesta

## Division introduces two new products to the market

By Saqib Hussain

Wheat is a key staple food in Pakistan, and a major crop of the rabi season. It also holds the largest crop area in Pakistan. Unfortunately, the yield of wheat has suffered due to various external factors, preventing farmers from deriving maximum value from their crop.

Keeping farmers' needs in mind, the Agrochemicals segment of the Agri Division recently launched two new wheat herbicides, TOTAL 80WG and VESTA15WP. These two products target the recurring issue of uncontrolled grass and weed growth in the crop.

Training sessions for the field teams were held in six different

regions to build their capacity and enable them to transform knowledge regarding both products to the farmer community. Product Launch meetings were held in Multan, Bahawalpur, Hyderabad, Sukkur, Gujranwala, Sargodha, Mardan and Mianwali. A large number of the Company's business partners participated in these meetings. Complete product briefings were delivered by Saqib Hussain (Senior Product Manager, Agrochemicals). Sales policies were shared by Waheed Ather (National Sales & Development Manager, Agrochemicals). With the addition of these two new products, ICI Pakistan Ltd. has successfully completed its range in the wheat herbicide segment of crop protection.





The products target uncontrolled grass and weed growth in the crop.

Photograph: Life Sciences Team



Product meetings were held in several cities and towns.

Photograph: Life Sciences Team



# Dynamism in E&I

## Electrical and Instrumentation Department takes further initiatives to enhance performance

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*By Bassam Raza*

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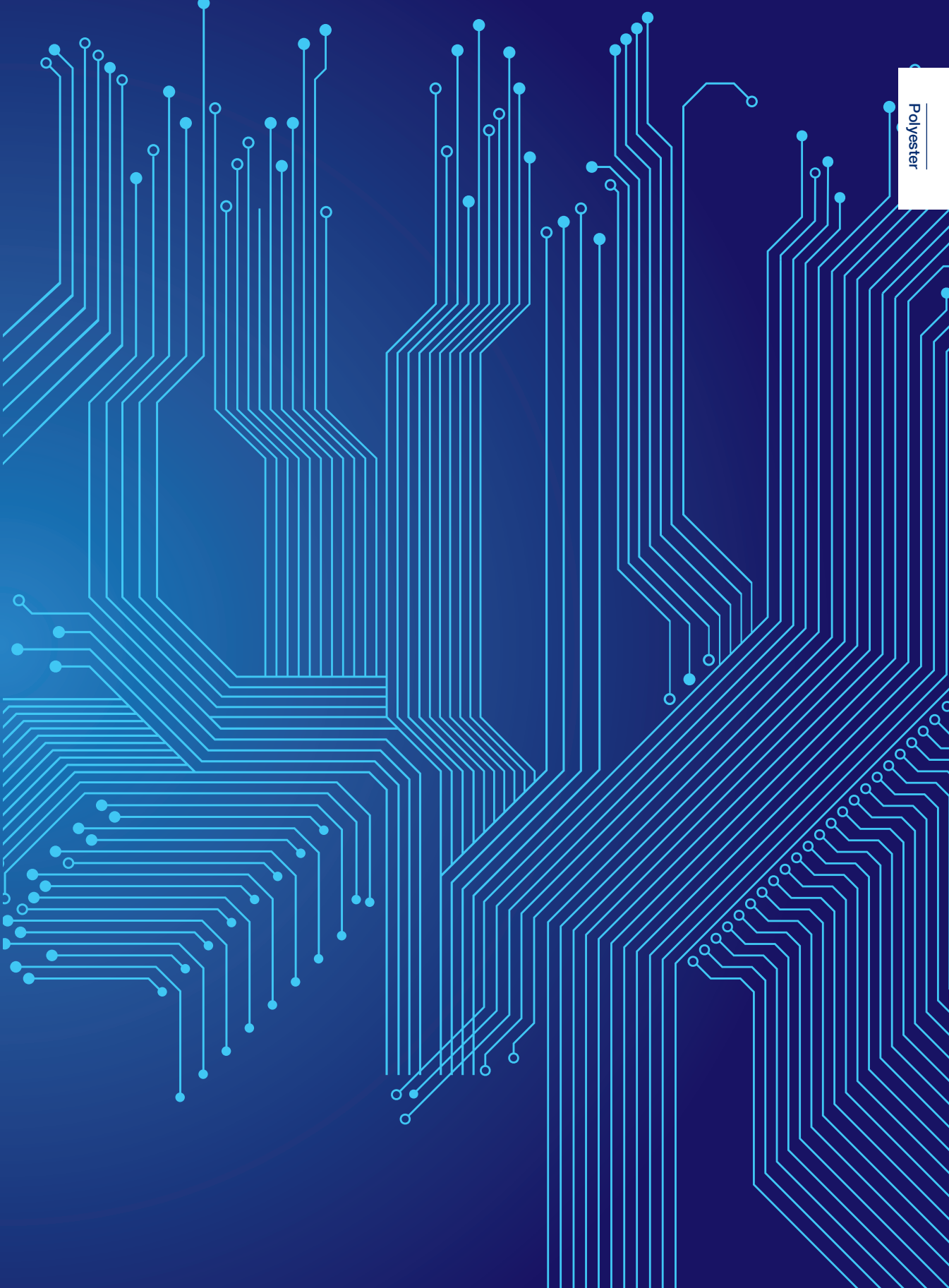
The Electrical and Instrumentation Department (E&I) continues to make significant contributions to the efficiency and productivity of the Polyester plant. In Q4, 2015, systemic projects were carried out, all the way from electric power generation to product weighing technology.

The Services and Co-Gen Team carried out an advance modification to add additional electric load to the plant's load-shedding scenarios. The modification, initiated by the Technical Department, was aimed at reducing the consumption of heavy furnace oil by minimising the critical plant load. The E&I Team was tasked with adding the Admin, Contractors and Effluent Treatment Area to the already existing network of non-critical load. The task, comprising extensive cable laying and entrenchment, was completed within 24 hours. According to Technical's estimates, in instances of load-shedding, the modification will ensure a saving of up to PKR 100,000 per day.

To cater to excessive wrap formation, a possible cause for bank shutdown, E&I was again tasked to come up with a

solution for drip detection at Bank 6. As polymer filaments merge to form single strands at the banks, at times a protrusion of sorts called a slub forms at a certain point over the strand. This slub often undergoes a metamorphosis and develops into a wrap as multiple single strands are stacked together. The drip detection mechanism identifies and logs these individual slubs by virtue of lever-mounted fork type assemblies that pivot as they come into contact with a slub. This subsequently actuates proximity switches, generating an alarm. This modification is expected to minimise bank shutdowns caused by wraps as the faulty positions are identified and consequently attended.

The E&I team took the initiative quite some time ago to eradicate dependence on specialised, non-standard equipment so as to standardise inventory and accelerate procurement, thereby reducing production loss times. An instance of this initiative is the recently commissioned migration project from the DK-21 Weighing Controller. The new Siemens S7-300 PLCs and HMIs have enhanced quality and saved significant costs.



Polyester



# Strike!

## Sheikhupura and Mozang colleagues take part in bowling competition

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*By Zain Bakir*

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On a cozy Friday night on November 27, 2015, more than 50 fellow colleagues from the Polyester Business gathered at UpTown LA Bowling Alley in Lahore to compete against each other in a bowling competition. Little did they expect that this competition against each other would rather bring everyone together. The competition was arranged by Team N-Gauge at Polyester for all its employees, both based at Sheikhupura and Mozang. Teams of six were randomly assigned at each of the eight lanes. Although every individual in the alley was competing with each other to be among the top three scorers (for a prize), each team of six were also working together to have the highest aggregate score (for the grand prize). To add spice to the event, chocolates were distributed to those who struck out all 10 pins. The hype, roars, excitement and loads of selfies and pictures could not have been more conducive for engaging everyone in attendance. In the end, dinner was served and everyone parted their ways with a smile on their faces.



Teams were assigned to each of the eight lanes.

Photograph: Polyester Team



Chocolates were awarded to those who recorded 'strikes'.

Photograph: Polyester Team

# Tech Team Engagement

## Activities promote greater cohesion and team spirit

By Rafia Murtaza

In the Polyester Business, the Technical Services department continuously strives to strengthen employee engagement through various initiatives. By virtue of the nature of the job the technical managers are continually travelling to cater to customers across the country and thus have little opportunity to socialise at work or outside in an informal environment. The engagement initiatives are thus vital for the team.

For this quarter, a number of activities were planned for providing team with such opportunities. The team organised a day out away from work in the scenic hill station of Murree. The day away from work in such a beautiful location worked as the perfect tonic for the team to refresh, bond, and get

geared up for future challenges. In addition to the Murree hills, the team also visited the Lake View Park in Islamabad, where activities like boating, go-karting and bowling served as a fun and memorable experience.

A cricket evening was also organised by the Technical Services team, open to all members of the Business. The friendly cricket tournament was arranged in Model Town cricket club and employees from different functions of the Business participated in the exciting event. All participants thoroughly enjoyed playing their favorite sport with colleagues and the evening served as a valuable platform to improve employee engagement and communication across board.

## News in Brief | Typhoid Vaccination at PE Plant

By Dr. Tanvir Haider

Typhoid is a serious disease. It causes high fever, fatigue, weakness, stomach pains, headache, loss of appetite, and

sometimes a rash on the body. Keeping the dangers of the disease in mind, the Polyester Business arranged the vaccination of its employees, through Apothe care (a

sister company of Fazal Din). 200 members of staff were vaccinated, including the Polyester site's food handlers, non-management and management mess staff.





**Technical Services visited the Lake View Park in Islamabad.**

Photograph: Polyester Team

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**News in Brief | Initiative will save 43.8 m litres of water per year**

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**By Usman Sharif**

At Sheikhpura, with the installation of the CFB and steam turbine project, there has been a higher requirement of refined water to run the boilers. For that requirement an EDI (Electro De-ionization) system

was installed. The waste water from the EDI was analysed, and it fulfilled the requirements of soft water. By using this waste water as soft water, the Company will save 43.8 million litres of fresh water per annum. The drinking water

requirement per person per day is 2.5 liters, which makes 913 liters per annum. So the water which will be saved is sufficient to fulfill the drinking requirements of 48,000 people per annum.

# Collective Learning

## Team visit to Pepsico Int. and Interloop boosts skills and knowledge

By Yasir Rafique

ICI Pakistan Ltd. operates through a state-of-the-art system where complying with the international best practices in all of its aspects stands at the top of the priority list. Nonetheless, it believes in appreciating and learning from success stories as well as setbacks experienced by industries operating in any sector.

Regardless of the industrial sector, there are certain general practices that companies can replicate with certain modifications through careful observation and learning and increase their green credentials considerably. Keeping this in view, a team of seven employees from ICI Pakistan Ltd., led by Khurram Shehzad (HSE&S Manager), visited Pepsico International, Sundar Snacks plant, and Interloop Limited, Hosiery Division III, on September 17, 2015.

The host companies provided the Company's team with an opportunity to take a look into the major aspects of their operations, their raw materials, including pre-manufacturing storage and products, the number of employees and the company's turnover. The companies briefed the team about the on-going industrial processes while providing an overview of all the manual and state-of-the-art robotic technologies at work.

The visit also enabled the team to know about the various international certifications that the companies hold. Endowing the team with a comprehensive insight into the good initiatives taken up by both the companies pertaining to employee safety, environmental and energy conservation and social compliance, the hosts opened the gates to plenty of new ideas.

## News in Brief | Polyester Team Attends ITMA in Milan

By Rafia Murtaza

ITMA is the world's most established textile machinery exhibition organised by the European Committee of Textile Machinery Manufacturers (CEMATEx) since 1951, and is held every four years. Rizwan Afzal Chaudhary (Polyester Business Manager) along with two senior

members of the technical services team recently attended the seventeenth edition of ITMA held in Milan, Italy.

The event provides an opportunity to witness global emerging trends and innovative solutions introduced by leading textile manufacturers using new technologies. It is also a great networking platform as

all leading global textile groups including those from Pakistan actively participate in the event. This presented an opportunity for our team to not only learn about the new developments in the textile world but also interact with the customers thereby strengthening long-standing relationships.



The team visited Pepsico International and Interloop Ltd.

Photograph: Polyester Team



The mutual exchange prompted several new ideas.

Photograph: Polyester Team

## News in Brief | World Environment Health Day Marked in Sheikhpura

By Yasir Rafique

World Environmental Health Day is celebrated globally on September 26 each year. ICI Pakistan Ltd.'s Polyester Business observed the day, recognising its obligations towards creating an atmosphere where employees are well aware of their actions and their associated impacts on the environment and

human health, especially children. In comparison to adults, children have less resistance to infection, poor diet, pollution and they are at higher risk of injury from accidents at home and road traffic. Recognising environmental tobacco smoke as one of the most important issues of concern, the Polyester Business held an

awareness session to educate its employees on its adverse impacts. The awareness session led by Yasir Rafique (Training Officer) encompassed basic know-how including global facts and figures pertaining to tobacco and second-hand smoke.



# Records Tumble at Soda Ash

## Khewra site reaches new milestones in record-breaking period

*By Rana Muhammad Adeel Jamshaid*

In October 2015, the Soda Ash Business recorded unparalleled accomplishments, reaching new heights of dedicated team-work and setting new benchmarks for the years to come. The Soda Ash team managed to surpass the previous record and produce 29,070 tons, a testament to sheer commitment, a can-do attitude and synergised efforts. Demand for dense ash, one of our valued products, has increased in recent months due to the flourishing glass industry. In adherence to one of the Company's core values, Customer Centricity, the team constantly aims to maintain its position as the leading manufacturer and supplier in the market, with the highest quality. Thus the Soda Ash team took on the task of coping increasing demand. The dense ash

plant was successfully expanded and the Business achieved the milestone of the highest ever dense ash production – 11,500 tons – in October 2015.

The Soda Ash business did not rest on its laurels. Refined sodium bicarbonate (RSB) is another valued product being produced at the facility. Keeping in view the demand of overseas customers along with coping with the local needs of the product, Soda Ash again reached levels of excellence in its operations. The highest ever production of RSB in a calendar month – 2,500 tons – was achieved in October 2015.

The Soda Ash team is pleased that the wider Company has placed faith in the Khewra site, and the outstanding levels of performance have set even higher standards for the future.

## News in Brief | Century of Cataract Surgeries

*By Dr. Humaira Taufiq & Dr. Rashid Khan*

A new milestone has been reached in the long and distinguished history of Winnington Hospital. The hospital, with the assistance of LRBT doctors, has held free eye camps every month since 1991. The three-day monthly clinic, open to the public, includes

OPD, consultation, surgeries and refractions.

In November 2015, the 266<sup>th</sup> free eye camp reached a record number of eye surgeries: 102 cataract surgeries with intraocular implant lens and 20 minor surgeries. The installation of the latest magnifying ophthalmic surgical microscope

has greatly aided the surgeries. This is an outstanding record for the Company, which serves the Khewra community through this and many other activities. The LRBT doctors and Winnington Hospital team deserve great credit for this achievement.



# HSE Awareness Course

## Soda Ash shows its support through health, education and sport

*By Rana Muhammad Adeel Jamshaid*

Increased levels of awareness towards HSE concepts inculcates a sound health and safety culture within an organisation, which positively impacts its productivity and performance with reduced risk levels.

With this theme, Sabir Mahmood (Production Manager), in co-facilitation with Rana Adeel (Plant B&C Manager), took an initiative to share knowledge and experience with new joiners of the Company. The aim of this session was to enhance participants' awareness of the HSE&S management system and basic concepts of HSE&S. This activity served as the first stage in the revival of the Core Development Programme, through in-house faculty of ICI Pakistan Ltd.

The one-day workshop was designed to be interactive, with participants asking questions and sharing their experiences. Participants were divided into teams to enhance the study of specific topics. These teams were assigned relevant

situations for their workplaces to get hands-on experience. For each activity, teams were shuffled to diversify knowledge.

The session also included fun-filled activities, helping the participants maintain their energy levels. Participants especially enjoyed the activity after lunch, which led them to learn the positive aspects of multitasking and helped them to restore their energy levels as well.

In the end, Muhammad Umar Mushtaq (Works Manager) graced the occasion and addressed the participants. He shared his views on the importance of HSE&S, not only in professional but also in our personal lives. He thanked the facilitator for taking such a healthy initiative and emphasised to all participants the importance of practicing the workshop's lessons at the workplace. At the end of the session, each participant received an active participation recognition certificate.

## News in Brief | DA Commissioning Team Lunch

*By Rana Muhammad Adeel Jamshaid*

The 84 ktpa extension of the dense ash plant was successfully commissioned in September 2015, with a record production of 11,500 tons declared in October 2015. To celebrate this achievement, the commissioning team, along with their families, were invited to lunch

by Sabir Mehmood (Production Manager). The team members set out on the journey around noon, with the rendezvous set at the picturesque Monal Restaurant in Islamabad. After the numerous hours spent streamlining the new project, it was

an excellent time for the team to relax and talk about topics such as politics and sports. Aided by the pleasant weather, the immersive setting at Monal and the excellent vocals of the local musicians, the team enjoyed a rich lunch.



**Umar Mushtaq (Works Manager) addressed the participants.**

Photograph: Soda Ash Team



**The one-day workshop was highly interactive.**

Photograph: Soda Ash Team

# Building for the Future

## Khewra holds inauguration of LWC and ground-breaking ceremony of new housing project

*By Major (R) Muhammaid Faisal & Syed Muhammad Amir*

The Soda Ash plant, apart from its economic significance in the area, plays an active role in the welfare and development of the Khewra community. In this vein Soda Ash developed a Ladies Welfare Centre in 1973 to provide training to underprivileged women and girls in the local community, and provide them with valuable skills. The formal inauguration was conducted in 1989.

The centre has been providing training to the ladies of the area in the avenues of knitting, quilting, crochet, stitching, embroidery and cooking through qualified trainers. However, with the passage of time and the increasing number of students, it was felt that a dedicated building was required to provide enough space as well as an enhanced environment for the training. In this context a grant of PKR 3.5 million was provided by the ICI Pakistan Foundation to build a suitable structure.

The work on the project was started with the ground breaking ceremony graced by Suhail Aslam Khan (VP, Polyester & Soda Ash) on September 9, 2015, near the Welfare Hall. The project was completed efficiently and well within the stipulated time by the Soda Ash Admin Team. The inauguration was planned during the EMT visit on November 17, 2015. The occasion

was graced by Asif Jooma (CE). The state of the art building was highly appreciated by the CE and the EMT. It is hoped that the enhanced facility and increased space will be another small step towards providing empowerment to the women of the community as well as enhance the earning capacity of the local families.

Keeping in view the future need of accommodation for managers and their families, a lot of planning went into providing accommodation in relation to the forthcoming projects at the Soda Ash Business site. Consequently the completion of the six unit housing project in February 2014 was the first step in this direction. Subsequent to this accommodation another eight unit housing project was launched.

The project was successfully completed on September 2, 2015. The second phase of this eight unit project was launched on November 17, 2015. Asif Jooma was accompanied by M Abid Ganatra (Executive Director & CFO), Suhail A Khan, Samie Cashmiri (VP Life Sciences & Strategy), Arshaduddin Ahmed (GM Chemicals), Fathema Zuberi (GM HR) and Saima Kamila Khan (General Counsel, Company Secretary & Head of CCPA) during the ground-breaking ceremony.





New housing will cater to the expanding SA Business.

Photograph: Soda Ash Team



The LWC is now housed in a state-of-the-art building.

Photograph: Soda Ash Team

# Safety First at Soda Ash

## Helmet campaign raises awareness

By Saeed Iqbal

At the Khewra site, the HSE&S Department launched an awareness campaign on safe driving, with the major focus on the use of helmets by motorcyclists. Saeed Iqbal (HSE Manager) along with Khalid Malik (Security Officer) and the HSE team initiated the campaign.

At first, handouts with messages explaining the importance of using a helmet were distributed to all employees. An awareness session was arranged at the training centre for all employees, as per the guidance of Muhammad Umar Mushtaq (Works Manager). Dr Muhammad Rashid Khan was specially requested to join this session and provide guidance regarding the prevention of motorcycle accidents. He used video clips to educate the participants, and spoke about the protection offered by helmets.

Saeed and Dr. Muhammad Rashid Khan also explained to the participants about the safe driving of motorcycles. The most common injury from motorcycle accidents is a head injury, they told the attendees. Any sort of contact to the head should be closely monitored.

Saeed also showed statistics of road accidents, as well as emphasising safe driving and the use of personal protective equipment. The employees' communication for the month was 'Safe Operation of Motorcycle and Use of Helmet'. Later, the HSE department extended this campaign by displaying panaflex banners at important places.

Road accidents are the leading cause of worldwide injuries but can be prevented with proactive measures, awareness and adherence of basic traffic rules and regulations.

## News in Brief | Trekking in Pir Chambal

By Ch. Muhammad Arif

Pir Chambal is a peak named after a Pir that would mediate in a cave near the top of the mountain and would cure the people with "chambal" (a skin rash) who visited him, by applying the mud of the mountain. Members of the Soda Ash team trekked to the mountain on October

18, 2015. Early morning, the diner hall was a hub of activity as the team packed their bags, including mutton karahi prepared by the diner cooks. After a stop at a former Works Manager's mansion, the trek began.

The hiking itself proved exhausting, with the sun beating down throughout. But the views were

more than ample compensation. This being the highest peak in the region, it gave a 360 degree view of the sky. Returning home in high spirits but drained of energy, the trip was very refreshing for the team, and also served as a timely reminder to prioritise one's exercise regime.





**Saeed Iqbal (HSE Manager) and Khalid Malik (Security Officer) initiated the campaign.**

Photograph: Soda Ash Team



**Presentations and video were part of the session.**

Photograph: Soda Ash Team

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## **News in Brief | Khewra Hosts Fourth Edition of KPL**

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**By Shahzil Minallah**

The Khewra Premier League cricket tournament again took place with great fanfare, as five teams from Soda Ash battled it out for the ultimate crown. It was an action-packed five-day tournament that took place at the Winnington Club's ground, where children and families

had a great time cheering their favourite team. The Tigers won the tournament in style. Umar Hayat was the man of the match in the final, with Ali Shujah Jafri the man of the tournament.

In other news, two teams from Winnington School, comprising students of Grade 6 and 8,

participated in the 11th National Dawn in Education Spelling Bee held at Islamabad Club in October. The students from Grade 6 were Areha Iqba, Rahymeen Hussain and Daim Ali while Mohammad Farazdaq, Fizza Mobasher and Hassan Javed were from Grade 8.

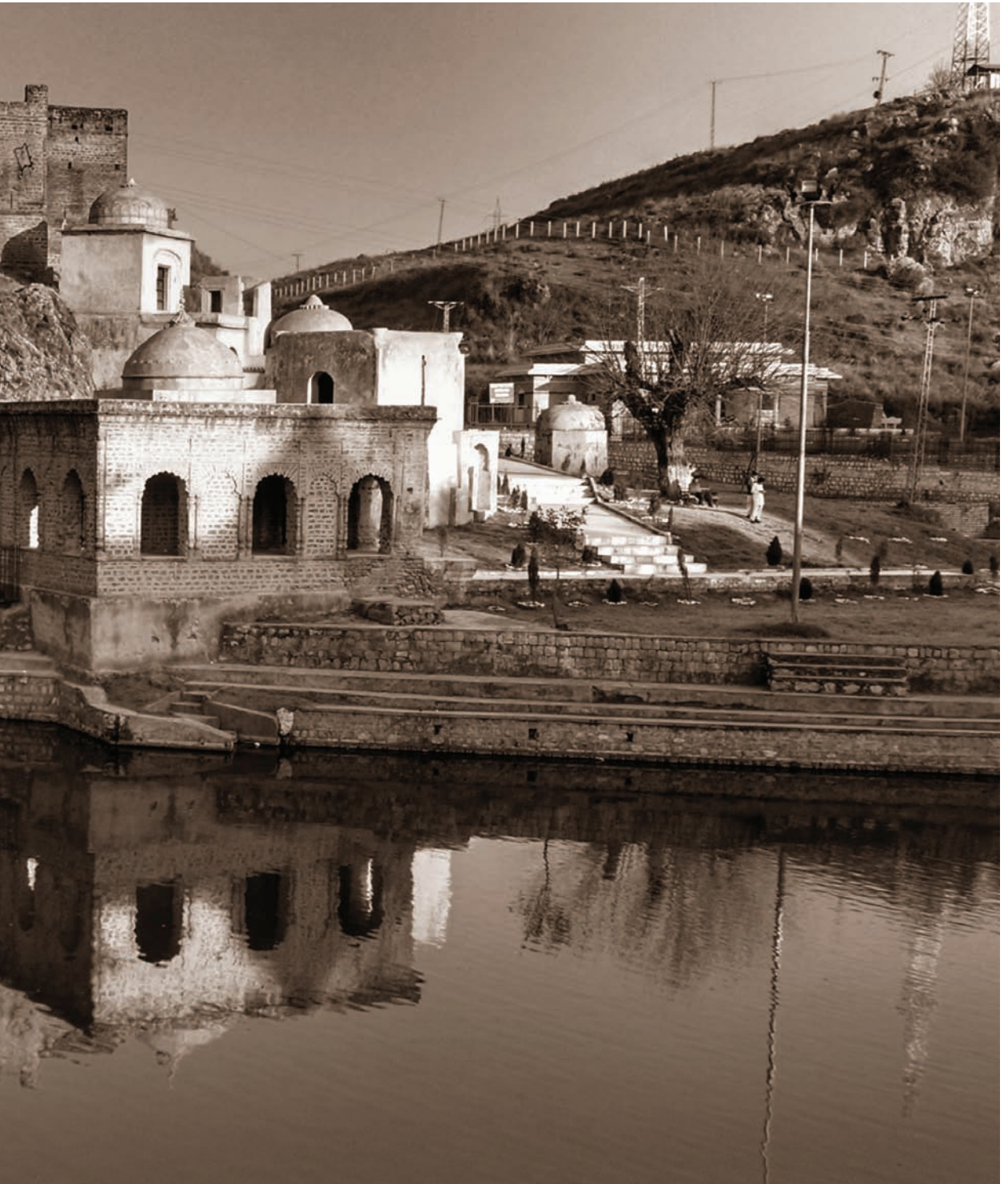
# Photograph of the Quarter





# Photograph of the Quarter Winner: Muhammad Sharjeel Shahid

Katasraj Temple, Chakwal



# Other Selected Photographs



**Sunrise in Tokyo**

Photograph: Irshad Masayuki Ataka



**Shenandoah Valley,  
Virginia, USA**

Photograph: Moaz Ali





### Hunza Valley, Gilgit-Baltistan

Photograph: Saima Kamila Khan



### Miranjani Top, Nathiagali

Photograph: Muhammad Talha Aftab



# Taking Stock

## ICI Pakistan Ltd. holds corporate briefing at the Karachi Stock Exchange

By CCPA

ICI Pakistan Ltd. held a vibrant and instructive corporate briefing for investors, analysts and the media at the Karachi Stock Exchange on October 6, 2015. Muhammad Abid Ganatra (Chief Financial Officer) gave a presentation to the packed auditorium, in which he detailed the Company's history, business operations, investments and future plans.







The briefing was held at the Karachi Stock Exchange.

Photograph: KSE

Kamila Khan (General Counsel, Company Secretary and Head of CCPA) and Atif Aboobakar (Corporate Finance Manager) also represented the Company on the panel at the briefing.

A lively Q&A session followed the presentation. Representatives from banks, investment firms and members of the press enquired about ICI Pakistan Ltd.'s current projects and future developments. There was particular interest in the Company's energy projects and continuing diversification.

Abid expressed his praise and gratitude to the KSE for introducing the corporate briefing programme. The initiative, he said, represents an excellent platform for open communication between organisations and the wider financial community. matter most to your business.

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## News in Brief | Awards for the Next Generation

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### By CCPA

The Company is proud of its record of success stories with young colleagues. This quarter saw formal recognitions of the achievements of two more young members of staff. Muhammad Ibrahim Yousuf (FTO, Corporate Finance), now an ACCA Affiliate, had the distinction of being

a National Place Winner in three consecutive terms. In September 2015 ACCA interviewed him about his career and his aspirations, posting the video online to inspire current and prospective students. Ahmed Zia Sheikh (Trainee Engineer) is another high-flyer in

the next generation. In November 2015 he was awarded first place, with a large monetary award, in the DICE Automotive Competition. Ahmed was awarded the prize by Mr Ahsan Iqbal, the Federal Minister of Planning, Development & National Reforms.



**Muhammad Abid Ganatra (Chief Financial Officer)** delivered the presentation to a packed auditorium.

Photograph: KSE

# CTED Bridges the Gap

## Department plays a key role in delivering infrastructural projects

*By Muhammad Azhar Zaman and Syed Adnan Ali*

Historically, the Corporate Technical and Engineering Department (CTED) has ensured that the Company remains one step ahead of the competition. CTED identifies appropriate technologies and sees the installation process at manufacturing sites through till completion. Invariably, the result for ICI Pakistan Ltd. is a technological edge in the market.

CTED's evaluation process ensures that the selected technologies shall improve business efficiencies to achieve the intended purpose, and thus improve the bottom line. Recent years have borne testimony: back-to-back successful completion of various projects across the company have included CFB 1&2, the HTM heaters project and the 15 MW power project. Current projects in hand are the 18 MW power project and 150 KTPA light ash expansion at Soda Ash. The company has successfully partnered in these current

projects with suppliers from China. CTED has played an instrumental role in aligning the suppliers' expertise with our requirements. This capability was acknowledged by Chengda and Joyou in previous projects. Similar appreciation was expressed by the senior management of Sinoma and Wuxi during the recent trip of executives from ICI Pakistan Ltd., including Asif Jooma (CE), to China.

For the 18 MW power project, the Wuxi design team visited Pakistan to finalise the project. During his stay in Pakistan, Mr. Panbao (Director Technical, Wuxi Hype) said, "It was a great experience to work with ICI Pakistan Ltd.'s technical people; the company is lucky to have such resources."

The newly announced 150 KTPA light ash expansion project is another challenge for CTED, which it will embrace with relish. Contracts have been signed and the department is looking forward to ensuring design compatibility and integration to ensure a smooth kick off to the momentous project.

## News in Brief | Putting it to the Test

*By Syed Adnan Ali*

ICI Pakistan Ltd. has been expanding its infrastructure over the past few years. Ensuring the smooth performance of these projects is vital to these developments. The Corporate Technical and Engineering Department (CTED) provides

technical support across the Company in developing and finalising performance testing. This involves testing the methodology and calculations, as per the defined standards.

After the successful completion of the 15 MW power project at Polyester, performance testing

activities were recently completed. CTED supported the Works team with the efficiency testing of boilers. Previously, the efficiency test for Boiler 1 was conducted with success, resulting in high levels of efficiency. Similar activities for Boiler-2 have also recently been completed.





The Company's design team with the Wuxi design group at the project site.

Photograph: Syed Adnan Ali

# HR for Non- HR Managers

## Workshop in Karachi and Lahore builds leadership capabilities

*By Sonia Chagani*

In order to build better understanding in our leaders about their HR role in the overall people strategy and existing HR tools at ICI Pakistan Ltd., an intensive two-day long in-house workshop, “HR for Non HR Managers”, was conducted on November 11-12, 2015, in Karachi and November 25- 26, 2015, in Lahore. 52 senior managers from all across the Company participated.

The principle behind the workshop was that engaging today’s talent and being recognised as a human capital developer are no longer ‘good-to-have’ HR practices; they have become the most regarded leadership capabilities in today’s leaders. Every leader or line manager is also an HR manager. Talent development, career progression, performance management, and succession planning in their true spirit are possible only if line managers understand and support these activities themselves. So much so, that any HR programme can be properly leveraged only if line managers take human capital development as a shared responsibility.

The workshop aimed at ensuring focus on improving

leadership effectiveness by giving detailed insights on key HR activities including performance management, career discussions, talent management, learning and development, compensation and benefits, job evaluations, talent acquisition and employee engagement, and by emphasising the line managers’ role in these processes. The session also provided a platform for meaningful discussions regarding critical areas related to talent and tried to address all the questions presented by the participants.

The session was conducted by Fathema Zuberi (General Manager HR) and Samie Cashmiri (VP, Life Sciences & Strategy). Various guest speakers were also called from the industry to enlighten the participants about different HR practices outside of ICI Pakistan Ltd.

The workshop received a very positive response from all the participants. Our aim now is to replicate the same for remaining people managers at ICI Pakistan Ltd. in order to build ownership and understanding around HR practices at all levels.



52 managers from across the Company participated.  
Photograph: HR Team



Fathema Zuberi (GM HR) conducting a session.  
Photograph: HR Team

# The Leadership Development Roadmap

## **‘Cultivating Growth’ begins with planting the seed of leadership**

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*By Sonia Chagani*

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The Company has launched a Leadership Development Roadmap, which is a standard talent development direction for ICI Pakistan Ltd.

The Leadership Roadmap is primarily based on our Success Factors and focuses on the competencies which are required for stronger performance and development at each leadership level. The roadmap creates a sustainable leadership pipeline which allows a steady supply of skilled leaders throughout the organisation while ensuring alignment with our Values and business strategy.

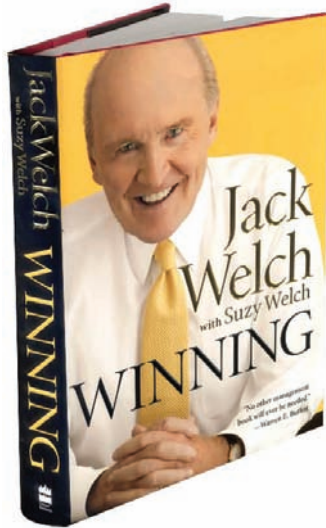
The modules of our leadership development roadmap are tailor-made to each level and aim to familiarise managers about successfully living our success factors at their respective levels.

Cultivating Growth begins with planting a seed. At ICI

Pakistan Ltd., that seed is leadership. For some, the leadership journey is just beginning; for others, it has been years in the making. For us, continuing to develop and enhance our leadership capabilities is a vital and constant pursuit.

We strongly believe that developing leadership capability is the key enabler of a high performance culture, a strong leadership brand and ultimately our business success. We can only Cultivate Growth if we develop leaders that deliver results based on their innovative and customer centric approach, through responsible living and a relentless focus on passion for people. To build these desired value driven leadership competencies, a structured approach towards leadership development is crucial to ensure that we continue to grow – collectively and individually – building a robust leadership brand for ICI Pakistan Ltd.





## Book Review

# 'Winning' by Jack Welch

*By Osama Iqbal Changi*

Over the years, Jack Welch's 'Winning' has achieved a cult status amongst the vast plethora of management books. In his usual no-holds-barred way, Jack engages the reader from the very first page, drawing on his four-decade-long experience in leading GE through turbulent times in different businesses, eventually assuming the CEO's position in 1981. This book is a collection of Jack's thoughts on what the various elements are that may lead to success both in the corporate world as well as in personal lives. Along the way, Jack also shares his ideas and thoughts on some of the more recurring management issues faced by people. The book is divided into four areas. In the first section, Jack lays down the foundations to success. These deal with personal attributes such as the necessity of candour, giving people their voice and treating every one with dignity. The second section of the book looks at some of the company-wide issues such as hiring the right talent, what leaders should do, parting ways with talent, handling change and managing crisis.

The third part of the book deals with handling your competition. From strategy to continuous improvement plans to mergers & acquisitions, Jack relates his own understanding on several key aspects that the modern company faces on an ongoing basis.

The last part of the book deals with some tough career issues. Jack gives candid tips on finding the right job, how to get promoted, handling a tough boss and maintaining a work-life balance.

The true beauty of 'Winning' is that it speaks to you no matter where you stand in the corporate structure or which function you work for. If your aim is to 'win', this is the book you should definitely read. The book is available in the Learning & Development Resource Center. Please contact the L&D department for further details.

# Meet Jaffar Naqvi



## Sheikhupura stalwart previously had an action-packed career with the Merchant Navy

By CCPA

“Since my childhood, I had a penchant for two things: flying and travelling,” says Jaffar Naqvi (ICI PowerGen Operations & Maintenance Manager). “Flying was ruled out because of my weak eyesight, but my other passion – travelling – was fulfilled by joining the Merchant Navy.”

Jaffar has had a long and treasured career with ICI Pakistan Ltd., joining ICI Pakistan PowerGen Ltd. in 1999 as Powegen Operations Manager, before also being given the additional charge of Services Operations Manager in 2002, and working in his current role since 2004.

However, prior to being a trusted, respected and cheerful colleague at Sheikhupura, Jaffar had an adventurous life at sea. “My first voyage as a rookie engineer took me to Madagascar, a small island in the Indian Ocean, once ruled by France. As the British left corruption in the subcontinent during their rule, the French left some other vices, which cannot be elaborated here,” Jaffar says with his characteristic wit. “From Madagascar we set sail for none other than the USA, the dream of every young man.”

After twenty years on the waves, and having visited over eighty countries, Jaffar settled down on land. However, he still speaks whimsically of his experiences. “I had some very adventurous and dangerous moments, which included storms and gale 10 hurricanes. We saw dolphins and whales in the Atlantic and Pacific oceans. Passing through the Suez and Panama canals was an experience never to be forgotten.”

He also gained immense practical experience which has held him in good stead through his career with the Company. “Working with a multi-national crew broadens one’s vision, and to top it all, I have ample interest in history and geography which made travelling to distant lands far more enjoyable and knowledgeable.”

Asked which of the many cities he visited he liked the most, his answer is, without hesitation, St Petersburg in Russia, with Istanbul in Turkey coming in at number two. “In St. Petersburg, I had the experience of seeing the masterpieces of art by Rembrandt, Van Gogh and Picasso,” he recalls. The move to ICI Pakistan Ltd. was a sea change, in all



**Jaffar Naqvi with Suhail A Khan (VP, Polyester & Soda Ash).**

Photograph: Polyester Team



**Jaffar is ICI Powergen Operations & Maintenance Manager.**

Photograph: Polyester Team

respects. “I joined ICI in 1999. Waking up early and catching the coaster at the unearthly hour of 6.15 am was difficult at first! However, I quickly adapted to the new routine and started to enjoy life. I had the opportunity to visit Poland and Switzerland on official assignment for the Company, two countries I missed out during my sea career.”

Jaffar says that life at ICI Polyester is a challenge – but highly rewarding. “I have met some of the best people at all levels and the commitment to excel is overpowering. Here, one does not only excel professionally only but also one’s personality is groomed to become a good human being as well as a good leader.”

Many younger colleagues ask him for advice, hoping to tap in to his vast reservoirs of knowledge and experience. “My motto is, ‘Earn your rights by fulfilling your obligations.’ You get life only once so, enjoy it to the maximum.”

He certainly lives by his principles. “Very recently, along with my colleagues I went for a flying trip, my childhood passion, in a Cessna 152 at the Lahore Aero Club. It was a thrill of a lifetime, to say the least.”

You can hear more from Jaffar online, as he occasionally writes articles and letters in the *Dawn* newspaper, his blog, and on Facebook.



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