

# HAMDA ALSHAMALI

Chief People & Intellectual Capital Group  
Mashreq

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## PERSONAL PROFILE

A highly motivated, committed and a self-driven individual with 21 years of experience in banking and health insurance industry. Track record of building HR function and teams from the ground up, leading organisations with 5,500+ employees and strengthening employee engagement, performance, retention and talent development.

*HR Strategy - Change Management - Talent Strategies - Leadership Development - Organisational Design  
Learning & Development - Compensation Philosophy - Performance Management - Diversity & Inclusion  
Succession Planning - Employee Retention - Employee Relations - Coaching & Mentoring*

## PROFESSIONAL EXPERIENCE

**October 2022 – to date**  
**Mashreq Bank**

**Chief People & Intellectual Capital Group**  
**People & Intellectual Capital Group**

Streeting HR group strategy for Mashreq Bank through managing a team of 100 FTE across 13 locations (GCC, Egypt, India, Pakistan, Asia, Europe and US) with a direct reporting line to the Group CEO. Member of the Executive Committee and responsible for leading an innovative people mandate while supporting the bank's global expansion plans. Key achievement to-date includes the creation of Mashreq Employee Value Proposition, Behavioural Competency Framework, Leadership Development Centre, holistic Talent Strategy, creation of Nationalisation & Local Talent Strategy, Global Recognition Scheme and the implementation of the global HR system.

**Jan 2019 – September 2022**  
**National Health Insurance Company – Daman**

**Executive Director**  
**Human Resources**

My responsibilities included the oversight of the Human Resources division inclusive of HR Advisory, Manpower Planning, Organisation Development and HR Operations. The HR strategy was to establish Daman as an Employer of Choice in the insurance industry and constantly strive to build a diverse, talented, engaged and productive workforce. I managed a team of 28 people and reported to the Chief Finance and Shared Services Officer with a dotted line to the CEO with regular working relationship and interaction with the Nomination & Remuneration Committee, Board of Directors and the Executive Management Committee. I also took the lead position of the Business Transformation project leading the company through a fundamental transformation in direction, culture, people, processes and technology.

My scope of responsibilities has temporarily increased from Jan 2019 to June 2020 to include Facilities Management and Procurement with a commitment to deliver the best possible corporate services to our stakeholders and build mutual beneficial partnership with our vendors while promoting fair and open competition and minimizing risk to fraud and collusion.

**May 2018 – Dec 2018**  
**National Health Insurance Company – Daman**

**Director**  
**Human Resources**

Reporting directly to the CEO and responsible of creating the HR strategy and an employee-oriented company culture. Responsible of managing a team of 30 people divided across four core departments being HR Business Partner, Talent Management, Talent Acquisition and Rewards & Recognition.

**April 2017 – April 2018**  
**National Health Insurance Company – Daman**

**Head of Talent Management & Emiratisation**  
**Human Resources**

I was responsible of four core functions in HR being the Performance Management, Learning & Development, Talent Management & Leadership Development as well as Emiratisation. I managed a team of 8 people serving 1550 employees in the company

My responsibilities included:

- Revamping and leading the Performance Management cycle from the SMART business objectives creation to performance appraisal and bonus calculations,
- Creating the Learning strategy and introducing development opportunities that are aligned to business needs,
- Establishing the Talent team to drive Career Progression, Leadership Development and Succession Planning in the company,
- Driving the Emiratisation agenda internally and managing the relationship with the external authorities and stakeholders,

**Nov 2015 – Oct 2016**  
**Barclays Plc.**

**Head of Emiratisation – VP (HR Generalist)**  
**Human Resources**

I was accountable of creating and managing the Emiratisation Strategy for Barclays and turning it into a positive experience by providing high level support to the business in the country. I was also working with my colleagues within HR to create and develop strategies and development activities to pro-actively support the development and retention of UAE nationals across the various businesses. This included the identification of different programmes such as Junior Leadership Development, Succession Plans for senior leaders, Mentoring & Coaching as well as Retention Strategy to retain the talent within the organisation.

Other responsibilities include:

- Supporting the redeployment team post Barclays Corporate Bank restructuring and developing and implementing actionable and targeted change management plans – including communication plan, coaching and stakeholders management
- Manage the external relationship with potential employers and recruitment agencies to provide sufficient redeployment support to the impacted (laid-off) colleagues
- Run a series of HR workshops during the redeployment phase to coach colleagues on topics such as UAE Job Market and CV & Interview Skills as well as answer questions related to Pension, Redundancy Payments, etc.

**Sept 2011 – Sept 2015**  
**HSBC Bank Middle East**

**Head of Nationalisation & Local Talent (HR Generalist)**  
**Human Resources**

I was responsible of overseeing, managing and creating the Nationalisation Strategy for HSBC businesses in GCC and managing the Nationalisation relationship with the top management in the bank such as the country CEO's, Regional Heads and UAE Business Heads. I was also responsible for all talent management and resourcing needs for their client area across the GCC and to work with colleagues in HR and businesses to create and develop strategies and development activities to pro-actively support the development of national talents.

I managed a team of 7 directs in UAE and Qatar and 4 indirect resourcing leads who supported the implementation and execution of the Nationalisation plans, where each team member was supporting a specific business line to ensure Nationalisation is turned into a positive experience and have a bigger impact across the business. The team was also responsible of the direct coaching, development and the direct support to country nationals.

Other responsibilities of the role included:

- Participating in the top management and stakeholders strategic and business meetings to present the Nationalisation paper to ensure Nationalisation becomes part of doing business in GCC and is plugged in each business head's agenda,
- Working with HR managers and business heads to identify and develop learning plans for GCC national talents and drive nationals' development,
- Building a GCC national retention strategy, analysing themes and working with colleagues in HR, line managers and other stakeholders to address and solve the issues,
- Creation of a GCC national talent pipeline to run through the business at all levels,
- Driving performance, participate in calibration sessions and set stretching goals for business and employees,
- Leading government and external stakeholders' relations in coordination with the bank's strategy,
- Driving resourcing initiatives to create development opportunities, new vacancies and fast track programmes to develop internal talent and attract talented GCC nationals,
- Identify appropriate channels for sourcing qualified and capable applicants in line with HSBC business requirements (i.e. Headhunters, other recruitment websites, universities, government departments, employment fairs, etc.),
- Manage and be part of the Employee Relations cases for GCC Nationals.

**November 2008 – August 2011**  
**HSBC Bank Middle East Limited**

**Manager – Corporate Sustainability**  
**Regional Coms & Sustainability**

**May 2007 – October 2008**  
**HSBC Bank Middle East Limited**

**Corporate Banking Manager**  
**Commercial Banking Dept.**

**December 2003 – April 2007**  
**Commercial Bank of Dubai**

**Senior Credit Officer**  
**Credit Group Department**

**December 2001 – November 2003**  
**United Arab Bank (affiliation of Société Generale)**

**Credit Officer**  
**Corporate Banking**

## **EDUCATION**

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Feb. 2005 – June 2006 Bachelor

Dubai Women's College of Higher Technology Applied  
Science in Business Admin. (GPA 3.7/4)

1996 – 2000 Higher Diploma

Dubai Women's College of Higher Technology  
Accounting Programme (GPA 3.3/4)

## **ACCOMPLISHMENT**

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- Led the National Health Insurance Company – Daman to be ranked number six (6) on the list of companies providing best workplaces to grow career in UAE in the year 2022.
- Led HSBC Bank Middle East to build a strong employer brand in the region and won 'Top Attractive Employer in Banking' for two consecutive years (2014 and 2015).
- Took the lead in launching the 'HR Connect' initiative at HSBC to increase the visibility of the HR function and raise awareness on the different HR operations (i.e. performance & reward, resourcing, career development, CV writing & mock interviews, etc.).
- Revamped the Nationalisation programmes at HSBC (i.e. Graduates Leadership and Career Development Programmes) which are now considered as important elements of the Nationalisation strategy in the bank
- Represented the HR Dept. in the 'Regional HSBC Sports Committee' to promote staff health, wellbeing and sports across the bank.

- Attended the 'Leadership Development Programme' at Darden School of Business, University of Virginia, USA in May 2015.