

Spotlight on **Annick Renaud - Coulon** founder and chairwoman of GlobalCCU

p.06

Spotlight on **Muhammad Abdou, Co Founder SkillupMena**

Muhammad Abdou talks skills challenges for the next 5 years in the MENA

p.07

2025 should be the Year HR FINALLY Steps Into Its Power!

Bobby Hartshorne, Wellwise, shows HR Professionals how!

p.10

Trends in Employee Engagement and Motivation in 2025

Alexander Sambuk, Business Development Director at Teal HR

p.12

MoHRE confident Emiratisation Targets Can Be Met by December 2024

MoHRE calls on establishments included in Emiratisation policies to meet required targets before end of December 2024

p.26

Finding Talent at Unconventional Places in 2025

Obaidullah Sharif, STMP, GTML shares tips and ideas on finding talent in 2025



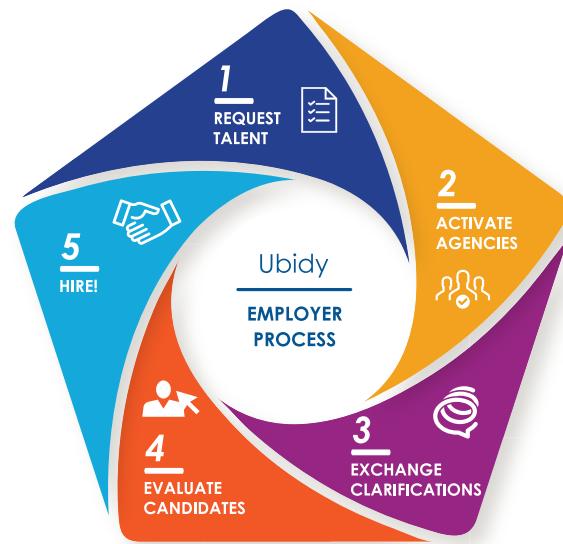
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Editor's Note

Hello Reader,

Get ready to ignite those creative engines because we're about to take this issue to new heights! With every article, every story, and every insight, we're not just sharing knowledge—we're sparking a revolution in HR and Learning that will inspire, engage, and transform our readers like never before!

Our mission? Simple: To deliver content that's not just read, but felt. We're talking articles that make hearts race, interviews that spark "Aha!" moments, and stories that leave a lasting impact on every professional who turns through our virtual pages.

This isn't just another issue—it's a rallying cry to every HR and L&D professional out there. We're here to challenge the status quo, break boundaries, and set the stage for the future of work. We're creating a buzz that's going to resonate across the industry, from boardrooms to break-rooms, and everywhere in between.

We are the ones who bring the human back into Human Resources, the learners back into Learning & Development, and the wowfactor into every single piece we produce. Let's make this issue not just a success, but a phenomenon!

So, buckle up and let's unleash our creativity, passion, and power to create something that's not just good—it's outrageously outstanding and outshining awesomeness! Let's make this issue a knockout, together!

Remember, we're not just a magazine. We're a movement. Let's make some magic happen! Here's to creating something

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CONTENTS



SPOTLIGHT

- 06 Spotlight on Annick Renaud-Coulon founder and chairwoman of GlobalCCU

- 07 Spotlight on Muhammad Abdou, Co Founder SkillupMena

OPINION PIECE

- 08 A First Look Back at 2024 in The Mena
- 09 New Year prediction for HR and L&D
- 10 2025 should be the Year HR FINALLY Steps Into Its Power!
- 12 Trends in Employee Engagement and Motivation in 2025
- 14 Navigating 2025: Retail Success in the GCC
- 16 Finding Talent at Unconventional Places in 2025

HR RESEARCH: SURVEY

- 18 Latest Annual Mercer Total Remuneration Survey (TRS) 2025

HR TECH

- 20 The One Biggest AI Trend in HR for 2025

ME - HR & LEARNING STARS OF HR AWARDS 2024

- 22 ME HR Stars of HR Awards 2024

GOVT NEWS - HR

- 26 MoHRE confident Emiratisation Targets Can Be Met by December 2024
- 27 Exceptional Results in MoHRE UAE Net ZERO Bureaucracy Programme

BOOK REVIEW

- 28 A Time for Humanity
- 28 A Playbook for Thought Leaders By Dave Crane

GOVT HR EVENT

- 30 Emirati Women Celebrated by DEWA

UAE JOBS

- 32 Where to find Jobs in the UAE?

Spotlight on Annick Renaud-Coulon founder and chairwoman of GlobalCCU

Annick Renaud-Coulon shares her journey with Global Council of Corporate Universities

A strategist, visionary, passionate and creative, Annick Renaud-Coulon is the spearhead of the Corporate University sector that she has helped to structure for more than 20 years. She persistently fuels a dynamic of change and transformation in this profession, which is faced with increasingly numerous and complex systemic and technological developments and must remain fixed on fundamental values and principles of action always capable of offering real spaces of humanity in the world of work.

Born and living in France, Annick founded GlobalCCU (the Global Council of Corporate Universities) in 2005, which remains under her leadership, the cradle for Corporate Universities and L&D practitioners worldwide. Author in 2000-2001 of the first in-depth and global study on Corporate Universities (800 pages in three volumes), she is the author of six other books including two on Corporate Universities. She also participated in two American collective works on the subject. Annick has visited and worked with many Corporate Universities around the world, in the United States, Brazil, India, China, South Africa, Turkey, Russia, Germany, the Netherlands, France to name a few. Speaker at international events, she also advises Organisations in the construction of their internal University.

Annick has designed all the GlobalCCU services, the GlobalCCU Awards and Forum, CU Certification, CU brand Certification, GlobalCCU Membership Community, Masterclasses, and the basis of reference common to all. Always ahead of the trends, in 2024 she led a study group with Corporate University leaders and wrote a white paper on the 'Impact of Artificial Generative Intelligence on Corporate Universities'. Her credo since the creation of GlobalCCU is the necessary involvement of Corporate Universities



■ Annick Renaud-Coulon, founder and chairwoman of GlobalCCU

in Corporate Social Responsibility and the fight against climate change and the ecological transition, no company can develop in an ocean of misery.

Annick Renaud-Coulon's intelligence, tenacity, resilience and contagious energy put at the service of Organisations to encourage them to create value and innovate, continue to motivate and inspire corporate education practitioners from many countries. She was awarded the National Order of Merit medal in the Senate by the French government for her exceptional work.

Annick, what are your current biggest challenges and your most important achievements over the past 20 years

To help structure the Corporate University profession which was born in its greatest empirical form under favourable semantics, but which at the

time were often training centres with a new marketing packaging, has been so important to me.

I led this structuring through the GlobalCCU awards and CU certification, demonstrating that there was another approach than that of training, a term from the 20th century, used as a miracle cure to solve problems that go beyond the modest transformative power of individuals taken in isolation.

My biggest challenge has been, and still is, to help people understand the strength of a Corporate University positioned close to the general management, built with solid and effective principles of action, which, if well managed, has the necessary influence to share the challenges facing People, Business, Society and Planet and to work concretely and collectively to face them ♦

Spotlight on Muhammad Abdou, Co Founder SkillupMena

Muhammad Abdou talks skills challenges for the next 5 years in the MENA

Meet Muhammad Abdou, Co-Founder and Head of Client Services at SkillUpMENA. With a rich background in hospitality and over a decade of international experience in L&D, Muhammad is a strategic thinker and creative problem solver who brings expertise in client services and learning innovation to the forefront of SkillUpMENA's success.

What are your biggest challenges in the next 5 years?

The rapidly evolving business landscape presents several challenges, particularly with the surge in innovative technologies transforming operations across industries. Over the next five years, we anticipate a significant shift in role-based skills—at least 60% of these skills will require upgrading to align with emerging demands. Keeping pace with this transformation requires proactive adaptation and strategic planning to ensure organizations remain competitive.

In the rapidly changing MENA workforce landscape, how is SkillUpMENA anticipating and addressing the skills transformation needed for future-proofing organizations?

At SkillUpMENA, we actively monitor the evolving business landscape to ensure our learning solutions address emerging trends and challenges. We focus on transitioning skill sets from traditional competencies to more dynamic areas such as functional, technical, digital, leadership, cognitive, and personality-driven skills. By integrating these evolving competencies into our learning programs, we empower organizations to not only meet current demands but



■ **Muhammad Abdou, Co Founder SkillupMena**

also to future-proof their workforce against unforeseen challenges.

What unique challenges are you observing in corporate learning and development across different industries in the Middle East, and how are you innovatively solving them?

In the Middle East, the majority of organisations tend to solely concentrate on communication skills and compliance-driven training. While these are essential, they often overlook the importance of fostering a culture of sustainable development. At SkillUpMENA, we encourage and support organisations to broaden their learning strategies. By offering tailored learning journeys and leveraging advanced

technologies, we help organizations build a resilient and adaptive workforce ready to navigate the future.

What emerging skills and competencies do you predict will be critical for businesses in the MENA region over the next 3-5 years?

The MENA region is experiencing rapid transformation, and with that comes the need for a diverse range of skills. Over the next three to five years, competencies such as design thinking, artificial intelligence, social intelligence, entrepreneurship, cultural awareness, data analytics, and ethnography will be essential. These skills are not only vital for driving innovation but also for fostering collaboration and adaptability in an increasingly globalized and tech-driven business environment.

How are technological disruptions like AI and automation reshaping learning and talent development strategies in the Middle East?

Technological advancements, particularly AI and machine learning, are revolutionizing the L&D landscape. These technologies allow for the personalisation of learning experiences, analysing individual skill gaps to recommend tailored learning paths. By leveraging AI, organizations can ensure that each team member receives the most relevant and effective training based on their proficiency level and preferred learning format. This level of adaptability is crucial for addressing the ever-changing demands of the workforce.

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A First Look Back at 2024 in The Mena

Uzair Hassan of 3H Solutions Group Dubai shares HR insights of 2024

It was an eventful year indeed. There were ups and down, like any other year, but, on a more focused review the business climate was charged. Rebirth for many, a death knell for some and a bumpy ride for others. It is behind us nonetheless. We look forward to 2025 with bated breath. Expectations aside, it promises more.

It was a mixed bag. Mega projects were announced and came online. Not just in Dubai, but in RAK, AUH and SHJ. The New airport in Abu Dhabi, the rail network across the UAE and stretching beyond its borders too. The Winn resort in RAK, projects in Hatta, Palm Jebel Ali coming online, the Al Maktoum airport being announced and its impact on Dubai South properties etc. etc. Some serious movement took place which had its ripple effect on related markets.

The ongoing conflict in Ukraine brought in people and money. The plan to cross 5 million residents in Dubai is not only on track, but ahead of schedule. Dubai continues its audacious and relentless drive forward and its impact in the region is evident.

The business atmosphere became positive and growth opportunities were aplenty. Even KSA's growth has had a positive impact with project requirements propelling growth industries into overdrive.

Looking ahead, the business environment is heated with many mega projects coming online. Which in turn means the market would be rife with money filtering down the line and the property market the auto market benefiting from it. Large contracts worth billions are in the pipeline which means sub-contracts and specialized contracts

as well. KSA projects are also roiling up the markets with their mega payouts. Abu Dhabi is pushing forward with their own growth trajectory on the up and up.

What all this would mean for the different market segments will unfold in the coming days. But certainly, the property market is in for an upward ride. Affluence trickling down is another upside. Large projects will certainly come online and contracts and sub contracts would be handed down the line allowing the distribution of benefits across the different levels.

Trumps win will surely have its impact on the global markets while escalating aggressions in the middle east would also have their influence. The toppling of Bashar Al Assad in Syria and ensuing turmoil spilling over is yet another ongoing news story to watch. The change of guard in Bangladesh provides opportunities for some and



Uzair Hassan CEO, 3H Solutions Group, Dubai

complications for others.

The rising impact of AI on every facet of our lives is expected to slow down in 2025, but this is more consolidation than abating the inevitable tides of change. Cybersecurity scares, Ransomware attacks and IT system breaches will become the norm.

What this means for HR is the influx of new entrants into the market, the requirements they bring in for human capital, the need for specialized skills, the strategy to source these skills, the ability to move rapidly in these changing times and the upskilling needs of the current generation of people in the market.

HR needs to ensure it keeps up with the changing markets. Not that it has not over the years, but the pace of change is unlike ever before. The needs of the clients are changing as are their strategies, trajectories and setups. Although AI is on top of the list of requirements, so are specifically skilled personnel, aggregators, experts and virtual coaches, VR/AR consultants, algorithm interpreters, nano medicine technicians etc. etc.

It will be a world that currently does not exist and the preparation for that world cannot be done with traditional prep standards. A wake-up call if there ever was one.

We must learn the lessons contained in experiences in 2024, leaving behind the negative but extracting from them whatever best we can to ensure lessons learnt are activated. Gain from the positive and ensure it is replicated. Spread the good word and provide opportunities for everyone involved in the efforts. There is plenty to go around.

The projections for 2025 are positive and robust. Riding that wave is up to the stakeholders of their respective industries. See the opportunities. Grasp the ripple effects onto related segments. Assess the impact on growth prospects of each sector and enjoy the ride.

Wishing everyone success, and in turn, happiness.

Uzair.hassan@3hsolutions.biz ♦

New Year prediction for HR and L&D

Paul Gledhill Co-Founder of ME-HR & Learning gives his thoughts on HR in 2025

Happy New Year Everyone! Here are my 2025 predictions for L&D and HR in our region.

For me, it's impossible to predict 2025 without first reflecting on 2024. Obviously 2024 was all about AI and the affordances it brings. As a speaker addressing many professionals I saw a massive shift in perception and understanding as the year went on. From totally fear and denial like burying heads in sand, to intrigue and inspection, adopting some basic tools. To this I see our community mind-sets taking further shifts in 2025, exploring utilising enquiring and demanding more from AI.

I predict by the end of 2025 we will not be speaking about AI like we were because it will become ubiquitous, just like we don't speak about going to or using the Internet for something anymore. Software for HR and Learning will be expected to have AI and machine built in. I also predict that some Educational institutes will start to advertise themselves as not using AI to bring more of a human touch and interaction in to their classrooms which is quite the opposite of how they are promoting AI today.

Outside of technology I don't see HR letting up on the depth and breadth of knowledge required for performance. The HR generalists and specialists will be leaned on more to facilitate wider scopes for project initiatives and will need to be lean and nimble as even more is expected. Don't worry the C suite will say you have AI to help now

So if AI will not be the topic of all discussions in 2025 what will? I hear you ask. Well, fortunately or unfortunately Technology will still be front and centre



■ **Paul Michael Gledhill, Co-founder, ME-HR & Learning**

so get ready for increasing your knowledge of Quantum Computing and add that understanding to your already enormous TO-DO list

I wish you all a great year ahead and although the realm of HR & Learning is

growing exponentially the opportunity to adopt a growth mind-set and learn is truly exciting and inspiring

Have fun in 2025! ♦

2025 should be the Year HR FINALLY Steps Into Its Power!

Bobby Hartshorne, Wellwise, shows HR Professionals how!

Human Resources (HR) has often been perceived as a support function rather than a strategic one. Over the past decade, this underestimation has taken its toll, with HR professionals grappling with disengagement, disillusionment, and a sense of hopelessness. Perhaps this resonates with you or your colleagues. However, not everyone in HR is struggling. In fact, I've identified a common denominator amongst HR leaders who are currently highly energized and optimistic:

Empowered by Leadership: Being supported by forward-thinking leaders who encourage innovation, calculated risk-taking, and co-creation.

Where HR professionals are thriving, their organizations are too. But the contrast is stark. For many, the last few years, shaped by the pandemic and its aftermath, have been a relentless slog and the struggle of HR is now penetrating deep into organisations.

A colleague once shared a profound observation:

"There are no inherently difficult employees, only unsuitable and ineffective environments."

This sentiment rings true in the context of HR's struggles. The transformation required isn't merely within HR itself but in how leadership approaches HR, creating an environment in which they can and must perform.



If you're not prepared to get strategic, lead your leaders, and fight for resources, then you shouldn't be in your role

The Strategic HR Revolution

In a small handful of organizations, I'm pleasantly surprised to be observing a quiet revolution in action. Leaders are recognizing that changing employee expectations, generational shifts, and societal evolution demand a different approach in business and HR. Progressive CEO's are challenging HR to solve complex people problems that are draining company resources, and importantly, they are providing the necessary attention, time, and budget for them to do so.

But this empowerment comes with a string attached: accountability. In these more progressive

organisations, we see HR being treated with the same strategic rigor as other departments. This is a significant shift from the historical neglect that remains pervasive in the majority of organisations as illustrated in these past and current stats:

- Only 11% of organisations prioritised HR analytics or tech investments in 2019 (Deloitte).
- Just 37% of executives in 2017 believed HR was equipped to drive transformation (KPMG).
- In 2020, only 35% of leaders had a comprehensive people strategy aligned with business goals, despite 88% citing workforce issues as a priority (PwC).

And now, one from HR themselves

In 2024, 98% (yes you read that correctly) of CHRO's believe their performance management system doesn't work (Gallup).

An "A for Effort" but a "D for Value-Add"

There's been no shortage of effort in many HR departments. They are run ragged spinning plates and catching balls, whilst simultaneously trying to keep up with the fast-evolving changes in the employee and employer landscape. Yet all this effort simply hasn't resulted in value-added outcomes and impact. In fact, many employee metrics are currently getting worse not better.

- Employee Engagement:** Global engagement rates remain stagnant at around 20% (Gallup).
- Wellbeing:** Workplace burnout has surged, with 77% of employees reporting burnout in 2022 (Deloitte).
- Retention:** Record resignations in 2021 underscored dissatisfaction with traditional HR practices.



■ Bobby Hartshorne, CEO of Wellwise, Dubai

4. Change Resilience: McKinsey reports that 70% of change initiatives fail, with organizational culture as a primary barrier.

Is it any wonder that HR is now facing a burnout epidemic of their own?

The state-of-HR Litmus Test

It's quite easy to assess whether a HR professional is energised and optimisitc, or on the road to burnout and disengagement. Simply present them with an innovative solution that has been developed to help organisations transition away from traditional stagnant approaches and towards an robust and game-changing future. I see two distinct patterns in responses:

1. Resistance, overwhelm, and excuses = "Heck, No!"
2. Recognition, readiness, and enthusiasm = "Let's Go!"

A Challenge for 2025

During a recent leadership workshop, a brilliant peer of mine delivered a powerful message to a room of

weary HR professionals:

"If you're not prepared to get strategic, lead your leaders, and fight for resources, then you shouldn't be in your role."

It was a bold statement, met initially with uncomfortable fidgeting, but ultimately applause. Her point was simple: You are not alone. There are people and solutions out there to help, but you need to open your door, mind, and heart to them, and start positioning yourself as the answer to your company's people problems, not a perpetrator of them.

Questions to Reflect On

Consultants like myself have the privileged position of seeing the full spectrum of HR culture in different businesses. What I can assure you is a) there are success stories, and b) there are HR leaders who have navigated to a much better place for themselves and their organisations. However, it's often been a tough journey, and one that typically starts with doing a little bit of soul searching and reflection.

So, as we approach 2025, I urge HR leaders to take a moment to reflect on these questions:

1. What type of HR professional do you want to be?
2. What do you need to let go of that no longer serves you or your organization?
3. How will you create time to explore emerging innovations? What is taking up all your time at present, that without significant change will never end?
4. How are you preparing yourself and your organization for the future of people management?
5. How will you hold yourself and your team accountable for delivering measurable impact that demonstrates your value?
6. How will you persuade leadership to trust you and take you seriously?
7. Is the organisation you are currently working for a place where you can fulfil your potential or a place that's holding you back?
8. Maybe the most important question - What habits and emotions have been stopping you from making these changes until now?

Embracing the Growth Zone

As we enter a new year, I encourage you to spend more time in the "learning zone"—just beyond your comfort zone. This is where curiosity, growth, and fulfillment thrive. It's also where transformative change begins.

2025 is presenting a career-defining opportunity for HR leaders who are ambitious to step into their power.

Will you be one of them? ♦

Trends in Employee Engagement and Motivation in 2025

Alexander Sambuk, Business Development Director at Teal HR

Human Resources (HR) has often been perceived as a support function rather than a strategic one. Over the past decade, this underestimation has taken its toll, with HR professionals grappling with disengagement, disillusionment, and a sense of hopelessness. Perhaps this resonates with you or your colleagues. However, not everyone in HR is struggling. In fact, I've identified a common denominator amongst HR leaders who are currently highly energized and optimistic:

As HR middle-managers, you're on the frontlines of employee engagement. It's your role to keep the team motivated, productive, and, let's face it, happy to show up to work. But 2025 isn't business as usual. It's time to embrace fresh strategies that speak to today's workforce. Let's dig into the top five trends you can't afford to ignore this year.

1. Recognition and Reward Systems

Let's be real—everyone loves a pat on the back, especially when it feels sincere and personal. Recognition and reward systems are a game-changer for boosting morale and keeping your team engaged.

Gone are the days of generic "Employee of the Month" plaques. Today's employees want meaningful acknowledgment of their hard work. Whether it's a simple shout-



Employee engagement in 2025 isn't about reinventing the wheel—it's about fine-tuning what works and embracing trends that speak to today's workforce.

out during a team meeting, a personalized thank-you note, or even a surprise bonus, these gestures go a long way.

Why it matters: When people feel seen and valued, their loyalty skyrockets. A strong recognition culture not only improves performance but also reduces turnover. Think of it as fuel for sustained motivation—because who doesn't want to be appreciated?

2. Listening to Employees

Here's the secret sauce: employees want to be heard. Creating channels for feedback and genuinely acting on it can make all the difference. Think pulse surveys, one-on-ones, or anonymous suggestion boxes—whatever works for your team.

The trick isn't just collecting feedback but showing that you're doing something with it. If employees feel like their voices are falling into a black hole, it'll backfire. Instead, close the loop by explaining

how their input drives change.

Why it matters: Listening builds trust. And trust builds engagement. It's a simple cycle—when employees know their opinions shape the workplace, they're far more likely to invest themselves fully.

3. Horizontal Communication and Teamwork

The days of siloed departments and rigid hierarchies are over. Horizontal communication—where everyone feels like they're on equal footing—is the new norm. It fosters collaboration, innovation, and a sense of camaraderie across the board.

Encouraging cross-department teamwork can bring fresh perspectives and energize problem-solving. Host regular brainstorming sessions, team-building activities, or informal "coffee chats" between teams to break down barriers and create a culture of openness.



 **Alexander Sambuk**, Business Development Director at Teal HR.

Why it matters: A connected team is an engaged team. When employees feel like they're part of a bigger picture and their ideas matter, motivation naturally follows. Plus, strong teamwork drives better results, plain and simple.

4. Psychometric Tools for Personalization

Understanding what makes your employees tick is half the battle, and psychometric tools are your best ally here. These assessments go beyond basic personality

quizzes to uncover real insights about strengths, preferences, and motivators.

Using psychometric data, you can craft personalized development plans, align employees with roles they'll thrive in, and even predict how they'll perform under stress. It's like having a cheat sheet for unlocking their potential.

Why it matters: One-size-fits-all approaches don't cut it anymore. When employees feel like their roles and growth opportunities

are tailored to their unique talents, they're more likely to stay engaged and driven. Plus, it helps you avoid mismatched hires, saving time and resources.

5. Gamification: Work Meets Play

Who says work can't be fun? Gamification—using game-like elements in non-game settings—is gaining serious traction in 2025. Think leaderboards, achievement badges, or team challenges tied to real rewards.

For example, you could gamify learning and development programs by awarding points for completed training modules. Or spice up quarterly goals with friendly competitions between teams. The key is to make it engaging, not overwhelming.

Why it matters: Gamification taps into people's intrinsic motivation—things like competition, achievement, and recognition. When done right, it turns mundane tasks into something exciting, boosting engagement and productivity in the process.

Final Thoughts

Employee engagement in 2025 isn't about reinventing the wheel—it's about fine-tuning what works and embracing trends that speak to today's workforce. Recognition, listening, collaboration, personalization, and a touch of gamification can transform your team's experience.

As HR leaders, you hold the keys to creating a workplace where employees don't just clock in—they thrive. So, take these trends, put your spin on them, and watch your team's engagement soar! ♦

Navigating 2025: Retail Success in the GCC

Beyond Technology, Towards True Connection with Lynsey Sweales

The 2025 Reality Check: Why Data and Collaboration Will Define Success

I provided a key note in October this year at a Skincare and eCommerce Conference, one message rang crystal clear that I shared: Success in 2025 is not about global rollout strategies, but about deep, intelligent localization.

The Two Pillars of 2025 Success

- 1. Data Intelligence
- 2. Organizational Collaboration

The Global Brand Dilemma

Large global brands have consistently struggled in the GCC due to a fundamental misunderstanding: You cannot apply a blanket approach to a market as diverse and complex as the Gulf.

Why Traditional Strategies Fail

- Ignoring local cultural nuances
- Lack of market-specific personalization
- Rigid, non-adaptive global frameworks
- Insufficient understanding of local consumer behaviors

Brands like Gym Shark have landed in Dubai Q4 this year. Their brand I feel does really well on their branding, values, launch – but I have a keen and supportive eye on how the brand will fair after the initial store opens. Especially from a data perspective.

The Data Opportunity: More Than Just Numbers

In the GCC, data is not just information—it's a strategic asset with immense potential.

Strategic Data Utilization

- Retail media opportunities
- Investment landscape mapping
- Predictive consumer behaviour analysis

Case Study: Innovative Approach in Action

Majid Al Futtaim's recent collaboration with Tabby and their SHAREPay integration exemplifies forward-thinking strategy:

- Seamless payment experience
- Enhanced customer journey

- Sophisticated data collection mechanism
- Potential for future retail media monetization (which I see highly likely to happen)

Breaking Down Organizational Silos: The 2025 Must

The most significant barrier to success? Internal fragmentation.

- Silo Elimination Strategies
- Create cross-functional teams
- Develop unified data governance
- Align departmental objectives
- Foster a culture of collaborative insights

The Cost of Siloed Thinking

Misaligned teams and fragmented data can:

- Reduce operational efficiency
- Limit personalization capabilities
- Decrease competitive adaptability

The GCC Market: A Unique Ecosystem

Understanding the market means recognizing its complexity.

- 90% prefer in-store shopping
- Diverse population (expatriates, locals, tourists)
- Rapidly evolving technological landscape
- High expectations for personalized experiences

Strategic Recommendations for 2025

1. Invest in Localized Data Intelligence
 - Build market-specific insights
 - Develop flexible data collection methods
 - Prioritize cultural understanding
2. Transform Organizational Culture
 - Break down departmental barriers
 - Create shared vision and objectives
 - Implement collaborative technologies
3. Embrace Technological Flexibility
 - Adopt AI with cultural sensitivity



 **Lynsey Sweales**, Partner, Cognitive Union, UAE

- Develop adaptive personalization strategies
- Invest in multilingual, context-aware systems

Final Thoughts: The 2025

Success is not about having the most advanced technology, but about creating genuine connections that transcend traditional marketing boundaries.

Brands must:

- Be curious
- Stay adaptable
- Understand local nuances
- Prioritize human connection

The GCC market demands more than just a strategy—it requires a holistic, intelligent approach that combines technological sophistication with deep cultural empathy.

Lynsey is an international strategist, facilitator and author with over 20 years experience of working with global and regional b2c and b2b brands ◆



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Finding Talent at Unconventional Places in 2025

Obaidullah Sharif, STMP, GTML shares tips and ideas on finding talent in 2025

As we head into 2025, the world of talent acquisition is rapidly evolving, driven by technological advancements, changing workforce dynamics, and new expectations from job seekers. Traditional recruitment methods are no longer sufficient to attract the top talent in a highly competitive market. To stand out and effectively source the best candidates, organizations must embrace creative, forward-thinking strategies.

Here are some unconventional ways to source talent in 2025:

1. AI-Powered Talent Pools

In 2025, Artificial Intelligence (AI) is set to revolutionize recruitment even further. AI tools can scan resumes, analyze social media profiles, and match candidates to job descriptions in real time. However, the future of AI isn't just about automating tasks—it's about predictive analytics that can help identify the best candidates based on a blend of qualifications, skills, personality traits, and even cultural fit.

AI-powered platforms will allow HR professionals to create dynamic talent pools, continuously updating and refining the list of potential candidates, even when no roles are currently open. This allows companies to proactively engage with top talent, reducing time-to-hire when new openings arise.

2. Leveraging Social Media

While LinkedIn remains a popular tool for sourcing talent, by 2025, social media platforms like Instagram, TikTok, and even Facebook will continue to play a larger role in recruitment. Employers can use these platforms to create engaging, short-form content like employee testimonials, employee



■ **Obaidullah Sharif, STMP, GTML, The Recruiters, Pakistan**

takeovers, or day-in-the-life clips that attract passive candidates.

TikTok, could allow a company to post fun, casual job announcements that highlight the unique aspects of working there, attracting a younger, more dynamic candidate pool. Discord communities can serve as niche spaces for industry-specific

discussions and talent pooling, where potential candidates interact, learn, and share insights.

3. Employee Referrals & Advocacy

Employee referrals have always been a powerful recruitment tool, but in 2025, this will evolve into a more systematic, tech-driven process. Companies can launch referral competitions where



The recruitment landscape in 2025 will be shaped by technological advancements, evolving candidate expectations, and the need for personalized, engaging recruitment experiences.

employees earn points, rewards, and even recognition for referring qualified candidates.

Beyond that, organizations will encourage employees to share their experiences across personal and professional social networks, amplifying their brand's reach. This version of employee advocacy goes beyond simply sharing job postings; it becomes a more engaged, community-driven effort.

4. Skill-based Volunteering and Internships

Employers in 2025 will increasingly look beyond traditional degrees and work experience when sourcing talent. Instead, skills-based volunteering programs and internships will become essential tools for sourcing diverse talent. These programs allow job seekers to build experience and portfolios that demonstrate their abilities, making them more attractive to employers looking for specific skills.

These programs provide a win-win situation: companies get access to fresh, untapped talent, while individuals gain hands-on experience and training, often in real-world business settings. It's an excellent method for employers to engage with potential future employees early on, fostering loyalty and long-term relationships.

5. Personalized Recruitment Campaigns

In 2025, candidates will expect a more personalized recruitment experience, and companies must be ready to deliver.

Data analytics and machine learning will help employers better understand candidate preferences and career aspirations. With this information, they can create hyper-targeted campaigns and job advertisements that are highly relevant to each candidate.

For example, instead of sending generic job offers, companies can use AI tools to send tailored career opportunities, suggestions for development, or even educational resources that resonate with the individual's career trajectory. This level of personalization creates a deeper connection between candidate and company, improving engagement and reducing the chances of candidates ghosting recruiters.

6. Gamification of the Hiring Process

Gamification has become a popular recruitment trend, and by 2025, it will be a standard practice for many organizations. Gamified hiring platforms turn the recruitment process into an interactive experience where candidates complete challenges, simulations, or even gaming-style tests to showcase their skills.

For example, a marketing agency might set up a scenario where a candidate has to design a quick campaign, or a software company could give applicants coding challenges. This approach not only gives employers a deeper understanding of a candidate's skills but also offers a more engaging and fun experience for job seekers.

7. Global and Remote Talent Pool

With remote work continuing to be a

significant trend in 2025, companies will no longer limit their talent search to local or regional candidates. Employers will actively source global talent, using platforms like remote job boards and international talent networks.

Companies will need to embrace asynchronous work styles and use collaboration tools to manage distributed teams. Additionally, recruitment agencies that specialize in sourcing remote talent will become more common, helping businesses find highly specialized candidates from different regions and cultures.

8. Community Engagement and Networking Events

As competition for talent increases, organizations will need to focus on building strong relationships with potential candidates before positions are even available. Attending (or hosting) niche industry events, hackathons, and virtual meetups will be key ways for recruiters to engage with top talent.

These events not only serve as networking opportunities but also allow candidates to experience the company culture. Sponsoring or partnering with industry-specific events creates opportunities for talent to interact with the brand, increasing the chances of attracting high-quality applicants.

Conclusion

The recruitment landscape in 2025 will be shaped by technological advancements, evolving candidate expectations, and the need for personalized, engaging recruitment experiences. Companies that adapt to these changes and leverage creative sourcing strategies will be well-positioned to attract and retain top talent in an increasingly competitive job market. Whether it's using AI to build dynamic talent pools, or tapping into global remote work networks, organizations must think outside the box and innovate their recruitment efforts to stay ahead ♦

Latest Annual Mercer Total Remuneration Survey (TRS) 2025

Projected salary increases in the UAE signal optimistic outlook.

Mercer, a business of Marsh McLennan (NYSE: MMC) and a global leader in helping clients realize their investment objectives, shape the future of work and enhance health and retirement outcomes for their people, released today the findings from its annual Total Remuneration Survey (TRS). The Survey reveals that overall salaries in the United Arab Emirates (UAE) are projected to increase by 4% across all industries in 2025 and that more than a quarter (28.2%) of organizations are planning to increase headcount next year, indicating a demand for talent.

More than 700 companies in the UAE were surveyed in a range of industries including energy, financial services, engineering, construction, real estate, manufacturing, retail and wholesale, services, life sciences and technology.

Companies in the consumer goods industry are forecasting the highest increase to salaries at 4.5%. The life sciences and technology industries are forecasting increases of 4.2% and 4.1%, respectively, while the energy and financial services sectors are aligned to the market with 4% increases. Employers across industries also said they plan to provide all employees, regardless of level, the same salary increases.

"It is very encouraging to see a large segment of UAE employers planning to increase base salaries in 2025, reflecting a resilient and optimistic economic outlook. In addition to increasing salaries, HR professionals should also review their housing allowances, in light of increasing



 **Ted Raffoul**, Middle East Career Products Leader, Mercer, UAE

top driver for future growth, according to Mercer's Global Talent Trends.

Ted Raffoul, Mercer's Middle East Career Products Leader, added, "Generative AI and automation are rapidly transforming the job landscape, shifting the skills our workforce needs and placing additional pressure on salaries. Business leaders play an important role in nurturing digital literacy and cultures that are open to change, so employees at all levels can be prepared for the future of work."

To address the adoption of new technologies, Mercer recommends



Generative AI and automation are rapidly transforming the job landscape, shifting the skills our workforce needs and placing additional pressure on salaries.

housing costs in the country, to remain competitive," said Andrew El Zein, Mercer's UAE Career Products Leader.

Mercer's survey also explored the impact that Generative AI, automation and digital transformation are having on the demand for skilled talent. Currently the UAE has the highest AI adoption rates in the Middle East, with 74% of people using AI once a week, and CEOs in the UAE expect AI to be a

employers assess their current skill inventories to pinpoint gaps and areas for development. They should also gain a better understanding of hiring and retention drivers to ensure they have the skills they need for the future. Developing a differentiated Employee Value Proposition (EVP) will also be crucial in this new reality. ♦

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The One Biggest AI Trend in HR for 2025

Evan Shellshear MD & CEO of Ubidy, identifies THE AI trend for this year.

There are many trends in 2024 that will have an impact in 2025, but most are simply continuations of what we've seen over the last five years such as:

- AI and Automation: Has been around for years
- Remote and Hybrid Work: Has been a strong focus for at least the last 4 years
- Employee Experience: Has been a focus for almost a decade
- Upskilling and Reskilling: Was always a focus
- Diversity, Equity, and Inclusion: Has been a focus for the last half decade
- Mental Health and Well-being: Like remote work has been a focus since COVID

There is nothing new in the above, so what is the one big, truly new trend we think hasn't been seen before? What is it that wasn't generally available in 2024 that we think will bloom in 2025?

Enter the multimodal, conversational AI job interview agent.

The Job Interview Agent

For years companies have worked on the dream of a virtual, fully automated, human like candidate interviewing agent and one- sided versions do exist. For example HireVue has a real candidate access their platform and answer



▲ Evan Shellshear, MD & CEO of Ubidy

a number of questions on a video interview after which it analyses the video using AI to provide a summary to hiring managers. However, this is not the same thing as a conversational AI job interview agent, who you can see, who reacts to your responses and adapts the dialogue, can be interrupted and interrupt you in real time. An agent

that can even assess work you may show it when sharing your screen.

Achieving this has been a significant challenge - until now.

A number of recent breakthroughs are making a real time, conversational AI agent possible. These breakthroughs include more capable, smaller large language



This shift toward AI-driven interviews is going to be a game-changer, but it also raises serious ethical and practical concerns.

models that deliver high quality outputs with less than 10 billion parameters (many of the powerful original models such as ChatGPT had over 100 billion parameters), specialised AI processors (so called LPUs - language processing units created by companies like Groq) and experience with optimising and running LLM pipelines with tools like Langchain.

Underneath the hood companies are moving away from just large language models and are leveraging multimodal generative AI tools which integrate diverse data types—such as text, images, audio, and video—enabling them to perform complex tasks across various input formats. By combining these modalities, such technologies enhance comprehension, context-awareness, and accuracy, making them versatile for complex interactions with candidates during an interview. At the end of the interview, this AI agent can then transcribe notes from a dynamic and unpredictable interview, create an assessment and summary of the discussion. An incredibly powerful technology.

How do we ensure they tell the truth?

As is well known, many large language models can hallucinate causing major issues for

interviewing candidates, especially if they start making up non-sensical questions or responses. So why are these conversational AI agents not falling victim to these issues?

The power of many of these conversational bots is due to is called retrieval augmented generation (RAG). RAG is a technique that enhances the accuracy and reliability of AI models by allowing them to access and reference external information sources. Instead of relying solely on their training data, RAG-powered models can retrieve relevant facts from a knowledge base to provide more accurate and informative responses. This makes them more adaptable and capable of handling a wider range of queries, especially those requiring up-to-date or domain-specific information or ensuring that accurate answers without hallucinations are given.

In the HR case what it means is that when a candidate (or even a newly onboarded employee that is trying to orient themselves in finding corporate documents, policies or relevant procedures) interacts with a conversational AI agent, instead of the conversational AI agent just responding with what its large language model would provide on its own, it takes that input question and turns it into a query of a company's database to ensure that

the responses it returns are based on a ground truth of information that the company has validated and provided as a basis for correct answers.

Conclusion

These developments are fascinating as it is not just employers that can deploy these tools but candidates too. During 2024 social media lit up when HeyGen released a video showing an AI conversation job interview agent interviewing another conversational AI agent, that was sent on the behalf of an employee. This was just a demo, however real tools such as those created by the company FairGo.AI, can now do this and it is a very powerful technology.

On the flip side, it may portend a future where we will see an AI arms race between candidates and employers (even without employers using these tools, it is highly likely we will see job seekers using such tools). We have seen this already with keyword stuffing in CVs but it will clearly become more sophisticated, leading to questions such as do non-AI savvy candidates still have a chance? How will they differentiate themselves when more AI literate job seekers can apply for 1000 job applications at once with AI-tailored CVs for each job and an AI agent carrying out the interviews for them? Will these new technologies exacerbate the current gap between the technically literate and the illiterate?

The only thing that is certain is that these technologies will keep evolving and, short of strict regulations, will have an enormous impact on the way we hire candidates in the future. ♦

ME HR & Learning Stars of HR Awards 2024

ME HR and Learning Awards Revealed 2024

As we head into another year of activity and excitement in the world of HR & Learning in the Middle East, we look back at the people and companies that excelled in 2024.

Our awards this year were the result of recommendations, referrals, our own editor's choices, and of course self-recommendations in the mix, with everyone well deserving of the recognition.

If you didn't get an award for 2024, we'll be delighted to receive nominations from HR Stars in 25, and while you're at it, why not be courageous and recognise yourself for your contributions.



ME HR & Learning
Awards to
recognize the
Stars of 2024

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Company	Winners	Category
Educhain	Gary Liang	Best Digital Credentialing solution
Qatar Airways	Gary Clarke	Individual Contribution to the Learning community
Better Homes	Jessica Ayree	Best Rising L&D Team
Leenium	Hani Al Gabba	Best Creative Media for TechEd
LessonLabAI	George Wescott	Best Use of AI for Teaching Environments
Rak Gov HR	Shilpa Bhushan	Best Leadership Development for Succession
Saudi Tourism Academy	Ronald Molen	Best Academy for Tourism
Oracle	Sajna Samad	Best Women in Leadership Initiative
Leoron	Mark Higgins	Best Sales in Digital HR & Learning Technology
Cognitive Union	Lindsey Swales	Best International Coaching for HR and L&D
Careem	Abhijit Gupta	Best HR team of the Year
QBF Consulting	Manav Fernandez & Chayya Sakuja	Best Educators in Loyalty Marketing
Panworld Education	Chetan Sehgal	Best Provider for Education Books
Dr Carol Talbot, PhD	Dr Carol Talbot, PhD	Excellence in Human Potential
Singhulars+	Gurdiish Singh Sabharwal	Outstanding Contribution to Community and Collaboration
FlyDubai	Erika Hayashi	Excellence in Corporate Communications in Leadership
DP World	Ahmed Al Safia	Best Environment to Foster a Learning Culture
Taab Bio Analytics	kaustav Pramanik	Best Technical Training Solution
ENBD	Iqbal Noor	Best Contribution to HR & Learning in Banking
HNI	Hanan Nagi	Best Female Leadership for Learning & Development Solutions
Skillup MENA	Alaa Mukhtar	Rising Star in Digital Learning
Natalie Sejean	Natalie Sejean	Best Consultant for Learning & Development Strategy
Ruwa Al Kindi	Ruwa Al Kindi	Best Approaches to being a Fully Fledged Partner to the Businesses
Qatar Shipping	James O Neil	Best Approaches in an L&D Implementation Strategy
Shilpa Bhasin Mehra	Shilpa Bhasin Mehra	Excellence in Personal Growth Advocacy
PwC	Mohammed Owais	Excellence in Technology Leadership
Al Ghurair	John Lossifidis	Visionary CEO of the Year for Sustainable Leadership
AGMC	Abigail Kingsley	Architect of Workplace Excellence
Samie Al Achrafi	Samie Al Achrafi	Pioneering Conscious Leadership
International Muslim Women Coaching Academy	Annie Yahaya	Global Changemaker for Women's Leadership
Transdefy	Leenna Jayachaandran	Best Approaches in Learning Management
Enthral AI	Riddhi Patani	Best Uses of Mobile Learning Technology
Freda Liu	Freda Liu	Beacon of Excellence in Amplifying Voices and Stories
iLearn	Ayman Al Kurdi	Excellence in LMS Personalisation
GlobalICCU (Corporate Universities)	Annick Renaud-Coulon	Pioneering excellence in Corporate Universities all over the world



Annick Renaud-Coulon



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Gary Clarke



MoHRE confident Emiratisation Targets Can Be Met by December 2024

MoHRE calls on establishments included in Emiratisation policies to meet required targets before end of December 2024

The Ministry of Human Resources and Emiratisation (MoHRE) has renewed its call for private-sector companies that are subject to Emiratisation policies to meet their 2024 targets by the end of December, noting that compliant establishments stand to benefit from a set of privileges. Non-compliant establishments will be required to pay financial contributions starting from 1 January 2025.

Emiratisation policies apply to establishments with 50 or more workers, who are required to ensure a 2% increase in the number of Emirati employees in skilled positions by the end of the year. Non-compliant establishments of this size will face financial contributions of AED96,000 for each Emirati that has not been hired.

A select group of establishments employing 20 to 49 workers across 14 specified economic activities are also covered by Emiratisation policies, requiring them to employ at least one Emirati and retain any Emiratis employed prior to 1 January 2024. Establishments in this category will also face a AED96,000 contribution for each Emirati that has not been hired.

In a press statement, the Ministry asserted its plans to monitor compliance with Emiratisation requirements among targeted companies, in line with its commitment to implementing Cabinet policies and decisions on Emiratisation, and maintaining the unprecedented and remarkable success achieved in the employment of UAE nationals in the private sector, where more than 117,000 Emiratis are now working across 22,000 private-sector companies.

The Ministry stressed its commitment to providing all requirements needed to support companies in meeting their Emiratisation targets, further enhancing the private sector's role as a partner in government efforts to advance Emiratisation plans, increase the number of Emirati professionals in the labour



market and enhance their contribution to the UAE's sustainable development. This, in turn, serves to accomplish the country's strategic economic goals, accelerate its transition to a knowledge-based, innovation-driven economy, and position the UAE among the world's highest growing economies, driven by top-quality specialised jobs for UAE nationals.

MoHRE encouraged establishments to make use of the Nafis platform to connect with Emirati job seekers across various fields of specialisation, which will support these companies in meeting their required targets. The Ministry also urged establishments to register their Emirati employees in pension, retirement, and social security systems, and to process their monthly salaries through the Wage Protection System (WPS).

Compliant companies stand to benefit from various incentives provided by the Emiratisation Partners Club, which offers companies discounts of up to 80% on Ministry fees, as well as priority in government procurement, which enhances their growth opportunities.

The Ministry reaffirmed its confidence in private-sector companies' awareness

about the need to comply with Emiratisation policies and refrain from negative practices, such as fake Emiratisation schemes or any other attempts to manipulate Emiratisation targets, highlighting the effectiveness of its oversight system in detecting any objectionable practices and taking legal action against non-compliant establishments.

The Ministry urged Emirati job seekers to verify the authenticity of job offers, in order to avoid being part of fake Emiratisation schemes and ensure continued benefits from the Nafis programme, noting that Emiratisation plans were set specifically to support Emirati professionals and enhance their contribution to the UAE's economic development. MoHRE encourages UAE citizens to report practices contrary to Emiratisation policies to the Ministry's call centre at 600590000, or through its smart application, or website ◆

Exceptional Results in MoHRE UAE Net ZERO Bureaucracy Programme

MoHRE cuts procedures and completion times by One Hundred Percent under the Zero Government Bureaucracy Programme

The Ministry of Human Resources and Emiratisation (MoHRE) has achieved exceptional results in its efforts to implement the UAE's Zero Government Bureaucracy Programme, launched by His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE, Ruler of Dubai.

The programme aims to boost effectiveness, efficiency, quality, and flexibility across government procedures, in an effort to enhance government performance and meet customers' aspirations, in line with the UAE's competitiveness and its pioneering status.

The Ministry announced that procedures, requirements, and conditions for several services will be eliminated, reducing processing time to minutes instead of days and achieving reduction rates of up to 100%. This achievement stems from a comprehensive vision to promote client satisfaction and minimise unnecessary burdens.

His Excellency Khalil Ibrahim Al Khoori, MoHRE's Undersecretary of Labour Market and Emiratisation Operations, explained that MoHRE launched the Artificial Intelligence Platform as part of its plan to enhance organisational efficiency.

The Ministry had also developed the Smart Inspection System, which proactively monitors risks to labour market stability, ranks establishments by risk level, and focuses inspection operations on high-risk establishments.

Among the most prominent services developed is the Work Bundle, which offers a package of essential services that enable private-sector companies and individuals to complete all necessary work and residency procedures in the UAE through the integrated 'Work in UAE' digital platform. The initiative reduced procedures by 72%, the number of required fields by 93%, required documents by 79%, and visits by 77%, and lowering processing time by 83%.

The Ministry developed the 'Invest in Dubai' and 'Dubai Now' platforms in partnership with the Federal Authority For Identity, Citizenship, Customs, and Port Security; Digital Dubai; Dubai Health Authority; and the Department of Economy and Tourism.

Both platforms were expanded to include services for domestic workers, such as issuing, renewing, and cancelling their residencies. These services enabled a 77% reduction in procedures, cutting the number of required fields by 79%, documents by 71%, visits by 63%, and processing time by 83%.

Meanwhile, the 'Investor Journey - Abu Dhabi' package, which the Ministry launched in collaboration with the Federal Authority For Identity, Citizenship, Customs, and Port Security; TDRA; the Department of Economic Development; and the Abu Dhabi Digital Authority, achieved a 100% reduction in procedures, data fields, and documents for establishment registration services.

MoHRE's innovative services include issuing work permits for establishments and domestic workers, renewing employment contracts, cancelling work permits or contracts, and processing labour complaints. New services have also been launched, such as the Electronic Authorisation service, which is offered free of charge to customers and can be completed in two minutes instead of three days. Documents and in-person visits required for the service were reduced by 100%, while the number of required fields was cut down by 97%, and procedures by 80%.

Also included is an automated service for settling violators' status when renewing work permits with their current employer, which has been automated, resulting in a 100% reduction in the number of required visits, 93% fewer fields, and 50% fewer procedures and required documents. Additionally, the Ministry developed and launched a service to issue job experience certificates, which can now be requested in

under two minutes.

The electronic integration and data alignment between MoHRE and the Federal Authority for Identity, Citizenship, Customs, and Port Security has helped eliminate the need for in-person visits. This service is now accessible via the smart application, with processing time reduced from two days to automatic approval, and the four previously required documents completely eliminated.

This integration between the two entities has also led to zero procedures, steps, fields, documents, and processing time for cancelling work permits for workers located outside the country, deceased individuals, those with contagious diseases, and unused work permits.

Collaborating with Emirati Talent Competitiveness Council (Nafis) and the General Pension and Social Security Authority, MoHRE developed an integrated service system for issuing, renewing, and cancelling work permits for UAE citizens, thus facilitating access to the services the Nafis programme provides.

Furthermore, the Ministry launched the National Programme for Incentivising Establishments in Priority Economic Sectors. The programme has achieved a 100% reduction in procedures, fields, and documents required to avail services, this has reduced human effort and the number of employees needed to review and approve transactions by 63%.

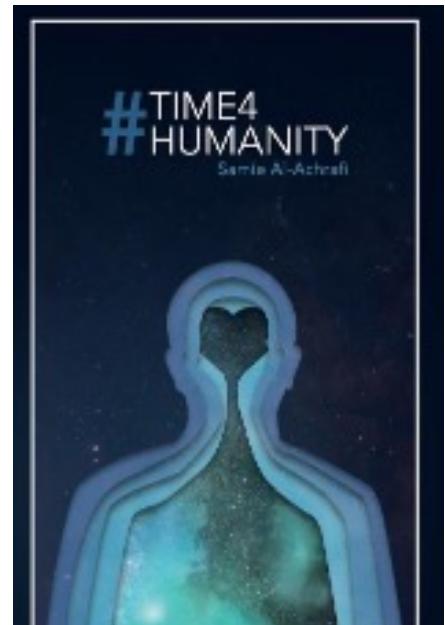
The Ministry of Human Resources and Emiratisation has also enhanced the use of modern technologies in service delivery, reducing the effort required by customers and employees alike. This, in turn, facilitated the launch of the Smart Image Analysis System, 360 Contract Audit System, Dynamic Risk Map, Smart Interaction and Real-time Enquiries System, and the Integrated ID Reading Programme ◆

A Time for Humanity

Samie Al Achrafi, CEO MarmeladeFish says NOW IS THE TIME

Calling those with the curiosity, compassion and courage to lead us into a new way of being human. This is your handbook, your guide for the adventure ahead. In these pages, Samie Al-Achrafi offers a clarion call to people who want something else, something different and greater for and from their time on this planet. He blends the story of his own awakening with practical insights,

spiritual wisdom and high intentions for humanity, asking the big and important questions, while inviting us to share our deeper truths about the answers. Samie reminds us that, like a ripple expanding outwards from the centre of the pond, our work, our words, vibration and our example reverberate out from where we stand, subtly changing the world. It is time for change. It is time for humanity.



A Playbook for Thought Leaders

By Dave Crane

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Emirati Women Celebrated by DEWA

Emirati Women's Forum celebrates the achievements of Emirati women as partners of development and prosperity

Dubai Electricity and Water Authority (DEWA) organised the 10th Emirati Women's Forum under the theme "Sharing for Tomorrow," at DEWA Academy in Al Hudaiba. The event, organised in the presence of HE Saeed Mohammed Al Tayer, MD & CEO of DEWA, celebrated the achievements of Emirati women who have become symbols of giving, hard work, and noble values. The forum featured various activities and panel discussions, highlighting the journey of women's empowerment at DEWA and within society. It also recognised several Emirati female employees at DEWA who have made significant contributions both locally and globally, reinforcing Dubai and the UAE's growth and prosperity.

In his speech at the forum, HE Saeed Mohammed Al Tayer emphasised that the forum is in line with the directives of the wise leadership to contribute to elevating the status of Emirati women in our nation's journey of development, prosperity, and growth, and celebrate their key role as influential partners in achieving sustainable and comprehensive development, and as instrumental supporters of the UAE's growth and progress.

"On Emirati Women's Day, we reflect on the unique path set forth by the Founding Father, the late Sheikh Zayed bin Sultan Al Nahyan, may his soul rest in peace, which continues under the visionary leadership of His Highness Sheikh Mohamed bin Zayed Al Nahyan, President of the UAE; His Highness



Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai; and Her Highness Sheikha Fatima bint Mubarak, Chairwoman of the General Women's Union, Supreme Chairwoman of the Family Development Foundation, and President of the Supreme Council for Motherhood and Childhood (Mother of the Nation). Their unwavering support and empowerment of women have ensured their active participation in all key positions, making them a shining example and role model for their families and society, and a source of inspiration for women globally. DEWA's Emirati Women's Forum is a valuable platform for engaging in meaningful discussions and sharing ideas and experiences on various topics that enhance communication skills.

The forum also showcases the latest trends and innovations that support women empowerment. I hope you will make the most of your participation in the forum and seize the opportunities to build a sustainable future," said HE Saeed Mohammed Al Tayer.

At the 10th Emirati Women's Forum, we honour the Emirati women who have excelled and made significant contributions across all sectors. We also highlight the achievements of DEWA's female Emirati employees, who have a strong and influential presence throughout all DEWA's divisions, supporting the organisation's strategic goals and playing a key role in realising DEWA's vision to be a globally leading sustainable innovative corporation committed to achieving Net Zero by 2050. ♦

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