



جامعة محمد بن راشد  
للطب و العلوم الصحية  
MOHAMMED BIN RASHID UNIVERSITY  
OF MEDICINE AND HEALTH SCIENCES



**PeopleCare**

2022

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**Welcome to the Mohammed Bin Rashid University of Medicine and Health Sciences  
(MBRU) family!**

**We are excited to have you with us.**

At MBRU we are educators, researchers, healthcare, and administration professionals working together as one family to make a positive difference within the University and community at large. We believe that MBRU's success depends on the success of its people, and we support the MBRU team to ensure their professional goals are attained within a conducive and flexible work environment, to bring out the best in you.

At MBRU we believe this is not a job but a mission with a passion.

By being a member of the MBRU family, you embark on a journey where your positive attitude, organizational skills, capabilities, and past experiences, will help us together in achieving the MBRU's vision and mission.

'PeopleCare' is a compact manual of employment rules and regulations at MBRU. It is your guide to most of the questions that you may have during this journey as an MBRU family member. While a copy is shared during your onboarding with us, please always refer to the updated version in MyMBRU.

We look forward to an amazing journey together at MBRU and to support you to flourish as a proud MBRUian!

Kind Regards,

Human Resources Team

## Definitions

Term	Definition
DAHC	Dubai Academic Health Corporation
MBRU	Mohammed Bin Rashid University of Medicine & Health Sciences
GCC	Gulf Cooperation Council which includes United Arab Emirates, Saudi Arabia, Qatar, Oman, Kuwait and Bahrain.
AED	United Arab Emirates Currency – Dirham
HR	Human Resources Department
Overseas Candidate	A candidate who does not have an active/current residency visa in the UAE
Financial Year	1 <sup>st</sup> January to 31 <sup>st</sup> December cycle
DOA	Delegation of Authority
Employee	Staff or Faculty
EOSB	End Of Service Benefit
LM	Line Manager
HRMS	Software used by HR
First Degree Family members	Spouse, children, parents, parents in-law, children in-law, brother, and sister
Second Degree Family members	Grandparents, grandchildren, aunts, uncles
L&D	Learning & Development
CPD	Continuous Professional Development
DNRD	The General Directorate of Residency and Foreigners Affairs Dubai

The Beginning	B
Organizational Development	B1
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## 1. Organizational Structure

1.1 MBRU has put in place a planned approach on organization design thereby ensuring alignment between the vision and mission of MBRU, its structure, systems, and the staffing model to support it.

1.2 Organization design involves a continuous process of assessing, reviewing, and reflecting on the functional effectiveness of the structure.

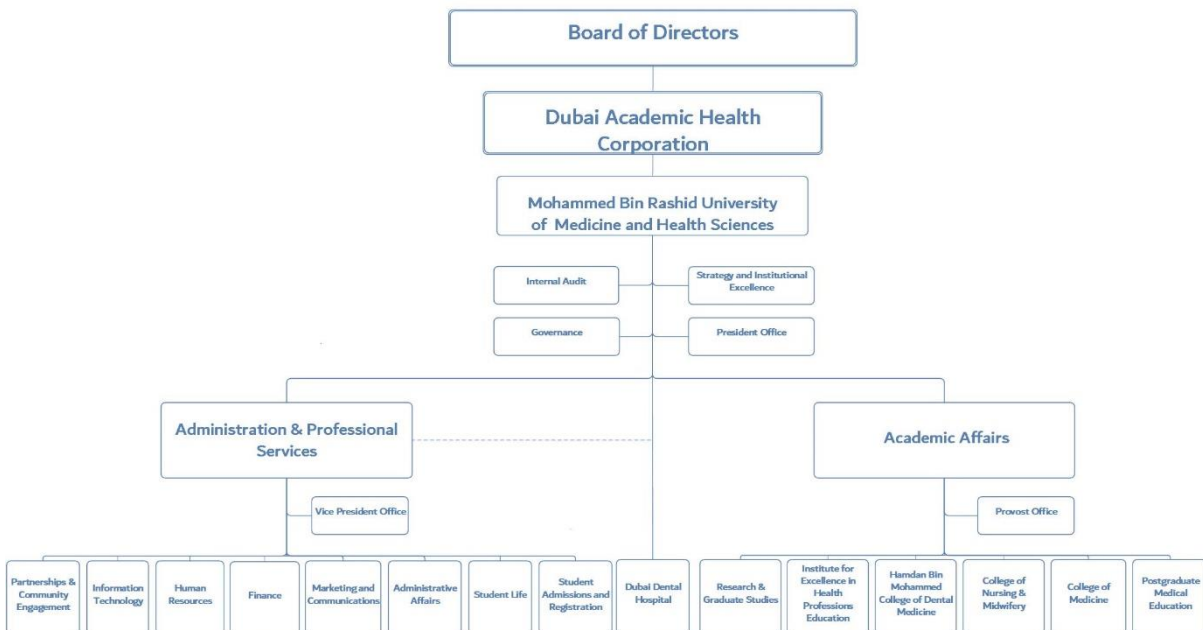
1.3 Changes to the organization structure will be carried out in a structured and planned manner based on MBRU’s organization design principles and appropriate tools and techniques.

1.4 MBRU will ensure that an approved organizational structure is in place to reflect MBRU’s requirements and hierarchy in alignment with the approved budgets.

1.5 HR will act as the custodian of the organizational structure. Any changes or additions to the structure will be made in coordination with HR as per the approved DOA.



Mohammed Bin Rashid University of Medicine and Health Sciences  
Organization Structure



The Beginning	B
Organizational Development	B1
Job Evaluation, Analysis & Job Description	B1-2

## **1. Job Evaluation, Job Analysis & Job Description**

- 1.1 MBRU will maintain approved job descriptions for positions in line with operational requirements of functions and in alignment with the organizational structure.
- 1.2 The job description will provide the role profile, responsibilities and functional specifications related to the role.
- 1.3 All permanent employees will be provided a job description document at the time of joining.
- 1.4 The line manager and HR will ensure any amendments in the job description are promptly communicated to concerned employees.
- 1.5 All jobs within MBRU will be evaluated using a standard methodology of evaluation.
- 1.6 HR is responsible for developing new job descriptions as well as reviewing and updating current ones. Job description reviews are conducted if there is a change in the processes, introduction of new technology and enhancement of the role based on requirements after a minimum of 12 months.
- 1.7 HR will determine if the reviewed job description requires a re-evaluation based on the nature of changes in the job description.

The Beginning	B
Organizational Development	B1
Manpower Planning	B1-3

## 1. Manpower Planning

- 1.1 Manpower planning will help establish optimal manpower requirements and ensure a competitive workforce is appointed to meet MBRU's objectives.
- 1.2 Manpower planning will enable efficient utilization of the workforce, enhance motivation, and productivity to address the following:
- Taking action where workforce shortages or surpluses apply.
  - Planning recruitment and selection programs.
  - Encouragement of workplace diversity.
  - Ensure maintenance of Emiratization targets through key identified positions for UAE nationals.
  - Optimization of manpower cost through efficient manpower allocation and training.
- 1.3 HR will be responsible for the consolidation and compilation of manpower planning and the budgeting process and will monitor the implementation of the same in coordination with the Finance Department. The Finance Department will be responsible for providing a clear assessment of financial impact, and any financial considerations that need to be integrated into the manpower planning process.
- 1.4 Any amendment to an approved manpower plan will require approval as per the DOA.
- 1.5 For any unbudgeted positions, line managers will be required to fill the additional manpower request form, indicating clear rationale and justification for the additional position, which will be submitted to HR.
- 1.6 HR will review the requirement in line with the approved manpower budget and obtain approval as per the DOA.



The Beginning	B
Recruitment & Selection	B2
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## 1. Recruitment Standards

- 1.1 MBRU will adopt methods to ensure that it has the right people with the right competencies at the right time to achieve its vision.
- 1.2 MBRU believes in providing equal employment opportunity to all.
- 1.3 MBRU will make effort to ensure UAE Nationals are sourced for most vacancies.
- 1.4 Candidates holding the UAE passport with a Marsoom that states having the initial approval to provide them with a Family book are considered as UAE Nationals during the recruitment process.

## 2. Selection Standards

- 2.1 HR will ensure that the defined recruitment procedure is followed in hiring candidates. HR will also ensure compliance with all applicable laws regarding hiring practices of the region.
- 2.2 HR will be responsible for overseeing the selection process with the exception of certain critical or senior roles which may be directly overseen by senior management.
- 2.3 All recruitment plans will be based on approved manpower plans in line with the budgets and the organizational structure. Recruitment activities will be initiated by the line manager through the recruitment requisition form.
- 2.4 HR will verify if the job description is approved, evaluated and in line with the job requirement at the time of recruitment.
- 2.5 HR will remain the main authority to place any job vacancy adverts, internally or externally, on websites, portals, announcing employment opportunities.

- 2.6 Internal placement is the preferred approach for vacancy filling within MBRU, and priority may be given to internal candidates before any external sourcing where applicable.
- 2.7 Internal placement shall apply in the event that an employee applies for an internal vacancy in the same department or another department within the same grade or up to one grade higher provided they have been in their current department for a minimum period of 12 months.
- 2.8 Employees may apply for internal vacancies in other departments with their line manager's approval. A realistic release date of transfer should be agreed between the employee and their current line manager with proper handover. This date should normally not exceed two calendar months.
- 2.9 Upon selection, employees will not serve a probation period within their new department as their employment would be considered a continuation of service.
- 2.10 All candidates whether internal or external will undergo a defined assessment and/or selection process as applicable based on the job requirements prior to hiring to ensure a fair and objective process and a selection decision that best suits the requirements of the vacant position.
- 2.11 HR will ensure that panel interviews are carried out with representatives from the concerned department when filling vacancies. HR will also ensure that no candidate is selected without first being interviewed and approved by a representative of the HR; unless exceptional approval applies in cases where the selection process is overseen by senior management.
- 2.12 HR will ensure candidates meet the employment pre-requisites (as per local regulations), minimum requirements of the job, and obtain all applicable regulatory clearances prior to hire.
- 2.13 Former employees and temporary employees may be rehired/hired if they had a satisfactory employment record during their employment period at MBRU, in addition to meeting the employment pre-requisites. This shall be considered a new period of employment with MBRU.

- 2.14 Former employees who have received an ex-gratia payment as part of a redundancy program cannot be rehired for a period equal to the ex-gratia payment, they received from MBRU, as measured in working weeks from their last day of employment. However, re-hire during this period may be possible if redundancy is reversed by mutual agreement and no double payment occurs.
- 2.15 Former employees may not be employed for the same position at a higher salary within six months of the final date of service.
- 2.16 HR will ensure candidates declare if they have close relatives employed in MBRU/DAHC at the time of selection. First and second-degree relatives may be employed by MBRU if confirmed that there is no direct or indirect supervisor/employee relationship between individuals who are related and there will be no conflict of interest in such employment at any given point of time during the course of their employment with pre-approval from HR.
- 2.17 HR is the sole department authorized to make any commitment of employment to candidates including job offer, salary and benefits.
- 2.18 An overseas candidate (a candidate who does not have a current/active resident visa in the UAE and resides outside of the UAE) may be invited to the UAE for an interview or a look-see visit. In such a case, the accommodation, class of travel, transportation facilities if provided will be subject to the grade eligibility of the position the candidate is being sourced for.
- 2.19 More details on faculty recruitment can be found in the Faculty Handbook.

The Beginning	B
Recruitment & Selection	B2
Employment Pre-Requisites	B2-2

## 1. Employment Pre-Requisites

- 1.1 A candidate will be considered for employment only if the pre-requisites of employment have been met. These pre-requisites may include but are not limited to the following:
- 1.1.1 Eligibility to work in the UAE.
  - 1.1.2 Meet the minimum age criteria of 18 years.
  - 1.1.3 Meet the minimum criteria prescribed in the job description.
  - 1.1.4 Successful completion of interview and other selection process.
  - 1.1.5 Submission/completion of all employment requirements with authentic documents which may include proof of educational/professional qualification and certificates.
  - 1.1.6 Completion of background check/references.
  - 1.1.7 Other regulatory clearances.
- 1.2 HR will obtain reference checks verbally or in written form from previous employer(s) or educational institution as applicable with the candidate's consent which will be maintained in the candidate's file.
- 1.3 Candidates will be required to certify that all of the information listed on their resume/job application form is true.
- 1.4 Any misrepresentation or omission of facts on the resume/job application or during the selection process; unsatisfactory reference check/medical/regulatory check results will be sufficient cause for refusal of employment, or if employed, disciplinary action, potentially resulting in termination of employment.
- 1.5 Employees should submit the required documents for the dependents within one month of joining, otherwise eligibility of benefits will be effective from the date of submission.

The Beginning	B
Recruitment & Selection	B2
Employment Contracts	B2-3

**1. Temporary Employment Contract**

- 1.1 MBRU may hire candidates on temporary employment contract to provide cover in the event of an emergency or long-term absence of a full-time employee or to address unexpected operational needs.
- 1.2 The temporary employment duration should not exceed one year, however depending on requirements, an extension of contract can be granted with a justification, subject to approval as per management.
- 1.3 Approval for temporary employment will be subject to approval from Department Head and HR based on the approved manpower budget as per management.
- 1.4 Temporary employees will be paid a monthly cash compensation and will not be eligible for any other benefits normally received by full-time employees other than the public holidays.
- 1.5 The temporary employment can be terminated by either party at any time during the contract tenure by providing 5 working days’ notice.

**2. Part Time Employment Contract**

- 2.1 MBRU may employ part-time employees for certain positions to meet operational requirements based on the approved manpower budget as per management.
- 2.2 Employees who work on a fixed schedule but for less working hours/days than the normal prescribed and standard MBRU working hours/days are classified as part-time employees.
- 2.3 An employee should work a minimum of 12 hours and a maximum of 30 hours per week to be classified as a part time employee.

- 2.4 A part time employee is eligible for the benefits of a full-time employee on a prorated basis including but not limited to leave, airfare, child education support and EOSB. Health insurance will be provided as a full-time employee.

### **3. Full Time Employment Contract**

- 3.1 MBRU may employ full time employees to fill vacant positions as per the approved manpower budget.
- 3.2 Full time employees will work the standard working hours of MBRU and will be eligible for all benefits in line with their grade.
- 3.3 Full time employee's contract will be renewed automatically yearly unless for any reasons as specified under the "Separation Chapter" in this Manual.

### **4. Special Employment Contract**

- 4.1 MBRU may employ candidates on a special contract with specific terms that might not be in total alignment with the standard employment contract terms as per the requirement.
- 4.2 Special contracts may have flexible salary and benefit structures aligned to the department's requirements, while also maintaining costs within the approved budget.
- 4.3 The contract tenure will be for a minimum period of one year.
- 4.4 Sick leave with full pay eligibility will be for a maximum period of 15 calendar days per year. Further sick leave if required, shall be availed on unpaid leave.
- 4.5 Annual leave encashment will not be applicable at the end of the period.
- 4.6 Employees will not be eligible for any other kind of leaves and benefits unless specified in the employment contract.

The Beginning	B
Recruitment & Selection	B2
Agreements & Appointments	B2-4

## 1. Agreements

- 1.1 MBRU may appoint Part Time, Visiting or Adjunct Faculty on specific terms and condition as defined in their respective policies.
- 1.2 More details on the faculty Part Time & Visiting Agreements can be found in the Faculty Handbook.

## 2. Appointments

- 2.1 MBRU may appoint faculty into academic administrative roles such as, but not limited to, Chair and Assistant/Associate Dean on specific terms and conditions as required to meet MBRU's needs which is defined in their respective policies.
- 2.2 MBRU may appoint staff into academic roles on specific terms and conditions as required to meet MBRU's needs which is defined in their respective policies.
- 2.3 More details on appointments can be found in the Faculty Handbook.

The Experience	C
Onboarding	C1
Joining Formalities	C1-1

## 1. Contract of Employment

- 1.1 The terms and conditions of employment with MBRU will be in line with details contained in the contract of employment.
- 1.2 MBRU reserves the right to amend, alter, and change any or all the terms and conditions governing employment at any point in time.
- 1.3 A candidate will be required to sign the contract of employment and a copy will be maintained in their personnel file.

## 2. Document Validation

- 2.1 MBRU requires all relevant certificates including but not limited to educational certificate, marriage certificate, birth certificate to be attested by the UAE Embassy/concerned authority in the issuing country and the Ministry of Foreign Affairs in the UAE. The cost will be borne by the employee.
- 2.2 MBRU requires the relevant educational/professional qualification certificate to be validated through an MBRU approved primary source verification agency and the cost will be borne by MBRU.

## 3. Employment Visa

- 3.1 All employees, except for UAE and GCC nationals, must have one the following to be employed with MBRU:
  - 3.1.1 A residency and employment visa issued by MBRU.
  - 3.1.2 A residency visa through the sponsorship of an individual in the case of a female employee with a no objection certificate.
- 3.2 Non sponsor ID card to be issued for those on individual sponsorship.



- 3.3 MBRU will bear the cost of an employee's residency visa and Emirates ID and will cover the cost of their eligible dependents' visas only.
- 3.4 In cases where the employment visa is being transferred from an employer within the UAE, MBRU will not reimburse airfare expenses for change of visa purposes.
- 3.5 Employees may proceed with the visa formalities by themselves for their dependents with the approval of HR and may request to reimburse the amount paid as per the visa policy.
- 3.6 Employees should submit the required documents to proceed with the renewals minimum two months before the expiry date.
- 3.7 Employees and their dependents' residency visas will be cancelled at the time of them leaving MBRU.
- 3.8 MBRU will not bear the cost of cancelling the visa if the employees request it during their employment.
- 3.9 MBRU will bear the visa application cost of the dependents once during tenure and renewal as applicable.

#### **4. Relocation & Repatriation Assistance**

- 4.1 An overseas candidate (a candidate who does not have a current/active residence visa within the UAE and resides outside the UAE) on grade 5 or above will be eligible for the following benefits upon joining MBRU up to the first year only -
- 4.1.1 A one-way ticket for the employee and eligible dependents from their home country to Dubai. The class of travel would be considered the same class as per their grade.
- 4.1.2 Temporary accommodation (hotel or serviced apartment) for the employee and eligible dependents for a maximum of 30 calendar days after which the

employee may continue in this accommodation at his/her own expense or move to a permanent accommodation.

- 4.1.3 Transporting a 20ft container for transferring personal belongings and household items from their home country to UAE. The shipment amount should not exceed 15,000 AED.
- 4.2 In the event that an employee voluntarily resigns or is terminated within less than a year from the date of joining, he/she will be obligated to reimburse the relocation assistance benefit given on a pro-rated basis as per his/her entitlement and they will not be entitled to any repatriation benefits.
- 4.3 In the event that an overseas employee resigns or is terminated after a year of service with MBRU (other than disciplinary reasons) and relocates back home, he/she will be eligible for the following repatriation benefits:
  - 4.3.1 A one-way ticket from Dubai to the home country for the employee and eligible dependents, as mentioned above, on completion of employment contract or termination.
  - 4.3.2 Transporting a 20ft container for transferring personal belongings and household items from UAE to the home country upon completion of the employment contract. The shipment amount should not exceed 15,000 AED.
- 4.4 Relocation tickets and transferring personal belongings can be done from the resident location only if the cost is equal or less than the cost from their home country with preapprovals from HR.
- 4.5 Relocation tickets can be purchased by the employee only if the cost of the ticket is equal or less than the cost of the ticket purchased by MBRU with preapprovals from HR.
- 4.6 Reimbursement of ticket cost will be subject to providing supporting documents within two months from the travel date.

4.7 Relocation tickets for dependents may be issued while they are on a visit visa and not necessarily sponsored by the employee.

## **5. Medical Examination**

5.1 MBRU reserves the right to request employees to undergo medical examination at any time if there are any concerns about employees' health that could affect their job performance.

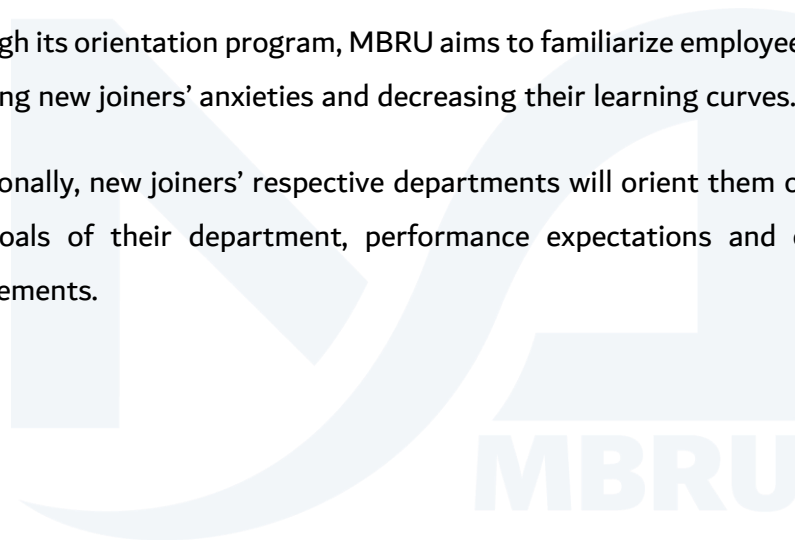
5.2 MBRU will bear the costs of such medical examination.



The Experience	C
Onboarding	C1
Orientation	C1-2

## 1. Orientation

- 1.1 MBRU believes in making all its new employees feel welcome and comfortable in their new surroundings to ensure a smooth transition. It is also important that new joiners start building rapport with their colleagues so they can begin to integrate into existing workgroups, giving the new joiners a sense of purpose within MBRU.
- 1.2 Upon joining MBRU, all employees will be given orientation session(s) within a reasonable time frame of joining.
- 1.3 Through its orientation program, MBRU aims to familiarize employees with the place, reducing new joiners' anxieties and decreasing their learning curves.
- 1.4 Additionally, new joiners' respective departments will orient them on the objectives and goals of their department, performance expectations and other necessary requirements.



The Experience	C
Onboarding	C1
Probation & Confirmation	C1-3

## 1. Probation & Confirmation

- 1.1 The probationary period is an opportunity for both MBRU and the employee to ensure a proper fit in terms of expectations of performance, capabilities, work environment and organization fit.
- 1.2 The probationary period will be stated in the employment contract; the probationary period for staff will be a minimum of three months, however, cannot exceed a period of six months from the date of joining. On the other hand, the probationary period for faculty will be six months.
- 1.3 The concerned line manager can confirm employment status of the staff at any point in time during the probation period when a minimum of two months has been served.
- 1.4 During the probationary period, an employee's performance will be continuously monitored by their line manager who is responsible for communicating and documenting any required performance developments to the employee (as well as HR).
- 1.5 Performance management objectives must be established upon confirmation.
- 1.6 Successful completion of the probationary period (following a performance review) will result in the confirmation of the employee.
- 1.7 In cases where a staff's performance is not found satisfactory after the initial three-month probationary period, line manager can extend the probationary period for another three months (up to six months from date of joining) or terminate the staff's services.
- 1.8 HR will send a notification to the line manager prior to the expiry of the probationary period. If the probation is not confirmed by the line manager within six months from the date of joining, the employee will automatically be considered confirmed.

1.9 Employee will be notified in advance in case of extension of the probationary period or termination of service during their probationary period.

1.10 Should a staff choose to resign from the services of MBRU during the probationary period, he/she shall give a notice of 5 working days in writing. On the other hand, faculty shall give 1 month notice in writing. These employees will not be entitled to encash their leave balance or annual air ticket allowance.



## 1. Attendance & Punctuality

- 1.1 MBRU expects its employees to be reliable and to be punctual in reporting to work to maintain a productive work environment. Absenteeism and tardiness place a burden on other employees and on MBRU.
- 1.2 Line managers will be accountable for monitoring the attendance and punctuality of their employees.
- 1.3 MBRU will not tolerate attendance issues or absenteeism without information; repeated tardiness or absences may lead to appropriate actions being taken by MBRU.
- 1.4 Employees should notify their line manager of late arrivals or early leaves at the earliest.

## 2. Work Timing

- 2.1 The normal and standard working hours across MBRU will be 8 working hours per day, from Monday to Thursday, starting from 8:00 am and ending at 4:00 pm and on Friday, starting from 8 am to 12 pm.
- 2.2 Staffing needs and operational demands may necessitate variations in working days, starting and ending times for individuals or departments, as well as variations in the total hours that may be scheduled each day and week as per the management.

## 3. Ramadan Work Timings

- 3.1 During the Holy month of Ramadan, the normal working hours shall be reduced based on the yearly government announcement and management's discretion.
- 3.2 Employees who avail nursing breaks will not be eligible for 'nursing hours off' during the Ramadan working hours.

The Experience	C
Compensation & Benefits	C3
Salary	C3-1

**1. Salary**

- 1.1 MBRU maintains a pay structure based on market studies, job evaluation and grading scales.
- 1.2 New hires will be compensated within the appropriate salary range based on internal equity, specific job requirements, skills, knowledge, job experience and capabilities of the employee, and in line with approved pay scale.

**2. Components of Salary**

- 2.1 The monthly salary is structured as follows:
  - 2.1.1 Basic salary (which represents 60% of monthly salary).
  - 2.1.2 General Allowance (which represent 40% of monthly salary).
  - 2.1.3 Other allowances maybe payable based on job requirements as per management approval.

**3. Salary Payment and Administration**

- 3.1 Monthly salary will be paid to all employees at the end of each calendar month to their declared bank account.
- 3.2 It is the employee’s responsibility to notify HR of any bank detail changes to enable prompt transfer of salary.
- 3.3 For employees who join MBRU after the payroll closing of any month, the salary may be paid to the bank in the following month’s payroll with effect from the date of joining.
- 3.4 In the unlikely event that there is an error in the salary payment, employees are required to promptly bring the discrepancy to the attention of HR for investigation so that corrections can be made at the earliest.



3.5 Employees may check their e-pay slip through the HRMS.

#### **4. Statutory Deductions**

4.1 All statutory deductions will be made from salaries before payment, including the following:

4.1.1 Authorized contributions to benefit plans.

4.1.2 Other deductions, as required by regulations of the UAE, as and when applicable.



The Experience	C
Compensation & Benefits	C3
Allowances	C3-2

1. MBRU may provide permanent employees with different allowances based on job requirements.

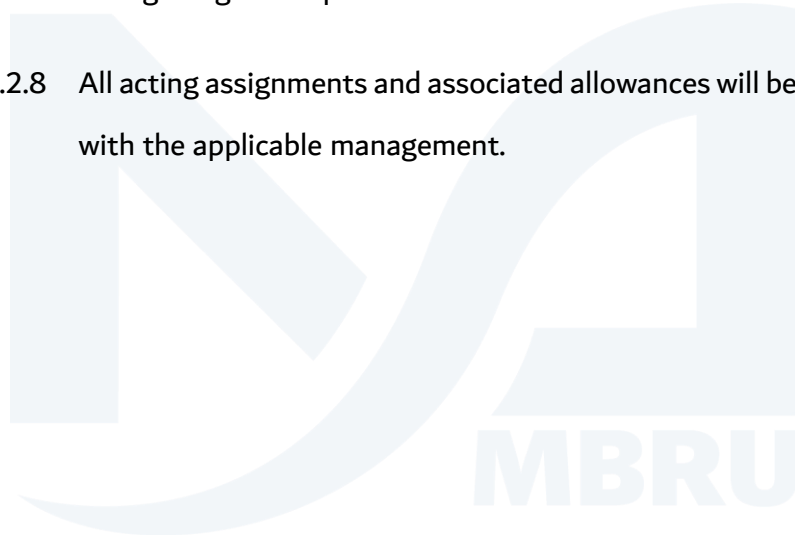
### **1.1 Academic Administrative Allowance**

- 1.1.1 It is a formal means of remuneration for the additional administrative responsibility assigned to faculty.

### **1.2 Acting Allowance**

- 1.2.1 The Acting Allowance is a formal means of remuneration, when an employee temporarily acts up into the full or majority of the duties of a job role evaluated at the same grade or up to a maximum of 2 grades higher than their current position.
- 1.2.2 This will be applicable when an established post is vacant for a significant period for reasons not limited to the following:
  - 1.2.2.1 Long-term sickness absence
  - 1.2.2.2 Maternity leave
  - 1.2.2.3 Secondment leave
  - 1.2.2.4 Resignation
- 1.2.3 As part of the acting responsibilities, the employee may be required to cover the full or major duties of the additional role for a continuous period up to maximum 12 months.
- 1.2.4 An employee may be eligible for the Acting Allowance upon completion of minimum 2 months in the acting role.

- 1.2.5 An employee may be compensated with the allowance from the first month if it is clearly defined that s/he will be acting in that role for minimum 2 months. However, in other circumstances, subject employee will be compensated with the allowance back dated from the initial date of acting upon completion of two months.
- 1.2.6 While in an acting position, the employee will be paid 20% of the new job's basic salary as acting allowance.
- 1.2.7 During the acting period up to a maximum of 12 months, the concerned employee may be released from the acting role or get promoted to the acting assignment position.
- 1.2.8 All acting assignments and associated allowances will be approved in line with the applicable management.



The Experience	C
Compensation & Benefits	C3
Bonus	C3-3

1. MBRU through its bonus payment scheme aims at recognizing the employees' role in achieving MBRU's objectives.
2. MBRU bonus payment scheme is not a contractual entitlement and will be purely subject to management discretion.
3. The bonus payment, method, criteria and time of payment will be made in line with the bonus scheme developed for that specific year as approved in line with the DOA.
4. The bonus payment is applicable to all full-time permanent employees and may be applicable to part time permanent employees.
5. An employee who has been in MBRU service for 12 months of the financial year and is still in employment on the bonus pay out date, will be eligible for the full bonus payment.
6. Confirmed employees whose date of joining falls before the fourth quarter in a given financial year and are still in employment on the bonus pay out date, will be eligible for bonus on a pro rata basis for each completed month based on the date of joining.
7. Employees who have been in service for more than six months in the financial year but cease to work before the payout date due to reasons such as retirement, medical termination or death will be eligible to receive the full bonus payment as per management discretion.
8. Employees serving their notice period are eligible for bonus payment provided their last day of service falls after the bonus pay out date. These employees will not be eligible for bonus payment if the last day of service falls prior to the bonus pay out date.
9. Employees who are terminated from MBRU services at any time in the financial year will not be eligible to receive the bonus payment.

10. If employees who are otherwise eligible but are under investigation or suspension for external or internal disciplinary issues, the bonus payment of such employees will be held by MBRU until the case has been cleared or the issue has been resolved.
11. Employees on an active final written warning on the bonus payout date are not eligible to receive MBRU bonus payment.
12. Where bonuses are paid, they do not form part of the annual compensation for calculation of end of service gratuity.



The Experience	C
Compensation & Benefits	C3
Federal & GCC Pension	C3-4

1. All permanent UAE Nationals who possess a 'Jensia' are enrolled in the UAE Federal Pension Scheme upon joining MBRU and the employee and employer contributions towards the pension scheme will be made each month as a contribution as defined by the Federal Government.
2. All GCC Nationals will be enrolled in their respective pension schemes as governed by the regulations defined by their country, effective 1st January 2007.
3. Enrollment of eligible employees in the UAE Federal or GCC Pension Scheme is mandatory and required by law and continuity of employment contract is contingent on this.
4. Medical checkup fee for the registration of new pensioners will be covered by MBRU.
5. Gratuity payments or other alternative compensation cannot be used as a substitute for benefits under the pension schemes.
6. UAE Nationals and GCC Nationals eligible to pension will not be entitled to gratuity.
7. If any dues to MBRU could not be covered through EOSB, MBRU has the right to communicate the same to the UAE General Pension and Social Security Authority to deduct the amount.

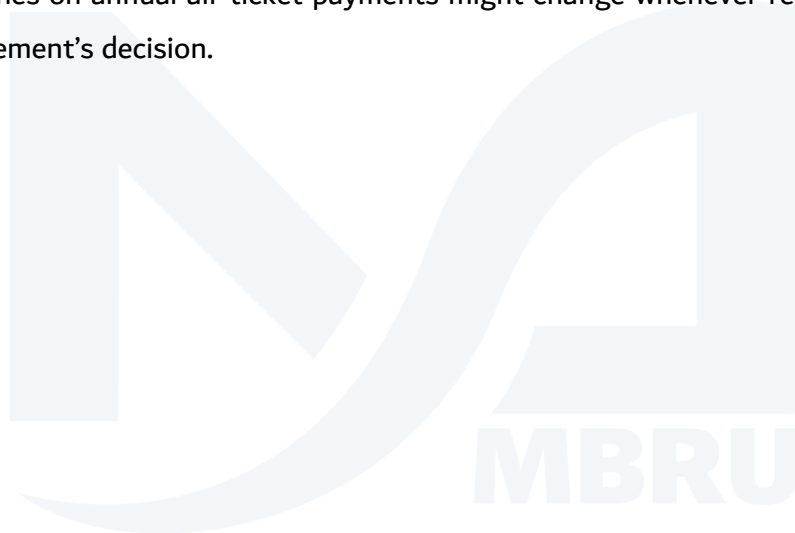
The Experience	C
Compensation & Benefits	C3
Annual Air Ticket	C3-5

1. MBRU provides all eligible employees a lump sum amount on their anniversary month of joining MBRU, every financial year to purchase air tickets subject to validity of all applicable documents during the disbursement.
2. Eligible UAE National employees in grades 1 to 7 are eligible for annual economy class return ticket for themselves, spouse and all children below 21 years old. Grade 8 and above are eligible for an annual business class return ticket.
3. Eligible expatriate employees in grades 1 to 7 are eligible for annual economy class return ticket for themselves, spouse and four children below 19 years old. Grade 8 and above are eligible for an annual business class return ticket.
4. Annual air ticket payment for expatriate employees will be encashed based on the international airport in the capital of the employee's nationality as per their passport.
5. All eligible dependents must hold a valid UAE residence permit and attested marriage/ birth certificates (incase obtained overseas) to be eligible during the annual airfare disbursement process.
6. All employees including their eligible dependents must hold a valid passport to be eligible during the annual airfare disbursement process.
7. All UAE Nationals are entitled to receive annual air ticket payment equivalent to Dubai – London - Dubai airfare.
8. Encashment shall be based on an approved provider's airfare.
9. Class codes for economy and business class tickets will be determined during the annual exercise in June to derive the class airfares which will be effective for the new financial year.

10. The criteria and proposal will be recommended jointly by HR and Finance Department.
11. Implementation will be based on VP approvals, within the approved budget.
12. Employees with dual nationality status will have their annual leave travel destination considered based on their primary domicile which is agreed upon joining and as specified in the contract of employment.
13. If an employee changes the nationality during the course of their employment with MBRU, the employee will have the domicile for ticketing purposes changed to the new country of nationality. A copy of the new passport with residence visa stamping, must be provided to HR to effect this change. The change will be effective the date the details are provided to HR and will not be backdated. The annual air ticket payment will be prorated based on the new nationality, effective from the date of provision of the details to the HR.
14. If the employee is or becomes a landed immigrant in another country and rents or owns property in that country, he or she will not be eligible to have the domicile changed for benefit purposes unless the employee's nationality is changed.
15. If an employee is promoted during the year, the annual air ticket entitlement will be paid on a pro-rata basis applicable to the grade the employee is promoted to, from the effective date of promotion.
16. If a new dependent is added through marriage or birth, the pro-rata entitlement will begin from the marriage date or the child's date of birth, provided the HR is notified within six months of the occurrence of the event and provided with the required attested documents. If the submission is post six months, the effective date will be the document submission date.
17. If an employee's spouse also works for MBRU or DAHC, the employee will not be entitled to receive this benefit twice. Both employees must decide jointly and confirm in writing who would wish to receive the benefit.



18. All children must be allocated to the contractual eligibility of either the father or mother when two individual contracts of employment apply with MBRU or DAHC. In such cases the other parent will forfeit the right of entitlement for annual air tickets.
19. If the employee leaves MBRU due to employee or MBRU initiated reasons, MBRU reserves the right to recover the amount paid, on a pro rata basis, for the period that the employee is not in service with MBRU.
20. Where annual air ticket entitlement is not paid to the employee, MBRU will pay the prorated amount to the employee, at the time of separation, for the period the employee has been in service with MBRU.
21. Guidelines on annual air ticket payments might change whenever required based on management's decision.



The Experience	C
Compensation & Benefits	C3
Health Insurance	C3-6

1. MBRU will provide a comprehensive medical coverage plan for all its eligible employees, and to their eligible dependents as applicable, from their date of joining.
2. Employees will be assigned to different categories based on their grades.

Eligibility
<p><u>UAE Nationals:</u> Self and immediate family (Parents, Spouse and all children below 21 years old)</p>
<p><u>Expatriates:</u> Self and immediate family (Spouse and four children below 19 years old)</p>

3. MBRU reserves the right to amend the policy /benefits and vary the insurer from year to year to ensure that the most cost-effective cover is provided. All amendments of such nature will be communicated timely to the employees.
4. If an employee’s spouse works for MBRU or DAHC, employees will not be entitled to receive this benefit twice. Both employees must decide jointly and confirm in writing who will receive the benefit.
5. MBRU will have the right to claim any amount caused by the usage of the health Insurance after the termination of the employment with MBRU.
6. If an employee is promoted during the year, then the health insurance benefits will be in line with the applicable eligibility for that grade from the effective date of promotion.

The Experience	C
Compensation & Benefits	C3
Child Education Support	C3-7

1. The child education support allowance is granted to employees with an aim to support the employees in providing education for their children.
2. All eligible employees who have children (four children for expatriates and all children for UAE Nationals) attending school on a full-time basis are entitled to child education support allowance from the 3rd birthday up to (but excluding) the 19th birthday, for schooling from nursery to Grade 12 or equivalent, as determined in the education allowance matrix as given below:

Grade	Total (AED)
1 to 4	10,000 per child
5	15,000 per child
6	20,000 per child
7 b	25,000 per child
7 a	30,000 per child
8	35,000 per child
9	40,000 per child

3. Employees will be eligible to receive the child education support allowance payment only after the completion of their probationary period. The amount entitled will be pro-rated to the employee's date of joining or the commencement of the school calendar year, whichever is later and as appropriate.
4. The child education support allowance payment will be made along with the monthly payroll, upon submission of the original receipt/invoice indicating the breakup of the fee claimed and will be paid in line with the eligibility for each specific grade.
5. In case of e-receipts, the employee may alternatively forward an email from the school official email ID to the parent, confirming the receipt of the subject

payment evidenced with applicable elements being claimed for either by attaching the e-receipt or mentioning the breakdown in the email.

6. All mandatory costs including annual fees, registration, Books, E-devices as per curriculum requirements, exam fees and uniforms from an authorized vendor, transportation and other related costs which form part of the school fees which are not an option for the parents to consider for will be included.
7. Non mandatory elements including but not limited to after-school activities, school activities participation cost, fieldtrips, residential trips, optional external examination fees amongst others, will not be part of the claimable allowance.
8. Child education support allowance applies to schools in UAE or internationally within the approved limits as per entitlement.
9. If an employee is promoted during the year, then the child education support allowance will be paid on a pro-rata basis applicable to the grade the employee is promoted to effective from the date of promotion.
10. Where an employee's spouse is also employed by MBRU or DAHC, both employees must declare in writing which parent is allocated for the purpose of child education support allowance payment.
11. If the employee's contract of employment is terminated either due to employee or MBRU initiated reasons, MBRU reserves the right to recover the amount paid, on a pro rata basis, for the period that the employee is not in service with MBRU.
12. Where child education support allowance is not paid to the employee, MBRU will pay the prorated amount to the employee, at the time of separation, for the period the employee has been in service with MBRU upon provision of satisfactory documentation to substantiate the same.
13. For the purpose of calculation, in a normal academic year, 303 days are considered. However, in a leap year, 304 days are considered.

The Experience	C
Compensation & Benefits	C3
Leaves	C3-8

## 1. Annual leave

1.1 Annual leave is granted for the general wellbeing of the employee. MBRU believes in employees utilizing their entitled annual leave to ensure their welfare and productivity are not impaired.

1.2 All eligible staff are entitled for the following annual leave days per financial year:

Grade	Entitlement
1 to 6	25 working days
7 to 9	30 working days

1.3 Faculty are entitled to 30 working days as Annual Leave.

1.4 Annual leave will be credited/accrued at the beginning of the financial year/or from the date of joining for new joiners whichever is applicable.

1.5 Employees will be entitled to receive their monthly salary during the leave period.

1.6 Staff are not eligible to avail their annual leave during the probationary period. However, faculty are eligible to avail their annual leave during their probationary period with the approval of their line managers.

1.7 Employees may be allowed to borrow/avail annual leave from the following year's balance in advance up to five working days subject to fully utilizing current year leave balance.

1.8 Employees may avail annual leave in one or more periods subject to the approvals from the respective line manager through HRMS.

1.9 Line managers are responsible for monitoring employees' leave within their respective departments to avoid overlap of leaves of key employees to ensure smooth operations.

- 1.10 Annual leave request will be considered; however, the line manager reserves the right to amend leave dates based on operational requirements.
- 1.11 The line managers may recall employees from their annual leave due to operational demands. The annual leave in such cases will be ceased the day the employee reports to work.
- 1.12 If the employee falls sick during an approved annual leave period, the period will be treated as annual leave unless the employee was hospitalized, and valid medical advice proof is provided from a certified doctor.
- 1.13 In such cases, the period of hospitalization and any immediate recovery period, where it is confirmed through sufficient documentation by a certified doctor will be treated as sick leave and the appropriate credit will be made to employees' annual leave.
- 1.14 If an employee is promoted during the course of a year, the employee will be entitled to annual leave applicable to the grade the employee is promoted to on a pro-rated basis from the date of promotion.
- 1.15 In cases where an employee's contract of employment is terminated during the probationary period, the employee is not eligible to receive any payment in lieu of annual leave of the probationary period.
- 1.16 If an employee's contract is terminated after the completion of the probationary period, any unutilized annual leave balance will be encashed along with the EOSB.
- 1.17 Similarly, if the employee has utilized the year's annual leave entitlement and is separated from MBRU before the end of the financial year, the annual leave availed in advance will be recovered on a pro rata basis, i.e., for the period the employee is not in service with MBRU.
- 1.18 Employees may request for annual leave during the notice period, subject to line managers' approval.
- 1.19 Public holidays and other MBRU recognized holidays during the period of employees' annual leave will be credited to the employee.
- 1.20 Salary and benefit accruals will continue during the approved annual leave period.

1.21 Employees can combine annual leave with other leaves in line with the leave policy.

1.22 If an employee fails to report to duty or to inform the line manager with regards to his/her absence, on expiry of the approved annual leave period, the absent days will be treated as unauthorized absence and will be treated as unpaid. MBRU will take appropriate disciplinary actions in line with the disciplinary policy.

1.23 Employees may carry forward a maximum of 50 percent of their annual leave entitlement from one financial year over to 31st December in the following financial year.

## 2. Sick Leave

2.1 All eligible employees are entitled to avail paid sick leave every financial year to cover a period of absence due to health issues as follows.

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

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

2.3 Employees who join MBRU during the course of the financial year will be eligible for paid sick leave as stated above on a prorated basis from the date of joining.

2.4 Employees are entitled to paid sick leave during the contractual probationary period.

2.5 Employees should make arrangements to inform their respective line managers at the start of the official working hours on the first day of absence within reasonable limits.

2.6 Upon resumption to duty, the leave availed should be requested through the HRMS with sufficient documentation.

- 2.7 Any absence period of two or more consecutive days due to sickness must be substantiated by attested medical certificates from an approved health authority.
- 2.8 However, if the employee's absence from duty due to sickness is frequent in nature or is a cause of concern, the line manager or HR may request for an attested medical certificate for days of absence less than two days.
- 2.9 MBRU reserves the right to request from the employee medical certificates attested by a health authority indicating 'fitness for duty' in case of serious health conditions or to request the employee to undergo a medical examination by an approved medical practitioner at any time.
- 2.10 Serious health condition or disabilities include in-patient care in a hospital, hospice or residential medical care facility, and continuing treatment by healthcare provider.
- 2.11 In cases of extenuating circumstances including but not limited to serious health condition, terminal illness, complicated surgery and temporary disability, fully paid sick leave for up to 6 months may be granted on a case-per-case basis based on the recommendation of a medical panel and the approval of the Head of HR.
- 2.12 Weekly days off and holidays occurring during sick leave are considered as part of the sick leave with the exception of weekly days off and holidays occurring at the beginning and/or end of the sick leave.
- 2.13 Benefit accruals such as annual leave, health insurance and ticket entitlement will continue during the approved sick leave.
- 2.14 If sick absence continues after utilizing sick leave, the employee may adjust the balance of the absence against any outstanding annual leave entitlement.
- 2.15 In case of abroad sickness or treatment, the required documents must be attested by a health regulatory authority depending on the hospital location, the UAE Embassy/concerned authority in that country and the Ministry of Foreign Affairs in the UAE.



2.16 On return from leave and absence due to sickness, MBRU reserves the right to request for the following based on the nature of sickness and the absence days:

2.16.1 Detailed medical reports

2.16.2 Details of hospital admission dates and discharge (if applicable)

2.16.3 Dates of follow up with the hospital or specialist (if applicable)

### 3. Accompany Leave

3.1 All eligible employees upon completion of probation and based on the submission of supporting documentation, are entitled for accompany leave to accompany their first-degree relatives who are residing in UAE such as (parents, brother, sister, children, spouse, parents in law) for medical treatment outside the country, upon the discretion of the management and HR.

3.2 MBRU has the right to request for more supporting documents as required.

3.3 Period for paid accompany leave and compensation method is as the following within an financial year:

UAE National			
	Full Monthly Salary	Half Monthly Salary	No Salary
1st Degree (Spouse, children, parents, parents in law, brother and sister)	30 Calendar days	30 Calendar days	Duration after 60 Calendar days up to 90 Calendar days

Expatriates			
	Full Monthly Salary	Half Monthly Salary	No Salary
1st Degree (Spouse, child, parents, parents in law, brother and sister)	N/A	15 Calendar days	N/A

- 3.4 In such cases, the leave will be accounted from the day the employee travels out of the country in accompaniment and will end the day the employee enters the country after the treatment.
- 3.5 Accompany leave can be combined with annual leave.
- 3.6 Request for such leave should be sent through HRMS to immediate line manager for approval purposes.
- 3.7 Weekly days off and holidays occurring during accompany leave are considered as part of the accompany leave with the exception of weekly days off and holidays occurring at the beginning and/or end of the accompany leave.
- 3.8 Salary and benefit accruals such as annual leave, ticket entitlement will continue during the approved accompany leave, as appropriate.

#### **4. Maternity Leave**

- 4.1 All full time permanent female employees upon completion of probation period are eligible for 90 calendar days paid maternity leave on full pay basis.
- 4.2 All full time permanent female employees who have not completed their probationary period with MBRU are eligible for 90 calendar days of maternity leave on half pay basis.
- 4.3 If a female employee is pregnant at the time of joining MBRU, she is required to notify MBRU of the same.
- 4.4 A full-time female employee who is in a situation where her child passes away during or post-delivery shall be eligible for sick leave supported by a medical certificate that should be attested by the concerned regulatory arm.
- 4.5 The maternity leave may commence one month prior to the date of delivery or from the date of delivery.
- 4.6 An employee who has exhausted her maternity leave may be absent from work for a maximum period of 120 consecutive or nonconsecutive calendar days, which includes

the number of maternity leave days, annual leave and unpaid leave. If such absence is due to an illness preventing her from resuming her work, it needs to be supported by a medical certificate issued by a health care facility and attested by the concerned regulatory arm. The leave will not be deducted from other leave periods. Salary and identified benefit accruals will not continue during the approved unpaid leave period.

- 4.7 Employee is eligible for private healthcare leave which is unpaid after ending the maternity leave for up to 12 months from the date of delivery if the child is born with a disability. This leave can be extended for up to 3 years as per management. In both cases, an attested medical certificate is requested to approve the leave.
- 4.8 Employees should inform their line manager at least three months prior to commencement of their maternity leave to ensure planned handover of work.
- 4.9 The employees will be required to submit appropriate supporting documents before commencement of leave, if requested by MBRU.
- 4.10 On resumption from the maternity leave period, a female employee is eligible for nursing break of two hours from the normal working hours for a period of 12 months from the date of birth of the child excluding Fridays.
- 4.11 Female employees on part time contracts are eligible for two hours nursing break only if their daily working hours are not less than 5 hours excluding Fridays.
- 4.12 The two hours may be taken either by the beginning or the end of the working hours.
- 4.13 If there is more than one female member in the same department, the line manager reserves the right to decide and manage the time off for nursing breaks so as to ensure optimal operation.
- 4.14 Weekly days off and public holidays occurring during maternity leave are considered as part of the maternity leave with the exception of weekly days off and holidays occurring at the beginning and/or end of the maternity leave.

4.15 Salary and benefit accruals such as annual leave, health insurance, ticket entitlement will continue during the approved maternity leave period.

## **5. Paternity Leave**

5.1 All male employees after successful completion of their probation are eligible for paid paternity leave for three separate or consecutive working days within one month of the birth of their child.

5.2 Paternity leave cannot be carried over if the employee fails to avail his paternity leave balance after one month from the birth date of his child.

5.3 Employees should submit relevant documentation to substantiate the leave subject to which leave approval may be granted.

5.4 Paternity leave can be combined with annual leave at the discretion of the line manager.

5.5 Paternity leave will be credited to the employee's annual leave balance if the child is born during the period of the employee's planned annual leave.

5.6 Salary and benefit accruals such as annual leave, health insurance, ticket entitlement will continue during the approved paternity leave period.

## **6. Hajj Leave**

6.1 All permanent employees in MBRU, on completion of probation, are eligible for paid Hajj Leave for 15 calendar days, once during their service in MBRU to perform their religious duties.

6.2 Hajj Leave may be combined with annual leave.

6.3 The employees may request leave through the HRMS, one month prior to the leave date.

6.4 Weekly days off and holidays occurring during Hajj Leave are considered as part of the Hajj Leave and will not be credited with the exception of weekly days off and holidays occurring at the beginning and/or end of Hajj Leave.

6.5 Salary and benefit accruals such as annual leave, health insurance, ticket entitlement will continue during the approved Hajj Leave.

## **7. Compassionate leave**

7.1 All permanent employees in MBRU, on completion of probation, are eligible for paid leave as following:

7.1.1 Five working days shall be granted to attend and perform the last rites in the case of the death of a first-degree family member (spouse, children, parents, parents in law, brothers, sisters).

7.1.2 Three working days shall be granted to attend and perform the last rites in the case of the death of a second-degree family member (grandparents, grandchildren, aunts and uncles).

7.1.3 Maximum of three working days (cumulative or in separate occasions) in cases of sickness of a first degree (spouse, children, parents, parents in law, brothers, sisters) family member inside the country.

7.2 If the death happens during the period that the employee is on annual leave, the eligible compassionate leave will be credited to the employee's annual leave subject to submission of a copy of the death certificate.

7.3 If the sickness happens during the period that the employee is on annual leave, the eligible compassionate leave will not be credited back to the employee's annual leave.

7.4 The employees should request for approval of such leave through the HRMS on the first day of duty resumption with the submission of official documents stating death or sickness.

7.5 If the employee is unable to provide documents of evidence to substantiate the leave, the same will be validated with the employee and the line manager on any misuse of the facility and actions will be taken to adjust the leave against annual leave or as appropriate.

## **8. Academic Leave**

- 8.1 All permanent staff on completion of their probationary period will be eligible for paid leave of maximum 10 working days in a financial year as part of an approved academic course at the discretion of the line manager. However, all permanent faculty are eligible for it during the probation period with the approval of their line managers.
- 8.2 The employees will be required to provide MBRU with full supporting documentation to substantiate the leave period based on which the leave will be approved.
- 8.3 All full time UAE National employees may be granted a short study leave for two hours daily to attend classes throughout any approved educational program till it ends, provided that the classes are during the week/working days at the discretion of the line manager.
- 8.4 Employees should obtain approvals from the line manager and HR for the above prior to the commencement of such academic programs if already employed or should inform the line manager and HR of such a requirement at the time of recruitment, in case of new joiners, to avoid future concerns.
- 8.5 Public holidays occurring during the leave are considered as part of the leave with the exception of holidays occurring at the beginning and/or end of the leave.
- 8.6 Salary and benefit accruals such as annual leave, health insurance, ticket entitlement will continue during the approved leave.
- 8.7 Academic leave may be combined with annual leave subject to approvals from the respective line manager.
- 8.8 All full-time faculty may avail this leave for the purpose of external examiner role, Research or training.
- 8.9 More details on academic leave for faculty members can be found in the Faculty Handbook.

## **9. Tumoooh Leave**

- 9.1 All full time UAE National Employees who are part of the Tumoooh Program may be eligible for a paid leave for educational purposes.
- 9.2 The employee will be required to serve an equivalent period of time with MBRU after completion of the educational program.
- 9.3 In such cases, benefit accruals such as EOSB & annual air ticket will continue during the approved leave period.
- 9.4 Weekly days off and holidays occurring during tumoooh leave are considered as part of the overseas educational leave with the exception of weekly days off and holidays occurring at the beginning and/or end of the leave.

## **10. National Military Service Leave**

- 10.1 The UAE national military service is mandatory for all male Emiratis yet is optional for female Emiratis with specific enrollment conditions.
- 10.2 The duration of the national military service served during the employment of a UAE national will be considered as part of the years of service in MBRU and will be added for the purpose of promotion, pension and any other job-related rights and privileges.
- 10.3 MBRU must grant permission to their employees who are under the reserve force in the event that an official call up notice is issued and submitted to MBRU.
- 10.4 UAE nationals under the national military service and reserve force are eligible to earn their salary, bonuses, allowances, promotions and increments during the period of their service.

## **11. Unpaid Leave**

- 11.1 In exceptional circumstances, all full-time employees on completion of one year of service with MBRU will be eligible to request for unpaid leave for a maximum of 15

calendar days in one financial year at the discretion of the line manager and with approvals as per the DOA.

11.2 The employee will be eligible to avail unpaid leave only upon exhaustion of their annual leave for the particular year.

11.3 Weekly days off and holidays occurring during the unpaid leave period are considered as part of the leave without pay with the exception of weekly days off and holidays occurring at the beginning and/or end of the unpaid leave.

11.4 Benefit accruals such as annual leave, EOSB and pension will not continue during the approved leave without pay period. For UAE Nationals, as per the federal pension, employees will be required to contribute for the period of unpaid leave.

## **12. Al Iddah Leave**

12.1 All full time female Muslim employees may be granted paid leave for a maximum period of four months and ten days, in case of death of their spouse, from the date of death to fulfill religious obligations.

12.2 MBRU will require appropriate documentation (copy of the death certificate) to authenticate the leave.

12.3 Al Iddah leave can be combined with annual leave.

## **13. Continuous Professional Development (CPD) Leave**

13.1 All full-time faculty are eligible for CPD leave which is considered as paid leave are eligible for annual CPD leave(s) to maintain and update their skills in the delivery of education, professional competency, and research in their respected field of specialty.

13.2 The applicant must be a full-time faculty member and must have successfully completed probation period.

13.3 The CPD leave may be international (outside the geographic UAE) or national (within UAE)



13.4 CPD leave may be utilized for external trainings, conferences, summits, or workshops that is related to the faculty's job requirements and responsibilities and would benefit MBRU.

13.5 More details on CPD leave for faculty members can be found in the Faculty Handbook.

#### **14. Business Leave**

14.1 Full time employees are eligible for paid business leave if they are required to participate or represent MBRU for any specific business purpose.

#### **15. Leave of Absence**

15.1 Faculty members may be granted an exceptional and unpaid leave for a maximum of two semesters after 6 years of continuous service within MBRU.

15.2 During the leave, the faculty member is not entitled to salary or any other benefits and will not count towards the period of service required for promotion, end of service, or sabbatical leave.

15.3 Applications must be submitted at least 4 months before the intended start date and must include: dates of start and end of the leave; the length of service of the applicant; a comprehensive statement of the purpose of the leave; the grounds which would justify its approval including benefits to the faculty member, department and/or university; and the consequences of the absence for the Department, College and/or University and measures that may ameliorate these.

15.4 A faculty member will return to full service upon the completion or termination of the exceptional leave for a period not less than the term of absence.

15.5 More details on leave of absence can be found in the Faculty Handbook.

#### **16. Sabbatical Leave**

16.1 Eligible faculty members may, periodically and for a limited term, relinquish obligations to teaching and service and be absent from the University in order to pursue an approved

program of scholarly activities and to establish further external relationships with academic, research or government institutions.

16.2 All faculty members at the Assistant, Associate or Professor rank, who have served a minimum of six years since initial appointment or return from previous sabbatical leave, are eligible for it.

16.3 Sabbatical leave is for a maximum of 2 semesters.

16.4 The faculty member is entitled to salary and benefits during the normal term of sabbatical leave and must commit to return for a minimum of one academic year of service to MBRU. If the faculty member doesn't return or resigns from MBRU within this academic year, an amount will be reimbursed in equal to the pro-rata sum of salary and benefits that would have accrued in that year.

16.5 An official request must be submitted to grant a sabbatical leave and should be approved by the provost. Sabbatical leave is not an entitlement and is not automatically granted.

16.6 More details on Sabbatical leave can be found in the Faculty Handbook.

## **17. Volunteer Leave**

17.1 All full-time employees may avail 2 days of volunteer leave after completion of probation.

17.2 Employees are eligible for a paid leave to work as a volunteer for a charitable or community organization or activity outside MBRU.

17.3 Leave should be requested through the HRMS if the duration of the volunteering opportunity is four hours or more and falls within a working day.

## **18. Day off in-lieu**

18.1 Employees may be eligible for days off in lieu if they have worked on weekends or public holidays for four hours or above.

18.2 Days off in lieu cannot be encashed and should be taken within six months of being earned.

18.3 If an employee is transferred from one department to another, the employee will carry over the compensatory time off days earned to the new department. However, this should be communicated by the employee to HR and the line manager prior to the transfer.

## **19. Learning & Development (L&D) Leave**

19.1 All full-time staff are eligible for L&D leave which is considered as paid leave.

19.2 This leave may be utilized for training purposes as approved by HR.

## **20. Public Holidays**

20.1 Any government announced holidays in the UAE shall be granted to all employees upon management decision.

20.2 If the public holiday occurs during an employee's annual leave, MBRU will credit the day to the employee's leave balance.

The Experience	C
Compensation & Benefits	C3
Death & Disability Support	C3-9

**1. Death Support**

- 1.1 In the event of death in cases other than suicide or employment injury, MBRU will pay a death support equal to three months' salary (basic & general allowances) in one instalment.
- 1.2 The payments shall be considered as ex-gratia (grant) and shall by no mean be considered as a part of end of service entitlements or deducted from these entitlements. Also, these payments shall by no mean be taken or settled with other amounts due on the deceased employee for MBRU.
- 1.3 The deceased employee will receive their full month salary even if the event happened before the end of the month.
- 1.4 The annual airfare benefit shall be paid for the full year in line with the deceased employee's eligibility. Any remaining amounts due will be under the discretion of HR.
- 1.5 All costs related to the death procedures and documentations including body repatriation, repatriation of the first-degree sponsored dependents, shipping of their belongings up to AED 15,000 will be borne by MBRU.
- 1.6 All the payments will be paid to the deceased's legal heirs through the concerned department in the court.
- 1.7 Death related documentations may include but not be limited to the death certificate attested by the relevant local authorities as well as intimation to the relevant Embassy / Council in the case of expatriates. HR will review the procedural compliance and execute as required, in liaison with the representatives of the deceased.
- 1.8 In the case of expatriates, for the repatriation of the body, MBRU will support with one return economy class ticket to the nearest international airport in the home country to

facilitate the accompanying individual. This can be either purchased through MBRU or may be reimbursed to the individual directly if purchased by the individual with pre-approvals from HR. If no family members are available, any employee may accompany the body of the deceased to the home country, and they will be granted 5 working days paid leave.

## **2. Disability / Injury Support**

- 2.1 All permanent employees may receive cover for permanent, temporary and partial accidental disability / injury during work or due to it, including occupational diseases.
- 2.2 An illness shall be considered as an occupational disease if its symptoms appear while on the job.
- 2.3 The level of disability in an occupational disease-related disability and the amount covered will be estimated by a medical committee.

The Experience	C
Compensation & Benefits	C3
End of Service	C3-10

## 1. End of Service Benefits

- 1.1 Employees upon completion of a minimum of one year of service with MBRU are entitled to EOSB as outlined in their employment contract.
- 1.2 UAE Nationals with jensia (Kholasat El Qaid) and GCC National employees will receive their end of service benefits in accordance with the rules and regulations of their respective Pension Authority and are not entitled to EOSB.
- 1.3 Expatriate employees and UAE nationals without jensia or retired UAE nationals that are not required to be registered in General Pension and Social Security Authority will receive a gratuity in accordance with the following table given below:

Length of Service	Gratuity (Basic Salary)
Less than 1 year	Nil
1 year and < 2 years	21 days
2 years and < 4 years	30 days
4 years and < 5 years	35 days
5 years and < 10 years	45 days
10 years and above	45 days for the first five years and 60 days for additional years

- 1.4 The employee's recent basic salary on separation will be used to determine the gratuity amount to be paid to the employee.
- 1.5 The EOSB will be paid to an employee through bank transfer after the last day of service with MBRU.

- 1.6 Employees will receive the payment only upon satisfactory completion of all exit formalities.
- 1.7 MBRU may decide to withhold the EOSB payment for any potential recoverable dues.



1. MBRU recognizes that the skills and knowledge of its employees are critical to the success of the University. It is the role of MBRU to encourage its employees to develop personally and professionally.
2. MBRU will offer its employees development opportunities through a defined process that identifies the employee development needs in line with the skills and competencies required for the current role as well as for career aspirations. These are used to develop learning paths that determine activities planned to meet the learning needs.
3. MBRU will ensure that learning needs are reviewed on a regular basis to make sure they are valid and/or updated.
4. MBRU must define the competencies required for the current and long-term success of the University in terms of knowledge, skills and behaviors.
5. The development opportunities offered by MBRU will encourage personal development through formal education, formal and informal learning, so that employees can maintain and improve job-related skills or enhance their competencies. It also equips employees with the tools they need to adapt to change.
6. Development opportunities in MBRU are classified as:

### **6.1 Formal Learning**

- 6.1.1 It is defined as classroom-based training, certification, awareness and e-learning.
- 6.1.2 Training needs analysis will be conducted on an annual basis for the staff using the performance review development areas and structured needs assessment tools. The needs analysis may take place when required due to organizational change or operational requirements to determine the current/ future learning requirements and gaps.
- 6.1.3 For the purpose of identifying staff training needs, the HR may collect and document information from the following areas, but not limited to:



- 6.1.3.1 Job Analysis - Task assessment is conducted to analyze gaps about a job, or a group of jobs and the knowledge, skills, attitudes and abilities needed to achieve peak performance. This includes assessment based on job descriptions, knowledge, skills and abilities and performance standards required.
- 6.1.3.2 Individual Assessment - Individual assessment is carried out to analyze how well the individual employee is doing the job and to determine the kind of training required for the employee to improve his/her job performance. This includes assessment based on performance evaluation, observations by line manager, work samples and employee surveys.
- 6.1.4 The training needs identified in the above processes will be analyzed and converted into a formal training plan for each department, subject to available resources and budget, to be reviewed and approved by the line manager.
- 6.1.5 Should staff wish to attend a development program that has not been previously identified, employees need to obtain approval from the line manager and HR to ensure that the development program is related to the staff's career progression within MBRU.
- 6.1.6 Leadership and management development programs should be attended primarily by employees who are in a management-based role and who are being developed for management roles.
- 6.1.7 All employees shall be provided awareness training on key aspects of MBRU, such as information security and health, safety and environment (HSE), in order to ensure they are made aware of all MBRU's obligations.

## 6.2 Informal Learning

### 6.2.1 Coaching

6.2.1.1 Through the initiative of coaching, MBRU provides opportunities for employees' development through planned interventions designed to improve the employees' performance in carrying out specific tasks or achieving specific goals for MBRU.

6.2.1.2 One-on-one coaching sessions are provided to the employee by qualified internal executive coaches – through fixed term sessions over a short period of time - aimed at improving employee talent and providing guidance on a broader level.

6.2.1.3 The coaching sessions will be behavioral in nature and linked to long-term development needs of employees.

6.2.1.4 Proposals for coaching should be agreed as part of the performance management plan by the line manager and the employee; employees should have completed a minimum of one year service with MBRU.

### 6.2.2 Conferences, Summits & Workshops

6.2.2.1 MBRU recognizes that other informal means of learning such as conferences, summits and workshops are valuable sources of knowledge and skill development.

### 6.2.3 Other informal learning means

6.2.3.1 HR and/or the relevant department may propose other informal learning means as a solution to development opportunities or gaps.

6.2.3.2 These will be handled on a case-by-case basis dependent on the nature of the request.

7. If the employee is scheduled for a development program, the line manager should release the employee from the workplace to attend the development opportunity.

8. During probation, new joiners may be eligible to attend any in-house/ public training only upon line manager's approval.
9. Any last-minute cancellation without a valid reason will be reflected as no show and the cancellation charges appropriate to specific development opportunity whether formal or informal will be charged to the respective department when costs are incurred.
10. HR will ensure that it assesses the impact of various learning and development programs through a defined mechanism to evaluate improvement in performance of employees undertaking the training.
11. HR may require every employee who attended any development opportunity to submit their feedback for continuous improvement.
12. For any specific development program, MBRU may entirely at its discretion, require the employee to sign a training bond/ reimbursement agreement relating to the reimbursement of costs, in case the employee is separated from MBRU within a specified period after completing the training.
13. The period and the amount of reimbursement will vary according to the duration and cost of the development program and in line with the training bond and/or reimbursement agreement mutually agreed by MBRU and the employee, prior to the start of the training.
14. More details on faculty professional development can be found in the Faculty Handbook.

1. MBRU adopts a continuous development programme, 'WeGrow' to improve organizational performance for staff through an engaging and developmental process involving continuous review efforts between line manager and team members, focused on real-time feedback and meeting objectives.
2. All full-time confirmed staff at MBRU will be eligible to participate in the Continuous Development Programme.
3. At the beginning of each financial year, the line manager and employee will jointly agree on SMART (specific, measurable, achievable, realistic, time bound) objectives for the employee to focus on in the financial year forward.
4. All submissions shall be validated for alignment with MBRU's overall vision, mission and strategy as well as department objectives and the employee's role.
5. There are a total of five objectives assigned with four being individual objectives and one being a development objective. All objectives are further defined by milestones which are time bound steps to achieve the objectives.
6. WeGrow includes a peer review mechanism to facilitate appreciation and feedback amongst colleagues making the process open and transparent and enhancing engagement. It also includes a talent snapshot session to obtain an interim general performance summary of all participants.
7. During the year, there may be several meetings initiated by the line manager or employee to discuss and review objectives and identify resource requirement (training or other requirements) to achieve the objectives. It is the responsibility of the line manager to facilitate resources that are key for the employee to achieve the objectives.
8. Timely communications shall be sent out by HR during the cycle to ensure active participation and awareness. HR may also hold moderations where necessary to ensure parity and clarity in the process execution.

9. Employees who are unable to meet the job objectives despite training and coaching may be placed on close supervision and monitored. All efforts made, including the progress made by the employee will be documented for record purposes by the line manager and HR.
10. Options may be looked at redeploying employees to a more appropriate role if the employees do not fulfill the standards required for the current job. Any change of job will be communicated to the employee and will be based on a mutual agreement between the line manager and employee in the presence of HR.
11. When an employee moves from one department to another due to a transfer, the line manager should provide an updated review and formal feedback to the new line manager to ensure continuity and fairness in the continuous development cycle. Revised new goals need to be added as appropriate to the role of the transferred employee by the new line manager within one month of the transfer date.
12. Details on faculty performance management can be found in the Faculty Handbook.

## 1. Rewards

1.1 Rewards are awarded to employees in recognition of achievements in the form of promotions or bonus schemes. Rewards are guided by policies, are always monetary and involves individual payments.

### 1.2 General Guidelines for Rewards

1.2.1 Covers all permanent employees.

1.2.2 Must have completed at least one year at MBRU.

1.2.3 Nominees must be in good standing and does not hold any official or active disciplinary records.

1.2.4 Execution shall be aligned with the applicable policy such as promotion policy or bonus policy.

### 1.3 Criteria for Promotions

1.3.1 Possess applicable qualifications, experience, and meet job requirements for the role.

1.3.2 Spent at least one year in continuous service in the current role.

1.3.3 Completed a period of two years from the date of last promotion.

1.3.4 Hold record of consistent performance of at least one year as evidenced by line manager, from applicable employee's performance records.

1.3.5 With the promotion, the salary increase shall be up to a maximum of 25% of the employee's current gross salary.

1.3.6 The salary increase shall not bring the employee's salary beyond the maximum of the current salary band.

1.3.7 The final promotion letters may be signed off by HR or Department Head, issued by the Department Head and a signed copy returned to HR for employee files.

## 1.4 Types of Promotions

### 1.4.1 Grade Promotion

1.4.1.1 Grade Promotion is the movement of an employee from one job position to another with higher responsibilities, involving higher skills and competencies, where the new job exists on a higher grade as compared to the employee's current job. It may be a result of scenarios including but not limited to internal vacancies, reclassification or career path progression.

1.4.1.2 For grade promotions, depending upon the role and job requirements, HR may use a combination of tools and / or appropriate interviewing techniques to evaluate the employee for the vacant position. They must evaluate if the employee meets all the key requirements for the role including technical, behavioral and leadership skills (as applicable for the new role).

1.4.1.3 Grade Promotion may be a result of one of the following:

1.4.1.3.1 **Internal Recruitment** - Availability of a vacant position at a higher grade within the same department.

1.4.1.3.2 **Career Progression** - As a result of outstanding achievements, to promote career growth.

1.4.1.3.3 **Job Enrichment (Reclassification)** - As a result of job analysis, the position may be evaluated to a higher grade due to enhanced job responsibilities and accountabilities.

## 1.4.2 Financial Promotion

1.4.2.1 Financial Promotion is the increase in salary on account of various factors which may include but not limited to market survey results, performance-based increments, and retention of talent. It may include scenarios such as salary alignment to meet market, salary adjustment to maintain internal parity.

1.4.2.2 Financial Promotion may be a result of one of the following:

1.4.2.2.1 **Alignment with market** - To enhance salaries to adjust with market conditions.

1.4.2.2.2 **Salary adjustment for internal parity** - To align salaries with peers within the department or University in similar roles and correct any anomaly in the individual's salary.

1.4.2.2.3 **Financial Incentive** - To reward long term accomplishments.

## 1.5 Bonus

1.5.1 The bonus payment, method, criteria and time of payment will be made in line with the bonus scheme developed for that specific year as approved in line with the DOA.

1.5.2 Applicable to all full-time permanent employees and may be applicable to part time permanent employees.

1.5.3 An employee who has been in MBRU service for 12 months of the financial year and is still in employment on the bonus pay out date, will be eligible for the full bonus payment.

1.5.4 Confirmed employees whose date of joining falls before the fourth quarter in a given financial year and are still in employment on the bonus pay out date, will be eligible for bonus on a pro rata basis for each completed month based on the date of joining.



- 1.5.5 Employees who have been in service for more than six months in the financial year but cease to work before the payout date due to reasons such as retirement, medical termination or death will be eligible to receive the full bonus payment as per management discretion.
- 1.5.6 Employees serving their notice period are eligible for bonus payment provided their last day of service falls after the bonus pay out date. These employees will not be eligible for bonus payment if the last day of service falls prior to the bonus pay out date.
- 1.5.7 Employees who are dismissed from MBRU services at any time in the financial year will not be eligible to receive the bonus payment.
- 1.5.8 If employees who are otherwise eligible but are under investigation or suspension for external or internal disciplinary issues, the bonus payment of such employees will be held by MBRU until the case has been cleared or the issue has been resolved.
- 1.5.9 Employees on an active final written warning on the bonus payout date are not eligible to receive MBRU bonus payment.

## **2. Recognition**

- 2.1 Recognitions are awarded to employees to appreciate and acknowledge contributions, in the form of incentives, vouchers, certificates, trophies or others. Recognitions are guided by nominations, are mostly non-monetary and may include individual and group acknowledgments. Types include MBRU-led schemes, Department-led schemes and HR-led schemes.
- 2.2 General Guidelines for Recognitions
- 2.2.1 Covers all employment types including temporary and outsourced staff.
- 2.2.2 Nominees must be in good standing.
- 2.2.3 Organization led recognition initiatives may be driven by panels constituting members from different departments.

2.2.4 Department led recognition initiatives are driven by department heads through nominations. This may be issued by any department head to one's own or also to another department member.

2.2.5 HR led recognition initiatives.

2.2.6 An employee may be eligible for multiple recognitions in a given financial year.

## 2.3 Types of Recognition

### 2.3.1 Organization Led Recognition Scheme

2.3.1.1 It includes all recognitions on MBRU level such as the MBRU Excellence Award.

### 2.3.2 Department Led Recognition Scheme

2.3.2.1 It includes all recognition schemes awarded by the Department Heads to employees.

### 2.3.3 HR Led Recognition Scheme

2.3.3.1 This includes all recognitions schemes initiated and awarded by HR to employees such as Annual Team Award & Service Award.

1. MBRU believes in succession planning to ensure continuity of leadership for all critical positions within MBRU and considers this an ongoing process that identifies necessary competencies and always develops and retains a talent pool of employees.
2. Through succession planning, MBRU aims to be proactive and focused to assess, evaluate and develop a talent pool for future organizational requirements, thereby preserving the information and knowledge that will be lost due to normal employee attrition.
3. MBRU will include a succession plan as part of the annual plan and budget process. The succession planning process will indicate vulnerability projections for critical positions and for positions that require a highly specialized level of technical knowledge and skill.
4. The succession plan will be reviewed on an annual basis and will be aligned to the workforce planning and learning and development activities.
5. MBRU will identify critical positions in each department at the time of the manpower planning process and this will include an analysis of planned retirements and predictable employee attrition.
6. MBRU will ensure that the knowledge, skills, and competencies of employees are developed to fill each key role and prepare them for advancement into more challenging and key roles within MBRU in order to achieve MBRU's objectives and long-term goals.
7. Succession plans do not entitle employees for positions, promotions, or transfers. Employees will require adhering to MBRU policy on internal vacancy and selection, as appropriate.
8. HR will provide all support and facilitate the process by conducting training needs assessment and providing opportunities for training and professional development.

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Code of Conduct	C8
Conduct Standards	C8-1

**1. Health & Safety**

- 1.1 All employees have the right to a healthy and safe workplace, which is free of discrimination and harassment, in which individual and MBRU objectives can be met.
- 1.2 Employees who violate safety standards cause hazardous or dangerous situations, or fail to report such situations, may be subject to disciplinary action.
- 1.3 It is the responsibility of all employees to comply with all instructions and orders relating to health and safety in the workplace, including, the use of protective equipment. Employees must report all instances where they believe a risk to health and safety exists and is not covered under existing arrangements. If an employee misuses protective equipment or causes it to become faulty they will be subject to disciplinary action.
- 1.4 MBRU will ensure a conducive and tolerant working environment.

**2. Harassment & Discrimination**

- 2.1 Harassment and discrimination include, but is not limited to, any unwanted and offensive behavior that makes people feel offended, humiliated, frightened, or threatened.
- 2.2 MBRU will take appropriate measures to protect employees from being threatened, abused, or assaulted at work.
- 2.3 It is the responsibility of line managers to ensure that all employees act as role models, do not engage in behavior that could be interpreted as harassment, show a zero tolerance attitude to any harassing behavior, ensure that the working environment is free from any material that could be interpreted unfavorably and to follow the correct procedures in handling and resolving a harassment claim.

### **3. Visitors in the Workplace**

- 3.1 To ensure the safety and security of employees and facilities at MBRU's premises, visitors and former employees must adhere to the procedures which maintain safety & security standards.
- 3.2 Employees are responsible to immediately notify their respective line managers, if any unauthorized individual is observed on MBRU premises.
- 3.3 Employees are responsible to escort authorized visitors to the meeting rooms.

### **4. Business Ethics**

- 4.1 All employees are expected to conduct business in accordance with the spirit, and intent of all relevant laws and to refrain from any illegal, dishonest, or unethical conduct. Employees must:
  - 4.1.1 Be personally responsible for following the code of conduct.
  - 4.1.2 Perform duties with care, diligence, professionalism, loyalty, and integrity.
  - 4.1.3 Speak up if something does not seem right.
  - 4.1.4 Treat employees with courtesy and be sensitive to their rights, duties and aspirations.
  - 4.1.5 Do not take, or seek to take, improper advantage of any official information acquired in the course of official duties.
  - 4.1.6 Behave in a manner that maintains or enhances the reputation and professional standing of MBRU.
  - 4.1.7 Never compromise MBRU's values or standards no matter how strong the pressure from internal or external sources.
  - 4.1.8 Ensure that personal business dealings or those of immediate family members are not put ahead of the best interests of MBRU.

## **5. Business Etiquette Guidelines**

- 5.1 Attention to etiquette is a sign of professionalism and respect for others, and it can make positive first impressions while building trust among colleagues.
- 5.2 All employees are encouraged to follow email & telephone etiquette guidelines as part of the code of conduct.
- 5.3 Always respect everyone regardless of whether you are communicating externally or internally with a superior, peer or junior colleague.

## **6. Email Etiquette**

- 6.1 Employees must include a clear and concise subject line in emails, answer emails properly and send only to those who need to see the email.
- 6.2 An email should be replied to within at least 48 hours, and preferably within the same working day.
- 6.3 Professional salutations should be used.
- 6.4 Employees should not type in bold or CAPITAL and should avoid 'Red' color to highlight any point.
- 6.5 Every outgoing email must bear employees' signature and disclaimer statement.

## **7. Telephone Etiquette:**

- 7.1 Employees should keep their tone friendly, polite and maintain a cheerful and considerate attitude toward each telephone caller.
- 7.2 Employees should return calls.
- 7.3 Employees should leave clear messages on their voice mail and other's voice mail when they call.

## **8. Compliance with the Law**

- 8.1 All employees must comply with the laws of the UAE.
- 8.2 If the employee commits offences, he / she will be subject to disciplinary action.
- 8.3 Employees should ensure that their positions or relationships established in the course of their duty should not inappropriately influence or interfere with action being contemplated by internal investigation officials or external law enforcement authorities.

## **9. Relations with Public**

- 9.1 To ensure high standard of service is maintained and to improve the quality of service, employees must:
  - 9.1.1 Not involve in promotional activity related to external parties and remain impartial in dealing with the public.
  - 9.1.2 Refuse and report to management any attempt by external parties (including but not limited to suppliers) to offer inducements or other benefits in exchange for favors or special treatment.

## **10. Interaction with Media**

- 10.1 Employees are refrained from interacting with the media in relation to MBRU unless authorized as per the management. This means employees are not authorized to accept interviews; answer casual questions and have any formal or informal conversation about MBRU or matters related to MBRU with the media.
- 10.2 Employees who have the permission to appear on media should follow the dress code policy.
- 10.3 MBRU has the right to audit and advise on any picture or video that will be posted on its social media channels, marketing collateral and website ensuring the images and videos fully follow MBRU's dress code policy and upholds its image.

## **11. Conflict of Interest**

11.1 Employees must demonstrate unconditional loyalty to the interests of MBRU.

11.2 All employees must avoid any potential conflict of interest with respect to their responsibilities and accountabilities.

11.3 As soon as an employee becomes aware that s/he has a conflict of interest or a potential conflict of interest in the process of negotiating or making a decision on a transaction or other action in his or her professional capacity, s/he must immediately declare it and take no further part in any negotiation or decision on the subject.

11.4 As part of this policy, all new joiners to MBRU are required to sign off the conflict-of-interest declaration form and it will be the employee's responsibility to resubmit the form to HR in case of subsequent changes from initial declaration, during employment with MBRU.

## **12. Political Activities**

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

## **13. Conduct in Money Matters**

13.1 The receipt and custody of official money is restricted to those who are authorized to do so in the course of their official duties.

13.2 Any money accepted on behalf of MBRU must be accounted for immediately and in accordance with formal instructions. No other employee should accept money unless specifically authorized to do so.

13.3 Employees should not be involved in offering or taking bribes or other incentive payments.



## **14. Confidentiality and Use of Official Information**

14.1 Employees will be required to sign the employment contract which has a specific clause related to confidentiality.

14.2 The term 'Confidential Information' shall mean and include all written or oral disclosures made by MBRU, subsidiary, or any external parties / entities associated with MBRU or otherwise received by the employee, in the course of his/her employment with MBRU. This shall specifically include all intelligence data as well as any confidential or University exclusive information owned by any other person or entity and furnished pursuant to an undertaking to maintain the same in confidence.

14.3 Employees should not disclose (without proper authority) any information that has been obtained in the course of official duties. This rule extends to all documents, records, and information stored electronically.

14.4 Employees may come into possession of non-public information like details about activities by MBRU or its subsidiaries, the profitability of performance of third-party operations. Employees are neither authorized to release such information nor use the information for any gain, personal or otherwise, unless specific approval has been provided.

## **15. Use of Official Property or Services**

15.1 Unless specifically authorized, the use of MBRU resources or services paid for with official money for personal purposes or gain is prohibited. Such resources include but not limited to:

15.1.1 Facilities (including telephones, photocopier, office equipment/ supplies / stationery / stamps)

15.1.2 Vehicles, machinery and laboratory equipment

15.1.3 Computers and computer software

15.1.4 Security passes

15.1.5 Postal services

15.1.6 Email and internet usage

15.2 All data, case files, official documents made by the employee during his/ her employment will remain the property of MBRU. The employee does not have the right to remove these without the permission of his/her line manager.

15.3 Upon termination of the contract of employment, the employee should return to MBRU, all MBRU property used during service to MBRU, including any confidential documents, manuals, laptop and mobile phones, subject to which MBRU will release the employee's final settlements.

## **16. Compliance with Information Technology Policies**

16.1 All employees should comply with information security policies governing the utilization and protection of all physical and computer-based assets. Failure to comply will lead to disciplinary action.

16.2 Usage of the internet shall always be within the laws and regulations of the U.A.E.

16.3 MBRU provides an email account to all of its employees which is used for official correspondences and should not be misused.

16.4 All correspondences through MBRU email facility and MBRU designated social media sites should be professional in tone.

16.5 The employees are discouraged from misusing the internet facility provided to them to pursue nonjob related or inappropriate matters, during working hours.

16.6 Non-work-related activities on the internet should be conducted at employee's time and outside regular work hours.

16.7 Employees should be aware that MBRU reserves the right to monitor the usage of internet to the extent of making sure that MBRU's policy is not breached. MBRU reserves the right to restrict any employee's access to the web. This is not an infringement on their privacy.

16.8 MBRU may share personal information or photographs of co-workers or any conversations on the public web only with approvals.

## **17. Dress Code**

17.1 All employees must respect the UAE culture; and dress professionally in alignment with MBRU values and always ensure compliance whilst on MBRU campus or while representing MBRU externally or in public.

17.2 MBRU employees are expected to represent as etiquette champions and ensure awareness and spread dress code amongst all colleagues, students, and visitors.

17.3 Breach of dress code will be administered as per the disciplinary policy guidelines.

17.4 General dress code that apply for all employee irrespective of gender are as follows:

17.4.1 Employees should dress in a smart and modest manner that is appropriate to the work environment while maintaining acceptable grooming, cleanliness and personal hygiene.

17.4.2 Employees should be respectful of the religion and culture of UAE and to dress keeping in mind those sensitivities.

17.4.3 Employees should avoid exaggeration such as heavy accessories and clothing/footwear colors such as neon. Employees shall also not wear visible tattoos to MBRU.

17.4.4 Employees must wear their MBRU badge or MBRU pin within the campus or in external forums representing MBRU.

17.4.5 Clothes that do not uphold an unprofessional image such as jeans, casual pants, and clothing's that might have text, graphics or images that contain political messages or inappropriate artwork and are offensive in nature should be avoided.

17.4.6 While sleeveless shirts or tops are not permitted, a minimum length of a shirt sleeve is that between the shoulder and elbows,

17.4.7 Suitable footwear may be worn provided they have a professional appearance and are appropriate to the work environment. Additionally, employees will have to choose the shoe type that is suited for the nature of the working days (casual, special occasions, or events).

17.5 Additional dress code specifically for male employees include:

17.5.1 Beard must always be kept neat and trimmed.

17.5.2 Hair length should be short and neat.

17.6 Additional dress code specifically for female employees include:

17.6.1 Ensure the hair is neat, and makeup is kept to a minimum using earth tones. Unprofessionally high heels should be avoided.

17.6.2 The skirt should be long enough to cover up the knee while sitting. Inappropriately revealing slits to be avoided.

17.7 Additional dress code specifically for UAE & GCC Nationals include:

17.7.1 The kandura should be in neutral tones, avoiding extravagant and flashy colors. Winter kanduras are allowed to be worn with the traditional colors.

17.7.2 Head garment with the Kandura must be white or of the same color as the kandura. Avoid mismatching colors between kandura and ghutra.

17.7.3 The kandura length should not be too long (beyond the ankle). While it is common for men to wear a shorter kandura due to religious reasons, the kandura must not be very short.

17.7.4 The kandura must be worn with ghutra and egal.

17.7.5 Avoid excessive abayas that have extreme and are extravagant in design. Such as for example translucent abayas or those in extravagant bright colors.

17.7.6 The abaya should not be shorter than two inches above the ankles. While some abayas are short fashioned, they should not be very short.

17.7.7 The abaya and head covers should not be of different colors. The same color in different shades is acceptable.

17.7.8 Female employees should be mindful of the clothing under abayas in adherence to the general dress code.



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Code of Conduct	C8
Disciplinary Standards	C8-2

1. MBRU shall administer equitable and consistent discipline for unsatisfactory conduct in the workplace and aims at ensuring that all employees in the University are treated fairly and consistently while taking corrective actions on disciplinary issues.
2. MBRU will ensure employees are aware of the expected behavior that needs to be maintained.
3. More details on faculty disciplinary code can be found in the Faculty Handbook.
4. Disciplinary measures are liable to be taken against any employee who fails to respect and/ or follow the standards of conduct.
5. Line managers are responsible for maintaining proper conduct and discipline of their employees. HR will provide support and guidance in this aspect.
6. Disciplinary actions will be initiated against an employee found violating MBRU's Policies and Procedures. The disciplinary process will be initiated by HR based on the post incident report. In case of non-compliance, appropriate disciplinary action will be taken.

**7. Disciplinary Standards**

- 7.1 MBRU has in place a disciplinary process that ensures consistent and unbiased investigation of facts and appropriate actions taken. MBRU will ensure that the employee is aware of the reasons of any disciplinary action taken against and his/her rights in the process.
- 7.2 It will be ensured that the standards for decisions on disciplinary or corrective action are reasonable.

- 7.3 Disciplinary actions will be taken following an appropriate fact-finding process (relevant to the circumstances).
- 7.4 Specific actions taken will depend on the nature of the offense, the circumstances surrounding the offense, and the employee's previous record. In all instances, both for job performance and personal conduct, MBRU reserves the right to take such action as it deems appropriate, as determined by the disciplinary authority.
- 7.5 Disciplinary action may call for different steps – verbal warning, written warning, suspension with or without pay, or termination of employment - depending on the severity of the problem and the number of occurrences. A list of misconduct and gross misconduct related issues has been provided in Appendix 1.1, this list will be used as a guide in any reported disciplinary cases. This list is not exhaustive of all issues subject to disciplinary action within MBRU, and the possible sanctions are only a guide. The sanctions may differ depending on the circumstances of each case.
- 7.6 MBRU recognizes that there are certain types of employee problems that are serious enough to justify either a suspension, or, in extreme situations, termination of employment, without going through the usual progressive discipline steps. A list of such gross misconduct scenarios has been provided in Appendix 1.1. If any such scenarios arise, final decision may be taken as per the DOA.

## **8. Conducting Disciplinary Action - General Principles**

- 8.1 No disciplinary action will be taken against an employee before an investigation of the facts of the case is conducted. All warnings will require formal pre-disciplinary meetings.
- 8.2 Pre-disciplinary meetings will be carried out to study the facts of the case. The employee will be given a chance to state his/her case. The employee will also be briefed on any allegations against him or her before any decision is made. As a general principle an employee will be given a written notification of a minimum of three working days prior to any formal hearing.

- 8.3 Any disciplinary concern leading to a disciplinary action such as verbal warning, first and second written warning, final written warning or termination, will be done in the presence of representative from HR. In case the disciplinary issue has been raised against or involves a line manager, the discussion must be carried out with his/her line manager.
- 8.4 All warning letters will be on MBRU letterhead and will state the nature of the misconduct, and future improvements required will be discussed separately. Any warning letters issued to the employee should be filed in the employees' personal files.
- 8.5 Resignation by an employee shall not prevent the continuation of the disciplinary measures against him/her; a resignation shall not be accepted if the employee has already been referred to a disciplinary committee.
- 8.6 If the employee is dismissed for disciplinary reasons of gross misconducts, MBRU reserves the right to recover the amount from the employee's EOSB.
- 8.7 In case of disciplinary investigations resulting in a temporary suspension of an employee, during such period the right for rewards or recognitions can be withheld while the employee is under suspension. If the suspension or the hearing shall result in no case (i.e., the employee is innocent of the allegation), then it shall be backdated with effect from the date of the entitlement.
- 8.8 Employees on any warning (verbal or written) will not be eligible for rewards or recognitions whilst the warning is active in the employee's file.

## **9. Types of Warnings**

### **9.1 Verbal Warning**

- 9.1.1 Where there is a minor breach of discipline or when the employee's conduct does not meet acceptable standards, but in a minor way, the line manager (after pre –approval from the head of the department and in discussion with HR), may issue a verbal warning in the presence of an HR Representative. This warning will be kept in the employee's file and will remain active for a period of six months.



9.1.2 HR is responsible for processing and documenting the warning and the disciplinary process.

## 9.2 First and Second Written Warning

9.2.1 If the breach of discipline is of a serious nature or if a similar offence recurs or if another instance of indiscipline is reported against the employee after the employee has been issued with a verbal warning, the employee may be issued with a first written warning as highlighted in the table in Appendix 1.1. The first written warning will be kept in the employee file and will remain active for a period of six months from the date of issue of the warning.

9.2.2 If a second instance of a similar nature or any other offence is reported against the same employee, then the employee may be issued with a second written warning. The second written warning will also be placed in the employee's file and will remain active for a period of one year from the date of issue of the warning. A second written warning cannot be issued without a first written warning.

9.2.3 The approvals for final disciplinary action will be taken as per management decision. A record of the warnings issued to the employee will be filed in the employee's personal file.

9.2.4 HR is responsible for processing and documenting the warning and the disciplinary process and obtaining the required approvals.

## 9.3 Final Written Warning

9.3.1 If there is a failure to improve and the employee's conduct is still unsatisfactory, or if misconduct is sufficiently serious to warrant a warning letter but not to justify termination, a final written warning may be issued to the employee. The final warning letter will be placed in the employee's file and will remain active for a period of one year from the date of issue of the warning letter.

9.3.2 If the employee continues to display unacceptable behavior despite repeated warnings, this may lead to termination and will be dealt in line with the mentioned related clause.

#### 9.4 Suspension

9.4.1 In cases of disciplinary issues of a serious nature (repetitive instances of misconduct or gross misconduct) or related to safety, it may be necessary to protect the safety and security of the workplace by suspending the involved employees and thus isolating them from the workplace until the investigation and the outcome has been concluded.

9.4.2 Suspension pending an enquiry is suggested before the enquiry, for cases where it is felt that the continued presence of the employee at the workplace will hinder work/or cause further damage/disrepute to MBRU or lead to further erosion of discipline and violation of the environment or may alter evidence.

9.4.3 No formal disciplinary action will be taken against an employee until the case has been fully investigated. Where suspension is required, the employee will be on full pay (base plus allowances) during the entire period of suspension. The employee, however, will not be able to avail any additional benefits (e.g., annual air tickets, child education support allowance) during the suspension period.

9.4.4 However, if on investigation, it is proven that the employee is guilty and will have to be suspended from duty till the time a disciplinary action is taken, MBRU reserves the right to suspend the employee with no pay.

9.4.5 Should the outcome of investigation conclude that the employee is not at fault, the employee will resume their position with immediate effect on the same terms and conditions.

9.4.6 All efforts will be made to reduce the suspension period and reach an appropriate conclusion of the issue.

## 9.5 Termination from services

9.5.1 In cases where the offence is of a very serious nature and magnitude, this may lead to a termination (refer Appendix 1.1). An employee who is suspected of any such serious/ gross misconduct may be suspended pending investigation and decision.

9.5.2 A decision for termination will be taken as per management decision, with the advice from the investigation panel following an investigation of the case.

9.5.3 The employee will be provided with written reasons for dismissal on the last day of service.

## 10. Standards of Conduct

10.1 All employees need to be aware of the standards of conduct expected of them. Listed below and attached Appendix 1.1 are examples of misconduct and gross misconduct and which will always result in disciplinary action. The list below does not cover all instances of misconduct and is not exhaustive.

### 10.1.1 Gross misconduct

10.1.1.1 Intellectual offenses such as plagiarism, copyright violations & intellectual property violations.

10.1.1.2 Deliberately damaging or stealing MBRU property.

10.1.1.3 Serious criminal offences at work or outside work which makes the employee unsuitable.

10.1.1.4 Deception or fraud at work, for example, falsifying application form details, bonus sheets, expenses claim forms, personal records or sickness certification documents.

10.1.1.5 Fighting or physical assault on MBRU premises, or in working hours.

10.1.1.6 Serious acts of insubordination.

10.1.1.7 Action or conduct which could potentially damage MBRU's reputation.

10.1.1.8 Mishandling / unauthorized use of laboratory equipment

#### 10.1.2 Misconduct

10.1.2.1 Unsatisfactory attendance or excessive tardiness; failure to adhere to prescribed working hours; willful hindering of production or work schedules.

10.1.2.2 Inadequate or unsatisfactory work performance levels.

10.1.2.3 Use of obscene or abusive language at workplace.

10.1.2.4 Unauthorized presence on MBRU premises.

10.1.2.5 Disruptive behavior; disregard of safety practices, procedures, rules and regulations, minor acts of insubordination; and/or concealing the misconduct of others.

#### 10.1.3 Cumulative misconduct

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

#### 10.1.4 Disciplinary actions may be:

10.1.4.1 Aimed at change in behavior (corrective action).

10.1.4.2 In accordance with MBRU Policy.

10.1.4.3 Based on sufficient factual evidence.

10.1.4.4 Vetted at the appropriate levels within MBRU.

The Experience	C
Code of Conduct	C8
Grievance & Appeal	C8-3

1. Grievances are formal complaints which cannot be normally solved through informal discussions.
2. MBRU is committed to preserving and improving effective work relationships among all its employees. Good decisions in handling and processing grievances help to create a positive working environment and keep line managers informed of employee concerns and discontents.
3. More details on faculty grievance and appeal process can be found in the Faculty Handbook.
4. MBRU believes that regular and forthright communication between employees and the immediate line manager reduces the likelihood of the need for more formal review and it is in the mutual best interest of both MBRU and its employees.
5. An employee may utilize this procedure to review an alleged violation or misapplication of MBRU policies or rules pertaining to employment in the department involved, or applicable laws or regulations including anti-discrimination laws or regulations, which directly and adversely affect the employee.
6. Line managers should within their best authority try to settle any misunderstandings/ grievances of their subordinates to bring them to an amicable settlement.
7. All permanent employees have the right for grievance. Employees on probation will have access to this procedure, except in matters involving termination and extension of the probationary period.
8. Employees are encouraged to bring to the attention of their immediate line manager any work-related problems as soon as possible and discuss the concern with the objective of resolving it informally as far as possible.
9. However, if the informal approach does not help in the resolution of the concern, the employee may initiate a formal grievance procedure.

10. All grievances should be submitted in writing and should contain exact nature of the alleged grievance, facts surrounding it, specific remedy requested and specific statement from the employee requesting to initiate a formal grievance procedure. Any grievance, which does not include this essential element, may be rejected.
11. The grievance sessions and stages will be obliged to cover only the grievance addressed in the grievance request. Any additional grievances that are raised during the grievance stages will be dealt with separately or may be combined for a more meaningful review of the grievance issue.
12. All grievances should be considered confidential and should not be shared with other employees who are not directly involved in the grievance procedure.
13. No one with a personal or professional interest in the outcome of the grievance will be nominated or allowed to serve on a grievance panel.

#### **14. Grievance Resolution Procedure**

14.1 The grievance process should comprise of three stages:

14.1.1 Written Grievance Stage - The employee submits the details of the grievance via the employee grievance form to grievance panel.

14.1.2 Grievance Hearing Stage – The grievance panel will conduct a preliminary assessment of the case and collect basic factual data and further information as may be applicable.

14.1.3 Communication Stage - The employee who raised the grievance and the employee against whom the grievance was raised/ directed shall be notified of the outcome.

14.1.4 Grievance Appeal Stage, if required.

14.2 Grievance Appeal Stage

14.2.1 If the matter is not resolved or resolved unsatisfactorily to the employee during the hearing stage, the employee may raise the

concern to the grievance panel stating a clear explanation of why the employee disagrees with the resolution.

14.2.2 Any appeal by any involved party should be submitted to the grievance panel within five working days of receiving the outcome.

14.2.3 The grievance appeal panel (involved in the appeal hearing) may agree on a final decision based on the facts and the investigations in the case.

14.2.4 The decision awarded by the grievance panel in line with management approvals will be deemed final and binding and will have no further appeals.

14.2.5 If an outcome of the grievance is that disciplinary action should be considered, the disciplinary procedure may be commenced by HR.

**15. An Indicative list of valid grievances:**

15.1 Humiliation in front of colleagues by immediate line managers or peers using belittling language or shouting.

15.2 Physical abuse.

15.3 Verbal or written harassment in the form of inappropriate jokes.

15.4 Unwelcome comments.

15.5 Suspension or termination on account of the outcome from the disciplinary committee

15.6 Offensive language or gossip.

15.7 False or unfairly prejudicial statements in a performance appraisal report

**16. An Indicative list of invalid grievances:**

16.1 Complaints against a particular work assignment or the transfer of employees, which meets the management needs of MBRU

16.2 Non selection for rewards and recognitions

16.3 Position grade

16.4 Court related matters

16.5 Salaries and benefits

16.6 Working hours





## 1. Voluntary Separation

### 1.1 Resignation

1.1.1 An employee may choose to leave MBRU at their own will. In such a case, the employee must submit a written resignation letter to their line manager, stating adequate notice, in line with their contract of employment.

1.1.2 MBRU has the right to release the employee at any time, provided notice period is served in full.

## 2. Involuntary Separation

### 2.1 Retirement

2.1.1 The retirement age of Staff is 60 years.

2.1.2 The staff's contract of employment will automatically be terminated upon the employee reaching the retirement age – on the first day following the 60th birthday.

2.1.3 The department head shall be notified 6 calendar months in advance and the concerned staff will be notified 3 calendar months by HR, prior to the date of their retirement to ensure that they are provided with adequate notice.

2.1.4 The management reserves the right to extend employment of any staff beyond the retirement age.

2.1.5 The line manager should request for such extensions to HR, in writing, with substantial justifications for the extension.

2.1.6 Contracts of employment beyond the retirement age can be renewed yearly by keeping the current contract or creating a special contract exceptionally with the approval of the management with supporting documents including justification from the department and a medical report in case required case by case basis.

2.1.7 The medical examination cost to be covered by MBRU.

## 2.2 Incompetence

2.2.1 Employees with poor performance records for two consecutive years will be terminated, stating adequate notice, from the service of MBRU following appropriate disciplinary process addressing the performance issues. Every reasonable effort will be made to ensure acceptable work performance by employees through timely intervention by the line manager and HR.

## 2.3 Medically Unfit

2.3.1 Employees who are proved to be medically unfit by an approved medical authority, and /or on prolonged sick leave which may prevent them from performing their duties in line with the requirements for their job roles, may be terminated, at the discretion of the management, upon detailed review of the case.

2.3.2 The employee will be given due notice on the decision to terminate in line with the contractual notice period of the employee.

## 2.4 Non-Renewal of Contract of Employment

2.4.1 Employees on a fixed duration contract with MBRU will be notified of the termination of their contract of employment as per the terms and conditions of the contract.

## 2.5 Death

2.5.1 In the event of an employee's death while in service, MBRU will provide death support.

## 2.6 Redundancy

2.6.1 Employees may be laid off or declared redundant due to organizational requirements caused by factors such as economic conditions, organizational efficiency, technological development, restructuring or Emiratization.

2.6.2 Employees will be informed, in writing, of the decision to be made redundant and will be given adequate notice as outlined in their contract of employment with MBRU.

2.6.3 An employee may opt for an early separation prior to the notice period, and any payment will be in lieu of any portion of the notice period that has been served effective from the date of receipt of the notice of termination.

2.6.4 Redundant employee will serve the notice period as per the employment contract or be paid in lieu of notice period if requested to leave with immediate effect.

## 2.7 Disciplinary Concerns

2.7.1 Employees who are involved in actions that lead to disciplinary measures are liable to be terminated in line with MBRU disciplinary policy.

2.7.2 In all cases of termination of employment contract due to disciplinary issues, the disciplinary process should be followed before making a decision to terminate.

2.7.3 Line managers should seek the advice of HR in all such matters.

2.7.4 Employees terminated due to gross misconduct reasons will not be entitled to adequate notice, payment in lieu of notice and EOSB.

## 2.8 Termination in Absentia

- 2.8.1 Employees who fail to report to duty for five continuous working days without notification to their line manager are liable for disciplinary action including termination.
- 2.8.2 All reasonable efforts will be made by HR and the line manager to contact the employee to understand their whereabouts and reasons for absence during this period.
- 2.8.3 If the efforts to contact fail, HR will send a written notification to the personal email provided by the employee on the sixth working day of continuous absence, asking the employee to report to duty.
- 2.8.4 If the employee still fails to report to duty or fails to contact the line manager / HR, MBRU will initiate the termination process.
- 2.8.5 MBRU will send a written notification of termination by email to the employee with a request to report to HR to complete all exit formalities within 10 calendar days effective the date of the letter.
- 2.8.6 If the employee does not respond within the stipulated time frame, MBRU reserves the right to take necessary actions.

## 2.9 Termination for Valid Reason

- 2.9.1 MBRU reserves the right to terminate the employee due to the existence of a valid reason.
- 2.9.2 A valid reason for termination is a reason that relates to the employment with MBRU.
- 2.9.3 MBRU will issue a termination letter setting out the valid reason that led to termination and adequate notice period, according to the employment contract, or a payment in lieu of notice may be made.

Moving On	D
Notice Period	D2

1. The employee’s contract of employment document will define the notice period specific to them. The below table clarifies the notice period for Staff:

Grade	Notice Period
1 to 6	1 calendar month
7 to 9	2 calendar months
Staff on probation	Five working days

2. Confirmed faculty will have to serve up to 6 months as notice. However, Faculty on probation will have to serve 1 month as notice.
3. Employees will be eligible for normal monthly salary and other benefits during the notice period until the last day of service with MBRU.
4. Employees may request for an earlier release date to leave MBRU without serving the full notice period upon the consent of the line manager and HR. However, in such cases the employee will be required to pay the notice pay equivalent to the period of the notice period not worked.
5. In cases of MBRU initiated termination of an employee’s contract of employment, MBRU will pay the employee the notice pays in line with MBRU policy, except for terminations on grounds of gross misconduct.

## **1. Exit Interviews**

- 1.1 Exit interviews will be conducted with employees prior to moving on by HR to ensure a smooth separation process.
- 1.2 The line manager will ensure a complete handover is obtained from the employee prior to the separation from MBRU.
- 1.3 HR will invite the employee for a formal exit interview to understand the reasons of employee's separation; feedback during the employee's tenure with MBRU; and completion of all exit formalities.

## **2. Recovery of Advance Payment**

- 2.1 Upon termination of the contract of employment, any advance payment made to an employee with regards to salary or benefits will be recovered from the employee at the time of final settlement of dues.
- 2.2 The employee will be required to pay any outstanding amount to MBRU, if the final settlement amount is not sufficient enough to recover dues owed by them.
- 2.3 Employees will also be paid any outstanding balances related to allowances or benefits for the period that they are in service with MBRU.

## **3. Return of MBRU Property**

- 3.1 The employee is required to return, in a reasonable condition, all MBRU property that has been handed over to them during their tenure with MBRU, such as keys, tools, manuals, laptops, mobile phone devices, cards, materials, or written information in the employee's possession or control – upon separation from MBRU.
- 3.2 The employee will be provided with a checklist containing details of all MBRU property. Upon leaving employment, a clearance checklist shall be duly signed by the employee and their line manager before the final release.

3.3 Where necessary, MBRU may withhold a resigning employee's EOSB in lieu of the cost of any items that are not returned.

3.4 MBRU may also take all action deemed appropriate to recover or protect its property.

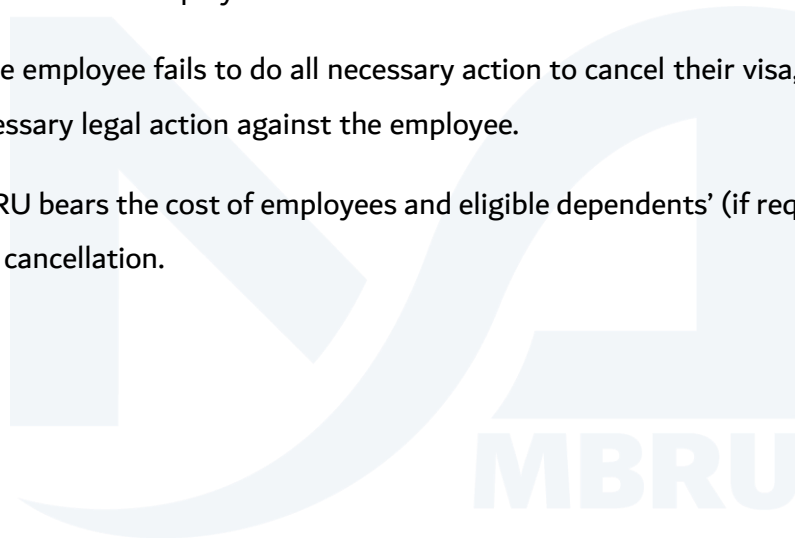
#### **4. Visa Cancellation**

4.1 MBRU either cancels the visa sponsorship of an employee who has resigned or transfers it to a new employer (if applicable) within the UAE. All exit formalities will be completed prior to visa cancellation.

4.2 The employee shall co-operate with MBRU to cancel their visa after the termination of employment.

4.3 If the employee fails to do all necessary action to cancel their visa, MBRU will take necessary legal action against the employee.

4.4 MBRU bears the cost of employees and eligible dependents' (if required) residency visa cancellation.



## **Appendix 1.1: Disciplinary Action Guidelines**

Issue	First Instance	Second Instance	Third Instance	Fourth Instance	Fifth Instance	Remarks
Unsatisfactory job performance	Verbal Warning	First Written Warning	Second Written Warning	Final Written Warning	Termination	
Falsification of reports such as expense reports	Subject to the investigation panel decision, HR to process final decision					
Quarrelling at work or intimidating other employees	First Written Warning	Second Written Warning	Final Written Warning	Termination	Not Applicable	
Mishandling of equipment / property	First Written Warning	Second Written Warning	Final Written Warning	Termination	Not Applicable	Cost of damage is recoverable from employee salary
Misuse of MBRU email facility	Verbal Warning	First Written Warning	Second Written Warning	Final Written Warning	Termination	Subject to criticality of email content (e.g., unethical images, videos, etc.)
Internet Policy violation	Verbal Warning and loss of pay	First Written Warning	Second Written Warning	Final Written Warning	Termination	
Punctuality	Verbal Warning	First Written Warning	Final Warning	HR Action Salary Deduction Termination		
Dress Code	Verbal Warning	First Written Warning	Second Written Warning	Final Written Warning	Termination	
Poor Attendance (leave period exceeds annual and sick leave entitlement)	Verbal Warning	First Written Warning	Second Written Warning	Final Written Warning	Termination	Loss of Pay



Issue	First Instance	Second Instance	Third Instance	Fourth Instance	Fifth Instance	Remarks
Physical assault on any employee during work	Termination with immediate effect	Not applicable	Not applicable	Not applicable	Not applicable	
Misappropriation of funds or property	Subject to the investigation panel decision, HR to process final decision					
Obtaining employment by fraud	Subject to the investigation panel decision, HR to process final decision					
Assuming false identity, nationality, or submit forged certificates or documents	Termination with immediate effect	Not applicable	Not applicable	Not applicable	Not applicable	
Committing a moral offence	First Written Warning	Termination	Not applicable	Not applicable	Not applicable	
Intoxication or being under the influence of alcohol	Termination	Not applicable	Not applicable	Not applicable	Not applicable	
Commission of an error which involves significant material loss	Subject to the investigation panel decision, HR to process final decision					
Conviction by court of a crime involving honor, fidelity or morals	Termination	Not applicable	Not applicable	Not applicable	Not applicable	
Misuse of position, bribery, acceptance of personal benefits from employees or others	Termination	Not applicable	Not applicable	Not applicable	Not applicable	
Non-adherence to the conflict-of-interest aspect of code of conduct	Final Written Warning	Termination	Not applicable	Not applicable	Not applicable	
Divulging any confidential or critical information	Termination	Not applicable	Not applicable	Not applicable	Not applicable	
Undertaking any other work / employment without approval	Subject to the investigation panel decision, HR to process final decision					
Willful gross insubordination	Termination	Not applicable	Not applicable	Not applicable	Not applicable	
Breaching health and safety instruction	Final Written Warning	Termination	Not applicable	Not applicable	Not applicable	
Being absent from work without notifying a valid reason for more than 5 consecutive days or 20 non-consecutive days in one year	Termination					
Defaults in fundamental duties	Termination					

