



JULIE DONKERQUE

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A strategic **Head of People** with 14+ years of multi-sector experience in Europe and GCC market. Proven track record of overseeing HR operations and crafting impactful strategies that enhance **employee engagement**, foster a **vibrant organizational culture and enhance business success**. Skilled in transforming team dynamics, optimizing resources, and **leading global initiatives**. A strategic business partner with a strong **passion to drive growth in teams and business**.

Seeking for the next company who will trust me to scale up their People practices ! (I love big challenges)

SKILLS

HR Operations | Proactivity | Business Partner | Culture of high standards | Hands-on | High Ethic and integrity | Employee Experience & Engagement | People Experience | Mentoring & Coaching | Culture Management | Data-driven decision-making | Time Management | Project Management | Leadership Development | Conflict resolution | People Analytics & reporting | Negotiation & Influencing | Critical Thinking | Emotional Intelligence | Empowerment | Communication | Fast-Paced environment

CAREER HIGHLIGHTS

- **Streamlined HR Operations**, implementing a HRIS system, automating administrative processes, enhancing compliance and centralizing tasks across multiple locations.
- **Built and led a high-performing HR team** by establishing clear goals, providing mentorship, and fostering collaboration, resulting in improved service delivery and stronger cross-functional partnerships.
- **Implemented a company-wide employee engagement strategy** that increased retention by 50% and boosted employee engagement scores by 25% within 18 months.
- **Successfully designed and supervised the talent acquisition strategy** allowing a mass recruitment (+60% of manpower) after COVID and high retention rate.

WORK EXPERIENCE

People & Operations Consultant | Freelance

Dubai, UAE | 2023 – Current

- **Ad Astra Empowered Real Estate**: Designed and set up the HR framework for this new business, including comprehensive HR strategy, compliance, visa processing and policies, all PRO-related matters. Provided advisory support to the CEO on organizational structure, corporate culture and values, UAE Labor laws, and recruitment strategies.
- **TPA Impex, retail**: Offered leadership and administrative advisory services for their set-up in Dubai, focusing on licensing, visa processes, employee relations, and cultural management.
- **Al Gurg Global Investments**: Led the development team of a corporate wellbeing program addressing lifestyle, financial, health and wellbeing, enhancing employee experience and work-life balance.
- **Confectionary**: Implemented organizational strategies to improve team efficiency and collaboration, achieving a 12% increase in productivity over six months. Cultivated an environment of growth, engagement, and motivation to enhance team skills and commitment.

Regional HR & Operations Manager MEA | Be Relax

Dubai, UAE | 2019 – 2023

- **Reported to the COO (US based)**, led Human Resources, L&D & Operations for 14 venues (24/7) with a multi-cultural team of 140 employees and 6 direct reports in UAE, Qatar, Oman, Kuala Lumpur and Singapore.
- **HR Operations Leadership**: As the regional business partner, led and oversaw day to day HR Operations, developed policies and initiatives to align with business objectives and maximize the strategic use of the resources. Advised the COO on all HR matters and act as company representative in MoHRE. In charge of HR budgeting.
- **Talent Acquisition**: Led strategic workforce planning with branch managers and oversaw effective international and local recruitment and induction, with mass recruitment projects.
- **Learning & Development**: In collaboration with the L&D team, designed yearly L&D agenda based on skills-gap analysis, including onboarding, training for high-performing talent, soft skills, technical and service excellence workshops. Designed and launched a comprehensive leadership development program increasing internal promotion by 22%.
- **Performance Management**: Oversaw talent reviews, professional appraisal, individual performance and productivity monitoring.
- **Compensation & Benefits**: Supported payroll and compensation activities. Introduced a rewards and recognition scheme based on employees motivation and achievements and annual reviews.

- **Employee Lifecycle:** Provided support and guidance on disciplinary and grievances, organized monthly town hall, encouraged successful operations, organized team buildings, employee engagement, inspirational and motivational initiatives, recognition programs.
- **Team Management:** Supported, mentored and coached the HR team members in their day to day to achieve targets and their professional growth by introducing new soft and hard skills (organization, planning, time management, Excel skills, critical thinking,...)
- **Reporting and HR Analytics:** Prepared monthly and quarterly reports to COO and shareholders including KPI's and ratios, P&C initiatives and actions, impacts and planned projects to facilitate continuous improvement and decisions-making.
- **Compliance:** Ensured compliance with labor laws and visa processes across the Region. Ensured all administrative documents are up to date (trade license, employee documents, visas etc).

Internal Auditor EMEA | Accor

Paris, France | 2017 – 2019

- **Handled 36 internal compliance audit missions and 3 forensic audits through mid and high scale division of Accor hotels in Europe, Russia, and North Africa.**
- **Strategic forensic:** Conducted forensic missions across Europe, Russia and Africa, achieving key milestones in risk assessment and mitigation.
- **Labor Law Compliance:** Assessed risk levels across the region, developed clear action plans to address identified risks, ensuring the organization's integrity and compliance.
- **Enhanced Operational Awareness:** Raised awareness on compliance and internal control procedures.
- **Recruitment & Leadership:** Participated in collaborative recruitment sessions and led audit junior team members.

HR Operations Project Manager | Centaurus Hospitality

Paris, France | 2015 – 2017

- **Project Leadership Excellence:** Successfully hired and trained for 4 hotel (5*) pre-openings & openings.
- **Operational Support:** Provided HR support to 30 GMs in overseeing day-to-day HR operations.
- **Operational Excellence:** Delivered productivity and cost-effectiveness monitoring and adjustments.
- **Employee Satisfaction Enhancement:** Led employee engagement survey and action plans.

EDUCATION

- **CIPD Associate Diploma – People Management Level 5 | Chartered Institute of Personnel and Development** UK | 2024
- **Master of Business Administration (MBA) – International hospitality Management | ESSEC Business School** France | 2017
- **Bachelor of Science (B.Sc.) – Luxury Hospitality | Paris Nanterre University** France | 2014

PROFESSIONAL CERTIFICATIONS

- **Performance Leadership Certificate - Change and Cultural Management | Cornell University Online** US | 2023

PROFESSIONAL AFFILIATIONS

CIPD – Global and Dubai office

ESSEC Business School Alumni network – Middle East

Evolve People Network – Dubai based

LANGUAGES

English: Fluent | **French:** Native fluency | **Arabic:** Basic | **Spanish:** Intermediate | **Mandarin:** Basic

Computer skills

Excel advanced for reporting | Power Point presentation | Canva | AI optimization