



Successful careers, built on partnerships

National employment and development programmes

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Corporate profile

A shining example of industrial excellence

Widely regarded as the industrial flagship of Dubai, one of seven emirates that form the United Arab Emirates ("UAE"), Dubai Aluminium Company Limited ("DUBAL") owns and operates one of the biggest single-site aluminium smelters in the world.

Built on a 480 hectare site at Jebel Ali, DUBAL's multi-billion dollar, state-of-the-art smelter complex includes 1,573 reduction cells arranged in seven potlines, a power station, carbon plant, casthouses, a water desalination plant and associated facilities. The company's products are supplied to at least 300 customers in over 45 countries, its primary markets being the Far East, Europe, the ASEAN region, the Middle East and Mediterranean regions, and North America.

Employment is provided to more than 4,000 skilled operators, tradesmen, administrative staff, technicians, professionals and managers, collectively representing at least 15 different nationalities. On average, some 15 per cent of the company's total workforce is drawn from the local population, with UAE Nationals holding more than 70 per cent of positions at Senior Management level.

Widely regarded as an employer of choice, DUBAL won the 2003 Dubai Human Resources Award and the 2006 Dubai Human Resources Award – GOLD.

The company's workforce is inherently stable, with approximately 27 per cent of employees having served at DUBAL for more than ten years and 9 per cent boasting service tenure longer than 20 years.



National development programmes

Developing the nation

DUBAL's long-term goal is to increase the proportional Emiratisation of the company through training, succession planning and professional development. Dynamic career opportunities are offered in diverse areas of expertise, giving UAE Nationals – whether school leavers, diploma-holders or graduates – abundant personal choices across the full employment spectrum. Several dedicated programmes are in place for the training and skills development of UAE National high school and university graduates, leading to their employability. More than 60 per cent of individuals engaged through these programmes remain with the company for ten years and longer. On average, some 10 per cent of employees at management level were originally recruited via these programmes.

Graduate Training Programme ("GTP")

Selected graduates complete an 18-month on-the-job training programme that enables them to become one of DUBAL's first line supervisors. Preference is given to graduates in engineering, finance/accounting, business administration, and information technology.

Pre-Employment Courses ("PEC")

Designed to provide theoretical knowledge and practical on-the-job work experience, DUBAL's PECs comprise formal classroom teaching and hands-on technical training. Several disciplines are catered for, namely:

- Smelter Programme - On successful completion of this six-month training programme, course graduates will become Utility Operators in a specific smelter area.
- Power/Desalination Programme - On successful completion of this one-year internal training programme, course graduates will become Assistant Desalination or Power Operators.
- Technical Programme - Upon successful completion of this one-year internal training programme, course graduates will

join one of DUBAL's technical departments (e.g. analytical laboratory, and process control).

- Administrator Programme - On successful completion of this one-year training programme, course graduates will become Administrators.
- Apprenticeship Programme - Graduates of this two-year training programme are awarded a Certificate 3 in Engineering, accredited by Boxhill Institute, Australia. Upon completion of the programme, trainees are placed in various Maintenance areas within the company as Junior Technicians.

Scholarship Programme

This programme offers selected UAE Nationals the opportunity of sponsored study for a subject relevant to DUBAL's current and future needs. After completing their studies, students are committed to remain with DUBAL for a period of time equivalent to the period of the scholarship received. Currently, DUBAL provides scholarships to 60 students, who will join the company once they have successfully completed their studies.

Senior Technician Programme

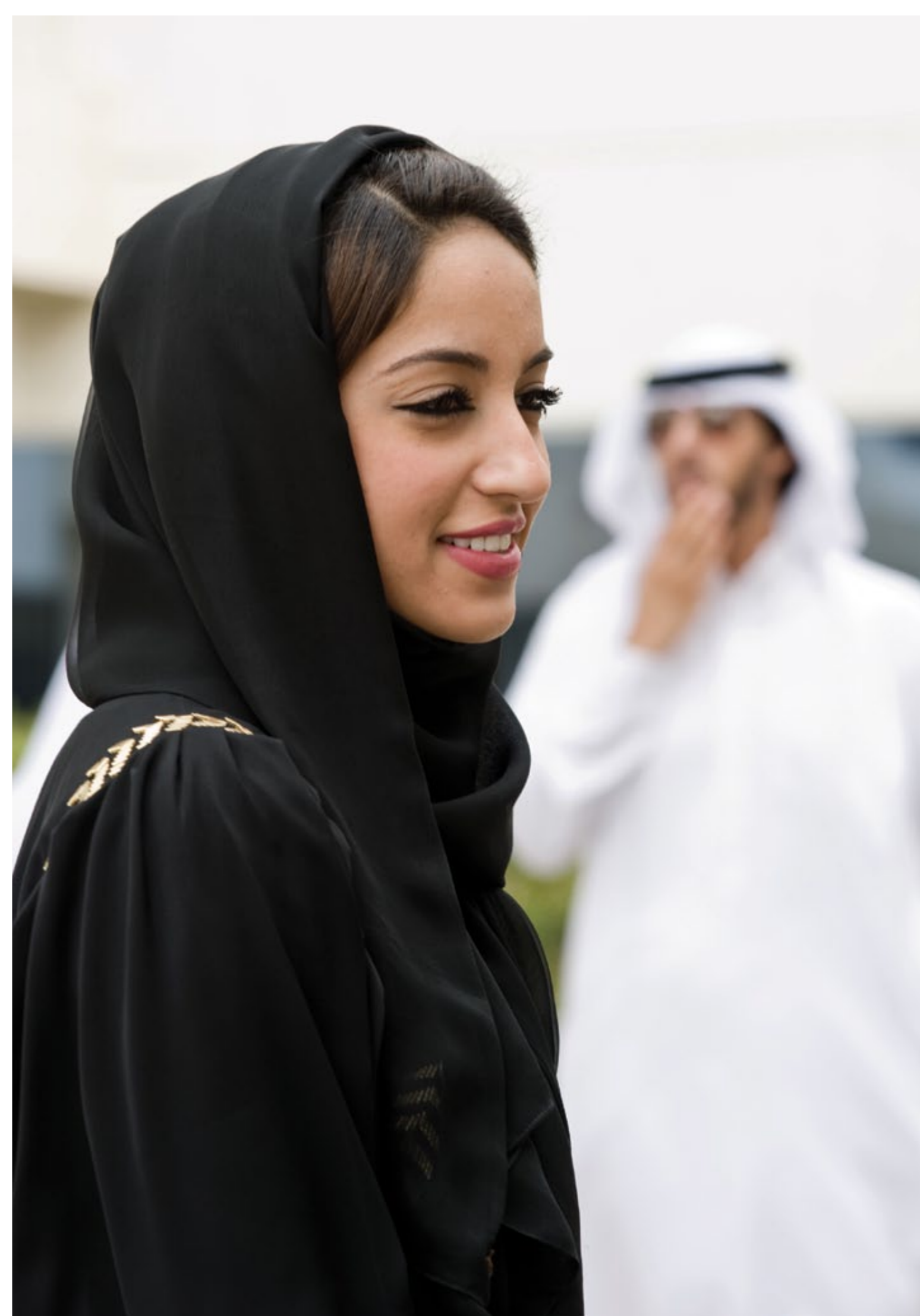
This two-year training programme provides trainees with a combination of theoretical and on-the-job training within the Smelter Operations area. On successful completion of the programme, course graduates are offered employment in one of DUBAL's operations departments.

Work Placement

DUBAL's Work Placement programme operates in close co-operation with universities by providing opportunities for students to complete the practical training component of their course curricula. Individualized development programmes are created for Work Placement students to ensure the optimal use of the time spent at DUBAL. The students are also entitled to access DUBAL's e-learning facility.

Summer Training

Every year, DUBAL provides business exposure opportunities to approximately 50 high school and university students over the summer break. Participants are assigned depending on their respective disciplines, educational standards and relevant skills. In addition to comprehensive business orientation, the summer students also receive instruction on technical operations.





Training and skills development

Leveraging human potential

DUBAL provides extensive learning opportunities for its employees. These comprise a broad range of technical and competency development programmes as well as on-the-job training and refresher courses. The main DUBAL Training Centre is complemented by several satellite training centres located throughout the plant.

The DUBAL Training Centre, which is certified by the UK-based Institute of Leadership and Management ("ILM"),

focuses on management skills training and the delivery of Pre-Employment Courses to UAE Nationals joining the company.

Four talent pools provide accelerated development for high performers with potential. These facilitate career pathing as well as succession planning within the organisation.

An Open Learning Unit has also been established, which encourages

UAE National employees to upgrade their existing qualifications. Currently, qualifications being studied for include Certificates, Diplomas, Bachelors and Masters degrees. In addition to these academic and technical programmes, professional courses such as the Chartered Institute of Purchasing and Supply qualifications can be studied through the Open Learning Unit.

Employees are provided with administrative and tutorial help by the Open Learning Unit staff.

Developing management competencies

DUBAL offers structured management development programmes accredited by ILM for first line supervisors and middle managers; as well as a senior leadership development programme. It also offers an extensive range of short workshops to develop management competencies in line with individual needs, as well as opportunities to attend external courses in the UAE and abroad.

To further support the development of employees, the company provides access to a range of E-learning courses which can be accessed at work or from home; a Management Resource Centre equipped with books and other learning materials; and online access to a Virtual Learning Resource Centre.

Internal communication

Channels of communication

An environment of honesty and transparency is encouraged, facilitated by various communication channels. These include:

- Imtiaz, a monthly employee newsletter that is used to showcase developments within the company to employees and colleagues.
- The DUBAL intranet, which offers a source of valuable information and standard documentation.

- Voice Your Opinion, an employee satisfaction survey used to evaluate the health of the organisation.

- Notice boards in all departments, used to display notices, posters, memoranda and other key communications.
- Electronic message boards, which carry key messages and are updated at least weekly.

- Annual Corporate Strategy Meetings, where the President & CEO updates employees on key strategic goals and discusses company results and news.
- Regular Operations Support meetings between HR and all departments to clarify and discuss issues relating to human resources.

Suggestion scheme

The DUBAL Suggestion Scheme was started in May 1981 with the simple intention of involving the most valuable asset of any organisation - its people.

Today, this highly successful programme is widely recognized regionally and internationally.

In 2009, 9,447 suggestions were implemented and awarded, attaining a participation rate of 100 per cent. DUBAL's suggestions have also won awards in regional and international competitions, including Ideas.Arabia, Ideas.UK and Ideas. America.

Compensation and benefits

Rewarding fairly

DUBAL offers attractive remuneration packages, comprising competitive salaries with performance-linked increments and regular bonuses; health insurance; a pension plan; a travel allowance for annual leave and scholarship opportunities for employees to expand their tertiary education.

The company invests substantially in training and development initiatives designed to provide employees with the skills required to perform their tasks effectively, while facilitating personal growth.

A tried-and-tested performance management system is in place, whereby individual employees are evaluated against agreed targets. This objective approach facilitates the allocation of incremental increases on merit, and promotion on the basis of ability, talent and attitude.

In addition to measuring performance against objectives, the system ensures that each employee receives regular constructive feedback and that a development plan to enhance technical and leadership competencies is agreed each year.

Policies and procedures

A comprehensive set of Human Resources ("HR") Policies and Procedures has been developed, documented and implemented at DUBAL. These cover diverse aspects of HR and personnel management, from a formalised DUBAL Code of Ethics, through to Disciplinary and Grievance Procedures, to conditions of employment and employee benefits.



Functions within DUBAL

Matching qualifications to vacancies

The following key operating departments exist within DUBAL, many of which have sub-departments, which provide career opportunities for diverse qualifications as indicated:

- Potlines (Chemical, Mechatronics, Electronics, Electrical, Industrial Engineering)
- Casthouse (Mechanical Engineering, Mechatronics, Industrial Engineering and Material Science)
- Power and Desalination (Electrical, Mechanical, Instrumentation Engineering)
- Marketing and Sales (Business Administration, Marketing, Commerce and International Business)
- Supply (Business Administration)
- Finance (Business Administration, Finance, Accounting)
- Information Technology (Computer Engineering, Computer Science, Networking, Communications, Electrical and Electronics Engineering)
- Corporate Relations and International Affairs (Business Administration, Public Relations, Event Co-ordination, Communications)
- Engineering (Chemical, Electrical, Mechanical, Civil, Industrial Engineering)
- Environment, Health and Safety (Chemistry, Environmental Engineering)
- Quality Assurance (Business Administration, Quality Assurance)

Each department is responsible for specific activities and functions that require particular knowledge, skills and experience.

Documentation required for recruitment

Applying for employment

Applications for employment at DUBAL cannot be entertained without presentation of an up-to-date and detailed Curriculum Vitae ("CV"), plus a copy of the applicant's passport.

Should DUBAL have a potentially suitable vacancy, the following documentation will also be required:

- Passport (original plus copy)
- Nationality papers (original plus copy)
- Service letters from previous employers
- Passport-sized photographs
- Police clearance certificate
- Birth certificate (original plus copy)
- Qualifications (original plus copy)
- Driving license, if held (original plus copy)

The selection process at DUBAL takes various forms, including:

- Ability tests (English and numeracy in particular)
- HR/technical interviews
- Panel interviews

For additional information, contact:

Dubai Aluminium Company Limited
 P O Box 3627, Dubai, United Arab Emirates
 Tel: +971 (0)4 802 3444 / +971 (0)4 802 1088
 +971 (0)4 802 3666 / +971 (0)4 802 2262
 Fax: +971 (0)4 884 6407
 Email: careers@dubal.ae
www.dubal.ae



For additional information, contact:

Dubai Aluminium Company Limited

P O Box 3627, Dubai, United Arab Emirates

Tel: +971 (0)4 802 3444 / +971 (0)4 802 3555

+971 (0)4 802 3666 / +971 (0)4 802 2262

Fax:+971 (0)4 884 6407

Email: careers@dubal.ae

www.dubal.ae

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