

Administrative Resolution No. (1) of 2024
Approving the Manual on Occupational Health and Safety, and the
Environment, in the Government of Dubai¹

The Director General of the Dubai Government Human Resources Department,

After perusal of:

Law No. (21) of 2008 Concerning Pensions and Social Insurance of Local Paramilitary Personnel of the Government of Dubai and its amendments;

Law No. (31) of 2009 Establishing the Dubai Government Human Resources Department and its amendments;

Law No. (6) of 2012 Concerning Management of the Human Resources of Local Paramilitary Personnel in the Emirate of Dubai and its amendments;

Law No. (8) of 2018 Concerning Management of the Government of Dubai Human Resources; and

Executive Council Resolution No. (62) of 2016 Concerning the Provision of Care Related to Occupational Injuries and Occupational Diseases to the Government of Dubai Employees,

Does hereby issue this Resolution.

Approval of the Manual
Article (1)

Pursuant to this Resolution, the attached Manual on Occupational Health and Safety, and the Environment, in the Government of Dubai (the "**Manual**"), inclusive of the rules, procedures, and forms set forth therein, is approved.

Scope of Application
Article (2)

The attached Manual applies to all Government entities which are subject to the above-mentioned Law No. (6) of 2012 or Law No. (8) of 2018. These entities must take the necessary action to implement this Manual.

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¹Every effort has been made to produce an accurate and complete English version of this legislation. However, for the purpose of its interpretation and application, reference must be made to the original Arabic text. In case of conflict, the Arabic text will prevail.

Publication and Commencement
Article (3)

This Resolution will be published in the Official Gazette and will come into force on the day on which it is published.

Abdullah Ali bin Zayed Al Falasi
Director General

Issued in Dubai on 5 March 2024
Corresponding to 24 Shaban 1445 A.H.

Manual on Occupational Health and Safety, and the Environment, in the Government of Dubai

First Edition: 2024

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First Edition: 2024

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"The role of governments is to create an environment in which people can achieve happiness.

Indeed, the role of governments is to achieve happiness."

His Highness Sheikh Mohammed bin Rashid Al Maktoum

UAE Vice President and Prime Minister, and Ruler of Dubai, "May Allah protect him"



"We endeavour to realise the vision of Mohammed bin Rashid for advancing government services in all sectors and position Dubai as a global leading destination for business and leisure.

His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum

Crown Prince of Dubai, Chairman of the Executive Council of the Emirate of Dubai



"Dubai government's success in achieving high standards of service quality, operational efficiency and innovation, under the leadership of His Highness Sheikh Mohammed bin Rashid Al Maktoum, has made it a role model for governments across the world. The Emirate's future-oriented directions require a swift and agile government performance, and the development of more effective tools to enhance the delivery of better and faster services."

His Highness Sheikh Maktoum bin Mohammed bin Rashid Al Maktoum

Deputy Ruler of Dubai, Deputy Prime Minister, and Minister of Finance

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Foreword by the Director General of the Dubai Government Human Resources Department

We, at the DGHR, believe in the importance of creating a safe and healthy work environment, where environmental sustainability is prioritised, and Employee happiness and welfare are ensured. This reflects positively on Employee performance, the achievement of institutional goals, and the community as a whole.

Hence, we call upon the leadership of government entities, corporations, and Departments of the Government of Dubai to spare no effort in enhancing the OHS-E culture, by developing, establishing, and implementing internal OHS-E regulations, policies, and procedures; and by encouraging practices and behaviours that demonstrate commitment to it. This also includes recognising the achievements pertaining to OHS-E, identifying areas for improvement, making the appropriate decisions, and taking the necessary Measures in this respect.



In light of the above, I am pleased to present to you the “Manual on Occupational Health and Safety, and the Environment, in the Government of Dubai”. This Manual outlines the principles that must be considered when planning, implementing, reviewing, and updating, as needed, OHS-E initiatives and programmes in the workplace. The Manual also highlights the importance of measuring the effectiveness and feasibility of these initiatives and programmes through the appropriate performance indicators to ensure their continued relevance. Furthermore, the Manual highlights the significance of building trust and maintaining effective communication between Employees, their immediate supervisors, and colleagues to encourage constructive dialogue aimed at developing institutional work.

In conclusion, I hope we have succeeded in providing a clear and accessible content that contributes to achieving the intended purpose of this Manual. I would also like to express my sincerest gratitude to the work team and the various Organisational Units that contributed to its preparation for their commendable efforts.

Abdullah Ali bin Zayed Al Falasi

Director General of the Dubai Government Human Resources Department

Introduction

Pursuant to “Law No. (8) of 2018 Concerning Management of the Government of Dubai Human Resources,” and the paramilitary human resources-related legislation in force in the Emirate of Dubai, the Dubai Government Human Resources Department has prepared the “Manual on Occupational Health and Safety, and the Environment in the Government of Dubai”. This Manual serves as a unified reference for Occupational Health and Safety, and the Environment across the Government of Dubai Departments. Each Department may add any controls it deems appropriate in line with the nature of its work, after coordinating with the DGHR in this respect. The Manual focuses on four (4) main topics: OHS-E management, Risk Management, Employee Welfare, and the workplace environment, with the aim of supporting efforts to provide a work environment that motivates Employees to work diligently, increases their productivity, and promotes constructive dialogue with a view to achieving institutional goals and objectives.

The Manual presents an overview of the fundamental principles of the OHS-E System and the duties and responsibilities assigned to all concerned parties across the Dubai Government Departments that are governed by the regulations of the DGHR. The Manual also details all aspects of the OHS-E management, including change management and measurement of related outcomes. In addition, the Manual discusses the concept of Risk Management, explaining its main principles, stages, and implementation process, with a special emphasis on Institutional Resilience. It also emphasises the importance of involving Employees in all OHS-E initiatives and programmes that contribute to Business Continuity. Additionally, the Manual introduces the concept of Employee Welfare and its various aspects that can mitigate or reduce Risks and increase the level of Employee satisfaction, reflecting positively on Employees and their Department. The Dubai Government Human Resources Department (DGHR) has dedicated a section of the Manual to the workplace environment and the importance of environmental sustainability by clarifying the concept of Green Offices and what Departments can do to protect the environment.

It is worth noting that the Manual emphasises that the success of OHS-E management is contingent upon the commitment of senior management, the prevalence of a supportive culture that fosters trust among Employees, and provides opportunities for learning and specialised development in the area of OHS-E, in addition to monitoring and measurement for continuous improvement purposes.

Definitions

The following words and expressions, wherever mentioned in this Manual, will have the meaning indicated opposite each of them unless the context implies otherwise:

Term	Definition
UAE:	The United Arab Emirates.

Emirate:	The Emirate of Dubai.
Government:	The Government of Dubai.
Law:	Law No. (6) of 2012 Concerning Management of the Human Resources of Local Paramilitary Personnel in the Emirate of Dubai and Law No. (8) of 2018 Concerning Management of the Government of Dubai Human Resources.
Department:	Any of the Government departments; public agencies or corporations; or councils and authorities affiliated to the Government, which are governed by the Law.
DGHR:	The Dubai Government Human Resources Department.
Director General:	The director general of a Department, including an executive director, a chief executive officer, a secretary general, or any other person in a similar position.
Immediate Supervisor:	An Employee who undertakes direct supervision of other Employees.
Employee:	A male or female person who occupies a budgeted civilian or paramilitary post in a Department.
Organisational Unit:	This includes any sector, directorate, section, division, or other similar unit within a Department.
Human Resources Directorate:	The Organisational Unit responsible for human resources within a Department.
OHS-E Unit:	The Organisational Unit in charge of OHS-E matters in a Department, or a work team formed pursuant to a resolution of the Director General, where no such Organisational Unit is created at that Department.
Manual:	The Manual on Occupational Health and Safety, and the Environment, in the Government of Dubai, approved by the DGHR.
OHS-E System:	The Occupational Health and Safety, and the Environment System, in the Government of Dubai.
Occupational Health and Safety, and the Environment (OHS-E):	The conditions and factors that affect, or could affect, the health and safety of Employees, visitors, or any other person present in a Department. These also include the work environment prevailing at that Department and the procedures and rules aimed at ensuring a safe and healthy workplace environment.
Occupational Injury:	An injury suffered by an Employee as a result of an accident occurring at his workplace due to performing his duties; while commuting from his residence to workplace and vice versa, provided that this commuting does not involve deviation from the normal route; or while travelling to perform

	his employment duties within or outside of the Emirate. Death resulting from occupational exhaustion or exertion will also be deemed an Occupational Injury or Occupational Disease.
Partial Disability:	Any disability that may permanently cause a partial loss of an Employee's ability to perform his employment duties.
Total Disability:	Any disability that may permanently cause a total loss of an Employee's ability to perform his employment duties and to engage in any other work.
Risk:	An unplanned event, activity, or change in the work environment that is likely to cause injuries, illnesses, deaths, or damage to property.
OHS-E Risk:	A combination of the likelihood of occurrence of a Risk, and the severity of its impact on Public Health or OHS-E.
Risk Management:	This includes all the processes related to anticipating, identifying, evaluating, and assessing Risks; assigning responsibility for them; taking measures to foresee, avoid, or mitigate them; implementing the relevant Risk treatment plans and providing the required resources; and monitoring and updating these plans based on the evolving operational conditions.
Risk Register:	A document or system used to record Risk Management processes for the identified Risks. The purpose of this document or system is to establish responsibility for each Risk and for its management.
Governance:	A set of controls, standards, and procedures that govern the management processes of a Department; and determine the responsibilities and duties of senior management and other officials of that Department, ensuring that the interests and rights of stakeholders are protected.
Emergency:	An urgent, unforeseen event requiring immediate Response to address it and/ or mitigate its impact and consequences, as it poses a Risk, or has caused actual damage, to the health or lives of Employees or visitors, or to property or the environment.
Preparedness:	Taking action to prepare the resources and capabilities, and develop plans to respond to anticipated future Risks and Emergencies.
Measures:	The procedures aimed at eliminating the causes of Risks or Emergencies and reducing their likelihood. These include assessing Risks and threats, prioritising them appropriately, proposing the necessary relevant legislation, and implementing all security and preventive Measures by all concerned entities.
Response:	All actions taken as a result of a Risk or Emergency occurring in the workplace, with the aim of mitigating its negative impact, and ensuring

	that assistance and support are provided to affected Employees or individuals.
Evidence:	This includes the records, facts, or any other information related to specific criteria, that are deemed sufficient and reliable to reach findings and recommendations through the audit process.
Non-compliance:	An instance of failure to respond to a specified and pre-documented need or expectation.
Business Continuity:	All the procedures and Measures taken by a Department to continue providing its core services, during the occurrence of Risks and Emergencies to which it may be partially or completely exposed, or any other disruptive event. This includes developing plans for alternative facilities, services, and staffing.
Institutional Resilience:	The ability of a Department to sense and predict internal and external changes and to make appropriate decisions to respond to these changes proactively or to swiftly and efficiently absorb these changes adaptively through flexible work models and internal systems, with a view to ensuring the Department's Business Continuity, business development, and the sustainable outcomes following unexpected changes or Risks.
Employee Welfare:	The factors that enhance Employee happiness and prosperity in the work environment. These include the social, physical, psychological, and professional well-being of Employees at a Department.
Green Offices:	The workplaces that adopt standards for environmental sustainability with the aim of preventing the depletion of natural resources and maintaining the environmental balance.
Year:	A time period consisting of twelve (12) Gregorian months.

Section One

**General Framework for the Manual on
Occupational Health and Safety, and the
Environment**

Section One: General Framework for the Manual on Occupational Health and Safety, and the Environment

Objectives of the Manual

This Manual aims to:

1. establish a unified OHS-E reference for the Government of Dubai Employees;
2. ensure compliance with the legislation, regulations, and standards pertaining to OHS-E;
3. effectively manage OHS-E Risks to ensure the Readiness of Departments to deal with any Risk when it occurs, protecting Employees, visitors from harm, and preventing damage to property, in line with the principle of Institutional Resilience, and ensuring Business Continuity;
4. ensure that the effective key performance indicators are established to measure the impact of implementing OHS-E policies, initiatives, and programmes for the purposes of continuous improvement;
5. build institutional capacities with a view to supporting the OHS-E Risk Management efforts, including providing Employee training and development, and the necessary resources, etc.; and
6. foster an OHS-E Risk Management culture at the Departments.

This Manual contributes to instilling an OHS-E Risk Management culture; and encourages Departments to create a safe and healthy work environment that adheres to the OHS-E requirements and standards, with the aim of ensuring readiness to face, address, or mitigate the relevant Risks.

Scope of Application

This Manual applies to all the Employees working in a Department.

General Foundations

For the purposes of efficiently and effectively implementing this Manual, the following general foundations must be taken into consideration:

1. Legislative and Regulatory Compliance

Legislative and regulatory compliance must include the following aspects:

SN	Aspect	Description
1	Obligations of Departments	A Department must provide a safe and healthy work environment for its Employees and visitors, sustain its efforts in respect of the OHS-E System, and must provide the resources required for meeting its requirements.
2	Legal and Regulatory Requirements	A Department must meet the legal and regulatory requirements for developing, implementing, and sustaining the OHS-E System; keep up-to-date with the latest amendments to these legal and regulatory requirements; and communicate them to its Employees.
3	OHS-E System Information	A Department must identify, record, and regularly update OHS-E information.

2. Allocation of OHS-E System Resources

A Department must allocate the resources required to develop, implement, and maintain an effective OHS-E System. These resources include the following:

SN	Resources	Description
1	Human Resources:	<p>A Department must appoint the Employees who will be responsible for managing the OHS-E System based on their knowledge, skills, and experience; and must clarify their roles, responsibilities, and powers.</p> <p>Employees must assume the responsibility for the OHS-E issues that arise in their work environment, and must meet the requirements of the OHS-E System adopted by the Department.</p>
2	Regulatory Infrastructure:	The responsibilities and reporting structure must clearly describe the OHS-E System and how it is implemented, and must include processes for monitoring compliance with its procedures.
3	IT Resources:	A Department must provide the electronic programmes and/or systems required to implement the OHS-E System effectively and mitigate the Risks to which the Department, its

		Employees and visitors, and society as a whole may be exposed.
4	Financial Resources:	A Department must allocate the funds required to implement OHS-E initiatives and programmes, or to meet the OHS-E System requirements that require financial resources.
5	Assets and Property:	A Department must provide all the materials, equipment, and systems required for implementing the OHS-E System, especially personal protective equipment (PPE).
6	Knowledge Resources:	A Department must empower its Employees with the essential knowledge, skills, and capabilities to meet the requirements of the OHS-E System. This can be achieved through providing training courses, accredited OHS-E programmes, and reliable knowledge sources on the best practices in this field.

3. Establishing the OHS-E Culture

The OHS-E culture refers to a set of shared principles and values adopted by a Department, which are disseminated and reinforced through various methods, so as to positively influence Employees' behaviours, perceptions, and understanding of matters relating to OHS-E.

To ensure success for the OHS-E System, a Department must create a work environment imbued with the following three (3) key cultures:

1. **Knowledge Culture:** This is reflected in the awareness of the officials responsible for managing and operating the OHS-E System about the latest developments related to the human, technical,

To ensure the success of the OHS-E System at a Department, a Knowledge Culture i.e. the awareness of the latest of developments that determine the integrity of the OHS-E System; a Reporting Culture i.e. the practice of reporting errors and incidents with the potential for harm or damage; and a Culture of Honesty and Integrity must be present.

organisational, and environmental factors that determine the overall integrity of the OHS-E System.

2. **A culture of reporting** practices and incidents that are likely to cause harm.
3. **A Culture of Honesty and Integrity:** An atmosphere of trust where Employees are encouraged to provide essential OHS-E information.

4. Awareness and Training

A Department must develop a sustainable plan for raising awareness of, and providing training on, the OHS-E System, including the policies, procedures, standards, work instructions, and practices, and the relevant Risks and control Measures to improve Response to OHS-E Risks. Awareness and training may be delivered through various methods, including, but not limited to the following:

- circulating OHS-E awareness by email and on the intranet of the Department;
- using OHS-E awareness posters and leaflets; and
- offering awareness workshops prepared and conducted by the OHS-E Unit or by subject matter experts invited for this purpose.

A Department must evaluate and identify the training needs of its Employees in respect of the OHS-E System based on their employment duties and System requirements, then develop a sustainable plan for awareness and training, ensuring the competence of trainers.

Moreover, a Department must evaluate and determine the training needs of Employees in respect of the OHS-E System, with the aim of ensuring that they clearly understand how to perform their employment duties and meet their obligations, in line with the OHS-E System requirements, and keep them informed of its detailed aspects. A Department must also ensure that trainers have the competence required to deliver training on OHS-E procedures.

5. Engagement of Stakeholders

A Department must engage stakeholders at all stages of the OHS-E System. This includes senior management, Employees, and any other person involved in its activities. This engagement fosters the Risk awareness culture, reduces workplace injuries, encourages reporting of any OHS-E concerns, and ensures the development of appropriate solutions through consultation and discussion.

6. Accountability

The senior management of a Department must be involved and participate in matters related to the OHS-E System to ensure the success and effectiveness of the OHS-E System. All parties

concerned with the OHS-E process must be held accountable for their OHS-E roles, responsibilities, and duties, each according to his level of authority and area of expertise.

7. Transparency

Transparency is important when it comes to addressing issues related to the OHS-E System, and sharing the lessons learnt and the relevant performance indicator outcomes with all stakeholders. The success of the OHS-E System can only be achieved by creating an atmosphere of trust, reinforcing the principle of acknowledging mistakes, and reporting incidents, practices, and errors that may involve harm to ensure an effective and prompt Response at all levels of the Department. It is also important to promote awareness about OHS-E terminology, which must be known and published.

Duties and Responsibilities

The efforts of several parties within a Department must be concerted to achieve the desired outcomes of this Manual. The general duties and responsibilities of each party are as follows:

1. DGHR

The duties and responsibilities of the DGHR include:

1. updating the Manual and circulating it to the Departments;
2. monitoring compliance by the Departments with this Manual;
3. measuring and evaluating the impact of implementation of this Manual by Departments in order to improve and develop it;
4. providing advice and the required support to the Departments on all matters related to implementation of this Manual; and
5. exercising any other duties, responsibilities, or powers required for the achievement of the objectives of this Manual.

2. Departments

The duties and the responsibilities of a Department include:

1. complying with the requirements stipulated this Manual;
2. approving the OHS-E policies, initiatives, and plans, and ensuring that they are reviewed and updated as needed;
3. determining the duties and responsibilities of the OHS-E Unit and empowering it to conduct its assigned duties;

A Department will be responsible for implementing this Manual and allocating the resources required for the success of the relevant initiatives and

4. providing the necessary resources, such as allocating financial, human, technical, and other resources, to ensure the efficient and effective implementation of the Manual;
5. providing the DGHR with the data and information it requests in respect of implementation of the Manual;
6. offering specialised learning and development opportunities for the Employees involved in implementing the Manual, and ensuring continuous awareness of it across the Department;
7. fulfilling any other obligations related to achieving the objectives of this Manual, as prescribed pursuant to a resolution of the Director General of the DGHR; and
8. coordinating with the DGHR when adding new provisions that are consistent with the requirements and nature of its work, provided they do not conflict with this Manual.

3. OHS-E Units

The duties and the responsibilities of an OHS-E Unit include:

1. following up the implementation of the OHS-E System in the Department;
2. ensuring compliance with the legislation, bylaws, instructions, and the Department's requirements pertaining to OHS-E;
3. developing OHS-E policies, initiatives, and plans, and ensuring that they are reviewed and updated in the event of any changes that affect the safety and health of Employees and their work environment;
4. identifying and addressing the causes of OHS-E incidents;
5. coordinating the training and awareness of Employees on the OHS-E Risks, and how to avoid and report them if they occur;
6. conducting periodic OHS-E audits and following up the implementation of corrective and preventive measures taken in this respect;
7. following up the OHS-E suggestions and complaints received internally; and
8. preparing periodic OHS-E reports, including recommendations and proposed solutions regarding relevant issues; and submitting these to the Department's senior management.

In the absence of an OHS-E Unit, a Department may form a work team or assign a specific Employee to perform the relevant

4. Employees

The duties and responsibilities of an Employee include:

1. complying with all the instructions and rules that ensure his safety and the safety of others in his Department;
2. actively engaging in OHS-E initiatives, programmes, and activities;
3. participating in OHS-E awareness activities;
4. reporting to the OHS-E Unit any materials, malfunctions, or behaviours that may posit an OHS-E Risk in the workplace;
5. reporting near misses, accidents, injuries, or harm that may occur in the workplace as quickly as possible; and
6. cooperating with those in charge of internal audit processes in the Department.

Section Two

OHS-E Management

Section Two

OHS-E Management

The DGHR has identified four stages for establishing, implementing, and maintaining an effective OHS-E management system. This aims to create a healthy work environment, minimise occupational and environmental Risks, mitigate their impact if they occur, promote safe work practices, and support a culture of continuous improvement.

The OHS-E management system comprises four stages, starting with the "Planning" stage which emphasises the necessity of developing the policy, objectives, and key performance indicators of the OHS-E System, followed by the "Implementation" stage, which involves effective change and Emergency management, and Risk Management. The third stage, "Assessment," involves measuring the Department's ability to achieve the objectives and implement the initiatives and programmes of the OHS-E System; and conducting the internal OHS-E audit. Based on the Assessment outcomes, the Department may take the appropriate measures to achieve the goal of the final stage, which is "Enhancement".

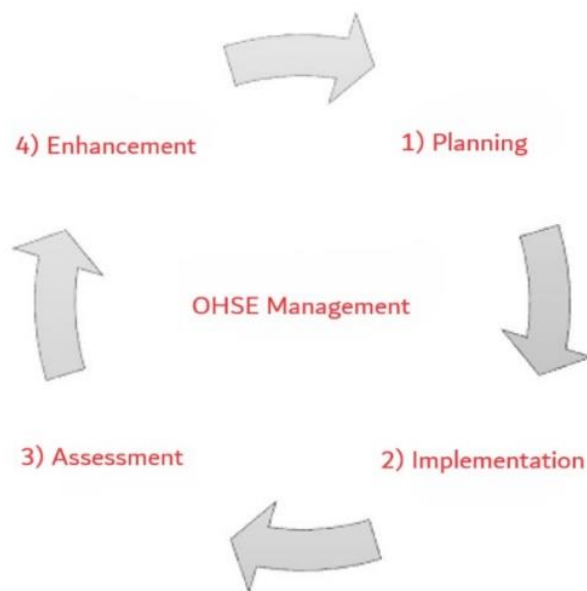


Figure (1) OHS-E Management Stages

First Stage: Planning

Planning ensures optimal utilisation of available resources for implementing the OHS-E System. It also ensures that Risks are minimised or avoided, and that the decision-making process is

streamlined to enhance work efficiency and ensure adaptation to changes in the Department's OHS-E strategy and activities. The "Planning" stage includes developing the following:

1. OHS-E Policy

A Department must prepare and implement a clear, documented, and sustainable OHS-E policy; circulate and explain the same to all Employees and stakeholders. This policy must be reviewed on a regular basis to ensure that it remains up-to-date at all times.

In preparing the OHS-E policy, the following must be taken into consideration:

1. the nature and size of the OHS-E Risks at the Department;
2. commitment by the senior management to managing the OHS-E Risks and ensuring that the relevant necessary actions are taken;
3. compliance with the relevant applicable legal requirements; and
4. the pre-established OHS-E objectives.

2. OHS-E Objectives

A Department must set measurable OHS-E objectives and observe the following:

1. assess the operational environment at the Department, including the management of the OHS-E Risks that may occur in the course of conducting daily activities;
2. determine the scope of the duties and responsibilities of the Department and what falls beyond that scope; and
3. align the objectives with the approved OHS-E policy.

Upon setting its OHS-E objectives, a Department may benefit from the outcomes of analysing, identifying, and evaluating OHS-E Risks; from any previous incidents; and from the relevant recommendations and proposals of Employees.

3. OHS-E KPIs

The “Planning” stage involves defining the key performance indicators to measure a Department's ability to successfully achieve OHS-E objectives and implement OHS-E initiatives and programmes. These KPIs include, but are not limited to:

- the number of implemented OHS-E initiatives and programmes against the planned ones;
- the Employee satisfaction rate with the OHS-E Measures;
- the number of Occupational Injuries/ work-related deaths (based on type of injury);
- the number of occurred incidents (based on their severity: minor, medium, major);
- average downtime as a result of Occupational Injuries or deaths; and
- the number of Non-compliance cases revealed by audit outcomes.

4. Readiness to Implement the OHS-E System

In order to ensure readiness for the OHS-E System implementation, a Department must:

- identify the training courses required for raising Employee awareness of health and physical fitness, and deliver these courses to Employees;
- encourage Employees to undergo regular medical check-ups;
- create a register of injured Employees in order to record and analyse Occupational Injuries, Occupational Diseases, and fatalities; and make appropriate decisions in respect thereof;
- identify working conditions that may affect the OHS-E and the efficiency of Employees;
- determine the nature of damage that may be sustained at the workplace based on the nature of the Department's activities, with a view to identifying health problems that Employees may be exposed to when dealing with dangerous machines, pressure systems, electrical systems, hazardous materials, and others;
- develop and implement the Measures required for identifying early warning signs of Employee burnout;
- develop a programme for managing the use of prescription drugs and substances that affect consciousness and cognition, and educate Employees about this programme. The programme must include a relevant clear policy and specify the procedures for providing the relevant information to Employees;
- develop a programme to manage Risks resulting from burnout and psychological stress, taking into account and assessing any associated OHS-E Risks. This programme must

specify the procedures for managing these Risks and for minimising them to the lowest possible level. These include:

- specific practices and procedures for scheduling work hours, including:
 - adequacy of working hours;
 - adequacy of alternating shifts; and
 - appointing a sufficient number of Employees to meet requests for overtime arrangements, and
- requirements for monitoring working hours, in particular:
 - procedures for monitoring the actual working hours of safety personnel against the planned working hours; and
 - providing an appropriate level of education and awareness in respect of identifying and managing burnout Risks.

Second Stage: Implementation

An effective OHS-E System comprises a set of processes that ensure integration amongst the various systems of a Department, integrating the OHS-E lifecycle into the various stages of any project, programme, or activity of the Department. This involves identifying, assessing, and managing OHS-E Risks with the aim of mitigating and controlling them. This is achieved by

consulting with Employees at every step of the Risk Management process to benefit from their expertise, knowledge, and suggestions.

It is noteworthy that the presence of safe working systems contributes to effective and proactive Risk Management. These systems include:

1. Change Management

When a change at a Department, in the OHS-E System, or in its activities is required to uphold the principle of Institutional Resilience, a precise description of the current situation that warranted the change must be formulated. The nature and scope of the change must be determined in consultation and coordination with all relevant stakeholders within and outside of the Department. Subsequently, the Risks that may arise from this change must be considered and assessed, enabling the senior management to review the available options and make the most appropriate decision based on clear information. After obtaining the necessary approvals, a comprehensive plan with a timeline for the change and any required control measures must be developed. The change must be reviewed and its impact monitored immediately to ensure the availability and effectiveness of all Risk controls, including training.

To ensure effective Risk Management during the procurement and contracting processes, a Department must, without limitation:

- include detailed OHS-E requirements in the relevant tender documents;
- review the history of bidders and conduct a comprehensive assessment of their past OHS-E performance; and
- conduct briefing and orientation sessions at the commencement of work and whenever a new Employee joins the workplace.

2. Procurement and Contracts Management

The OHS-E System must be leveraged at an early stage of the procurement process as part of the requirements for any tender, through:

- developing and implementing controls for goods, services, and equipment;
- incorporating specific requirements for compliance with the OHS-E System in the specifications for goods and services;
- considering the need for training on the use of personal protective equipment (PPE); and
- updating contractors on workplace-related Risks and ensuring the implementation of the relevant Risk Management controls.

3. Reporting and Investigating Incidents

A Department must prepare the procedures for reporting and investigating incidents and must disseminate, and raise awareness of, the same before any incident occurs. Additionally, the

Department must establish the appropriate procedures for recording and analysing incidents, and train concerned personnel on conducting the relevant investigations.

The first step to be taken when an incident occurs is reporting it freely by Employees. The Department may need to submit a report on the incident to the concerned government entities in the UAE, depending on its severity. In case of an immediate threat to human life, Employees must call the emergency number (999) immediately and notify the OHS-E Unit and their Immediate Supervisor. They must then complete the relevant approved form within no later than twenty-four (24) hours for death reports, and within three (3) days for reports of serious incidents.

The incident site must be secured, and the investigation must be undertaken by a team of independent persons known for their impartiality and who are free from external influences. The investigation team is responsible for identifying the root causes of the

Employees must immediately call the emergency number (999) and notify the OHS-E Unit and their Immediate Supervisor.

incident, providing recommendations on how to prevent its recurrence, improving the safety of the system under investigation, and focusing on the causes of the incident. Investigations of severe incidents must include a crisis communication committee and an official crisis communication plan to meet the needs of stakeholders within and outside of the Department.

Evidence related to the incident must be collected and preserved appropriately during the investigation process. Witnesses must be interviewed as per the procedures adopted by the competent entities. The investigation team may also appoint a technical committee to assist it in gathering information and documents that may benefit the investigation and help determine the sequence of events leading to the incident.

The outcomes of the incident data analysis and its root causes must be discussed and communicated to the senior management. The investigation report may include a summary of the incident background, investigation procedures, the sequence of events leading to the incident, analysis outcomes, conclusions, and recommendations. Since the investigation report is the primary means of documenting the incident, the Department must exercise caution when sharing this report if it contains any confidential information. Based on the recommendations stated in the report and the internal discussions among stakeholders, corrective and preventive actions must be taken as soon as possible.

4. Corrective and Preventive Actions

Corrective actions aim to prevent the recurrence of an incident, while preventive actions aim to prevent its occurrence in the first place based on the outcomes of Risk analysis and

identification. Therefore, when developing corrective and preventive actions, a Department must:

- implement corrective and preventive actions as needed;
- document the results of corrective and preventive actions and disseminate them within an appropriate timeframe;
- link corrective and preventive actions to the Risk Register to monitor their status until completion;
- associate corrective and preventive actions with the root causes of incidents; and
- make any changes resulting from corrective and preventive actions in line with the change management process.

5. Operational Safety Systems

A Department must identify the operational processes required to establish controls for managing the OHS-E Risks identified through the Risk Management process. The operational controls must be integrated into the OHS-E System and support the requirements of the OHS-E policy. Additionally, the Department must document, and take the necessary corrective action in respect of, the situations where the operational procedures fail to support the OHS-E policy and its objectives.

6. Emergency Management

To effectively prepare for Emergencies, a Department must engage and consult with all stakeholders in this respect; and must develop, document, and continuously monitor and update its Emergency plans at all times. For proper Emergency management, the Department must follow the steps outlined in paragraph (3) above (Reporting and Investigating Incidents).

Third Stage: Assessment

During the "Assessment" stage, a Department measures its ability to achieve the OHS-E System objectives, initiatives, and programmes; and conducts internal OHS-E audits with a view to producing outcomes that support continuous improvement processes.

1. OHS-E System Performance Measurement

A Department must monitor the OHS-E System performance by regularly and systematically measuring key performance indicators, including those mentioned in the "First Stage: Planning, paragraph (3): OHS-E KPIs". The outcomes must be discussed with the senior management and all concerned stakeholders to make appropriate decisions and take the necessary actions within the appropriate timeframes.

2. Internal OHS-E Audit

The internal OHS-E audit aims to assess the implementation of the relevant processes and whether Risks are managed properly within the Department. The audit process is conducted as follows:

1. Developing an Annual OHS-E Audit Plan and Programme:

- In the last quarter of each Year, the OHS-E Unit will commence the planning process for the OHS-E audit for the upcoming Year using "Form (1) Annual OHS-E Audit Plan".
- The OHS-E Unit may use "Form (2) OHS-E Audit Programme" to develop the programme, taking into account the following:
 - scope and objectives of the audit;
 - the Organisational Units to be audited and the names of the Employees to be interviewed;
 - the results of previous audits;
 - the comments and directions of stakeholders;
 - the name(s) of the auditor(s) who will conduct the audit;
 - the date and time of the audit; and
 - the duration of the audit.
- An OHS-E auditor must not audit his Organisational Unit or any systems, procedures, or processes for which he is responsible or in which he is involved.

2. Circulation of the OHS-E Audit Plan and Programme:

The OHS-E Unit must circulate the audit plan and programme to all Organisational Units and operation managers immediately upon approval.

3. Preparation of a Reference Checklist:

A Department may use "Form (3) Reference Checklist" when conducting the OHS-E audit.

4. Conducting the OHS-E Audit:

a. Opening Meeting:

Prior to commencing the OHS-E audit, the concerned auditor must hold an opening meeting with the concerned Employee(s) of the Organisational Unit(s) involved in this process to explain to them the scope and objectives of the audit.

b. Conducting the OHS-E Audit:

- Prior to conducting the audit, the auditor must review and thoroughly understand all the standards to be audited.
- During the audit process, the auditor must:
 - gather information by interviewing the concerned Employee(s) of the Organisational Unit(s) involved in the audit, reviewing the relevant documents and records, reviewing the operations, and verifying records;
 - collect and record audit-related Evidence on "Form (3) Reference Checklist";
 - evaluate the information to identify the objective Evidence to be covered by the audit; and
 - classify the audit outcomes based on the Evidence as follows:

SN	Audit Outcome	Definition
1	Major Non-compliance	<ul style="list-style-type: none">• Indicates a complete absence or failure in the implementation of the systems, procedures, or processes, which hinders the fulfilment of task or activity requirements, or negatively affects their effectiveness;• Indicates the identification of two (2) or more ongoing minor Non-compliance issues; and/or• Indicates the identification of a recurring minor Non-compliance issue.
2	Minor Non-compliance	Indicates a partial absence or failure in the implementation of the systems, procedures, or processes, which hinders the fulfilment of task and activity requirements, or negatively affects their effectiveness.
3	Observation	Indicates the availability of minimal Evidence with an opportunity for improvement based on the auditor's experience and knowledge or on best industry practices.
4	Strengths/ Best Practices	Indicates the existence of one or more best practices exclusively implemented by the Department or the achievement of outstanding outcomes that can be adopted across some or all Departments.

- The Employee(s) involved in the audit must cooperate with the auditor; provide him/ them with the required information, records, documents, and Evidence; answer questions transparently; and facilitate access to relevant facilities and other concerned Employees.

c. Closing Meeting:

Upon completion of the OHS-E audit, the auditor will:

- inform the concerned Employee(s) that the Evidence leading to the audit outcomes is based on the samples provided;
- clearly present the outcomes to the concerned Employee(s) and give them the opportunity to provide their feedback, by accepting or rejecting with these outcomes;
- discuss feasible solutions and/or necessary corrective and/or preventive actions; and
- explain the delivery process of the audit outcomes and the subsequent steps.

d. Audit Findings:

- The concerned auditor will complete the "Form (4) OHS-E Audit Report", based on the discussions conducted during the closing meeting with the concerned Employee(s).
- The auditor will send the form to the concerned Employee(s) to complete the relevant sections of the form within one (1) working day from the date of the closing meeting.
- The concerned Employee(s) will complete the relevant sections of the form (including the root causes and corrective actions, specifying the timeframe for completion) and return it to the auditor within three (3) working days from the date of receiving the form.
- The OHS-E Unit will review the sections of the form completed by the concerned Employee(s), approve the same upon discussion with the Employee(s) and the auditor, where required, and send a copy of the final form to the Employee(s) for implementation and follow-up.

e. Addressing Non-Compliance Issues:

- Non-compliance issues must be addressed within a period not exceeding three (3) months from the date of the audit by implementing the agreed corrective and/or preventive actions.
- Based on the information contained in "Form (4) OHS-E Audit Report", the OHS-E Unit will schedule another audit to follow up on the existing Non-compliance issues, gather the necessary Evidence, and verify the effectiveness of the corrective and/or preventive actions with the aim of addressing the Non-compliance issue.

- Where the Non-compliance issue is not addressed during the first follow-up session, the auditor will schedule a second session to follow up and address the issue.
- f. Review by the Senior Management:
- The OHS-E Unit will invite the senior management and all other officials to attend monthly meetings to:
 - review the progress made in implementing the approved OHS-E audit plan and programme;
 - provide an overview on the audited Organisational Units, systems, procedures, and processes;
 - present the audit outcomes and the relevant corrective and/or preventive actions; and
 - take the appropriate actions and/or decisions without delay, if necessary.
 - These meetings must be documented in official minutes of meetings maintained by the OHS-E Unit.

Fourth Stage: Enhancement

A Department must focus on continuous learning and improvement by:

- staying informed about any amendments to the OHS-E legislation, laws, or regulations in force in the UAE in general, and in the Emirate in particular;
- reviewing and updating the OHS-E policy as necessary to ensure its alignment with any changes in the Department's work and activities;
- periodically reviewing and updating the approved controls to avoid and/or mitigate Risks as necessary;
- implementing the procedures related to the OHS-E System and benefitting from lessons learned;
- internally monitoring the OHS-E operations, collecting data related to the performance of the relevant procedures, continuously analysing and evaluating this data, making the appropriate decisions, and taking the appropriate Measures accordingly;
- investigating the root causes of Non-compliance and the relevant observations identified during internal audits and ensuring the implementation of controls to prevent their recurrence at the Department; and

- sharing the Department's OHS-E strengths, best practices, and outstanding outcomes with other Departments to disseminate knowledge and enhance the efficiency of government work.

Section Three

Risk Management

and property from potential damage or loss; and to protect the environment from any negative impacts.

To ensure the effectiveness of these efforts, a Department must identify and analyse Risks; develop clear plans to mitigate or address them if they materialise; and conduct continuous monitoring to detect any new or potential Risks, ensuring Preparedness to address them effectively. This entails training Employees, enhancing their competencies, and fostering effective collaboration and communication with the competent entities.

OHS-E Risk Management Principles

In accordance with ISO 31000:2018 Standards, the concept of Risk Management revolves around creating added value for the Department to assist in achieving its goals and objectives, improving its performance, and fostering innovation and creativity within it. This is achieved through adhering to the following key principles upon which the concept of Risk Management is based:

To ensure the effectiveness of the Risk Management process, it must be integrated within all the Department's systems and activities, regardless of the Department's size and nature of its operations. The Risk Management process must follow a well-defined and comprehensive methodology that contributes to reaching accurate and reliable findings that can be relied upon for informed decision-making. So, when designing its Risk Management process, a Department must consider both internal and external factors that may hinder the achievement of its strategic goals and objectives.

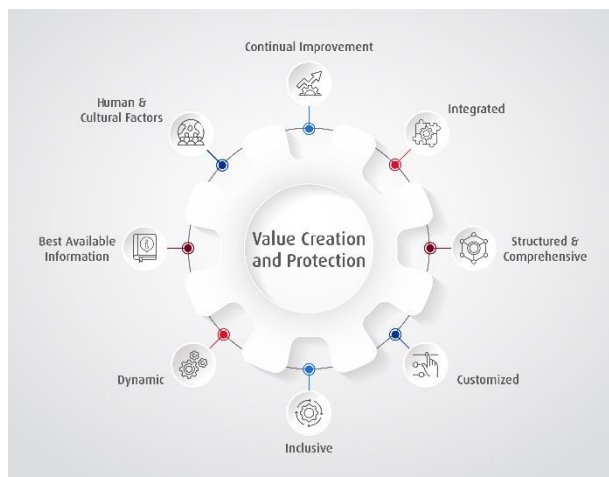


Figure (1) Risk Management Principles Based on ISO 31000:2018

One of the key factors for the success of Risk Management process within a Department is the engagement of senior management, Employees, and all relevant stakeholders at all stages of Risk Management. This approach aims to leverage diverse knowledge, expertise, and perspectives, ensuring the effective implementation of Risk Management. The Risk Management process must be dynamic, meaning, it must take into account internal and external variables that may impact institutional work, and address them in a professional and timely manner. When applying the Risk Management concept, it is essential to utilise the available historical or current information, and to benefit from potential future expectations.

Instilling a Risk Management culture and establishing supporting practices in the work environment are crucial for continuous improvement efforts as they enable a Department to identify areas for development and take the appropriate Measures accordingly.

OHS-E Risk Management Stages

The following Risk Management stages aim to help a Department integrate the concept of Risk Management into its core activities and institutional functions under Governance and senior management support. These stages highlight the importance of designing, implementing, assessing, and improving the Risk Management process across the Department:

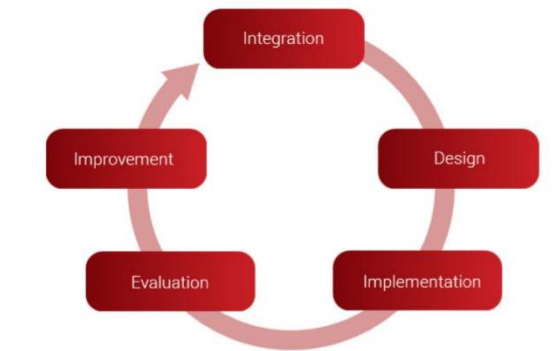


Figure (1) Risk Management Stages

Integration and Alignment

To ensure the integration and alignment of the Risk Management concept with a Department's systems, activities, and operations, it is essential to understand the Department's mission, vision, Governance structure, strategy, and strategic and operational goals and objectives and processes. It is crucial for the Department's Employees to be aware of and understand their responsibility for Risk Management within their respective positions and across all organisational levels.

Stage One: Design

To design the Risk Management process, it is essential to understand the internal and external factors that may impact the Department's operations to make necessary decisions and take Measures related to Risk Management. These factors include, but are not limited to:

1. Internal Factors:

- the Department's mission, vision, and institutional values;
- the Department's Governance structure, organisational structure, and delegation of authority matrix;
- the Department's strategy, objectives, and internal policies;
- the prevailing institutional culture of the Department;
- the standards, guidelines, and working models adopted by the Department;
- the organisational capabilities of the Department, including its available resources and knowledge;
- the Department's information systems and data; and

Understanding internal and external factors that may affect the Department's operations is crucial when designing Risk Management processes.

- the prevailing work relationships with internal stakeholders, as well as their views and opinions.

2. External Factors:

- social, cultural, political, legal, legislative, financial, technological, economic, and environmental factors at the local, regional, and international levels;
- key work trends and patterns that may impact the Department's objectives;
- the nature of work relationships with external stakeholders, including their perspectives, opinions, needs, and expectations; and
- the contractual obligations of the Department.

Stage Two: Implementation

The implementation of Risk Management includes:

- developing an appropriate plan that clearly outlines responsibilities, resources, and time frames;
- defining the Risk Management decision-making mechanism and identifying decision-makers across the Department; and
- ensuring that Risk Management mechanisms and processes are understood and effectively implemented across the Department.

Stage Three: Evaluation

To assess the effectiveness of its Risk Management, a Department must periodically measure the outcomes of the "Implementation" stage and determine the adequacy of its efforts in achieving institutional goals and objectives.

Stage Four: Improvement

A Department must monitor internal and external factors that may affect the Risk Management process. If areas for improvement are identified, the Department must develop the corrective and/or preventive plans required for enhancement purposes.

OHS-E Risk Management Process

The DGHR adopts a Risk Management process based on ISO 31000:2018, which includes the following:

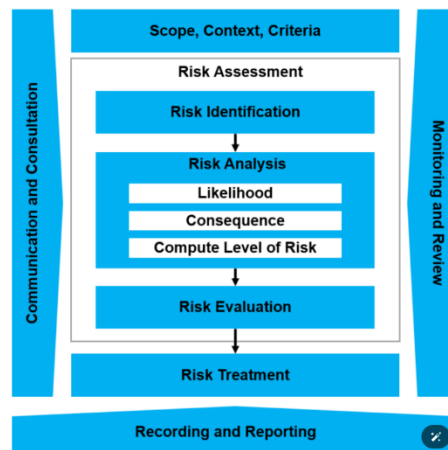


Figure (2) ISO 31000:2018 Risk Management Process

First Factor: Communication and Consultation

Communication and consultation aim to leverage the knowledge, expertise, and experiences of Employees and relevant stakeholders at all the Risk Management process implementation stages. This includes understanding diverse perspectives, opinions, and ideas when setting Risk criteria and assessing Risks, ensuring the availability of adequate and accurate information that supports decision-making. Hence, a Department must develop and adopt a communication and consultation plan to support the successful implementation of the Risk Management process.

Moreover, a Department must establish clear mechanisms for internal communication among Employees and external communication between management and relevant external stakeholders. Where individual consultation with each Employee is challenging, the Department may engage the representative of the concerned Organisational Unit to facilitate communication between Employees and management, and assist in the development and review of OHS-E policies and procedures.

Second Factor: Risks Scope, Context, and Criteria

Defining the scope, context, and criteria of Risks is essential for designing a Risk Management process that aligns with the Department's requirements. This facilitates effective Risk assessment and mitigation.

a. Defining the Scope of Risks:

A Department must define the scope of activities related to the Risk Management process, taking into consideration:

- identifying the objectives to be achieved and the decisions to be made;
- specifying the nature of desired outcomes for each step of the process;
- setting the time frames for implementing the process;
- determining the appropriate Risk assessment strategies and tools;

- identifying the required resources, responsibilities, and records to be established; and
- establishing the link between the process and the projects, operations, and other activities of the Department.

b. Understanding Internal and External Business Context:

Understanding a Department's business environment helps in defining the internal and external context that may impact its Risk Management. For this purpose, the Department must analyse the factors mentioned in "Stage One: Design" of the Risk Management stages.

c. Defining Risk Criteria:

A Department must assess the severity and nature of the Risks it can accept, taking into account the Risk treatments and controls already in place. Additionally, the Department must assess any remaining Risks after implementing the necessary controls. When analysing the impact and likelihood of OHS-E Risks, the Department must take the following factors into consideration.

- the nature and type of the Risks that may impact the Department's objectives and deliverables; and
- how to identify and measure the positive and negative impacts and likelihood of OHS-E Risks. For this purpose, the Department may pose a number of questions, including but not limited to:
 - What is the occurrence frequency of the OHS-E Risks? How long does the exposure of the Department's Employees and visitors to OHS-E Risks last?
 - How effective are the OHS-E controls?
 - Are there planned changes or specific operational factors within the Department that could alter the level of Risks faced by Employees or visitors?
 - Do Risks arise from the working environment? Do the behaviours of the Department's Employees and visitors increase the likelihood of Risks and potential damage?

The Department can refer to this matrix to classify the positions whose holders are exposed to Risks.

Risks are classified according to the following matrix into five categories based on their severity and impact levels:

Description	Definition	Points
Very High	Employees may face death or Total Disability while performing their duties.	5

High	Employees may suffer major fractures, poisoning, significant blood loss, severe head injuries, or fatal disease while performing their duties.	4
Medium	Employees may experience sprains, strains, localised burns, dermatitis, asthma, or injuries requiring time off from work while performing their duties.	3
Low	Employees may sustain injuries requiring first aid only, or short-term pain, irritation, or dizziness, while performing their duties.	2
Very Low	Employees are less likely, or unlikely, to get injured while performing their duties.	1

Risk occurrence likelihood is classified as follows:

Description	Definition	Frequency	Points
Almost Certain	Employees are constantly exposed to Risks.	Continuous	5
Likely	Employees are likely to be exposed to Risks daily.	Frequent	4
Possible	Employees might be exposed to Risks infrequently (once a month or every two months).	Once	3
Unlikely	Employees might be exposed to Risks infrequently (once a year).	Rarely, but possible	2
Very Unlikely	Employees are rarely exposed, or have never been exposed, to Risks.	Improbable or rare	1

The Risk levels are determined using the following formula:

$$\text{Risk Level} = \text{Severity of Impact Points} \times \text{Likelihood of Occurrence Points}$$

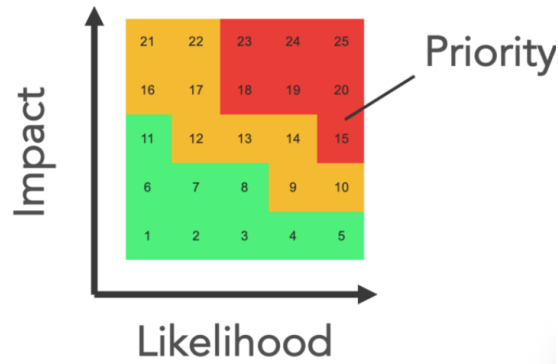


Figure (3) Risk Matrix

Risk Classification	Risk Level	Required Corrective Actions
16 – 25	Very High	Work must be stopped immediately and corrective actions must be taken to eliminate the Risk.
9 – 15	High	Work must be stopped and corrective actions must be taken to eliminate the Risk within a specified time frame.
5 – 8	Medium	Efforts should be made to reduce the Risk and develop a corrective action plan, which should be implemented as soon as possible.
3 – 4	Low level	Regular monitoring of activities and periodic review of the corrective action plan are required.
1 - 2	Very Low	No action or record-keeping is required.

Third Factor: Risk Assessment

The Risk assessment process involves identifying, analysing, and evaluating Risks. To ensure the success of this process, a Department must consult Employees and relevant stakeholders, taking into account diverse perspectives and all available information.

a. Risk Identification:

The Risk identification process aims to detect and describe Risks that may hinder a Department from achieving its goals and objectives. This process focuses on identifying the causes and sources of Risks (in the context of physical harm), and on the events, situations, or conditions that may result in an incident. It is crucial for the Department to consider all systems, as well as the human, organisational, and environmental factors that may pose a Risk to people and the environment, or may cause damage to assets and property.

To identify OHS-E Risks, a Department can:

- review historical data and previous OHS-E incidents (if any);
- study cases resulting from planned or unusual operations, events, or activities;
- examine scheduled and unscheduled preventive maintenance procedures to help identifying potential Risks; and/or
- conduct an assessment of workplace Risks by the competent Employees, which may involve interviewing other Employees to gather their observations about existing Risks in their work environment.

These actions serve as inputs for preparing an initial Risk Review Checklist, which can be utilised in a discussion or brainstorming session attended by senior management, a number of Employees, and relevant stakeholders to identify the OHS-E Risks that need to be prioritised based on urgency and importance.

A Department can hold a discussion or brainstorming session in the presence of senior management and a group of Employees, in addition to the relevant stakeholders, to identify the OHS-E Risks to be prioritised.

OHS-E Risks may include, but are not limited to:

- psychological effects caused by work pressure, potentially leading to violence or burnout;
- muscle strain caused by manual tasks involving excessive effort or repetitive movements;
- potential for falls, slips, and trips that may cause injuries, disabilities, or death;
- exposure to noise which may result in hearing impairment or loss;
- exposure to hazardous chemicals, radiation, or biological agents leading to respiratory diseases, cancers, blindness, or death;
- electricity-related ignition, exposure to electric shock from wires, or fatality due to electric shock;
- exposure to extremely high or low temperatures causing sunstroke, exhaustion, or skin ulcers; and
- fatalities, injuries, or disabilities caused by work tools, equipment, and machinery.

b. Risk Analysis:

Risk analysis aims to understand the nature and level of the Risk. Analysis must include factors such as:

- likelihood and consequences of the Risk;
- nature of the Risk and the magnitude of its effect;
- the level of complexity of the Risk and any interrelationship with other Risks;
- duration of downtime or possible stoppage of work; and
- effectiveness of Risk controls (if any).

To ensure a proper Risk analysis, accurate information must be used, and the methods used in the analysis process must be clarified, refuting any assumptions or exceptions considered during the process. All this must be documented and explained to decision-makers in the Department. Risk analysis methods are divided into quantitative and qualitative methods. Quantitative data is used to estimate the likelihood and severity of the consequences of the occurrence of the Risk in numbers. However, due to practical constraints of the quantitative method, such as data availability, time, and necessary resources, the qualitative method may be employed instead. Additionally, the Department may use one or more Risk analysis methods as needed.

c. Risk Assessment:

The aim of Risk assessment is to support decision-making on matters pertaining to the OHS-E. Risk analysis results are compared with the adopted Risk criteria to determine the need for taking any Measures. The decision may be as follows:

- no need for any Measures;
- need to implement one or more available Risk treatment options;
- undertake further analysis for better and more accurate understanding of the Risk; and/or
- maintain existing Risk controls.

Fourth Factor: Risk Treatment

Risk treatment or control involves:

- identifying available Risk treatment and control options;
- developing and implementing a clear Risk treatment and control plan;
- assessing the effectiveness of Risk treatment and control Measures; and
- making decisions about stakeholders' acceptance of the remaining Risks. If not accepted, identifying additional treatment or control methods.

There are a number of options available to treat and control Risks, but the Department must balance the potential benefits when applying any of these options against their suitability, cost, effort, and any negative effects that may result. Risk treatment and control methods may include:

- avoiding the Risk by not initiating an activity that may give rise to that Risk or halting ongoing work if already started;
- taking or increasing the Risk that may give rise to another Risk to leverage an available opportunity in the job market or the operational environment of the Department;
- eliminating the Risk source;
- sharing the Risk with other entities (e.g., insurance companies, contracting with partners, etc.); or
- retaining the Risk with the need to monitor it to make the relevant appropriate decision in a timely manner.

The Department must document the option it applies for treating and controlling Risks, taking into account its obligations towards individuals and institutions, as well as stakeholders' feedback, its strategic goals and objectives, its adopted Risk criteria, and the resources available to it. However, implementing one of the available options does not necessarily mean successful treatment or control of the Risk, as it may trigger new Risks that need to be addressed. Therefore, the Measures taken must be closely monitored, and appropriate actions taken in a timely manner.

Risks will be recorded in 'Template (5) Risk Register,' which must be used as an action plan for the Department. The Risk Register is an important part of the Risk assessment process, as it helps in making decisions on OHS-E controls. It also forms an agreed-upon reference that includes the significant Risks that have been identified. The Risk Register functions both as a record of ongoing Risk treatment activities and as a record of proposed actions to enhance the control of specific OHS-E Risks.

The Risk Register is an important document that helps in making appropriate decisions regarding OHS-E controls, and it serves as a primary reference for the significant Risks that have been identified and agreed upon.

A Department may use a Risk Register format that is appropriate to it, noting that a typical Risk Register includes a description of the Risk, its current level in terms of likelihood and severity, overall Risk classification, current controls and Measures, or proposed future controls. Risk controls must be adequately explained for audit purposes, particularly in case of high-risk operations.

Fifth Factor: Monitoring and Review

Monitoring and review must be conducted at all stages of the OSH-E Risk Management process, covering areas including but not limited to: Risk identification and assessment methods, Risk reporting procedures, documented controls, performance monitoring reports, and corrective and preventive actions. The monitoring and review process must be planned, so that the necessary information and data are collected, outcomes are recorded, and improvement proposals are

submitted within an appropriate time frame, with the aim of improving the effectiveness of the process and its outputs.

Sixth Factor: Monitoring and Reporting

All stages of the OSH-E Risk Management process must be documented and reported using appropriate methods. This aims to:

- disseminate Risk Management activities and outcomes across the Department;
- provide necessary information for decision-making purposes;
- improve Risk Management activities; and
- ensure effective communication with stakeholders, including those responsible and accountable for Risk Management activities.

Section Four

Employee Welfare

in attracting and retaining competent human resources through the development, implementation, and monitoring of the supporting policies, programmes, and initiatives, while also reinforcing the practices that contribute to creating this conducive environment and ensuring its success. This approach has numerous positive effects on institutional performance.

Concept of Employee Welfare

The concept of Employee Welfare encompasses several aspects, including the social aspect in the work environment, which contributes to boosting the Employees' morale through fostering trust, empathy, and altruism; and the physical aspect related to the Employees' physical fitness, enabling them to perform their employment duties actively and energetically in a safe and healthy work environment. The psychological aspect is another key aspect of Employee Welfare, manifested by empowering Employees and giving them the opportunity to make decisions related to their employment duties and to express their opinions and suggestions. Finally, the professional aspect enhances the Employees' professional growth and development by providing opportunities for learning and development; offering a clear career path in a work environment characterised by fairness, recognition, and respect for diversity and differences, in addition to creating an appropriate physical office environment.

Employee Welfare includes the following aspects:

- the social aspect at the work environment;
- the physical aspect;
- the psychological aspect; and
- the professional aspect.

Benefits of Implementing the Concept of Employee Welfare

Implementing the concept of Employee Welfare in the work environment will result in numerous benefits, including:

- achieving institutional goals and objectives;
- increasing the level of Employee satisfaction and institutional loyalty;
- reducing Employee turnover and increasing Employee retention rates;
- decreasing Occupational Injuries and related expenses;
- lowering sick leave and absenteeism rates;
- increasing productivity and motivation at work;
- enhancing the ability to manage work pressure effectively;
- promoting team work; and
- increasing customer satisfaction rates.

Employee Welfare Guidelines

The guidelines for Employee Welfare include the following aspects:

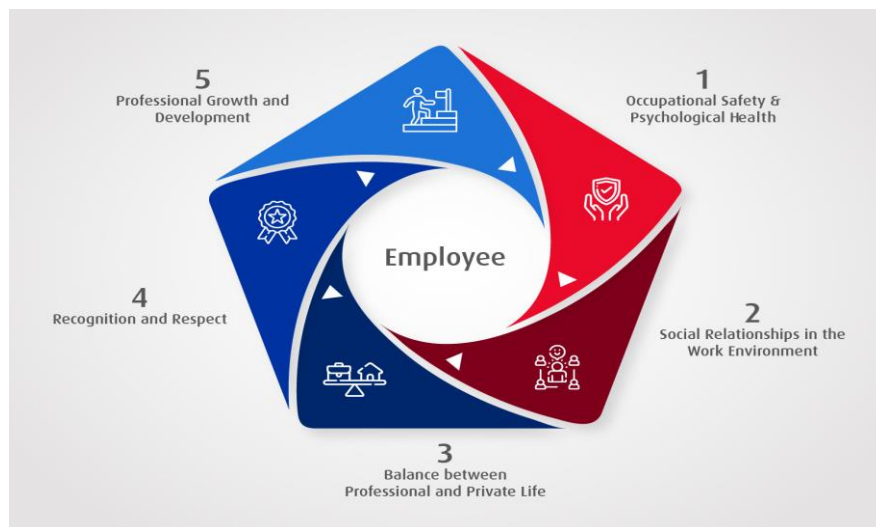


Figure (4) Employee Welfare Guidelines

Employees

Given that human capital is central to the institutional ecosystem, the Employee Welfare guidelines revolve around understanding the Employees' needs; listening to their opinions, concerns, ideas, and suggestions; consulting them on work policies and initiatives; and allowing them to have an impact on work-related decisions.

Therefore, the senior management of a Department must adopt an open-door policy and encourage Employees to actively participate in all matters and express their opinions through various channels, including, but not limited to, surveys, discussion groups, and periodic meetings.

A Department must listen to its Employees, as this will positively impact the work environment, increasing trust, Employee satisfaction, and improving overall performance and fostering creativity.

1. Physical Safety and Psychological Health

Prioritising physical safety and psychological health in the work environment is crucial, as these are fundamental human needs. This requires analysing and evaluating workplace Risks, designing and implementing physical safety programmes and initiatives, and regularly reviewing them. These programmes and initiatives may include encouraging Employees to engage in sports activities, promoting the importance of healthy eating, redesigning the workplace to prevent potential injuries, modifying the infrastructure (such as building entrances, etc.) to accommodate the needs of people of determination, and developing and implementing policies related to protection against, and control of, viral infections. To ensure the sustainability of physical safety efforts, a Department must provide training opportunities to Employees on the use of work tools and equipment in languages that Employees of all nationalities understand. It is also essential to assess the workload and the adequacy of available resources to meet the needs of the Employees, and monitor working hours to limit any unplanned overtime that may cause Employee stress or burnout.

Psychological health is equally important, as it helps Employees feel at ease in the workplace, enabling them to express their ideas and suggestions. Several factors support the Employee's psychological health, including but not limited to, providing a work environment free of psychological stress, and establishing channels for Employees to report any psychological harm.

Factors such as long working hours, insufficient sleep, or medical conditions negatively affect the Employees' psychological and mental health, rendering them susceptible to fatigue, panic attacks, and depression. Therefore, it is recommended to provide a Department's Employees sufficient rest periods to increase productivity, protect Employees against burnout, and reduce errors and Injuries in the workplace. To promote mental and psychological health in the workplace, a Department must foster a culture that promotes mental and psychological health by launching initiatives that provide the relevant specialised support and prevention services, and psychological care to its Employees through health insurance.

2. Social Relations in the Work Environment

Positive social relationships and effective communication in the workplace environment are two (2) essential factors for Employee Welfare. The stronger the work relationships that are built on respect, trust, and tolerance of others, the more the Employees feel an enhanced sense of institutional belonging and motivation to go to work. Active participation in improving institutional performance, and having reassurance of the existence of a social support network contribute to alleviating any tension or anxiety that an Employee may experience. In this context, we must emphasise the necessity of promoting a culture of diversity and inclusion in the Department to prevent discrimination against Employees based on ethnicity, gender, religion, age, or any other factor. By celebrating their differences, Employees can generate new ideas, promote tolerance, and strengthen the team spirit.

Effective communication at all levels of a Department is one of the key factors that support maintaining positive work relationships, allowing Employees to exchange opinions and feedback in a way that furthers the interest of work. The Department's leadership and senior officials play a significant role in enhancing ongoing communication, listening to Employees' feedback, and adopting transparency to help them overcome work pressure, improve performance, and boost engagement and creativity.

Strengthening relationships and communication amongst Employees, within Organisational Units or across the Department, and providing the tools that enhance teamwork play a significant role in achieving a common goal despite differencing opinions, viewpoints, and personalities. This is particularly relevant under telework or hybrid work conditions, as well as at work environments where some Department Employees work full-time while others work on a part-time basis.

The Law stipulates that an Employee who suffers from a contagious disease be granted sick leave, even if the Employee is not precluded by this disease from performing work duties, until his full recovery is confirmed by a report issued by the Medical Committee. In this case, the Employee will be paid his Aggregate Salary for the period of the sick leave, subject to the relevant provisions.

To strengthen work relationships amongst Employees, a Department may organise social and group activities (such as social breakfasts, Hajj and Umrah trips, Ramadan iftar events, etc.) The leadership and senior officials must serve as role models for effective communication and exemplary positive behaviour.

3. Balance between Professional and Personal Life

With the availability of numerous technological programmes that facilitate virtual communication, the boundaries between professional and personal life have significantly blurred, allowing Employees to be reached at all times and anywhere, which may cause burnout, stress, and psychological pressure. However, some Employees strive to strike a balance between their professional and personal lives, but they are concerned about the impact this may have on their performance at work and how others perceive them.

In light of the above, a Department leadership encourages senior officials to communicate effectively with their subordinates to understand their life needs (such as the need to care for their young children or elderly relatives, or the need for a break to recharge their physical energy and mental health away from the work environment, etc.) The leadership must also urge Department officials to consult with subordinates regarding the policies and programmes that affect them and their performance (such as establishing on-site childcare facility at the workplace, etc.)

The Law provides for full-time, part-time, or temporary employment options. It also allows for telework and for flexible working hours.

It is noteworthy that the Law takes into account the importance of striking a balance between the Employee's professional and personal life. It grants the Employee annual paid leave to have a break away from the work environment, and a number of other types of paid and unpaid leave, for specific periods and under clear eligibility criteria, taking into account the Employee's various circumstances (such as Maternity, Delivery, and Childcare Leave, Paternity Leave, *Idda* Leave, Compassionate Leave, unpaid leave, and other types of leave). The Law also provides for the option of full-time, part-time, or temporary employment, a telework system, and flexible working hours, in line with the interests of the Department and the personal and family commitments of its Employees.

4. Recognition and Respect

An Employee's sense of recognition and respect in the workplace environment leads to increased productivity and creativity, as he becomes aware that his employment duties contribute to achieving institutional goals and objectives. Therefore, it is important for the Department's leadership and senior officials to recognise their Employees' hard work and diligence through in-kind and moral incentives including by, but not limited to, awarding bonuses, distributing certificates of appreciation and recognition, commending Employees individually and before co-workers.

An inclusive work environment is typically characterised by respect for diverse viewpoints and opinions, helping Employees identify and discuss areas for improvement, and develop internal systems by proposing ideas and solutions and remedial actions in an atmosphere of trust, cooperation, and openness. Therefore, Employees' feeling of contribution to achieving a collective goal across all employment levels gives them a sense of pride in and enthusiasm about their work and reduces levels of stress.

Thus, a Department must adopt a culture of empowerment by providing Employees with opportunities to express their opinions on work processes, supplying them with the tools and resources to accomplish their tasks, and giving them a clear vision of their career path. An empowerment culture also helps Employees feel capable of making their own decisions and taking initiative, motivating them to exert their utmost efforts. Granting Employees even a small degree of autonomy in their work will significantly boost their happiness in the work environment and will enhance their confidence in their ability to contribute to furthering the achievement of the Department's mission and vision.

Productivity and creativity increase in a workplace environment where Employees are recognised, respected, and empowered professionally, and when they understand the importance of their role in achieving the Department's mission, vision, goals, and strategic objectives.

5. Professional Growth and Development

Professional growth and development play an important role by providing Employees with new skills, knowledge, and capabilities, or by honing existing ones, empowering them to perform the tasks and duties of their current and future job duties efficiently and effectively. Therefore, a Department must provide its Employees with learning and development opportunities at all career levels. The Department leadership must also encourage senior officials to fairly monitor and evaluate the performance of subordinates, provide them with ongoing feedback, and use the appropriate methods and tools to identify their strengths and areas for improvement in a constructive manner, so that they will be able to bridge performance gaps and improve their performance.

It is important to note that a work environment offering Employees opportunities for professional growth and development is attractive and leads to Employee happiness and satisfaction. This is achievable through the effective implementation of the Law and other legislation issued thereunder, including:

- Code of Ethics and Professional Conduct of Dubai Government Employees: This Code outlines the basic values of job ethics, including justice and equality, ensuring equal and motivating professional opportunities for Employees.
- Learning and Development System at the Government of Dubai: This System emphasises the importance of identifying the learning and development needs of Employees and preparing individual development plans for all Employees. It also stresses the necessity of

providing Employees with learning and development opportunities in accordance with a clear methodology.

- Performance Management System of Employees of the Government of Dubai: This System details the Employee performance appraisal process from planning to evaluation and fair performance ratings.
- Job Succession Management System (Critical and Core Positions): This System explains the how to manage job succession and emphasises the importance of giving Employees opportunities to use their current skills and expertise or to acquire new ones conducive to promotion to higher levels and assuming greater responsibilities.

Employee Welfare Initiatives and Programmes

To achieve the benefits of implementing the concept of Employee Welfare in the work environment, a Department can design and implement effective initiatives and programmes in this respect. These initiatives and programmes will contribute to increasing Employee satisfaction, motivation, and productivity in the workplace. The following methodology must be adopted when designing and implementing Employee Welfare initiatives and programmes. This methodology consists of five main stages as shown below:



Figure (5) Employee Welfare Initiatives and Programmes Methodology

First Stage: Support from Senior Management and Information Gathering

Before launching any Employee Welfare initiatives or programmes, a Human Resources Directorate must enlist the support of the senior management to ensure the allocation of the

resources required for the success of such initiatives and programmes. The Human Resources Directorate must explain the benefits that will accrue to the Department and its Employees from implementing these initiatives and programmes. It must also prepare a comprehensive study specifying the performance indicators that will be positively impacted by the implementation (such as higher Employee satisfaction rates, lower Occupational Injuries and sick leave rates, and reduced Risk mitigation costs). In addition, the study must review the goals and success rates achieved by other Departments and corporations from the implementation of similar Employee Welfare initiatives and programmes.

Upon approval by senior management to proceed with the Employee Welfare initiatives and programmes, the Human Resources Directorate must collect information on the needs of Employees and prioritise meeting these needs by involving Employees through various methods, including, but not limited to:

- Discussion Groups: In these discussion panels, Employees are given the opportunity to express their opinions and propose solutions in respect of Employee Welfare initiatives and programmes.
- Surveys: A Human Resources Directorate may, in cooperation with the OHS-E Unit, conduct surveys that help assess the Employee Welfare requirements that are preferred by the Employees of the Department.
- Work Environment Assessment: Evaluating the work environment helps identify areas for development in the workplace, such as office spaces, rest areas, parking lots, etc., and closely monitor any practices requiring enhancement with a view to implementing the concept of Employee Welfare.

Second Stage: Designing Initiatives and Programmes

The stage of designing Employee Welfare initiatives and programmes begins by analysing the information collected by the Human Resources Directorate in the first stage, as this will help:

- determine the scope of the initiative/ programme (e.g., psychological health, sports activities, etc.);
- allocate the required resources, including the human resources that will implement the initiatives or programmes, the financial resources required to cover the relevant costs, the electronic tools, devices, and programmes that the Department may need to successfully implement the initiatives and programmes, and the required infrastructure and assets (such as office space, etc.);
- determine the targets of implementing the initiatives and programmes, and present these to the senior management and Employees; and
- develop an action plan that determines the implementation stages, responsibilities, associated Risks, and time frames; and follow up on its implementation to ensure orderly completion.

Third Stage: Implementing Initiatives and Programmes

After designing the initiatives and programmes, a Human Resources Directorate must disseminate information about them amongst Employees, and ensure their participation and satisfaction with them. Awareness activities may include, but are not limited to:

- Initiative/ Programme Launch Event: Employees are invited to an event attended by the senior management of the Department, during which the initiative/ programme is introduced.
- Electronic Communication: The initiative/ programme is introduced via email or through posting on the Department's intranet.
- Informational Posters and Leaflets: The initiative/ programme is introduced via posters displayed at designated areas, and by distributing information leaflets about the initiative/ programme.
- Awareness Seminars: The benefits of the initiative/ programme are discussed by experienced qualified subject matter experts (such as psychological health professionals, sports coaches, etc.) who are invited to the Department.

Successful implementation of an initiative/ programme requires periodic meetings to follow up the work progress, coordination with the appropriate partners (such as sports clubs, medical clinics, and others), effective management of the allocated budget, and continuous communication with Employees to motivate them to participate in the initiative/ programme. A Human Resources Directorate must prepare reports on the outcomes of the relevant performance indicators and appropriate solutions to address any challenges, if any; and submit these to the senior management.

Fourth Stage: Evaluating Initiatives and Programmes

A Human Resources Directorate must, at least once a Year, evaluate the Employee Welfare initiatives and programmes to determine their success and areas for improvement. The evaluation may include the following:

- Rate of Implemented Employee Welfare Initiatives and Programmes against Targets:
 - number of implemented initiatives/ programmes;
 - number of Employees who participated in an entire initiative/ programme; and
 - level of Employee satisfaction with the quality of the initiative/ programme and their relevant comments.

- Changes in the Work Environment:
 - the changes that occurred in the Department's policies and procedures that support the concept of Employee Welfare; and
 - the changes that have occurred in the work environment that increase participation in activities related to physical fitness, healthy eating, and psychological health.
- The impact created by Employee Welfare initiatives and programmes in the work environment on the Employee and Department, by measuring:
 - Employee satisfaction rate;
 - Employee turnover rate; and
 - Sick Leave rate.

Fifth Stage: Improvement

After reviewing the outcomes of the Evaluation Stage of the Employee Welfare Initiatives and Programmes, a Department may re-assess its need for the implemented initiative/ programme to make the appropriate decision for the purposes of improvement, either by amending it or replacing it. The Department then proceeds with the implementation methodology again, involving the senior management and Employees in the process, with a view to achieving its strategic goals and objectives of creating a motivating work environment characterised by high levels of Employee satisfaction, loyalty, productivity, and creativity.

Section Five

Workplace Environment

Section Five

Workplace Environment

Given the global drive towards conserving natural resources, reducing carbon footprints, and minimising harmful emissions, discussions on OHS-E must address the significance of fostering a conducive workplace environment by adopting the Green Office concept. This approach also underscores the responsibility of Departments in upholding environmental sustainability through the policies, systems, and positive practices that align with this drive.

Implementing the Green Office Concept

A Department may implement the Green Office concept through:

1. Assessing the Current Environmental Situation in the Department

The work team must commence a comprehensive assessment of the current environmental situation in the Department to identify the practices, activities, and operational processes that will impact, and be impacted by, the implementation of the Green Office concept; and determine the positive and negative impacts of that concept on the environment. The outcomes of this assessment will serve as the primary input for developing a comprehensive action plan to transition towards the Green Office concept and to set the relevant objectives and targets.

Green Offices are workplaces that adopt environmental sustainability standards with the aim of preventing the depletion of natural resources and maintaining the environmental balance.

2. Developing the Environmental Policy of the Department

The OHS-E Unit must, in collaboration and consultation with the stakeholders, develop the Department's environmental policy and present it to the senior management for approval. The policy must be documented and must reflect the Department's leadership commitment to supporting the efforts to preserve the workplace environment. In addition, the policy must outline the relevant principles to which the Department is committed.

3. Determining Environmental Objectives, Initiatives, and Programmes

Based on the results of the workplace environmental assessment and the approved environmental policy, the OHS-E Unit may set its environmental objectives and prepare a comprehensive action plan to achieve them according to its priorities. This plan must clarify how the Department intends to improve its environmental performance.

The environmental objectives must be formulated using the SMART criteria, namely they must be Specific, Measurable, Achievable using the available resources, Relevant, and Time-bound. Examples of environmental objectives include reducing office waste by 30% by the end of the fourth quarter of 2024. After approving the environmental objectives, initiatives and programmes will be developed to ensure their achievement. These include designing a system for collecting and sorting office waste by type. These initiatives and programmes must aim to achieve the desired changes, improve environmental performance, and enhance continuous improvement efforts.

Environmental objectives must be developed using the SMART criteria. They must be specific, measurable, achievable using the available resources, relevant, and time-bound.

4. Periodic Monitoring and Measurement

A Department must periodically monitor the implementation of its environmental objectives, initiatives, and programmes; and must periodically track the results of relevant key performance indicators. Key performance indicators may include, but are not limited to:

- the percentage of cost reduction (resulting from the implementation of environmental initiatives and programmes);
- the number of Employees trained in the environmental field (compared to the planned number); and
- the number of environmental violations in the workplace (classified as major, moderate, or minor).

With a view to supporting continuous improvement efforts, the OHS-E Unit must submit to the senior management periodic reports clearly outlining the outcomes of the implemented environmental objectives, initiatives, and programmes; the challenges faced; and the proposed solutions for addressing them.

Opportunities for Mitigating Environmental Impacts at the Workplace

A Department may become a strategic partner in achieving the UAE's environmental sustainability objectives by adopting the Green Procurement concept. This concept involves ensuring that the products, services, and works procured by the Department are either less harmful or harmless to the environment throughout their lifecycle. Implementing this approach also contributes to cost reduction and enhances the positive corporate reputation of the Department. Therefore, the Department must consider the following when conducting procurement and contracting transactions:

A Department must seize the opportunity to reduce the environmental footprint by rationalising the consumption of paper, electricity, and water; using transportation systems responsibly; and managing waste effectively.

- accurately assessing its procurement needs to verify the actual need for purchases;
- developing technical specifications for its needs of products, services, and works, taking environmental factors into consideration;
- establishing the environmental requirements to be met by suppliers and ensuring that these requirements are integrated in the supplier selection process; and
- including provisions in contracts that ensure suppliers' adherence to the targeted environmental standards.

Furthermore, the Department will have the opportunity to reduce its environmental footprint by focusing on the following:

1. Paper

Guided by the Government's approved Dubai Paperless Strategy, a Department may make the appropriate environment-friendly decisions and establish the policies and procedures that support environmental preservation. This includes taking effective steps to implement the digital transformation.

2. Water

Water has been significantly impacted by climate change, with the world now facing a looming water scarcity in the coming years. This places a substantial responsibility on the Departments and communities to conserve water. In light of this, a Department must assess water consumption rates and associated costs to identify areas for improvement and develop the appropriate action plans to reduce water waste.

To conserve water, a Department may benefit from the following measures which include, but are not limited to:

- educating Employees about methods to reduce water consumption;
- using filtered tap water instead of bottled water;
- promptly repairing any water leaks in pipes or washbasins;

- installing sensor taps to stop water flow after a set period;
- purchasing water-efficient appliances that meet local or international water usage standards; and
- conserving water during the irrigation of plants around the workplace and its facilities.

3. Electricity

The Emirate adopts the "Dubai Clean Energy Strategy 2050," which aims to transform Dubai into a global hub for clean energy and the green economy. To assist in achieving this goal, a Department must take the appropriate measures to rationalise electricity consumption, thus contributing to the reduction of the carbon footprint and related expenses. This may be achieved by considering the following measures, which include, but are not limited to:

3.1 Lighting

- encouraging the use of natural lighting instead of artificial lighting whenever possible;
- retrofitting or replacing lighting fixtures (e.g., using energy-efficient bulbs such as compact fluorescent lamps (CFLs) and light-emitting diodes (LEDs);
- using solar panels for lighting; and
- installing lighting control devices (e.g., occupancy sensors, motion sensors, etc.).

3.2 Heating, Ventilation, and Air Conditioning Systems

- retrofitting air conditioners with Variable Refrigerant Flow (VRF) systems;
- optimising the performance of air conditioner compressors;
- installing programmable thermostats;
- optimising the operation of cooling water pumps;
- installing variable-frequency drives (VFDs) for air handling units (AHUs) to operate them at variable speeds according to a schedule or on demand; and
- using carbon monoxide sensors for exhaust fans in parking lots.

3.3 Buildings and Facilities Coating

- coating the Department's buildings and facilities with thermal insulation paint to improve thermal insulation efficiency;
- using advanced window tinting technologies; and

- fitting windows with thermal insulation to reduce heat, visible light, and infra-red and ultraviolet rays passing through windows.

3.4 Electrical Equipment (including computers and other equipment)

- purchasing/ using electrical equipment with energy-efficient specifications; and
- turning off electrical equipment when not in use or using power-saving plugs that automatically switch off devices if not used for a specified period.

4. **Transportation**

Emissions from transportation negatively impact air quality and cause environmental pollution. Therefore, a Department must take the following actions to protect the environment:

- adopt telework under controls that ensure productivity;
- encourage the use of audio-visual programmes for work or training purposes;
- launch carpooling programmes or encourage Employees to use public transportation;
- raise awareness among Employees about ways to rationalise the use of car fuel; and
- provide sufficient parking for Employees who use pedal cycles for commuting to work, thus supporting the environment.

Telework and use of audio-visual programmes for meetings are suitable options to reduce the use of transportation that causes environmental pollution.

5. **Waste Management**

Waste management involves the monitoring, collection, transportation, treatment, recycling, or disposal of the waste generated at a Department. Waste management methods may be classified based on their environmental impact, and priority should be given to preventing waste generation, then reuse and recycling of waste, and finally waste disposal.

5.1 Preventing Waste Generation

Waste generation may be prevented in the workplace through various methods, including but not limited to:

- encouraging the rational use of stationery by implementing an effective stationery request system that allows the monitoring of consumption rates in each Organisational Unit;
- reducing the purchase of single-use beverage and food containers (e.g., plastic cups and plates, milk cartons, etc.);

- minimising food waste and donating any surplus to organisations that support food preservation projects; and
- replacing paper towels in restrooms with hand dryers.

5.2 Reusing or Recycling Waste

Waste can be reused or recycled through various methods, including but not limited to:

- reusing marketing and promotional materials for multiple events and occasions;
- identifying old office furniture or electronic equipment and donating them to entities that may put them to use such as official charitable associations, where the need arises; and
- replacing traditional waste bins with those designated for recycling purposes.

5.3 Waste Disposal

Waste may be disposed of through various methods, including but not limited to:

- using bins clearly designated for each type of waste including organic waste, hazardous waste, etc.);
- promoting and disseminating proper waste disposal practices;
- complying with the waste disposal laws and regulations in force in the UAE; and
- developing strategic partnerships with the entities concerned with waste disposal (e.g., the "Recyclable Materials Collection Centre" affiliated with Dubai Municipality, and others).

Section Six

Forms

4. Form (4) OHS-E Audit Report Outcomes
5. Form (5) Risk Register

Form (1) Annual OHS-E Audit Plan

[illegible]

If more space is needed, please attach additional pages as per the table above.

Prepared By: (Full Name)		Designation:		Signature :		Date:	
Approved By: (Full Name)		Designation:		Signature :		Date:	

Form (2) OHS-E Audit Programme (Year)

Scope of Audit:		Audit Objectives:	
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SN	Organisational Unit	Concerned Employee(s)	Auditor(s)	Audit Date	Duration	Remarks

If more space is needed, please attach additional pages as per the table above.

Prepared By: (Full Name)		Designation:		Signature:		Date:	
Approved By: (Full Name)		Designation:		Signature:		Date:	

Form (3) Reference Checklist

Organisational Unit:		Concerned Employee(s):	
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Reason for Audit		Audit Date	Timing		Auditor(s)
As per the annual audit plan	Follow-up on addressing Non-compliance		Start	End	
<input type="checkbox"/>	<input type="checkbox"/>				

[illegible]

If more space is needed, please attach additional pages as per the table above.

Form (4) OHS-E Audit Report Outcomes

Audit Date:		Audit Conducted:	<input type="checkbox"/> As per the annual audit plan <input type="checkbox"/> Unscheduled audit
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Organisational Unit:	
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Audit Standards:	
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Description of Non-compliance/ Strengths and Best Practices (Please state details):	
<p>Please attach the Reference Checklist used during the audit process.</p>	

Classification of the Case:	<input type="checkbox"/> Major <input type="checkbox"/> Minor <input type="checkbox"/> Note <input type="checkbox"/> Strengths/ Best Practices				
Auditor's Name:		Signature:		Date:	

For Use by the OHS-E Unit

Root Causes of Non-compliance/ Strengths and Best Practices:			
Required Action(s):		Implementation Date:	

Employee's Name:		Designation:		Signature:		Date:	
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For Use by the OHS-E Auditor

Audit Outcome (Follow-up Session 1):	<input type="checkbox"/> Implemented <input type="checkbox"/> Partially Implemented <input type="checkbox"/> Not Implemented
	Notes:

Auditor's Name:		Signature:		Date:	
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Audit Outcome (Follow-up Session 2):	<input type="checkbox"/> Implemented <input type="checkbox"/> Partially Implemented <input type="checkbox"/> Not Implemented
	Notes:

Auditor's Name:		Signature:		Date:	
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For Use by the OHS-E Unit

Status of Non-compliance/ Strength/ Best Practice:	<input type="checkbox"/> Closed <input type="checkbox"/> Pending <input type="checkbox"/> Shared
	Notes:

Employee's Name:		Designation:		Signature:		Date:	
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Form (5) Risk Register

Field/ Activity		Outcomes	Risk Classification		Risk Level	Risk Control Rules	Residual Risks	Notes
SN	Risk		Probability	Severity				
1.	Fire in the file storage room.	Employees are at risk of injury or death due to inhalation of toxic gases or exposure to flames.	3	5	High	<ul style="list-style-type: none"> • Periodic training for a group of Employees on use of fire extinguishing equipment. • Adherence to the schedule of preventive maintenance of fire alarm systems. • Transition to a paperless work environment (digital environment). 	Low	
2.								