Abir Ghazale

HR Director

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PROFILE

HR Director with 20+ years of experience driving cultural transformation across luxury retail, professional services, and diplomatic environments. Built HR infrastructure spanning 6+ countries from performance systems and talent programs to franchise manuals and executive communications. Improved hiring timelines by 70%, increased workflow productivity by 80%, and achieved 95% eNPS through innovative employee experience initiatives. Fluent in English and Arabic.

CAREER HIGHLIGHTS

- **Transformed HR infrastructure** at Patchi UAE for **560 employees**, configuring approximately **60 digital workflows** and reducing **the payroll preparation and validation cycle from three weeks to five business days.**
- Redesigned and automated **HR operations** at Alissar Flowers International **across six countries**, **improving workflow efficiency by 80%** and **reducing time-to-hire from three months to three weeks**.
- Expanded **structured learning** at ELIE SAAB from zero to **40 hours per month**, increasing internal engagement by approximately **70% and** contributing to an estimated **15–20% improvement in sales performance.**
- Developed an organisation-wide engagement strategy at ABC SAL that achieved **90% engagement** across a workforce of more than **1,000 employees.**
- Led the **high-volume recruitment, onboarding, training and workforce mobilisation** required to launch Verdun Mall fully staffed and operationally ready.
- Established **graduate recruitment, consultant development and onboarding programmes** for EY Qatar that were subsequently **adopted across additional MENA and GCC offices.**
- Designed and delivered an **eight-area community engagement programme** supporting more than **150 embassy personnel and their families**, strengthening communication, wellbeing, integration and resilience within a challenging international posting.
- Supported the **evacuation of 16,000 American citizens** during the Lebanon conflict and coordinated a **150-person emergency-response network** at US Embassy Beirut.
- **HR Governance and Cost Control:** Generated approximately AED 500,000 in savings through a government-relations audit, recovering incorrectly incurred costs and securing fine waivers.
- **Regional HR Leadership:** Led HR across six countries, reporting to the CEO and managing an AED 440,000 operating budget.
- **Building Departments from the Ground Up:** Established new departments and restored essential functions across corporate and diplomatic environments, including opening a Community Liaison Office and reopening an immigrant visa section after 20 years.
- **Mirrored Employee and Customer Experience:** Created a program connecting employee and customer experience through every step within that journey.

EXPERIENCE

Head of HR

Patchi Sep 2025 – July 2026

Dubai, UAE

- Transformed **HR operations for 560 employees** by establishing compliant workflows, governance controls and documented processes across the **full employee lifecycle**.
- Migrated and validated employee data and configured approximately **60 Darwinbox workflows**, forms, approval routes and notifications across onboarding, documentation, probation, attendance, leave, overtime, reimbursements, deductions, performance and separation.
- Reduced the complete **payroll preparation and validation cycle from three weeks to five business days** by integrating attendance controls, employee data, payroll inputs and documented approvals.
- Introduced **employee and manager self-service** for shifts, attendance corrections, leave and HR transactions, reducing routine HR requests by approximately **60%**; conducted **three HRIS and payroll-control audits** within eight months to mitigate payroll, overtime, leave and end-of-service risks.
- Directed the **compliant separation of 40 employees within one week** across HR, Finance, IT, B2B, Marketing and Retail, mobilising an overnight cross-functional task force to manage calculations, consultations, documentation, payments and visa cancellations without business disruption or any **MOHRE disputes or claims**.
- **Audited government-relations operations and controls**, generating approximately **AED 500,000 in savings**, recovering incorrectly incurred costs and securing waivers for fines.
- Eliminated heavy **recruitment-agency dependency within three months** and introduced structured vacancy scoping, prioritisation and assessment processes.
- Designed organisation-**wide salary-grading, benchmarking and performance-management frameworks** covering the full workforce, including objectives, competencies, multilevel evaluation, calibration, succession planning and **nine-box methodology**; also established core **HR policies, SOPs and a comprehensive approval matrix** aligned with UAE employment legislation.

Senior Group HR Manager

Alissar Flowers International Jul 2023 – Sep 2025

Dubai, UAE

- Managed **HR for 6 countries** (UAE, KSA, Qatar, Kuwait, Turkey, Jordan), reporting to CEO with an **AED 440K operating budget**.
- Improved **time-to-hire from 3 months to 3 weeks**; increased **HR workflow efficiency by 80%** through process optimization.
- Achieved **95% eNPS, 76% engagement score**, and **88% confidence in leadership** through strategic initiatives.
- Created company's first **performance management system, competency matrix, salary scale, and commission schemes**.
- Implemented **HR automation** across payroll, HR letters, performance tracking, leave and travel through **ZenHR; launched ZenATS and the corporate career site.**
- Led succession planning to identify and develop talent for key leadership roles, ensuring business continuity.

Learning & Employee Experience Manager

ELIE SAAB Apr 2021 – Jul 2023

Beirut, Lebanon

- Managed **global employee-experience and learning initiatives** across Beirut, Milan, London, Paris, Dubai, KSA and New York for 200+ employees.
- Introduced **TalentLMS** and increased structured training from zero to **40 hours per month**, improving internal engagement by approximately **70%**.
- Authored the **ELIE SAAB Franchise Manual** and wrote executive speeches and PR statements on behalf of the CEO.
- Created the **ELIE SAAB Experience programme**, aligning employee and customer experience through onboarding and internal communication.
- Launched a collections-training framework for six seasonal collections annually, contributing to an estimated **15–20% sales uplift.**

ABC SAL

Aug 2016 – Apr 2020

Beirut, Lebanon

Internal Communications & Training Manager Nov 2018 – Apr 2020

HR Supervisor-Verdun Mall (Promotion) Aug 2016 – Nov 2018

- Led the **HR setup and workforce mobilisation** for the launch of Verdun Mall, including high-volume recruitment, onboarding and training.
- Promoted to **lead internal communications and training** across more than 1,000 employees.
- Built internal communication platforms and an **LMS adopted across the organisation**.
- Delivered **an engagement strategy achieving 90% employee engagement**.
- Designed training and communication programmes aligned with **business transformation**.

Human Resources Supervisor

Ernst & Young Apr 2014 – Apr 2015

Doha, Qatar

- Managed **full HR operations** for EY Qatar, supporting 50+ employees and coordinating with the MENA region.
- Created EY Doha's **graduate recruitment program** in partnership with universities; became foundation for GCC campus hiring.
- **Piloted advisory consultant development program** which expanded MENA-wide after successful implementation.
- Reformed **onboarding and induction program** later adopted by EY Dubai HQ as the regional standard.

U.S. Department of State

2003 – 2014

Multiple International Postings

Management Specialist Doha, Qatar | 2013 – 2014

Community Liaison Officer Monrovia, Liberia | 2010 – 2011

American Citizen Services Specialist Beirut, Lebanon | 2003 – 2007

- **Led crisis management operations** including evacuation of **16,000 American citizens** during Lebanon conflict.
- Established and reactivated critical government functions, including reopening the **immigrant visa section after 20 years.**
- Designed and implemented large-scale **community and communication programs** across international postings.
- Coordinated directly with **senior diplomatic leadership, ambassadors, and government stakeholders.**
- Delivered **training and engagement programs for 150+ personnel**, strengthening crisis readiness and operational effectiveness.

CORE COMPETENCIES

STRATEGY

HR Transformation · Workforce Planning · C-suite Advisory · Change Management

PEOPLE

Talent Acquisition · Performance Systems · Succession Planning · Employee Experience

COMMUNICATIONS

Executive Messaging · Internal Comms · Employer Branding · Crisis Management

L&D

Training Strategy · Curriculum Design · Competency Frameworks · Coaching & Mentoring

EDUCATION

BS Political Science | Lebanese American University

CERTIFICATIONS

MBTI Practitioner- The Myers-Briggs Company

Designing for Change-IDEOU

Train the Trainer-PHI Management

Project Management-AMIDEAST

Internal Communications-SIC

Conflict Management-LCRN

LANGUAGES

English · Arabic