

MELIKA (MEL) BETLEY

Major Career Roles

CEO, HSBC Bank (Oman)
CEO, HSBC Bank (Bahrain)
CEO, HSBC Bank (Jordan)
Regional Head of Legal & Compliance, , HSBC MENAT Region

Other Career Highlights

Non-Executive Director, Oman Banking Association
Non-Executive Director, Bahrain Association of Banks
Non-Executive Director, Injaz (Bahrain)

Melika (Mel) Betley is an accomplished regional banking leader with more than two decades of experience across the Middle East, including as CEO of HSBC in Jordan, Bahrain and Oman. In these roles she led businesses through complex regulatory environments, large scale transformation and periods of heightened geopolitical and operational pressure. Notably, she oversaw one of Oman's most complex listed bank mergers and ensured uninterrupted banking continuity through the COVID 19 pandemic.
Her leadership is characterised by disciplined risk management, sharp strategic judgement and the ability to stabilise and reposition businesses in times of disruption.
Earlier in her career, Mel served as Regional Head of Legal & Compliance for HSBC across the MENAT region, overseeing legal and regulatory risk across twelve markets before transitioning into front line banking leadership. Her subsequent executive roles across HSBC's Middle Eastern operations included CEO appointments in Jordan, Bahrain and Oman where she led business growth, implemented multi year transformation programmes and executed numerous M&A transactions. Alongside her executive career, she has contributed to sector wide development through board roles at the Oman Banking Association, Bahrain Association of Banks and Injaz Bahrain.

Mel brings deep expertise in:

- Regional banking & financial leadership - leading HSBC operations across multiple Middle Eastern markets through structural change and strategic repositioning.
- Risk, governance & regulatory management - foundation as Regional Head of Legal & Compliance overseeing 12 MENAT markets.
- Crisis management and M&A execution - leading through the 2008 financial crisis, geopolitical unrest and COVID 19 pandemic and executing bank mergers in Jordan, Pakistan, Lebanon and Oman.
- Sector development & board governance - contributing to national banking associations through multiple non executive positions.

Mel is a graduate of Fitzwilliam College, Cambridge, where she earned a BA in Law, and completed her Solicitor's Professional Exams at the College of Law, Chester. Outside her professional life she is an avid triathlete and passionate diver.