



مهارات Maharat

Learning Center مركز تعليمي

# EMPLOYEE INTERNAL GUIDELINES

## Table of Contents

1.	Introduction .....	7
1.1	Purpose.....	7
1.2	Scope .....	7
1.3	Company Overview.....	7
1.4	Our Mission .....	8
1.5	Our Vision .....	8
1.6	Our Values .....	8
2.	Personnel Policy.....	9
2.1	General Statement .....	9
2.2	Rights and Responsibilities .....	9
2.3	Client Relations .....	11
2.4	Nature of Employment .....	11
2.5	Equal Employment Opportunity.....	11
2.6	Business Ethics and Conduct .....	12
3.	New Entrant Process .....	12
3.1	Recruitment Policy .....	12
3.2	Employee Referrals .....	12
3.3	Visa Process .....	13
3.4	Medical Examination .....	14
3.5	Immunization Records .....	14
3.6	Security Clearance and Reference Checks .....	14
3.7	Opening a Bank Account .....	15
3.8	Probationary Period .....	15
3.9	Temporary to Regular Employment .....	16
4.	Employee Personal Data .....	16
4.1	Personal Data Provision/Collection .....	16
4.2	Employee Files.....	16
4.3	Personal Data Updates .....	17
5.	Terms and Conditions of Employment .....	17
5.1	Employment Categories.....	17
5.2	Employment Contract.....	18
5.3	Intellectual Property Policy .....	18
5.4	Company Assets .....	19
5.5	Business Cards .....	20



مهارات

Learning Center مركز تعليمي

Name: Employee Internal Guidelines	
Creation Date: January 2017	Doc.#: HR028
Revision Date: July 2018	Version#: V.2
Attachments: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Page 3 of 82

6. Company Code of Conduct .....	20
6.1 Employee Conduct .....	20
6.2 Workplace Etiquette .....	21
6.3 Telephone Etiquette .....	22
6.4 Bullying and Harassment .....	23
6.5 Workplace Violence .....	23
6.6 Dress Code .....	24
6.7 Interaction with Customers.....	25
6.8 Visitors in the Workplace.....	25
6.9 Public Relations and Media.....	26
6.10 Conflict of Interest .....	26
6.11 Nepotism.....	28
6.12 Other Employment.....	28
6.13 Compliance with the Law .....	28
6.14 Conduct in Monetary Matters.....	28
6.15 Acceptance of Gifts.....	29
6.16 Telephone and Mobile Use .....	29
6.17 Internet and Email Use .....	29
6.18 Internet Usage .....	31
6.19 Use of Social Media Policy .....	32
6.20 Company Equipment and Vehicles.....	33
6.21 Non-Smoking Policy.....	34
6.22 Drugs and Alcohol Policy .....	34
7. Staff Communication .....	34
7.1 Communication .....	34
7.2 Vision for Communications.....	35
7.3 Definition of Communication .....	35
7.4 Methods of Communication.....	35
7.5 Standards for Communications .....	35
7.6 Responsibilities .....	36
7.7 Supervisors, Team Leaders, Line Managers.....	36
7.8 Heads of Departments (HOD).....	36
7.9 Management/Executive Level Management .....	37
7.10 Good Practice .....	37
7.11 Open Door Policy – “Walking the Job” .....	38



مهارات

Learning Center مركز تعليمي

Name: Employee Internal Guidelines	
Creation Date: January 2017	Doc.#: HR028
Revision Date: July 2018	Version#: V.2
Attachments: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Page 4 of 82

7.12	Planning Change – Staff Inclusion and Involvement.....	38
7.13	Feedback .....	39
7.14	Email.....	39
7.15	Feedback Monitoring and Review .....	39
8.	Salary Administration.....	39
8.1	Additional Compensation .....	39
8.2	Timekeeping and Reporting Time and Attendance .....	40
8.3	Tardiness Procedure.....	41
8.4	Paydays .....	42
8.5	Administrative Pay Corrections .....	42
8.6	Salary Certificates .....	43
8.7	Confidentiality of Salary Information.....	43
8.8	Salary Increment.....	43
9.	Leave.....	43
9.1	Holidays .....	43
9.2	Annual Leave .....	44
9.3	Request for Leave Procedure .....	45
9.4	Emergency Call In.....	45
9.5	Accrual and Payment of Annual Leave .....	45
9.6	Leave Without Pay .....	46
9.7	Hajj Leave .....	46
9.8	Sick Leave.....	47
9.9	Sickness Reporting .....	47
9.10	Sick Leave Monitoring.....	48
9.11	Failure to Return to Work.....	48
9.12	Compassionate Leave .....	49
9.13	Parental Leave.....	49
9.14	Maternity Leave .....	49
10.	Employee Benefits .....	50
10.1	Health Insurance Coverage .....	50
10.2	Air Travel Ticket.....	50
10.3	End of Service.....	51
10.4	Parking and Other Car Expenses .....	52
10.5	Educational Attainment .....	52
11.	Performance Management and Professional Development .....	53



مهارات

Learning Center مركز تعليمي

Name: Employee Internal Guidelines	
Creation Date: January 2017	Doc.#: HR028
Revision Date: July 2018	Version#: V.2
Attachments: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Page 5 of 82

11.1	Performance Management Process.....	53
11.2	Training and Professional Development .....	53
11.3	Mentorship Program .....	53
11.4	Career Development.....	53
12.	Health and Safety .....	54
12.1	Health, Safety & Environment Policy .....	54
12.2	Emergency Evacuation Procedures.....	54
12.3	Incident Reporting Procedures .....	55
12.4	Infection Control Policy .....	56
12.5	Hand Hygiene .....	57
12.6	Eating & Drinking in Service Provision Areas .....	58
12.7	Cleanliness .....	58
12.8	Personal Hygiene.....	58
12.9	Personal Protective Equipment (PPE) .....	58
13.	Grievance Policy .....	59
13.1	Grievance Policy & Procedures .....	59
13.2	Raising Concerns and Grievances.....	59
13.3	Raising a Concern .....	59
13.4	Responding to a Concern .....	60
13.5	Untrue Allegations.....	60
13.6	Employee Grievances.....	60
13.7	Grievance Procedure .....	61
13.8	Collective Grievance .....	62
13.9	Ethical Practice and Management of Ethical Dilemmas.....	62
14.	Disciplinary Policy .....	63
14.1	Disciplinary Measures .....	63
14.2	Types of Disciplinary Action .....	63
14.3	Acts of Misconduct.....	64
14.4	Acts of Gross Misconduct .....	64
14.5	Disciplinary Process.....	65
14.6	Suspension during Investigation .....	65
14.7	Appeals.....	66
14.8	Appeals Procedure .....	66
14.9	Resignation during Investigation .....	66
15.	Exit Procedure.....	67



مهارات

Learning Center مركز تعليمي

Name: Employee Internal Guidelines	
Creation Date: January 2017	Doc.#: HR028
Revision Date: July 2018	Version#: V.2
Attachments: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Page 6 of 82

15.1	End of Employment.....	67
15.2	Resignation .....	67
15.3	Termination .....	67
15.4	Notice Period .....	68
15.5	Retirement .....	68
15.6	Death of Employee .....	69
15.7	Return of Company Assets .....	69
15.8	Annual Leave Balance .....	69
15.9	Cancellation of UAE Residence Visa and Work Permits.....	69
15.10	Exit Interviews.....	70
15.11	Reference Letters .....	70
16.	Confidentiality .....	70
16.1	Use of Information.....	70
16.2	Termination .....	71
16.3	Access to Information .....	71
17.	Suggestion Program – Kaizen.....	71
18.	Professional Code of Ethics .....	72
19.	Disclaimer.....	81
20.	Attachments .....	81
20.1	Attachment A: Policy Authorization Page.....	81
	Attachment A - Policy Authorization Page.....	82

## 1. Introduction

### 1.1 Purpose

1.1.1 The Employee Internal Guidelines has been created to introduce employees to Maharat Learning Center (MLC) and the Employer, and to provide both new and existing employees with information about working conditions, employee benefits, and other policies affecting your employment. We hope that the Employee Internal Guidelines will become a resource tool for employees on a day-to-day basis. Employees should read, understand, and comply with all provisions of the Employee Internal Guidelines. It describes many of the responsibilities as an employee and outlines the programs developed by the Company to benefit employees.

1.1.2 As the Company continues to grow, the need may arise to change, modify or discontinue policies or practices outlined in the Employee Internal Guidelines. The Company reserves the right to do so, if deemed appropriate, with sole and absolute discretion. Employees will be notified of such changes to the Employee Internal Guidelines as they occur. However, employees are also encouraged to check the latest version of the rules and regulations periodically, to ensure that you are familiar with all Company policies and procedures.

1.1.3 No employee can anticipate every circumstance or question about policy. While care has been taken to summarize our policies and practices in general terms, it is possible that a discrepancy may arise between the statements in this document and official plan documents that govern benefit or compensation programs. If a discrepancy exists, the official plan document or regulations will govern.

1.1.4 If employees have questions or need clarification about any policy or practice described in these Employee Internal Guidelines, they should consult with the Head of HR. Violations of the policy and practices contained in these Employee Internal Guidelines or other company policy may result in corrective action up to and including termination of employment.

### 1.2 Scope

1.2.1 The Employee Internal Guidelines cover all employees of MLC, including full time, part time, hourly paid employees and consultants.

### 1.3 Company Overview

1.3.1 Maharat Learning Center has been established to provide children and young adults with special educational needs the tools and strategies they need to access and succeed in mainstream education. Maharat Learning Center is a smart learning center equipped with the latest state of the art technology for learning and teaching.

1.3.2 Maharat Learning Center provides a variety of specialized programs for children and young adults with a variety of learning and special educational

needs. MLC provides educational, therapeutic, consultation, and training services for children and young adults with learning, developmental, and behavioral challenges as well as training and professional development for schools, nurseries, learning centers, special educators and professionals.

- 1.3.3 Services provided at Maharat Learning Center include educational, developmental and behavioral assessments, the Maharat Learning Academy, 1:1 behavioral therapy, tutoring for specific learning difficulties, school shadowing and school supervision and support services, professional training, vocational and life skills training, tertiary education support and job coaching.
- 1.3.4 The Maharat Learning Center model for delivering behavioral, educational and inclusion support services meets the requirements of children and young adults with specific learning difficulties including Dyslexia, Dyscalculia, Attention Deficit Hyperactivity Disorder (ADHD) and Autism Spectrum Disorder (ASD) as well as cognitive disorders and other developmental delays and learning difficulties that may be affecting their academic performance, and inclusion in to the broader community.
- 1.3.5 In order to provide the highest quality of care, education and support, our Training and Professional Development Center provides a variety of educational and training services to schools and nurseries, teachers, special educators, professionals and the community.
- 1.3.6 Maharat Learning Center accepts children from the ages 6-18 years and young adults up to the age of 25.

## 1.4 Our Mission

- 1.4.1 Our Mission is to provide an enabling environment for individuals facing various challenges and support them with the necessary life skills, academics, technology skills, vocational training, job placement and coaching for successful inclusion.

## 1.5 Our Vision

- 1.5.1 Our Vision is to become the leading technology-driven Educational Institute that empowers and enables individuals with variable degrees of learning difficulties, cognitive challenges and other developmental delays.

## 1.6 Our Values

- 1.6.1 At Maharat Learning Center we pride ourselves on our values and we continuously strive to implement them as best as we can. Our values are:-
- To meet and exceed customer expectations.
  - To deliver the highest quality services.
  - To provide business excellence.
  - To invest in people, training, coaching and self-development programs.
  - To engage the public, clients and professionals in continuous education.
  - To pioneer innovation.



- To promote Corporate Social Responsibility (CSR) practice in our culture.

## 2. Personnel Policy

### 2.1 General Statement

2.1.1 The Chief Executive Officer/Managing Director (CEO/MD) of the Company shall oversee the administration of these policies, shall monitor the operation of personnel policies, and shall assist in the revision of personnel policies or the development of new policies. The Head of Human Resources (HR) shall be responsible for keeping these Employee Internal Guidelines current, and shall be responsible for informing employees on any amendments to policies or updated information. The latest version is available with the HR Department, on the Company's Child-Pro CRM system, and Company server. Printed copies are considered uncontrolled and possibly outdated.

### 2.2 Rights and Responsibilities

2.2.1 The Company has the right:

- to establish and administer a personnel system and basic work goals that meets the needs of the Company;
- to hire, promote, transfer, terminate, or recall employees at its discretion, within guidelines consistent with accepted academic procedures and in conformance with applicable law;
- to employ staff capable of performing the work required by their positions;
- to establish and administer guidelines for compensation including benefits, career development, working conditions, and all other aspects of employment;
- to require employees to be productive in their assigned functions and to assess employee performance; and
- to exercise reasonable and suitable discipline, including reprimand, suspension, or termination, as required in the best interest of the Company.

2.2.2 The Company has the responsibility:

- to disseminate the policies of the Company to its employees so that policies, procedures, and practices are widely understood and accepted;
- to provide compensation to employees consistent with the Company's financial resources, institutional competition, and the applicable job market;
- to conduct regular performance reviews of all employees, which reviews shall give employees an opportunity to participate in evaluating their own performance in relation to these objectives;
- to impose disciplinary action on any employee who violates any of the policies, rules or regulations of the Company, up to and including dismissal; and
- to satisfy applicable law governing personnel practices.

### 2.2.3 Employees of the Company shall have the right:

- to be evaluated fairly on the quality of their performance, including annual performance reviews;
- to be informed of changes in personnel policies and procedures;
- to receive equitable compensation and other benefits in accordance with this policy;
- to work in an environment free from sexual or other harassment, which is understood to include unwelcome sexual advances, requests for sexual favors, or other verbal or physical acts of a sex-based nature, where submission to such conduct is made a term or condition of employment, or an employment decision is based on an individual's acceptance or rejection of such conduct, or such conduct unreasonably interferes with an individual's work performance or creates an intimidating, hostile, or offensive working environment, whether involving members of the opposite or the same sex and which includes other forms of harassment which are improper and will not be tolerated including unwelcome language or actions involving race, religion, national origin, age, marital status or disability;
- to bring grievances and receive a proper hearing; and
- to be accorded legal protection as provided by applicable law.

### 2.2.4 Employees have the responsibility:

- to do their best in all assigned tasks and functions;
- to support the mission of the Company;
- to understand their role and function in accomplishing the goals of the Company;
- to adhere to a code of professional ethics appropriate to their profession;
- to maintain their personal appearance in a manner, which will reflect a professional and ethical image of the Company before the public;
- to develop skills and seek formal training that will enhance their personal development and the overall expertise of the organization;
- to comply with all rules and regulations of the Company and UAE law in the performance of their duties, as well as compliance with all safety rules and standards of the Company;
- to conduct themselves in a professional manner, particularly when representing the Company or in the presence of parents, so as to enhance the reputation of the Company; and
- to comply with any disciplinary action imposed by the Company on the employee himself or herself and on any other employee who violates any of the policies, rules or regulations of the Company, up to and including dismissal.

### 2.2.5 An employee's conduct while off duty shall not affect their employment except under the following conditions:

- the activity impairs the reputation of the Company;
- the employee is unable to perform his or her regular work responsibilities or appear at work;

- the activity leads to the refusal or reluctance on the part of others to work with the employee, barring protection under the law; or
- the employee is representing the Company at a function or location other than their normal work location;
- the activity is against the rules and regulations of the UAE law and is punishable by law.

## 2.3 Client Relations

2.3.1 Clients are among the Company's most valuable assets. The way our employees do their jobs presents an image of our entire organization. A Client may judge the Company by how they are treated each time they have contact with the Company. Therefore, one of our top business priorities is to assist all current and potential clients. As a representative of the Company to our clients and the public there is nothing more important than being courteous, friendly, helpful and prompt in the course of providing services. The customer service rules are outlined in the Company's Client Relations Policy (CR007).

2.3.2 The Company will provide client relations training to all employees who have extensive client contact. If a Client wishes to make a specific comment or complaint, you should direct the person to the Center Manager or a member of the Client Relations team for appropriate action (as per the Company's Client Concerns & Complaints Policy (CR008)). Remember that your contacts with the public whether in person, by telephone, in writing, and through your communications are not only a reflection on you but on the Company as a whole.

## 2.4 Nature of Employment

2.4.1 Employment with the Company is voluntarily entered into, and the employee relationship is "indefinite". The provisions of the Employee Internal Guidelines have been developed at the discretion of management and, except for its policy of "indefinite" employment, may be amended or cancelled at any time, at the Company's sole discretion.

2.4.2 The provisions described in the Employee Internal Guidelines supersede all existing policies and practices and may not be amended or added to without the express written approval of the CEO/MD of the Company.

## 2.5 Equal Employment Opportunity

2.5.1 The Company is committed in maintaining an environment where all employees and applicants are treated in a non-discriminatory manner and in a manner consistent with all applicable employment opportunity laws. The Company will provide equal employment opportunity to all employees and applicants without regard to race, color, religion, gender, national origin, age, or disability.

2.5.2 Our goal is to develop and maintain a culturally diverse workforce. Within this environment it is our hope that each employee, working to his or her fullest

potential, may progress and develop based on their contributions provided to the business goals and objectives of the Company. Employees with questions or concerns about any type of discrimination in the workplace are encouraged to consult with the HR Department. Employees can raise concerns and make reports without fear of reprisal. Employees found to be engaging in any type of unlawful discrimination will be subject to corrective action up to and including termination of employment.

## **2.6 Business Ethics and Conduct**

2.6.1 The successful business operation and reputation of the Company is built upon the principles of fair dealing and ethical conduct of our employees. Our reputation for integrity and excellence requires careful observance of the spirit and letter of all applicable laws and regulations, including adherence to the United Arab Emirates Ministry of Health Code of Ethics for Healthcare Professions, as well as a scrupulous regard for the highest standards of conduct and personal integrity.

2.6.2 The continued success of the Company is dependent upon our clients' trust and we are dedicated to preserving this trust. Employees owe a duty to the Company and its clients to act in a way that will merit the continued trust and confidence of the public. As a guideline for our employees and clients, we have developed a code of conduct, which you will find in these Employee Internal Guidelines.

2.6.3 The Company will comply with all applicable laws and regulations and expects its Management and employees to conduct business in accordance with the letter, spirit, and intent of all relevant laws and to refrain from any illegal, dishonest, or unethical conduct. If a situation arises where it is difficult to determine the proper course of action, the matter should be discussed openly and directly with the HR Department prior to taking any action.

2.6.4 Compliance with this policy is the responsibility of every Company employee. Disregarding or failing to comply with standards of business ethics and conduct may result in corrective action up to and including termination of employment.

## **3. New Entrant Process**

### **3.1 Recruitment Policy**

3.1.1 In order to increase efficiency in hiring and retention and to ensure consistency and compliance in the recruitment and selection process please refer to the Recruitment and Talent Management Policy (HR031) for more details.

### **3.2 Employee Referrals**

3.2.1 The Company encourages all employees to identify and refer potential candidates for job vacancies. All referrals should be raised through email and

should have a CV attached to it and must be addressed to the HR Department. The employee making the referral should ensure that the candidate referred is informed and should not make any commitment or promises of employment. A referred candidate will go through the same recruitment and selection process as any other candidate who has applied for the same vacancy. The referring employee will be notified if the referral has been successful and will not be held liable for the outcome of any selection decisions.

### 3.3 Visa Process

3.3.1 The Company secures a legal right for all its employees to live and work in the United Arab Emirates (UAE). The HR Department is responsible for organizing UAE residence visas for all employees and will undertake to collect, prepare and submit all the necessary paperwork.

3.3.2 Upon joining, and if required, the Company will apply for the visa of an employee as follows:

- **For Administrative Personnel** - the Company will apply for the visa as soon as they receive documents from the employee and Management provides final approval.
- **For a Therapist or Social Care/Educational Personnel** - the visa or the Labor card will be applied only upon licensing from Community Development Authority (CDA)/Knowledge and Human Development Authority (KHDA) if required, or the passing of the Company's internal field examination.

3.3.4 Any fines, charges or urgent application fees incurred at the time of applying for the Company employment visa shall be borne solely and paid by the new employee. The company is not responsible and liable to pay any such charges.

3.3.5 As part of the visa application process, employees will be required to provide original documents that are certified / accredited by the UAE Ministry of Foreign Affairs. All associated costs to this will be borne by the employee. Administrative requirements and costs for obtaining dependent visas will be borne by the employee with no liability to the Company.

3.3.6 In cases where a female employee would prefer to remain under her father's or husband's sponsorship the Company will provide a labor card issued by the UAE Ministry of Labor (MOL). The Company does not take the sponsorship and registration of employees lightly; it is mandatory for all employees to live and work in strict compliance to the country's rules and regulations as well as to act in a manner that protects the interest of the Company at all times.

3.3.7 In order to apply and submit a visa application, the new Employee shall provide the below documents on the date of joining, or in the case of any unavoidable circumstances, a maximum of three (3) days from the date of joining. Failure to do so may result in termination.

- Original passport / colored passport copy

- 6 passport size photographs with white background
- Signed copy of Employment Contract
- Visa copy: If under visit visa - Original visit visa
- If under employment visa - Cancellation paper and cancelled visa on the passport
- Attested degree certificate
- Certificate of Good Conduct (Police check report)
- Emirates ID (EID) copy (if previously held one)

3.3.8 In the event the Employee is on the status of a sponsored visa, the company will apply for employee's labor card. The following documents shall be required for this purpose:

- Original passport / colored passport copy
- EID copy
- 3 passport size photographs with white background
- Signed copy of Employment Contract
- Attested degree certificate
- Copy of the sponsored visa
- Copy of the sponsor's passport, visa and Emirates ID
- English and Arabic No Objection Certificate (NOC)

### 3.4 Medical Examination

3.4.1 As part of the UAE residence visa application process, all new and existing employees must satisfactorily undergo a medical check-up at a medical Company recognized by the applicable UAE authority and approved by the Company. The costs for medical check-ups required for UAE visa purposes will be borne by the Company. In the unlikely event that an employee does not satisfactorily pass the medical examination he/she will be considered unfit for work. This will result in termination of employment on medical grounds.

### 3.5 Immunization Records

3.5.1 The company requirement is for all employees to be vaccinated against Hepatitis B. It is also recommended to have had the following vaccines; Influenza; Measles; Mumps; Rubella. At the date of joining you need to provide the HR Department with your immunization record. If you have not yet had the Hepatitis B vaccine, you will be given a one month grace period in which to have the first dose. The employee is responsible for the cost of all vaccines.

### 3.6 Security Clearance and Reference Checks

3.6.1 In addition to the above requirements, all staff must complete a security clearance check and submit the report to HR within one month of joining. Reference checks will also be completed for up to 5 years of previous employment. The offer of employment is conditional upon receiving the security clearance and satisfactory references. For further information on the

security clearance please refer to the Recruitment & Talent Management Policy.

### **3.7 Opening a Bank Account**

3.7.1 On joining, all employees are required to provide bank account details for transfer of their monthly salaries and other dues from the Company. Employees should have a UAE-based bank account preferably at the Company's preferred bank i.e. Abu Dhabi Commercial Bank (ADCB). A Salary Certificate may be required for opening an account which can be obtained from the HR Department. Once the bank account is activated, employees must inform the HR Department and provide the necessary account details by completing the Bank Details Form. Employees should open a bank account in the UAE within a period of up to one (1) month from the date of joining or issuance of residence visa. Salaries can only be transferred into one bank account held solely or jointly by the employee. At no time will the Company undertake to transfer employee's salary into a bank account outside the UAE.

### **3.8 Probationary Period**

3.8.1 The first six (6) months of employment for all new employees will be considered as the probationary period. The probationary period is intended to give new employees the opportunity to demonstrate their ability to achieve a satisfactory level of performance and to determine whether the position meets his / her expectations.

3.8.2 Managers are responsible for monitoring performance throughout the probationary period and formally confirming to the HR Department on satisfactory completion of an employee's probationary period. Managers are also responsible for promptly addressing performance issues identified during the probationary period in order to set expectations and encourage improvements.

3.8.3 Any significant absence/leave will automatically extend the probationary period by the length of the absence. Employees can only be on probation once during their employment with the Company and the duration of all such periods cannot be altered for any reasons other than absence. The probation period does not apply to confirmed employees who are promoted or transferred internally within the Company.

3.8.4 The Company reserves the right to terminate the services of any employee whose performance is unsatisfactory during the probationary period. Employees who resign or are terminated before completing the probationary period will not be entitled to any benefit encashment e.g. encashment of annual leave or end of service benefits.

### **3.8.5 Probation Confirmation Procedure**

3.8.5.1 Managers should conduct a probationary performance evaluation meeting with new employees and discuss performance against defined job responsibilities. The outcome of the probationary performance evaluation meeting should be documented by the Manager using the Probation Evaluation Form. A copy of the completed form should be forwarded to the HR Department at least two (2) weeks prior to the end of the probationary period. Upon satisfactory completion of the probationary period, the employee will receive a letter from the HR Department confirming them into the role. All such documents will be maintained on employee file for record purposes.

### **3.9 Temporary to Regular Employment**

3.9.1 Employees filling temporary positions may be considered for transition to permanent positions via the normal application process. When appointed to a regular position, the employee shall be placed in probationary status. The date of hire as a regular employee shall serve as the anniversary date and beginning of the length of service for purposes of establishing the accrual of leave times and calculating end of service benefits.

## **4. Employee Personal Data**

### **4.1 Personal Data Provision/Collection**

4.1.1 On appointment, all employees will need to provide personal data which will be used for administration purposes. Personal Data can include but is not limited to the following: Passport details; Mailing addresses; Telephone numbers; Names of dependents; Emergency contact detail; Bank details; and Educational certificates.

4.1.2 Personal Data will be collected lawfully and fairly and where appropriate with the consent of the employee. The HR Department is responsible for maintaining confidentiality of an employee's personal data. Personal data will not be disclosed or otherwise made available to third parties except in certain situations.

### **4.2 Employee Files**

4.2.1 The Company maintains an employee file for each employee in line with the requirements of the UAE Law and HR best practices. Employee files include information such as an employee's job application, CV, leave records, training records, performance review, salary increases, and other employment related records and any disciplinary sanctions.

4.2.2 All such files are maintained by the HR Department and access to information in employee files is restricted to the HR Department. In specific circumstances, Managers can request for access to view employee files. All such requests need to be approved by the Head of HR. Upon approval,



Managers will be given access to view employee files under the supervision of the HR Department.

4.2.3 The HR Department will maintain a log of Managers who have requested to view employee files.

### 4.3 Personal Data Updates

4.3.1 Employees are expected to update their personal data by ensuring their records are accurate and any additions or changes are notified promptly to the HR Department. Employees who wish to update their personal data must complete a Personal Details Form and/or a Bank details form and submit it to the HR Department.

4.3.2 Employees may be required to attach documents to support any changes in their personal details e.g. tenancy contract to support changes in residential address.

4.3.3 The Company will not bear any responsibility for loss of any benefit due to inaccurate data provided by an employee.

## 5. Terms and Conditions of Employment

### 5.1 Employment Categories

- **Salaried** - An Employee who receives a base salary and, although he or she may be required to log hours worked, primarily receives pay based on a monthly compensation irrespective of normal, approved absences.
- **Hourly** - An Employee who receives an hourly wage and is required to report the number of hours worked so that compensation can be paid based on such hours worked.
- **Temporary Employee** - An Employee with a term of employment expected to last for a pre-determined period of time.
- **Full-time Employee** - Staff who work forty (40) to forty eight (48) hours per week.
- **Part-time Employee** - Staff who work from twenty (25) to forty (40) hours per week.
- **Part-time II Employee** - Staff who work fewer than twenty (25) hours per week.
- **Interns and Volunteers** - Interns and volunteers are not considered employees and are thus outside the scope of employee personnel policies. An "intern" is defined as one who is enrolled as a student at the Company for training and who thus participates in the Triad of academic study, work study, and community service. A "volunteer" is defined as one who chooses to work for charitable, humanitarian, or personal reasons without benefit of salary or standard benefits.
- **Consultant** – A Consultant is not entitled to any benefits and is paid on a percentage basis for services rendered and invoiced to clients.

## 5.2 Employment Contract

- 5.2.1 The employment contract ensures that both the Company and employees understand the basis on which employment has been agreed. It sets out the terms and conditions of employment, such as the date of joining, job title, basic salary, allowances, hours of work, benefit entitlements and probationary details and is extended to employees before joining.
- 5.2.2 In addition, the employment relationship between the Company and an employee is governed by the HR Employee Internal Guidelines document. Upon signing the employment contract an employee agrees to follow and abide by any applicable rules and regulations implemented by the Company and the UAE Government.
- 5.2.3 The HR Department is responsible for issuing employment contracts and maintaining original signed copies on employee file for record purposes. They will provide employees with a copy of their signed contract. All employment contracts are considered confidential and must be safeguarded. Employees will be required to sign a confidentiality agreement. Employees found in breach of duty to maintain confidentiality may be subject to corrective action up to and including termination of employment.

## 5.3 Intellectual Property Policy

- 5.3.1 The basis of this policy is the concept that creative works produced at the Company should be used for the greatest possible benefit. The policy governs the respective ownership rights of the Company and its employees in material produced within the scope of employment. The policy protects the traditional rights of employees with respect to the products of their intellectual endeavors. The Company cedes ownership to the author(s) of academic endeavors such as books, papers, and journal articles created by staff and children who use only generally available Company or public resources. When Company support makes the endeavor possible or when it provides extra or special support, with money, facilities, equipment, or staff, for the development of ideas or the production of works, it is reasonable for the Company to participate in the benefits of the work. The Company asserts its right of ownership if substantial Company resources (including sponsor-provided funds) are used in the creation of the work.
- 5.3.2 The Company owns the worldwide rights to all endeavors, inventions, developments and discoveries (herein referred to as “work” or “works”) which are created through the effort of individuals (herein referred to as “author” or “author(s)”) who are compensated by the Company as part of their employment and which involve the substantial use of Company equipment, services or resources This includes but is not limited to any creation that may be eligible for patent protection, such as computer-related software, policies, databases, web based learning, videos, presentations, forms, handouts, data sheets, and related materials, equipment, services or resources. In the instance of open source software produced for the benefit of the Company, such software shall be licensed so that it may be made available at no charge

to other Companies and institutions to use and modify while protecting the rights and interests of the Company.

- 5.3.3 The use of Company resources is substantial when it entails the use of Company equipment, facilities, personnel or funding, or resources not ordinarily used by or available to all, or virtually all members of the Company community. The use of a computer in a staff office, incidental supplies, and occasional use of Company personnel or shared facilities would typically not be considered substantial use. In contrast, utilization of Company equipment or special tools, dedicated assistance by Company employees, special financial assistance, or extensive use of shared facilities would constitute substantial use. Funds and facilities provided by governmental, commercial, or other private organizations which are administered and controlled by the Company shall be considered Company resources for purposes of this policy. If a work results from research sponsored in whole or in part through governmental or other outside funding, the research agreement shall govern the disposition of intellectual property rights, but no research agreement shall be entered into without the review and approval of the Management of the Company, or other appropriate officer of the Company, in order to protect the intellectual property rights of the individual and the Company. If the sponsor does not assert an ownership interest, ownership shall vest with the Company as provided in this policy.
- 5.3.4 Where a question arises of whether a particular work involves compensated effort or substantial use of Company resources, the matter shall be referred to the Management.
- 5.3.5 If an individual creates a work that is potentially covered by this policy, he or she is expected to notify immediately his or her direct supervisor and the Management or other appropriate officer of the Company in writing and provide sufficient detail to permit the Company to evaluate the work and, if appropriate, take steps to protect the intellectual property rights of the individual and the Company, consistent with this policy. The author(s) shall refrain from any activity, including publication or public disclosures or commercialization that may compromise any actual or potential intellectual property rights.
- 5.3.6 If the Company decides not to exercise its ownership in a particular work, the ownership rights and responsibilities related to such rights for patenting, copyrighting and licensing shall be returned to the author(s). The Company retains a nonexclusive, royalty-free worldwide right to use for non-commercial purposes all works (excepting those expressly exempt for historical reasons) produced by its employees acting within.

## 5.4 Company Assets

- 5.4.1 On appointment, employees will be provided with assets required to perform their day to day activities.

- 5.4.2 Managers should determine which assets are needed depending on the job role. This may include items such as company vehicles, telephones, uniforms, keys, or laptops.
- 5.4.3 The HR Department is responsible for issuing and maintaining a record of all Company assets and collecting assets on separation when employees leave the Company. On issuance of any assets an employee will be required to sign a form confirming acceptance of all assets and confirming their responsibility to look after the assets issued to them.
- 5.4.4 It is the responsibility of employees to ensure Company assets are well maintained and handled with care. All costs related to the maintenance of assets (wear and tear / upgrades) will be borne by the Company. Employees are expected to report any damages to Company assets in a timely manner. Any damages / loss must be reported to the HR Department. An employee will be liable for any loss or damage of Company assets as a result of negligence or misuse.
- 5.4.5 Any assets that are stolen or misplaced should be reported immediately to the Manager and / or the HR Department and must be supported by a detailed incident report and in certain cases a police report if required. Willful damage to or sale of a Company assets for personal profit by an employee will be considered an act of gross misconduct and will result in disciplinary action.
- 5.4.6 All assets remain the property of the Company and must be returned in proper condition.

## 5.5 Business Cards

- 5.5.1 Business cards will be issued to employees depending on the nature of their job. This includes Management roles, client facing roles and employees representing the Company for interactions with vendors, suppliers, government agencies and other external parties.
- 5.5.2 It is the responsibility of Managers to determine which roles require business cards. The HR Department will maintain a list of all roles across the Company that require business cards and confirm the correct job title is printed on a business card.
- 5.5.3 Business cards are considered to be a Company asset and must only be used for business purposes. All business cards must be issued in accordance with the Company standards and / or branding guidelines for logo, titles etc. Any unused business cards must be returned on the employee's last working day.

## 6. Company Code of Conduct

### 6.1 Employee Conduct

- 6.1.1 To our clients, visitors, and guests, you represent the Company. Everything that you do and say in their presence or the image you project says more about our organization than anything else. Whether in person or via the

telephone, you are expected to demonstrate professional image by being friendly, respectful and professional when you greet or interact with clients, visitors, guests, and other employees.

6.1.2 Employees are responsible for their conduct at all times. Personal responsibilities include but are not limited to the following:

- Carry out work related duties and responsibilities professionally in the best interest of the Company.
- Adhere to all rules and regulations governing the Company's operations and to refrain from all practices or activities that may endanger employees or property.
- Follow and abide by applicable rules and regulations issued from time to time by the Company, the Government of Dubai, the Government of Abu Dhabi or the Government of the UAE.
- Not engage in full / part time employment with other companies / persons, or be associated with or have an interest in other businesses / companies.
- Not disclose / publicize any information relating to the business or operations to any party other than to appointed and authorized employees.
- Adhere to the Company's Code of Conduct
- Communicate in a transparent and ethical manner.
- Adopt a client focused, professional and helpful attitude while dealing with customers and colleagues and speak with honesty, confidence and respect.
- Avoid waste or extravagant use of resources.

## 6.2 Workplace Etiquette

6.2.1 The Company strives to maintain a positive work environment where employees treat each other with respect and courtesy. Sometimes issues can arise when employees may be unaware their behavior at work may be disruptive or annoying to others. Very often you can address these day-to-day issues by politely talking with your co-worker to bring the perceived problem to his or her attention.

6.2.2 In most cases, common sense will dictate an appropriate resolution. The Company encourages all employees to keep an open mind and graciously accept constructive feedback or another employee's request for you to change your behavior because it may be affecting that person's ability to concentrate and be productive.

6.2.3 Listed below are some guidelines that define a list of behaviors that will help create an ethical and professional work environment with minimal disruptions:

- Cultural Awareness is the foundation of communication and becomes central when we have to interact with people from other cultures. People perceive, interpret and evaluate things in different ways. What is considered an appropriate behavior or approach to a situation in one

culture may be inappropriate in another one. Be sensitive and respectful when dealing with your colleagues from different ethnic, social, personal or professional backgrounds.

- Be conscious of how your voice travels and try to lower your voice when talking on the phone or to others in open areas.
- Try to minimize unscheduled interruptions of other employees while they are working.
- Minimize talking between workspaces. Instead, have conversations with others in their workspace or in meeting rooms.
- Try not to block walkways while carrying on conversations.
- Keep socializing to a minimum and try to have conversations in areas where the noise will not be distracting to others.
- Refrain from using inappropriate language (swearing).
- Avoid discussions around personal life / issues in conversations that can be easily overheard.
- Clean up after yourself and do not leave behind waste or discarded papers.
- Avoid eating lunch and any food with a strong odor on your desk or in your office. No food is to be consumed in therapy rooms. Employees should use the staff room for having lunch or any meals and snacks during the day.
- Keep your mobile tones low or keep have them on silent.
- Keep the area around your workspace in an orderly and tidy manner.
- Replace paper in the copy machine and printer paper trays when they are empty.
- Retrieve print jobs in a timely manner and be sure to collect all the printed pages.
- Be careful not to take or discard others' print jobs or faxes when collecting your own.

### 6.3 Telephone Etiquette

6.3.1 The Company telephones are reserved for business use only. Therefore, employees are not permitted to make outgoing or receive incoming personal calls unless there is an emergency situation. How we answer the telephone says much about our organization – not only to the caller, but also to other clients, visitors or employees who may be in the area. Below are some guidelines pertaining to telephone etiquette:

- Always answer calls in a timely manner.
- Clearly identify yourself to the caller.
- Always communicate in a polite and friendly manner.
- Always speak courteously and professionally, confirming the information you have received from the caller.
- Before transferring a call, note the name and contact details of the caller in case the call is accidentally lost during the transfer.
- Inform the caller if the employee is unavailable and that you will ask the employee to call the person back, but do not share the reason why. They

do not need to know that the person is off sick, or on lunch break or in the bathroom.

- Personal cell phones may be used for personal phone calls, but only used during break and lunch time; or during work hours if the nature of the call is due to an urgent need or for business use. In the interest of the safety of our employees and other drivers, the Company employees are prohibited from using cell phones while driving on company business and/or company time. If you need to use your cell phone while driving for company business, pull off the road or use a hands-free connection. Please refer updated UAE traffic regulations for use of hands-free connection.

6.3.2 Employees found in violation of the above guidelines may be subject to corrective action up to and including termination of employment.

## 6.4 Bullying and Harassment

6.4.1 The Company believes all its employees have the right to work in an environment free from harassment on the grounds of their gender, race, religious beliefs, political opinion, marital status, disability, age or nationality. The Company seeks to ensure that the working environment is sympathetic to all its employees and customers, and that anyone who has any business dealings with the Company is treated with dignity and respect. Such harassment will not be tolerated and will be considered as an act of gross misconduct which will result in disciplinary action.

6.4.2 Any employee who feels they are being harassed or bullied should inform their Head of Department and/or HR Department. Please refer to section 13 for further guidance.

## 6.5 Workplace Violence

6.5.1 MLC provides a safe workplace for all employees. To ensure a safe workplace and to reduce the risk of violence, all employees should review and understand all provisions of this workplace violence policy.

6.5.2 MLC does not tolerate any type of workplace violence committed by or against employees. Employees are prohibited from making threats or engaging in violent activities. This list of behaviors provides examples of conduct that is prohibited:

- Causing physical injury to another person.
- Making threatening remarks.
- Displaying aggressive or hostile behavior that creates a reasonable fear of injury to another person or subjects another individual to emotional distress.
- Intentionally damaging employer property or property of another employee.
- Possessing a weapon while on company property or while on company business.

- Committing acts motivated by, or related to, sexual harassment or domestic violence.

6.5.3 Any potentially dangerous situations must be immediately reported to the Head of Department or HR Department. Reports can be made anonymously, and all reported incidents will be investigated. Reports or incidents warranting confidentiality will be handled appropriately, and information will be disclosed to others only on a need-to-know basis.

6.5.4 Employees found to be involved in acts of violence or aggression will be subject to corrective action up to and including termination of employment.

## 6.6 Dress Code

6.6.1 The image of the Company employees' project to our patients, their families, and the public is influenced not only by the manner in which we deliver quality care and service, but also by the professionalism of our staff. The Company expects its employees to be well groomed and dress appropriate to the type of work and safety consideration of their jobs. It is also expected that dress and appearance will demonstrate good taste and sensitivity to our diverse client and employee population (Please be aware of cultural concerns).

6.6.2 Employees are expected to present a professional, businesslike image at all times. For this reason, employees are expected to dress in business casual attire during work hours. Acceptable business attire may include but not be limited to, dress pants, slacks, collared shirts, polo shirts, blouses, sweaters, skirts, dresses, etc. Because expectation in the area of dress may vary based on the type of work you perform, such as, client contact, the Head of HR has the authority to clarify what is acceptable business casual attire and/or establish specific dress and appearance guidelines for the Department.

6.6.3 There are, however, some guidelines which apply to all employees. These are listed below:

- Employees must be clean and well groomed, avoid the use of strong perfumes and colognes.
- Employees are not to wear any inappropriate pictures, emblems, or statements on clothing or buttons or pins that might be considered offensive or unsafe during work hours.
- Visible tattoos or body art should be covered to the extent possible during work hours. For example, wearing a long sleeve shirt to cover tattoos on the arm.
- Visible body or facial piercing to include but not limited to tongue, nose, cheek, eyelid, eyebrow, lips or chins must not be worn to the extent possible during work.
- Clothing that is overly short, low, and tight or revealing should not be worn.
- Shoes must provide safe, secure footing, and offer protection against hazards. Employees must wear closed toe and heel shoes at all times.



- Tube, tank or halter tops or tops showing/exposing midriff are not acceptable.
- Beachwear and beachwear shoes are not acceptable attire (flip flops).
- Mustaches and beards must be clean, well-trimmed, and neat.
- Offensive body odor and poor personal hygiene is not acceptable.

6.6.4 Employees who are issued with uniforms must wear them at all times in the workplace.

6.6.6 All employees are expected to maintain high standards of personal cleanliness, neatness and dress in business attire which is consistent with the corporate culture within the UAE.

6.6.7 If you are unsure whether something would be appropriate, be sure to check with the HR Department. Employees who dress inappropriately or who are improperly groomed may be sent home to correct the problem. The time missed from work will be unpaid. Repeated violation of this policy may result in corrective action up to and including termination of employment.

## **6.7 Interaction with Customers**

6.7.1 The continued success of the Company is dependent upon the customer service. For this reason it is the responsibility of all employees to represent the Company to customers in a manner that is professional, friendly, prompt and helpful.

6.7.2 Maintaining a strong "customer" focus is integral to the success of the Company and all employees are responsible for serving customers in a manner that meets and / or exceeds customer expectations.

6.7.3 All contact with the public and customers including telephonic or personal interactions must be handled in a professional manner and in accordance with the code of conduct.

## **6.8 Visitors in the Workplace**

6.8.1 To provide for the safety and security of employees and to protect facilities, only authorized visitors are allowed in the workplace. Inviting visitors to the workplace should be for business purposes only; personal visitors are not allowed.

6.8.2 All authorized visitors in the workplace must be received in a professional manner, and will receive directions or be escorted to a meeting room. Visitors should not be left to find their own way around the office. Visitors should be informed that they need to report to reception on arriving and advise when leaving.

6.8.3 Meetings should not take place in the center reception area under any circumstances. Employees who have invited visitors to the workplace are responsible for their conduct and safety. Employees are also responsible for ensuring all Company property, equipment and information is protected

against theft or unauthorized access. If an unauthorized individual is seen on the premises, employees should immediately notify their Manager or if necessary direct the individual to the main reception.

## 6.9 Public Relations and Media

6.9.1 Any interaction with press and media on behalf of the Company is restricted to the CEO/MD and anyone else nominated by the CEO/MD. The Marketing Department must always be involved with any media interactions. The Company's official spokesperson is the CEO/MD and any employee who has been authorized by the CEO/MD to accept / participate in interviews and / or to speak directly to the media at either exhibitions or events.

6.9.2 All media enquiries or invitations to publicly represent the Company should be referred to the Marketing Department who will assess the invitation and make recommendations as well as provide the necessary support. All media interviews should be arranged through the Marketing Department and a member from this Department may be present to attend the interview and to provide support and guidance if necessary.

6.9.3 The Marketing Department is responsible for preparing written questions and answers (Q&A's) and key messages to support the spokesperson(s) involved to the full extent. Any business information released to the press and media must be agreed and approved by the CEO/MD. All financial information released to the press and media must be provided and approved by CEO/MD. All Company branding must be used in line with the Company's branding guidelines. Please refer to the Marketing, PR and Social Media Policy (MKT001) for more details.

## 6.10 Conflict of Interest

6.10.1 It is the Company's policy to avoid situations that create an actual, potential or perceived conflict between an employee's personal interests and the interest of the Company. A conflict of interest exists when an employee's loyalties or actions are divided between the Company's interests, or those of another, such as a competitor, supplier, customer, or personal business.

6.10.2 All employees are expected to use good judgment, to adhere to high ethical standards, and to avoid situations that create an actual or potential conflict between personal interests and the interests of the Company.

6.10.3 Conflict of interest should be avoided. Should employees be unsure as to whether a certain transaction, activity, or relationship constitutes a conflict of interest he/she should obtain clarification from their Head of Department/Line Manager.

6.10.4 Listed below are some guidelines that describe possible situations where conflicts of interest could arise. It is not an exhaustive list however it does describe some of the more common conflicts which employees should avoid:

- Working for a competitor or supplier.

- Engaging in self-employment in competition to the Company.
- Using confidential information for personal gain or the detriment of the Company.
- Having a direct or indirect financial interest in or relationship with a competitor or supplier.
- Using Company assets or resources for personal use.
- Acquiring any interest in property or assets of any kind for the purpose of selling or leasing it to the Company.
- Committing the Company to give financial or other support to any outside activity or business for personal gain.
- Not declaring personal gifts or entertainment from competitors, suppliers, or potential suppliers.
- Declaration of kinship with any colleague / identification of relative.

6.10.5 The Company prohibits the following:

- the solicitation or acceptance by any Company employee of any gift, loan, favor, reward, or service that would cause a reasonably prudent person to be influenced in the discharge of official duties, or that is based upon any understanding that the action and/or judgment of the employee would be influenced thereby;
- the solicitation or acceptance by any Company employee of any dinner invitation, party, or social gathering from a Client;
- a Company employee from transacting business on behalf of the Company with any agency in which either the employee or a member of the employee's immediate family has a material interest;
- a Company employee from accepting compensation to influence any action in his/her official capacity with the Company;
- a Company employee from using his/her position to secure a special privilege, benefit, or exemption for him/herself or others;
- a Company employee from holding any employment or contractual relationship with any business entity or any agency which is subject to the regulation of, or is doing business with the Company;
- a Company employee from holding any employment or contractual relationship with a client or former client of the Company; and
- a Company employee from disclosing or using information not available to the general public for his/her personal gain or for the gain of any other person or business entity.

6.10.6 All contractors and suppliers engaging in business transactions with the Company shall be hereby advised of these prohibitions. This policy shall not be interpreted to prevent an employee from engaging in a bona fide business transaction for goods and services from a firm doing business with the Company when no special privilege or benefit is granted or sought by the employee because of his or her status as a Company employee. Employees should disclose any conflict that now exists or when they become aware that it may exist.

## 6.11 Nepotism

6.11.1 The following restrictions shall apply to the employment of employee relatives at the Company. An employee shall not be eligible for advancement to any position with direct supervisory responsibility over a position in which a relative is employed. For purposes of this policy, "relative" means an individual who is related to an employee as father, mother, son, daughter, brother, sister, uncle, aunt, first cousin, nephew, niece, husband, wife, father-in-law, mother-in-law, son-in-law, daughter-in-law, brother-in-law, sister-in-law, stepfather, stepmother, stepson, stepdaughter, stepbrother, stepsister, half-brother, or half-sister.

## 6.12 Other Employment

6.12.1 It is against the UAE Law for employees to hold any other job or be gainfully employed by any other means whether it is full time, part time or self-employed during their employment without approval from the Company.

6.12.2 If an employee is involved with any voluntary work which does not include any income or material gain, this must be declared to the HR Department for information and record purposes.

## 6.13 Compliance with the Law

6.13.1 It is the responsibility of all employees to acknowledge and comply with all the laws of the UAE. If an employee commits offences that violate the country's Law he/she will be subject to immediate termination of employment regardless of any penalties applied as a result of criminal proceedings.

6.13.2 Such offences can include but are not limited to the following:

- Illegal importation or exportation of goods
- Propagating violence
- Fraud
- Seeking or accepting bribes
- Use of illegal drugs
- Downloading or possession of pornographic material or hatred documents.

6.13.3 Employees must not use their position or the relationships established in the course of their work to inappropriately influence or interfere with action being considered by through an internal investigation or external law authorities.

## 6.14 Conduct in Monetary Matters

6.14.1 The receipt and custody of Company money is restricted to those required to do so by their job responsibilities and duties. No other employee should accept money or make payments on behalf of the Company unless specifically authorized to do so by his / her Manager. Any money accepted on behalf of the Company must be accounted for immediately and in accordance with formal instructions.

## 6.15 Acceptance of Gifts

6.15.1 Gifts given to employees from the Company's customers, suppliers, associates or any party involved in doing business with the Company can result in a potential conflict of interest. If an employee receives any such gifts up to the value of AED 100, he/she must declare it by completing a Gift Declaration Form (HR035) and submitting it to the HR Department for review. If the gift is more than AED 100 in value the employee must decline the gift and state that under no circumstances are they able to accept the gift under company policy unless the nature of the gift or benefit makes this impractical.

## 6.16 Telephone and Mobile Use

6.16.1 The Company telephones (landlines or company issued mobile phones) are to be used for the conduct of Company business only. Local personal calls are permitted to the extent that it is an emergency. Long distance personal calls are not allowed; however, if an emergency requires the employee to place a personal long distance call, the employee will be responsible for the charges. Any other unauthorized usage of phones shall be the responsibility of the employee at issue, who shall reimburse the Company for any such use.

6.16.2 The Company is aware that employees utilize their personal mobile phones for business purposes. At the same time, cell phones are a distraction in the workplace. Employees are asked to leave cell phones in their desks or in their purses during work hours or when attending company meetings or seeing clients or school representatives, and allowing all calls to go to voice mail. Calls may be returned during scheduled breaks.

6.16.3 On the unusual occasion of an emergency or anticipated emergency that requires immediate attention, the cell phone may be carried to a meeting on vibrate mode. Mobile telephone use, including text messaging, for personal matters, is not permissible during working hours. Additionally, employees are asked to use discretion when discussing business matters in a public area.

6.16.4 Employees who violate this policy may be subject to disciplinary action, up to and including termination of employment.

## 6.17 Internet and Email Use

6.17.1 The purpose of this policy is to provide guidelines for using Company email and internet. It is intended to minimize offensive or inappropriate behavior when using the internet and email. The Company recognizes that the use of the internet and email are increasingly important business tools. They provide rapid communication and useful access to information, resources and ideas.

6.17.2 The Company may give employees access to email to use in course of performing their job duties. E-mail is intended to facilitate business communications and should primarily be used to conduct work-related business. Use of electronic mail for personal communications should be

limited to breaks and lunch period, must not interfere with work time or with the work time of other employees.

6.17.3 Employees may not use work email to solicit others for commercial ventures, religious or political causes, outside organizations, or other non-the Company business matters. The Company reserves the right to monitor and log any and all aspects of its Computer system including but not limited to, monitoring Internet sites visited by users, monitoring chat and newsgroups, monitoring file downloads, and all communications sent and received by users. The Company also reserves the right to block certain emails from entering the system, specifically potentially harmful material.

6.17.4 Computers, computer files, data contained within the email system, access to the internet and software made available to employees are the property of the Company. Proper and appropriate use of these resources is of utmost importance to the Company and the use of such resources should be for business purposes only.

6.17.5 Employees should ensure that the business information contained in email messages and other transmissions are accurate, appropriate, ethical and lawful. Employees should also ensure the correct branding guidelines are applied and if required, speak to his/her Manager for advice.

6.17.6 Employees found in violation of this policy may be subject to corrective action up to and including termination of employment.

6.17.7 The following provides a non-exhaustive list of behaviors that are prohibited and will be considered as gross misconduct that will result in disciplinary action:

- Using the Company's time and resources for personal matters / activities.
- Sending or posting discriminatory, harassing, threatening messages or images.
- Stealing, using or disclosing someone else's code or password without authorization.
- Copying, pirating or downloading software and electronic files without permission.
- Sending or posting confidential material, trade secrets or proprietary information outside of the Company.
- Violating copyright laws.
- Failing to observe licensing agreements.
- Engaging in unauthorized transactions that may incur a cost to the Company or initiate unwanted internet services and transmissions.
- Sending or posting messages or material that could damage the Company's image or reputation.
- Participating in the viewing or exchange of pornography or obscene materials.
- Sending or posting messages that defame or slander other individuals.

- Attempting to break into the computer system of another Company or person.
- Refusing to cooperate with a security investigation.
- Sending or posting chain letters, solicitations or advertisements not related to business purposes or activities.
- Using the internet for political causes or activities, religious activities or any sort of gambling.
- Jeopardizing the security of the Company's electronic communications systems.
- Conveying personal views as those of the Company.
- Sending anonymous email messages.
- Spending time on social media for personal use during work hours such as viewing, updating profiles or chatting or on Facebook, MSN, and Twitter etc.
- Engaging in any other illegal or inappropriate activities.

6.17.8 Acceptable uses of e-mail can be compared to those involving the telephone: the communication must be brief, must not interfere with work, must not subject the Company to any additional costs, and must be consistent with the requirements set forth in these Employee Internal Guidelines. There exists no right of privacy in of any communication on the Company network including e-mail and internet usage. Authorized system administrators may access private correspondence and files if use is believed to be in violation of this policy.

## 6.18 Internet Usage

6.18.1 The Company may provide employees with Internet access to use in the course of performing their job duties. Internet usage is intended primarily for the Company related business. Use of the Internet for personal reasons should be limited to breaks and lunch periods, must not interfere with work time or with the work time of other employees, and must not violate company policy.

6.18.2 All Internet data that is composed, transmitted, or received via our computer systems is considered to be part of our official records. This means that it is subject to disclosure to law enforcement or other third parties. Therefore, you should always make sure business information contained in Internet email messages and other transmissions is accurate, appropriate, ethical, and lawful.

6.18.3 The equipment, services, and technology you use to access the Internet are always the property of the Company. Therefore, the Company reserves the right to monitor Internet traffic. The Company reserves the right to retrieve and read any data composed, sent, or received through our online connections or is stored in our computer systems.

6.18.4 The Company does not allow the unauthorized use, installation, copying, or distribution of copyrighted, trademarked, or patented material on the Internet. As a general rule, if you did not create the material, the Employee does not

own the rights to it, or have not received authorization for its use, you may not put the material on the Internet. You are also responsible for ensuring that a person sending material over the Internet has the appropriate distribution rights.

6.18.5 To protect against computer viruses, you may not download any file from the Internet without prior authorization. Employees whose Internet usage violates laws or the Company policies may be subject to corrective action up to and including termination of employment. Employees may also be held personally liable for any violations of this policy.

6.18.6 For further details please refer to the Information Technology (IT) Policy (IT001).

## **6.19 Use of Social Media Policy**

6.19.1 This policy is intended to help employees make appropriate decisions about the use of social media such as blogs, wikis, social networking websites, podcasts, forums, message boards, or comments on web-articles, such as Twitter, Facebook, LinkedIn and any other such sites. It outlines the standards we require employees to observe when using social media at work or acting as a representative of the organization, the circumstances in which the Company will monitor employee's use of social media and the action taken in respect of any violations of this policy.

6.19.2 Personal use of social media outside of work must comply with the Company rules in the following section. Usage must also adhere to the Code of Conduct, IT Acceptable Use Policy, and Harassment Policy and must not interfere with office and business commitments.

6.19.3 Rules for use of Social Media:

- It is not acceptable to use any form of social media whilst at work unless the user's role specifically requires so.
- Users should not use their personal mobile phones during working hours unless doing so for Company business (excluding breaks).
- Users may not use company equipment to access social media even after working hours unless it is required as part of their role.
- Users may not post to social media sites as a representative of the company unless they have express permission from the Senior Leadership team to do so. In forums where the user is identifiable as an employee of the company the user must distinguish that any views posted are their own and do not represent the organization in any way.
- Users should not upload, post, forward or post a link to any abusive, obscene, discriminatory, harassing, derogatory, defamatory, immoral, violent or illegal content in any capacity where the user can be identified as an employee/representative of the Company.
- Any employee who feels that they have been harassed or bullied, or are offended by material posted or uploaded by a colleague onto a social



media website should inform their line manager or HR. Please refer to the Harassment section of these guidelines.

- Users must not disclose commercially sensitive, anti-competitive, private or confidential information on any social media platform
- Users are personally responsible for content they publish into social media tools – be aware that what is published will be public for many years.
- If users notice any content posted on social media about the Company (whether complimentary or critical) it should be reported to HR using the 'contact us' details at the end of the policy
- Remember, there is a big difference between speaking 'on behalf of' the Company and speaking 'about' the Company. The Company has a number of employees and spokespeople across the business that are trained and officially authorized to speak on behalf of the company in public platforms to manage our reputation and official websites. Any other employees are not authorized to do so.

#### 6.19.4 Monitoring of Social Media Use:

- Users should be aware that any use of social media websites in the workplace (whether or not accessed for work purposes) may be monitored and, where violations of this policy are found, disciplinary action may be taken
- Monitoring is only carried out to the extent permitted or as required by law and as necessary and justifiable for business purposes. It does not impose any legal liability on the company. Any act or omission by the user while handling social media which is outside the scope of employment/contract will be at their own risk and subject to any penal action that can be taken by the Company for such unauthorized act or omission relating to Social Media.
- Misuse of social media websites can, in certain circumstances, constitute a criminal offence or otherwise give rise to legal liability against the user and the Company. It may also cause embarrassment to the Company and to our clients.
- In particular, uploading, forwarding or posting a link to any material that is illegal or damaging to the organization's reputation on a social media website whilst at work will amount to gross misconduct and will lead to disciplinary action up to and including termination of employment/contract. In addition to such other legal action that may be taken by the Company at its discretion.

## 6.20 Company Equipment and Vehicles

6.20.1 Employees are expected to exercise care, follow all operating instructions, safety standards and guidelines, and carry the appropriate permit / license when using Company owned / rented equipment, tools or vehicles.

6.20.2 Unauthorized passengers are not allowed in Company vehicles. Prior approval must be obtained from the Center Manager / Head of HR before

transporting employees for business related purposes. Company vehicles must not be used for personal reasons. All employees who wish to use a company car must sign the Company Car Policy document.

6.20.3 All employees are responsible for ensuring that they protect Company property and equipment against theft or access by unauthorized individuals. Prompt reporting of damage, defects and the need for repairs can prevent deterioration of equipment and possible injury.

6.20.4 Employees should notify their Manager if any equipment, machines, tools, or vehicles appear to be damaged, defective or in need of maintenance / repair. Employees who incur traffic fines while driving Company vehicles are liable to settle off such fines.

6.20.5 Any improper, careless, negligent, destructive or unsafe use of equipment, tools and vehicles may result in disciplinary action.

## **6.21 Non-Smoking Policy**

6.21.1 Smoking is prohibited in all public buildings, offices and other enclosed areas. It is also prohibited in all Company vehicles and at any place in which the employment activity is being or will be conducted. Employees in direct contact with children should not be smoking at all during working hours, this includes all social care / educational positions and customer-facing administrative positions.

## **6.22 Drugs and Alcohol Policy**

6.22.1 The Company seeks to maintain safe and efficient working conditions for all its employees by providing an environment free of alcohol and the use of illegal drugs. It is prohibited for employees to use, possess, distribute, sell or be under the influence of alcohol or illegal drugs while on Company premises and while conducting business related activities off Company premises.

6.22.2 The legal use of prescribed drugs is permitted on the job only if it does not impair an employee's ability to perform the essential functions of the job effectively and in a manner that does not endanger the safety of the employee or others in the workplace. Being under the influence of alcohol or narcotic drugs whilst at work will result in disciplinary action up to and including termination of employment.

## **7. Staff Communication**

### **7.1 Communication**

7.1 To support the Company as a thriving and successful institution we must communicate effectively with each other, with our staff and with our customers. All staff must have the information they need to achieve success must have the information they need to be successful in their role.

## 7.2 Vision for Communications

7.2.1 In all our communications we strive to proactively demonstrate understanding and respect, ensuring that we communicate in a way that is open, timely, clear and appropriate to the recipient.

## 7.3 Definition of Communication

7.3.1 The Arbitration, Conciliation and Advisory Service (ACAS) define communication as:

***“The provision and exchange of information and instructions, which enables organizations to function efficiently and employees to be properly informed of developments”.***

7.3.2 Good communication is much more than the exchange of information. It involves the management of relationships and the need for staff involvement. Communication is as much about attitude and behavior as it is about message. Every member of staff has a role and a responsibility to support effective communication.

7.3.3 For the purposes of this policy communication includes not only the message but also how that message is communicated and not only the responsibility for communication but also how effectively that responsibility is carried out.

## 7.4 Methods of Communication

7.4.1 The methods of communication covered by this policy include:

- Verbal communication, face-to-face communication, one to one meetings, committee meetings and discussions.
- Written communications, letters, emails, reports, memos, minutes, and any other written documentation.
- Vertical Communication up and down the organization usually via the line management structure.
- Lateral Communication across the institution covering different faculties, services, staff groups, projects, working groups and organizational levels.

## 7.5 Standards for Communications

7.5.1 All communications at MLC should be:

- Open, honest, professional and transparent - The reasons for decisions are available. Decision makers are accessible and ready to engage in dialogue. When information cannot be communicated the reasons for non-disclosure are articulated. Questions are expected and must be answered.
- Factually accurate and timely - Information arrives at a time when it is needed, is relevant and able to be interpreted in the correct context.
- Clear and respectful - Messages are communicated in plain English. They are easy to understand and are not open to misinterpretation.
- Two way communications - Systems exist to support communication up and down the institution as well as across the sites and various teams.

- Efficient - The communication and the way it is delivered are “fit for purpose”, cost effective and appropriate to the recipient.

## 7.6 Responsibilities

7.6.1 All employees have a responsibility to demonstrate the institutional standards in communication. These are the core responsibilities for effective communication for all staff:

- Staff should be aware of the Communications Policy and demonstrate the principles of good practice.
- Staff is responsible for ensuring that they communicate effectively and appropriately in line with the standards for communication.
- Staff should be aware of the various methods of communication and utilize them appropriately in their work.
- Staff should tackle incidents of poor communication in a proactive and constructive way.
- Information should be shared openly and appropriately in a timely fashion.
- Where a colleague constructively raises an issue relating to poor or inappropriate communication, the individual should consider carefully this feedback and reflect on their communication style.

## 7.7 Supervisors, Team Leaders, Line Managers

7.7.1 Those who have direct responsibility for the supervision or line management of other staff have the following additional responsibilities:

- Ensure effective two ways communication operates to and from the Senior Manager and the team.
- Ensure effective and appropriate feedback is provided to staff.
- Reflect on communication standards and practices within the team and identify opportunities for improvement.
- Where staff raise issues of poor communication to take action to ensure they are resolved.
- Where communication issues are raised that cannot be dealt with successfully to ensure that they are taken to the Senior Manager for action and support.
- Update the team communication skills as required.
- Ensure effective lateral communication between the team and its students and other customers.
- Support and promote a culture that encourages staff inclusion and involvement and challenges non-engagement.

## 7.8 Heads of Departments (HOD)

7.8.1 In addition to the core responsibilities identified above those who have responsibility for the Departments have the following additional responsibilities:

- Act as a role model – demonstrating good practice in communication in all aspects of the role.

- Ensure that the principles of good practice are applied in each team in their area of responsibility.
- Ensure that staff is adopting good practice, and are supported and developed in communication skills.
- Ensure all staff in their area of responsibility has an understanding of the strategic direction of the institution and of the service.
- Ensure all staff understands where their role fits in achieving those longer term objectives.
- Ensure that when managers or staff raise issues of poor or ineffective communication they are dealt with proactively and constructively for an effective resolution.
- Ensure that all staff is aware of the Communications Policy and that they meet the standards required by the institution and the team.
- Ensure consistency, equity and parity in communications processes across the service and across staff groups.
- Ensure all staff actively engage in proactive communications and challenge non engagement.

## 7.9 Management/Executive Level Management

7.9.1 In addition to the core responsibilities identified above those operating at a Director, Management, or Executive level have the following additional responsibilities:

- Demonstrate leadership and proactivity in line with the vision for communications.
- Encourage involvement and inclusion from all staff throughout the institution.
- Ensure non-engagement is challenged proactively and constructively resolve issues of poor communication.
- Ensure that communication systems and processes actively support the Company's vision.
- Regularly review and seek to enhance the institutional approach to communications.
- To ensure there is equity and priority of application of good practice in communications across the institution.

## 7.10 Good Practice

7.10.1 The following examples of good practice are provided as a guide to staff and managers.

7.10.2 **Team Meetings** - Team Meetings should take place on a regular and planned basis. Opportunities should be provided for all staff to contribute equally and all team members should attend. The agenda should be open to input from the whole team. Meetings should be held at a time and in a venue which allows and encourages input. Agenda items for team meetings should include:

- strategic and longer term planning
- staff, subject, team or service development

- opportunities to share good practice
- opportunities to understand the work and contribution of team members
- operational objectives and progress
- health and safety
- client/customer feedback
- feedback to Senior Managers

**7.10.3 One to One Meetings** - Managers should have one to one meetings with staff who report directly to them on a regular basis. This provides the opportunity for the manager to maintain an understanding of the role and obtain progress on objectives and identify any support that is required.

**7.10.4 Department Meetings** - The opportunity for all staff within the Department to meet together at least once a month is considered to be beneficial in developing working relationships and enhancing communications. All staff should be updated on operational issues and strategic developments, they should also have the opportunity to be advised of and have input to changes, which directly affect their work. If it is not possible to arrange a meeting for all staff then the Head of Department should develop appropriate alternate methods for informing all staff of changes and gaining their input and feedback.

**7.10.5 Committee Meetings** - Committee meetings should be effectively time managed and action focused as well as providing a forum for debate and discussion. The remit should be clear, linked to institutional objectives and reviewed regularly with the committee members. The agenda should be open to input from the whole membership. The membership should consist of a cross-section of staff from across the institution, drawn from relevant areas of expertise (in relation to executive committees). Opportunities for skills development in relation to chairing and participating in committees should be available to all committee members. Information from committees should be available to all staff and feedback should be provided via the membership and chair to the broader community preferably via the intranet.

## **7.11 Open Door Policy – “Walking the Job”**

**7.11.1** Managers should strive to develop a system that enables them to be easily accessible to staff. To allow this to happen Managers are encouraged to either have set open door times or to communicate their weekly diary to staff showing times that they are available for consultation. Managers should also aim to regularly visit members of staff at their place of work on a more informal basis to discuss current work issues.

**7.11.2** All of the above will help to build mutual understanding and improve overall communication and decision-making within Departments.

## **7.12 Planning Change – Staff Inclusion and Involvement**

**7.12.1** Adopting the principles of Partnership at Work, managers at all levels should actively seek opportunities to include and involve staff in changes that will

impact them and their work. In some cases this may be a minor operational issue, at other times it could be more significant strategic change. Staff should be advised in advance of any planned change and be given an opportunity to have input, the subsequent ideas being considered before the decision is made.

### 7.13 Feedback

7.13.1 Where staff have raised issues, made suggestions or put forward ideas for change, they should receive feedback on the outcome. It is also important that all staff is kept informed and provided with feedback from Management and Heads of Departments. The line manager therefore has a role in ensuring feedback is provided on strategic and operational issues in other areas of the Company.

### 7.14 Email

7.14.1 E-mail communication should be effective, professional and succinct. Staff should consider if e-mail is always the best way to communicate or if face to face communication would work more effectively. All staff should respond to incoming e-mail and telephone messages directed for their attention at the earliest opportunity, but no later than 48 business hours. Please refer to section 6 for further guidance.

### 7.15 Feedback Monitoring and Review

7.15.1 Responsibility for monitoring review and further development of the Staff Communication Policy will lie with the Management who will use the following to benchmark the effectiveness of communication across the institution;

- Annual Staff Survey
- Client Survey
- Annual Staff Briefing Sessions
- Exit interviews
- No. of Grievances relating to inappropriate or ineffective communication
- Number of Disciplinary issues relating to inappropriate or ineffective communication
- Feedback via Performance review
- Feedback from staff following training & development events on communication

7.15.2 As a result of monitoring and review, the Staff Communication Policy will be enhanced and the Action Plan developed further to ensure Company staff is supported in their work by effective communications at all levels.

## 8. Salary Administration

### 8.1 Additional Compensation

8.1.1 Non-exempt staff who work for a period in excess of forty eight (48) hours in any work week may earn additional compensation or time off in lieu. If

approved, additional compensation is determined in compliance with chapter four (4) of the UAE Labor Law. Overtime may only be scheduled with prior approval of the Head of Department / Line Manager using the overtime/offset form (HR026). Employees are required to submit the authorized form to the HR Department. Once approved by the HR Department, the employee may avail the time off in lieu on a day / time mutually agreed with their line manager / Head of Department. The employee must notify the HR Department in advance about the same.

## 8.2 Timekeeping and Reporting Time and Attendance

8.2.1 One of the best ways to ensure accurate pay is through accurate and timely reporting of time worked. This information helps the Company keep accurate records in order to correctly calculate employee pay and benefits. Time worked is defined as all the time employees spend performing assigned work duties.

8.2.2 The Company considers attempts to falsify timekeeping records a very serious matter. Therefore, altering, falsifying, tampering with time records, recording another employee's time record or excessive errors in recording time worked may result in corrective action up to and including termination of employment. Employees with questions about timekeeping may consult with the Head of HR.

8.2.3 The following are guidelines for all employees regarding attendance, punctuality, and time sheets:

- The hours of operation for the Company are determined by the CEO/MD.
- Regular attendance and arrival at work on time are requirements of continued employment. You must accurately record the time you begin and end your work, as well as the beginning and ending time of any meal periods, split shifts, or if you leave the workplace for personal reasons. All Employees must clock in upon arrival to the Company. Furthermore, all Employees must also sign in and sign out on the Client's therapy time sheet. Failure to clock in or sign the Client time sheet will result in forfeiting payment for the time worked but not reported. Hours worked also require the signature of a parent. The Company reserves the right to withhold payment for hours which are not "signed off", and therefore, not verifiable at the time the paycheck is processed (Failure to sign in on the client time sheet).
- Employees shall have access to Company property and facilities during their normally scheduled hours of work and outside their normal hours of work when on Company business. When not engaged in Company business, however, employee's access shall be limited to public areas. For those that are required to work after 7pm on a week day or during the weekend the HR Department must be notified no later than 5pm the same day. HR will approve the request by 6pm the same day and inform the employee at that time if he/she required to lock up and what is required, in which case he/she will be handed a set of keys which he/she will need to sign for and return the following day.



- The Company shall maintain complete and accurate attendance and leave records. Timesheets shall reflect the actual time worked and the type of leave utilized to bring the total to the regular working hours, whether the leave be sick, annual, leave without pay, administrative leave, unauthorized leave, etc. Moreover, timesheets should be completed on the CRM system on a daily basis. If the information is not recorded accurately and in real time this can lead to a disciplinary issue.
- An absence of an employee from duty, including any absence for a single day or part of a day that is not authorized by a specific grant of leave of absence under the provisions of this policy, shall be deemed an unauthorized absence and may be subject to disciplinary action.
- In the event that an hourly based employee does not have any scheduled therapy sessions for a single day or part of a day and the employee needs to attend a personal appointment during the time, the employee must request HR with at least 3 days' notice to mark them as "off call" during that time. Salaried employees must submit an out of office request on the CRM system. Unauthorized blocking of contractual hours or failure to attend sessions will be considered an act of misconduct and will be subject to disciplinary action.
- It is expected that an employee who is absent from work will relay to the Head of HR the true reason for the absence. Falsification of the reason for an absence is a serious matter which can result in corrective action up to and including termination of employment.
- In the event of a client cancellation of a scheduled therapy session, Employees shall immediately report to the Company for re-assignment or administrative duties. These may include but not limited to training, material making and organization, room assignment, reception handling, etc. Regardless of when the client cancellations are received, all Employees shall be "on call" for the number of hours agreed to be available in the Employment Contract.
- Employee schedule changes shall not be made unless requested through a duly completed Therapist Schedule Availability Form with the Human Resources Department and approved by Management. Moreover, Employees shall refrain from contacting the Scheduling Department and/or Client Services directly in regards to any schedule change requests or vacation requests. Furthermore, Employees shall direct all parent schedule change requests or concerns to Client Relations.

### 8.3 Tardiness Procedure

- 8.3.1 If an employee is late or absent without authorization on a regular basis, he/she may be placed on an attendance monitor. Repeated lateness or absences may result in disciplinary action up to termination of employment.
- 8.3.2 The disciplinary action for lateness applicable to all employees is described below:

- During a rolling month if an employee is late on three (3) or more occasions the Manager will meet with the employee to establish the reasons for regular lateness.
- The aim of the meeting is to understand the reasons for lateness and agree on an improvement plan.
- The improvement plan should be agreed and documented between the employee and Manager.

8.3.3 The Manager is responsible for monitoring the employee's lateness/attendance pattern and if it fails to improve, the following action will be taken:

- **First Verbal Written Warning** - The Head of HR will issue a verbal written warning to the employee. The employee will be monitored for a further one (1) month from this date and a copy of the written document will be maintained on employee file for record purposes.
- **First Written Warning** - If within this monitoring period the employee again reports to work late on three (3) or more occasions he/she will be given a written warning and will trigger another monitoring period of a further one (1) month from this date. A copy of the first written warning will be maintained on employee file for record purposes.
- **Final Written Warning** - If within this second monitoring period the employee again reports to work late on three (3) or more occasions he/she will be given a final written warning and the disciplinary action that follows may lead to termination of employment.

## 8.4 Paydays

8.4.1 All employees are paid on a monthly basis either on the last day of the month if a salaried employee or on the 7th day of the month if they are a paid on an hourly basis. If a regularly scheduled payday falls on a day off, such as a weekend or holiday, employees will be paid on the last work day before the regularly scheduled payday.

8.4.2 Unless Employees make specific arrangements with the Accounting Department to directly deposit paychecks into a personal bank account other than Abu Dhabi Commercial Bank (ADCB), all Employees shall receive a direct deposit into the bank account opened at ADCB. Employees shall bear the cost associated with direct deposits or transfers to a bank other than Abu Dhabi Commercial Bank.

## 8.5 Administrative Pay Corrections

8.5.1 The Company takes all reasonable steps to ensure employees are paid correctly, as per the time records, each pay period. In the event that you are underpaid on your paycheck, promptly advise the Human Resources Department as quickly as possible to resolve the discrepancy. If an adjustment is necessary, it will generally be made on your next regularly scheduled paycheck.

8.5.2 If you are overpaid on your paycheck, you have a responsibility to report it to the HR Department. Failure to do so may result in corrective action up to and including termination of employment.

## 8.6 Salary Certificates

8.6.1 Employees may request the HR Department to issue salary certificates which may include the following:

- A letter to be issued to a bank / government organization confirming salary details.
- A service certificate at the end of the employee's service describing employment dates, final job title and salary details (if required).

8.6.2 Such requests must be submitted to the HR Department through the CRM System and will take up to three (3) working days to process.

## 8.7 Confidentiality of Salary Information

8.7.1 Salary information is strictly confidential and this information is restricted to only those individuals who are responsible for the payroll process and / or involved in deciding salary increments. The disclosure of any salary information by an employee or the HR Department will be considered an act of misconduct and will be subject to disciplinary action.

## 8.8 Salary Increment

8.8.1 Salary increments may take place for the following reasons:

- Review of salary structure against the market and/or cost of living. When such a review takes place the Company may decide to increase elements of the salary structure which may include basic salary and/or allowances.
- Based on results of the performance evaluation - Salary increments maybe granted at the discretion of management based on performance results. An evaluation score of less than 3, no salary increase will be applied.

8.8.2 An increment based on the above may or may not include all roles depending on market conditions and there is no guaranteed increase with every review or evaluation.

8.8.3 Employees are not entitled to an annual salary increment based on years of service or seniority. Employees will need to complete one (1) year of continuous service before they are considered in the annual salary increment decision unless stated otherwise. Following a promotion, Employee's due date of next evaluation will be the effective date of promotion.

## 9. Leave

### 9.1 Holidays

9.1.1 All employees are entitled to public holidays declared by the UAE Ministry of Labor for the private sector. All employees (with the exception of hourly paid

employees) are entitled to these holidays with full pay. As most of the public holidays are based on the lunar months of the Hijri calendar, the precise dates will be officially communicated by the HR Department as and when appropriate. An employee who is not on approved paid leave, and fails to report on the scheduled workday before or after a holiday, shall not be paid for the holiday.

9.1.2 The following holidays will be observed by the Company. Offices may be closed on the days listed without further notice:

New Year's Day (Hijra)	(1 day)
New Year's Day (Gregorian)	(1 day)
Eid Al Fitr	(2 days)
Eid al Hajj	(3 days)
Prophet Mohammed's Birthday	(1 day)
Al Isra and Al Miraj	(1 day)
UAE National Day	(1 day)

## 9.2 Annual Leave

9.2.1 Annual leave allows employees to benefit from time off from work to give employees time to rest, recuperate and achieve a balance between work and non-work commitments.

9.2.2 The leave may be used by employees for holiday or convenience, but in any case shall not exceed an aggregate of 30 days in any calendar year unless authorized otherwise and subject to a working hour calculation as noted in the Employment Agreement. The leave year will run from January to December.

9.2.3 The Company Management may at their discretion determine the date for commencement of annual leaves to accommodate the client schedules and business operations. Leave can be divided in a maximum of three parts. Out of the 30 days allowance, a minimum of two weeks leave must be taken consecutively. There is no option to carry any leave over to the following year.

9.2.4 All leave must be taken during non-peak periods for all social care / educational staff unless exceptionally agreed. Non-peak business periods will be confirmed each year but will usually be during the Summer break, Spring Break and Winter Break (specific dates are determined each year). For administrative staff, it is the responsibility of the Line Manager or Heads of Departments to ensure adequate cover to continue smooth business operations.

9.2.5 The annual leave period is deemed to include such holidays as prescribed by the Labor Law or as agreed to, and weekends included within the annual leave period and any other periods of sickness, occurring during this leave is considered as part thereof.

### 9.3 Request for Leave Procedure

- 9.3.1 A request for annual leave shall be submitted to the Line Manager / Head of Department (HOD) at least one (1) month in advance of the planned vacation via the Child-Pro CRM system or when a leave plan is requested by the HR Department. Leave may be taken only after approval of management and HR department. Consideration of all requests will be made on a timely basis. The Company shall not be held responsible for any and all arrangements made by the Employees on an assumption that the leave would have been granted before the leave had been actually approved by the Company.
- 9.3.2 Urgent short-term leave or personal absence is understood as: 0.5h – 3.5h absence taken in one day and booked by an employee for personal reasons. This absence requires an employee to complete the out of office request on the CRM system. The Employee is required to make up for the time taken, by discussion with the Scheduling Department or Line Manager within one week from the date of time being taken.
- 9.3.3 Any leave extensions/adjustments for all types of leave must be pre-approved by the Head of Department and HR Department. The HR Department is responsible for making any necessary payment adjustments and/or any adjustments to an employee's leave balance.
- 9.3.4 Failure to return to work on the date agreed may lead to dismissal.
- 9.3.5 Any questions and concerns pertaining to any type of leave entitlement or leave balance should be addressed to the HR Department.

### 9.4 Emergency Call In

- 9.4.1 In cases when approved leave is interrupted due to an emergency in connection with which the Company requests that the employee to return to work, the employee may request that unavoidable costs of travel directly related to such interruption and which would not otherwise have been incurred be paid by the Company. A request for such reimbursement must be in writing with full supporting documentation and submitted to the CEO/MD who will have final approval.

### 9.5 Accrual and Payment of Annual Leave

- 9.5.1 Employees are expected to avail their annual leave in the year that it is accrued at times suitable to the operational requirements of, and as agreed by, the Company.
- 9.5.2 All regular employees shall be entitled to earn and accrue annual leave in accordance with applicable law. This is two days per month, after the completion of the 6th month after commencement of employment until completion of the first year of employment with the Company and thirty days per year after completion of the first full year of employment with the Company.

9.5.3 Creditable service for annual leave shall begin to accrue immediately upon employment and further provided that no leave shall be taken by any employee before the employee has completed his or her probationary period.

9.5.4 Salaried employees shall receive full pay, if any, for the annual leave days. Hourly employees will receive payment for annual leave once a year during the month following their anniversary of appointment based on the average number of billable hours worked during the year.

## 9.6 Leave Without Pay

9.6.1 Unpaid Leave allows those employees who no longer have any annual leave balance to take time off from work. All employees who have exhausted their annual leave entitlement and have completed one (1) year of continuous service with the Company can request for unpaid leave. All such leave should be taken in exceptional circumstances and request for unpaid leave will be carefully reviewed on a case by case basis and must be approved by Management.

9.6.2 At the expiration of the leave without pay, the employee will be returned to the same position left temporarily vacated, if available. The Company is not obligated to hold such position or an equivalent position open for an employee on leave without pay.

9.6.3 No annual leave and other benefits may be accrued during leave without pay. No holiday pay will be paid during leave without pay.

9.6.4 If an employee requests leave without pay on a part-time basis (during which they work a portion of their regular hours for pay and have leave without pay for the hours not worked) they shall accrue annual leave at a rate proportionate to the amount of time they actually work.

9.6.5 Failure to return to work promptly, or if there is no position available at the expiration of the approved leave without pay, may lead to dismissal.

## 9.7 Hajj Leave

9.7.1 Hajj leave allows those employees participating in the Hajj pilgrimage to benefit from time off from work without pay. All Muslim employees, upon the completion of one (1) year of service with the Company are eligible for thirty (30) calendar days of leave without pay for performing the Hajj pilgrimage. Such leave is available once in the course of an employee's entire service with the Company and will not be deducted from other periods of leave. The leave period will include the Eid Al Adha and any other public holidays which may fall within the leave period. Employees must make their own travel arrangements for Hajj leave and pay all their own expenses.

9.7.2 Employees requesting for Hajj leave should notify the Head of HR four (4) months before leave being taken and must submit their application for leave at least four (4) months prior to the requested leave date. Requests will be

reviewed on a case by case basis and must be approved by the Manager based on operational requirements.

9.7.3 Applicants must submit a letter from a reliable travel agency or a copy of his / her passport stamped by the relevant authorities confirming intended participation in the Hajj. On their return from Hajj leave, employees should submit a copy of the stamped Hajj visa page of their passport to the HR Department. Failure to do so will be considered as misconduct and will result in disciplinary action.

## 9.8 Sick Leave

9.8.1 The Company shall take every effort to minimize the amount of sick leave by staff and the amount of session cancellations by therapists. Last minute cancellations cause inconvenience, parent complaints, and a disruption of normal schedules. The Company expectations for quality of service and professionalism must be the highest of standards. To assure these standards are met, the Company takes extreme measures to reduce the excessive amount of sick days and cancellations.

9.8.2 Any full time Employee who completed more than 3 months after the probation period in continuous service shall be entitled to sick leave not exceeding 90 days whether continuous or otherwise. Employees shall not be entitled to any paid sick leave during the probation period. Leave is calculated as follows:

- The first 15 days with full pay;
- The next 30 days with half pay;
- Any subsequent periods for up to 45 days, without pay.

9.8.3 If Sick Leave has been exhausted, exceptionally the employee may request the use of annual leave with the approval of their Head of Department. If no leave is available and the employee is unable to return to work, they may request "Leave Without Pay".

9.8.4 The above shall be pro-rated for any Employee completing less than a full time work week. Sick leave will not be paid if the illness is the direct result of the Employee's misconduct, such as but not limited to the use of alcohol or narcotic drugs.

## 9.9 Sickness Reporting

9.9.1 If a therapist is sick during working hours they are to inform HR directly (text messages will not be accepted) and follow up with an email to scheduling and HR.

9.9.2 If therapists are sick outside of working hours and have a session scheduled before 9am they should **text a member of the scheduling team by 6am** in order for them to re-schedule the session. Then the therapist must follow up with a call to Front Desk at 7.30am to ensure the message was received and send an email to scheduling and HR. If the therapist does not have a session

scheduled before 9am they are to call front desk (text messages will not be accepted) at 7.30am to inform them they are sick and then follow up with an email to scheduling and HR. If a therapist calls out sick for the morning, then the remainder of that day will be cancelled from their schedule.

9.9.3 All administration staff or other social care/educational staff should call their Head of Department by 8.15am (or the time agreed with the HOD) to inform them that they will be off sick and when they will be returning.

9.9.4 If any employee is absent for more than one day they must call the HR Department each day of absence.

9.9.5 On their return to work all staff are to submit the sick leave request to HR through the CRM system with a certified medical certificate and have a return to work meeting to discuss the absence in more detail. If staff is unable to meet with HR face to face due to their schedule then HR will follow up with a telephone call to go through the return to work questions.

9.9.6 If a medical report/certificate is not approved or deemed inappropriate, then these days will not be counted as sick leave and will be treated as unpaid leave. Moreover, sessions cancelled on the day in which no medical excuse is presented may be deducted from the therapist's salary as a fine (a deduction of a day's pay) at the Management's discretion.

9.9.7 It is imperative that this procedure is followed at all times to ensure we meet our client and business requirements. Use of sick leave under false pretenses or non-compliance with attendance standards may be grounds for disciplinary actions up to and including dismissal.

## **9.10 Sick Leave Monitoring**

9.10.1 If an employee takes sick leave on five (5) separate occasions during one (1) rolling year, the Head of HR will meet with the employee to establish the underlying causes for the sickness to check the individual's fitness for work.

9.10.2 In such cases, the Head of HR can place the employee on a monitoring period of six (6) months in order to closely monitor the employee's absence due to sickness and must ensure that a medical certificate is provided by the employee for each sick day taken thereafter.

9.10.3 If an employee is unable to return to work following the ninety (90) days of sick leave, the HR Department will assess the employee's fitness to return to work and if it is assessed that the employee will not be able to return to work or the recovery period is not specified, the Company can terminate employment on medical grounds in line with the employee's contractual terms.

## **9.11 Failure to Return to Work**

9.11.1 An employee who fails to return to work on the date specified before the leave was granted without receiving an extension in advance is subject to



disciplinary action including a fine (a deduction of day's pay) up to and including dismissal.

## 9.12 Compassionate Leave

9.12.1 Special compassionate leave with pay may be granted to all employees in case of death of his/her immediate family member (i.e. next-of-kin: spouse, child, parent, brother and / or sister and spouse's parents, brother and / or sister). Employees are eligible for three (3) calendar days in the case of death of an immediate family member.

9.12.2 With the approval of the Head of Department, an employee may combine compassionate leave with any outstanding balance of annual leave. In cases where an employee has not successfully completed their contractual probationary period, compassionate leave maybe be granted as unpaid leave.

9.12.3 The employee must inform his / her Head of Department immediately, before the first day of absence. On resuming work the employee must apply for compassionate leave and submit a copy of the death certificate to HR Department. Benefit accruals such as annual leave, medical insurance and ticket entitlement will continue during the approved compassionate leave periods.

## 9.13 Parental Leave

9.13.1 Parental leave shall be granted for the purpose of pregnancy, infant care, recuperation, and related matters. Except as required by applicable law, parental leave granted for pregnancy, maternity, spouse's maternity may be without pay and for a maximum of four weeks. At the expiration of parental leave, the employee shall be entitled to return to the position that they temporarily vacated.

## 9.14 Maternity Leave

9.14.1 Maternity leave allows expecting female employees to benefit from time off from work with full pay and benefits. Female employees are entitled to maternity leave with full pay for a period of forty-five (45) calendar days, including both pre and post natal periods, provided that she has completed one (1) year of continuous service with the Company. A female employee who has not completed the aforesaid period of service will be entitled to maternity leave with half pay.

9.14.2 Public holidays and weekends that fall during maternity leave do not extend the leave period.

9.14.3 For a period of up to eighteen (18) months on returning from maternity leave and from the date of birth of the child, a female employee may take two (2) nursing breaks of thirty (30) minutes per break on a daily basis. These two (2) additional breaks will be considered as part of the working hours and will not result in any reduction in salary. The breaks can be combined upon approval from the CEO/MD and do not apply during the month of Ramadan.

- 9.14.4 If an employee suffers from any illness with childbirth, maternity leave may be extended up to an additional one hundred (100) consecutive or non-consecutive days of unpaid leave which must be certified by an approved medical authority.
- 9.14.5 With the approval of the HOD, an employee may combine her maternity leave with any outstanding balance of her annual leave.
- 9.14.6 Employees must inform the Head of HR of their leave plan by the fourth (4<sup>th</sup>) month of their pregnancy, and submit their maternity leave application within four (4) months of the requested leave date by completing the Maternity Leave Form (HR015) available from HR. Once notified the HR Department will conduct a pregnancy risk assessment, which will be repeated on a monthly basis up until the start of the maternity leave.
- 9.14.7 Benefit accruals such as annual leave, medical insurance and ticket entitlement will continue during the approved maternity leave period. Annual leave and End of Service benefit will not accrue during the additional unpaid period.
- 9.14.8 As a health & safety precautionary measure, all behavioral therapists are generally assigned therapy sessions up to 25 weeks or a maximum of 28 weeks of pregnancy. Following this, the therapist will only be assigned administrative tasks, if any. If there are no administrative duties assigned, the therapist will be on unpaid leave until their return from the maternity break. Leave pay for the actual maternity period will be calculated as stated in Section 9.14.1.

## 10. Employee Benefits

### 10.1 Health Insurance Coverage

- 10.1.1 Health insurance shall be made available to all employees. Employees not eligible for this benefit include temporary, part time employees working less than 25 hours per week, and those who are not sponsored by the Company and who already have insurance from their sponsor.
- 10.1.2 Details of the various plans are covered in the medical insurance brochure provided by the insurers and can be obtained through the HR Department.
- 10.1.3 Employees are personally responsible for paying any 'deductible amount' charged by medical institutes. The Company reserves the right to amend the policy and change the medical insurance provider from year to year. The Company will not be liable for cases not covered by medical insurance.
- 10.1.4 Employees are responsible for the cost of replacement of their insurance card if the original card provided is misplaced.

### 10.2 Air Travel Ticket

- 10.2.1 Travel Allowance is subject to a separate agreement made between the

Company and the Employee, and it must be clearly stated in the Employment Agreement agreed between the Employee and the Company. This will be paid annually or every two years depending on the position. The due date shall be considered to be the anniversary of employment or the effective date of the travel allowance eligibility agreement.

10.2.2 If an Employee is entitled to a travel allowance, the Employee shall make the request for a travel ticket at the time of its due date to the HR Department.

10.2.3 Alternatively, upon the Employee's written request, the Company can pay cash compensation in lieu of the travel ticket. Employee shall submit a copy of the final travel itinerary to the HR Department and this will be paid during the month following the due date. The itinerary submitted must be for the most economical round trip ticket to the Employee's point of origin utilized during the year preceding the due date. The compensation will be based on the actual cost of the ticket submitted but all travel allowances are capped at AED 2,500 for short haul flights or AED 5,000 for long haul flights.

10.2.4 If the HR Department deems that the travel itinerary submitted does not meet the guidelines stated above, the Company may decline the request for cash compensation

10.2.5 If an employee does not travel to their home country during a particular year, there is no option to avail cash compensation for that year or to carry over the benefit to the following year.

### **10.3 End of Service**

10.3.1 Under the UAE Labor Law, a benefit payment is due to full time expatriate employees who have served the Company for any period in excess of one (1) year. The Company's End of Service benefits entitlement for its employees is in compliance to chapter seven (7) of the UAE Law. The End of Service benefit takes into consideration the number of years of an employee's service to the Company.

10.3.2 In respect of those employees of the Company who draw their salary on a fixed monthly basis, the end of service gratuity shall be calculated based on the last basic salary earned. The End of service benefit is described below and in any situation the aggregate amount of benefit will not exceed two (2) years of an employee's basic salary.

10.3.3 In respect of those employees who are paid on an hourly basis, the end of service gratuity shall be calculated based on fifty (50) percent of the last center rate earned for actual hours of work during the period of twelve months prior to the termination of service unless specified otherwise in the employment contract. In any situation, the aggregate amount of benefit shall not exceed forty (40) per cent of the average salary for two (2) years.

10.3.4 Any periods of unpaid leave are not taken into consideration while calculating an employee's service period. End of Service Benefit is paid in line with the labor law.

- 10.3.5 The payment of an employee's End of Service benefit is conditional on the return of all entrusted Company property, assets, funds and bank clearance if applicable. The value of damaged / unreturned Company assets will be deducted from the employee's final settlement.
- 10.3.6 Where the amount owed to the Company exceeds the final settlement or End of Service benefit, the employee is required to pay the outstanding amount from his / her personal means and will not be released from the company's sponsorship / employment unless all financial matters are settled.
- 10.3.7 End of Service benefits will be paid on the completion of relevant separation formalities. The Company reserves the right to forfeit the End of Service benefit if an employee is terminated due to an act of gross misconduct or abandons work without notice with the exception of the reasons specified in Article 121 of the UAE Law. The employee shall also be deprived if he/she leaves his/her work willingly and without notice in cases other than the Company does not fulfill its obligation towards the employee as provided for in the contract or as it is required by the U.A.E. Labor Law or/and if the Company or the legal representative of the Company has committed an act of assault against the employee, with respect to unlimited period contracts or before the employee completes five years of continuous service with respect to limited period contracts.
- 10.3.8 The Company reserves the right for the payment to take up to 60 days from the last day of service.

#### **10.4 Parking and Other Car Expenses**

- 10.4.1 For those employees wishing to purchase an RTA Parking Season Card the Company will reimburse the employee 30% of the cost of the card (minus delivery charge). This can be purchased every 3 months, 6 months or yearly.
- 10.4.2 If an employee receives a building parking card from the company, the employee will be responsible to ensure safe keeping of the card. In case an issued card is misplaced, the employee shall bear the cost for replacement.
- 10.4.2 The Company shall not pay for petrol, taxi receipts, gas mileage, tolls or wear and tear on a personal car used for work purposes, unless expressly agreed by Management in the employee's contract. The Company shall not provide automobiles for work purposes. All such expenses are deemed covered by the level of salary provided to the employee.

#### **10.5 Educational Attainment**

- 10.5.1 Regular full-time and part-time employees with three years of service earning diplomas or degrees (GED, associate, bachelor, masters, and doctorate) or professional certifications, in job-related areas may be eligible to receive a pay increase for each job-related diploma or degree above that required for the position at the time the employee was hired into the position.

10.5.2 The compensation adjustment shall be determined by the CEO/MD. The qualifying criteria for educational attainment compensation shall have a direct relationship with either the employee's present position or preparation for a promotional opportunity, and shall be determined by the CEO/MD. Diplomas, degrees, or certifications used for educational attainment compensation must have a study requirement or study guidelines for completion.

## **11. Performance Management and Professional Development**

### **11.1 Performance Management Process**

11.1.1 The performance management process is used to communicate organizational goals and objectives, reinforce individual accountability for meeting those goals, and track and evaluate individual and organizational performance results. For further information please refer to the Performance Management and Professional Development Policy (HR032).

### **11.2 Training and Professional Development**

11.2.1 The Company supports employees to undertake training which is recognized by the Company as necessary for performing their current role and is in line with business requirements. To ensure that individual training and development plans are aligned to the overall needs of the business and to create a culture that motivates employees to learn, and to provide them with opportunities for training and development in order to aid retention. For further information please refer to the Performance Management and Professional Development Policy (HR032).

### **11.3 Mentorship Program**

11.3.1 The changes and challenges faced by our staff call for ongoing assessment of skills, career goals, knowledge and attitudes needed for the employee to perform their duties and continue to grow in the company. We provide substantive assistance in assisting our staff to evaluate their current competencies (professional and personal), identifying competency gaps and developing a strategy to acquire new and required competencies. A mentorship program is an important way of providing this type of support. For further information please refer to the Performance Management and Professional Development Policy (HR032).

### **11.4 Career Development**

11.4.1 The Company supports employees in their efforts to acquire knowledge and develop their abilities in line with their current and future job responsibilities. For further information please refer to the Performance Management and Professional Development Policy (HR032).

## 12. Health and Safety

### 12.1 Health, Safety & Environment Policy

12.1.1 The Company is committed to ensuring the health and safety of its employees and clients, and has established a Health, Safety and Environment Policy to identify and highlight the safety policies and procedures in place to promote a healthy, safe and secure environment. Employees are requested to read and understand the Health, Safety and Environment Policy, which is available on the CRM system for further guidance and information relating to Health and Safety. The policy applies to all Company properties and to all employees and consultants working on our premises, as well as clients and visitors to the Company, and comprehensive information can be located in the Health, Safety and Environment Policy (HSE001).

12.1.2 The Company views health and safety as an integral component of the working environment and will facilitate all reasonable action required to avoid and prevent occurrence of accidents or injuries at workplace. Employees are expected to use common sense, to obey safety rules, and to exercise caution while carrying out all work activities. Employees are also required to take all reasonable steps to protect their own safety, as well as the safety of colleagues, customers and visitors. Employees must immediately report any unsafe conditions to the Center Manager, Quality Compliance & Business Development Manager and/or the Head of HR. All reports can be made without fear of reprisal. Any behavior which violates safety standards causes hazardous or dangerous situations, or failure to report or remedy such situations when appropriate, is considered an act of gross misconduct and will result in disciplinary action.

12.1.3 The following rules must be observed by all employees:

- No alcohol or drugs will be used on the job at any time.
- Report all accidents the same day the accidents occur on the incident report form available on the CRM system. If the accident is regarding a client then please inform Client Relations at MLC. Please see incident reporting guidelines below.
- Obtain authorization from your supervisor for all non-emergency treatments for accidents.
- Ask your supervisor when you need additional equipment or instructions to perform any job function or responsibility.
- Advise your supervisor of any hazardous conditions on the job.
- Follow all other written and spoken safety rules of the Company.

### 12.2 Emergency Evacuation Procedures

12.2.1 It is imperative that all staff familiarize themselves with the emergency evacuation procedure for the Company. The Company has a designated Emergency Response Team (ERT), who shall direct and coordinate activities in the event of an emergency, and contact details of the ERT are visibly posted in the Center.

12.2.2 Additionally, facility layout maps have been placed in every room throughout the Center, and the maps clearly identify exit and evacuation routes. The Emergency Assembly Area (EAA) for MLC is posted on all diagrams and is located on the Ground Floor, at the car park area in front of the building, Assembly Point B.

12.2.3 When evacuating the building, the following guidelines should be adhered to at all times:

- Leave your work area. If you are in a session with a child, please ensure to take your child along with you. Assist any visitors or parents at the Centre to the exit. **DO NOT** return to collect personal belongings.
- Walk to your nearest emergency exit from the Company, closing doors behind you. **DO NOT RUN.**
- Leave the building by the nearest emergency exit. Use the stairs. **DO NOT USE THE ELEVATOR.** Please ensure to hold your child's hand and walk slowly down the stairs. Assist any visitors or parents to the Centre to the emergency exit and on to the assembly area.
- Gather at the **EAA** for the building. It is marked by a green assembly point sign.
- Once you arrive at the assembly area, the Emergency Response Team will take attendance.
- Stay at the assembly area and respond to the instructions by Emergency Response Team and/or Emergency Services.
- **DO NOT** re-enter the building until instructed.

### 12.3 Incident Reporting Procedures

12.3.1 As per the Incident Reporting Policy (HSE020), the Center is committed to providing a safe environment for our staff, clients and visitors and as such all employees should understand the process in case an incident, injury, accident or near miss occurs, these are defined as:-

- **Injury:** Injury is damage to the body caused by external force. This may be caused by accidents, falls, hits, weapons, and other causes. Injuries may also include bites, scratches, scrapes, or cuts.
- **Accident:** An undesired event giving rise to ill health, damage or other loss. Accidents may include slips, trips, or falls.
- **Incident:** Work related events in which an injury or ill health (regardless of severity) or 'incident' could have occurred. Events that give rise to an accident or have the potential to lead to an accident. Incidents could be, but are not limited to, a lost child, a staff altercation, vandalism, theft, or occupational exposure.
- **Near Miss:** An accident where no ill health, injury, damage, or other loss occurs is also referred to as a "near-miss". A near miss is an unplanned event that did not result in injury, illness, or damage – but had the potential to do so.

12.3.2 In the case an incident, injury, accident or near occurs, whether involving a child or an employee, it is the responsibility of the employee to follow Incident

Action Plan as detailed below and the Incident Action Plan Notice which is posted throughout the Center.

- **Control the Situation:** This means you must stay calm and if a child is involved, keep the child calm. You must assess and evaluate the situation to determine if first aid is required or if you need to call for emergency assistance. If you must leave the room, you must locate and secure another staff person to stay with your child before leaving the room.
- **Apply First Aid/Call for Emergency Help:** If the incident requires first aid (bandages, ice pack, etc.) that you are able to apply yourself or with the assistance of a staff person, then you may proceed to do so. If the incident requires emergency assistance, you must call for help. Every room at the Center has a list of the Emergency Response Team names and emergency contact numbers posted on the wall for you to utilize as the situation requires.
- **Report the Incident:** If the incident involves a child, whether in the center, at home, at school, or on an outing, the parents must be informed of the incident. Staff should refer to the following guidelines when reporting an incident:
  - Involving a child at the Center - inform Client Relations at MLC, who will contact the parents.
  - Involving a child in the residence - inform the parents/caregiver immediately and inform Client Relations at MLC.
  - Involving a child at school - inform teacher and/or school nurse, who will contact the parents and inform Client Relations at MLC.
  - Involving a child on an outing - inform Client Relations at MLC, who will contact the parents.
  - Involves an employee and does not involve a child - contact HR at MLC and report the incident.
  - Does not involve a person or is a 'near miss' (such as utility failure, water leak, or maintenance issue) contact the Center Manager and/or Quality Compliance & Business Development Manager at MLC.
- **Document the Incident:** An Incident Report Form must be completed on the CRM system for all incidents, accidents, injuries and near misses regardless of where they occur, within 24 hours of the occurrence. If an employee is unable to access the CRM system, an Incident Report Form is available at the Front Reception Desk.
- If an employee is offsite, employees are required to call the applicable department as per the guidelines above and report the incident, and complete the form on the CRM system.

## 12.4 Infection Control Policy

12.4.1 All staff at MLC who have contacts with clients, visitors and other staff members, or use items when providing our services to clients (toys, materials) must adhere to infection control procedures and precautions. For more information, please refer to the Infection Control Policy (HSE002).



12.4.2 Universal Precautions are observed at the Center to prevent contact with potentially infectious materials. Universal precautions include:-

- Good general hygiene practices
- Good hand hygiene practices - frequent hand washing
- The appropriate use of personal protective equipment, such as gloves and masks
- Adhering to respiratory hygiene/cough etiquette
- Correct cleaning, disinfection and sterilization of non-disposable equipment
- Safe collection, storage and disposal of waste
- The appropriate use of cleaning agents

12.4.3 The following minimum requirements for Universal Precautions should be followed at all times:

- Hands should be washed with soap and water in accordance with the Company's hand washing guidelines below following contact with any potentially infectious materials and after using restrooms.
- Hands are washed immediately or as soon as feasible after removal of gloves or other personal protective equipment.
- Hands should be sanitized before and after therapy sessions.

## 12.5 Hand Hygiene

12.5.1 Hand Hygiene is the single most effective means of preventing and reducing the spread of infection by decreasing the number of transient and resident organisms on the hands. Hand hygiene is an essential practice for all healthcare workers and those attending or visiting healthcare facilities.

12.5.2 Hand hygiene is a general term that refers to any form of hand cleansing and includes washing hands with water and liquid soap or applying a waterless or alcohol-based antimicrobial solution. It should be noted that the use of gloves does not replace the need for suitable hand hygiene.

12.5.3 Before performing hand hygiene:

- expose forearms
- remove all hand/wrist jewelry (a single, plain metal finger ring is permitted but should be removed (or moved up) during hand hygiene)
- ensure finger nails are clean, short and that artificial nails or nail products are not worn
- cover all cuts or abrasions with a waterproof dressing.

12.5.4 **Handwash** using soap and water hand hygiene technique:

- The duration of the handwash step of rubbing hands with soap should be 15 to 20 seconds.
- The whole process of hand washing should take 40-60 seconds.
- Wash hands when they are visibly dirty or visibly soiled with blood or body fluids and after using the toilet.

#### 12.5.5 Handrub using alcohol-based formulation hand hygiene technique:

- The duration of the handrub procedure is 20 – 30 seconds.
- Use an alcohol based hand rub for all clinical situations where hands are visibly clean.
- Alcohol based hand rubs must be allowed to dry and evaporate completely by rubbing hands vigorously. Follow the manufacturers' recommendations regarding the volume of product to use.
- Soap and alcohol-based handrub should not be used concurrently.

### 12.6 Eating & Drinking in Service Provision Areas

12.6.1 Eating, chewing gum, drinking, applying facial cosmetics (including lip balm) and handling contact lenses are prohibited in all service provision areas.

### 12.7 Cleanliness

12.7.1 While the Company retains Housekeeping staff, it is the responsibility of all staff to keep their work area clean and tidy. Common areas, such as the kitchen and dining area, must be kept clean at all times and employees are responsible for cleaning up any spills made from food or drink during mealtimes. Therapy rooms should also be kept in a neat and orderly fashion at all times.

### 12.8 Personal Hygiene

12.8.1 As a precautionary measure against infections and other risks during work, employees are advised to adhere to the following personal hygiene guidelines:

- Hair must be kept back away from the face and out of the working field.
- Jewelry must not be worn on the hands or arms during therapy sessions.
- Hair and nails are known to hold higher levels of bacteria than skin, therefore fingernails must be clean and extend no longer than ¼ inch beyond the pad.
- Do not wear artificial nails or nail extenders.
- Open toed shoes are prohibited at all times.

### 12.9 Personal Protective Equipment (PPE)

12.9.1 Personal protective equipment is provided by the Company at no cost to employees when there is a chance of occupational exposure. Appropriate personal protective equipment may consist of, but is not limited to, gloves, face shields, masks, and/or goggles/eye protection. PPE is considered appropriate if it does not permit blood or other potentially infectious material to pass through to the employee's work clothes, street clothes or undergarments, skin, eyes, or other mucous membranes under normal working conditions and for the duration of time that PPE shall be used. All personal protective equipment is to be readily accessible and in the appropriate sizes. It is the employee's responsibility, when there is occupational exposure, to use the appropriate personal protective equipment.

## 13. Grievance Policy

### 13.1 Grievance Policy & Procedures

13.1.1 The purpose of this policy is to provide prompt and effective resolution of concerns and grievances and a fair resolution process, to encourage consistency, transparency and fairness in the handling of workplace problems or complaints and to allow the Company to seek an informal resolution where appropriate but allow for more formal proceedings should the circumstances demand.

### 13.2 Raising Concerns and Grievances

13.2.1 The Company has established a means of communication whereby an employee can present his / her concern or grievance to the Company and readily obtain a decision from relevant Management by completing the Internal Concern-Complaint Form available on the CRM system. All employees can raise a grievance or concern without fear of reprimand.

13.2.2 To maintain a collaborative working environment, Managers are encouraged to resolve concerns and grievances informally through discussion to the satisfaction of all parties where possible. It is the responsibility of Managers to investigate all concerns and grievances that may arise among his/her employees, endeavor to settle them and ensure compliance with the Company's policy and procedure within his / her respective team.

13.2.3 The HR Department must be kept well informed of all grievance proceedings and ensure that they are handled effectively and sensitively. The HR Department is responsible for:

- Providing advice and assistance in the handling of concerns and grievances.
- Analyzing the issues involved in the concerns or grievances handled in all Departments.
- Recommending appropriate measures to avert the recurrence of similar grievances.

### 13.3 Raising a Concern

13.3.1 Employees should come forward and voice any concerns that may arise in the workplace. A concern can include but is not limited to the following:

- Financial malpractice or fraud
- Failure to comply with a legal obligation
- Breach of health and safety practices
- Criminal activity
- Violation of rights / justice
- Improper conduct or unethical behavior
- Attempts to conceal any of the above

13.3.2 Any concerns about a workplace situation should be raised with the Head of Department. However, in certain situations, if this is not possible the concern

can be raised to the HR Department by completing the Internal Concern / Complaint Form on the CRM system.

13.3.3 At the first meeting an employee's concerns will be noted and the employee will be invited to set out in writing, the background and history of the concern. The employee is not expected to prove the truth of the allegation; however he/she will need to demonstrate that there are sufficient grounds for the concern raised depending on the severity of the issue / concern.

### **13.4 Responding to a Concern**

13.4.1 The Company recognizes that employees need to be reassured that the concern has been properly addressed.

13.4.2 An employee's concern will be taken seriously and he/she will receive an acknowledgment of their concern form within five (5) days of raising it from the relevant Manager and / or the HR Department. The Department will investigate all disclosures and the action taken will depend on the type and severity of the concern. Subject to legal or other constraints, the employee may receive information about the outcome of any investigation.

### **13.5 Untrue Allegations**

13.5.1 It is expected that an employee will make an allegation in good faith. However, if it is proven that an employee has deliberately made malicious or vexatious allegations he/she will be subject to disciplinary action.

### **13.6 Employee Grievances**

13.6.1 An employee can raise a grievance when he/she believes there has been a violation of the employment contract, Company policy or for any non-resolved issues between employees. All employees are expected to report a grievance under the Company's grievance procedure which is defined at the end of this section.

13.6.2 In establishing a grievance procedure, the Company recognizes the following:

- The use of the grievance procedure will not in any way reflect unfavorably on the employment status of any employee.
- The grievance procedure is not intended to nor will it be construed as restricting, limiting or otherwise affecting whatever rights an employee may have under the UAE Labor Law.
- Employees should be given a fair hearing concerning any grievances they may wish to raise.
- Employees have the right to appeal against a decision made.
- Employees can be accompanied by a fellow employee of their own choice when raising a grievance or appealing against a decision when raising a grievance or appealing against a decision.

13.6.3 A decision rendered by the Head of Department and Head of HR will normally be considered final. However, should an appeal be raised by the employee against the decision, the CEO/MD will then get involved.

13.6.4 Employees whose services are terminated due to poor performance are not eligible for raising a grievance under the Company's grievance procedure. Such cases would already have been thoroughly reviewed by the Department Manager and the Head of HR prior to the decision to terminate their services.

13.6.5 All grievances are treated as highly confidential and must not be discussed with third parties other than those involved in the grievance procedure.

## 13.7 Grievance Procedure

13.7.1 Grievances will be addressed within agreed timeframes and at the lowest possible level of Management. The procedure for handling individual grievances can be broken down into three (3) key stages as outlined below:

### Stage 1

- Employees should raise all grievances with their Head of Department and attempts should be made as far as possible to resolve the concern informally and through discussions.

### Stage 2

- If this is not possible, the employee should present a grievance in writing to the Head of HR. The employee will be required to explain, the background and history of grievance, giving names, dates, places and reasons why they are concerned about the particular situation.
- A decision recommended at the level of the Head of HR will normally be considered final.
- A record of the grievance will be maintained on employee file for record purposes.
- In cases where a mutually agreed settlement is not reached within five (5) working days, the employee may ask the Head of HR to refer the matter to the CEO/MD.

### Stage 3

- The CEO/MD will analyze and review the background of the grievance as well as the decision rendered by the Head of Department and Head of HR.
- The CEO/MD may interview the employee and arrange for a meeting with the employee, the Head of Department and the Head of HR.
- At this stage the HR Department is responsible for preparing a final report for all grievances that are appealed.

### 13.8 Collective Grievance

13.8.1 A collective grievance refers to any dispute between the Company and its employees, which involves the common interest of all or certain group or category of employees.

13.8.2 The Company will handle collective grievances in full compliance with chapter nine (9) of the UAE Law.

### 13.9 Ethical Practice and Management of Ethical Dilemmas

13.9.1 MLC leadership promotes a culture of ethical practice and shall provide guidance to staff to be able to recognize social care and managerial ethical dilemmas. Employees are encouraged to freely report ethical dilemmas to the leadership. All employees are empowered to address unethical behaviors in the work place and make the right decisions. Ethical Dilemmas may be reported verbally or through email.

13.9.2 The CEO/MD and Principal Director, with the support of relevant administrative and/or social care / educational Heads of Departments and employees (as applicable) shall review all social care and managerial ethical dilemmas and take appropriate actions within defined timeframes. Furthermore, leadership shall develop corrective actions to prevent future re-occurrence and improve staff awareness to deal with such social care and managerial ethical dilemmas.

13.9.3 The CEO/MD and Principal Director shall ensure that ethical decision-making is based on the following guiding principles, that includes but not limited to, autonomy (independence, freedom to determine one's own actions, behavior); veracity (truthfulness); non-maleficence (doing no harm); beneficence (doing good, kindness); confidentiality; justice; and role-fidelity (building trusting relationship, being loyal and trustworthy).

13.9.4 All employees at MLC are responsible to recognize social care and managerial ethical dilemmas, and if faced with an ethical dilemma, follow the below 'YODA' process to receive and resolve the ethical dilemma in a timely manner.

13.9.5 Examples of Ethical Dilemmas include, but are not limited to, issues concerning confidentiality, privacy, autonomy, respect for human dignity, patients' rights, scope of practice, abuse and neglect, inadequate staffing, delays in patient treatments due to shortage of staff, negligence, conflicts with caregivers, cost containment issues, and other issues perceived as ethical problems.

13.9.6 MLC has adopted the Principle Based Framework for Ethical Decision Making: YODA (*Adapted from CHAC Health Ethics Guide & Abdool et al. 2004*).

#### Y – YOU

- You are a moral agent, and ethical reflection is your responsibility

## O – OBSERVE

- Identify the problem
- Acknowledge feelings
- Gather the facts

## D – DELIBERATE

- Consider alternatives
- Examine values
- Examine and evaluate alternatives

## A – ACT

- Articulate the decision
- Implement the plan
- Concluding review

13.9.7 If faced with an ethical dilemma, employees should utilize and complete an Ethical Decision Making Worksheet (QM016), which allows for information and data recording and provides further guidance following the YODA framework. If further assistance with analyzing and effectively addressing any ethical dilemma is required, staff can approach the Principal Director and/or CEO/MD as required.

13.9.8 Completed Ethical Decision Making Worksheets should be submitted to the Principal Director and/or CEO/MD (as relevant).

## 14. Disciplinary Policy

### 14.1 Disciplinary Measures

14.1.1 The purpose of this policy is to establish fair and consistent guidelines for the behavior standards expected from employees both inside and outside the workplace and work hours, to outline disciplinary measures that will be taken if an employee exhibits behavior that is deemed to be of a criminal nature or professionally unacceptable and to ensure fair treatment of all employees and ensure that disciplinary measures are prompt, consistent and impartial.

### 14.2 Types of Disciplinary Action

14.2.1 In the event of an employee committing misconduct, the following disciplinary actions may be taken depending on the nature and seriousness of the violation or misconduct and the implied or actual consequences:

- **Verbal warning:** issued by the Head of HR to an employee. A verbal warning should be documented and a copy will be maintained on employee file and will remain valid for a period of six (6) months.
- **First written warning:** issued by the Head of HR in consultation with the Head of Department to an employee. The letter will be maintained on employee file and will remain valid for a period of one (1) year.
- **Final written warning:** issued by the Head of HR in consultation with the Head of Department to an employee. The letter will be maintained on employee file and will remain valid for a period of two (2) to five (5) years depending on the nature of the offence.

14.2.2 The above disciplinary actions may or may not be accompanied by any one or more of the following:

- Salary deductions / fines not exceeding more than five (5) days salary for each incident in any given month.
- Delay of promotion or increment for up to one (1) year.
- Suspension from duty for a period not exceeding ten (10) days without pay.
- Termination of employment or action short of termination approved by the Head of HR and / or the CEO/MD and in full compliance with chapter six (6) of the UAE Law.

### 14.3 Acts of Misconduct

14.3.1 Although a single act of misconduct will not normally result in termination of employment, cumulative acts of misconduct may result in termination of the employment contract. Listed below are examples of acts of misconduct that can result in disciplinary action:

- Unauthorized absence from work.
- Failing to adhere to prescribed working hours.
- Refusal to undertake reasonable amount of overtime.
- Willful hindering of operations or work schedules.
- Undertaking activities detrimental to recovery whilst taking time off due to sickness.
- Deliberately failing to maintain an acceptable standard of performance or to achieve the required level of output, excluding issues of capability.
- Unauthorized use or misuse of Company property or equipment or information.
- Disregard of health and safety practices, procedures and rules.
- Unauthorized presence on Company property.
- Concealing the misconduct of others.

### 14.4 Acts of Gross Misconduct

14.4.1 Gross misconduct is conduct so serious that it effectively breaches the employment contract and so justifies the Company taking disciplinary action up to termination of employment without notice and End of Service benefit.

14.4.2 While it is possible to give examples of actions which may constitute gross misconduct, each case will be considered in the light of its particular circumstances.

14.4.3 The following list broadly shows the type of offences that would constitute gross misconduct and be grounds for termination of employment:

- Disclosure of competitive information such as operations related information including but not limited to techniques, materials, tools, processes, pricing, client contract information, bids and proposals.
- Deliberately damaging or stealing the Company property / assets.
- Deception or fraud at work, for example, falsifying application form details, bonus sheets, personal records or sick certification documents.



- Committing serious criminal offences at work.
- Committing proven criminal offences outside work that deem the employee unfit to perform his/ her duties or to be trusted.
- Destruction, misuse or improper disclosure of official documents or records.
- Being under the influence of illegal drugs or alcohol whilst on duty.
- Fighting or physical assault in uniform or on work premises or during working hours.
- Serious acts of noncompliance to Company policy.
- Action or conduct that could potentially damage the Company's reputation.
- Deliberate disregard of safety practices, procedures and rules.
- Harassment of other employees.
- Accepting bribes.
- Accepting gifts or compensation of any sort without explicit consent from the Company.

14.4.4 In situations where employees feel subject to, or witness any form of misconduct, they should promptly report the matter their Manager or the HR Department.

## 14.5 Disciplinary Process

14.5.1 Should an employee commit an act of misconduct or gross misconduct this will initiate a disciplinary hearing to investigate the incident. The hearing will be conducted by the Head of Department and Head of HR to establish the facts surrounding the incident. The investigation may involve interviews with other employees who may have been involved or can share information about the incident.

14.5.2 All interviews must be conducted confidentially and formally documented. The employees undergoing a disciplinary can be accompanied by a fellow employee of their own choice.

14.5.3 The investigation must be completed within three (3) working days of the incident.

14.5.4 The investigating Manager will make a recommendation based on his findings as to whether the employee was in breach of Company policy and if there has been an act of misconduct or gross misconduct.

14.5.5 Based on this recommendation, the Head of HR will decide upon the disciplinary action. The employee will be informed of the decision in person and in writing.

## 14.6 Suspension during Investigation

14.6.1 In exceptional circumstances, an employee may be suspended for a period of up to one (1) month without pay depending on the nature of the offence being

investigated. Should the investigation find no case to answer, then the salary deduction will be reimbursed immediately.

14.6.2 The HR Department must be consulted in all decisions relating to suspension of an employee to protect the interests of the Company and any investigation.

## **14.7 Appeals**

14.7.1 An employee can appeal against the disciplinary measure if he/she can substantiate the reasons for disciplinary are not justified. A formal appeal “hearing” will be arranged during which an employee must have a fair and reasonable opportunity to present his / her point of view unless this is clearly not possible, e.g. where an employee has absconded.

14.7.2 The appeals committee will hear the employee’s views and report key findings of the hearing. No member of the committee should be directly involved in the situation to avoid any conflict of interest, bias or subjectivity.

14.7.3 An employee can choose a representative to accompany him / her to the hearing if they so wish. If the representative is a standing member of the appeals committee they will be excused from hearing the case. The committee may decide to change disciplinary measure or revoke this based on the outcome of hearing.

## **14.8 Appeals Procedure**

14.8.1 The appeals committee is made up of a Head of Department from another Department, CEO/MD and the Head of HR. The decision of the appeals committee is considered final.

14.8.2 An employee under investigation however may appeal against the decision to the Head of HR for reconsideration within five (5) working days from the date the decision has been made.

14.8.3 All appeals must be made in writing clearly stating the reason for appeal and will only be considered where the action relates to a final written warning and / or termination, and valid grounds for appeal are provided.

14.8.4 All appeals made will be responded within five (5) working days from of the date an appeal is received, indicating acceptance or rejection (with reasons).

14.8.5 The appeals committee will have the final decision on the disciplinary action and will also have the authority to confirm, decrease or rescind the disciplinary action imposed. No further action will be taken once a final decision has been made by the appeals committee.

## **14.9 Resignation during Investigation**

14.9.1 Resignation of an employee during investigation will not prevent the continuation of the disciplinary measures against him / her. The resignation will be held until the disciplinary process has been completed.

14.9.2 Resignation during investigation may not impact on the End of Service benefit of an employee. However a decision on End of Service benefit will be taken only once the investigation has been completed.

## 15. Exit Procedure

### 15.1 End of Employment

15.1.1 An action by either the employee and / or an action by the Company is required to bring an end to the employment contract.

15.1.2 As required by the contract, termination must be in writing from one party to the other – a verbal advice has no validity.

### 15.2 Resignation

15.2.1 Resignation is a voluntary act initiated by an employee to end his / her employment with the Company. Employees are required to submit a resignation letter in writing stating the effective date of resignation to the Head of HR. Employees are encouraged to state the reason of resignation in his / her resignation letter and will be required to serve the notice period stipulated in the employment contract.

15.2.2 The HR Department will formally communicate the acceptance of the resignation letter to the employee in writing within five (5) working days of receipt of resignation letter. The effective date of the resignation is the date of the Company's formal acceptance of the employee's resignation.

15.2.3 Where a resignation is not formally accepted by the HR Department within the stated timeframe, it will be treated as an acceptance starting from the date the resignation was submitted to the Head of HR.

### 15.3 Termination

15.3.1 The Company may terminate an employee for the following reasons:

- Serious offence (gross misconduct) - without notice or End of service Benefit (EOSB)
- Redundancy - with notice and EOSB
- Retirement - with notice and EOS benefit
- Poor performance - with notice and EOSB
- Unauthorized absence for 7 consecutive days - without notice or EOSB
- Medical grounds - with pay and full benefit entitlement in line with the UAE Law

15.3.2 In all such cases, the HR Department will send a notice of termination to the employee.

15.3.3 Where an employee on limited contract is terminated, the Company will compensate the employee. The compensation should not exceed the aggregate salary due for a period of three (3) months or the remaining period

of the contract. This is not applicable if the termination is a result of a disciplinary action.

#### **15.4 Notice Period**

15.4.1 All employees are required to provide notice should they wish to resign. The notice period is usually 90 days depending on the job role and will be specified in the employment contract.

15.4.2 Where the employment contract is terminated by either party, an employee will normally be required to work the full contractual notice period. Employees will, in this situation, be entitled to any applicable basic salary, allowances and benefits up to and including the last day of work.

15.4.3 Where the Company does not require the employee to work during the contractual notice period, the HR Department will indicate this in writing to the employee, and will make a payment of any applicable basic salary allowances and benefits in-lieu-of notice. Where the employee agrees to this, then the last day of service is brought forward to a mutually agreed date and the employee will be fully compensated for the contractual notice period.

15.4.4 Where an employee fails to work the full contractual notice period without the agreement of the Company, basic salary, allowance and benefits will cease on the last day of work. Additionally, a pro-rata amount of the applicable basic salary and allowances for the notice period not fulfilled will be deducted from the final settlement due.

15.4.5 Employees who have been terminated following a disciplinary measure may not be entitled to a notice period or payment in-lieu-of-notice.

#### **15.5 Retirement**

15.5.1 The retirement age for all employees is sixty (60) years of age. The Company reserves the right to extend employment beyond the retirement age on a year to year basis based in exceptional situations which are listed below:

- No suitable replacement has been found.
- A recognized medical authority certifies the employee's fitness to carry out his/ her responsibilities effectively.
- The Line Manager and the Head of HR approve the extension in writing the employee accepts the extension in writing.

15.5.2 A minimum notice period of six (6) months will be given to the employees before their 60<sup>th</sup> birthday indicating whether the Company wishes either to apply the normal retirement age of sixty (60) years or request an extension.

15.5.3 Where the Company prefers an extension, it is up to the employee to agree or reject the extension on an annual basis.

15.5.4 Where an extension has been mutually agreed, the HR Department will issue a new employment contract confirming the extension of an employee's retirement age.

## **15.6 Death of Employee**

15.6.1 In the unfortunate event of the death of an employee the Company will bear the following costs:

- Repatriation of the human remains of the deceased to the home country.
- An economy-class return-ticket for one family member, relative or a friend, to accompany the body of the deceased to the home country.
- Repatriation of all the personal effects of the deceased.

15.6.2 All payments to which the heirs of the deceased employee are entitled are made to the “named beneficiaries” in the insurance or joining forms or in accordance to the Sharia Court, which decides on the manner of distribution for Muslim employees.

15.6.3 The above payments include the final settlement and End of Service benefit.

## **15.7 Return of Company Assets**

15.7.1 Employees are responsible for all Company property, materials, or written information issued to them or in their possession and control.

15.7.2 Employees must return all Company assets issued to them to the HR Department prior to the last date of their employment. Where necessary, the Company may withhold the value of any items that are not returned when required from an employee’s salary. The Company may also take full action deemed appropriate to recover or protect its assets. The HR Department is responsible for collecting assets given to the employee in the course of their work.

15.7.3 On concluding employment, a clearance certificate must be duly signed by the employee and the HR Department before the final release of any benefits and/or final settlement. Failure to do so may result in the Company having to withhold the final settlement.

## **15.8 Annual Leave Balance**

15.8.1 In case of the termination of employment or resignation of an employee, the employee is usually not permitted to take the remainder of his / her leave entitlement during the notice period. Any exception to the above statement will need to be reviewed on a case by case basis and approval will be based on Management discretion.

15.8.2 Annual leave encashment will be calculated on a pro-rata basis on basic salary only as per UAE Law. The HR Department is responsible for maintaining a balance of all leave entitlements and managing any encashment of annual leave.

## **15.9 Cancellation of UAE Residence Visa and Work Permits**

15.9.1 At end of the employment, the employee’s and his / her dependents’ residency visas will be cancelled. The HR Department is responsible for visa

cancellations of its employees only and the release of sponsorship and this will be in full compliance to the UAE immigration rules. Any information related to cancellation of UAE residence visas and work permits should be addressed to the HR Department.

## **15.10 Exit Interviews**

15.10.1 Exit Interviews will be conducted with employees prior to their separation from the Company. The exit interview will be conducted by the HR Department and is intended to gather information about the employee's decision and / or reason for exiting. The HR Department is responsible for conducting exit interviews, analyzing and compiling the interview feedback.

15.10.2 Based on the analysis the Head of HR will periodically review and formulate recommendations to address the key issues raised in the exit interviews and generate a report of the findings for the CEO/MD to review.

15.10.3 The confidentiality of the exit interviews is maintained at all levels and only the trend and analysis of the exit interview is shared with the CEO/MD.

15.10.4 The Exit Interview Form (HR024) is for internal use only, and is to be used by the HR Department as a guideline for the interviewer to ask questions to exiting employees.

## **15.11 Reference Letters**

15.11.1 Employees may request a Service Certificate Letter from the HR Department stating the duration of employment, capacity and job responsibilities, salary and recommendation if applicable. Managers should not provide any additional written references without referring to the HR Department and cannot under any circumstances issue any references on MLC letterhead.

15.11.2 An employee may however provide name and contact details of their Manager for verbal references, if required.

## **16. Confidentiality**

### **16.1 Use of Information**

16.1.1 The scope of Employment is strictly personal and confidential. The Employee acknowledges that, during his or her employment with Employer, the Employee will acquire knowledge with respect to certain information concerning the Employer and/or the business or activities of the Employer, including, but not limited to, business methods and practices, financial information (including, but not limited to, information concerning pricing of products or services, business and business operations and methods) and/or technical information (including, but not limited to, therapy planning and programming, instructional methods and know-how) (collectively, the "Information"). Any and all Information shall be deemed proprietary to the Employer and its affiliates and confidential, and the Employee shall not at any time directly or indirectly:

- (a) Use any of the Information for the Employee's benefit or for the benefit of any individual, or other company, corporation, partnership, joint venture, firm, trust, association, state or governmental agency or Department or other entity (each a "Person"); or
- (b) Disclose any of the Information to any Person except in the course of employment with the Employer to the extent necessary to carry out the Employee's duties under his/her Employment Agreement.

## 16.2 Termination

16.2.1 Upon termination of the Employee's employment with the Employer for any reason, the Employee shall immediately deliver to the Employer all records, notes, data, forms, handouts, memoranda or any other materials of any nature that are in the possession, or under the control, of the Employee that are the property of the Employer or its affiliates or subsidiaries or that relate to the business or activities of the Employer or its affiliates or subsidiaries. A disclosure of any Information in violation of the foregoing may result in the immediate termination of his/her Employment Agreement.

## 16.3 Access to Information

16.3.1 Employee will be in contact with confidential information, and as such, Employee shall respect confidentiality in the following ways:

- Employee shall have ready access to files and records of assigned clients only;
- Employee shall refrain from discussing individual children with people other than the parents, caregivers, teachers and therapists of that child;
- Employee shall refrain from disclosing information given by parents and caregivers to the Employer to any third parties;
- Personnel issues shall remain confidential to the people involved; and
- Any anxieties/evidence relating to a child's personal safety shall be kept in a confidential file and will not be shared within the Company except for the child's therapy team.

16.3.2 The Company maintains an enrollment record on each client, which are the property of the Company and access to the information contained therein is restricted. Generally, only supervisors, case managers, senior therapists, therapists and teachers assigned to a Client are allowed to access enrollment records. For further information please view the Enrollment Records Policy.

## 17. Suggestion Program – Kaizen

17.1 As a Company employee, you have the opportunity to contribute to our future success and growth by submitting suggestions for practical work-improvement or cost-savings ideas. A suggestion is an idea that will benefit the Company by solving a problem, reducing costs, improving operations or procedures, enhancing customer service, eliminating waste or spoilage, or making the Company a better and safer place to work. Statements of problems without

accompanying solutions, or recommendations concerning co-workers and management are not appropriate suggestions.

- 17.2 All suggestions should contain a description of the problem or condition to be improved, a detailed explanation of the solution or improvement, and the reasons why it should be implemented. If you have questions or need advice about your suggestion or idea, contact your Head of Department for assistance. Employees are encouraged to submit their ideas through the CRM system, and after review, they will be forwarded to the Kaizen Committee. After the Kaizen Committee reviews the suggestion, the employee will be notified of the adoption or rejection of their suggestion.

## 18. Professional Code of Ethics

- 18.1 In order to ensure best practice in all our services, MLC has adopted the UAE Ministry of Health (MOH) Code of Ethics for Healthcare Professions for all our social care, educational and administrative staff. In addition, MLC also follows the Community Development Authority (CDA) guidelines for social care providers.

### 18.2 UAE Ministry of Health (MOH) Code of Ethics – For Social Care / Educational Staff

- 18.2.1 The UAE Ministry of Health (MOH) Code of Ethics for Healthcare Professions prescribes the ethical responsibilities expected of all allied health care technicians practicing in the UAE.

- 18.2.2 The code defines the ethical responsibility inherent in the allied health care technician's role and supports the need to protect and promote the interests of patients in accordance with Muslim values and health care ethics as well as the rich cultural heritage and blends of the UAE community.

- 18.2.3 Allied health care technicians foster a caring relationship with society based on sound ethical values and this relationship focuses on promoting health, preventing illness, restoring health and alleviating suffering.

- 18.2.4 This Code intends to:

- Guide and strengthen allied health care technicians ethical behavior in practice.
- Provide ethical standard to facilitate allied health care technicians, individual and collective reflection and describe expected allied health care technician action.
- Outline the ethical behavior society can generally expect from allied health care Technicians.

- 18.2.5 This code is not exhaustive and is based on three principles namely, competence, respect and integrity. The day to day behavior of the allied health care technician should demonstrate the following:



## 1. Competence:

- ❖ Competence relates to providing the best health care possible in a scientific, caring and committed way. It includes professional judgment, accountability and the effective and efficient management of resources.
- ❖ Competence includes but is not limited to:

### (a) Professional Relationships and Responsibilities

#### ***The Allied Health Care Technician:***

- Refrains from activities which bring himself / herself, his/her profession or the MOH into disrepute.
- Makes known to the employers any concerns regarding the professional competence of colleagues.
- Works in a collaborative and co-operative manner with all members of the health care team.
- Makes known to the employer any conscientious objection he/she holds which may be relevant to his/her professional practice.

### (b) Professional Competence and Conduct

#### ***REFERRAL - The Allied Health Care Technician:***

- Only accepts a request for an examination/therapy/procedure, which is properly authorized in accordance with the established criteria and contains sufficient clinical information to justify the procedure.
- Consults with the referral sources when the request is considered unclear, inappropriate or not in the patient's best interest.

#### ***SAFE PRACTICE - The Allied Health Care Technician:***

- Has a duty to ensure that a safe environment is maintained for staff, patients and visitors.
- Takes into consideration the workload of his/her colleagues and takes appropriate action where safety is compromised.
- Understands the implication of legislation related to the safe practice within the approved code.

#### ***PROFESSIONAL DEVELOPMENT - The Allied Health Care Technician:***

- Takes every reasonable opportunity to maintain, improve and update his/her knowledge, skills and professional competence. He/she also supports the professional development of colleagues.
- Practices within his/her own area of expertise and refer patients to other professionals where appropriate.

#### ***RESEARCH - The Allied Health Care Technician:***

- Has a duty to develop the practice of his/her profession by engaging in approved research and by supporting the approved research of other professionals that meet the following steps.

- Approval from the appropriate ethics committee must be obtained.
- The result of all research undertaken must be reported and widely disseminated.
- The anonymity of subject must be protected in the reporting of research results.
- All people involved in the research must have appropriate acknowledge.

**LEGAL RESPONSIBILITY - The Allied Health Care Technician:**

- Is legally accountable for his/her actions.
- Ensures adequate supervision of students and those students are delegated only those tasks that fall within their competence.

**2. Respect:**

- ❖ To respect means to honor sensitively the value, right and needs of others and self. It implies a fundamental respect for human dignity and the uniqueness of individuals irrespective of cultural orientation/race, class or gender. Variables such as nationality, religion, age, socio-economics status and the nature of the health problem should not limit the quality of care provided.
- ❖ Respect includes but is not limited to:

**(a) Respecting the Rights of Patients/Service Users**

***The Allied Health Care Technician:***

- Has a responsibility to respect and protect the dignity, privacy, autonomy and safety of all patients/service users with whom he/she comes into contact.
- Respects the customs, value, social, legal, moral and spiritual beliefs of patients/service users.
- Ensure that any action he/she chooses to take, does not compromise the well-being of patients/service users.
- Introduces himself/herself to patients/services users in an appropriate manner.
- Informs patients/services users of the nature and likely courses of proposed interventions/procedures.
- Respects the patient's right to refuse interventions/procedures, (except in emergency cases). He/she then documents and reports such cases to the referring agency.

**(b) Advocacy**

***The Allied Health Care Technician:***

- Provides appropriate information to patients/service users so that they encouraged to make an informed decision regarding their interventions/procedures.

### (c) Compassion

#### ***The Allied Health Care Technician:***

- Refrains from engaging or condoning behavior which causes unnecessary physical or mental distress to patients/service users/relatives/authorized guardians.
- Shows regard for the physical and psychological needs of patients/service users/relatives and understand the impact of the clinical environment on them.
- Shows compassion when explaining to patients/services users certain interventions/procedures which may cause them physical or mental distress.

### 3. Integrity:

- ❖ Integrity relates to building trust through loyalty, honesty and fairness. It implies refraining from taking advantage of a privileged position for personal gain. The allied health care technician acts as an advocate for the patient. She/he maintains confidentiality and accepts responsibility for own and collective actions as defined within organization directives.
- ❖ Integrity includes but is not limited to:

### (a) Confidentiality

#### ***The Allied Health Care Technician:***

- Holds in confidence any information obtained through professional attendance.
- Discusses with patients/service users information obtained as a result of diagnostic or therapeutic procedures only in accordance with the agreed MOH policy.
- Retains the strictest confidentiality of information except in the following cases:
  - Where there is valid written consent by a patient/service user/authorized guardian.
  - Where required by the order of a court or justified by a wider public interest.

### (b) Professional and Personal Integrity

#### ***The Allied Health Care Technician:***

- Refrain from any abuse of the privileged relationships with patients/relatives.
- Treats all patients equally and performs the appropriate intervention/procedures without any form of discrimination.
- Does not perform any duties while under the influence of any toxic substance.
- Does not accept any gift, favor or hospitality, which might be interpreted as seeking to exert undue influence or to obtain preferential treatment.

- Avoids advertising or signing any advertisement using his/her professional qualifications to encourage the sale or purchase of commercial products.
- Is truthful and transparent in his/her professional activities.
- Reports any unethical behavior according to the rules and regulations set by MOH.
- Refrains from disparaging the competence or character of colleagues.

### 18.3 UAE Ministry of Health (MOH) Code of Ethics – Administrative Staff

18.3.1 The code of conduct prescribes the ethical responsibility expected of all administrative staff. The code defines the ethical responsibility inherent in the administrative staff member's role and supports the need to protect and promote the interest of clients (1) in accordance with Muslim values and health care ethics, as well as the rich cultural heritage and blends of the UAE community.

18.3.2 The administrative staff foster a caring relationship with society based on sound ethical values and this relationship focuses on promoting health, preventing illness, restoring health and alleviating suffering.

18.3.3 This Code intend to:

- Guide and strengthen the administrative staff member's ethical behavior in practice.
- Provide ethical standards to facilitate administrative staff member's individual and collective reflection and describe expected administrative staff action.
- Outline the ethical behavior society can generally expect from administrative staff.

18.3.4 This code is not exhaustive and is based on three principles namely, competence, respect and integrity. The day to day behavior of the administrative staff members should demonstrate the following:

#### 1. Competence

- ❖ It is the provision of the best service possible in a scientific, skillful and committed way. It encompasses accountability for the service rendered and includes the use of professional knowledge, judgment and skills in the execution of actions. It also entails the management of human and other resources in a cost-effective manner.
- ❖ Competence includes but is not limited to:

#### (a) Practice up-to-date scientific skills to ensure the best outcome for clients

##### *The Administrative Staff Member:*

- Supports health care professionals to achieve excellence in health care.

- Utilizes contemporary and context appropriate skills based on knowledge, that is evidence and science based.
- Acts as advocate for clients and the organization.
- Is accountable for own and delegated practices.
- Collaborates meaningfully with colleagues to meet the needs of clients and the organization.

**(b) Ensuring the safety of all concerned**

***The Administrative Staff Member:***

- Maintains and advocates for a safe working environment by following safe working procedures and practices.
- Manages and reports any situation that endangers the well-being of clients, the organization and the self.
- Maintains and improves own and collective health in a balanced and holistic way to ensure competent, safe administrative practices and personal fulfillment.

**(c) Updating personal and group/team skills and knowledge**

***The Administrative Staff Member:***

- Engages in life-long learning to maintain and improve professional knowledge, skills and attitudes.
- Identifies individual and collective knowledge and skill limitations
- Creates opportunities, motivates and assists colleagues in developing these skills and knowledge through continuous education and research activities.
- Participates in research, quality improvement and other knowledge development activities to improve administrative skills and provide quality service.
- Ensures that any research activity he/she is participating in, is evaluated for scientific and ethical soundness, and is sufficiently planned and supervised.
- Reflects individually and collectively on work methods and administrative practices.

**(d) Allocating, utilizing and maintaining resources in an effective and efficient manner**

***The Administrative Staff Member:***

- Allocates and maintains resources that support quality health care practices.
- Designs, resources management practices that are cost effective and based on the analysis of health, population and other parameters.
- Manages human, material and financial resources optimally using contemporary scientific and context-specific parameters.

**(e) Reporting and maintaining accurate documentation**

***The Administrative Staff Member:***

- Submits management and other reports that accurately reflect the current status of health care and administrative practices.
- Takes responsibility and action for any documentation error, discrepancy or omission in a truthful and skillful manner.
- Audits records frequently to assess the quality of documentation and administrative practices as reflected.
- Controls access to sensitive data such as patients records, personnel information, and financial records.

**(f) Participating in promoting the activities of the Ministry of Health**

***The Administrative Staff Member:***

- Collaborates with health care professionals and community members to adequately meet the health care needs of the public.
- Complies with the organization's rules, laws, and regulations.
- Promotes and participates in national, regional and local Ministry of Health initiatives and efforts.

**2. Respect:**

- ❖ Means to sensitively honor the value, rights and needs of others and the self. It implies respect for human dignity and the uniqueness of the clients. Respect is unrestricted by social, economic status and personal attributes.
- ❖ Respect includes but is not limited to:

**(a) The religion, culture, language and social context of patients/clients, their significant others, colleagues and self.**

***The Administrative Staff Member:***

- Respects and values the culture needs, beliefs and unique lifestyles of clients, colleagues and communities.
- Works and advocates for a working environment that is free from harassments and discrimination.
- Advocates for a working environment based on trust and recognition of individual differences.
- Adapts services to the unique needs of the clients without sacrificing scientific soundness.
- Respects the status and image of the organization, health care professionals, administrators and his/her self.
- Maintains professional relationship with others that reflects respect for human value, gender, expertise and position.

**(b) Rights of employees, clients and self**

***The Administrative Staff Member:***

- Informs where appropriate client and all employees of institutional policies and procedures related to the management of conflicts, complaints, grievances and discipline.

- Supports clients and employees rights concerning contractual agreement.
- Respects an individual's right to privacy as related to personnel information.
- Respects the right of the employee to present own case in matters that may lead to disciplinary action.
- Respects the right of the employee to be informed of decisions regarding professional employment status.
- Acts as a change agent in revising administrative practices that may violate basic rights of employees and clients.
- Advocates for the rights of the new employees and clients to have adequate orientation.

### (c) Professional Codes

#### ***The Administrative Staff Member:***

- Complies with the behavior outlined in this code and the Ministry of Health's general code of conduct.
- Ensures that clients are informed of their rights and responsibilities as stipulated within the codes.

### 3. Integrity:

- ❖ Is a fundamental value in administrative practice. It includes, building trust through loyalty, honesty, confidentiality and fairness and accepting responsibility for one's own actions. It also implies not using one's own position or status to seek any personal gain.
- ❖ Integrity includes but is not limited to:

### (a) Maintaining confidentiality of information regarding the client, others and the organization

#### ***The Administrative Staff Member:***

- Protects the name, gender, social context, health status and any other information regarding the client.
- Discloses information regarding the organization and its employees only with consent or as required by sound management practice.
- Advocates and implements policies and procedures that will safeguard confidential information.
- Reports any behavior or activities that will jeopardize confidential value of information.
- Protects the integrity and good name of the organization and the Ministry of Health.
- Maintains confidentiality of information that is related to organizational issues.

**(b) Carrying out all actions and responsibilities in a fair and honest manner**

***The Administrative Staff Member:***

- Is truthful and discrete in all forms of communication and avoids any information that is false, deceptive or creating unreasonable expectation.
- Makes sure that all public statements and news releases are accurate and free from exaggeration and released only upon the approval of the concerned authority.
- Provides reasonable opportunities to make informed choices.
- Reports any suspected unethical behavior or recurrent incompetent service to the appropriate authority. Refrains from deliberately harming the professional and personal reputation of colleagues and others.

**(c) Sharing knowledge and information in a discreet and professional manner**

***The Administrative Staff Member:***

- Shares information with and about the client in a discreet and professional manner.
- Accepts that the client has the right to know the identity of the administrative staff who serves them.

**(d) Not taking advantage of privileged position for personal gain**

***The Administrative Staff Member:***

- Discloses to the relevant authority any direct or indirect personal or material interest that may create a conflict of interest.
- Protects the relationship between the administrative staff and the client from any form of exploitation.
- Refuses any gift or any form of hospitality from clients, which may be interpreted as seeking to exert influence to obtain preferential treatment.
- Ensures that the status of being an administrative employee is not used for personal commercial gain such as promotion of products or services or for material and other forms of rewards/incentives, which is not part of the stipulated conditions of employment.
- Should not have business or financial relationship with supplier that may impair his judgment and the service he renders on behalf of the organization.
- Select contractors and suppliers on the basis of quality, technical excellence, cost, and good services.
- Shall not accept favors, commissions, unethical rebates, or gifts from vendor in turn for giving business to a certain company.
- Shall not use titles, board or committee membership for private gain.
- Devotes full attention and time to the organization's interest during regular working hours and for additional time when required.
- Does not use the organization facilities to carry on private business and for personal benefits.



**(e) Following national laws and the rules and regulations of the Ministry of Health**

***The Administrative Staff Member:***

- Practices within the parameters of this code and according to job description.
- Works collaboratively to standardize administrative policies and procedures to facilitate efficient and effective services.
- Is aware and intelligently interprets and implements the laws, rules and regulations that impact on health care management practices.

**19. Disclaimer**

- 19.1 While the Employee Internal Guidelines is intended to be comprehensive, it cannot address all possible applications of, or exceptions to, the general policy rules. For that reason, if an employee has any questions concerning the applicability of a policy to him/her, these should be addressed to HR.
- 19.2 The contents of this document are for informational purposes only. The Company reserves the right to change and/or amend this document as necessary at any time without prior notice. The Company shall notify relevant employees in writing when an official change to this document has been made.

**20. Attachments**

- 20.1 Attachment A: Policy Authorization Page

## Attachment A - Policy Authorization Page

Creation Date: January 2017		Created By: Dr. Hibah Shata, CEO/MD	
Revision Date	Edited By	Version Number	Next Review Date
January 2017	Emma Cowan	V.1	January 2019
July 2018	Lavita Lobo	V.2	July 2020

### Approval Signatory:

Name: Dr. Hibah Shata

Designation/Title: Chief Executive Officer / Managing Director

Date: 31 July 2018

