

Policy and Procedures Governing Diversity and Inclusion

Fujairah University shall provide an inclusive learning and working environment in which people are treated with dignity, decisions are fair, and barriers to participation are identified and addressed.

1. Purpose and scope

This policy establishes minimum requirements for equitable access, respectful conduct, accessibility and accountability. It applies to students, applicants, employees, governing-body members, visiting faculty, contractors, service providers and visitors in University activities, including online learning, placements, recruitment, research, events and University-related communications.

2. Definitions

Diversity means differences in people's backgrounds, characteristics, experiences and perspectives. Inclusion means enabling meaningful participation and a sense of belonging. Equity means addressing relevant barriers so that people can access fair opportunities.

Discrimination includes unjustified unequal treatment and apparently neutral practices that unfairly disadvantage a group. Harassment is unwelcome conduct that violates dignity or creates an intimidating, hostile or offensive environment. Retaliation is adverse treatment for seeking support, reporting a concern or participating in a review. Reasonable accommodation is an appropriate adjustment that enables participation without removing essential academic or occupational requirements, assessed individually under applicable law.

3. Policy requirements

3.1 Equal opportunity. FU prohibits discrimination, harassment, bullying, sexual harassment, exclusion and retaliation. Its institutional commitment covers race, colour, ethnicity, national or social origin, nationality, sex, gender, religion, age, disability, marital or family status, pregnancy, socioeconomic background and other characteristics protected by applicable law. The institution shall apply lawful eligibility requirements and national employment measures transparently. This institutional commitment does not imply that every listed characteristic has identical statutory protection.

3.2 Fair decisions. Admission, scholarships, recruitment, remuneration, promotion, workload, professional development and access to services shall use published, relevant criteria and documented decisions. Units shall review requirements for avoidable barriers and manage conflicts of interest. Essential academic, professional, safety and employment standards shall remain explicit and consistently applied.

3.3 Inclusive education. Academic units shall use respectful language, accessible learning materials, fair assessment and relevant, diverse examples and perspectives. Approved accommodations shall preserve the learning outcomes being assessed. Students shall have equitable access to advising, research, placements, student leadership, clubs and extracurricular activities.

3.4 Accessibility and support. FU shall identify and progressively remove barriers in buildings, digital platforms, communications and services. People of determination and others with evidenced access needs shall receive individually assessed support, which may include assistive technology, accessible formats, assessment adjustments, workplace adaptations and emergency assistance arrangements.

3.5 Respectful community. University activities shall respect UAE laws, cultural context and religious diversity. Legitimate academic inquiry and respectful disagreement shall be supported within applicable law and University

conduct requirements. Event organisers shall consider physical access, scheduling, communication and reasonable participation needs.

3.6 Partners and suppliers. Relevant contracts and placement arrangements shall require non-discrimination, respectful treatment and cooperation with complaints and corrective actions. FU shall address reported barriers or misconduct involving external providers through the responsible contract or placement owner.

4. Responsibilities

Role	Accountability
University President	Approve within delegated authority; ensure resources, oversight and action on significant unresolved risks.
Policy owner and relevant Vice Presidents	Coordinate implementation, approve annual priorities and resources, and resolve barriers across their portfolios.
Human Resources and Student Affairs	Provide accessible reporting and accommodation routes; coordinate support, case management, induction and awareness.
Deans, heads and service owners	Apply fair criteria; implement accommodations; address access barriers; maintain evidence and complete corrective actions.
QA-IEA	Independently monitor implementation, validate aggregate evidence and report improvement needs through established governance.
All community members	Act respectfully, follow approved arrangements, report concerns in good faith and cooperate with fair reviews.

5. Accommodation procedure

5.1 Request. Students shall contact Student Affairs; employees and employment applicants shall contact Human Resources. Other participants may contact the organising unit. Requests may be made verbally or in writing through accessible channels. The receiving unit shall record the request, provide assistance where needed and collect only information necessary to assess the functional need.

5.2 Assessment and decision. The coordinating unit shall acknowledge the request within five working days and consult the individual and relevant academic or service owner. A written decision should be issued within ten working days of receiving sufficient information. It shall specify the adjustment, responsible implementer, start date and review date. A refusal or alternative arrangement shall include reasons and the review route. Urgent interim support shall be considered while assessment is pending.

5.3 Implementation and review. The responsible unit shall implement approved adjustments promptly and check their effectiveness with the individual. A request for review may be submitted within ten working days to the relevant Vice President, who shall appoint a reviewer uninvolved in the original decision. The review outcome should be communicated within fifteen working days. Delays and revised dates shall be explained in writing.

6. Reporting and resolution procedure

6.1 Access to reporting. Students and student applicants may report to Student Affairs; employees and employment applicants to Human Resources; others to either unit. Reports may concern the individual or another person and may be submitted verbally, in writing or anonymously. Anonymous reports shall be assessed on available evidence. No person is required to confront the subject of a complaint or use informal resolution first.

6.2 Independent route. Where the receiving unit or its head is implicated, the report shall go to the relevant Vice President or the Office of the President. A concern involving the President shall be referred to the chair of the governing body responsible for presidential oversight. Conflicted persons shall not assess, investigate or decide the case.

6.3 Triage and protection. The receiving unit shall acknowledge identifiable reports within five working days, assess immediate safety and retaliation risks, preserve relevant evidence and appoint an impartial case handler. Urgent threats shall be referred immediately to campus security or emergency services. Appropriate interim measures and support shall protect those involved without presuming a finding against any party.

6.4 Fair review. Informal resolution may be used only when appropriate and freely agreed. Formal cases shall follow the applicable student or employee grievance and disciplinary procedure, with notice of the concerns, a fair opportunity to respond and an evidence-based written outcome. Serious harassment, coercion or safety concerns shall not be directed to compulsory mediation. Case handlers shall aim to complete the initial review within twenty working days and provide progress updates at least every ten working days when additional time is needed.

6.5 Outcome and appeal. The competent authority shall decide proportionate corrective or disciplinary action under the applicable procedure. Parties shall receive the findings and information relevant to their rights, subject to privacy requirements. Appeals shall follow that procedure; where no route is specified, an appeal may be lodged within ten working days with the next independent authority, with a decision targeted within fifteen working days. Cases shall be followed up for implementation and retaliation risks.

6.6 Safeguards. Information shall be shared only as necessary for support, fair process and legal obligations; absolute confidentiality cannot be guaranteed. An unsubstantiated complaint is not misconduct. Knowingly false or malicious allegations require separate evidence and due process. Internal procedures do not restrict access to competent external authorities or alter legal reporting duties or deadlines. The timelines above are University service targets; binding legal and approved procedural requirements prevail.

7. Implementation and awareness

Before this policy takes effect, the policy owner shall confirm designated contacts, published reporting channels, case-handling arrangements, essential support resources and staff briefing. Human Resources and Student Affairs shall communicate the policy at induction and provide annual awareness activities. Managers, recruitment panels, academic advisers and complaint handlers shall receive role-appropriate guidance. Each unit shall include relevant access improvements in its operational plan and budget.

8. Monitoring and continuous improvement

Human Resources and Student Affairs shall compile an annual implementation report, with academic and service-unit contributions. QA-IEA shall review the evidence independently and submit findings through the established quality governance arrangements. Monitoring shall include:

- Participation and outcomes: representation, access, retention and progression patterns, where lawful and relevant, to identify potential barriers requiring investigation.
- Accessibility and responsiveness: accommodation requests, decision and implementation times, unresolved barriers and completion of accessibility actions.
- Conduct and institutional climate: complaint themes and resolution times, retaliation concerns, training completion and survey findings on respect and belonging.
- Improvement: agreed targets, named action owners, deadlines, resource needs and evidence that completed actions have improved participation or experience.

Targets shall be approved annually against a verified baseline. Demographic differences and complaint counts shall trigger contextual analysis, not automatic conclusions about discrimination or policy effectiveness. Public and external

quality submissions shall use verified aggregate evidence and shall not identify complainants or disclose small groups from which individuals could be recognized.

9. Records and information protection

Responsible units shall maintain restricted records of requests, decisions, investigations, appeals and corrective actions. Access shall be role-based; sensitive supporting information shall be separated from routine academic and personnel records where practicable. Data collection shall be lawful, proportionate and limited to a defined purpose. Records shall be retained and securely disposed of under the approved retention schedule, with disposal suspended when an investigation or legal hold applies. QA-IEA shall retain aggregate monitoring and policy-review evidence in the institutional evidence repository.

10. Policy governance and related instruments

Development, consultation, review, approval, publication, revision and withdrawal shall follow FU's approved policy governance framework. The coordinating units shall retain consultation records, legal and operational review evidence, approval records and the implementation plan. This policy shall be read with applicable admissions, human resources, student conduct, grievance, disability support, academic assessment, procurement, data protection and records-management policies. Conflicts shall be referred to the policy owner and designated legal reviewer; applicable law prevails.

Legal reference points include Federal Decree-Law No. 34 of 2023 concerning Combating Discrimination, Hatred and Extremism; Federal Decree-Law No. 33 of 2021 regulating employment relationships, as amended and applicable; and Federal Law No. 29 of 2006 concerning the rights of people of determination, as amended. The designated legal reviewer shall verify applicable amendments before approval.

Official source: UAE Government, Anti-discrimination laws and policies — <https://u.ae/en/information-and-services/justice-safety-and-the-law/anti-discrimination-laws-and-policies>