

Candidate to the Board

Sushmita MUNSHI



EXPERIENCE/AREAS OF EXPERTISE RELEVANT TO THE SCHOOL AND THE BOARD

I bring over 20 years of professional experience in marketing, digital transformation, and customer-centric strategy within the insurance industry, leading cross-functional teams across multiple geographies in Asia.

Over the past three years, I have served as a Board Member and Chair of the Compensation and Benefits Committee at the French International School. In this capacity, I have worked closely with the School Leadership Team to strengthen our people strategy and enhance the school's ability to attract and retain top talent.

Key contributions include:

- Leading the search and appointment of the Head of School in both 2024 and 2025
- Driving the modernization of compensation structures, performance evaluation frameworks, and staff benefits for both teaching and non-teaching employees.

WHAT I SEE AS PRIORITIES FOR THE SCHOOL IN THE NEXT 3 TO 5 YEARS

Looking ahead, I believe the school should focus on three strategic priorities:

- **Real Estate and Campus Experience:** Optimize and modernize the school's facilities to accommodate a growing student population and meet evolving expectations from families regarding learning environments and student experience.
- **Pedagogical Development:** Strengthen the FIS Primary Program to provide appropriate language pathways and pastoral support to families. Strengthen the International Secondary Programme to position FIS as a leading IB school of choice in Hong Kong, with particular focus on language pathways, academic outcomes, and university admissions
- **Human Capital Strategy:** Recognizing that educational quality is driven by talent, continue to enhance FIS's employer value proposition through a multi-year roadmap, including investments in professional development and competitive, forward-looking benefits.

HOW I EXPECT TO CONTRIBUTE AS A BOARD DIRECTOR

If re-elected, I would be honoured to continue serving as Vice Chair of the Board and Chair of the Compensation Committee. I remain committed to contributing actively and constructively to the school's continued development, particularly in strengthening its people strategy and governance practices.

HEAR FROM THE CANDIDATE

