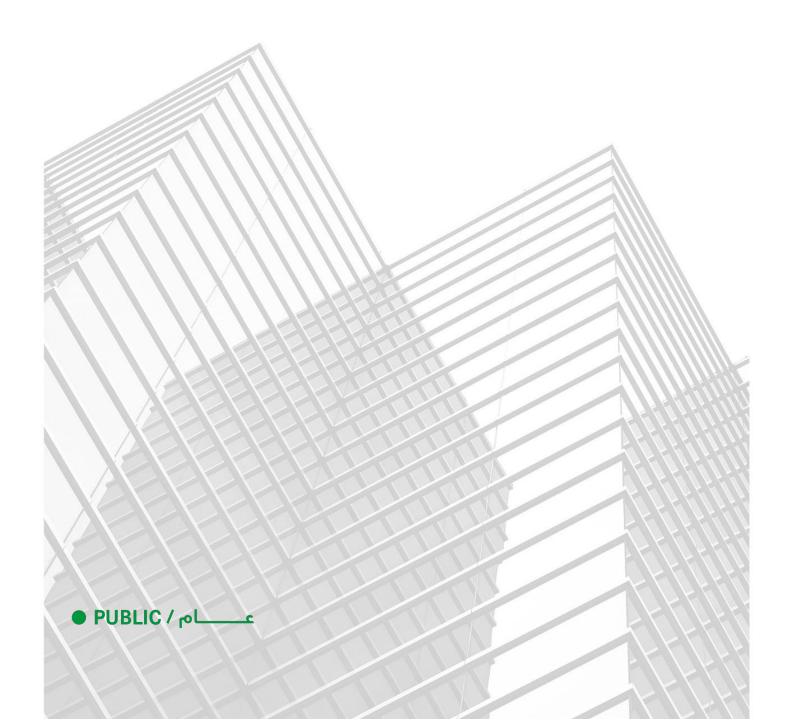


Policy for the Employment of People of Determination (POD)



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L Policy Purpose and Brief

1.1. Purpose: This policy is intended for the inclusion of People of Determination (PoD) within Abu Dhabi's healthcare sector in parallel with the efforts of different stakeholders within the UAEs 2031 vision towards an inclusive and empowering society through Individuals contributing effectively to the Nation's prosperity 1234.

1.2. Objectives:

- 1.2.1. Translating Abu Dhabi Strategy for People of Determination 2020-2024 "We are one" and the associated federal law on support and rights for PoD, to contribute to the overarching Tawteen initiative aimed at workforce nationalization and inclusion.
- 1.2.2. Promote inclusive hiring practices, increase the employment of PoD in the healthcare sector, ensure workplace accessibility and suitability, and provide necessary accommodations tailored to individual needs to further strengthen the employment landscape for PoD, fostering their empowerment and integration into the workforce.

2 Definitions and Abbreviations				
No.	Term & Abbreviation	Definition		
2.1	Accessibility	Taking appropriate measures to ensure to people with disabilities access, on an equal basis with others, to the physical environment, to transportation, to information and communications, including information and communications technologies and systems, and to other facilities and services open or provided to the public, both in urban and in rural areas. These measures should include the identification and elimination of obstacles and barriers to accessibility.		
2.2	Accessible Formats	Conversion of information, data, images, and other materials into formats such as Braille, large print, electronic or audio formats, plain language, or other accessible methods, without altering the content. This enables Persons with Disability to access and understand the information and content.		

No.	Term & Abbreviation	Definition	
2.3	Accommodations	Refers to reasonable modifications or adjustments made to job roles, workplace environments, or organizational practices to enable People of Determination to perform their roles effectively and safely.	
2.4	Assistive Technologies	Tools and devices that aid People of Determination in performing tasks that might otherwise be difficult or impossible.	
2.5	Department of Health (DoH)	The governmental body responsible for ensuring the provision of healthcare services and implementing health regulations in Abu Dhabi.	
2.6	Disability	A long-term physical, mental, intellectual, or sensory impairment that, when interacting with various barriers, hinders a person's full and effective participation in society on an equal basis with others.	
2.7	Emiratization Regulations	UAE laws and regulations related to the employment of UAE nationals. ¹⁻⁴	
2.8	Employee Assistance Programs	Support services offered by employers to assist employees with personal or work-related problems that might affect performance or well-being	
2.9	Healthcare Facility	An establishment at which healthcare services are provided and falls within a category named by DOH under the Healthcare Facility Definition.	
2.10	Healthcare Professional	Any individual who holds a current and valid license issued by DoH and is qualified by education, training, certification, and licensure to provide clinical services.	
2.11	Healthcare Workforce	Any personnel employed within a healthcare facility, or pharmaceutical facility. This includes healthcare professionals, and administrative staff.	

No.	Term & Abbreviation	Definition
2.12	Human Resources (HR)	the management and development of employees with a focus on implementing strategic objectives related to human capital and responsibilities such as planning, recruitment, training, development, and performance management of employees, in compliance with UAE laws and organizational strategies.
2.13	Inclusive Hiring Practices	Recruitment and employment strategies that ensure equal opportunities for all candidates, including the People of Determination.
2.14	NAFIS	The Emirati Human Resources Competitiveness Council initiative launched by the UAE government to prioritize hiring the Emirati workforce across various sectors. It aims to bridge the gap between jobseekers and employers through an integrated transparent and efficient employment system for Emiratis.
2.15	People of Determination (PoD)	Persons with disability who are empowered and supported actively to participate in society, particularly in the workplace.
2.16	Persons with Disability	Individuals who have long-term impairments in their physical, sensory, mental, communicative, educational, or psychological abilities, which, when interacting with barriers, prevent them from fully and effectively participating in society on an equal basis with others. In the UAE, they are referred to as People of Determination.
2.17	Reasonable Accommodation	Necessary and appropriate modification and adjustments not imposing a disproportionate or undue burden, where needed in a particular case, to ensure to People of Determination the enjoyment or exercise on an equal basis with others of all human rights and fundamental freedoms.
2.18	Tawteen Initiative	A UAE national program, empowered by the Ministry of Human Resources and Emiratisation, aimed at increasing employment opportunities for nationals and ensuring workforce development and diversity.

No.	Term & Abbreviation	Definition
2.19	Workplace Safety	Measures and protocols to ensure the health, safety, and well-being of employees, including those specifically catered to the needs of PoD.
2.20	Zayed Higher Organization (ZHO)	An entity that provides services and support for People of Determination in Abu Dhabi.

3 Policy Content

This policy is for healthcare providers to fulfill the following requirements toward integrating People of Determination into the healthcare workforce:

3.1. PoD Employment

- 3.1.1. Ensure all HR policies are inclusive of PoD, promoting a non-discriminatory, proactive recruitment process that recognizes diverse abilities and accommodates their unique needs in line with healthcare operational demands. The process should ensure equal employment opportunities and pay for equal work irrespective of disability in line with UAE laws and DoH regulations.⁶⁻¹⁰
- 3.1.2. Ensure information relating to a person's disability is handled sensitively and shared only on a need-to-know basis to facilitate reasonable adjustments, while maintaining confidentiality to the greatest extent possible.
- 3.1.3. Implement accessible, flexible recruitment practices including structured pre-placement health assessments coordinated with occupational health teams. Ensure assessments focus on functional ability rather than limitations, and incorporate reasonable accommodations (e.g., visual aids, communication tools, ergonomic modifications).
- 3.1.4. Ensure internal policies include guidelines for the procurement, implementation, and usage of assistive technology to aid PoD in performing their roles effectively. This involves ensuring access to tools customized to individual needs.
- 3.1.5. Establish partnerships with employment agencies specializing in PoD to support inclusive hiring practices ensuring these agencies adhere to non-discrimination principles and are equipped to support inclusive hiring practices.
- 3.1.6. Establish partnerships with training centers to provide tailored programs that prepare PoD for diverse roles within the healthcare sector and provide specific skills required across varying positions. The training content should accommodate different learning and individual needs.

- 3.1.7. Set specific employment targets for PoD in line with Emiratization regulations and promote hiring at all organizational levels, ensuring that employment does not impact patient quality of care along with related employee safety and patient safety targets.
- 3.1.8. Develop adaptable job descriptions that match role demands with the individual's abilities. Engage occupational health professionals in the risk assessment and redesign process to ensure safety and sustainability of tasks.
- 3.1.9. Ensure adjustable performance goals, equal promotion opportunities, and career development plans for PoD employees in UAE human resource laws and regulations. ⁶⁻⁹
- 3.1.10. Apply principles of reasonable accommodation to all aspects of employment, including:
 - 3.1.10.1 Recruitment and selection
 - 3.1.10.2 Career development and training opportunities
 - 3.1.10.3 Performance management
 - 3.1.10.4 Retention in employment and return to work
 - 3.1.10.5 Working environment
 - 3.1.10.6 Termination of service
- 3.1.11. Ensure standard employment procedures accommodate equal treatment and avoids assumptions about reduced capacity or unnecessary exclusions.

3.2. Workplace Accessibility and Accommodations

- 3.2.1. Ensure workplace resources and environments comply with the UAE legislations and DoH regulations regarding employee safety, protection from risks of occupational diseases and injuries, and accessibility, providing reasonable accommodation and a safe work environment as required. This includes infrastructural adaptations and the implementation of assistive technologies to support PoD effectively. 9,10
- 3.2.2. Allow workstation and schedule adjustments as needed.
- 3.2.3. Develop a clear process for requesting and providing reasonable accommodation tailored to individual needs to foster a conducive and supportive work environment.
- 3.2.4. Ensure all workplace resources including policies, regulations, rights and responsibilities, communications, and other types of information are accessible to employed PoD through accessible formats such as braille, large print, plain language, sign language interpretation and digital formats compatible with screen readers depending on the needs of the individual.

3.3. Onboarding and Organizational Training and Awareness

- 3.3.1. Customize onboarding for PoD employees by including occupational health, infection control, and emergency preparedness teams to tailor safety inductions.
- 3.3.2. Conduct regular training sessions on inclusive hiring practices, disability awareness, providing specialized training for all the healthcare workforce, including healthcare professionals, human resources and management to support PoD and enhance workplace culture.
- 3.3.3. Ensure the implementation of policies that protect all employees from unlawful discrimination and negative attitudes toward them.
- 3.3.4. Offer specialized professional development tailored for PoD needs to maximize their potential in the healthcare sector.

3.4. Career Development and Advancement

- 3.4.1. Create structured pathways for career advancement through mentorship programs, continuous education, and skill development tailored for PoD.
- 3.4.2. Implement fair promotion policies recognizing PoD contributions.
- 3.4.3. Employee Wellness and Support: Provide access to health and wellness programs, including counseling services and mental health support, to ensure the well-being of PoD employees.
- 3.4.4. Include PoD representation in internal committees and quality improvement projects to build visibility and leadership exposure.

3.5. Patient and Employee Safety

- 3.5.1. Conduct inclusive risk assessments of clinical environments considering the mobility, sensory, and cognitive variations of PoD employees. Ensure roles are matched with safe deployment plans and in line with UAE laws and DoH regulations.^{9,10}
- 3.5.2. Comply with the Abu Dhabi Occupational Safety and Health System Framework Code of Practice Requirements for People of Determination in the Emirate of Abu Dhabi. 10
- 3.5.3. Develop an emergency response plan that includes evacuation support roles for PoD employees, especially in high-risk areas.
- 3.5.4. Provide ongoing access to occupational health services for job-matching, ergonomics review, return-to-work programs, and psychological support.
- 3.5.5. Promote work-life balance and offer flexible working conditions.

- 3.5.6. Ensure procedures for raising concerns about inclusion, accessibility, or discrimination are accessible by employed PoD and are accommodative of individual needs. Reporting channels must be accessible, confidential, and available in formats suitable for various disabilities, such as visual, hearing, or cognitive.
- 3.5.7. Establish a regular feedback system specifically for PoD employees. This system should allow for anonymous submissions, focus on assessing workplace inclusivity, and gather insights into individual experiences and potential areas of improvement. Feedback should be reviewed periodically, and actionable changes should be communicated and implemented promptly.

4 Policy Roles and Responsibilities

Stakeholder	Stakeholder Key Role		
Department of Health (DoH)	 Develop the policy, maintain it, and lead the implementation and oversight of the policy, ensuring it aligns with Abu Dhabi's health strategies and regulatory frameworks. Setting standards, evaluating performance, and ensuring compliance with the policy across healthcare facilities. Consider PoD employment in the Tawteen initiatives in coordination with MOHRE and NAFIS. 		
Zayed Higher Organization (ZHO)	 Collaborate with DoH to support and advocate for the rights and needs of PoD. This includes promoting employment initiatives, providing guidance, and offering specialized resources to facilitate the integration of PoD into the healthcare workforce, ensuring it aligns with the community's evolving demands. Share relevant data raise awareness among PoD about job opportunities in the healthcare sector. upskill PoD to meet the basic competencies required in healthcare. 		

Stakeholder	Stakeholder Key Role	
Ministry of Human Resources and Emiratization (MOHRE)	 Facilitate HR strategies to enhance PoD employment opportunities. Ensure that recruitment processes are inclusive and accessible to PoD. Collaborate with relevant stakeholders to remove barriers to employment for PoD. 	
Department of Government Enablement	 Develop and implement HR strategies that promote and enhance employment opportunities for PoD within government healthcare sectors. Ensure that recruitment processes are inclusive and accessible to PoD. Provide training and resources to support the integration of PoD into the workforce. Collaborate with relevant stakeholders to remove barriers to employment for PoD. 	
Department of Community Development	 Collaborate with DoH to support and advocate for the rights and needs of PoD and ensuring it aligns with the community's evolving demands. Collaborate with relevant stakeholders to remove barriers to employment for PoD. 	
Healthcare Facilities	 Execute the policy at the operational level, ensuring compliance with accessibility and accommodation standards. Facilities must implement inclusive hiring practices and maintain a safe environment for PoD employees and patients and ensuring that all employees, especially PoD, are supported and valued. Define performance indicators for the hiring, retention, satisfaction of the PoD and accessibility compliance rates. Share the relevant data with DoH whenever required. Comply with the Abu Dhabi Occupational Safety and Health System Framework Code of Practice - Requirements for People of Determination in the Emirate of Abu Dhabi.¹⁰ 	
Training Centers and Employment Agencies	Partner with healthcare facilities to provide training and recruitment services tailored to the needs of PoD, enhancing their skills and employability.	

5 Policy Scope of Implementation

- 5.1. Applicable across Abu Dhabi, aligning with the strategic objectives of the Abu Dhabi government and local healthcare strategies.
- 5.2. Extends to all public and private healthcare entities, including hospitals, clinics, specialized health centers, and associated institutions, mandating compliance with inclusivity and accessibility guidelines.

6 Exempted from Policy Scope

6.1. None

7 Enforcement and Compliance

7.1. DoH may impose sanctions in relation to any breach of requirements under this Policy in accordance with the Disciplinary regulation of the Healthcare Sector.

8 Monitoring and Evaluation

8.1. A monitoring and evaluation plan will be implemented alongside this policy instrument to ensure compliance and evaluate the effectiveness of its component. The DoH will serve as the primary regulator for these activities, setting key strategic KPIs aligned with strategic initiatives. Relevant internal and external stakeholders are expected to report data and progress against the policy objectives when applicable.

9	Relevant Reference Documents			
No.	Reference Date	Reference Name	Relation Explanation / Coding / Publication Links	
1	2022	The Ministry of Human Resources and Emiratization (2022). Ministerial Resolution No.(279) Of 2022. Monitoring Mechanisms Of Emiratisation Rates In The Private Sector & Contributions Imposed On Non-Compliant Establishments	https://www.mohre.gov.ae/en/laws- and-regulations/resolutions-and- circulars.aspx	
2	2022	Government of the United Arab Emirates. (2022). Cabinet Resolution No. (19/5m) of 2022 amending some provisions of Cabinet Resolution No. (1/7m) of 2021 concerning initiatives and programs for Emirati Cadres Competitiveness Council "Nafis".	https://uaelegislation.gov.ae/en/legislations	
3	2021	Government of the United Arab Emirates. (2021). Cabinet Resolution No. (1/7m) of 2021 concerning initiatives and programs for Emirati Cadres Competitiveness Council "Nafis".	https://uaelegislation.gov.ae/en/legislations	
4	2024	Department of Health. 2024. Emiratization of the Healthcare Workforce Standard. DOH/SD/HCWS/EMHW/V2/2024	https://www.doh.gov.ae/en/resources/ standards	
5	2013	Resolution of the Council of Ministers No. 1 of 2013 on Employment of Emiratis in the Private Sector	https://www.uaelegislation.gov.ae/en/legislations/1110/download	
6	2022	Cabinet of the United Arab Emirates (2022). Cabinet Resolution No. (1) Of 2022 On The Implementation Of Federal Decree-Law No. (33) Of 2021 Regarding The Regulation Of human resource Relations.	https://www.uaelegislation.gov.ae/en/legislations/	

No.	Reference Date	Reference Name	Relation Explanation / Coding / Publication Links
7	2021	The United Arab Emirates (2021). Federal Decree-Law No. (33) Of 2021 Regarding The Regulation Of human resource Relations.	https://uaelegislation.gov.ae/en/legislat ions
8	2021	The United Arab Emirates (2021). Federal Decree-Law No. (47) of 2021 Regarding the United Arab Emirates National Employment Standards.	https://uaelegislation.gov.ae/en/legislat ions
9	2022	Cabinet of the United Arab Emirates (2022). Cabinet Resolution No.33 Of 2022 Concerning Work Injuries And Occupational Diseases.	https://www.uaelegislation.gov.ae/en/legislations/
10	2024	Abu Dhabi Public Health Center (2024). Abu Dhabi Occupational Safety and Health System Framework (ADOSH-SF) Code of Practice CoP 16.0 – OSH Requirements for People of Determination (People with Special Needs)	https://www.adphc.gov.ae/- /media/Project/ADPHC/ADPHC/PDF/OS HAD-SF/Codes-of-Practise/16OSH- RequirementsEng.pdf
11	2020	اليل تصنيف الإعاقات لإمارة (2020), علي تصنيف الإعاقات لإمارة (2020) 3rd edition, Official Gazette - Year 2021 First Edition, General Secretariat of the Executive Council, Abu Dhabi Government, U.A.E. Page 26.	https://www.abudhabi.gov.ae/en/polici es-and-legislations/
12	2018	Cabinet of the United Arab Emirates (2018). Cabinet Resolution No. 43 of 2018 – A Comprehensive Policy for the People of Determination	https://www.mohesr.gov.ae/En/Legislat ion/Pages/Laws.aspx
13	2006	The United Arab Emirates (2006). Federal Law No. 29 of 2006 Concerning the Rights of People with Special Needs	https://uaelegislation.gov.ae/en/legislat ions/1172/download

No.	Reference Date	Reference Name	Relation Explanation / Coding / Publication Links
14	2024	The United Arab Emirates' Government portal. (2024) Education for people of determination. www.u.ae [Online, accessed 10/03/2025]	https://u.ae/en/information-and-services/education/education-for-people-with-special-needs#:~:text=Federal%20Law%20No.,in%20the%20regular%20education%20system.
15	2024	The United Arab Emirates' Government portal. (2024) Employment of people of determination. www.u.ae [Online, accessed 10/03/2025]	https://u.ae/en/information-and- services/jobs/employment-of-people- with-special-needs
16	2024	Department of Community Development. 2024. Policy for the Protection of People with Disability in the Emirate of Abu Dhabi	https://addcd.gov.ae/- /media/Project/DCD/DCD- v2/Documents/POD-Policy-English.pdf
17	2023	The United Arab Emirates' Government portal 2023. Protecting the rights of people of determination (persons with disabilities) www.u.ae [Online, accessed 10/03/2025]	https://u.ae/en/about-the-uae/human-rights-in-the-uae/protecting-the-rights-of-people-of-determination
18	n.d	The Department of Community Development - Abu Dhabi, (n.d.) Abu Dhabi Strategy for People of Determination 2020- 2024	https://www.addcd.gov.ae/- /media/Project/DCD/DCD-v2/POD- Booklet/Abu-Dhabi-Strategy-for-POD- BookletEnglish.pdf
19	n.d.	Ministry of Community Development – (n.d.) National Policy to Empower People of Determination [Online, accessed 10/03/2025]	https://u.ae/en/about-the- uae/strategies-initiatives-and- awards/policies/social-affairs/the- national-policy-for-empowering-people- with-special-needs

No.	Reference Date	Reference Name	Relation Explanation / Coding / Publication Links
20	n.d.	www.doh.gov.ae. (n.d.) Tawteen and Sustainability of the Healthcare Workforce [online]	https://www.doh.gov.ae/en/programs- initiatives/tawteen
21	n.d.	Zayed Higher Organization for People of Determination	https://www.zho.gov.ae/en
22	2024	International Labour Organization (ILO). 2024. Putting the I in ESG: Inclusion of Persons with Disabilities as Strategic Advantage of Sustainability Practices for Corporates and Investors	https://www.ilo.org/all-publications- for-topic?cf0=1911
23	2024	International Labour Organization (ILO). 2024. A study on the employment and wage outcomes of people with disabilities	https://www.ilo.org/all-publications- for-topic?cf0=1911
24	2024	International Labour Organization (ILO). 2024. Driving disability inclusion in companies at country level	https://www.ilo.org/all-publications- for-topic?cf0=1911
25	2023	Economic and Social Commission for Western Asia. Guide "Inclusion of Disability in the Workplace". United Nations. E/ESCWA/CL2.GPID/2023/Manual.1	https://www.unescwa.org/sites/default /files/pubs/pdf/guide-inclusion- disability-workplace-english.pdf
26	2023	Health Education England. (2023). Training Programme to Meet the Medical Needs of Adults with a Learning Disability. [online accessed 10/03/2025]	https://www.hee.nhs.uk/our- work/learning-disability/current- projects/training-programme-meet- medical-needs-adults-learning-disability
27	2022	World Health Organization. (2022). Global report on health equity for persons with disabilities: executive summary. World Health Organization.	https://iris.who.int/handle/10665/3648 33

No.	Reference Date	Reference Name	Relation Explanation / Coding / Publication Links
28	2022	www.yai.org. (2022). KSA Disabilities Providers Embrace International Standards to Support Saudis with Disabilities. [online accessed 10/03/2025]	https://www.yai.org/news- stories/press-releases/ksa-disabilities- providers-embrace-international- standards-support
29	2021	World Health Organization (2021) The highest attainable standard of health for persons with disabilities, EB148.R6.	https://apps.who.int/gb/ebwha/pdf_file s/EB148/B148_R6-en.pdf
30	2021	European Commission: Directorate-General for Employment, Social Affairs and Inclusion, 2021. Union of equality – Strategy for the rights of persons with disabilities 2021-2030, Publications Office. doi:10.2767/31633	https://data.europa.eu/doi/10.2767/31 633
31	2020	NHS. (2020) Roles for Doctors. [online accessed 10/03/2025] Health Careers.	https://www.healthcareers.nhs.uk/expl ore-roles/doctors/roles-doctors
32	2018	HCPC. (2018) Professions and Protected Titles . [online] Hcpc-uk.org.	https://www.hcpc-uk.org/about- us/who-we-regulate/the-professions/
33	2006	United Nations. (2007) Convention on The Rights Of Persons With Disabilities	https://www.ohchr.org/en/instruments -mechanisms/instruments/convention- rights-persons-disabilities
34	n.d.	www.un.org. (n.d.) UN Convention on the Rights of Persons with Disabilities (CRPD) [online accessed 10/03/2025]	https://social.desa.un.org/issues/disabil ity/crpd/convention-on-the-rights-of- persons-with-disabilities-crpd
35	n.d.	www.prospects.ac.uk. (n.d.). Prospects.ac.uk. [online accessed 10/03/2025]	https://www.prospects.ac.uk/postgradu ate-courses/disability- studies?featuredCourses=126960&page =0