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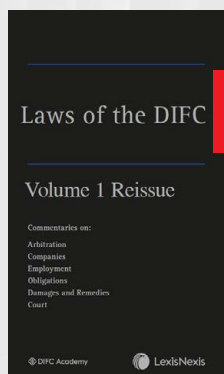
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ROUND-UP OF LEGAL AND BUSINESS DEVELOPMENTS IMPACTING HR IN THE MIDDLE EAST

# WHEN THE HEAT IS ON

Guidance on working in heat in Qatar

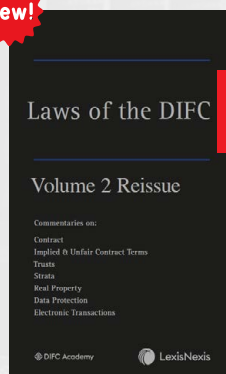
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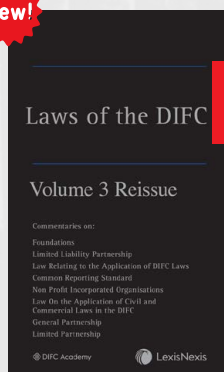
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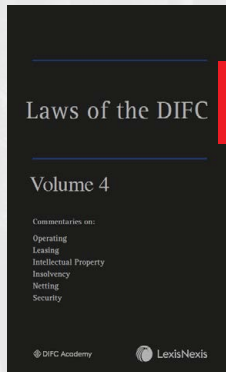
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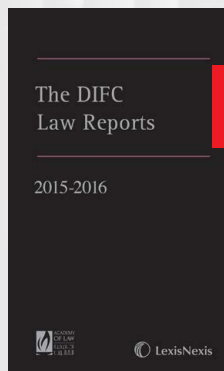
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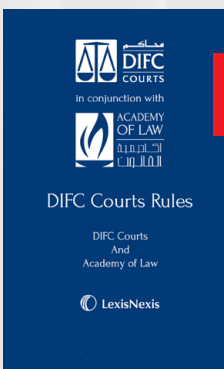
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## LEXIS MIDDLE EAST HR ALERT

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# A HOT TOPIC

One of the big challenges for employers in the Middle East, especially in the GCC countries is ensuring employees particularly those who work in open workplaces are protected against the health risks of working in direct sunlight, heat and humidity. While in many other countries the focus in the legislation is on making sure the temperatures employees are working in don't fall below particular levels and in some cases no legal maximum is even given, the position here is quite different and risks of employees suffering from heat stress are a major concern.

Day time temperatures in the GCC can exceed 43 degrees centigrade in July and August and humidity can be over 90%. Temperatures of between 38 degrees and 42 degrees can be seen from May to September and even in April and October temperatures of between 33 and 36 degrees can be.

As a result, we are used to seeing the annual government announcements of the summer time midday outdoor working bans in these countries. Although, it should be noted that the start and end dates for these rules differ between the individual states.

This year in Qatar, which in 2021 had issued a brand new law on employee heat stress that includes powers to shut down businesses that fail to comply with it, two sets of guidance on this area were issued - one by the Ministry of Labour and one by the Occupational Health Section of the Public Health Department.

They are not mandatory but the Public Health Department has stated it is their wish that their guidelines are adopted by all industries and implemented in all workplaces in Qatar.

So we have decided to feature them in this issue and explain how they fit into Qatar's legal and regulatory framework on this subject, as they put flesh on the bones of that legislation and employers in other jurisdictions may also find the added information they provide helps them better understand and set their own policies on this issue.

Claire Melvin - Editor

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# WHEN THE HEAT IS ON

With the Qatar Ministry of Labour and Public Health Department issuing new guidelines on heat stress, **Emma Higham** and **Corrine Sobers** of Clyde & Co explain what employers in Qatar need to do to comply with the law on working in the heat.

“In May this year both the Qatari Ministry of Labour (MOL) and Occupational Health section of the Qatari Public Health Department separately issued guidance for employers which is available in different languages on heat stress,” states Emma Higham. “These guides provide non-binding guidance, so employers will not face penalties if they fail to follow them but they do make useful reading. However, the Qatari Public Health Department has stated in the preface to their guidelines it is their wish that they are adopted by all industries and implemented in all workplaces in Qatar.”

## MINISTRY OF LABOUR GUIDANCE

“The MOL’s guide, ‘Heat Stress Legislation, a Guide for Employers’ is designed to be read by employers and sets out FAQs on legislation on this area which was issued in Qatar in 2021 in Qatar Ministerial Decision No. 17/2021 On the Necessary Precautions

to Protect Workers from Heat Stress and came into immediate effect on 26 May 2021,” states Corrine Sobers. “It also includes a template for heat stress risk assessments and a flow chart and guidance on acclimatising workers to exposure to occupational heat stress. In addition, there is guidance on Wet bulb Globe Temperature (WBGT) calculations, work-rest regimes and strategies that can be used to prevent risks of dehydration among employees.”

## THE LEGAL POSITION

“Qatar Ministerial Decision No. 17/2021 repealed and replaced Qatar Ministerial Decision No. 16/2007 which previously governed heat stress in Qatar,” states Higham. “It applies to all employers, except those operating in oil and gas projects and regulates work performed under the sun or in open workplaces (e.g. spaces where workers are exposed to heat, humidity and sunlight).”

“Although Qatar Ministerial Decision No. 17/2021

© Getty Images/stockphoto

does not apply to employers operating in oil and gas projects, it should be noted there are special health and safety requirements and considerations for employers in the oil and gas sector who must comply with the 2009 Qatar Petroleum Health, Safety and Environment (HSE) Regulations for Contractors QP-REG-S-001 (version 3)," Sobers explains. "These regulations set out detailed requirements, for example, in relation to risk assessments and controls, hazard identification, training and awareness, HSE inspections and audits and emergency responses. The Qatar oil and gas industry is regulated by the Directorate of HSE Regulations."

"Qatar Ministerial Decision No. 17/2021 brought in far more protection for employees," Sobers continues. "It restricts the times when work can be carried out under the sun or in open workplaces from 10am to 3.30pm, (previously it was between 11.30am and 3pm), from 1 June to 15 September each year rather than from 16 July to 31 August as was the case under the former legislation."

"The law also states that work must stop when

## RELATED LEGISLATION

### Article 7 of Qatar Ministerial Decision No. 17/2021

A Workplace which does not abide with this Decision will be partially or totally closed down by a Ministerial Decision.

(Source: Lexis Middle East HR)

the Wet bulb Globe Temperature (WBGT) increases above 32.1 degrees, regardless of the time when this occurs. The WBGT index takes into consideration air temperature, wind speed, humidity, and solar radiation," Higham explains.

"Under Qatar Ministerial Decision No. 17/2021 open workplaces are defined as places where workers are exposed to climatic conditions such as heat, humidity and sunlight," Sobers continues. "This law also introduced several new obligations for employers, which include developing and maintaining an up-to-date plan with workers to assess heat stress risks and



## RELATED STORY

### **Qatar: Heat Stress Guidelines Issued for Employers**

2022-07-20\_36

Qatar's Public Health Ministry has issued various guidelines to tackle heat in workplaces. They have published an infographic on their social media which says outdoor and indoor heat exposure can be dangerous and suggests several first aid measures. They have advised abnormal thinking or behaviour, slurred speech, seizures or loss of consciousness by any employee are signs of a medical emergency and people should call 999 straight away.

decrease their impact; providing shaded rest places that are easily accessible by workers and providing workers with personal protection tools, such as lightweight clothing. Employers must also provide their workers with free potable water at an adequate cold temperature throughout working hours. They must also assess, monitor and register the WBGT; conducting annual medical examinations for workers to diagnose and manage any chronic conditions that could result in heat stress, at no cost to the employee, and keep a record of such examinations."

"In addition, employers are required to train all workers to deal with heat stress by May each year; and to train emergency responders and professional health and safety supervisors on providing suitable instructions and first aid to workers."

"Qatar Ministerial Decision No. 17/2021 also gives a worker the right if they believe that heat stress threatens their health and safety, to stop working and file a complaint at the MOL," Higham states. "It should be noted that in these cases employers cannot dismiss or discriminate against a worker for exercising this right."

### **PUBLIC HEALTH GUIDANCE**

"Meanwhile, the new guidance issued by the Occupational Health Section of the Public Health Department on 'Heat Stress Guidelines and Recommendations' aims to address occupational health challenges related to heat stress by providing information and advice on recognising, estimating, preventing, managing and controlling heat stress in the workplace," states Sobers.

"The guidance targets employers, managers, supervisors, workers, joint health and safety committee members, health and safety representatives, employer associations, and health and safety professionals."

"It answers a set of key questions on where heat stress occurs, what happens when the body's core temperature rises, and how people can recognise heat stress disorders."

"It also covers medical monitoring, medical evaluations, emergency medical care, what factors are used to assess heat stress risks, personal factors, environmental factors and job factors."

"It is a useful guide to employers on how to avoid staff discomfort in a hot work environment and



**Emma Higham**  
Partner  
Clyde & Co



**Corrine Sobers**  
Senior Associate  
Clyde & Co

elaborates on the requirements found in Qatar Ministerial Decision No. 17/2021 on assessing and controlling the risk of heat stress."

"It should also be noted although these guidelines cover many of the topics covered in previous Public Health guidelines they do provide more detail," Higham adds. "It has also been stated these guidelines will be updated from time to time."

### **ENFORCEMENT AND PENALTIES**

"Penalties for failure to abide by Qatar Ministerial Decision No. 17/2021 are quite severe," states Higham. "A workplace that does not abide by this law's provisions can be partially or totally closed down by a decision of the MOL. Under the previous legislation, such closures were only for

the maximum of a month. However, under Qatar Ministerial Decision No. 17/2021 there is no maximum or minimum closure period."

"There are also MOL Labour Inspection Department inspectors, who conduct inspection campaigns to ensure employers are complying with this law," Higham continues.

"Shortly after Qatar Ministerial Decision No. 17/2021 was introduced, it was reported in the Qatar media that inspections had been carried out on behalf of the MOL, and in June 2021 it was reported that over 200 companies had been ordered to close for three days. There were also further reports that during July 2021, over 100 companies had been ordered to close. However, there do not appear to have been any reported closures of companies following inspections in 2022, so far."

"Qatar Ministerial Decision No. 17/2021 requires employers to take practical steps to actively reduce the risk of heat stress in the workplace, such as working with workers to manage the risks of heat stress and bearing the cost of medical examinations," states Sobers.

"Therefore, in order to comply with this legislation, employers need to invest time and money in fulfilling the requirements and, from a commercial perspective, they also need to factor in how the restricted working hours impact any contracts and work the business is undertaking."

"For example, if the employer looks at having different working patterns to avoid the restricted hours during the day, such as night work, they will also need to consider any other potential impact of that shift pattern on worker safety, productivity and health."

"Steps taken to combat heat stress in the workplace can help ensure there is a positive commercial and practical impact in the longer term, as if workers are suffering less from heat stress they will be better able to work productively."

## Don't bank on it

**Damian Burleigh**, Chief Revenue Officer at Acuity Knowledge Partners examines outsourcing in the Middle East and how it is affecting banks in the region.

In the MENA region financial services firms, particularly banks, are outsourcing not just to places like India but regionally for example to countries such as Egypt. In the last two years, we have seen record growth in outsourcing in areas like the Equity Capital Markets, Project Finance and Commercial Lending. Similarly, with the emergence of new Sovereign Wealth Funds like ADQ, record oil prices and the overall capital surge in 2020-21 there has been high demand for outsourcing services from Private Equity (PE) firms, Asset Managers and most notably Sovereign Wealth Funds (SWFs).

At present there is significant demand for high-quality talent in areas like Financial Modelling, IPO Support, Pitchbooks, Project Finance Support and Lending Portfolio Monitoring as well as support with ESG reporting.

Chartered Financial Analysts, Accountants and people with financial expertise who can support the front office in deal origination and growing portfolios are in particular demand. Many businesses are finding there is limited local talent available in these areas, so we have seen several banks openly now embracing the outsourcing model, and asking partners like us to provide dedicated junior banker equivalents from India to fulfil this demand.

Several banks in the MENA region have used this model to access high-quality talent, lower their cost base and make their in-house bankers more efficient as they are now able to focus more on client-facing activities locally. This explosion in demand for outsourcing in the MENA region has led our firm to set up a regional office in Dubai and we plan to shortly open another office in Saudi Arabia.

Both in the Middle East and Africa we are now seeing outsourcing evolving in the banking sector faster than it has in the asset management industry. In fact the banks in this region are almost catching up with banks in Europe and the US when it comes to outsourcing.

The UAE has a long tradition of melding insourcing of talent locally and from expatriates with smart talent from India. Sectors such as banking which were seen as great careers for in-house staff in the past are now finding this has reduced. Juniors are also now more eager to move up in their careers, so employers can find themselves investing in these junior roles, only to find talent leaving quickly within two to three years.

The Fintech sector is also growing significantly in the

Middle East, particularly in the UAE and Saudi Arabia. Banks are also investing in cloud-enabled technology in areas like Loan Origination, Portfolio Management and Workflow optimisation. However, many banks are mistakenly focussing on customer AI before resolving the go-to-market strategy for relationship managers or bankers, which means they still need staff in the short-term until these strategies are fully in place. At present large numbers of banks are moving applications to new data centres and porting legacy applications to new cloud-based structure, so staff location becomes less of an issue.

In addition, in the last three to four years banks have been upgrading their IFRS 9 and Risk Management application infrastructure for example on Basel Reporting, and Asset and Liability Management.

This has meant there are currently many roles serviced in banks, asset managers, private equity and corporate finance teams where specialist organisations could be helping to relieve their core talent. For example, as a result of the rapid adoption of new technology in banking our firm has developed a portfolio of proprietary SaaS platforms, including a covenant monitoring platform which can co-exist with a bank's loan management system.

In the banking sector outsourcing demand is appearing in areas like Corporate Finance, Equity and Debt Capital Markets, Project and Syndicated Finance, Commercial and Corporate Lending. Private equity and analytical quant are also in high demand as is cloud-based technology.

However, it is important that banks interested in taking transformational steps do this in the right order.

The first step is to centralise the process and then standardise it. Processes can then be optimised using technology. These steps are pivotal and outsourcing can play a key role in unlocking both the process and cost efficiencies. It can assist in making processes consistent across departments and then in onboarding new technology.

Many large banks have already established their own captive shared services which makes it easier to use outsourcing service providers. However, when it comes to maximising cost efficiency and process excellence, choosing the right approach, toolset, delivery model and people to implement end-to-end services becomes critical.



**Damian Burleigh**  
Chief Revenue  
Officer  
Acuity Knowledge  
Partners

# NEWS ROUND-UP

COVERING RECENT KEY DEVELOPMENTS – REGION-WIDE

## UAE

### STUDY LEAVE



The UAE's Digital Government has confirmed that private sector employees who are enrolled in a study programme in a recognised educational institution in the UAE must be given paid study leave. Study leave of 10 days a year can be given to allow an employee to sit exams provided they have worked for their employer for at least two years.

### FILMING A COLLEAGUE



A Dubai Court has jailed an employee for three months who will be deported after they have finished their sentence. The employee had filmed and posted footage of the colleague while they were asleep without their consent on Facebook. The defendant was a driver who worked at the same company as the victim. Their residence visa had expired and had not been renewed. On the morning of the incident they had gone to the victim's room to ask them to mediate with their employer and ask for compensation. The defendant confessed to the offence but said they filmed their colleague to prove they had not received salary they were owed from a company they worked for previously.

### CODE OF CONDUCT



The UAE Ministry of Education has adopted a code of conduct for education professionals. The code applies to every teacher, leader, administrator and worker in the education sector there. It contains a set of principles and ethical values for staff in the sector. It includes encouraging positive values in students, safeguarding them from ideas which are unacceptable in UAE society and promoting tolerance and acceptance. Education staff must protect children from neglect, exploitation, bullying and all forms of abuse and are to avoid disclosing confidential information about students and their families or spreading fake news and rumours. They must also refrain from physical or verbal violence against students. Other requirements include

refraining from using, possessing and falling under the influence of unauthorised substances in the workplace (which includes smoking), and wearing appropriate non-revealing clothing at work. They must also refrain from discussing gender identity, homosexuality or other behaviour deemed unacceptable in UAE society.

### PROPERTY DAMAGE



The UAE Public Prosecution has clarified penalties for causing damage to an employing entity's property or interests by those in the public sector. Under Article 264 of Federal Decree-Law No. 31/2021 (the UAE Penal Code) any public servant or person in charge of a public service who intentionally causes damage to the property or interests of the entity for which they work or to property of a third party or interests entrusted with such entity, will be temporarily jailed. In addition, under Article 268 of Federal Decree-Law No. 31/2021, any public servant or person in charge of a public service who causes damage to property or interests of the entity for which they work or to the property of a third party or its interests entrusted to such an entity, by mistake will be jailed and fined up to 50000 AED or receive one of these penalties.

## SAUDI ARABIA

### CONTRACTOR COMPENSATION



Saudi Arabia's Finance Ministry has agreed to compensate contractors who have contracts with the state for increased financial costs resulting from changing the wages of Saudi nationals and increasing Saudisation levels. The compensation will include financial amounts businesses pay for recruiting foreigners.

The move comes following a request by the Saudi Chamber Federation to set a compensation process for establishments which had been affected by the changes to Saudi employees' salaries.

### EMPLOYEE TRANSFERS



Saudi Arabia's Ministry of Human Resources and Social Development has announced it has started implementing the second phase of changes to the procedures for transferring workers in private sector establishments of all types. In the first phase, the Ministry allowed transfers of workers between individual establishments. In the new phase new employers will not be required to pay any outstanding Government fees for a worker who has transferred into their service. The new employer will have to pay Government fees for the worker from the date of their transfer of service.

### LICENCES NEEDED



Saudi Arabia's Ministry of Municipal and Rural Affairs has stated all skilled workers in 81 professions will need licences to work in the commercial sector from 1 June 2023. The licences will be issued and renewed through the Baladi platform. They will be verified by checking educational qualifications or experience and the skills which are needed to carry out their work efficiently. Relevant employers should get these licences from the platform and issue them to their workers as soon as possible. Applicants should go to <https://balady.gov.sa//Services?id=327> to do this. They will need to check the requirements for issuing the licence have been met, whether it will be possible to apply for scientific accreditation and if workers will need have completed a training course or have a craft licence.

## QATAR

### NEW E-SERVICES



Qatar's Ministry of Labour has launched a number of new e-services as part of their digital transformation strategy. These include a new e-service for requesting a full secondment or part-time work outside working hours and e-services for renewing these requests. The services will allow a request for the secondment of a worker to another facility without them having to change their current employer. Following Department of Labour Relations approval of



the application the worker will be able to work full-time or part-time at the facility submitting the request as well as at their original workplace.

## WORKER ROTATION


 Qatar's Labour Minister has launched a platform to enable what they are calling the rotation of employees in the private sector.. The aim of the platform is to provide trained, qualified manpower which is already available in the local job market rather than employers having to start procedures to recruit from overseas. The service can be accessed by visiting Qatar Chamber – Jobs Portal

## SPECIAL NEEDS EMPLOYEES

 Qatar's Civil Service and Governmental Development Bureau has announced daily working hours for special needs employees have been reduced by an hour. The change is in line with Article 73 of Qatar Cabinet Decision No. 32/2016 (which is the Law on Civil Human Resources Implementing Decision). These employees will be able to arrive at work 30 minutes after official working hours start and leave 30 minutes before the end of the official working day.

### OMAN

## JOB SEEKER TRAINING PROGRAMME

 Over 1,511 applications have been submitted by SMEs to benefit from an initiative being run by the Authority for Small and Medium Enterprises Development (ASMED) to enable employment of job-seekers through on-the-job training. Under the initiative full payment of the job seeker's salary is covered by the scheme for one year. Those with a Bachelor's Degree receive 500 Rials per month, university diploma holders receive 400 Rials per month and those with a general education diploma receive 300 Rials. The initiative is open to young Omanis looking for on the job training.

## OMANISATION CHANGES

 Oman's Labour Ministry has issued Oman Ministerial Decision No. 235/2022 banning expatriates from working

in 207 roles there. The roles include Human Resources Directors, Recruitment Directors, Personnel Directors, PR Directors, Filling Station Directors, Deputy Director Generals, Deputy Directors and Training Supervisors, Assistant General Directors, Legal Clerks, Store Supervisors, HR Technicians, Systems Analysis Technicians, Customs Clerks and Flight Operations Inspectors.

### KUWAIT

## CANCELLING WORK PERMITS

 Kuwait's Public Authority for Manpower has begun using a new mechanism when the cancellation of work permits is being carried out to ensure the protection of domestic workers and workers in the private sector. As a result the relevant departments at the Authority are now requesting a worker's signature using their fingerprint on the work permit cancellation form in order to ensure they have received all the amounts owed to them.

## FOOD DELIVERY DRIVER RULES

 Kuwaiti authorities have approved new food delivery driver regulations. Drivers must have a health certificate from the Ministry of Health and there must be a sticker showing their company on the delivery vehicle. In addition, their iqama must be for the same company they are working for and they must have a uniform. Relevant companies must comply with these new regulations by 1 October 2023.

### BAHRAIN

## NEW TRAINING VISAS

 Bahrain has announced there will be a new six month multi-entry visa for those who enter the country for training purposes. The new visa will cost 60 Dinars and will also be renewable for a similar period. Applications for the visa can be made at [www.evisa.gov.bh](http://www.evisa.gov.bh). Those wishing to apply for this visa must be a trainer or a trainee in either a private or public sector entity. They will need to attach a letter from their employer to their application explaining the details of the training and have a passport with at least six months remaining on it.

## IN BRIEF

**Dubai:** An employer has been jailed for a period of six months and fined 10,000 AED for sexually harassing two female employees...

**UAE:** MOHRE has confirmed on 31 October 2022 the e-Dirham system will be suspended and all transactions related to the electronic services package it provides using the payment system must be completed...

**Saudi Arabia:** All Government entities, public agencies and institutions are to pay salaries, wages and other financial amounts owed in line with Gregorian dates...

**Saudi Arabia:** The Beauty Salon Activity Regulations which cover health and safety have been amended...

**Saudi Arabia:** Those wishing to work as divers in Saudi must have a Saudi diving license issued by a licensed diving training centre...

**Saudi Arabia:** A classification guide for hazardous and acute healthcare waste has been issued...

**Qatar:** The Ministry of Labour has confirmed companies can submit recruitment applications with temporary work approvals...

**Oman:** The Telecom Regulatory Authority (TRA) has issued decision 109/2022 on Omanisation in maintenance and installation of IT devices, systems or networks...

**Oman:** The Omani Health Ministry has issued a Circular on working hours in primary healthcare institutions there...

**UAE:** Conditions for granting Golden visas for humanitarian workers have been explained...

**Bahrain:** The Bahrain Labour Ministry is to be reorganised following the issue of Bahrain Decree No. 54/2022...

**Turkey:** The minimum wage has been increased. by 30% to 5,500 Turkish Lira and civil servants' wages will increase by 40%...

**Saudi Arabia:** Changes to the visa entry rules include that GCC residents will be able to apply for Saudi entry visas online...

**UAE:** The General Pension and Social Security Authority has stated nationals who are pensioners and return to work can add previous years of service to the new period if they do so within a year from starting work, return pension paid from their return to work and are under an age limit...

# LAW CHANGES

## NEW AND PROPOSED MENA LAWS

### WHOSE RIGHT IS IT ANYWAY?

Who has copyright rights when an employer/employee relationship or employer/freelancer is involved? Noor Hasan of Gowling WLG examines the key rules.

**T**he new UAE Copyright Law, Federal Decree-Law No. 38/2021 on Copyrights deals with relationships between employers and employees and employers and freelancers. These new provisions are now in force, so employers and clients need to ensure their employees and freelancers understand who owns the copyright in the work produced by the individual(s).

With an employee employed through an employment contract with an employer, Federal Decree-Law No. 38/2021 provides for the concept of 'work made for hire' and the validity of transfer of future works.

Article 28(2) of Federal Decree-Law No. 38/2021, states any work created by an employee, commissioned by an employer and for which the employer compensates the employee will be owned by the employer, unless there is a written agreement to the contrary. Freelancers are unlikely to be covered by this Article, as it applies if the author created the work within the scope of their employment using the employer's resources, tools and information. However, as freelancers are potentially creating work for the benefit of others under Article 28(1) of Federal Decree-Law No. 38/2021 as part of their contract or commission, the automatic transfer of rights to the freelancer's client are likely to apply, unless there is a written agreement to the contrary. Therefore, it is important that any contracts or commissions between freelancers and clients are clear on the work they are being asked to do and what rights are likely to be created (if any). If the intention is for the freelancer to retain ownership, the contract with the freelancer must clearly state this.

In terms of both freelancers and employees, where the work is done outside of the scope of their employment or commission and they are not using the employer or client's resources in its creation of the rights, they will retain ownership of the copyright.

### EGYPT - NEGOTIATION



Egypt Decree No. 50/2022 has been issued on collective negotiations which are defined as negotiations that take place between an employer and a group of employees or with unions and employee organisations. This area is regulated by the Egyptian Labour Law No. 12/2003 and Egypt Decree No. 124/2003. The new decree has wide scope which includes all employees, including employees in the private sector, public sector, public works sector, investment sector, common sector and employees of the public utilities who are not employed in the State administration. Collective negotiations will take place in establishments with over 50 workers between representatives of the Union Committee, the General Union and the employer. If there is no Union Committee there, the negotiations are between the employer and five workers chosen by the relevant General Union, three of whom must be the establishment's workers. For establishment with less than 50 workers, negotiations take place between representatives of the relevant General Union and employer's representatives. The Decree also elaborates on and clarifies the levels of collective negotiation.

Federal Decree-Law No. 38/2021 continues to restrict the transfer of future works, although the number of future works that can be transferred has been increased from five to 10.

Licence for use of the work for portfolio purposes can impact both employees and freelancers, but this is more often considered by freelancers. This allows the freelancer to use the works they have created for their own portfolio use to help market their capabilities. Most if not all contracts involving the creation of rights are likely to include provisions that all intellectual property created will belong solely to the employer and will restrict any use of these works by the individual in any way and for any reason.

Employees and freelancers may want to secure the right to use work they created for their own personal use. For example they may want to legally showcase the work they have created in their portfolios to potential employers. If they do not do this, any use of the work, even if solely for display

in their portfolios, would be considered copyright infringement, and a breach of their obligations under the relevant agreement, and would therefore trigger some type of liability. As a result, they may want to ensure any potential and necessary use of the work they might require is clearly carved out from any restrictive obligations in the relevant agreement.

Employees are normally compensated by payment of wages as payment for work created during employment. The position for freelancers could be different. There may be situations where they have done work that they have not been paid for, for example as part of a trial period or tender. If they are not paid for that work the rights will not be transferred to the client. Freelancers may also want their agreements with clients to be structured in such a way, that assignment of intellectual property only takes place with full and final settlement of all due fees and costs. This would mean the client would have to make all the necessary payments for the work,

## KUWAIT - RESIDENCY



It has been stated that a new Residency Law will be submitted to the National Assembly after the election there. The law on this subject submitted by the government to the previous National Assembly will be submitted again to the new Assembly with some changes that were requested by previous members of the parliament and some of the candidates who have been running in the elections. The proposed new law would ban sponsors from bringing in expatriate workers without permission from the Public Authority of Manpower. It has also been said the minister should issue a decision on the procedures, documents and fees required from sponsors. Anyone who illegally employs workers or runaways will also be subject to fines ranging from 5,000 Dinars to a maximum of 50,000, Dinars in addition to paying all costs to deporting the workers.

## TURKEY - REMOTE WORKING



Turkey Presidential Decree No. 5806/2022 has increased the rate for remote working used to determine the income withholding tax incentive in Technical Development Zones (TDZs) and R&D or Design Centres. The period that can be spent outside the TDZ and R&D or design centre is calculated as per the number of personnel or the total working hours subject to the incentive and has increased from 50% to 75%. This new increased rate will apply until 31 December 2023. This means in order to benefit from the exemption, incentive and promotions in the related legislation, 25% of the R&D and support personnel must work at the related zones and centres, or the R&D and support staff must spend 25% of the total monthly working hours in the zones and centres.

in order for valid assignment to take place. If it was intended that not all rights would be assigned to the client by the freelancer, this would only be the case if it was clearly stated in the agreement. It is important that if an employee or freelancer intends to use any of their own materials which were created independently of the employer, for example software code they had previously written, or third party works, in the work this needs to be clearly identified and disclosed to the employer before any work starts. This is because the employer is likely to

be unable to use any of these materials unless agreed otherwise. Freelancers often use their own intellectual property to create work commissioned by clients and often want to ensure they will be able to continue to do so after the project has been completed. Federal Decree-Law No. 38/2021 retains restrictions on assignment or waiver of moral rights that were found in the previous legislation. Therefore, employers should note agreements which contain a waiver of moral rights will not be effective.

## UAE - ENTRY VISAS



New Implementing Regulations to the UAE law on the entry and residence of foreigners Federal-Decree Law No. 29/2021 has have been brought in by Cabinet Decision No. 65/2022. The Regulations provide more detail on the provisions in the law on areas including entry visas, residence permits and have an annex covering the regulations on Golden Residence Permits. They have also repealed two former laws in this area - Cabinet Decision No. 8/2021 and Ministerial Decision No. 360/1997.





# CASE FOCUS

**Case No ....** DCC 515/2021 issued on 10 February 2022

**Jurisdiction ....** Dubai

**Court ....** Dubai Court of Cassation

**Recommended by ....** MN Law

## WHAT HAPPENED?

An employee of a café in Dubai suffered a heart attack and an ambulance was called. After administering first response medical help, the ambulance transported the employee to a hospital in Dubai. They were in cardiac arrest when they arrived, had to be resuscitated and then underwent intensive care.

This included a prolonged stay on a ventilator and mandatory physical and respiratory treatment. The café was a civil company owned by two shareholders. Following the employee's treatment at the hospital and in respect of the medical bill, one of the shareholders advised the hospital that the employee did not have health insurance and offered to pay 10,000 AED for their treatment.

The hospital refused the payment offered and filed DFI Case No. 616/2020 Civil Partial before the Dubai Court of First Instance requesting that the café and the shareholders jointly pay the cost of the medical bill. This totalled 794,724 AED plus 12% legal interest. The defendants pleaded that they lacked capacity in the case as what had happened was not a work-related injury and the claim should instead be pursued against the employee himself. In August 2021, the Dubai Court of First Instance issued its judgment rejecting the case on the ground the defendants had no capacity. The hospital appealed the Court of First Instance judgment under DCA Case No. 1035/2020, Civil Appeal, and an expert medical committee from the Dubai Health Authority was appointed to consider the matter.

Based on the report submitted by the expert committee in November 2021, the Dubai Court of Appeal issued its judgment repealing the Court of First Instance judgment and ordered the café and shareholders to jointly pay 794,724 AED with 5% interest from the claim initiation date to the hospital.

The café and the shareholders filed a further appeal against the Court of Appeal judgment before the Dubai Court of Cassation in case DCC 515/2021. The basis of their argument was that they did not have capacity in respect of this claim and the person who was responsible for the claim was the employee as they had benefited from the medical treatment. However, the hospital had not filed a claim against the employee.

They argued that the hospital had not complied with Article 15 of Dubai Law No. 11/2013 On Health Insurance in the Emirate of Dubai as the hospital had failed to inform the Dubai Health Authority of the employee's health status. They also argued the expert report which had formed the basis of the Court of Appeal's judgment had contravened the provisions of Ministerial Decision No. 224/2001 On Bearing Certain Medication and Hospital Stay Expenses of Non-national Patients when it came to the calculation of the expenses of a non-national patient for medical treatment and a hospital stay.

## WHAT WAS DECIDED?

The Dubai Court of Cassation did not accept the defendants' defence and found that Article 2 of Dubai Law No. 11/2013 (On Health Insurance in the Emirate of Dubai), in defining relevant terms, stipulated an Emergency as a situation which called for immediate medical intervention by a health service provider in order to save a person's life or in order to eliminate

a danger threatening a person's life. The Court of Cassation stated under Article 10(4) of Dubai Law No. 11/2013 an employer had to bear the costs of health services and medical intervention in the event of an emergency situation involving an employee if the employee was not covered by a health insurance scheme. Based on the evidence presented to them the Court of Cassation found the employee worked for the café and the shareholders as the café was a civil company. They also found the employee, as confirmed by the expert report, had been admitted to the hospital in an emergency medical situation. The fact this was not a work related accident was irrelevant. The Court dismissed the defendant's defence that they lacked capacity and upheld the Court of Appeal judgment.

### WHY IT'S SIGNIFICANT?

The judgment sets aside the general preconception among most companies and employees that employers in the UAE will only be liable to employees in respect of work-related injuries which are based on the compensation provisions found in the Labour Law, Federal Decree-Law No. 33/2021. As a result of this misconception some companies have tended to overlook the importance of mandatory health insurance for employees. This means they are at risk of having to pay large sums of money for a non-national employee's medical treatment as was the case here, regardless of whether that treatment is required because of a workplace accident or health condition caused by the workplace or not.

**Case No .... Madesh v Muhura, DIFC 107/2022 issued on 14 June 2022**

**Jurisdiction .... DIFC**

**Court .... Dubai International Financial Centre**

**Recommended by .... Fotis International Ltd**

### WHAT HAPPENED?

This case involved an employee of a DIFC located fintech company who had resigned but claimed he had not received his full dues on termination and was also entitled to penalty payments as a result.

The employee claimed that during recruitment interviews for the fintech business there had been misrepresentation that he was to be employed by one entity but in the end he had received a contract with another company called Milinas. At no point in the interview process had Milinas been mentioned and all the discussions had involved the other company's projects. On his first day he had been asked to do work on the 'Novus Money' project and the name Milinas was mentioned which he assumed was a client they were working for. He had continued working on the project despite his confusion. Later that month he received his offer letter and the employment contract said he was employed by Milinas. He stated he raised his concerns about this and had been told explicitly and implicitly both companies were Fintech businesses

and the name on the contract did not matter, as in reality the employee was working for the defendant company. The employee said his response had been that he said he understood and was happy to help out with Milinas from time to time. Both entities had shared ownership and operated from the same offices. The employee stated that in reality he had been working for the Defendant company and only actually helped out occasionally with Milinas projects.

After the employee resigned he asked for a waiver of the contractual one-month notice and said instead, he would complete the current work and hand over all the information necessary to the team. In exchange, he agreed the Defendant would only have to pay him the portion of the time he served. This was agreed but the employee did not receive the agreed payments on termination from them. The Defendant company stated the employee had never been employed by them. The contract was with Milinas, his visa had Milinas's name on it. Salary payments had not come from the company he believed to be his employer.

### WHAT WAS DECIDED?

The Court was satisfied for an employment relationship to exist there needed to be a contract between the parties. In addition the visa had been in the name of Milinas. The employee was also working in the Milinas office (which was also the defendant company's office). He had accepted verbal assurances that it did not matter who was the employer without also getting any written documentation confirming the position or any evidence to prove he was their employee. He had not request a written letter from the Defendant that they were the same entities or that they were working on mutual projects or anything that indicated that he was an employee of the Defendant.

Although under Article 12 of DIFC Law No. 2/2019 (the DIFC Employment Law) employers cannot induce employees to work by misrepresenting things such as job description, job title, type of work, and conditions of work, the assumption the employee had had about who he was working for had been rectified as soon as he had received the contract which he had signed and he had continued to work under those conditions.

Although the two companies had a common shareholder this did not make the Defendant liable for the amounts owed to the Claimant, as each company had a separate legal entity and there was no legal contractual relationship between the companies, so this was not relevant.

There was no employment relationship between the employee and the Defendant company so the employee's claims were dismissed and each party was ordered to bear their own costs.

### WHY IS THIS SIGNIFICANT?

This case shows how important the contract is in defining an employment relationship. In addition, if there is any doubt written not verbal assurances are key.

# HR PROFILE

## HR DIRECTOR – FOOD INDUSTRY



### Cream of the cream

Nadia Malaika, HR Director for Saudia Dairy and Foodstuff Company talks about the importance of Saudisation in their sector and its implementation.

I'm the HR director of the Saudia Dairy and Foodstuff Company and my responsibilities include overseeing HR systems, working on employee relations and the overall experience of employees across the business, as well as of course ensuring compliance with the Saudi Labour law. I am also passionate about developing and providing a healthy environment where our employees can thrive and reach their highest potential.

#### ABOUT YOUR COMPANY

The Saudia Dairy and Foodstuff Company is a leading, world-class food manufacturer, distributor and marketer which works in the Middle East region. We are based in Saudi Arabia and are a market leader in the production of milk, tomato paste and ice cream, and produce a range of snack products. We became a publicly listed company on the Saudi Arabian Stock Exchange in 2005.

#### COVID-19

I am proud of the work we did during the COVID-19 period. During that time, we were one of the first companies to announce appropriate policies and guidelines for staff. We created special accommodation for our workers, even the non-permanent staff so we were able to control the environment they were working in. Everyone was closely monitored to ensure people stayed healthy and business was not disrupted.

Our initiative did not go unnoticed and a number of other companies contacted us to learn about the model we were operating under.

#### CULTURE CHANGE

Since the end of COVID-19, our company's main focus has turned from employee health and safety to establishing and communicating a new culture which we are trying to promote. Our vision is nothing is impossible and we are preparing the whole business to move to our 2030 vision.

My greatest personal challenge has been that I have recently joined a company which is at the beginning of this new cultural journey. The HR team is the main project sponsor and it is our key project at the moment. We need to ensure this project is properly implemented across the entire region and having an amazing HR team and a fully engaged leadership team has helped with this.

The project has multiple elements which each need to be addressed and focused on. We realise this journey is crucial for the business to achieve its short and long-term goals.



#### TALENT

As a result of recent changes in Saudi Arabia, the numerous mega projects in the country and work on the 2030 Vision, the war over talent is quite fierce here across all industries.

The challenge in the private sector is to attract and retain key talent, as the Government and quasi-Government sectors have become appealing to young Saudis. However, the issues we face here are being faced by HR professionals across the globe - we are all having to think about how businesses will operate post COVID-19, how we can keep our people engaged and how we can create a work environment that encourages a good work-life balance.

As a business we also have to focus on Saudisation. There are legal requirements to comply with and the labour authorities are challenging businesses such as ourselves to provide more opportunities for Saudi nationals to operate in a range of positions and sectors.

Post COVID-19 many businesses including ourselves have realised that work-life balance is important and it can help us attract and retain young Saudi talent. We recognise that it is important to provide more flexibility on working hours and as a result we are one of the companies which has made the decision to provide that flexibility to our employees.

A key element of this, which takes up most of our time is work on employee engagement and employee development. These two elements are generally top priorities for employees too but we want to ensure all our employees feel like they have a clear career path and understand the sorts of options they have within the company. We also know that if we develop our employees, even if they leave our business, we



## PRACTITIONER PERSPECTIVE



Anas A Akel

Partner

Hourani & Partners

Anas A Akel of Hourani & Partners talks about specific Saudisation challenges and opportunities in the manufacturing sector.

Saudi Arabia's Vision 2030 aims to reduce the country's dependency on oil and transform it into a thriving economy. A key objective of Vision 2030 is the creation of jobs and development of skills for Saudi nationals which is a natural continuation of the country's nationalisation or Saudisation

programme. As is the case globally, in Saudi the manufacturing sector is a major contributor to economic growth and job creation. In Saudi, manufacturing is also a key component in its diversification of the economy and will play a vital role in achieving Vision 2030's objectives, particularly the local development of innovative technology. For example in May 2022, US electric vehicle manufacturer Lucid, announced it was setting up a manufacturing facility capable of producing 155,000 vehicles a year in Saudi which will bring jobs to the local market.

### SAUDISATION

However, there are challenges too, one of which is the Saudisation policy (which is similar to national workforce programmes in other GCC states). Manufacturing companies in Saudi must employ a minimum number of Saudi nationals. These quotas vary depending on company size and increase over time. In addition, specific roles such as heads of human resources and private security guards are reserved for Saudi nationals. As part of the process, the Ministry of Human Resources and Social Development has introduced the Nitaqat programme which is a colour-coded system that categorises companies based on their percentage of Saudisation. The lowest category is Red, there are then three Green categories (low, medium, and high), and the highest category is Platinum. Companies in the Red category are unable to obtain visas and residence permits for foreign employees and their access to certain services is suspended. Those in the Platinum category receive benefits. In its first year a small manufacturing company, (with six to 49 employees) must have a minimum Saudisation percentage of around 11% to

be classed Low Green and a 28% Saudisation level to be in the Platinum category. A manufacturing company with over 3,000 employees would need a minimum Saudisation level of around 21% to be Low Green and a level around 40.5% to be Platinum. The main concern for manufacturing companies is encouraging Saudi nationals to take on manufacturing jobs which have traditionally been filled by non-Saudi employees. As a result, this sector has the lowest Saudisation percentage of all industries. Employers in the manufacturing sector must also provide incentives to retain talent in managerial roles and in this respect can end up competing with competitors or the public sector.

### GOVERNMENT HELP

A number of helpful programmes have been launched in Saudi Arabia to help manufacturing companies. Although the focus on higher level education remains, Saudi authorities are also recognising the need for technical and vocational training to develop a Saudi national workforce which is able to take on roles in manufacturing and industry. This has led to the development of the Technical and Vocational Training Corporation which is a Government agency that specialises in providing vocational and technical training to Saudi nationals. In 2021, there were over 45,000 trainees in private sector training programmes and over 220,000 enrolled in technical colleges. The Human Resources Development Fund has also launched a host of subsidy programmes to help the private sector with Saudisation and boost numbers of women in the workforce. It subsidises 15% of a Saudi male employee's salary and 20% of a female employee's. Subsidies are also available for part-time employees. This can help manufacturing companies offer higher salaries to attract Saudi talent to the sector and help companies meet Saudisation requirements. Meanwhile the Tamheer programme offers recent graduates with a bachelor's degree the opportunity to do three to six months practical training with a private sector company and receive a salary of up to 3,000 Riyals a month from this Government programme. This helps trainees gain full-time employment and introduces employers to fresh talent to help them meet Saudisation requirements.

will have developed high calibre individuals who in the long run are able to serve the whole community.

### DEVELOPMENT

There are various initiatives that we have taken to help develop our employees.

One of these initiatives involves the Higher Institute for Water and Power Technologies. This is an annual programme that takes various applicants through a training programme designed to equip them with the technical skills that will enable them to work in our maintenance department.

We have also been actively hiring fresh graduates

and interns through Government-supported programmes such as Tamheer, and Saify. This has provided us with a steady flow of talent which can be identified and absorbed into the business. In addition, we have an internal development scheme for key talent designed to prepare them for more senior roles.

The Individual Development Plan identifies areas of development and employees are then put onto various development schemes in order to ensure they get the necessary skills to progress in their careers. We are pleased to note that having our company on their CV can open doors and provide opportunities for our former employees.

# MOVES AND CHANGES

A ROUND-UP OF BUSINESS NEWS, APPOINTMENTS AND PROMOTIONS

## GO, GO GOPINATHAN

**Santhosh Gopinathan** has become Director of HR at the Bab Al Qasr Hotel and Residences in Abu Dhabi. In his new role **Gopinathan** will be responsible for increasing staff diversity and retention, while also boosting employee engagement.

**Gopinathan** started his career as a sales and marketing coordinator with InterContinental in Jeddah and also spent time as a business development executive, before switching to training. He was a training coordinator and the assistant training manager, before being promoted to the role of the hotel's training manager where he helped launch a career development programme for all hotel staff.

His next move was to the InterContinental in Bahrain as part of a task force. There he worked as a training manager, implementing training across departments, which included having responsibility for management training.

He has also spent time as a training manager with Crowne Plaza. A second career switch saw him working for three-years in Iraq as a HR director with Divan, followed by four years as Director of HR for Millennium Hotels in Kuwait. He has also been the director of HR at the Crowne Plaza in Dubai.



## UP AND UP

**Jerry John Kurien** has joined Hili Rayhaan by Rotana as their new Human Resources Manager.

In his new role, **Kurien**, will report to the General Manager and will be responsible for implementing services, policies and programmes through the Human Resources team, for building an employer brand, improving colleague engagement, and creating strategic talent resources plans.

He graduated from Christ College, Bangalore, India with a Bachelor's degree in Hotel Management. He also has a Master's degree in Strategic Human Resources from the University of Wollongong.

To date he has had 13 years' experience in the hospitality industry.

He started his career with Rotana in 2011. Since then he has held various Learning and Development roles with several Rotana properties in Dubai, Al Ain and Abu Dhabi. He then rose through the ranks to become the Director of Learning and Development at Beach Rotana.



## HERE COME THE GIRLS

**Feryal Haddon** has been appointed Cluster Director of Human Resources at Hilton Dubai Palm Jumeirah. In 2020, **Feryal** was the winner of the Hotelier Middle East Awards HR and Training Person category. In her new role, she will be responsible for areas including talent acquisition, employee engagement and relations, training and development, reward and recognition, and performance management. In the past, **Feryal** has been ranked second in the Women in Hospitality Power List. She has also introduced 12-week maternity leave for team members and 14 day paternity leave for male team members. During her tenure the number of women working at Hilton Dubai Jumeirah, Hilton Dubai The Walk and Hilton Dubai Creek grew to 36.8%, 31.9% and 28.4% respectively.

## POWERING HR

Saudi Arabia-based human resources consultancy, KABI Technologies has acquired the Artificial Intelligence-powered recruitment solutions provider BLOOVO. BLOOVO offer various products including HYRDD, an Artificial Intelligence-powered Applicant Tracking System, BKATHON, a cloud-based virtual hackathon platform, and INVIEWS, an Artificial Intelligence-powered video interviewing tool. They also have a solution called Algorithmus, which is an Artificial Intelligence-as-a-Service platform which can be integrated with other recruitment systems to rank applicants against job descriptions. The acquisition is the largest of its kind in the HR technology sector in the Middle East and North Africa.

It will create a regional entity which will specialise in providing solutions to support the digital transformation of the human resources sector in Saudi Arabia in line with the Kingdom's Vision 2030.



## HOUSTON, WE HAVE A HR PARTNER

**Gary McKinney** has joined Ducatus Partners, an Executive Search business which specialises in the energy, private equity and industrial sectors as a Partner. **McKinney** has led HR strategies at various companies across the energy; investment and engineering, procurement and construction sectors including Schlumberger, Valerus and Clearlake Capital. He will help clients acquire, manage and develop human resources. Although, he will be based primarily in Houston, he will also work with partners across the world, including in the Middle East.

## OTHER CHANGES

### Raffles Doha and Fairmont Doha:

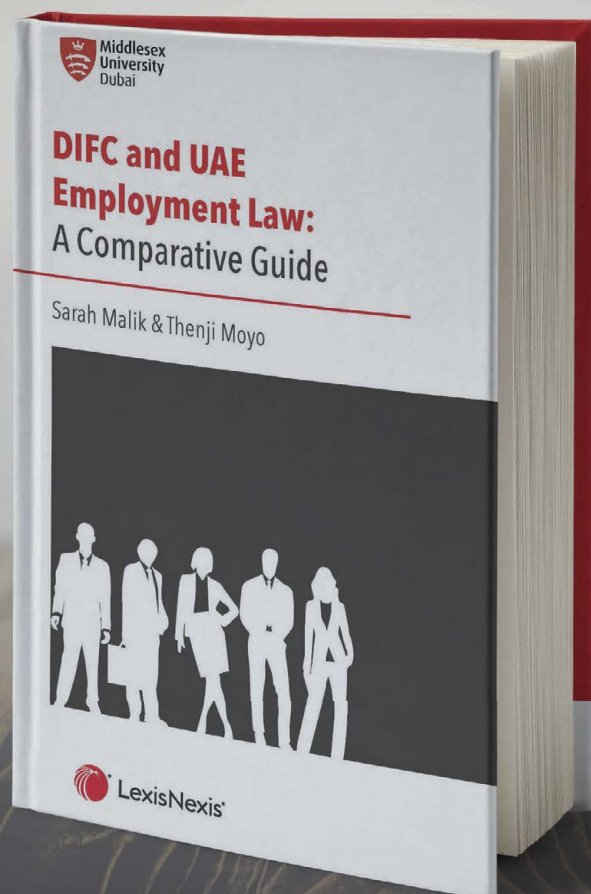
**Maria Elkaer** has joined Raffles Doha and Fairmont Doha as cluster executive director of talent and culture. She previously worked as VP of HR at Atlantis Resorts.

**Create Group:** Chirine Kordahi has joined Create Group as HR Director. She previously worked at PwC Middle East as the UAE People Experience Lead.

## SEND US YOUR NEWS

If you have news of an appointment or promotion within the legal or financial professions you would like to see reported in Lexis Middle East Law, please send details to: [daniel.emmett-gulliver@lexisnexis.co.uk](mailto:daniel.emmett-gulliver@lexisnexis.co.uk)





## **DIFC and UAE Employment Law: A Comparative Guide**

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## Social media policies



**S**ocial media is defined as Internet-based applications which allow users to collaborate or interact socially by creating and exchanging content, e.g. social networks or platforms, community sites, blogs, wikis, web forums, and user rating services, e.g. Facebook, LinkedIn, YouTube, Instagram, Twitter, Tumblr, Flickr, SlideShare, Foursquare and Pinterest, the Company's intranet site[s] and the review areas of e-commerce sites. Implications and legal consequences for employers if an employee misuses social media are serious so a well drafted social media policy is key to providing protection and ensuring better interaction with these platforms. Good policies can also protect rights and help improve the work environment. First the policy should include and relate to specific areas all employees can easily understand. It also has to comply with the laws and regulations in the organisation's various relevant jurisdiction(s), so drafting can be harder for multinational entities. A good policy should also consider integration and inclusivity. It should promote diversity and ban discriminatory or harmful actions.

It needs to protect the employer's reputation. It should limit and prohibit defamatory hashtags, tweets or posts that could harm their reputation. Statements or comment found or defined as defamatory or highly harmful, or offensive could have legal repercussions for the employers. Employees working in the GCC where there are a lot of different cultures living, should be aware that posts that might be considered harmless in their

own culture could be considered breaches of privacy or as causing reputational damage here where different cultural norms apply. There have been cases in the past where organisations have been accused because their employee has been found guilty or presumed to be guilty of a specific act.

Any statements, comments or shares that do not respect the organisation's social media policy and guidelines should lead to punitive measures being taken against those who have made them.

Those potential punitive measures should also be clearly explained in the policy. For example, the Saudi Arabian, Anti-Cyber Crime Law, Saudi Arabia Cabinet Decision No. 79/1428 makes it an offence to unlawfully access computers to delete, erase, destroy, leak, damage, alter or redistribute personal information, or participate or carry out defamation using the employer's devices or an outsider's devices. There are also similar laws in Qatar, Qatar Law No. 14/2014 and in the UAE where Federal Decree-Law No. 34/2021 Concerning the Fight Against Rumours and Cybercrimes specifically covers the spread of rumour and fake news, satire and harming the reputation of state figures. That said, there also needs to be a balance between the social media usage policy and employee's rights such as freedom of expression. Good protection prevents risk of defamation. Conversely, if the policy restricts the employee's rights in expressing any of their views, it could be considered to violate the personal rights of employees, especially their freedom of expression. A company could strike the balance by saying the employer is not responsible for the employee's personal opinions or views expressed outside of work.

### INTELLECTUAL PROPERTY

The policy should clearly state employees cannot copy images

without mentioning the credit, copy texts, or repost any text without mentioning the author.

Employees should also be careful not to post or repost any material such as advertisements, posters, videos, and texts which may be an infringement of other trademarks or tradenames, or 3D dimensional trademarks.

### DATA PROTECTION

In terms of data protection and personal, sensitive and third-party data, the social media policy should make it clear that data protection requirements found in data protection laws such as Federal Decree-Law No. 45/2021 and DIFC Law No. 5/2020 in the UAE, Saudi Arabia Cabinet Decision No. 98/1443 in Saudi or Qatar Law No. 13/2016 in Qatar are followed when posting. Prohibitions on sharing confidential information online involving employers' customers or suppliers also need to be stressed.

Employers also have the right to monitor employees' activity under data protection and anti-cyber-crime laws.

However this should be solely to protect the organisation's reputation, business goals and to prevent trade secrets being shared by employees. It can only cover social media activity during work hours or on work devices.

### USE IN RECRUITMENT

Some employers use online screening in recruitment and examine candidates' activity in platforms like LinkedIn and Facebook. It should be noted in this region such activities should be done with care.

For example in Saudi Arabia although this activity is not banned if the information collected is considered private or prejudicial to the candidate's reputation it will be considered harmful.



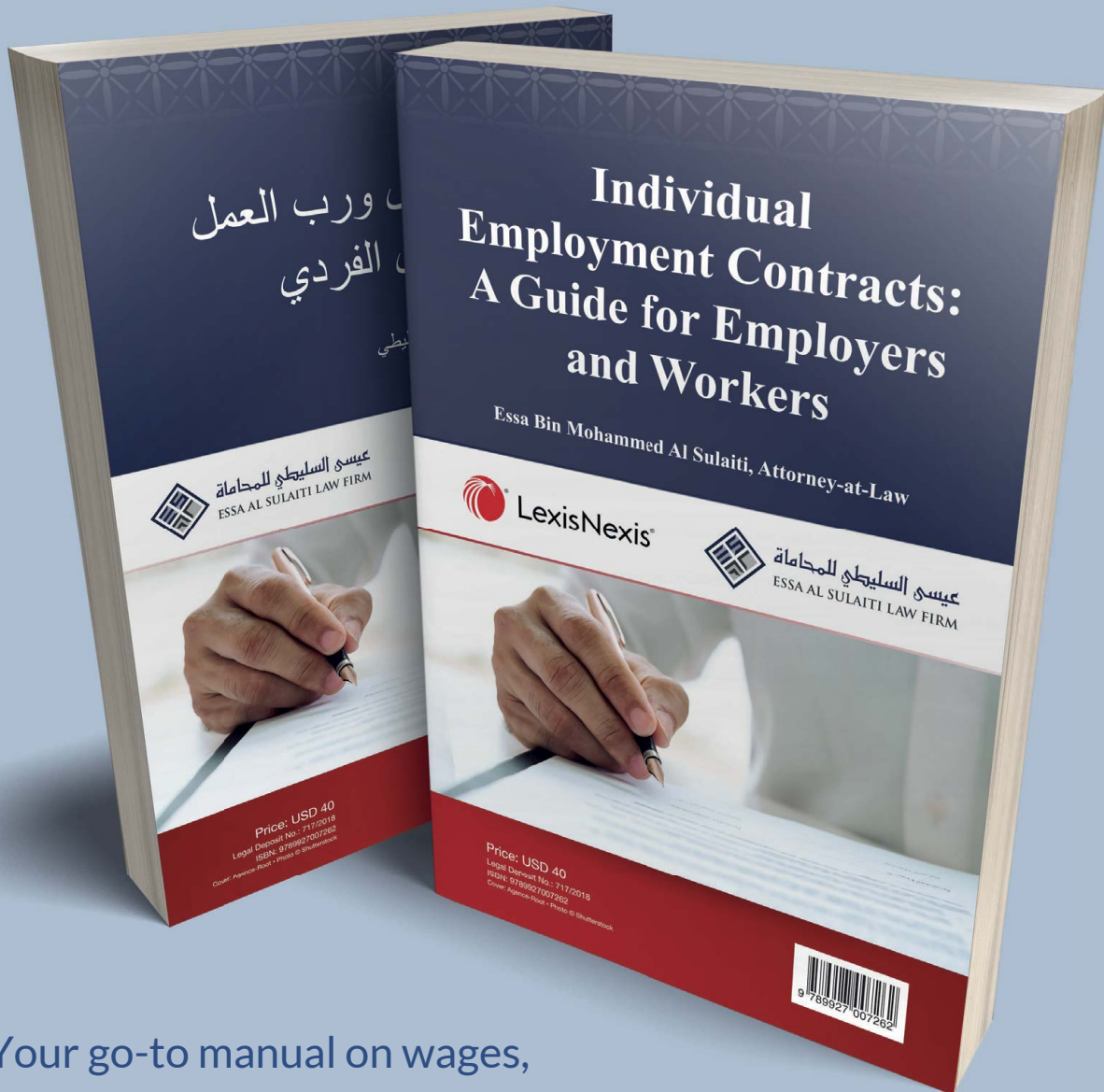
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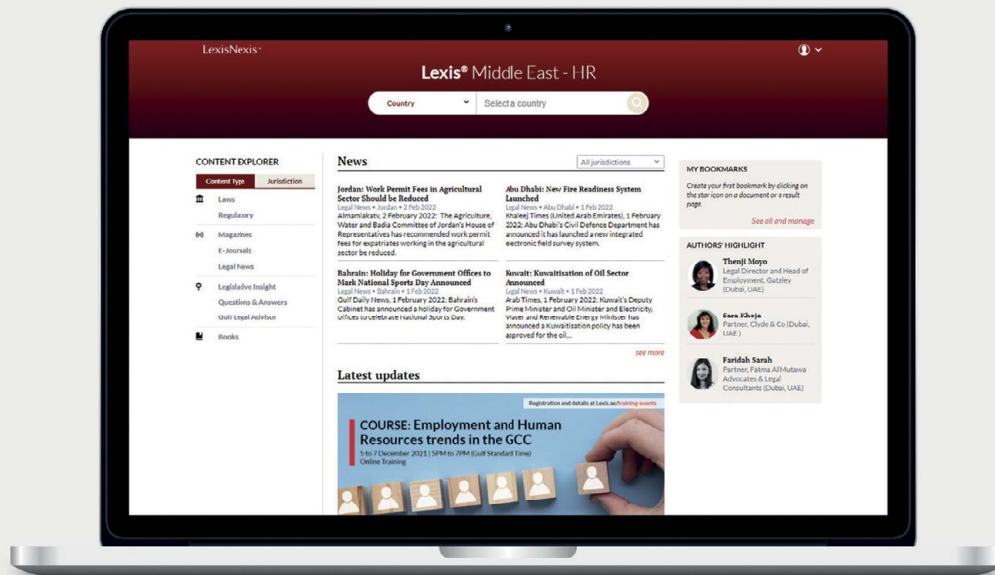
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BY ESSA BIN MOHAMMED AL SULAITI



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## Employment policy examples:

- Bring Your Own Device Policy (GCC Countries)
- COVID-19 Reporting Policy
- End of Service Benefit Calculation policy
- Flexible working policy and procedure (GCC Countries)
- Harassment and Bullying Policy
- Health and Safety Policy
- Holiday Policy (KSA)
- Working From Home Policy (GCC Countries)
- Internet, Email and Communications Policy (GCC Countries)
- Maternity Leave Policy
- Parental Leave Policy
- Paternity Leave Policy
- Performance and Capability Policy and Procedure (GCC Countries)
- Social Media Policy

## Employment contract templates including:

- Contract Forms:
  - Employment of Non-National Experts & Consultants
  - Employment of UAE National Experts & Consultants
  - Employment on Special Contract (UAE)
  - Full Time Employment of Non-UAE Nationals (Category A & B)
  - Full Time Employment of UAE Nationals
  - Part Time Employment (UAE)
  - Renewal of Employment Contract for Non-National Employees (UAE)
  - Renewal of Organising Existing Functional Relation with a UAE Citizen
  - Temporary Employment (UAE)
- Free Zone Employment Contracts:
  - ADGM Standard Employment Contract
  - DIFC Employment Contract (Basic Version)
  - DMCC Standard Contract of Employment
  - TECOM Employment Contract
  - UAQ FTZ Employment Contract

For more information, visit [www.lexis.ae/hr](http://www.lexis.ae/hr), or contact our team by email: [contact.mena@lexisnexis.fr](mailto:contact.mena@lexisnexis.fr)