

Staff Manual 2024-25



NONDISCRIMINATION STATEMENT

In compliance with Federal Law, Law No. 34 of 2023 against Discrimination and Hatred (the "Law"), the UAE has introduced federal legislation which specifically prohibits all forms of discrimination based on religion, belief, sect, faith, creed, race, color, or ethnic origin collectively referred to as "Protected Classes.". The Law is drafted in broad terms to ensure that it encompasses all discriminatory conduct regardless of how it is expressed (e.g., through speech, writing, drawing, photography, singing, acting or miming) and irrespective of the means/channels through which it is expressed (e.g., online, by phone or video, and whether written or oral).

Dubai Institute of Design and Innovation does not discriminate against individuals based on their race, sex, gender identity, religion, color, origin, age, or disability in its administration of educational policies, programs, or activities; admissions policies; scholarship programs; or employment. Requests for information, inquiries, or complaints should be directed to the HR office and Student Discrimination to Student Services.



Note to Staff

By joining the Dubai Institute of Design and Innovation (DIDI) community, you have become an important part of DIDI's most exciting and challenging educational endeavor. As a member of our staff, you play a vital role in shaping the educational experience of our students and contributing to the success of our institution. The university's success in carrying out its mission is, in large part, dependent on the success of each of its employees. Your skills, pride, and commitment to your work help ensure the continued progress and strength of the university.

This handbook is designed to provide you with important information about working at DIDI, including our policies, procedures, and benefits. This handbook is designed as an informational document and does not constitute or reflect a contract. The information contained herein supersedes all previously published staff handbooks and is subject to change at the discretion of the university. University policies and procedures, which may be updated and approved after the publication of this document, will take precedence over the contents of this handbook.

This handbook is intended for use by staff members of DIDI, except for those who are covered by separate policies and procedures and agreements. The handbook is simply a summary of the university's current policies, procedures, practices, and benefits and therefore, should not be construed as a legal document. If you have any questions, please please don't hesitate to reach out to the Human Resources department. We look forward to working together to create a thriving academic environment.



About Dubai Institute of Design and Innovation

Dubai Institute of Design and Innovation (DIDI) is a not-for-profit educational institution established by Dubai Holding Asset Management (DHAM) and Dubai Development Authority (DDA). DIDI is accredited by the Ministry of Education and Scientific Research (MOHESR), providing a cross-disciplinary Bachelor of Design degree that is built around the aspirations of internationally competitive design talents, those devoted to embrace the progress of our world. Design that has the potential to transform the way we live is integrated into the curriculum and research at DIDI, helping to create a new generation of skilled individuals in the region. By using design as the language of change, DIDI will help shape the future, and contribute positively to societal change, and the happiness of society. It is the catalyst for positive change and human progress bringing innovative and efficient solutions to societies and industries.

DIDI's mission is to provide a world-class education that prepares students, to effectively respond to a rapidly changing world with transferable skills that are cross-disciplinary and problem solving by design, needed to become innovative and socially responsible designers, ready to address the challenges of the 21st century. At DIDI we believe that the future of design education is experimental, transformative, disruptive, and cross disciplinary. For this reason, DIDI intends to become the school of choice for the next generation of change makers who will conceive and create sustainable design solutions for today's problems for the benefit of tomorrow's society. By using design as the language of change, DIDI will help shape the future, and contribute positively to societal change, and the happiness of society.

Through its policies and practices, DIDI supports excellence in teaching and fosters the aesthetic, intellectual, professional, personal, and social development of its students. DIDI is committed to creating a diverse and inclusive community that values creativity, innovation, and social responsibility. In addition, DIDI will also support emerging design talent across the region through an open source and collaborative approach that values cooperation and partnership. These programs are designed to provide students with a comprehensive education that combines theoretical learning with practical experience, allowing them to develop a range of skills and competencies relevant to their chosen field.

DIDI is fortunate in its geographic location in the heart of Dubai Design District (D3), a thriving community of designers, artists, and creative professionals. The campus features state-of-the-art facilities, including design studios, a fabrication lab, a library, and a student lounge. DIDI's faculty comprises experienced and renowned professionals in the fields of design, media, and technology, who bring their industry expertise and academic rigor to the classroom.



Excellence in Collaboration

DIDI has invested in integrated curricular innovation and technological experimentation and its curriculum has been developed in collaboration with Massachusetts Institute of Technology (MIT) and Parsons School of Design, two of the world's leading universities for design innovation, teaching and research. Our ambitious DIDI curriculum places students at the forefront of innovative design education, allowing students to map their own degree paths.

Vision

DIDI will be the design university of choice in the UAE that contributes to the advancement of humanity by making everyday living better.

Mission

DIDI provides a world-class education in design and innovation to grow regional and international talent. Our students are immersed in research-based, applied, and experiential learning to creatively solve complex problems for the positive advancement of society. Our future-oriented mindset empowers the next generation of designers, innovators, and entrepreneurs through design-driven research.

Values

In support of the Institutional Mission, We Value:

- Design as essential in the culture and Intellectual life of a society,
- Rich and varied arts education that engages innovation and tradition,
- Providing equal opportunities for learning and excelling,
- Motivating members for lifelong learning,
- Respecting diversity, plurality, and the opinions of others,



- Encouraging teamwork and collaboration,
- Treasuring creativity and achievements.

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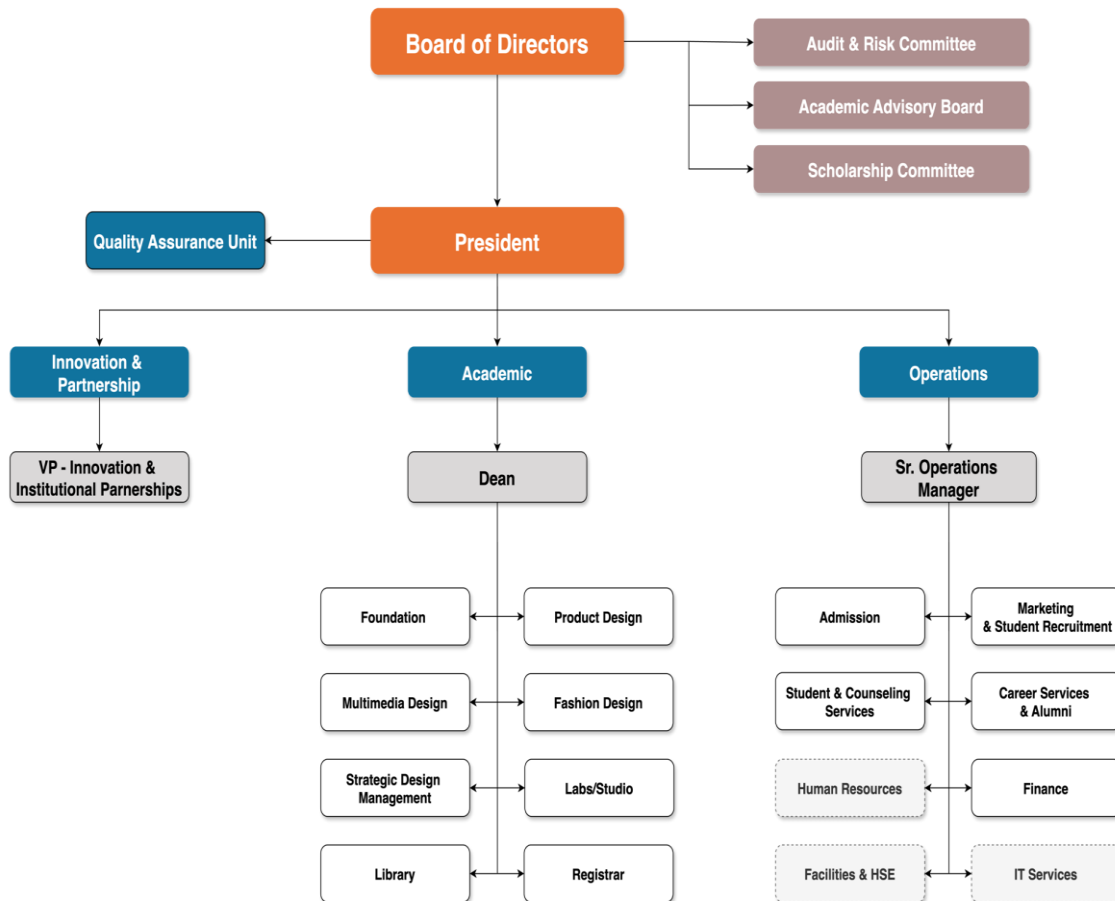
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1. Organization Chart



2. Professional Staff Categories and Role

Dubai Institute of Design and Innovation (DIDI) will maintain approved Job Descriptions on file for positions in line with the operational requirements of the unit and the organizational structure.



ACADEMIC DEPARTMENT	
Jobs in this unit provide direct professional support for the teaching and educational services of DIDI. Functions include but are not limited to academic advising, counseling, registration, financial aid, faculty affairs, library services, curriculum administration.	
LIBRARY	Jobs in this unit manage operations related to library services. Tasks may include selecting, acquiring, cataloguing, classifying, circulating, and maintaining library materials; and supporting reference and bibliographical services. Functions may include research support as well as the development of databases and other digital resources.
REGISTRAR	Jobs in this unit maintain the academic records of all students. Functions include the planning and implementation of the registration process for classes. Registrars often coordinate times and locations for class scheduling and to resolve scheduling conflicts. Responsibilities include documenting all course pre and co-requisites, and tracking student graduation eligibility, including planning commencement activities and preparing information for honors lists & transcripts. They are also expected to compile enrollment statistics and reports. Registrars need to be familiar with college academic policies when advising students on how to meet graduation requirements and resolving academic issues.

OPERATIONS (ADMINISTRATIVE DEPARTMENT)	
Jobs in this unit are responsible for all of DIDI's support functions. Functions include institutional research, statistical analysis, non-academic policy development and review, strategic planning and business operations such as risk management and job responsibilities that combine fiscal, HR and operational management.	
QUALITY ASSURANCE	The QA office is responsible for monitoring and managing accreditation timelines, standards compliance, and quality assurance of the university and its programs through all the quality standards that are imposed on the institution. It is also responsible for Institutional Research, and hence, it facilitates the collection, analysis, and interpretation of the institutional data and the submission of information following an established calendar to support planning and decision making. The QA office is also responsible for submission of this data to all regulatory entities such as the CAA, KHDA and international accrediting bodies.
COMMUNICATIONS AND MARKETING	Jobs in this unit involve development, marketing and management of messaging to both internal and external parties. Functions include marketing; student recruitment; advertising; communications; publications; brand management; writing; editing; proofreading; graphic design; web architecture, development and design; web content; electronic communications; social media; news and media relations; public relations; photography; video and press.
FACILITIES	Jobs in this unit are responsible for the provision of facilities. They provide professional management of operations, maintenance and upkeep of the campus and equipment. Functions include: catering, cleaning, security, management health and safety systems and utilities management.
FINANCE AND ACCOUNTING	Jobs in this unit manage the administration of the DIDI financial data. Functions include the general accounting, budget, financial analysis, audit and reporting, accounts payable and receivables, contract administration, cash management, banking, investments, treasury and travel expenses.



HUMAN RESOURCES	Jobs in this unit provide the management of human capital. Functions include providing advice and guidance to employees, as is pertains to their position including strategic planning and analysis, compliance with policies and laws, employment and compensation, job evaluation, performance and leave management, employee training and development, reward and recognition, employee relations, affirmative action, benefits, employee records, information, and payroll.
INFORMATION TECHNOLOGY	Jobs in this unit manage the technological infrastructure that supports all IT functions. Responsibilities include IT operations, computer hardware and software management, computer networking, telecommunications, IT systems development, database administration, server administration, website management, programming, desktop support, and help desk operations.
STUDENT SERVICES	Jobs in this unit support students' emotional and physical well-being as well as their intellectual, cultural and social development outside of formal classroom instruction. Functions include student counseling, career guidance, residential life, cultural affairs, support of student activities and organizations, recreation services and athletics administration.

2.1 Classification

Professional and Administrative Staff: Non-faculty employees responsible for the management and operations employed in an executive, administrative, or professional capacity. Administrators, such as Deans and Associate Deans often concurrently hold appointments as faculty members.

2.2 Roles, Profile & Evaluation

- The Human Resources (HR) Department at DIDI will maintain approved Job Description (JD) for all positions.
- A Job Description (JD) is a document that provides an overview of the position, responsibilities and accountabilities; and minimum requirements of the job in terms of educational qualifications, skills, competencies etc.
- The Line Manager and HR Department will ensure that any amendments in a job description are promptly communicated to the employees concerned.
- All jobs will be evaluated to ensure assessment for internal consistency and fairness.
- The HR Department at DIDI is responsible for developing new JD's as well as reviewing and updating current JD's. Such JD's will be reviewed and approved as per the DOA.
- The Line Manager will be required to raise a business case and seek approval for raising a request for review of job description or job-reevaluation as per the DOA.
- The line manager must provide justification indicating the need for review or re-evaluation of an existing job.

2.3 Staff Roles and Responsibilities

Non-academic staff should be recognized as active participants in implementing the Academic Plan and all important DIDI initiatives that contribute to the success of DIDI.



Staff members bring to DIDI an important repertoire of professional skills, possess a wealth of institutional knowledge and, provide essential resources, to help in realizing the institutions mission and vision.

While faculty support the students academically, staff make equally important contributions toward the success of students through support and operational services which impact the student experience. The roles and responsibilities of staff members are assigned by the respective line managers and include but are not limited to the following:

- Ensuring the smooth operation of the institution.
- Taking responsibility for managing all administrative procedures related to enhancing operations at DIDI.
- Providing logistical support to facilitate the smooth running of teaching, research, and community engagement activities and implementing new policies.
- Guiding students through the admissions and registration processes, issuing scholarships and awards, orienting them to the Institution, monitoring their completion progress, delivering non-academic learning opportunities and helping prepare them for their career.
- Participating in institutional committees.
- Planning, coordinating, promoting and notification of marketing, communications, website content and digital media.

3. Definition of Work Week

The normal and standard working hours across the Institute for Staff is 8 working hours per day and an additional hour for lunch, from Monday to Friday, starting from 8.00 am and finishing at 5:00 pm. The UAE Government employees have moved to a 4.5-day week with a half day Friday and the new weekend as Saturday and Sunday since 1st January, 2022. UAE Private sector employers are not obliged to change their working week and have flexibility under the new Labor Law to decide which day or days constitute the



weekend. No changes to working hours are required. This has been confirmed in an announcement from the Minister of Human Resources and Emiratization. In line with the above decision, and while considering the wishes of Muslim employees who want to attend Friday prayers (starting at 1:15pm each week) a 2-hour lunch break has been approved.

Staffing needs and operational demands may necessitate variations in starting and ending times for the individuals, as well as variations in the total hours that may be scheduled each day and week, with the approval of the COO or Dean or as appropriate.

During the Holy month of Ramadan, the normal working hours shall be reduced to 6 hours per day for all employees. The 1-hour break will not be applicable during Ramadan working hours.

3.1 Work Week

Working days in the institute are from Monday to Friday 8:00AM – 5:00PM that includes an additional hour for lunch. To attend Friday prayers (starting at 1:15 pm each week) a 2-hour lunch break has been approved.

3.2 Attendance and Absenteeism

All employees are expected to attend the workplace as scheduled. Supervisors are responsible for monitoring team member's attendance.

3.3 Overtime

The Institute recognizes that the nature of the business operations may require some employees to work over the normal schedule working hours. In such cases, extra hours worked will be considered as overtime.

DIDI has a policy in place that aims at providing guidance to supervisors and employees on overtime and overtime payment to maintain consistency in application of such matter.

Detailed information on overtime policy is accessible through the HR Department – HR Policy.



4. Leave Policy

The Institute provides its staff member's different types of leave as part of the employee's standard benefits package:

4.1 Annual Leave

Staff members who have completed the probation period are entitled to 25 or 30 working days each calendar year as per the grade given below. The calendar year in the context of this policy covers the period from 1st January to 31st December.

Grade E and Above	30 Working Days
Grade F and below	25 Working Days

Annual Leave will be credited or accrued at the beginning of the calendar year, or from the date of joining DIDI, whichever is applicable.

If an employee is unable to take their annual leave during the current year due to operational requirements, they can carry forward a maximum of 10 working days of their current year leave entitlement into the following year ("Carry Forward Leave").

All Carry Forward Leave must be utilized in full by 30th April in the following year. For the avoidance of doubt, in any year of employment, an employee will be deemed to have utilized annual leave by taking any Carry Forward Leave first, before taking any annual leave entitlement for that year

A staff member, who is on probation, can avail of annual leave on a *pro-rata* basis as per UAE Labour Law.



4.2 Sick Leave:

As per prevailing UAE Labour Law, all full-time permanent staff members are eligible for paid sick leave every calendar year, to cover a period of absence due to health issues as follows:

The calendar year in the context of this policy covers the period from 1 January to 31 December.

Sick Leave Entitlement	
First 15 calendar days per year – Full paid	leave with full pay
Next 30 Calendar days per year – Half paid	leave with half pay
Over 45 calendar days (up to 90 days) per year – Without pay	leave without pay

Sick leave does not become a contractual entitlement and cannot be accumulated or carried forward from one year to another.

4.3 Maternity Leave

All permanent staff members on completion of six months of service with the institute and upon completion of the probationary period are eligible for 90 days paid maternity leave, on full pay.

Permanent female employees with less than 6 months' service at that date will be entitled to 45 Calendar days' maternity leave on full pay and 45 Calendar days' maternity leave on half- pay. The specific policy applicable to the employee's service at the start of the maternity leave will apply throughout the maternity leave.

If a female staff member is pregnant at the time of joining DIDI, she is required to notify the HR Department.

4.4 Paternity Leave

All full-time permanent male staff members, upon completion of their probationary period, are eligible for paid paternity leave for five separate or consecutive working days within six months from the birth of their child.

4.5 Hajj Leave

All full-time permanent Muslim staff members, on the completion of probation, are eligible for paid Hajj leave of 15 calendar days once during their service with DIDI, to perform their religious duties. Hajj leave can be combined with Annual leave.



4.6 Compassionate Leave

Compassionate leave is not an entitlement but may be granted for compassionate reasons. The leave will be granted only if the staff member has already utilized their annual leave for this purpose and cannot be accumulated or carried forward to the next year. A leave of five working days would be granted in the case of the death of a close family member.

4.7 Unpaid Leave

In exceptional circumstances, full time staff members on completion of one year of service with the institute will be eligible for unpaid leave of a maximum of 15 calendar days in one calendar year, and at the discretion of the Line Manager, and approvals in line with the HR policies. This leave will only be granted upon exhaustion of the annual leave for the year.

4.8 Religious Holiday

A staff member can avail one day off on the occasion of religious festivals not exceeding two times in a year.

5. Procedures for Evaluation of Staff and Performance Management

5.1 Staff Evaluation - Performance Management

The Performance Management framework at DIDI is built to improve organizational performance by linking individual SMART (Specific, Measurable, Achievable, Realistic, Time bound) goals with departmental goals that are cascaded from the department scorecards to evaluate employee performance. The individual's performance evaluation is linked to an employee rewards plan, learning & development. The Performance Management components include:

- Setting SMART goals (setting targets & related key performance indicators)
- Goals and Winning Behavior assessment by self & the Line Manager
- Rating scale
- Weightages
- All permanent employees not including faculty in the Institution who have completed a minimum of 3 months of performance review period must participate in the Performance Appraisal process. Employees who have joined after 1st of June will not participate in the year-end review for that year.



5.2 Performance Management Process

5.2.1 Goal setting

- At the beginning of each academic year the Line Manager & employee will agree on SMART goals that the employee should achieve through the coming year. This should be in line with the overall vision & mission of the Institute, the department's business goals and the employee's role profile.
- Goal setting must commence as per the defined timelines and after receipt of their organizational goals (department scorecards).
- All colleagues will receive an email communication indicating the timelines for their goal setting.
- Reminders will be sent out during the goal setting phase to ensure timely completion.
- Goal setting should be carried out within 45 days of the employee joining the Institute.
- Each goal is assigned a weightage; with the total weight of all goals equal to 100%.

5.2.2 Mid-year review

- The Line Manager should conduct at least one formal review to assess the employee's performance throughout the year.
- The mid-year review will commence as per the timelines defined by the HR Manager.
- All colleagues will receive an email communication indicating the timeline for the mid- year review.
- Individual goals and winning behaviors only are reviewed and there is no formal rating provided.
- Since Graduate Trainees have performance progress reviews after each rotation, they will not participate in the mid-year review process.

5.2.3 Year-End review

- A formal performance appraisal will be conducted annually at the end of each performance year. This phase requires the employee and the Line Manager to provide formal rating against each goal and winning behavior.
- The year-end review will commence as per the timelines communicated by the HR Manager.
- Reminders will be sent out through the Performance Management System during the year-end review process.

5.3 Performance Management Assessment Overview

- Employees will be given an opportunity to do a self-appraisal as part of the mid & year- end review process.



- The year-end performance appraisal should be conducted through a one-on-one meeting between the employee and the Line Manager to discuss performance achievements, maintaining transparency and sharing feedback. The employee's performance will be discussed in terms of progress against the goals set, winning behavior and their development plan.
- The entire process of self-appraisal followed by the performance review meeting with the Line Manager and Head of Function review (if any) should be agreed and finalized before the closing date specified by the HR Department. If the employee disagrees with the scores and comments provided by the Line Manager, the employee will have the opportunity to initiate the Performance Management Disagreement Review Process.
- The second Line Manager and the employee must agree on a time to formally discuss the disagreement of the review.
- The second Line Manager or Head of Function review (if any) has the discretion to amend the scores based on the discussion and justifications made by the employee and the Line Manager.

DIDI Values, Winning Behavior, Rating Scale & Weightages

- The model comprises of various winning behaviors aligned with DIDI's values, and across four different management levels (Leading Self, Leading Others, Leading Managers & Leading Organizations)
- The winning behaviors are defined for different proficiency levels that are pre-allocated based on the job grades. Each value is supported with winning behaviors that should be displayed by all DIDI employees.
- People Management is applicable to all managers that have direct reporting responsibilities.
- DIDI will use a common rating scale descriptor to evaluate goals and winning behaviors.

Rating Scale	Rating descriptors for Goals and Winning Behaviors.	Final Ratings
5	Consistently Exceeds Expectations	Greater than or = 4.5
4	Exceeds Expectations	4.0 – 4.4
3	Meets Expectations	3.0 – 3.9
2	Partially Meets Expectations	2.5 – 2.9
1	Does Not Meet Expectations	Less than or = 2.4

Rating Descriptor Statements:

Rating Scale	Rating Descriptor	Rating Descriptor Statements
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5	Consistently Exceeds Expectations	<p>Goes over and above the expected levels of performance on all occasions in order to deliver on results and exceeds expectations in terms of time, quality, budgets etc.</p> <p>Is able to comprehend highly complex information and data independently, undertakes new projects and initiatives as well as delivers on results. Acts on delivering goals and results without direct supervision and manages initiatives independently on all occasions.</p> <p>Undertakes additional responsibilities over and above the current role and exceeds expectations in delivering these additional responsibilities.</p> <p>Consistently demonstrates most behaviors with expertise and acts as a role model for others.</p>
4	Exceeds Expectations	<p>Goes over and above the expected levels of performance on several occasions in order to deliver on results and exceeds expectations in terms of time, quality, budget etc.</p> <p>Is able to comprehend complex information and data. Undertakes new projects, initiatives and delivers on results.</p> <p>Acts on delivering goals and results without direct supervision and manages initiatives independently on several occasions.</p> <p>Undertakes additional responsibilities over and above the current role and delivers on expected results. Consistently demonstrates expected behaviors and occasionally demonstrates some behaviors with expertise.</p>
3	Meets Expectations	<p>Delivers on expected results consistently in terms of time, quality, budget targets etc.</p> <p>Works on improving performance based on feedback. Is able to comprehend information including complex financial information.</p> <p>Applies knowledge to achieve results and undertakes new initiatives.</p> <p>Undertakes all responsibilities of the role and makes 100% effort to deliver on results.</p> <p>Consistently demonstrates expected behaviors.</p>
2	Partially Meets Expectations	<p>Is unable to deliver on expected results in terms of time, quality, or budget on certain occasions.</p> <p>Displays little enthusiasm and acts on feedback only occasionally. May possess the capability to perform the role but does not make 100% effort to improve performance through specific feedback.</p> <p>Is able to comprehend information however fails to execute OR is unable to comprehend information at times and does not seek clarification.</p> <p>Demonstrates some expected behaviors but not others.</p>



1	Does Not Meet Expectations	Repeatedly unable to deliver on expected results in terms of time, quality, budget targets etc. Does not display willingness or enthusiasm to improve performance despite feedback. Unable to comprehend information and or follow instructions provided by the Line Manager or others. Does not possess the capabilities required to perform the role. Does not demonstrate or rarely demonstrates expected behaviors.
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Performance Metric:

	Goals	Winning Behaviors	People Management
Individual Contributors	80%	20%	NA
People Manager	70%	20%	10%

5.4 A Performance Improvement Plan (PIP)

- For employees with a final rating of 2.4 or less:
 - If the employee is under an active Final Warning, appropriate action will be taken under HR guidance.
 - If the employee is NOT under an active Final Warning then Performance Improvement Plan will be initiated, and relevant warning letter will be issued by the Line Manager prior to putting the employee on a Performance Improvement Plan.
- At the end of the 3-month period:
 - If the employee has successfully completed the Performance Improvement Plan, then the employee will be removed from the Performance Improvement Plan and no further action will be taken.
 - If performance levels remain unsatisfactory, the next stage of the disciplinary process will be initiated under HR guidance.
- For employees with a final rating between 2.5 to 2.9:
 - The Performance Improvement Plan will be initiated, and the relevant warning letter may be issued by the Line Manager prior to putting the employee on PIP.
- At the end of the 3-month period:
 - If the employee has successfully completed the Performance Improvement Plan, the employee will be removed from Performance Improvement Plan and no further action will be taken.
 - If performance levels remain unsatisfactory, the next stage of the disciplinary process will be initiated under HR guidance.



- It is the responsibility of the Line Manager to monitor the employee's performance, and initiate the required disciplinary action related to the continued underperformance, by coordinating with HR.
- Calibration and Normalization of Ratings: Post calibration of overall employee ratings, the employee's final performance rating will be communicated by the Performance Management team to all employees as well as to Payroll.

5.5 Transfer Guidelines

- When an employee moves from one Function or Department to another due to a transfer occurring more than 3 months into the performance review period, the Line Manager will provide an updated performance evaluation with formal feedback to the new Line Manager to ensure continuity and fairness in the Annual Performance Appraisal.
- If the employee is transferred to a different Division within the Institute, then the new Line Manager will establish new goals that are appropriate for the role, within 30 calendar days of the employee joining the Division and the performance appraisal session.

6. Staff Compensation Ranges and Benefits

6.1 Overview

- The Institute believes in administering compensation that supports competitive and equitable pay based on comparable duties and responsibilities, comparability of backgrounds, performance contributions, and available resources. This is done with an aim of attracting the best qualified talent available, to motivate and



stimulate employees, to encourage retention, and in order to achieve the Institute's mission.

- The following sections aim at explaining the guidelines pertaining to salary and grade scale, compensation and other benefits offered to the employees by the Institution.

6.2 Salary and Grade Scale

- The Institution has established a pay structure, based on a systematic study of current market trends on salaries within UAE.
- The compensation policies are designed to establish an equitable classification of positions in relation to the level or work performed.
- The salary and grade scale are categorized into different grades and referenced in the Contract of Employment.
- New hires will be hired within the appropriate salary range for the grade and will normally be placed between the minimum and median of the salary scale or based on the internal equity, specific job requirements, skills, knowledge, job experience and abilities of the employee and in line with the approved best practices.

6.3 Salary

- The monthly salary is structured as follows and does not include any other job specific allowances paid to the employees:
 - Basic salary (which represents 60% of monthly salary).
 - Allowance (which represent 40% of monthly salary). The allowance includes, but is not limited to, housing and transportation.
 - The Contract of Employment clearly stipulates the above breakdowns.

6.4 Mobile Allowance

- The Institute recognizes that some employees use their personal mobile phones for business related calls. The Institute believes in compensating employees on the same in line with Institute's policy.
- All employees whose job responsibilities include regular interface and contact with customers out of office hours, or employees working at remote sites or office locations are eligible to receive mobile allowance based on the classification of usage – i.e. low, medium and high, according to the nature of their duty and the extent of mobile phone usage for business related calls upon approvals from the Line Manager and COO. Check with the HR manager to get breakdown of mobile allowance.
- Employees can apply for Mobile Allowance by filling out the Mobile Allowance Form and forwarding it to the HR Manager with approvals from Line Manager and COO or Dean



- The HR Department reserves the right to review and approve all such requests to verify and validate the requirement on an annual basis.

6.5 Annual Air Ticket Allowance

- The Institute provides all its full time, employees a lump sum cash payment to purchase annual air tickets, as detailed in the Contract of Employment.
- All full-time employees, in Grades O-N are eligible for an Annual Air Ticket Allowance, for themselves, once every year. Employees Grade M and above are eligible for Annual Air Ticket Allowance for themselves and their eligible dependents (spouse and a maximum of 3 children from birth, up to but excluding the 19th birthday), once every year, during their service with the Institute and in line with the various clauses contained in this policy.

Job Grade	Eligibility
Grade O – N	Return Economy class for self only
Grade M – D	Return Economy class for self and eligible dependents
Grade C and above	Return Business class for self and eligible dependents

- Annual Air Ticket Allowance for all employees will be encashed based on the point of origin of the employee. Point of origin is determined by the passport on which the UAE residency visa is stamped. Travel document should be considered equivalent to a passport for determining the point of origin. In case the point of origin does not have an airport or where the flights have stopped due to war or other reasons air ticket will be paid based on the nearest international airport to the point of origin.
- All UAE Nationals are entitled to receive an annual air ticket payment equivalent to Dubai – London – Dubai airfare.
- UAE Nationals without a family book are entitled to receive an annual air ticket payment equivalent to Dubai – Comoros Island – Dubai airfare.
- To ensure fairness, encashment is based upon the published high season (June of every year), full fare, and standard ticket price on Emirates Airlines. This is designed to ensure that no employee is disadvantaged on the encashment value if they travel during high season.
- Annual airfare allowance will be paid out in June of every calendar year.
- The amount will be transferred to the employee's bank account along with the June salary payment, no cheque or separate payments will be issued.
- Employees will not be eligible to avail any form of advance against an annual air ticket allowance.
- Employees on probation during the month of June and confirmed before December or new dependents added after June pay-outs will be paid in December on a pro rata basis from the date of joining to December 31st of that year.



- Employees with dual nationality status will have their annual leave travel destination considered based on their primary domicile which is agreed upon joining and as specified in the Contract of Employment letter.
- If an employee changes Nationality during the course of their employment with the Institute, the employee will have the domicile for ticketing purposes changed to the new Country of Nationality. A copy of the new passport must be provided to HR to effect this change. The change will be effective from the date, the details are provided to HR and cannot be backdated. The Annual Air Ticket payment will be prorated based on the new nationality.
- If the employee becomes a landed immigrant in a new country and rents or owns property in that country, he or she will not be eligible to have the domicile changed for benefit purposes unless the employee's nationality is changed.
- If an employee is promoted during the year, then, the Annual Air Ticket entitlement will be paid on a pro-rata basis applicable to the grade the employee is promoted to, from the effective date of promotion.
- If a new dependent is added through marriage or additional child the pro-rata entitlement will begin from the marriage date or the child's date of birth, provided HR is notified within one year of the occurrence of the event.
- Where an employee's spouse also works for DIDI or Dubai Holding or one of its controlled subsidiaries or entities, employees will not be entitled to receive this benefit twice. Both employees must decide jointly and confirm in writing from which Institute they wish to receive the benefit.
- All children must be allocated to the contractual eligibility of either the father or mother when two individual Contracts of Employment apply with the Institution or other Dubai Holding entities. In such cases the other parent will forfeit the right of entitlement for annual air tickets.
- If the Contract of Employment of the employee is terminated, either due to employee or Institute initiated reasons, at any time during the course of a particular month, for which the Annual Air Ticket Allowance has already been paid by the Institute, the Institute reserves the right to recover the amount paid, on a pro rata basis, for the period that the employee is not in service with the Institute.
- Where Annual Air Ticket Allowance is not paid to the employee, the Institute will pay the prorated amount to the employee, at the time of separation, for the period the employee has been in service with the Institute.

6.6 Medical Coverage

- The Institute will provide a comprehensive medical coverage plan for all its full-time permanent employees, and to their eligible dependents as applicable, from their date of joining, provided all dependents are registered within 90 days of the employee joining date or change of circumstances including marriage or child birth.



- On joining the Institute, the HR Department will make the necessary arrangements to enroll the employee and eligible dependents, as appropriate to the Institutions Medical Cover.
- Employees will be assigned to different categories determining the medical coverage category based on their grades:

Job Grade	Category	Eligibility
Grade A	Cat A	Self and eligible dependents
Grade G - B	Cat 1	Self and eligible dependents
Grade M - H	Cat 2	Self and eligible dependents
Grade O - N	Cat 3	Self only

- The Institute reserves the right to amend the policy benefits and vary the insurer from year to year to ensure that the most cost-effective cover is provided. All amendments will be communicated in a timely manner to all employees.
- Participation of eligible employees in the Medical Plan is subject to the terms and conditions of the agreement between the Institution and the insurer.
- Eligible dependents include one spouse and up to three children on the employee's sponsorship, residing in the UAE, from birth up to, but excluding the 19th birthday.
- Employees may also extend medical coverage to a spouse at their own cost, provided that the spouse is on employee sponsorship or residing full time in the UAE.
- The Institute may extend medical coverage to more than 3 children or to children over the age of 19, at a cost to the employee, provided that the child is:
 - on employee sponsorship, residing full time in the UAE; and is not married and not otherwise entitled to private medical cover; and
 - Not working and is not otherwise entitled to medical cover; and is under the age of 25.
- Existing employees may request for additional medical coverage for spouse and new born children at any time throughout the policy cycle, effective from the change of circumstances including marriage or date of birth, provided they are registered within 90 days of the aforementioned changes. If not registered within the specified time frame, the coverage will be effective from date of inclusion, and the cost will be prorated from the date of inclusion.
- If an employee is promoted during the year, the medical coverage benefits will be in line with the applicable eligibility for that grade from the effective date of promotion.
- If an employee's spouse works for DIDI or Dubai Holding or one of its controlled subsidiaries or entities, employees will not be entitled to receive this benefit twice.



Both employees must decide jointly and confirm in writing from which Institute they wish to receive the benefit.

- All children must be allocated to the contractual eligibility of either the father or mother when two individual Contracts of Employment apply with the Institute or in DH entities. In such cases, only the person specified, will be entitled to the Insurance scheme and the other person will forfeit their entitlement for Insurance.
- In the event of employee separation, the medical coverage is canceled as of the last working day of the faculty/staff.

6.7 Life Insurance

- In the event of an employee's death while in service and subject to the insurance scheme's terms and conditions the Institute may pay the employee's beneficiaries a cash sum subject to a maximum as described below.
- In addition, the employee may be covered for permanent total disability subject to the insurance scheme's terms and conditions, to the same value.
- Employees may also receive cover for temporary and partial accidental disability subject to the insurance scheme's terms and conditions.
- Life Insurance and Disability cover (subject to the insurance scheme's terms and conditions) is as follows:

Life Insurance – all grades	4 times gross annual salary
Permanent Total Disability	4 times gross annual salary
Partial Disability	Up to 4 times gross salary dependent on degree of disability
Temporary Disability	Up to one-time gross annual salary

- The Institution will ensure adequate life insurance provisions are in place to cover all employees.
- The Institution will communicate all exclusions from insurance of the scheme to employees.
- The Life Insurance policy will be held in the name of the Institution. The Institution will ensure that the benefits payable to the employee or beneficiaries are undertaken within a reasonable time frame.
- The Institute will ensure the effectiveness of the scheme by monitoring the value of claims and the premium of insurance.
- Sharia law will apply with respect to determining the beneficiaries entitled to payment of the benefits under the Life Insurance Policy in the event of the death of a Muslim employee.
- Participation of eligible employees in the Life Insurance is subject to the terms and conditions of the agreement between the Institute and the insurer.



6.8 Child Education Support Allowance

- The Child Education Support Allowance is granted to the employees of the Institution with an aim to support the employees in providing education to their children.
- All full-time permanent employees in Grades I and above, who have children attending nursery to high school (up to school grade 12 or equivalent) or University on a full-time basis, are entitled to a Child Education Support Allowance as determined in the Education Allowance Matrix. The HR manager can provide additional information upon request.
- Employees will be eligible to receive the Child Education Support Allowance payment only after the completion of the probation period and confirmation of employment. The amount entitled will be pro-rated to the employee's date of joining or the commencement of the school calendar year, whichever is later and as appropriate.
- The Child Education Support Allowance payment will be made along with the monthly payroll, upon submission of adequate documentation indicating the payment of school fees and will be paid in line with the eligibility for each specific grade.
- The Child Education Support Allowance may include, but not be limited to, core tuition, registration, books, exam fees, bus transportation fees, uniforms (if required and/or authorized by school), tablets/laptops (only if mandatory and billed by the school and then payable only every three years), remedial and special needs therapy provided directly by the school as well as medical insurance in cases where it is mandatory.
- Human Capital has the absolute discretion to reject any irrelevant expenses and/or expenses that are not considered to be part of standard academic needs such as, but not limited to, stationery, lunchboxes, swimming clothing and equipment(s), shoes, field trips and extracurricular and/or coaching classes/activities.
- The Child Education Support Allowance policy applies to schools in the UAE or internationally within the approved limits as per the entitlement.
- If an employee is promoted during the year, the Child Education Support Allowance will be paid on a pro-rata basis applicable to the grade the employee is promoted to, from the effective date of promotion.
- Where an employee's spouse is also employed by DIDI, its entities or by Dubai Holding, both employees must, decide jointly and confirm in writing, with which parent they wish to allocate their children for the purpose of the Child Education Allowance payment and the allowance will be paid accordingly. In such cases, only the person specified, will be entitled to the Education Allowance and the other person will lose their entitlement.



- If the Contract of Employment of the employee is terminated, either due to employee or Institute initiated reasons at any time during the course of a particular year, the amount paid as Child Education Support Allowance will be recovered from the employee on a pro-rata basis for the period that the employee is not in service with the Institute.
- Where Child Education Support Allowance is not yet paid to the employee, the Institute will pay the prorated amount to the employee, at the time of separation, for the period the employee has been in service with the Institute upon provision of satisfactory documentation.
- For the purpose of calculation, the academic year has a total number of 303 days where the months of July and August are excluded.

6.9 Salary Advance

- All full-time permanent employees upon completion of one year of service are eligible to apply for a 1- month salary advance, once in a calendar year.
- A request for salary advance payment should be sent through the ERP system (HRMS Employee self-service module), on or before 15th of any given month, so as to receive the payment with the monthly salary.
- The advance salary will be recovered in the following month. If the employee is separated from the Institute before the recovery of the advance salary, the same will be recovered from the employee's End of Service Benefits (EOSB).

6.10 Housing Loan Advance

- Employees hired from within UAE will not be eligible for a housing advance.
- Employees hired from overseas (outside UAE) will be eligible to request a housing advance once during their employment, within one year of joining the Institute (including the probation period).
- The amount of the housing advance can be no greater than four times the employee's gross monthly salary.
- The housing advance paid out will be deducted from the employee's salary over a maximum period of 1 year.
- In case the Contract of Employment is terminated before the housing advance payment is fully recovered, the balance amount should be recovered from the employee as part of the Final Settlement including End of Service Benefits (EOSB) calculations. Any shortfall should be paid back by the employee.

6.11 Federal and Gulf Cooperation Council (GCC) Pension

- All full-time permanent UAE Nationals who possess a Kholaset El Qaid (Jensia) are enrolled in the UAE Federal Pension Scheme upon joining the Institute and the



employee and employer contributions towards the pension scheme will be made each month as a contribution as defined by the Federal Government.

- Since DIDI is a private Institute, all eligible employees will be covered under the Private scheme.
- All GCC Nationals will be enrolled in their respective Pension Schemes as governed by the regulations defined by their country, effective 1st January 2007.
- Enrollment of eligible employees in the UAE Federal or GCC Pension Scheme is mandatory and required by law and a continuity of employment contract is contingent on this.
- Gratuity payments or other alternative compensation cannot be used as a substitute for benefits under the Pension Schemes.
- Any dues to the Institute, that cannot be covered through EOSB, may be recovered from the employees End of Service amount paid by the Pension Authority.

6.12 Repatriation

- Repatriation (Air Tickets)
 - Subject to the following conditions, in case of termination of contract initiated by the Institution (other than for disciplinary reasons), all expatriate employees will be provided with a one-way, economy class repatriation ticket for the employee and eligible family members (spouse, and 3 children up to, but excluding the 19th birthday), from Dubai to the home country. This ticket cannot be encashed and must be taken within one month of visa cancellation.
 - The repatriation ticket will only be provided if the employees' sponsorship is being cancelled* and they are leaving the UAE. If the employee is being transferred to another employer or sponsor within the UAE, the repatriation ticket will not be provided (neither for the employee, nor their family). This responsibility transfers to the new employer or sponsor.
 - The Institution reserves the right to request evidence of cancellation of the visa (for both the employee and their family, where applicable) in cases where the employee is not sponsored by the Institution. The repatriation ticket(s) will only be provided where satisfactory evidence of visa cancellation of the employee (and any family members, where applicable) is provided in accordance with the above conditions.

6.13 Business Travel

- Employees are responsible for their own expenses and ensuring that the relevant policies are adhered to.



- Upon return from business travel/meetings, the employee may claim a reasonable amount of their expenses against submission of actual receipts and supporting documents subject to the exclusions set out below.
- Line Managers are only authorized to approve expenses in line with the approved Institution Delegation of Authority.
- Where expenses are incurred by several employees as a group, the most senior employee travelling is responsible for paying and making the expense claim. Employees are not authorized to submit a claim for group expenditures where their Line Manager was present.
- Any expense report containing exceptions to this policy must indicate so. It is the responsibility of the employee to highlight exceptions to the Line Manager. Exceptions are to be signed dually by the Head of Department / Line Manager and DIDI Finance Manager with a justification for the exception.
- Employees are expected to treat Institute money responsibly as if it was their own expense and utilize DIDI funds in the most cost-effective manner possible.

6.13.1 Air Travel

Air Tickets should be booked via the most direct route and confirmed upon obtaining the appropriate approvals. The entitlement for class of travel is as follows:

Job Level	Flights Below 6 Hours	Flights Over 6 Hours
President & above	BC	BC
Dean/VP/COO/Chiefs & above	PE / EC	PE / BC
Below Dean/VP/COO/Chiefs	EC	PE / EC

BC - Business Class, **PE** – Premium Economy, **EC** – Economy Class

- Airfare bookings should be made with national carrier (Emirates, flydubai, Etihad), except if availability is limited, flight routes do not cover required destinations or where flight timings are not practical. In such cases, the most economical (in terms of cost and time) alternative carrier should be utilized.
- Non-Availability of Business class or Premium Economy when eligible, should result in booking in next lowest available class.
- When travelling in a group, an employee may travel with others in a higher class of travel to their standard eligibility, subject to the approval of the President.
- If the employee is required to carry any DIDI property for business travel that results in an excess baggage charge to the employee, this will be reimbursed as an expense.



6.13.2 Hotels and Daily Expenses

Employees are entitled to reasonable but not overly luxurious hotels. The entitlement is as follows:

Job Level	Type of hotel (Stars)	Maximum Permissible Daily Expense
President & above	5*	AED 750
Dean/VP/COO/Chiefs & above	4*	
Below Dean/VP/COO/Chiefs	4*	

- The amounts specified above are maximum limits and do not constitute the per diem an employee is entitled to when travelling. Employees are still required to submit expense claims with supporting receipts and invoices.
- The room rate per night is including taxes, surcharges, fees, and breakfast.
- The daily expense amount is applicable for days which include an overnight stay. In the event of international travel which does not include an overnight stay, the maximum daily expense is 50% of the limit set out above.
- The daily expense amount is applicable for internal UAE travel only if the employee has an overnight stay for business purposes.
- The daily expense limits are provided for the purpose of meals, laundry and personal phone calls.
- Use of Jumeirah hotels is to be prioritized for stays wherever possible. For accommodation booked at a Jumeirah property, corporate rates should be utilized. The limits specified above do not apply if an employee is staying at a Jumeirah property if a standard non-suite room is available.
- Procurement Departments/approved travel agents should be instructed to book hotels which are in close proximity to the business meeting or training venue.
- Room Bookings should be for "standard" hotel rooms. This applies to both UAE and overseas hotels.
- Upgrades for hotel rooms are only permissible after the approval from the Head of Department and President. Any additional expense arising from an unapproved upgrade will be at the employee's own cost.
- When travelling in a group, an employee may stay at the same level of accommodation of the most senior employee in the travelling group, subject to the prior approval of the President.



6.13.3 Business Travel Allowance within UAE

- Employees travelling on official Business or Training that involves trips within the UAE, exceeding a distance of 100 Km's from the place of work, shall be entitled to transportation allowance of AED 200 per trip, provided the employee uses their vehicle for the trip.
- Travel allowance for employees not using their vehicle would be at the discretion of the Finance department.

6.14 Authorization to Travel

All business travel must be approved in advance by the respective Line Manager and in accordance with the approved DOA.

16.15 Claim Procedure

- Employees are expected to limit expenses to reasonable amounts.
- It is impossible to mention all allowance types or everything that can be claimed. The following is an indicative list of claimable items. Employees should consult DIDI Finance department before the expense is incurred.
 - Airfare and surface transportation
 - Business entertainment
 - Car rental
 - Currency conversion costs
 - Foreign document requirements (visas, inoculations, etc.)
 - Hotels/ lodging
 - Gym usage on business trips
 - Internet in hotel room
 - Parking and tolls
- The permissible daily expenses cover the following elements which should not exceed the permissible daily limit:
 - Laundry and dry cleaning (reasonable charges)
 - Meals (including reasonable tips)
 - Telephone calls (one 15-minute call home or for personal business per day while travelling on Institutional business)

Non-Reimbursable Expenses

- Non-reimbursable expenses generally fall into the following categories:
 - They are of a personal or discretionary nature.
 - They are unnecessary to achieve a business purpose.
 - The Institution already provides for such expenses.
- Non-reimbursable items, services, occurrences, and events include, but are not limited to:



- Airline upgrades
- Alcohol
- Baby-sitting, childcare, and pet-boarding expenses
- Barber, hair stylist, manicurist, and other grooming costs
- Briefcases and luggage
- Clothing
- Family/ partner accompanying traveler.
- Hotel upgrades
- Massage and other spa charges.
- Normal Commuting expenses
- Personal aircraft or non-approved aircraft charter expenses
- Personal credit and charge card fees
- Personal entertainment (including movie rental in hotel rooms, earphones in flight)
- Shoeshine
- Sports and Social Club (golf/ country/ tennis clubs) dues and membership
- Toiletries
- Traffic, speeding, and parking tickets
- Travel expenses for contractors, consultants, and other non-employees.
- Trip or flight insurance
- International driving license
- Passport renewal cost
- Lost baggage insurance

6.16 Additional Expenses

- The Institution expects its employees to use good judgment while encountering various expenses. The Institute recognizes that there will be instances when 'normal' expenses may exceed. Such occasions should be on an exceptional basis and not as a general rule. All additional expenses may be claimed separately on return from the business trip. All business travel additional expenses over and above the per diem and other allowances must be approved in accordance with the DOA.
- If an employee incurs additional expenses due to an emergency, they shall be responsible for such costs until reimbursement is made through DIDI.
- Expenses related to alcohol will not be reimbursed.
- If the employee incurs excess baggage charge as a result of carrying Institute property for business needs, this will be reimbursed on return subject to provision of supporting documentation.



6.17 Client Entertainment & Business Communications

- Client entertainment shall be planned and approved prior to departure. Any request for reimbursement of entertainment expenses must be accompanied by a description of the entertainment, listing of the individuals entertained, the purpose of the entertainment and a detailed receipt for the expenses.
- This information should include the following:
 - Name, title, and Institute of the person(s) entertained
 - Business relationship and business purpose of the meeting
 - Name and title of other Institute employees present
 - Date, name, and location of the establishment
 - Type of entertainment and the expense involved
- Business travelers must use cost effective methods for communication with their office where communication expenses are included in the daily Per Diem Allowance. Proper justification must be provided in case of any expenses paid over and above the allocated amount. The reimbursement is subject to approval in accordance with the DOA.

6.18 Hotel Accommodation and Air Travel Tickets

Air Travel tickets and Accommodation will be arranged by DIDI Procurement through an approved Travel Agent as follows:

Job Grade	Eligibility	
	Accommodation	Travel Ticket
Grade C and above	5 Star – Deluxe, Superior or equivalent room type	Business Class
Grade D & and below	4 Star – Standard Room	Economy Class

- However, employees in Grades D and below will be eligible to travel business class if the flying hours are above 6 hours.
- Employees may opt to upgrade their reservation at their own cost; the difference in the rates will be deducted through employee's payroll.

6.19 Combining Business with Personal Travel

- Where an employee wishes to extend a business trip by including personal travel, the portion of the trip that is personal must be clearly identified to the Institute travel agent and on the expense report.
- The employee will be responsible for any incremental airfare, hotel, car rental, meal or other costs associated with the personal portion of the trip. This includes any costs borne by the employee's spouse or other person(s) that accompany the employee on the business trip.



- Any days spent on a private extension of the business trip should be treated as part of the employee's annual leave, which should be authorized in line with the leave approval process.

6.20 Other Terms

- Since most Embassies and Consulates require the personal presence of the applicant, the employee shall arrange for their Business Travel Visa requirements in advance and submit a reclaim of the Visa issuance fees to the Institute for reimbursement.
- Employees, upon return from Business travel, will be required to attend work only if the time frame between the arrival time in Dubai and the start of the next work schedule is more than 12 hours.
- The day off will be treated as part of Business travel for the purpose of attendance records.
- If the employee chooses to travel by road, for longer trips outside the UAE, employees should receive upfront approval from their Line Managers to use their car and the Institute may reimburse up to the cost of a standard economy airline ticket.
- Where a rental car is required, a family type saloon car is considered standard. Upgrade to a larger car may be allowed if three or more employees are travelling together. Employees may upgrade at their own expense.
- Employees should return the rental car with the same amount of fuel as was initially received, as a shortage may incur a refueling service charge that could greatly increase the total cost of the rental.
- Only room charges are paid by the Institution. All other expenses including breakfast, internet, etc. are at the expense of the employee based on the per diem paid to the employee.
- Other details as mentioned on the Travel Request Form apply when necessary approvals have been attained.
- Travel can be booked on behalf of 3rd parties including contractors, consultants. It must be in accordance with the Business Travel Policy allowances, travel tickets and hotel accommodation, based on the relevant grade.



7. Terms of Services of Employment

7.1 Probation and Confirmation

- The probation period is an opportunity for both the Institute and the employee to ensure a proper fit in terms of expectations of performance, capabilities and work environment.
- All newly hired employees will be required to serve a probation period. The probation period will be stated in the Contract of Employment. Staff and Faculty positions cannot exceed a period of 6 months from the date of joining.
- The earliest that a full-time faculty or staff position can be confirmed is 3 months from the date of joining.
- During the probation period, the employee's performance will be continuously monitored by the Line Manager for staff and the Dean for faculty.
- For Staff: A formal probationary review by the immediate Line Manager will be carried out prior to the end of the probation period. The Line Manager is responsible for officially communicating any probation confirmation, extension or contract termination intention to the HR Manager via the Probation Review Form.
- If an employee's probationary review is considered to be satisfactory, their employment shall be confirmed and will continue in accordance with the Contract of Employment.
- The Institute reserves the right to terminate the employment of an employee whose probationary review is considered to be unsatisfactory.
- As part of the formal probationary review, an employee whose performance is considered to be unsatisfactory may have their probation period extended for an additional semester. However, the aggregate probation period cannot exceed a period of 6 months.
- The extension of probation period may apply to the position the employee was originally assigned to, or subject to an agreement between the employee and the Institute, the employee may be re-assigned to another position.
- The probation period may also be extended to cover days of absence or leave, or additional time needed. However, the aggregate probation period cannot exceed a period of 6 months.
- It is the Line Manager's responsibility to ensure that the probationary review is conducted prior to the completion of the probation period as stated in the Contract of Employment, or its extension. The HR Department will send a notification to the



staff and the Line Manager or faculty and Dean one month prior to the expiry of the probation period. If no probationary review is conducted prior to the completion of the probation period, then it is assumed the employee has passed and permanent employment will be confirmed automatically and will continue in accordance with the Contract of Employment.

- Should an employee choose to resign from the services of the Institute during the probation period, they shall notify the Institute as per the timeline specified in the terms and Contract of Employment. These employees will not be entitled to cash their leave balance or annual air ticket allowance.
- In case the employee is terminated on Institutional initiated grounds, during their probation period, the Line Manager will be required to give the employees 7 calendar days' notice in writing of the decision to terminate.
- Employees will be eligible for the medical coverage, compassionate leave, and authorized sick leave during their probation period subject to submission of appropriate documentation and relevant approvals.

7.2 Length of Contract

Employment contracts for staff members are issued for a limited period of 2 years and follow the rules and regulations of the Federal Decree-Law (33) of 2021, effective from Feb, 2022– The “UAE Labor Law”.

8. Employee Separation Policy

8.1 Basic Policy

- DIDI believes in retaining a competitive workforce and that a nominal turnover contributes to the well-being of the institution.
- This policy is a guide to ensure consistent treatment of employee leaving the Institution for a variety of reasons and to effectively manage the end of employment from the Institution.
- The employer and the employee have the right to end the Contract of Employment through an action initiated by either the employee or the institution.
- Termination of the contract of Employment may be voluntary or involuntary and may be terminated for the following reasons.

8.2 Types of Separation

Voluntary Separation:

A Voluntary decision made by an employee to resign from the employment of the Institution.

**Resignation:**

- The employee may choose to leave the Institution at their own will. In such cases, the employee must submit their resignation to the Line Manager, in writing, with adequate notice, in line with the Contract of Employment.
- The Institution has the right to release the employee at any time, provided the notice period is served in full.
- If an employee resigns from the institution during the probation period, any onboarding services such as accommodation, relocation, travel expenses and any advances taken by the employee and paid by the Institution will be recovered from the employee's last paid salary.
- The employee will be required to pay any outstanding amount to the Institution, if the final settlement amount is not sufficient to recover the dues owed.
- The Institution reserves the right to withhold the release of the employee (in cases of expatriate employee under Institutional sponsorship), until all financial matters are settled

Involuntary Separation:**Retirement:**

- The retirement age of all employees is 65 years.
- Contracts of Employment will automatically be terminated upon the employee reaching the retirement age – i.e. on the first day following the 65th birthday.
- Employees will be notified by HR of their upcoming retirement 2 or 3 months prior to the date to ensure employees are provided with adequate notice.
- Management reserves the right to extend employment of an employee beyond the retirement age at their discretion, and subject to approval by the relevant authorities (Ministry of Labor and the General Pensions and Security Authority) and upon consent from the employee.
- The Line Manager should request any extensions, in writing, with substantial justifications for the extension to the HR Department, for approval.

Poor Performance / Incompetence:

- Employees with poor performance ratings for two consecutive years will be terminated from the service of the Institute following appropriate disciplinary process addressing performance issues. Every reasonable effort will be made to ensure acceptable performance by employee through timely intervention by the Dean, and the HR department.
- Poor Performance is defined in the employee's Performance Management policy.

Medical Fitness



- Employees who are deemed to be medically unfit by an approved medical authority, or who are on prolonged sick leave which prevents them from performing their duties in line with the requirements for their job, may be terminated from service, as appropriate and at the discretion of the management, and a detailed review of the case.
- The employee will be given due notice on the decision to terminate in line with the contractual notice period of the employee.

Non-Renewal of Contract of Employment

- Employees with a fixed term of contract with the Institution will be notified of the expiry of their Contract of Employment with the Institution as per the terms and conditions of the Contract.
- The Contract of Employment will be automatically renewed in cases where the Institution fails to notify an employee of the expiry of the term, and normal conditions of employment will continue to apply.

Death:

- In the event of an employee's death while in service the Institution will administer the Life Insurance payment to the employees named beneficiary.
- The final salary and End of Service Benefits (EOSB), of the deceased, up to and including the day of death, will also be paid to the employee's estate. Refer to section 5 below for more information on EOSB.
- Payment of any amounts owed to employee on death will be paid to their estate in accordance with local law.
- In the event of a death of an expatriate employee the Institution will bear the following costs:
- Repatriation of the deceased to the home country and repatriation of all family members who were under the sponsorship of the deceased employee.
- Repatriating all the personal effects of the deceased and those under their sponsorship, a return ticket to Dubai for one family member, relative or a friend.
- Any employee may be requested to accompany the body of the deceased to the home country if no family members are available. They will be granted 5 working days paid leave.

Disciplinary Concerns:

- Employees who are involved in actions that lead to disciplinary action are liable to termination in line with the Institution policy and procedure on disciplinary action.
- In the case of the termination of Contract of Employment due to disciplinary action, the process for disciplinary action should be followed prior to a decision to terminate is made, with reference made to the policy on Disciplinary Action.



- The Line Manager should seek the advice of the HR division in all matters of termination.

Redundancy

- Employees may be laid off or declared redundant due to business or organizational requirements caused by factors such as economic conditions, business efficiency, or technological development, restructuring etc.
- The employees will be informed, in writing, of the decision to be made redundant and given adequate notice as outlined in the employee's Contract of Employment.
- The Line Manager and HR will ensure that all sufficient efforts are made to re-assign the employee within the Institute subject to availability of suitable job vacancies, within the notice period.
- In the case that alternate employment within the institution is identified, the employee will be required to undergo a selection process in line with the Institutions policies.
- If the employee is selected for another role in the Institution, the employee will continue to work within the Institution and will retain the original date of joining and will not be eligible for any redundancy payment from the Institution.
- During the notice period, redundant employees will be given priority above others in filling vacancies internally subject to meeting the criteria for the job during the notice period which will not be required to be worked.
- The Institution may decide that an employee is not required to report to work during the 'entire' or 'part of' the notice period. In such cases, the Institution will be required to pay the employee the notice pay equivalent to the time frame of the notice period.
- If the employee is unable to obtain a suitable and alternative position in the Institution within the specified notice period, the Contract of Employment will be terminated and the employee will be considered as an external candidate for all future vacancies in the Institution.

Termination in Absentia:

- Employees who fails to report to duty for 7 continuous days without notification to the Management are liable for disciplinary action including termination.
- All reasonable efforts will be made by HR and the Department to contact the employee to understand their whereabouts and reasons for absence.
- If efforts to contact fail, the HR Division will send a written notification to the permanent address provided by the employee on the 8th day of continuous absence asking the employee to report to duty.
- If the employee still fails to report for work, or fails to contact the Dean or HR department, the Institution may initiate the termination process.



- The Institution will send a written notification of termination to the employee with a request to report to the HR office to complete all exit formalities within 10 calendar days effective of the date of the letter.
- If the employee does not respond within the stipulated time frame, the Institution reserves the right to blacklist the employee, if the employee is an expatriate.

8.3 Notice Period:

Employees and the Institution are required to comply with the policy and terms of notice period upon termination of the Contract of Employment. The employees Contract of Employment document will define the notice period specific to the employee and will be in line with the Institute's policy, as follows:

Job Grade	Notice Period
Grade J - E	1 Calendar month
Grade D & above	2 Calendar months
Employees on Probation	15 or 30 Calendar days as detailed in the contract

- Employees will be eligible for normal monthly salary and other benefits during the notice period until the last day of service with the Institution.
- The Institution may decide for an employee not to report to work during the 'entire' or 'part of' the notice period. In such cases, the Institute will be required to pay the employee the notice pay equivalent to the time frame of the notice period not worked.
- In cases of an Institution initiated termination of the employee's Contract of Employment, the Institution will pay the employee the notice pay in line with the Institute's policy, except where an employee is summarily dismissed.
- The employee will not be eligible for salary increments or promotions, if any, during the notice period.
- In cases of termination in absentia the Institution will recover from the employee the amount in lieu of notices.

8.4 Exit Interviews:

- Exit Interviews will be conducted with employees prior to the separation from work by the Line Manager or HR Manager to ensure a smooth separation process.
- The Line Manager will ensure that the employee is called for a formal exit interview to discuss matters relating to separation. The Line Manager will also ensure a complete handover is obtained from the employee prior to separation from the Institution. This includes completion of the work-matter related 'Employee Handover Form'.



- The HR Manager may invite the employee for a formal exit interview to understand the reasons of employee's separation, feedback during the employee's tenure with the Institution, and completion of all exit formalities so as to ensure a smooth separation.
- The employee will be briefed on the exit formalities at the meeting with the HR Manager who will assist the employee with a smooth transition.
- The employee is responsible for a satisfactory handover to the Line Manager prior to leaving the Institution.
- Separating employees are required to re-confirm the confidentiality of Institution information

8.5 Encashment of Annual Leave:

- The Institution shall not cash annual leave other than at separation from the Institution, as End of Service Settlements for the employee.
- Employees who are separated from the Institution prior to the completion of a probation period will not be entitled to cash their annual leave balance.
- Employees may utilize their annual leave balance during the notice period subject to approvals from the Line Manager.

8.6 Recovery of Advance Payment:

- Upon the termination of the Contract of employment, any advance payment made to the employee with respect to salary or benefits will be recovered from the employee at the time of final settlement of dues in line with this Policy.
- The employee will be required to pay any outstanding amount to the Institution, if the final settlement amount is not sufficient to recover the dues owed by the employee.
- The Institution reserves the right to withhold the release of the employee in cases of expatriate employees under the Institutions sponsorship, until all financial matters are settled.
- Employees will also be paid any outstanding balances related to allowances or benefits for the period the employee is in service with the Institution.

8.7 Return of Institution Property:

- The employee is required to return all the Institute property that has been handed over to the employee during the tenure with the Institution, such as keys, tools, Manuals, laptops, mobile phone devices, ID, business cards, materials, or written information in the employee's possession or control, on separation from the Institution.
- The employee will be provided with a check list with details of all Institutional property provided during their tenure at DIDI. On leaving employment, the



Clearance Check list shall be duly signed by the employee and the Line Manager or relevant individuals before the final release.

- Where necessary, the Institution may withhold the employee's final salary in lieu of the cost of any items that are not returned.
- The Institution may also take any action deemed appropriate to recover or protect its property.

8.8 Visa Cancellation:

- DIDI either cancels the visa sponsorship of a separated employee (and all those under their sponsorship) or transfers it to a new employer (if allowed) within the UAE. All exit formalities will be completed prior to visa cancellation.
- The Institution bears the cost of the employee's cancellation of residency visa.
- The employee must submit the passport of self and any dependents within 10 days of the last day of employment for visa cancellation. If the passport is not submitted within 10 days, or if the employee does not notify the Institution of an acceptable reason for non-submission, the Institution reserves the right to report the employee as absconding to the Dubai Immigration Authorities.

8.9 End of Service Benefits (EOSB)

All full time permanent employees, upon completion of a minimum of 1 year of service with the Institution are entitled to either a Pension or Gratuity as outlined below:

Pension

- UAE National employees who hold a Kholaset El Qaid (Jensia) will receive their benefits in accordance with Federal Law 7 of 1999 (The General Pension and Social Security Authority Law as amended).
- UAE National employees whose salaries are above the maximum contribution salary as defined from time to time under Federal Law 7 of 1999 (The General Pension and Social Security Authority Law as amended) shall be eligible for the additional entitlements set out in Article 8 of that law.
- GCC Nationals will receive their benefits in accordance with the rules and regulations of the employee's country Pension Scheme.

Gratuity

All the full-time employees, who have completed at least one year at DIDI, shall be entitled to receive an End of Service Gratuity as per the DIDI HR policy aligned with the UAE Labor Law. For more details, please refer to the DIDI HR Policies.



9. Role of Staff in Governance and Participation on Committees

DIDI staff are encouraged to participate in institutional committees, as per their roles, area of expertise and their position and division.

Participating in committees is part of the staff member's commitment to the success of the institution, its Vision and Mission, and to the development of its members and students.

10. Employment/Personnel Records' Maintenance for Staff

10.1 Overview

An employee (Faculty and Professional Staff) record is a record of personal information either hard copy or in electronic format relating to the employment of a staff member. The record comprises information about employment, including health, recruitment and selection, terms and conditions of employment, performance, discipline, and resignation. Employees records are confidential and maintained by the HR office. Access to the



information they contain is restricted. The HR Manager, Line Managers, approved Internal, External Audit personnel and the employee themselves will have the authority to review employees' files.

10.2 Personnel Files

Employee Records contain both confidential information and public information (or records open to inspection).

10.3 Creation and Content

- Each employee has only one Institutional Personnel Record, which is maintained by the HR Department.
- An employee's Personnel Record contains only necessary job-related information (e.g., hiring records, position description, performance records). Refer to Section 6 – Contract of Employment in FPS 4.bi Employment Policy – Employee Joining Policy for details.
- In addition, employees will be requested to sign a 'Non-Disclosure and Non-Competition Agreement'; Employee Code of Conduct and Conflict of Interest Document, a copy of which will be kept in the employee personal file for record purposes.
- Employees are required to declare any form of Conflict of Interest at the time of joining the Company, or immediately upon a conflict arising, due to any change in circumstances during the course of their employment with the Company.
- All new employees will be required to complete a 'Beneficiaries Form' nominating members of their immediate family as beneficiaries for life Insurance.

10.4 Records to be Maintained Separate from the Personnel Record

- Education records, medical records, investigatory records, intellectual property records, promotion and tenure records, are not part of the Personnel Record. These are maintained by the HR Manager at DIDI.
- The Deans office is responsible for maintaining the official promotion files for faculty members.

10.5 Responsibilities

- Employees are responsible for updating their employment record on the ERP system should their name, home address, citizenship, marital status, emergency contact or other data change as they occur.
- The HR Manager at DIDI will maintain employee records in a manner that ensures confidentiality and will not permit individuals inside or outside of the Institution to view an employee's personnel file unless a written release has been



provided by the employee or such access is required by the HR Department or President of DIDI or by the law.

- The HR Department will ensure that any employee data electronically transmitted to TECOM for verification of employment purposes is transmitted using best practices for data security.
- When an employee is transferred from one Department to another, the HR Manager ensures all employment records, including the employee's Personnel Record, performance appraisal, Learning & Development (L&D) records, etc. are transferred to the receiving Department.

10.6 Access to Information

Access to Personal Records by an employee to inspect records, take notes or obtain a photocopy or computer printout must be in the presence of the HR Manager.

10.6.1 Individual Access

The institution will provide the employee access to their Personal Record upon written request. Employees may review any paper employment files or records during business hours by requesting an appointment with the HR department. Electronic records are accessible at any time through the Dubai Holding ERP system (HRMS Employee self-service module).

10.6.2 Additional Access

The Institute will not disclose personal information to anyone or any organization, unless:

- In relation to an investigation or law enforcement process; and, where legislation recognizes lawful access by a government agency.
- If employees are being considered for another position within DIDI or Dubai Holding, the Line Manager of the new position will, upon request, be given access to relevant information about the employee's past performance at DIDI. Refer to 'Section 19' – Transfer in FPS 4.bi Employment Policy – Employee Joining Policy for information on transfer.

10.7 Personnel Data Change

- Employees are required to promptly notify the HR Department of any changes in personal data such as personal mailing addresses, telephone numbers, number and names of dependents, individuals to be contacted in the event of an emergency, bank details, and other such change.
- In cases employees require a change in bank details in the system; employees are expected to secure a clearance letter from the employees' existing bank specifying details of any outstanding loans.



- Removal of dependents from benefits (e.g. in case of divorce or death) can be made upon written request. If such dependents are nominees of life insurance benefits, it is the responsibility of the employee to provide the updated nominee(s).

11. Staff Disciplinary Policy and Grievance and/or Appeal Policies and Procedures

11.1 Disciplinary Code:

Basic Policy:

- The Institution believes that the best disciplinary measure is the one that does not have to be enforced and comes from good leadership and fair supervision. It is in the Institute's best interest to ensure fair treatment of all employees and to make it clear that disciplinary actions are prompt, uniform and impartial.
- The Institution ensures that all employees are treated fairly and consistently while taking corrective actions on disciplinary issues subject to the UAE Labor Law.
- The Institute will ensure employees are aware of all behavioral expectations.

General Principles:

- The Institution has in place a disciplinary process that ensures consistent and unbiased investigation of facts and appropriate actions taken.
- Disciplinary measures are liable to be taken against any employee who fails to respect and or follow DIDI's code of conduct. The disciplinary action will be administered in a manner intended to be corrective and prevent recurrence.
- Disciplinary procedure will consist of a clarification of performance and conduct expectations by management; followed by opportunities for an employee to demonstrate improvement.
- By using progressive discipline, it is hoped that most problems can be corrected at an early stage, benefiting both the employee and the Institution.
- Discipline may be imposed whenever job performance or personal conduct issues need improvement.
- Line Managers are responsible for maintaining proper conduct with their employees.
- At all formal hearings, the employee will have the right to present evidence to support their case, this may be in the form of a document or e-mail. The employee also has the right to ask for a translator if they are not proficient in English.

Disciplinary Guidelines:



- No disciplinary action will be taken against an employee before a full investigation of the facts of the case is conducted. All warnings will require a formal pre-disciplinary meeting.
- The Institution reserves the right to take whatever action it deems appropriate, as determined by the disciplinary authority and in accordance with this policy. All disciplinary sanctions will be approved in alignment with the DOA for Disciplinary Action related matters. The Institute will ensure that an employee is aware of any disciplinary action taken against them.
- Pre-disciplinary meetings will be carried out to study the facts of the case. The employee will be given the opportunity to state their case. The employee will also be briefed on any allegations against them prior to any hearing. An employee will be given a written notification at least 24 hours prior to any formal hearing.
- Disciplinary action takes several forms including – verbal warning, written warning, suspension with or without pay, or termination of employment, depending on the severity of the problem and the number of occurrences. A list of misconduct and gross misconduct related issues, this list will be used as a guide in any reported disciplinary case. This list is not exhaustive, and the sanctions listed are only intended as a guide and may differ depending on the circumstances of each case.
- Any disciplinary concern leading to a sanction such as Verbal Warning, First and Final Written Warning or Dismissal, requires a discussion between the Line Manager and the employee and will be done in the presence of the HR Manager. In case the disciplinary issue has been raised against the HR Manager, the discussion must be carried out with the Line Manager of the employee along with the COO or Dean.
- All the above-mentioned warning letters will be on the Institutions letterhead and will state the nature of the misconduct, and future improvements required. Any warning letters issued to the employee should be filed in the employee's personal file and a copy should be sent to the HR Manager. All warning letters will be signed as per the signing authority matrix.
- If after the formal hearing the employee is proven innocent, the employee may resume duty.
- In case of disciplinary investigations resulting in a temporary suspension of an employee, during such period the right to promotion can be withheld while the employee is under suspension. If the suspension or the hearing shall result in no case i.e. the employee is innocent of the allegation, then the promotion shall be backdated with effect from the date of the entitlement.
- The Institute recognizes that there are certain types of employee problems that are serious enough to justify either a suspension, or, in extreme situations, termination of employment, without going through the usual progressive discipline steps. In such case, a final decision may be taken as per the DOA.



- An employee may be terminated for a first offence where the nature of the misconduct is sufficiently serious or gross. In such cases the employee may be dismissed without any notice or payment in lieu of notice. However, the employee has the right of appeal and the appeal should be addressed formally.
- Employees on any warning (Verbal or Written) will not be eligible for promotion whilst the warning is active in the employee's file.
- Disciplinary actions will be initiated against an Employee found violating Dubai Holding Information Security Policies and Procedures. The disciplinary process will be initiated by the HR Manager based on the Post Incident Report received from Dubai Holding IT, upon the request of the COO. In case of non-compliance, appropriate disciplinary action will be taken.
- Resignation by an employee shall not prevent the continuation of the disciplinary measures against them; a resignation will not be accepted if the employee has already been referred to a disciplinary committee.
- If the employee is dismissed for disciplinary reasons of misappropriation of funds or fraud, the Institution reserves right to recover the amount from the employee's End of Service Benefits (EOSB).

Suspension:

- In cases of disciplinary issues of a serious nature, repetitive instances of misconduct or gross misconduct or issues related to safety, it may be necessary to protect the safety and security of the workplace by suspending the involved employees and thus isolating them from the workplace until the investigation and the outcome has been concluded.
- Suspension pending an enquiry is suggested before the enquiry, for cases where it is felt that the continued presence of the employee at the work place will hinder work or cause further damage or disrepute to the Institution or lead to further erosion of discipline, violation of the environment or may alter evidence.
- No formal disciplinary action will be taken against an employee until the case has been fully investigated. Where suspension is required, the employee will be on full pay plus allowances during the entire period of suspension. The employee, however, will not benefit from any additional benefits such as Annual Air Tickets, Education Allowance or Mobile Allowance during the suspension period.
- If an employee is proven guilty and has to be suspended from duty until a disciplinary action is taken; the Institution reserves the right to suspend the employee without pay.
- Should the outcome of investigation conclude that the employee is not at fault, the employee will resume their position with immediate effect on the same terms and conditions.



- All efforts will be made to reduce the suspension period and reach to an appropriate conclusion quickly.
- All disciplinary meetings will be documented in writing and the recommendation will be conveyed to the HR and COO or Dean, prior to a final decision being made.

Types of Warning:

There are a number of sanctions which may be imposed as part of the disciplinary process. Each would be imposed only with serious consideration and will depend on the circumstances, severity or frequency of the misconduct or performance issue.

Possible sanctions include:

- Verbal Warning to be recorded on an employee's file:
 - Where there is a minor breach of disciplinary code or when the employee's conduct does not meet acceptable standards, in a minor way, the Line Manager in discussion with the HR Manager may issue a verbal warning. The approvals for disciplinary action will be taken as per the DOA and this warning will be kept in the employee's file and will remain active for a period of 6 months from the date of issue.
 - The HR Manager is responsible for processing and documenting the warning and the disciplinary process.
 - In case of repeated instance or another instance of a different nature during the active warning period, the next level warning may be issued to the employee.
- **First Warning**
 - If the breach of disciplinary code is of a serious nature, if a similar offence recurs, or if another instance is reported against the employee after the employee has been issued with a verbal warning, the employee may be issued with a first written warning. The approvals for disciplinary action will be taken as per the DOA and this warning will be kept in the employee's file and will remain active for a period of 6 months from the date of issue.
 - In case of a repeated instance or another instance of a different nature during the active warning period of the previous instance, the next level warning may be issued to the employee.
 - The HR Manager is responsible for processing and documenting the warning and disciplinary process and obtaining the required approvals. The Line Manager will issue the warning letters following the disciplinary procedure and on receipt of the required approvals.



- **Final Written Warning**

- If there is a failure to improve and the employee's conduct remains unsatisfactory, or if misconduct is sufficiently serious to warrant a warning letter, but not to justify termination, a final written warning may be issued to the employee.
- The approvals for disciplinary action will be taken as per the DOA and this warning will be kept in the employee's file and will remain active for a period of 1 year from the date of issue. Employees on an active final written warning will not be eligible to receive any annual increments, bonus, or promotions. Employees in receipt of a final written warning have the right for appeal against the warning.
- If the employee continues to display unacceptable behavior despite repeated warnings, this may lead to dismissal and will be dealt in line with the Article 120 of the UAE Labor Law.
- There are a number of sanctions which may be imposed as part of the disciplinary process. Each would be imposed only with serious considerations and will depend on the circumstances, severity or frequency of the misconduct or performance issues.

Dismissal from Services

- In cases where the offence is of a very serious nature, this may lead to a summary dismissal. An employee who is suspected of any such serious or gross misconduct may be suspended pending investigation and decision.
- A decision for dismissal or summary dismissal will be taken as per the DOA, with advice from the HR Manager following a thorough investigation of the case.
- The employee will be provided with written reasons for dismissal, the last day of service and the right of appeal. In such cases the employee has the right to appeal against the decision taken.

Standards of Conduct

All employees need to be aware of the standards of conduct expected of them. Listed below are examples of misconduct which will always result in disciplinary action. The list is not exhaustive.

- **Gross Misconduct**

The below is an indicative, but not exhaustive, list of gross misconduct that warrant a dismissal from services.



- Deliberately damaging or stealing Institutional property.
- Serious criminal offences.
- Harassment.
- Deliberately endangering another person.
- Deception or fraud at work, such as, falsifying application details, bonus sheets, expenses claim forms, personal records or sickness certification documents.
- Destruction, misuse, or improper disclosure of official documents or records.
- Incapability on duty due to the effects of alcohol or non-prescribed drugs and refusal to undergo an alcohol or drug test.
- Fighting or physical assault on Institute premises, during working hours.
- Serious acts of insubordination.
- Action or conduct which could potentially damage the Institutions reputation.
- Deliberate violation of safety practices, procedures and rules.
- Unauthorized possession of dangerous weapons.

▪ **Misconduct**

The below list is an indicative but not exhaustive list of misconduct.

- Unsatisfactory attendance or excessive tardiness and failure to adhere to prescribed working hours.
- Inadequate or unsatisfactory work performance.
- Use of obscene or abusive language.
- Unauthorized use or misuse of Institutional property or equipment and unauthorized operation of equipment.
- Disruptive behavior, disregard of safety practices, procedures, rules and regulations.

Cumulative Misconduct

A single act of misconduct may not normally justify dismissal. However, various acts of misconduct and no improvement despite continuous warnings could be cumulative and may result in dismissal.

Disciplinary actions can be:

- Aimed at change in behavior
- In accordance with Institute policy and precedents.
- Based on sufficient factual evidence.
- Vetted at the appropriate levels within the Institute.



- If the action is Final Written Warning or termination, it may be subject to an appeal.
- The Line Manager is responsible for monitoring any alleged violation of code of conduct by the employees and initiating the disciplinary process as per approved Institutional policy.
- All employees are expected to understand the acceptable behavior and ethical standards to be maintained while in employment with the Institute.

11.2 Grievance and Appeal

Introduction:

- If the grievant or respondent believes that the process outlined in Faculty and Professional Staff Grievance Policy was not followed, an appeal may be submitted by the grievant or respondent in writing to HR within five (5) working days of receiving the outcome.
- In cases which lead to a Final Written Warning or dismissal, the employee will have the right to appeal against the decision taken.
- An appeal will be considered only, if the employee appeals on valid grounds, providing further evidence not previously considered.
- All material reviewed shall be considered confidential and shared only with those involved in the process.

Appeals Process

- Within 5 working days of receipt of the grievance, the HR will convene a Grievance Committee consisting of members selected by the HR and the COO. HR will forward all information pertaining to the grievance to the committee.
- No member of the Grievance Committee may be personally or professionally associated with the Grievant's allegation.
- Once the Grievance Committee is convened, HR shall immediately inform the Respondent (the faculty or staff member against whom the grievance is filed), the appropriate Grievance Committee, and the COO in writing of the alleged act or omission.
- Appeals for Final written warnings and dismissals should be raised by the employee with the HR Manager in writing. The HR Manager will notify the concerned authorities in line with the DOA.
- Appeal hearings must be held with an independent authority, from the same Department as the employee, who did not conduct the initial hearing, along with COO or Dean if they were not involved in the original hearing. The Appeal committee will review all evidences considered at the disciplinary hearing plus any additional information as required.



- The outcome of the appeal hearing will be communicated to the employee in writing, within 5 working days, or as appropriate once a decision is taken.
- If the Grievant or Respondent believes that the process outlined above was not followed, an appeal may be submitted in writing to the President within 10 working days of receipt of the appeal decision.
- Within 10 working days of receipt of the appeal, the President will review all relevant material and communicate with the Grievant, the Respondent, the Dean, COO and the Appeal committee to determine whether the process was followed.
- The President shall render one of the following decisions:
- If the President finds evidence of violation of these Procedures, the President may direct to review the case anew or issue a new decision and resolution, as appropriate.
- If the President finds no evidence of violation of these Procedures, the President shall uphold the ruling of the Appeal authority.
- The President will notify the Grievant, the Respondent, the Appeal Authority, the Dean, and the COO of the decision in writing, within 10 working days of receipt of the appeal.
- The decision of the President is final and not appealable.

12. Promotion Policies for Staff

The Institute believes in recognizing and rewarding individual merit. The Institute intends to motivate employees to aspire for advancement opportunities within the organization thus contributing to employee satisfaction and retention through career opportunities.

A promotion is a movement of an employee from one job position to another with more responsibilities and involving higher skills and competencies, where the new job exists on a higher grade than the employee's current position. Promotion and transfers provide the employees with opportunities which lead to career advancement.

It is the policy of the Institute to fill vacancies, whenever possible, through internal employee movement including transfer or promotion prior to any external sourcing.



- Employees will be considered for promotion provided a vacancy in a position at a higher grade exists, the following three scenarios will apply:
 - Availability of a vacant position at a higher grade.
 - Re-evaluation of a position resulting in a change in job grade.
 - Availability of sufficient budget to create a new approved position of a higher grade justified by business needs within the same department.
- Employees may apply through the Internal Vacancy, if suitable to their profile and qualifications and in accordance with the Internal Vacancy policy and procedure (Refer policy Internal Vacancies).
- In order to be eligible for promotion the Employee's nominated for promotion should meet all the following criteria:
 - Hold the required years of relevant experience.
 - Possess applicable qualifications and meet job requirements for the role (employee's work experience may be considered in cases where the relevant educational qualifications do not exist).
 - At least one year in continuous service in the current role.
 - A minimum performance rating of 3.0 in the previous two performance cycles (if the employee has spent only one year in the organization then only last year's rating will be considered).
 - Not be on any kind of active warning or disciplinary action.
 - Hold any applicable certifications required for the position.
- All promotions will be based purely on merit and the employee fulfilling the pre-requisites for the job.
- Promotion decisions across various grades and job levels will be as per the Delegation of Authority and Signing Authority.
- Depending on the role and the job requirements, the concerned authorities (Head of Department or COO, Dean or President) may use a combination of tools or appropriate interviewing techniques in order to evaluate the employee for the vacant position. They must evaluate if the employee meets all the key requirements for the role including technical, behavioral and leadership skills where applicable.
- In cases where the position is 2 grades higher than the employee's current grade, the employee will receive a 1 grade promotion, and may be eligible for another promotion after completion of 12 months in that position.
- In case of vacant positions, promotions may be permitted consecutively each year for employees providing the employee meets the promotion criteria and displays the required skills and competencies for the next grade.
- Employees who are promoted to a higher grade will move to the minimum salary range of the new grade or will receive a salary increase of 10% of their current monthly salary, whichever is higher.



- Any applicable increments in salary and benefits due to promotion will be approved in alignment with the DOA for Employee Remuneration.
- If applicable, the effective date for promotion and salary change will be first of the following month.
- Final promotion letters will be signed by the President.

A promotion refers to the advancement of a staff from their current job position to another with more responsibilities requiring additional skills and competencies, and where the new position is categorized on a higher level than the staff member's current position. Promotion and transfer provide the staff member with opportunities for career advancement.

This section of the policy contains guidelines on how to manage the process of moving staff to higher positions while ensuring a fair and equal opportunity to all qualified staff in line with the Institutions overall objectives.

It is the policy of the Institute to fill vacancies, whenever practical, through internal staff movement, including transfers or promotions prior to any external sourcing.

Staff member will be considered for promotion provided a vacancy in a position at a higher grade exists, the following three criteria apply:

- 1) Availability of a vacant position at a higher grade
- 2) Re-evaluation of a position resulting in a change in job grade
- 3) Availability of sufficient budgets to create a new position in a higher grade justified by the institutions need.

To be eligible for promotion, the nominated staff member should meet the following criteria:

- Hold the required years of relevant experience (staff's work experience may be considered in cases where relevant educational qualifications do not exist)
- Possess applicable qualification and meet the job requirements for the new role.
- Have spent at least one year in continuous service in their current role.
- Have received a minimum performance rating of 3.5 out of 5.0 for a period of two years.
- Not involved in any kind of active warning or disciplinary action.

All promotions will be based on merit and the fulfilment of the pre-requisites for the position.

Promotions allow employees the ability to achieve a higher position and well annual salary. The effective date for promotion and salary change will be the first of the following month.



13. Professional Development

13.1 Basic Policy

- DIDI's Professional Development Policy aims to enhance and support excellence in academic practices and offers many opportunities for employees to improve, collectively and individually, instructional effectiveness. DIDI provides ongoing support by encouraging participation in academic conferences, technology training sessions, professional meetings, and collaborative research activities with scholars inside and outside the UAE.
- DIDI recognizes that the skills and knowledge of its employees are critical to its success. It is the policy of the Institute to encourage its employees to develop personally and professionally through the provision of equal and adequate development opportunities.
- The Institute offers its employees development opportunities through a defined process that identifies the employee development needs in line with the skills and competencies required for their current role and future business requirements. These are used to develop individual development plans that determine activities planned to meet the learning needs.



- DIDI will ensure that learning needs are reviewed on a regular basis to make sure they are valid and updated.
- The Institution must define the competencies required for the current and long-term success of the organization in terms of knowledge, skills and behavior.

13.2 General Principles

- The development opportunities offered by DIDI will encourage personal development through formal education and formal and informal learning so that employees can improve job-related skills and enhance their competencies. It also equips employees with the tools they need to adapt to change.
- Development opportunities at DIDI are classified as:

Formal Education	Scholarships such as diploma's and degrees: This form of development comprises DIDI sponsoring (whether in full or in part) education programs through recognized universities and similar education institutes, within the UAE and within the budget allocated for such sponsorships.
Formal Learning	Classroom based training, certification, awareness and e-learning.
Informal Learning	Conferences, coaching, forum, workshops, job rotation, task force assignment, guided reading, mentoring, and discussion forums.

13.2.1 Formal Education:

- UAE National - DIDI employees may be eligible for this sponsorship provided they meet the criteria given below. Details with respect to Education Sponsorships are available with the HR Manager.
- Successful enrolment and sponsorship for these programs will be dependent on criteria established by the HR team, applicable to the nature of the course, duration and cost. Such criteria may include, but is not limited to the following:
 - UAE Nationals Grade J and above.
 - Minimum 2 years of service with DIDI.
 - Relevance of current role of the employee to the nature of the course.
 - The employee should have received a performance rating of at least 3.0 in the previous two performance cycles.
 - Employee should not be on any active warning or should not have a history of disciplinary actions.
- Subject to the above criteria, employees may be sponsored by the organization for further education up to a maximum amount of AED 100,000 per person.\
- Employees that successfully enroll into DIDI sponsored programs will be required to sign an Employment Training Reimbursement Agreement or Bond stipulating the duration of service that the employee is required to serve after the completion



of the sponsored education program, as well as the financial implications of early departure from the Institute prior to completing the stipulated service requirement.

- All employees availing such educational sponsorship will be required to serve a Bond period of 2 years with DIDI after completion of the educational program. The bond period will commence from the actual completion date of the educational program.

13.2.2 Formal Learning

- The HR Manager conducts training needs analysis on an annual basis, using the performance review development areas as the prime basis.
- The HR manager may collect and document information from the following three areas, but not limited to:
 - Organizational assessment is carried out to evaluate the effectiveness of the institution and to determine where training is needed and under what conditions it will be conducted. This includes regulatory impacts on the organization, change in technology, changing workforce demographics and organizational goals.
 - Task assessment is conducted to analyze gaps in a job or a group of jobs and the knowledge, skills, attitudes and abilities needed to achieve peak performance. This includes assessment based on job descriptions, knowledge, skills and abilities and performance standards required.
 - Individual assessment is carried out to analyze how well an individual employee is doing the job and to determine the kind of training required for the employee to improve his job performance. This includes assessment based on performance evaluation, by supervisor, work samples and employee surveys.
- In addition, training and development needs of specific individuals will be analyzed by the employee's Line Manager as part of the Annual Performance Review.
- Any identified training needs will be analyzed and converted into a formal training plan for each department, subject to available resources and budget, to be reviewed and approved by the Head of Function.
- Should employees wish to attend a training program that has not been previously identified, employees should obtain the approval of the Line Manager, COO or Dean and HR Manager to ensure that the development program is related to the employee's career progression within the Institute.
- Leadership and Management development programs should be attended primarily by employees that are Grade G and above and are in a management-based role.
- Any certification exam fee will be initially covered by Talent Development at TECOM. If the employee fails to pass on their first attempt, the employee should cover the cost associated on their second attempt. DIDI will cover all associated



membership fees for the certification body of the exam in cases where the membership is mandatory for the certification. This membership will be renewed for one year or one membership cycle - whichever is shorter. Only certifications sponsored by DIDI will be eligible for paid membership fees under this guideline.

- Any requests not in line with the above defined criteria will be considered on a case-by-case basis and will require the Dean and President's approval.
- All employees will be provided Awareness Training on key aspects of the business, such as Information Security and HSE, in order to ensure they are made aware of all DIDI obligations.
- Attendance of formal training during normal business days and hours, whether internal or public training, will be counted as work days.

13.3 Overseas Training

Overseas training can be requested for the following:

- Employees at President – 1 level.
- National Talent Development;
- Employees who have been identified as future potential successors for critical roles.

13.3.1 Overseas training Approval

- Overseas travel for training must be approved by the COO or Dean for budgeted overseas trainings; for any unbudgeted overseas trainings, President's approval will be required.
- Any requests not in line with the above defined criteria will be treated on a case-by-case basis. Any overseas training programs specified by the COO or Dean and deemed critical to the business need or is an ad-hoc request that was not identified or available during the learning needs analysis, will be reviewed by the HR Manager to check for regional alternatives. After review, the HR Manager will send the case for the COO, Dean and President's approval.

13.4 E-Learning Modules

Approvals for courses assigned to employees through LinkedIn e-learning platform will be as per the process defined by HR in the Coursera Learner's Guide available on TADRI.

13.5 Informal Learning

13.5.1 Coaching:

- Through the coaching initiative, the Institute provides opportunities for employee's development through planned interventions designed to improve the employee's



performance in carrying out specific tasks or achieving specific goals for the Institute.

- One-to-one coaching sessions are provided to the employee, which consist of fixed term sessions over a short period of time aimed at improving employee talent and providing guidance at a broader level.
- The coaching sessions will be behavioral in nature and linked to the long-term development needs of the employee.
- Proposals for coaching should be agreed as part of the Performance Appraisal and Personal Development Plan processes by the Line Manager and the employee. Employees must have completed a minimum of 1-year of service with the Institution.

For more information, please refer to the HR Manager.

13.5.2 Conferences, Summits & Workshops

- The Institution recognizes other informal means of learning such as conferences, summits & workshops as valuable sources of knowledge and skill development.
- In general, attendance at conferences and summits should be reserved for Grade H and above employees.
- Only employees who have successfully completed the probation period will be eligible to attend conferences and or summits. Employees on notice will not be eligible to attend conferences or summits.
- Sourcing and proposing of appropriate conferences will be the responsibility of the individual department, however the department must keep the HR Manager informed of their intention to participate in the conferences.
- Employees must seek approval from the COO or Dean in order to participate in a paid conference.
- DIDI will be responsible for all costs associated with flights, travel and accommodation associated to the conference.

13.5.3 Other informal learning means

- The HR Manager may propose other informal learning means as a solution to development opportunities or gaps.
- These will be handled on a case-by-case basis dependent on the nature of the request.

13.6 Guidelines

- Employees requesting to attend training or development opportunities outside of the UAE require approval in alignment with clause 1.6. The HR Manager will cover the course or program fee, subject to the nature of the course and any other associated costs, whilst the requesting department is liable for all airfare,



accommodation and associated travel expenses. The HR Manager will be responsible for the program registration or enrollment whilst travel booking and accommodation must be coordinated and arranged by the respective department.

- If the employee is scheduled for a development program, the Line Manager should release the employee from work to attend the development opportunity.
- For all newly joined employees, the HR Manager will prepare a training plan upon completion of the probation period in coordination with the respective Line Manager.
- All new joiners must attend orientation training within two months of joining DIDI.
- During probation, new joiners may be eligible to attend any in-house or public training only upon Line Manager approval. However, new joiners may attend any mandatory system trainings as and when required.
- An employee must devise a training program in alignment with their business or academic needs.
- Requests for any ad hoc training must be submitted to the HR Manager at least 10 working days prior to commencement of the training.
- The HR Team must be informed in advance and prior to the individual actually registering for the training that the employee may be required to attend or trainings they register for.
- If the employee fails to report for a scheduled training, the Institute may hold the employee accountable for the financial cost of the training course, unless there are unavoidable circumstances or justifiable reasons to substantiate the absence.
- Employees must notify and obtain the approval of the Line Manager and the HR Manager for any cancellation at least 5 working days prior to commencement of an in-house Training, or 10 working days prior to commencement of a public training, if they wish to cancel their nomination, except in emergency situations such as a valid family emergency, or an unexpected high priority business request. The above will be communicated to employees prior to the training.
- In emergency situations, the employees will be asked to provide valid reasons or documentation substantiating the reason for the cancellation, which must be approved by the Line Manager.
- Employees that have resigned will not be eligible to attend training during their notice period.
- The HR Manager will assess the impact of various learning and development programs through a defined mechanism to evaluate improvement in performance of the employee.
- If employees are required to attend training, locally in UAE on a rostered day off, or public holiday, the equivalent number of days will be credited as compensatory days off in lieu. These days will expire similarly to annual leave, where total allowed



leave carried over to the next year (annual and compensatory leave combined) cannot exceed 10 working days. This applies to Staff Positions Only.

13.7 Training Bond and Re-imbursement Agreement

- DIDI considers training as an investment made in its employees and the Institution expects returns on this investment which are normally measured in terms of successful implementation of the new skills learned that reflect on business results in terms of quality and productivity.
- For any specific development program, the Institution may, entirely at its discretion, require the employee to sign a training bond or re-imbursement agreement for the costs in case the employee is separated from the Institution within a specified period of time after completing the training.
- The period, and the amount of reimbursement, will vary according to the duration and cost of the development program and in line with the Training Bond or Re-imbursement Agreement mutually agreed by the Institute and the employee, prior to the start of the training.
- The employee will be communicated on the requirement of the training bond or re-imbursement agreement prior to any commitment is made on a specific training that requires a bonding agreement. The funding of specific training will be based on the employee committing to the terms of the bond agreement for the training.

13.8 Succession Planning

- DIDI believes in succession planning in order to ensure continuity of leadership for all critical positions within the Institute and considers this an ongoing process that identifies necessary competencies, to retain a talent pool of employees at all times.
- The Institute will include a Succession Plan as part of the Annual Plan and Budget Process. The succession planning process will indicate vulnerability projections for critical positions and for positions that require a highly specialized level of technical knowledge and skill.
- The Succession Plan will be reviewed on an annual basis and aligned to the Workforce Planning and learning and development activities.
- The Institution will identify key critical positions and incumbents in each department at the time of the manpower planning process that includes an analysis of planned retirements, and predictable employee attrition.
- The Institute will ensure that the knowledge, skills, and competencies of employees are developed to fill each key role and prepare them for advancement into more challenging roles within the Institution in order to achieve the Institution's objectives and long-term goals.



- Succession plans do not entitle employees for positions, promotions, or transfers. Employees will be required to adhere to the Institute as policy on Internal Vacancy and selection, as appropriate.
- It is the responsibility of each Head of Department to ensure that each section maintains, implements and review its succession plan.
- The HR Manager will provide all support and facilitate the process by conducting training needs assessment and providing opportunities for training and professional development.

14. Staff Recruitment Policy

14.1 Recruitment Standards

The Institution adopts strategic methods to ensure the right people, with the right competencies, at the right time, to achieve its vision. The recruitment Policy and Process is designed to optimize the manpower at the time of selection. All recruitment activities in the Institution are focused on selecting the most qualified and suitable candidates, to place them in the most suitable position.

The Institution believes in providing equal employment opportunities without regard to race, color, religion, gender, nationality, origin, age or disability, unless in support of national development.

The Institution will endeavor to source UAE Nationals for vacancies, wherever feasible and in line with the requirements.

14.2 Recruitment Requisition and Selection:

- The HR Department will ensure that the recruitment procedure is followed along with compliance with all applicable laws.
- All recruitment plans will be based on approved Manpower Plans in line with the budgets and the organization structure. Recruitment activities will be initiated by the COO, Dean or the Line Manager.
- The HR Manager will be responsible for overseeing the selection process except in the cases of certain critical or senior roles which may be overseen directly by the COO.
- For any recruitment requisition the HR manager will verify that relevant approvals are obtained in line with DOA, prior to the initiation of any recruitment activities.
- The HR Manager will remain the sole authority to place any job vacancy advertisements, internally or externally, on websites or portals, announcing employment opportunities.



- The job advertisements will contain all relevant information pertaining to the job and will not in any way indicate any predisposition to employ specific genders, races, age groups or nationalities, unless in support of national development.
- All candidates will undergo a defined assessment and selection process based on the job requirements prior to hiring to ensure a fair and objective selection decision that best suits the requirements of the position.
- The HR Manager will ensure that all candidates meet the employment pre-requisites as per the local regulations, minimum requirements of the job and obtain all applicable regulatory clearances prior to hiring a candidate.
- Only the HR Manager is authorized to make any commitment of employment to candidates including the job offer, salary levels and description of any other benefits.

14.3 Employment Pre-Requisites

A candidate will be considered for employment only if the prerequisites have been met. Exceptional approval can be provided by the COO for extending an offer to a candidate, subject to mandatory approval by concerned authorities are being obtained.

These pre-requisites may include but are not limited to:

- Eligibility to work in the UAE, i.e., residency visa or sponsorship.
- Minimum 18 years of age.
- Meet the minimum criteria prescribed in the job description.
- Successfully complete an interview and any other selection processes as appropriate.
- Completion of a pre-employment medical check-up.
- Evidence of all employment requirements and authenticated documents which may include proof of educational or professional qualification, certificates etc.
- Completion of a background check and references.
- Other regulatory clearances as mandated by the institution.
- Resume or Employment Application Form.
- Candidates will be required to certify that all of the information listed on their CV and job application is accurate.
- Any misrepresentation or omission of facts on the resume or job application or during the selection process including an unsatisfactory reference or medical results will be sufficient cause for refusal of employment, or if employed, disciplinary action potentially resulting in termination from employment.
- All candidates will be required to declare any relatives currently employed within Dubai Holding or its other businesses prior to joining the Institute



15. Code of Conduct

15.1 Basic Policy

The institution's Code of Conduct is made available to outline standards of behavior expected of DIDI employees, at all times, while at work, communicating with customers, and in all transactions.

15.2 Work Environment – Safety

- All employees have the right to a healthy and safe workplace free of discrimination and harassment in which individual and organizational objectives can be met.
- The Institute is committed to providing a safe and healthy work environment to all its employees. The institute will effectively control the risk to employees' health and safety by ensuring the use of safe working systems, and maintenance, as far as is reasonable and through adequate management of identified risks.
- Employees are expected to read, understand and follow the safety regulations, and exercise caution in all work activities.
- In case of accidents that result in injury, regardless of how minor the injury may appear, employees are required to immediately report any unsafe condition to the respective Line Manager. Reports are mandatory to comply with regulations and to initiate worker's compensation.
- Employees who violate safety standards as communicated or described in the safety manual of the building or Real Estate Management Company, cause



hazardous or dangerous situations, or fail to report dangerous situations, may be subject to disciplinary action up to, and including termination of employment.

- Where specific roles involve known health hazards, the employee will be informed of such at the time of being offered the position. Staff will also be given written details of protective actions to be taken in the event of an accident.
- The Institution will display in a prominent place the instructions to prevent fire, and to protect employees against identified hazards.
- It is the employee's responsibility to acquaint themselves with the Institutions health and safety procedures, and to ensure that they do not create a risk to health and safety in the workplace.

The Institution will ensure a good environment that is:

- Fair and equitable
- Safe and supportive
- Free of harassment and unjustified discrimination
- Free of smoking in areas where smoking is prohibited
- Values individual difference and cultural diversity
- Provides honest performance feedback and development opportunities
- Seeks staff co-operation in the decision-making process.

15.3 Work Environment – Harassment and Discrimination

- Harassment and discrimination include, but is not limited to, any unwanted unreasonable and offensive behavior that offends, humiliates, frightens, or threatens, for example:
 - Making racist or ethnic comments
 - Unwanted physical contact including patting, punching, and hugging
 - Offensive jokes or banter
 - Offensive emails, pictures, or gestures
 - Unwelcome sexual overtures or harassment (classified as any unwelcome behavior of a sexual nature)
 - Isolating or not cooperating with employees.
- The Institution will not tolerate any form of harassment of its people. Any allegations will be investigated and may result in disciplinary proceedings.
- The Institution will take the appropriate measures to protect employees from threatening, abusive or assaulting behavior at work by customers or employees.
- It is the responsibility of all employees to comply with all codes relating to health and safety in the workplace, including, the use of protective equipment. Employees must report all instances they believe is a risk to health and safety that is not covered under existing compliance. If an employee misuses protective equipment



or causes it to become faulty they may be subject to disciplinary action up to and including dismissal.

- It is the responsibility of the manager or supervisor to ensure that all staff are aware of, and understand the policy. Staff are expected to act as role models, and not to engage in behavior that could be interpreted as harassment. The Institute expects zero tolerance towards any harassing behavior. DIDI will ensure the work environment is free from any material that could be interpreted unfavorably. Staff are expected to follow the correct procedure in handling and resolving a harassment claim.
- Harassment or discrimination by an employee may lead to disciplinary action, including termination or legal action.
- Any employee who brings alcohol or drugs into the workplace, or who allows a person under the influence of alcohol or drugs to enter the workplace will be subject to disciplinary action up to and including dismissal. They may also be subject to criminal charges.

15.4 Visitors in the Workplace:

- To ensure the safety and security of employees and Institutional facilities, visitors and prior employees must adhere to the procedures which maintain safety standards, protect against theft, ensure the security of equipment, protect confidential information, safeguard employee welfare, and avoid potential distractions and disturbances.
- Employees are responsible to immediately notify their respective Line Managers if any unauthorized individual is observed on the premises.
- Employees are responsible to escort authorized visitors to their meetings.

15.5 Emergency Closing:

- During an emergency such as severe weather, fire, power failure or earthquake, operations can be disrupted. In extreme cases, circumstances may require the closing of a work facility within the Institution.
- When operations are officially closed due to emergency conditions or acts of nature, any time off from scheduled work will be paid.
- In a case where an emergency closing is not authorized, employees who fail to report for work will not be paid for the time off and will be considered as absent from duty.
- Employees may be asked to vacate an area where a potential danger may exist.



15.6 Business Ethics:

All employees are expected to conduct business in accordance with the spirit, and intent of all relevant laws and to refrain from any illegal, dishonest, or unethical conduct.

Employees must:

- Be personally responsible for following the Code of Conduct and the legal, professional, and ethical standards that apply to the job function and level of responsibility.
- Perform their duties with care, diligence, professionalism, loyalty and integrity.
- Strive for the highest ethical standards, not just the minimum required to meet legal or procedural requirements, and to deliver outstanding quality services to customers, internal as well as external.
- Speak up if something does not seem right. Direct your concerns to the appropriate person, typically the line manager or Human Resource Department, and offer suggestions for improvement.
- Observe appropriate behavior, follow regulations, and lawful directions that relate to the performance of official duties.
- Treat colleagues with courtesy and sensitivity to their rights, duties and aspirations.
- Adopt a friendly, professional and helpful attitude in dealing with the public.
- Avoid waste, or extravagant use of public resources.
- Not take improper advantage of any official information acquired in the course of official duties.
- Behave in a manner that maintains or enhances the reputation and professional standing of the Institution.
- Never compromise the Institutions values or standards no matter how strong the pressure from internal or external sources to perform and meet goals.
- Be a positive role model by always acting with integrity.
- Ensure that personal business dealings or those of immediate family members are not prioritized above the best interests of the Institution.

15.7 Compliance with the Law:

- All employees must comply with the laws of the United Arab Emirates.
- If the employees commit offences involving the use of drugs, the downloading or possession of inappropriate material, propagates violence, fraud, seeks or accepts bribes, or illegally imports or exports goods, they will be subject to disciplinary action, regardless of any penalties applied because of criminal proceedings.
- Employees should ensure that relationships established in the course of their duty do not inappropriately influence or interfere with action being contemplated by internal investigation officials or external law enforcement authorities.



15.8 Interaction with Media:

- Employees are refrained from interacting with the media in relation to the Institution unless authorized and approved by the relevant authority. This means employees should not accept interviews, answer casual questions, or have any formal or informal conversation about the Institution or matters related to the Institution with the media.
- In the case of being approached by the media, the request should be diplomatically declined on the pretext that the employee is not an expert in offering any comments on such subjects.
- Employees should never take on or initiate any contact with the media except through the authorized channels.

15.9 Conflict of Interest:

- Employees must demonstrate unconditional loyalty to the interests of the Institution.
- All employees must avoid any potential conflict of interest with respect to their responsibilities and accountability.
- As soon as a staff member becomes aware that he or she has a conflict of interest or a potential conflict of interest in the process of negotiating or making a decision on a transaction or other action in his or her professional capacity, they must immediately declare it and take no further part in any negotiation or decision on the subject.

15.10 Political Activities:

Employees must not make any public comment on matters relating to government policies.

15.11 Conduct in Money Matters:

- The receipt and custody of official money is restricted to those who are required to do so in the course of their official duties.
- No other employee should accept money unless specifically authorized to do so.
- Any money accepted on behalf of the Institute must be accounted for immediately and in accordance with formal instructions. No other employee should accept money unless specifically authorized to do so.
- Employees should not be involved in offering or taking bribes or other incentive payments.

15.12 Use of Official Property or Services:

Unless specifically authorized the use of the Institution resources or services paid for with official money for personal purposes or gain is prohibited. Such resources include:



- Facilities including telephones, photocopiers, office equipment and supplies.
- Vehicles, machinery, and equipment.
- Computers and computer software.
- Security passes and official stationery.
- Stamps and postal services.
- Email and Internet usage.

All data, case files, and official documents made by the employee during of their employment will remain the property of the Institution. The employee does not have the right to remove these without the permission of their line manager.

On termination of Contract of Employment, the employee should return to the Institution, all property they have been using during their service. Any improper, careless, negligent, destructive, or unsafe use of equipment, tools and vehicles can result in disciplinary action.

15.13 Compliance with Information Technology Policies:

All employees should comply with Information Security policies governing the utilization and protection of all physical and computer-based assets. All policies and procedures will be located on the Institution Policies and Procedures Manual and will be regularly updated. Failure to comply will lead to disciplinary action which may include termination of services.

15.14 Use of Email Facility:

The Institute will provide an email account and email facilities to all its employees who have access to the Institutional computer network. Employees should use the Institution's email for business related correspondences and should not misuse the email facility. Email correspondences should always be professional in tone. Misuse of the Institution email facility may lead to disciplinary action. All employees are expected to follow the policy, while corresponding officially through the Institutional email, ensuring the guidelines are strictly adhered to.

15.15 Use of Internet:

The policy outlines general principles and guidelines, clarifies boundaries of acceptable practices for the employee and encourages responsible use of the Institutional access to the internet.

Employees are discouraged from misusing the internet provided to them to peruse non-job-related work, or access to inappropriate websites during working hours. Non-work-related activities on the internet are conducted on the employees own time and outside regular business hours.



15.16 Posting Information on the Internet:

This policy is aimed at helping employees engage with confidence on social media, while safeguarding their own as well as the Institution's interests. This policy also aims to protect colleagues by alerting them to the inherent risks of this communication channel. The policy applies to all forms of public web-based communications including but not limited to blogs, micro-blogs, wikis, bookmark sites, photo-sharing sites, video sharing sites, forums, mailing lists, discussion groups, chat rooms and social networking sites.

This policy applies to all employees:

- Engaging on the public web on behalf of the company
- Whose personal online engagements are linked to, or include a mention of the Institution
- Employees should identify themselves as such, when engaging online on behalf of the Institution and include a disclaimer that the views expressed are their own and not those of the Institution.

15.17 Dress Code:

Employees are required to:

- Dress smartly and modestly as appropriate to the work environment and the UAE culture and customs
- Maintain acceptable grooming, cleanliness, and personal hygiene.
- When attending official events, all employees and their respective guest must dress in good taste and ensure that their appearance and behavior does not detract from the good image of the Institution or give offence to any other guests
- Clothing that reveals too much cleavage, back, chest, stomach, leg, or underwear is not appropriate.
- Any clothing that has words, terms, or pictures that may be offensive to others is unacceptable
- Friday has been designated a casual day and employees may wear smart casual clothes appropriate to an office environment in line with the dress code policy unless the employee has pre-arranged client meetings, in which case, normal business clothes should be worn. However, front-line customer contact employees are not permitted to dress casually on any working day.



16. Nepotism/Employment of Relatives

- Employment of Relatives is subject to the approval of the President.
- Employment of close relatives of employees may be considered, where it is confirmed that there is no direct or indirect employee/supervisor reporting relationship, between two individuals. There should be no conflict of interest in such an appointment at any given point of time, during their employment (in line with the Conflict-of-Interest policy).
- Close relatives include spouse, direct ascendant (parent or grandparent), direct descendent (child or grandchild), sibling (brother or sister), uncle (mother's/father's brother), aunt (mother's/father's sister), niece (brother's/sister's daughter), nephew (brother's/sister's son), in-laws: mother, father, sister, brother, son, and daughter.
- Candidates will be required to declare, if they have relatives employed in the Institution, DH or its verticals at the time of selection.
- There will be no preference given to the recruitment of an employees' close relative throughout the selection process.
- No employees in HR department or other Department/Business Unit shall make recommendations or in any way participate in decisions pertaining to any matter that may directly influence the appointment, promotion, transfer, or termination of a candidate/employee who is related.
- Should a relationship change or develop between two existing employees, or should a relationship be brought to the attention of the Line Manager and HR department must take place with the individuals concerned and arrangements put in place to comply with this policy. Employees are responsible for declaring any such changes to HR and their Line Manager.