



Policy Name : Equity Groups Policy

Related Documents : MOHESR Outcome-based Evaluation Framework (OEF), ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2023, ESG 2015 Standards.

ESG 2015 Standards – 1.3 Student-Centered learning, Teaching and assessment

ADSM P 115 – Code of Conduct Policy

ADSM P 400 – Undergraduate Admissions Policy

ADSM P 401 – Graduate Admissions Policy

ADSM P 417 – Academic Advising Policy

ADSM P 428 – Disadvantaged Students Policy

Section 1 : Purpose

- 1.1 This Policy establishes the principles, responsibilities, and procedures through which ADSM promotes equity, diversity, and inclusion and maintains a safe, respectful, and inclusive learning and working environment for all students and employees.
- 1.2 This Policy also sets out how ADSM identifies, assesses, mitigates, monitors, and reports risks related to discrimination, harassment, victimization, inequitable access, exclusion, and barriers to participation.

Section 2 : Scope and applicability

- 2.1 This Policy applies to all ADSM employees and students.
- 2.2 This Policy applies to ADSM academic, administrative, student-support, recruitment, admissions, employment, and campus activities to the extent relevant to equity, diversity, and inclusion.

Section 3 : Definitions

The following definition(s) apply to this Policy:

- 3.1 **Discrimination:** the unfair treatment of individuals due to their characteristics (e.g. age, gender, race).
- 3.2 **Harassment:** unwanted or inappropriate behavior that may cause an individual to feel offended, embarrassed or uncomfortable (e.g. insults, unwanted physical contact, threats, offensive language).
- 3.3 **Victimization:** described as when one person is treated less favorably than others because he or she has provided information about Discrimination, Harassment or inappropriate behavior.

- 3.4 **Diversity:** in the context of a workplace, it is defined as employing people of different racial, ethnic, socioeconomic, cultural backgrounds and experiences. In the context of an educational institution such as ADSM, the concept includes the students' population as well.
- 3.5 **Inclusion:** providing every individual with an equal opportunity to contribute and participate through fair, respectful treatment, and having the same access to opportunities and resources.
- 3.6 **Risk:** The possibility that an event, practice, condition, or omission may negatively affect equality, diversity, inclusion, fair treatment, access, participation, wellbeing, or compliance with applicable legal or regulatory requirements.
- 3.7 **Mitigation Action:** A control, support measure, procedural adjustment, training activity, monitoring mechanism, or corrective action implemented to reduce the likelihood or impact of an identified risk.

Section 4 : Policy Statement

- 4.1 ADSM is committed to providing a safe, inclusive and equitable learning and working environment, in which decisions are fair, unbiased, and based on merit.
- 4.2 ADSM shall take reasonable and proportionate steps to identify and assess risks that may adversely affect equality, diversity, and inclusion across its operations and activities.
- 4.3 ADSM shall implement appropriate mitigation actions to address such risks and shall maintain clear responsibilities for reporting, monitoring, and escalation.

Section 5 : Exclusions

- 5.1. None.

Section 6 : Principles

- 6.1. ADSM is committed to principles of equality and diversity in its School/workplace and recognizes the value that a diverse set of staff, faculty and students bring to the activities and initiatives of the School.
- 6.2. ADSM recognizes the dignity and worth of every person and is committed to removing barriers to employment and student recruitment that stem from Discrimination, with the aim of providing every individual with an equal opportunity to join ADSM community.
- 6.3. ADSM shall instill a culture of respect, with no tolerance for unfair Discrimination or Harassment.



- 6.4. ADSM strictly prohibits Discrimination against any member of its community, and requires all community members to be decent, modest and propriety in their behavior as set in the *Code of Conduct Policy*.
- 6.5. ADSM recognizes that risks to equity, diversity, and inclusion may arise in recruitment, admissions, employment practices, student support, teaching and learning, access to facilities and services, campus conduct, and other institutional processes.
- 6.6. ADSM is committed to identifying and addressing actual or potential barriers that may disadvantage individuals or groups, including barriers related to disability, socio-economic background, religion, age, gender, or other characteristics protected or recognized under applicable law or institutional policy.
- 6.7. Diversity and inclusion risks shall be considered in a structured and evidence-informed manner, and the adequacy of mitigation measures shall be reviewed periodically.
- 6.8. ADSM shall not tolerate retaliation against any person who, in good faith, raises a concern or reports a violation related to this Policy.
- 6.9. The President shall ensure that this Policy is implemented across ADSM and that appropriate institutional support is provided for its effective operation.
- 6.10. The Academic Dean, as Policy Owner, shall monitor the implementation of this Policy, oversee the review of diversity and inclusion risks, and ensure that significant issues, violations, and risk trends are reported through the appropriate governance channels.
- 6.11. The Head of the Human Resources Unit, Student Recruitment, Admissions Committees, Office of Student Affairs, Academic Support Center, and other relevant academic or administrative units shall implement this Policy within their respective areas and report identified risks, concerns, violations, or implementation gaps to the Academic Dean or designated authority.
- 6.12. Employees and students are expected to uphold the principles of this Policy and to report concerns, incidents, or violations through the applicable institutional channels.
- 6.13. Where serious, repeated, or systemic diversity and inclusion risks are identified, such matters shall be escalated by the Policy Owner to senior management and/or the relevant committee in accordance with ADSM governance arrangements.

Section 7 : Procedures

- 7.1. The Head of the Human Resources Unit shall ensure that the principles of this Policy are applied in conjunction with the principles of the *Recruitment and Selection Policy*, to ensure that an equal opportunity is provided for each job applicant.
- 7.2. Procedure for prospective students:
 - 7.2.1. Student Recruitment shall ensure that applications of all prospective students are processed in a timely and fair manner without Discrimination, and in accordance with the principles of the *Disadvantaged Students Policy*, where applicable.
 - 7.2.2. Student Recruitment shall apply the concepts of Diversity and Inclusion when designing their recruitment activities to ensure that equal opportunities are provided to all prospective students without Discrimination. This may include, but is not limited to, establishing partnerships with organizations that provide access to various segments of the community.
 - 7.2.3. The relevant Admissions Committee shall ensure that the principles of this Policy are applied in conjunction with the principles of the *Undergraduate Admissions Policy* and *Graduate Admissions Policy*, to ensure that an equal opportunity is provided for each prospective student.
- 7.3. The Office of Student Affairs shall ensure that all students have an equal opportunity to learn by:
 - 7.3.1. Providing an academic schedule that ensures equal access to learning is feasible.
 - 7.3.2. Working with the Academic Support Center to provide individual support to students when required, and in accordance with the *Academic Advising Policy* and *Disadvantaged Students Policy*, as applicable.
- 7.4. Diversity and Inclusion Risk Identification, Assessment and Mitigation
 - 7.4.1. ADSM shall identify possible risks affecting equality, diversity, and inclusion on a periodic basis and whenever significant institutional, regulatory, operational, or environmental changes occur.
 - 7.4.2. Such risks may include, but are not limited to:
 - discrimination, harassment, and victimization;
 - bias in recruitment, admissions, progression, assessment, promotion, or employment practices;
 - barriers affecting access to learning, facilities, services, information, or participation;
 - underrepresentation of certain groups within the student or staff community;
 - insufficient support for disadvantaged or disabled students or staff; and



– weak implementation, awareness, monitoring, or reporting of diversity and inclusion obligations.

7.4.3. Identified risks shall be assessed in terms of their nature, potential impact, affected persons or groups, and the adequacy of existing controls or support arrangements.

7.4.4. Mitigation actions may include policy and procedure updates, awareness and training activities, enhanced support arrangements, reasonable adjustments where applicable, referral and complaint handling mechanisms, monitoring of implementation, and corrective or preventive actions.

7.4.5. Relevant academic and administrative units shall report diversity and inclusion concerns, incidents, implementation gaps, and emerging risks through the reporting chain set out in this Policy and in related institutional procedures.

7.4.6. The Policy Owner shall review reported issues and identified risks and shall recommend corrective, preventive, or escalatory action where required.

7.4.7. ADSM shall review the effectiveness of mitigation actions periodically and revise related arrangements where necessary.

Section 8 : Responsibilities

8.1. The President shall cause this Policy to be implemented.

8.2. The Academic Dean shall monitor implementation and report violations.

Section 9 : Cancellations

9.1. Approval of this Policy will cancel P 119 – Equity Groups Policy_v9.0.

Section 10 : Review Statement

10.1. ADSM's Policy Committee shall review this Policy at least annually. This Policy may be reviewed more frequently based on a request from the President, Policy Owner or in response to changes in applicable regulations and standards. Reviewed policies shall be recommended and approved in accordance with ADSM's P 110 – Policy on Policies.

Section 11 : Approval

Authorization / Ownership	Signature and Date
Policy Owner: Academic Dean	<i>Valerie Jean Lindsay</i>



Recommended by: Academic Council	Minutes of Meeting on 25/06/2026
Approved by: Executive Committee	Minutes of Meeting on 25/06/2026

Section 12 : Revision History

Revision No.	Effective Date	Description
0	10/08/2020	Policy First Approved
1	02/08/2021	Annual Review Completed
2	06/09/2021	Mapping to ESG 2015 Standards completed.
3	04/07/2022	General review and Review Statement updated.
4	10/07/2023	Annual Review Completed
5	13/12/2023	Reviewed for the provision of the undergraduate program.
6	23/09/2024	Reviewed to reference ADEK Standards and Procedure for Higher Education Institutions in Abu Dhabi – 2024.
7	07/11/2025	Annual review completed.
8	25/06/2026	Reviewed for compliance by the IE Office.

Next scheduled review: 25/06/2027

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