



Abu Dhabi Guideline

دليل أبوظبي الإرشادي



ABU DHABI GUIDELINES

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الاصدار الأول

Abu Dhabi Guideline for Visitor
Experience (ADVX) - Mobility
Operators

دليل أبوظبي الإرشادي لتجربة الزوار -
مشغلي خدمات التنقل



This standard contributes to the following
Sustainable Development Goals



S.#	Table of Contents	Pages
1	Amendment Page	2
2	About the Abu Dhabi Quality and Conformity Council	3
3	Acknowledgement	4
4	Foreword	5
5	Working group	5
6	Purpose	5
7	Scope	5
8	Abu Dhabi Visitor Experience Guidelines (ADVX) - Mobility Operators	6

1. Amendment Page

To ensure that each copy of this technical document (Abu Dhabi Guideline) contains a complete record of amendments, the Amendment Page is updated and issued with each set of revised/new pages of the document. This ADS is a live document which can be amended when necessary. QCC operates Abu Dhabi Visitor Experience Guidelines (ADVX) - Mobility Operators Group which prepared this document and can review stakeholder comments to review and amend this document and issue an updated version when necessary.

Edition Number	Year of Approval	Number of pages	Sections Changes	Notes
First Edition	2025	48	-	New Document

2. About the Abu Dhabi Quality and Conformity Council

Abu Dhabi Quality and Conformity Council (QCC) is an Abu Dhabi government entity established in accordance with Local Law No. (3) of 2009 to raise the quality of Abu Dhabi's exports and products traded locally. QCC consists of a council of regulators and industry with a mandate to ensure provision of quality infrastructure in line with global standards.

- o QCC's functions are divided into six key areas:
 - Developing standards and specifications
 - Capacity building of metrology systems
 - Strengthening testing infrastructure
 - Launching conformity schemes
 - Protecting consumer interests
 - Ensuring fair trade
- o QCC's key stakeholders include regulatory authorities, consumers, retailers and wholesalers, industry, conformity assessment bodies (CABs) and importers.

QCC supports regulators and government organizations through offering quality and conformity facilities, expertise and resources that allow them to implement products safety and compliance requirements and regulations. Additionally, QCC works towards promoting a culture of quality and protecting the interests of consumers. In doing this, QCC seeks to promote the Emirate's competitiveness to become one of the world's most attractive regions for investments and human capital, and to support the competitiveness of national industries in world markets.

3. Acknowledgement

QCC would like to thank the members of the Working Group listed below.

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11	Farhaaz Jogee	Big Bus Tours
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4. Foreword

The ADQCC “Abu Dhabi Guideline for Visitor Experience (ADVX) - Mobility Operators” has been developed by the Visitor Experience Unit in the Abu Dhabi Department of Culture and Tourism to standardize the service delivery standards across airports in the Emirate, strengthen the tourism frontline workforce, and enhance the visitor experience at every touchpoint. The guidelines outline an elevated minimum standard for frontline staff behavior, asset quality, and visitor information.

By Adhering to those guidelines, tourism businesses and frontline staff would contribute to the enhancement and harmonization of the visitor experience and overall visitor satisfaction in Abu Dhabi.

5. Working Group

The Professional Working Group was organized by Abu Dhabi Quality and Conformity Council and established in March 2025, which was requested by the Department of Culture and Tourism and the Abu Dhabi Executive Office, to prepare Abu Dhabi Cruise Terminal Visitor Experience Guidelines in cooperation with the related stakeholders including representatives from government and private sectors (Abu Dhabi Ports Group and Internal Department of Culture and Tourism Departments).

6. Purpose

- 1) Establish elevated minimum standards for visitor experiences across all touchpoints to create a unified interaction for all visitors.
- 2) Ensure alignment with best practices and regulations to maintain high standards and compliance.
- 3) Improve service consistency to enhance overall performance and visitor satisfaction.
- 4) Empower the tourism frontline staff to consistently deliver on the expectation of an elevated service delivery and aid them in creating exceptional experiences for the visitors of Abu Dhabi.

7. Scope

This document is applicable to mobility operators within the Emirate of Abu Dhabi, which is defined as an entity based in Abu Dhabi that provides transportation services, facilitating the movement of people from one location to another. These operators can offer a range of services, including public transit, private ride-sourcing, and more through direct management or coordination of transportation assets. Unless expressly stated herein, e-hailing platforms do not fall within the scope of application of these guidelines.

There are three key categories of mobility operators for the purpose of this document.

- i. **Mass Mobility Modes:** Mobility systems designed to cater to large groups of people (e.g., buses, trams, and water taxis). These services are not personalized and operate on fixed routes and schedules to accommodate the general public.
- ii. **Personal Mobility Modes:** Ride-sourcing and ride-hailing, excluding e-hailing, mobility and transportation services (e.g., taxis) where bookings are made for an individual or a group. These services offer a personalized experience tailored to the specific needs and preferences of the passengers.
- iii. **Car Rentals:** Vehicles leased for personal use for limited periods of time. These rentals provide individuals with the flexibility to use a vehicle for their specific needs without the long-term commitment of ownership.



ABU DHABI GUIDELINE FOR VISITOR EXPERIENCE (ADVX) – MOBILITY OPERATORS

دليل أبوظبي الإرشادي لتجربة الزوار -
مشغلي خدمات التنقل

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Table of Contents

Article I. Document Objectives	11
Section 1. What is a VX Guideline	11
Section 2. Key Objectives for Using this Document.....	11
Article II. Audience Targeted by the VX Guidelines	12
Section 1. Target Audience	12
Section 2. Mobility Operators Definition.....	13
Article III. Visitor Demographics and Personas.....	14
Section 1. Visitor Demographics	14
Section 2. Visitor Personas	15
Article IV. Mobility Operators Passenger Touchpoints (Non-Exhaustive)	16
Section 1. Visitor Journey Touchpoints	16
Article V. Front Facing Roles	17
Article VI. Abu Dhabi Visitor Experience Quality Assurance Pillars.....	19
Section 1. VX QAF Principles	19
Article VII. Hospitality Standards	20
Section 1. GEM Values	20
Section 2. 7 Cs of Effective Communication	20
Article VIII. Regulatory Compliance	24
Article IX. Pre-Planning.....	25
Section 1. Mobility Operator Assets	25
Section 2. Greeting Passengers.....	25
Section 3. Responding to General Customer Queries	26
Section 4. Responding to Difficult Queries	26
Article X. Booking	27
Section 1. Mobility Operator Assets	27
Section 2. Greeting Passengers at the Counter for Mass Mobility Modes and Car Rentals.....	27
Section 3. Offering Booking Assistance for Mass Mobility Modes	28
Section 4. Offering Booking Assistance for Car Rentals.....	28
Section 5. Offering Booking Assistance for Personal Mobility Modes	28
Article XI. On-board / Pick-up	29

Section 1. Mobility Operators Assets.....	29
Section 2. Welcoming and Greeting	29
Section 3. Visitor Instructions and Support for Mass Mobility Modes.....	30
Section 4. Passenger Pickup for Personal Mobility Modes.....	30
Article XII. Ride Experience	31
Section 1. Mobility Operators Assets.....	31
Section 2. Visitor Interactions.....	31
Section 3. Ensuring a Positive Ride Experience	33
Section 4. Emergency and Risk Management.....	34
Article XIII. De-board / Drop-off	35
Section 1. Mobility Operators Assets.....	35
Section 2. Payment Process for Non-Prepaid Personal Mobility Modes.....	35
Section 3. Exit and Farewell	36
Section 4. Car Rental Vehicle Return Process	36
Section 5. Managing Visitor Complaints at Drop-off	36
Section 6. End of Day Protocol.....	37
Article XIV. Feedback.....	38
Section 1. Mobility Operators Assets.....	38
Section 2. Initiate and Action Feedback	38
Section 3. Follow-up Communications	39
Section 4. Receiving Lost Items Report.....	39
Article XV. Implementation of Standards.....	40
Section 1. Implementation Timeline.....	40
Section 2. How to Integrate the Standards in Day-to-Day Business.....	40
Section 3. Who is Responsible for Implementing the Standards	42
Article XVI. Monitoring of Standards	43
Section 1. Monitoring Mechanisms	43
Section 2. Monitoring Tools.....	43
Section 3. Metrics To Be Reported	44
Section 4. Outcomes of VX Guideline Compliance	45
Section 5. Who is Responsible for Monitoring the Standards	46
Article XVII. Table of References.....	47

Glossary

NON-EXHAUSTIVE

Key Terms	Arabic Text	English Text
Passenger / راكب	الشخص الذي يسافر في مركبة ولكنه لا يقودها أو يُشغلها. يُستخدم هذا المصطلح بالتبادل مع "الزائر" في هذه الوثيقة	A person who is traveling in a vehicle but is not driving or operating it. This term is used interchangeably with "visitor" within this document
Hayyakum	حياكم	"Welcome"
Shukran	شكراً	"Thank you"
Famaanilla	في أمان الله	"May God protect you"
People of Determination / أصحاب الهمم	الأشخاص ذوو الإعاقات يشملون أولئك الذين لديهم إعاقات جسدية أو عقلية أو ذهنية أو حسية طويلة الأمد والتي، عند تفاعلها مع الحواجز، قد تعيق مشاركتهم الكاملة والفعالة في المجتمع على قدم المساواة مع الآخرين.	Persons with disabilities include those who have long-term physical, mental, intellectual or sensory impairments which, in interaction with barriers, may hinder their full and effective participation in society on an equal basis with others



Article I. Document Objectives

This section defines the purpose and scope of the VX guidelines, outlining their role as a comprehensive framework to support frontline mobility operator staff.

Section 1. What is a VX Guideline

VX Guidelines are clear, structured principles that outline visitor experience delivery standards, best practices, and expectations to ensure consistency of service across different type of tourism assets, and alignment with Abu Dhabi strategic objectives, providing a common reference point for operations whilst complimenting existing and in-motion guidelines.

Section 2. Key Objectives for Using this Document

- Establish elevated minimum standards for visitor experiences across all touchpoints to create a unified interaction for all passengers.
- Ensure alignment with best practices and regulations to maintain high standards and compliance.
- Improve service consistency to enhance overall performance and customer satisfaction.
- Empower the tourism frontline staff to consistently deliver on the expectation of an elevated service delivery and aid them in creating exceptional experiences for the visitors of Abu Dhabi.

This guide was developed taking into account best international practices, and customer expectations of quality, service, information, reliability, responsiveness, and accessibility complying with the standards set out in this guide.

This Abu Dhabi Visitor Experience Guidelines (ADVX) – Mobility Operators document is intended to compliment, not precede, any laws or regulations established within the Emirate of Abu Dhabi.

The guideline defined in this document are part of the DCT mandate to regulate the culture and tourism sector in all aspects, according to the following legislations:

- Law No. (8) of 2018 – Concerning the Establishment of DCT
- Chairman of the Executive Council Resolution No. (23) of 2018 – Concerning Additional Competencies of DCT
- Law No. (13) of 2006 – Control of Tourism Establishments in the Emirate of Abu Dhabi
- Law No. (4) of 2016 – Cultural Heritage of the Emirate of Abu Dhabi
- Executive Council Decision No. (14) of 2019 – Concerning the Cultural Heritage of the Emirate of Abu Dhabi

Article II. Audience Targeted by the VX Guidelines

This section identifies the diverse stakeholders involved in implementing and benefiting from these guidelines. Together, these layers of stakeholders collaborate to enhance the visitor experience.

Section 1. Target Audience



Examples	
Government	Primary regulators, including relevant departments, teams, and employees of tourism government entities, setting policies, enforcing regulations, and ensuring alignment with national strategies
Training Institutions	Organizations, both government-owned and private, that train frontline workers on skills needed for quality service delivery such as hospitality schools, short courses providers, and workshop facilitators
Professional Assessor	Independent experts conducting evaluations, providing feedback, and ensuring compliance with the quality assurance framework through objective assessments
Tourism Businesses Mobility Operators 3 rd party providers	Tourism-related businesses across industries, both public and private, that play a role in the visitor journey such as hotels, tour operators, transportation providers, and other service or product-based entities
Frontline Worker	Individuals in visitor-facing roles, including employees, contractors, freelancers, and volunteers, who create memorable experiences, such as guides, hospitality staff, drivers, and retail workers across various sectors

Section 2. Mobility Operators Definition

This document is applicable to mobility operators within the Emirate of Abu Dhabi, which is defined as an entity based in Abu Dhabi that provides transportation services, facilitating the movement of people from one location to another. These operators can offer a range of services, including public transit, private ride-sourcing, and more through direct management or coordination of transportation assets.

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- ii. **Personal Mobility Modes:** Ride-sourcing and ride-hailing, excluding e-hailing, mobility and transportation services (e.g., taxis) where bookings are made for an individual or a group. These services offer a personalized experience tailored to the specific needs and preferences of the passengers.
- iii. **Car Rentals:** Vehicles leased for personal use for limited periods of time. These rentals provide individuals with the flexibility to use a vehicle for their specific needs without the long-term commitment of ownership.

Article III. Visitor Demographics and Personas

This section provides an overview of the key visitor groups that mobility operators serve, highlighting their unique motivations, expectations, and interests. It is necessary for all frontline staff to understand the different visitor demographics and personas, including people of determination, recognize their needs, and commit to fulfilling their responsibilities to ensure an elevated and unforgettable experience for all.

Section 1. Visitor Demographics

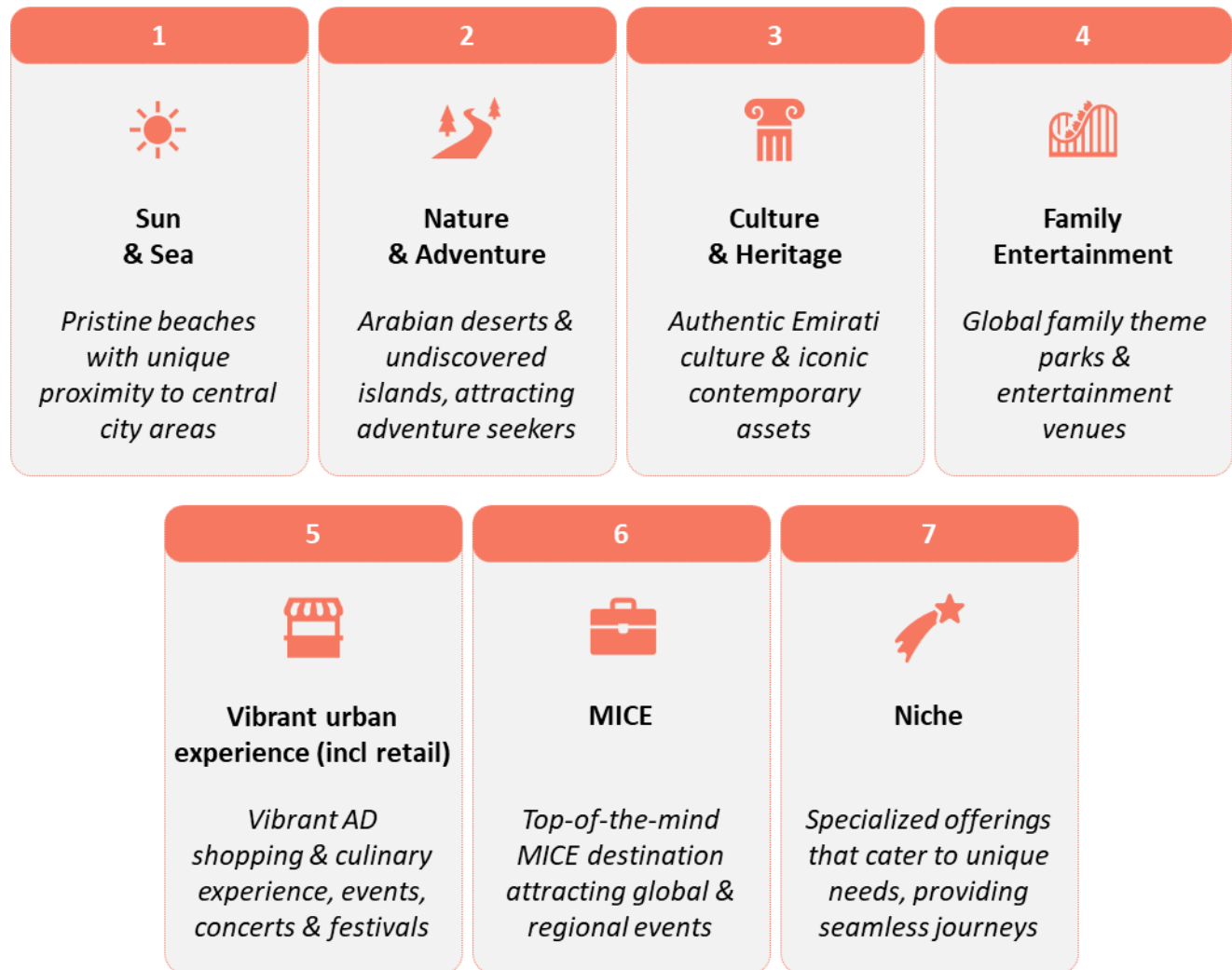
Local Residents

UAE nationals and expatriates who live in Abu Dhabi and regularly use transport services for commuting to work, running errands, social activities, and leisure. It also covers the commuting workforce, from office employees to service industry staff and laborers who rely on public transport for daily travel. Their primary needs include affordability, efficiency, seamless connectivity across residential, commercial, and industrial areas, and services that align with their work schedules

Tourists & Short-term Visitors

International tourists, business travelers, and UAE residents visiting Abu Dhabi for leisure, work, or short-term stays. Their key priorities are easy-to-navigate transport options, multilingual information, flexible payment and ticketing solutions, and seamless connectivity to major attractions, hotels, and business districts. They may be less familiar with Abu Dhabi's transport system and require intuitive wayfinding, clear signage, and convenient first- and last-mile solutions

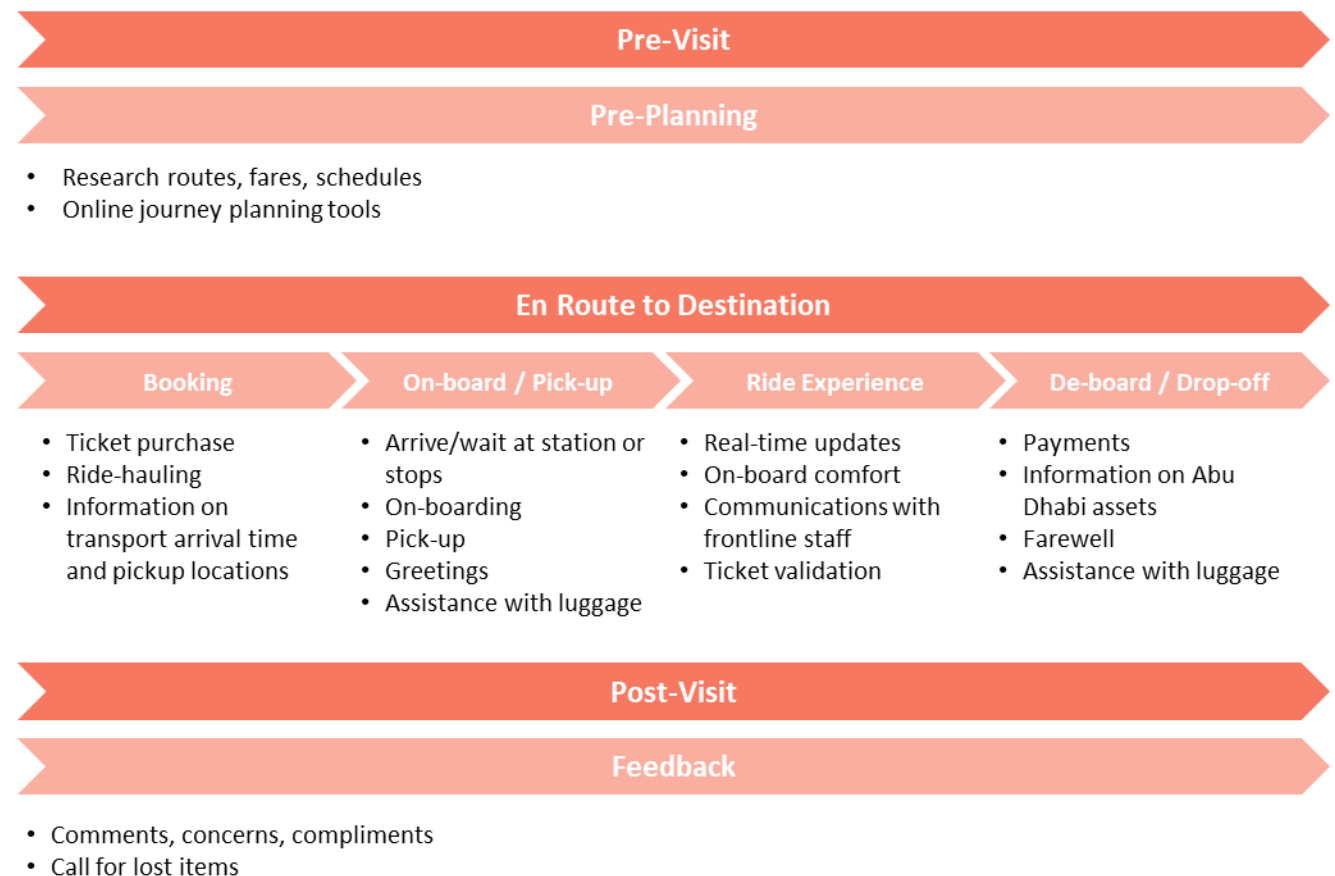
Section 2. Visitor Personas



Article IV. Mobility Operators Passenger Touchpoints (Non-Exhaustive)

This section maps out the key touchpoints including non-comprehensive types of activities in a mobility operator passenger and visitor journey, from pre-visit to post-visit engagement. By understanding these touchpoints, the mobility operators and its frontline staff can better anticipate visitor needs and provide exceptional service throughout the entire journey.

Section 1. Visitor Journey Touchpoints



Article V. Front Facing Roles

This section highlights the key roles of the frontline staff in mobility services, outlining the responsibilities of full-time staff, part-time staff, and volunteers involved. These roles are essential for delivering a seamless visitor experience and ensuring adherence to mobility operator VX guidelines.

a. Customer Service Representatives

Responsible for handling phone inquiries, reservations, schedule confirmations, fare questions, special requests (e.g., accessibility needs), and feedback collections. Duties may include providing route information, handling complaints, and supporting with website or mobile application related inquiries.

b. Counter Staff

Responsible for selling or validating tickets, travel cards, and rental agreements at dedicated counters or kiosks. Duties may vary across mobility operators and may include:

i. Mass Mobility

- Issuing and topping up travel passes and cards,
- Providing route guidance, fare details, and transfer information,
- Managing discount tickets for students, seniors, or special events,
- Keeping queues orderly and answering on-site inquiries.

ii. Car Rental Desks

- Verifying driver's licenses, credit cards, and personal identification,
- Processing payments, deposits, or insurance add-ons,
- Reviewing rental agreements and vehicle usage guidelines,
- Handling vehicle key distribution and returns.

c. Driver

Responsible for operating the assigned vehicle safely and adhering to scheduled routes and timings, assisting passengers when possible, and communicating route updates, delays, or announcements. Duties may vary across mobility operators and may include:

i. Mass Mobility

- Driving within designated routes and stopping at scheduled stations,
- Following safety protocols and performing basic vehicle checks,
- Making onboard announcements regarding stops, delays, or safety reminders,
- Helping passengers with mobility needs, where possible.

ii. Personal Mobility

- Confirming passenger details and trip destinations via app or dispatch,
- Ensuring comfort, safety, and any special requests (e.g., child seats, additional stops),
- Adjusting routes based on traffic or passenger preferences,
- Maintaining a professional demeanor and managing in-app payment or tipping.

d. Mass Mobility Operators On-board Staff

Responsible for verifying tickets or travel cards, monitoring passenger behavior, and serving as a point of contact for onboard questions or concerns. Duties may include guiding passengers to available seats, ensuring adherence to safety rules, offering basic information about stops, transfers, or onboard amenities, and coordinating with the driver or operator on schedules and crowd management.

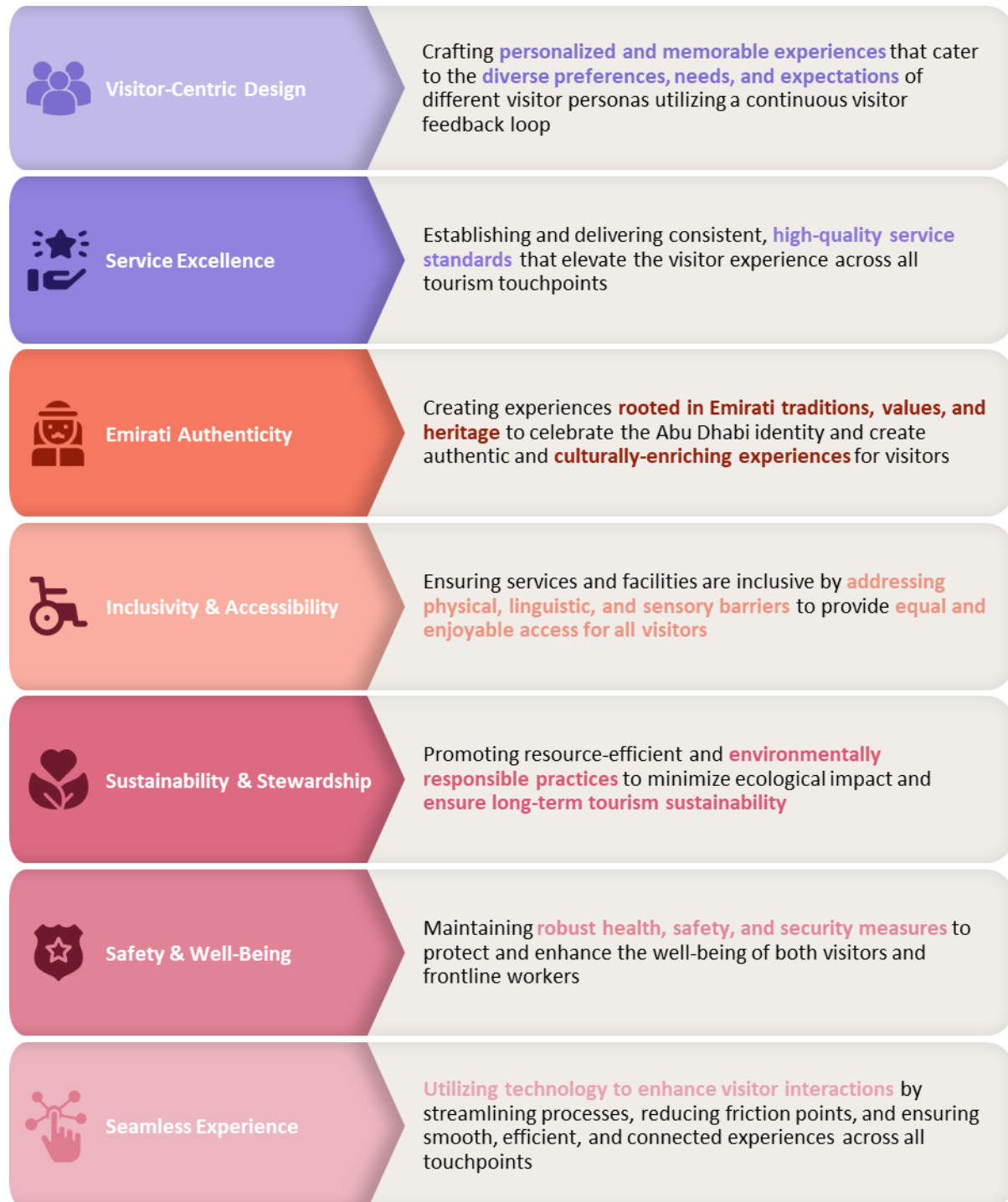
e. Mass Mobility Operators Cleaning Staff

Responsible for maintaining cleanliness and hygiene across mass mobility stations (e.g., water taxi, ferry stations), ensuring a safe and pleasant environment for passengers. Duties may include cleaning and sanitization of seating areas, floors, and high-touch surfaces, timely waste disposal, restocking essential hygiene supplies, and reporting maintenance issues.

Article VI. Abu Dhabi Visitor Experience Quality Assurance Pillars

The VX Quality Assurance framework is rooted in key principles and global practices that elevate the visitor experience and are leveraged while developing the tourism assets VX guidelines.

Section 1. VX QAF Principles



Article VII. Hospitality Standards

This section outlines the core values that guide visitor interactions, mobility operator service values, facilities, and assets to ensure a welcoming, respectful, and high-quality experience. The VX guidelines are built upon the Department of Culture and Tourism's Frontliner Service Excellence Code of Conduct and sets the foundation for the following VX guidelines around behavior, providing visitor information, and maintaining high quality asset and infrastructure.

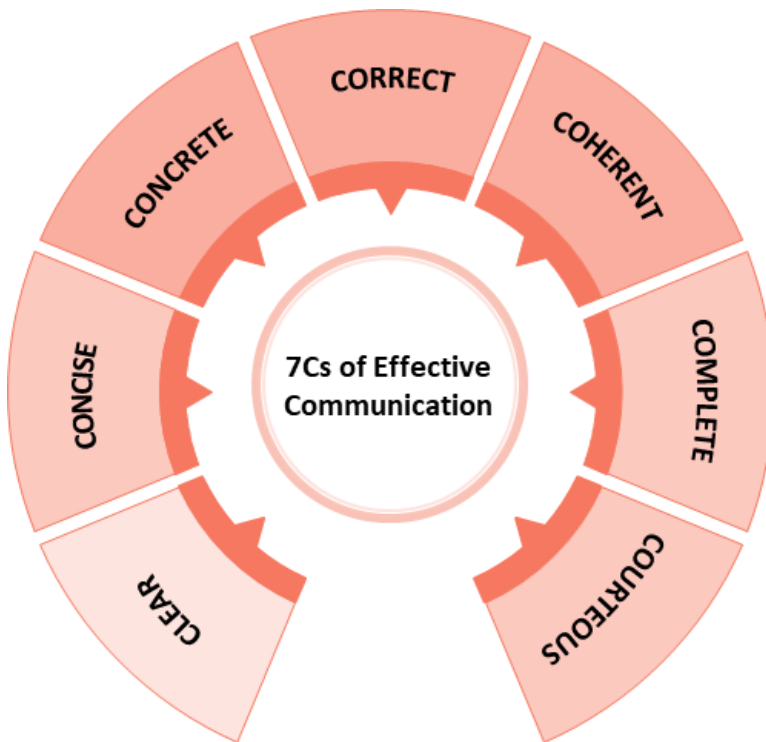
Section 1. GEM Values

The GEM values serve as the foundation of DCT's Frontliner Code of Conduct, shaping the essential qualities of every visitor experience to ensure maximum satisfaction and premium service.



Section 2. 7 Cs of Effective Communication

Effective communication is the foundation of exceptional service. The 7 Cs of Effective Communication provide a framework to ensure messages are understood and well-received.



a. Clear Communication

Your responses and greetings should be easy to understand, leaving no room for confusion. Avoid using jargon or overly complex language. Clarity ensures that the recipient grasps your intended meaning without ambiguity.

DO:	DON'T:
Use simple, straightforward sentences and clarify key terms if needed	Overwhelm passengers with technical terms or assume they already understand your context

For example;

- "Please board through the front door, scan your card at the machine, and then find a seat."
- "You can drop off your rental car at the same location you picked it up."

b. Concise Communication

Get straight to the point. Eliminate unnecessary words or details while still covering the essential information. Being concise saves time and keeps your audience engaged.

DO:	DON'T:
Stick to the core message and cut out filler words or redundant explanations.	Ramble or include unrelated information that detracts from the main message.

For example;

- "We'll arrive at the terminal in 20 minutes. Please have your travel card ready."
- "Your driver is waiting at the pickup spot. Enjoy your ride!"

c. Concrete Communication

Provide specific facts, data, or examples to back up your information. Concrete communication leaves no room for misinterpretation and gives the audience something tangible to understand and remember.

DO:	DON'T:
Use examples, numbers, or visuals to make your point solid and credible.	Rely on vague statements or generalizations that can confuse your audience.

For example;

- "Your bus to the island departs at 8:30 AM from station 2, and the trip should take about 20 minutes without traffic."
- "The total fare would be AED 35, and you can pay through either cash or card."

d. Correct Communication

Ensure the information you share is accurate, free of errors, and appropriate for the context. Incorrect communication can damage credibility and lead to misunderstandings.

DO:	DON'T:
Double-check your facts and vocabulary before communicating.	Share unchecked or unreliable information that could mislead others.

For example;

- "The next train leaves at 10:15 AM, and the one after that is at 10:45 AM."
- "Yes, your reservation shows a premium car booked under the name of Mr. Ahmed for today at 12:30 PM."

e. Coherent Communication

Your response and answers should flow logically and stay on topic, with each point connecting seamlessly to the next. Coherence ensures that the audience can follow your reasoning without getting lost.

DO:	DON'T:
Organize your information with a clear structure.	Jump between unrelated information.

For example;

- "Your journey includes two stops, first at the mosque and then at the mall. No transfers are required."
- "You'll pick up your car at the rental desk, then proceed to the garage on Level 2, where you will be able to pick up your vehicle."

f. Complete Communication

Include all necessary information the visitor needs to fully understand your response and take the required action. Complete information prevents back-and-forth questions and provides clear instructions.

DO:	DON'T:
Anticipate questions your passengers might have and address them in advance.	Leave out important details or expect others to fill in the blanks.

For example;

- "Your bus leaves in about 10 minutes, and you can expect to arrive in about 40 minutes."
- "Your rental includes unlimited mileage, basic insurance, and 24/7 roadside assistance."

g. Courteous Communication

Be respectful, polite, and empathetic in your communication. Courtesy builds goodwill, maintains positive relationships, and ensures the visitor feels valued and respected.

DO:	DON'T:
Use positive language, show empathy, and acknowledge others' perspectives.	Use dismissive, rude, or condescending language that can alienate your visitor.

For example;

- "Welcome! My name is Fatima. If you need any assistance during the trip, please let me know."
- "Shukran / Thank you for your feedback! We always strive to improve and will share your suggestions with our team."

Article VIII. Regulatory Compliance

This section is designed to provide a structured guidance for mobility operators leadership and management teams to ensure the service delivery design and frontline staff behaviors adhere to visitor experience related laws and regulations as mandated by the Emirate of Abu Dhabi.

As of March 2025, there are no specific national or state legal requirements governing the mobility services frontline staff behavior for visitor experience. However, any regulations introduced after this date would need to be considered by all mobility operators in the Emirate of Abu Dhabi.

Article IX. Pre-Planning

The following guidelines outline the mobility service frontline staff behaviors and service standards to ensure a seamless and informative experience for passengers during the planning phase before their experience. These standards support effective communication through preferred and available channels, assisting passengers with inquiries about tickets, discounts, and other essential details.

Expected Frontline Staff Interactions: Customer Service Representatives

Section 1. Mobility Operator Assets

- Provide a user-friendly, multilingual¹, and up-to-date website and mobile application with key features (e.g., fares, trip planner, routes, schedules, visitor FAQs) depending on the various modes of mobility.
- The mobility operator must comply with international web access AA level of W3C standards (strong accessibility including captions on live videos, language declaration in the head of the document, and more) for websites and mobile applications.
- Offer links to partner services on the website and mobile application, where possible.
- Notify passengers of any changes that would affect their planning (e.g., road blockages, changes in schedules, routes, or fares) through online platforms (e.g., social media updates, mobile application push notifications) and advise on alternative mobility options during service disruptions.
- Deploy automated tools (e.g., AI chatbots), where possible, to assist passengers with inquiries and offer real-time support on services.
- Establish a direct hotline, where possible, that passengers can call to quickly address concerns or queries and attain immediate information.

For People of Determination and Senior Citizens:

- Ensure that all online platforms, resources, and content are offered in various formats, such as audio guides and screen-reader compatibility for visually impaired users.
- Ensure asset website follows WCAG (Web Content Accessibility Guidelines) and is screen-reader-friendly and website clearly communicated available accessibility features.
- Where possible, offer passengers with the opportunity to pre-book PoD friendly options for accessibility support (wheelchair taxi, hearing loops, etc.).

Section 2. Greeting Passengers

- Begin with a warm, professional greeting, (e.g., “Hayyakum”, “Hello”, “Good morning/afternoon/evening”) and then identify the mobility operator and yourself.
- Use a calm, clear, and friendly tone to make the visitor feel valued and welcome.
- Provide personalized assistance by politely asking for the visitor’s name to make the interaction more engaging where possible (e.g., “May I have your name so I can assist you better?”).
- Proactively ask how you may be of assistance to the visitor.
- If the visitor has a strong accent or is struggling with English, respond slowly and clearly while maintaining a helpful and patient attitude. If multilingual support¹ is available, help in the visitor’s preferred language.

Section 3. Responding to General Customer Queries

- a. Respond to all visitor inquiries promptly and professionally through the same channel of communication on which the customer utilized (e.g. phone, email, social media) unless otherwise requested.
- b. Use friendly, polite, and welcoming language in all interactions, ensuring passengers feel valued.
- c. For route and scheduling assistance for mass mobility modes, ask for the passengers starting point or pickup spot and destination to provide route options.
- d. Ask if the caller needs any assistance with planning their trip (e.g. accessibility, special accommodations, language assistance). If assistance is needed, inform passengers about the availability of accessible transport options, priority seating, and support staff.
- e. Inform passengers about any discounted fares, passes, or transit cards, when applicable.
- f. Offer alternative ways to connect (e.g., WhatsApp, social media), if needed, to assist passengers conveniently.
- g. Avoid using industry jargon and difficult phrase, instead use visitor-friendly language to explain mobility options.
- h. At the end of the call, politely ask passengers if they found the assistance helpful (e.g., "Was the information provided clear and helpful?") and if there's anything else that could have improved their experience.
- i. If applicable to the mobility operator, direct passengers to pre-visit support survey via email or SMS to rate their support experience.

For People of Determination and Senior Citizens

- j. Ensure that key accessibility information (e.g., any physical constraints they may face, temporary road work that affects accessibility) is provided to these passengers prior to their booking.

For VIPs

- k. Offer customized route and schedule planning tailored to the VIP's preferences, including accommodating special requests surrounding luxury or high-end vehicles, in-transit amenities (e.g., Wi-Fi, refreshments, newspapers).
- l. Provide recommendations for fastest, most comfortable transport options, including first-class seating, express services, or private transfers.
- m. Assist with pre-booking private vehicles, luxury transport, or chauffeur-driven rides.
- n. Allow pre-registration for recurring trips to eliminate repeated booking steps.

Section 4. Responding to Difficult Queries

- a. Listen actively, speak with a composed tone, and acknowledge the visitor's concerns without becoming defensive.
- b. Remain calm, professional, and empathetic when dealing with frustrated passengers.
- c. Utilize phrases like "I understand how frustrating this must be" or "I appreciate your patience" to validate their concerns.
- d. Ask clear, concise questions to identify the root of the issue while minimizing frustration.
- e. If the issue is beyond your control, transfer the caller to the appropriate department through determining the nature of the concern, while ensuring a smooth handover.
- f. If an immediate resolution is not possible, commit to following up within a specific timeframe and ensure the visitor is updated.

Article X. Booking

The following guidelines outline the mobility service frontline staff responsibilities in supporting passengers book rides and travel within the Emirate. These standards ensure that passengers have a seamless experience with ticket purchase and ride-hailing.

Expected Frontline Staff Interactions: Customer Service Representatives, Counter Staff, Cleaning Staff (at water taxi/ferry stations)

Section 1. Mobility Operator Assets

- a. Ensure that website and mobile applications have key booking features (e.g., ride booking, ticket purchase, travel card top-up) with online functionality and easy payment methods (e.g., credit cards, mobile wallets).
- b. Ensure real-time availability of vehicles, routes, and schedules is reflected on all platforms.
- c. Tools or systems (e.g., mobile application notifications, digital boards at stops, in-vehicle announcements) should in place by mobility operators, if possible, to provide real-time updates on delays or schedule changes.
- d. Provide visibility to passengers on all fares, service charges, and additional fees prior to payment.
- e. For mass mobility modes, provide air-conditioned waiting areas (e.g., bus stops), wherever possible.
- f. For mass mobility modes, install signage and/or digital displays at pickup spots to provide schedules and estimated vehicle arrival times.

For People of Determination and Senior Citizens

- a. Provide booking platforms that are accessible to all users (e.g., compatibility with screen readers, easy navigation, options to specify assistance needs during the booking process).
- b. Passengers that need special assistance must be offered priority booking or call-ahead services.
- c. Ensure mass mobility stations are wheelchair accessible with ramps and elevators, where possible.
- d. Priority seating must be made available for waiting areas in mass mobility stations, for people of determination, senior citizens, and pregnant women.
- e. Ensure tactile paths are present for mass mobility services to guide visually impaired passengers navigate to and from the station to the vehicle.

Section 2. Greeting Passengers at the Counter for Mass Mobility Modes and Car Rentals

- a. Acknowledge passengers upon their arrival to the water taxi/ferry station counter.
- b. Apply the 3-metre rule to greet the passengers; when someone approaches within a 3-metre distance, make eye contact, and prepare to greet them warmly. This ensures they feel acknowledged the moment they are close enough to interact.
- c. Positively acknowledge the presence of other customers even if occupied with other customers to give sense of “been noticed.”
- d. Always greet passengers with a warm smile and a polite greeting (e.g., “Hayyakum”, “Hello”, “Good morning/afternoon/evening”).
- e. Use a calm, clear, and friendly tone to make the visitor feel valued and welcome.
- f. Proactively ask how you may be of assistance to the visitor.
- g. Consider offering multilingual support through translation apps and voice-to-text tools, if and where possible, or designated multilingual staffⁱ to assist passengers with language barriers.

Section 3. Offering Booking Assistance for Mass Mobility Modes

- a. Confirm the specific booking needs of the visitor (e.g., single ride, group booking, premium ride), and guide passengers to the best ticketing option based on their travel plans.
- b. Repeat the booking details with the visitor before confirming to avoid errors.
- c. Offer alternative routes or transport modes if the requested service is unavailable.
- d. Ensure passengers understand the total cost before proceeding with payment.
- e. Provide a confirmation receipt via SMS, email, or printed ticket as per visitor preference and mobility operator practices.
- f. Escort all customers seeking directions to the pick-up spot until they are comfortable that they can find their destination.

Section 4. Offering Booking Assistance for Car Rentals

- a. Obtain required documents from visitor as per the car rental company regulations and confirm/re-confirm the visitor's rental requirements.
- b. Ensure that all local road rules, speed limit navigation, toll policies, and fuel regulations are communicated effectively to passengers.
- c. Escort all customers seeking directions to the car pick-up area until they are comfortable that they can find their destination.

Section 5. Offering Booking Assistance for Personal Mobility Modes

- a. Confirm booking preferences by politely asking passengers for essential details (e.g., pick-up location, drop-off location, payment method preference, number of passengers). If a variety of mobility vehicles is available (e.g., POD accessible taxis, woman-driven taxis) support the visitor in booking a vehicle most suited to their needs.
- b. Reiterate the estimated fare and estimated arrival time before finalizing.
- c. If using a digital platform, guide passengers on tracking their driver in real time.
- d. If a visitor wishes to cancel or modify their ride, verify the reason for cancellation and check the cancellation or modification policies of the mobility operator (e.g., refunds, cancellation fees). Check system availability to confirm whether the requested changes can be accommodated without additional charges to the visitor.
- e. Offer alternative solutions (e.g., reassigning a driver in case of delays) if needed to alleviate visitor's concerns.
- f. Walk passengers through app-based bookings, explaining key features such as setting pickup locations, selecting vehicle types, and checking estimated fares.

Article XI. On-board / Pick-up

The following guidelines outline the mobility service frontline staff responsibilities in supporting passengers with on-boarding, pickup, assistance with luggage, and greetings. These standards ensure that passengers have a seamless, professional, and welcoming experience as they board or are picked up for the ride.

Expected Frontline Staff Interactions: Driver, On-board Staff

Section 1. Mobility Operators Assets

- a. Ensure visible and clear signage, contingent on the authority of mobility operators, directing passengers to the designated pick-up and drop-off points. Obtain necessary approvals (e.g., tourism asset sites) as needed to ensure the required signages are available for wayfinding.
- b. Ensure the name of staff are clearly visible to passengers (e.g., nametags, visible displays) for ease of communication and feedback provision.
- c. Conduct daily beginning-of-day inspections, as per mobility operator policies, to ensure vehicles are clean, well-maintained, and free from safety hazards.
- d. All special requirements (e.g., accessibility needs, baby seats) should be arranged and prepared for the passenger before the ride begins.
- e. Mass mobility operators must ensure that all stations, bus stops, and waiting areas, must feature clearly visible maps or QR codes with links to digital maps.
- f. Frontline staff must ensure that Wi-Fi (if mandated to be available by the mobility operator), air conditioning, lighting, and seating are functional and comfortable for passengers prior to their on-boarding. In case of any technical issues, the relevant mobility operator protocols should be followed.
- g. Mobility operators must enforce strict policies and protocols to ensure punctuality and adherence to time schedules.

For People of Determination and Senior Citizens

- h. Ensure mass mobility stations are wheelchair accessible with ramps and designated wheelchair space, where possible.
- i. Priority seating must be made available in mass mobility vehicles for people of determination, senior citizens, and pregnant women.
- j. For mass mobility modes, there must be audio-visual cautionary signs installed upon the opening and closing of platform screen doors.
- k. Confirm that signage for accessible features is visible and easily understood.
- l. In certain cases, signages may need to be printed with large, clear fonts to enhance readability for visually impaired passengers.
- m. Ensure directional signage and displays are being shared through braille signage where possible.
- n. Ensure audio and visual announcements are available for passengers with disabilities.
- o. Ensure frontline staff are informed about any passenger challenges or special requirements, if the information is available, and are well-prepared and knowledgeable in aiding.

Section 2. Welcoming and Greeting

- a. All frontline staff must maintain personal hygiene and wear clean, presentable attire or uniforms (as per the mobility operator policies) while on duty.
- b. Acknowledge passengers as they enter the vehicle or the premises, greeting them with a warm smile and a polite greeting (e.g., “Hayyakum”, “Hello”, “Good morning/afternoon/evening”).

- c. Confirm the name (if applicable in personal mobility services) and/or destination to ensure they are on the right ride. If passengers are on the wrong ride, offer guidance and reassurance, and direct them to available trip-planning tools (e.g., printed maps, digital website and/or mobile application).
- d. Assist passengers with handling any luggage they may have.
- e. Consider offering multilingual support through translation apps or voice-to-text tools, if and where possible, to assist passengers with language barriers.

For VIPs

- a. For premium and chauffeur services, drivers should open the door for passengers, help with their luggage, if any, and ensure a personalized welcome experience.
- b. Proper greeting etiquette, including the correct use of titles and formal introductions, should be consistently followed, where applicable. Greet VIPs with their official titles, and ensure that these titles, if any, are known in advance.
- c. Escort VIPs to designated areas to ensure their experience is seamless.

Section 3. Visitor Instructions and Support for Mass Mobility Modes

- a. Politely direct passengers to available seats and inform them of the safety features of the mobility service on water taxis and ferries.
- b. Make sure to check tickets and travel cards, as required, to confirm that passengers have booked or checked in for their travel.
- c. Ensure passenger flow is managed efficiently to avoid overcrowding.
- d. Ensure priority seating remains available and not occupied by non-eligible passengers.
- e. Communicate delays or schedule changes before departure.
- f. Enforce on-board safety practices of the mobility service (e.g., seatbelt use, safe boarding practices).

For People of Determination and Senior Citizens

- g. Allow extra time for people with special needs to for onboarding.
- h. Ensure clear communication on accessibility features and aptly respond to any questions they may have.
- i. Assist families, elderly passengers, and those with disabilities in finding priority seating.

Section 4. Passenger Pickup for Personal Mobility Modes

- a. Requested rides must not be declined unless there is a valid reason in accordance with mobility operator's policies. This includes stopping for passengers who wish to hail a ride on the street in public taxis when waved at, provided the taxi is available.
- b. If a passenger requests pickup at a busy intersection where waiting isn't safe, call to check their arrival time. You can either circle the area or wait in a safer location until they confirm they are ready.
- c. Passengers expect a professional, verified driver, and having an unapproved person in the vehicle may make them feel unsafe. To maintain trust and security, ensure only the designated driver is present.

Article XII. Ride Experience

The following guidelines outline the mobility service frontline staff responsibilities during the ride, a critical phase in shaping the visitor's perception of the mobility service, ensuring a smooth, safe, and comfortable journey.

Expected Frontline Staff Interactions: Driver, On-board Staff

Section 1. Mobility Operators Assets

- Mass mobility services must provide automated or manual announcements regarding upcoming stops, service changes, and emergency procedures to keep passengers well-informed throughout the journey.
- Vehicles must have an adequately filled fuel tank (minimum half tank for all rides, full tank for rides from the mobility) before starting the next ride to prevent any unexpected delays or disruptions during passenger trips.
- Personal mobility modes must prominently display essential information (e.g., dynamic pricing policies, emergency contacts, passenger rules) in a location that is easily visible to passengers.
- Signage inside vehicles should be clearly displayed in multiple languagesⁱ, where possible, to assist tourists and passengers unfamiliar with the system.
- All vehicles must be equipped with emergency exits, safety instructions, and first-aid kits, with clear guidance on how passengers should respond in case of an emergency.
- For personal mobility modes, ensure vehicles are fitted with tools to safely navigate rides (e.g., phone mounts, wired display) without distracting the driver.
- Operators must implement energy-efficient driving techniques (e.g., reducing idling time, optimizing routes to lower fuel consumption).

For VIPs

- Luxury or premium transport services should provide amenities, such bottled water, Wi-Fi, power outlets, and reading materials, to enhance the ride experience for passengers.

Section 2. Visitor Interactions

- Engage with passengers in a polite and professional manner, ensuring that any requests for information or assistance are handled efficiently and with a positive attitude.
- Address passengers respectfully, using titles like "Sir" or "Madam" if unsure of their name.
- Use simple, clear language when assisting passengers who may not be fluent in Arabic or English. Offer multilingual support through translation apps, voice-to-text tools, or designated multilingual staff^j, depending on the mobility operator policies and availabilities, when more in-depth language support is required.
- Use positive language (e.g., "I'd be happy to help!" instead of "I don't know") to create an inviting atmosphere.
- Attempt to follow the passenger's lead in conversations to the best of your capability. Some passengers may prefer a quiet, peaceful ride without conversation; do not force a conversation with quiet passengers or appear too friendly.
- Avoid language, gestures, or actions that may be offensive to specific cultures or groups.
- Maintain culturally appropriate gender etiquette when interacting with visitors. Frontline staff should be mindful of norms around physical contact and personal space, particularly between genders. This includes avoiding initial physical contact, respecting personal space, and using inclusive and respectful language that does not assume relationships, roles or preferences.

For People of Determination and Senior Citizens

- g. Pay attention to non-verbal cues and visible indicators such as mobility aids, hearing devices, or signs of physical discomfort to respectfully attempt to identify People of Determination.
- h. Do not assume a visitor's disability, if at all since some disabilities may not be visible.
- i. Use clear, respectful language when addressing these individuals or their caregivers.
- j. Politely ask questions like "How can I assist you today?" or "Is there anything I can do to make your visit more comfortable" to allow individuals to share their needs comfortably.
- k. Avoid touching mobility aids, guide dogs, or assistive equipment without permission.
- i. Visitors must be assisted according to their type of disability, outlined below:
 - a. Visual Impairment
 - a. Always introduce yourself and explain the environment and who is present.
 - b. Ask permission before offering help; let the person hold your arm, not the other way around.
 - c. Describe obstacles, stairs, or changes in surroundings while walking together.
 - d. Use clear verbal cues instead of vague terms like "there" or "here."
 - e. Allow time for sensory orientation and offer audio alternatives when presenting information.
 - b. Hearing Disability
 - a. Gain attention gently (e.g., a wave or a tap on the shoulder if appropriate).
 - b. Maintain eye contact and ensure good lighting on your face.
 - c. Speak clearly without shouting, and use short, simple sentences.
 - d. Avoid covering your mouth or turning away while speaking.
 - e. Support communication using gestures, facial expressions, and writing, if needed.
 - f. If the person uses a hearing aid, choose a quiet location for interaction.
 - c. Developmental Intellectual Disability
 - a. Use simple language and repeat instructions as needed.
 - b. Support with visual aids or concrete examples rather than abstract concepts.
 - c. Be patient, maintain eye contact, and avoid sudden changes in tone.
 - d. Break steps down clearly and in order.
 - e. Encourage positive behavior and be aware that some individuals may require more time or calm reassurance (especially children with Down syndrome).
 - d. Autism Spectrum Disorders
 - a. Be patient and avoid raising your voice or speaking too quickly.
 - b. Use clear, direct sentences, and avoid figurative language.
 - c. Minimize distractions, including jewelry, loud noise, or sudden movements.
 - d. Focus on consistent communication and routines.
 - e. Give the person time to process and respond, especially in busy or unfamiliar settings.
 - e. Motor and Physical Disabilities
 - a. Ensure the area is wheelchair-accessible and free of barriers.
 - b. Do not assist unless the person asks; always ask before touching aids like wheelchairs, crutches, or prosthetics.
 - c. Speak at eye level and face-to-face rather than from behind.
 - d. Respect personal space and be aware of any adaptive equipment being used.
 - e. Use a calm, respectful tone unless otherwise instructed.

Section 3. Ensuring a Positive Ride Experience

- I. All drivers and captains must refrain from using their phones and taking personal calls while driving to ensure a safe, friendly, and welcoming environment for passengers. All devices must be set on vibration / silent mode.
- a. Staff must follow all traffic laws and speed limits, ensuring a smooth, steady ride that minimizes sudden stops or unsafe driving behaviors. In addition to following all traffic laws and safety regulations, drivers should operate the vehicle in a smooth and controlled manner to avoid causing discomfort or nausea for passengers. Avoid sudden acceleration, harsh braking, or excessive swerving, as these can create an unpleasant ride experience.
- b. Staff must ensure that there is always adequate air circulation (e.g., air conditioning set at a comfortable temperature, windows slightly open, air conditioning in fan-mode) within the vehicle to maintain a comfortable and fresh environment for passengers.
- c. Drivers must refrain from eating while operating the vehicle, as it can be distracting, unsafe, and may create an unpleasant experience for passengers. If a meal break is needed, it should be taken before or after scheduled trips and as per the mobility operator policies, to ensure that passengers always receive a professional and undistracted service.
- d. Vehicles should only take as many as passengers as there are seats in the car. For personal mobility modes, ensure that larger groups of passengers split into multiple cars if exceeding the passenger limit for one car.
- e. Drivers must demonstrate competency in using navigation apps (Google Maps, Waze, or in-vehicle GPS systems) while also being able to recall key routes without full reliance on technology. They must also stay informed about major road closures, detours, or construction projects that might affect key routes.
- f. Ensure to take the shortest possible route, unless a predefined route is specified, to maximize efficiency and enhance passenger satisfaction.
- g. Drivers in personal mobility taxis must ensure that the meter always remains visible to passengers and is not obstructed or tampered with.
- h. Passenger behavior must be monitored by staff to ensure a safe and comfortable environment for all passengers, stepping in when necessary to prevent disruptive or unsafe actions. In case any prohibited items (as per local, national, and mobility operator policies) are noticed in possession of the passenger, staff must follow the appropriate mobility operator protocols.
- i. If a passenger raises concerns about safety, comfort, or another issue, staff should address the issue immediately and escalate if needed to prevent dissatisfaction or disruptions.
- j. If the journey is delayed due to traffic congestion, mechanical issues, or service disruptions, staff must communicate clearly with passengers, keeping them informed about estimated wait times.
- k. Ensure that all heavy luggage is placed in designated areas (e.g., trunk of personal mobility taxis, luggage areas in buses) to ensure a comfortable and safe ride for all passengers.
- l. Passengers should be reminded (via seat signage) to dispose of their trash properly and keep the vehicle clean.

For People of Determination and Senior Citizens

- m. Staff must be aware on how to effectively assist people of determination, ensuring their needs are met throughout the ride.

For VIPs

- n. If passengers request a quiet ride or have specific preferences, drivers should accommodate their requests professionally, such as lowering the radio volume or adjusting climate control.

Section 4. Emergency and Risk Management

- a. All mobility operators are required to adhere to the Abu Dhabi Department of Culture and Tourism (DCT) Incident Response Framework in the event of any reportable incident, as defined in the framework. Frontline staff, managers, and supervisors must comply with the framework and support in reporting directly to the Risk and Business Continuity Unit at DCT.
- b. Staff should be trained in basic first aid and know how to handle medical emergencies such as fainting, motion sickness, or passenger distress.
- c. Staff must be familiar with the locations of emergency equipment (e.g., first-aid kits) and know how to operate them if needed and trained to do so.
- d. Suspicious activity must immediately be reported immediately as per the mobility operator policies.
- e. Staff must be aware of all emergency contact numbers (e.g., police, ambulance) and procedures.
- f. If a medical emergency occurs, the driver or transport crew should immediately contact emergency services while keeping the passenger calm.
- g. Reassure passengers calmly and confidently in emergency situations, following the mobility operator protocols.

For People of Determination and Senior Citizens

- h. Incorporate considerations for people of determination in emergency procedures.

Article XIII. De-board / Drop-off

The following guidelines outline the mobility service frontline staff responsibilities in supporting passengers with de-boarding, drop-off, assistance with luggage, and farewell. These standards ensure that passengers have a seamless and professional experience as they de-board, leaving a lasting positive impression.

Expected Frontline Staff Interactions: Driver, On-board Staff

Section 1. Mobility Operators Assets

- a. All personal mobility modes must offer cashless payment options (e.g., QR code payment links, card machines) in alignment with the Emirate's transition to a digital economy. Additionally, a variety of cash denominations in UAE Dirhams should be available at the start of each shift to ensure seamless change provision for passengers paying in cash.
- b. Conduct daily end-of-day or end-of-ride inspections, as per mobility operator policies, to ensure vehicles are clean, well-maintained, and free from safety hazards.
- c. Transport vehicles must be sanitized frequently, as per mobility operator policies, to maintain cleanliness, particularly in high-contact areas such as seats and door handles.
- d. Ensure clear announcements or conversation to guide passengers on de-boarding and where they can go after de-boarding.
- e. Display QR codes guiding passengers to digital survey systems where possible.
- f. Abu Dhabi events calendar and relevant website links or QR codes (e.g., Visit Abu Dhabi website) should be displayed where possible to provide passengers with access to continued interaction.
- g. Operators should provide digital or printed route and Abu Dhabi guides to frontline staff for reference while supporting passenger queries.

For People of Determination and Senior Citizens

- h. Ensure that all de-boarding areas are designed to accommodate wheelchair users, elderly passengers, and individuals with mobility challenges, i.e., help coordinate barrier-free drop-off zones, tactile paving, braille/large-font signage, assisted de-boarding support.
- i. Ensure audio and visual announcements, if applicable, are available for passengers with disabilities.
- j. For mass mobility modes, there must be audio-visual cautionary signs installed upon the opening and closing of platform screen doors.

Section 2. Payment Process for Non-Prepaid Personal Mobility Modes

- a. Clearly state the total fare to passengers before proceeding with payment, ensuring they understand the amount they are required to pay. Any additional charges, if applicable, such as waiting time fees, or peak-hour surcharges must be disclosed upfront.
- b. Always use the official fare meter or pricing system, avoiding any form of manual price negotiation that could lead to confusion or disputes.
- c. If a passenger disputes the fare amount, calmly explain the breakdown of the charges, and refer to the visible meter and relevant material displayed, if available.
- d. Politely ask the passenger their preferred mode of payment based on the options available in the mobility service.
- e. In case of cash payments, ensure that all change is returned to the passenger regardless of the amount. Only accept the change as a tip if clearly communicated and offered by the passenger.
- f. Immediately after the payment is processed, the driver must politely ask the passenger if they would like to receive a receipt. If yes, provide a printed or digital receipt, as per the mobility service policies, to the passenger as proof of payment.

For People of Determination and Senior Citizens

- g. Ensure payment systems are accessible across all channels and easy to use by everyone (e.g., screen-reader friendly, clear navigation, and flexible payment methods).

Section 3. Exit and Farewell

- a. Staff must clearly indicate when it is time for passengers to exit, ensuring a smooth and structured de-boarding process.
- b. Be genuine in farewell interactions with passengers by thanking them saying “Shukran” or “Thank you” and bidding farewell in a courteous manner (e.g., saying “Famaanilla”).
- c. If applicable, staff should remind passengers to check for their personal belongings before exiting to reduce lost-item incidents.
- d. Assist passengers with handling any luggage or baggage they may have.
- e. Ensure that passengers de-board safely without rushing or crowding on mass mobility vehicles, particularly on high-capacity public transport vehicles.
- f. Checks must be conducted of the premises after each ride (e.g., after each passenger drop-off for personal mobility services, after finishing a complete route for buses) for any forgotten belongings, trash, or spills to maintain cleanliness ahead of the next ride and prevent lost-item incidents. If a personal item is found, staff must follow the mobility operator protocols on lost items. Any mess or spills should be cleaned immediately before picking up the next passenger to ensure a hygienic and professional ride experience for all passengers.
- g. All staff must keep themselves informed on key attractions, transportation options, ongoing and upcoming events, and visitor activities as shared on the Visit Abu Dhabi website and DCT’s Events Hub website, to effectively assist passengers with up-to-date information on Abu Dhabi assets.
- h. If passengers are unfamiliar with the location, politely offer final directions or suggest using a mapping application (e.g., Google Maps).
- i. Politely ask passengers for their feedback at appropriate moments and direct passengers to feedback channels (e.g., digital surveys, QR codes).

For People of Determination and Senior Citizens

- j. Proactively help wheelchair users or individuals with mobility challenges in safely exiting.

For VIPs

- k. For premium and chauffeur services, drivers should open the door for passengers, aid with luggage retrieval, and ensure a personalized farewell experience.

Section 4. Car Rental Vehicle Return Process

- a. Rental staff should inspect the returned vehicle quickly and efficiently, minimizing delays for the customer.
- b. Clearly communicate any final billing details, fuel policies, or additional charges to avoid confusion or disputes.
- c. If the vehicle is being returned at a large facility (e.g., airport), provide clear directions to transportation services available on the facility.

Section 5. Managing Visitor Complaints at Drop-off

- a. If a passenger expresses dissatisfaction with their ride, remain calm, professional, and attentive, ensuring they feel heard and valued.

- b. Attempt to respond to the visitor in a calm manner to the best of your capabilities. If the complaint requires escalation, provide the passenger with the correct customer service contact details for follow-up.
- m. Follow the three key steps of service recovery:
 - a. Step 1: Show empathy – acknowledge the problem and apologize for the inconvenience.
 - b. Step 2: Present alternatives – offer possible solutions the visitor can choose from.
 - c. Step 3: Deliver beyond expectations – go the extra mile when appropriate to leave a positive impression.
- n. When dealing with an angry or difficult visitor, apply the following five steps to de-escalate the situation and regain the visitor's trust:
 - a. Step 1: Listen and let the visitor talk - Allow the visitor to express their frustration without interruption. Listening attentively helps reduce tension and shows respect.
 - b. Step 2: Empathize with the visitor - Acknowledge their feelings and demonstrate understanding. Use empathetic phrases (e.g., "I understand how frustrating this must be").
 - c. Step 3: Commence with solving the problem effectively - Begin addressing the issue promptly. Ensure the customer sees you taking action to resolve the matter.
 - d. Step 4: Agree on a solution with the visitor - Involve the visitor in the resolution process. Confirm that the agreed-upon solution meets their expectations.
 - e. Step 5: Follow up with the visitor - After the issue is resolved, check in to ensure satisfaction. This reinforces trust and shows commitment to service quality.

Section 6. End of Day Protocol

- a. Log any incidents, maintenance needs, or service disruptions encountered during the day for follow-up.
- b. Restock refreshments, if needed in the mobility service, and report any issues with digital systems or equipment.
- c. Review the next day's schedule, visitor trends, and any special requirements to enhance readiness.

Article XIV. Feedback

The following guidelines outline the mobility service frontline staff responsibilities in collecting, managing, and utilizing visitor feedback after their ride experience. Gathering visitor insights is essential for mobility operators to enhance service quality, identify areas for improvement, and maintain high levels of visitor satisfaction.

Expected Frontline Staff Interactions: All Frontline Staff

Section 1. Mobility Operators Assets

- Provide a user-friendly, multilingual website and mobile application, as applicable, with feedback features. Ensure that the visitor feedback survey collects comprehensive feedback from the passengers across all areas of their visit (e.g., availability of information, ease of booking, frontline staff service), including all data required to measure the mobility operator's defined KPIs.
- Develop an automated feedback system, if possible, which allows passengers to rate their experience via SMS, email, or mobile application (as per mobility operator policies) immediately after their ride.
- Feedback process and surveys must be quick and easy for passengers to complete (e.g., star ratings, multiple-choice questions, short open-text comments). Keep surveys short and focused (e.g., 3-5 key questions) to increase completion rates.
- Feedback channels must be multilingual¹ to cater to international passengers.
- For personal mobility modes, offer passengers the ability to provide private feedback that only the mobility operator sees, ensuring honest responses without driver retaliation concerns.
- Deploy automated tools (e.g., AI chatbots) if possible, to assist passengers with inquiries and offer real-time support on mobility services.
- Establish secure storage spaces for a well-organized lost and found system, ensuring items are logged with details.
- Equip mass mobility vehicles with CCTV cameras and surveillance systems where possible to assist in locating lost items and address visitor complaints.

For People of Determination and Senior Citizens

- Ensure questions regarding accessibility features, satisfaction, and suggestion are included in the visitor feedback survey.

Section 2. Initiate and Action Feedback

- Listen attentively to verbal feedback and thank passengers for their input. Ensure to take note of any verbal feedback collected to pass on to relevant managerial staff members.
- Staff must be aware of the mobility operator protocols on de-escalating frustrations (e.g., offering solutions such as refunds, ride credits, alternate compensation) and assurances and timelines for corrective actions that may need to be taken.
- Staff and mobility operators must commit to conducting thorough investigations of complaints to ensure fair resolutions. This commitment builds trust and shows that the operator values visitor feedback.
- Encourage passengers to submit feedback and satisfaction scores through the mobility operator's survey platforms. Avoid pressuring passengers but encourage honest and constructive input to help improve services.
- Review team or individual feedback, including visitor ratings on online platforms (e.g., booking platforms, social media, websites) during meetings to understand visitor perceptions of the service, and assess trends and recurring issues.

- f. Reflect on personal interactions with passengers and identify opportunities to refine service delivery (e.g., clearer directions, better tone of voice).
- g. Attend regular training sessions or workshops to address areas where feedback suggests improvement is needed as per the mobility operator and VX Academy trainings.
- h. Proactively suggest adjustments to processes or practices based on recurring visitor comments you have encountered.
- i. Share best practices or tips with colleagues during performance meetings to support group improvement.
- j. Monitor personal growth by comparing your current performance to past feedback or individual KPI results.

Section 3. Follow-up Communications

- a. Request further details from passengers when they provide low ratings on key survey questions (e.g., Net Promoter Score, satisfaction scores). Each mobility operator should establish its own threshold for low scores based on historical data and strategic goals.
- b. If a visitor has negative comments or reports an issue, ensure that their complaint is acknowledged professionally with a polite and empathetic tone, they receive a timely response, and a clear resolution or explanation is provided.

For VIPs

- c. Send personalized follow-up emails or messages to express gratitude for their visit.

Section 4. Receiving Lost Items Report

- a. Request for specific details of the lost item, including the item's description, last known location, time of loss, and any identifying marks.
- b. Check mobility operator lost items log for any records of the missing item and inform relevant staff to assist in the search as needed.
- c. Review surveillance footage, if available (e.g., if security cameras are present in the relevant areas, if the item is of high value).
- d. Collect the visitor's contact information in case the item is not immediately found, along with a reference number for updates.
- e. Clearly explain the mobility operator lost and found policy, including how long items are stored.
- f. In case items are found, make sure to align with visitor on the hand-over process, ensuring that items are handed over only after requesting identification or detailed description of to confirm rightful owner before releasing an item. Then, update records to indicate that an item has been claimed, including the date, time, and recipient's details.
- g. Store unclaimed items for the designated period as per mobility operator policies before disposal or donation. If a lost item is of high value or contains personal identification (e.g., passports, wallets), contact the appropriate authorities if not claimed within the set timeframe.

Article XV. Implementation of Standards

This section outlines the timeline for implementation and application of the defined standards, and the subsequent roles and responsibilities of key stakeholders. It ensures the seamless integration and consistent implementation of the defined site standards.

Section 1. Implementation Timeline

Establishing a clear timeline is essential for the effective implementation and evaluation of mobility standards. Based on industry practices and available resources, the following phases and timeline across ~2 months are recommended:

Section 1.A. Onboarding of Mobility Management to VX Guidelines – Led by DCT

- Upload VX Guidelines, as well as any related documents such as Action Plans, to DCT portal that is accessible to all mobility operators.
- Organize workshops with the mobility team to explain the visitor experience guideline strategy, its overarching purpose, and their obligations to comply.

Section 1.B. Introduction of VX Guidelines to Mobility Staff– Led by the Mobility

- Introduce the standards during comprehensive onboarding sessions and refresher workshops for new and existing staff.
- Distribute documentation of the standards, such as handbooks, checklists, or digital resources, to all frontline and management personnel.
- Facilitate Q&A sessions to address any immediate concerns or clarifications.

Section 1.C. Implementation of Guidelines - Led by the Mobility

- Conduct an internal assessment of compliance to ensure all tools, resources, and infrastructure are in place (e.g., accessibility features, updated signage, feedback systems).
- Identify and address any gaps in staff training, facility readiness, or operational processes required to meet the standards.
- Allocate sufficient resources, such as additional staff or technology, to facilitate adherence as needed.
- Begin the formal implementation of standards in daily operations, with supervisors providing guidance and support.
- Collect and review initial feedback collected during the initial implementation phase and adjust workflows and processes as needed.
- Reinforce adherence through regular team meetings and role-specific coaching sessions.
- Schedule training sessions to review core guidelines and address gaps observed in performance evaluations or visitor feedback.
- Define protocols and policies around regularly tracking and reporting on visitor experience metrics and VX guideline compliance to DCT.
- Define protocols and policies around regularly tracking and reporting statistics on People of Determination (POD) visitation, including details such as the number of POD visitors, their residency status (resident or tourist), type of disability, age group, and source market.

Section 2. How to Integrate the Standards in Day-to-Day Business

The established, pre-defined standards should be implemented through clear methods that focus on regular reinforcement, training, practice, and accountability, such as;

Section 2.A. Integrate into Daily Briefings

Daily briefings align frontline staff on visitor interaction guidelines, operational priorities, and upcoming events, if any. These meetings help maintain consistency in service and allow for the sharing of insights and updates.

- a. Use morning or pre-shift meetings to review visitor interaction guidelines, operational priorities, and upcoming changes.
- b. Incorporate discussions of potential visitor scenarios during daily briefings to reinforce key standards.
- c. Incorporate a quick Q&A to clarify doubts about specific guidelines.
- d. Conduct short debriefings after shifts to allow staff to share insights, address challenges, and suggest improvements for the next day.
- e. Review the day's schedule, including any event schedules, VIP visitor lists, group bookings, and expected visitor surges, to adjust service approaches, coordinate logistics, and manage crowd flow as needed.

Section 2.B. Conduct Initial Onboarding and Continuous Training

Schedule training sessions to onboard new staff and refresh knowledge of existing staff through training and certification tools (e.g., current site training curriculum, VX training modulesⁱⁱ), focusing on developing specific competencies, ensuring professional growth and service excellence.

- a. All frontline staff of all levels are required to complete assigned training programs and VX modules by DCT (e.g., sustainability training, visitor service, sensitivity training, VIP hospitality, disability inclusion training).
- b. Discuss and understand personal staff targets and how they contribute to the organization's objectives and Abu Dhabi's vision for visitor experience.
- c. All frontline staff of all levels are required to actively participate in and complete assigned training programs and VX modules surrounding:
 - a. Cultural Integration (understanding Emirati values, cultural infusion, Emirati hospitality essence, gifting culture, etc.)
 - b. Accessibility and Disability Awareness (awareness about identifying the hidden disability sunflower and providing support for visitors with both visible and hidden disabilities)
 - c. Sustainability Principles (i.e. reduce, reuse, and recycle to minimize waste, reuse materials, and sort recyclables properly)
 - d. Role Specific and Focused Workshops (conflict resolution, emergency preparedness, etc.)
- d. All managers, supervisors, and duty managers must have completed the minimum risk and emergency training requirements, with the minimum level of requirement for operational safety and health to be determined by the asset.
- e. Encourage collaboration across roles during training to ensure a holistic understanding of visitor journey touchpoints.
- f. Pair new employees with experienced staff to observe and practice the standards in real time in case they are facing any difficulty and require specialized training.
- g. Stay updated on any temporary closures, ongoing maintenance, or construction that could impact visitor experience.
- h. Understand all visitor services offered, such as ticketing procedures, accessibility support, locations of key areas within the property, and lost and found services.
 - a. Be familiar and updated with mobility policies on ticketing, refunds, group bookings, and any other relevant policies.
 - b. Strive to consistently meet or exceed metric targets (*highlighted in following article*) by adhering to VX guidelines and maintaining high service standards.

Section 3. Who is Responsible for Implementing the Standards

Implementation Mechanism	Stakeholder			
	Government	Training Institutions	Tourism Businesses (Mobility)	Frontline Staff
Onboarding of Mobility Management to VX Guidelines	Provide VX Guidelines and related documents to the mobility and its management and organize workshops	Potentially facilitate introductory workshops	Ensure employee participation and engagement (particularly senior management) if and when required	-
Introduction of VX Guidelines to Mobility Staff	-	Develop material for mobility and its management to distribute to their staff to onboard them to the guidelines	Conduct workshops and onboarding sessions for staff and address any questions or challenges	Attend and proactively engage in onboarding sessions
Implementation of Guidelines	Address any issues or questions that may arise	Provide training programs and material as and when required	Ensure integration of guidelines into day-to-day operations, as well as consistent training and monitoring	Attend and proactively engage in all trainings, adhere to VX guidelines, and provide feedback
Integration into Daily Briefings	-	Develop training templates or modules that supervisors can use for conducting daily briefings effectively	Provide clear operational updates and mobility details to supervisors for inclusion in daily briefings and scenario discussions	Actively participate in briefings and provide input based on visitor interactions and feedback received
Training & Onboarding	Support in providing VX Academy modules as required	Design and deliver comprehensive training programs tailored to mobility operations	Identify gaps in staff performance and coordinate with training institutions to organize relevant sessions	Attend and actively engage in training sessions

Article XVI. Monitoring of Standards

This section outlines the mechanisms and **roles of stakeholders** in ensuring the consistent monitoring of mobility's compliance with VX guidelines and standards and reporting on visitor experience metrics. This ensures that all stakeholders are contributing to high-quality visitor experiences and operational excellence.

Section 1. Monitoring Mechanisms

Monitoring may be carried out through some of the mechanisms listed below, by their respective lead owners and supported by relevant stakeholders.

Step 1. Onboarding on VX Guidelines and Reporting

Mobility Operators are onboarded onto the VX guidelines and its monitoring hub/portal and are informed of their annual compliance reporting obligation.

Step 2. Self-Assessment & Evidence Submissions

Mobility Operators complete self-assessments and submit necessary evidence to demonstrate compliance with the VX guidelines on a yearly basis.

Step 3. Inspection & Contested Assessment (*optional*)

Inspections may be conducted, and DCT have the option to contest their self-assessment results, if needed.

Milestone: VX Guidelines Compliance Score captured

Step 4. Actional Plan Definition

Mobility defines action plans and timelines to address non-compliance issues and uploads them to the portal for DCT review.

Step 5. Actional Plan Alignment

DCT review and accept/contest the proposed action plan and approve a timeline for compliance resolution.

Milestone: Mobility implement action plan to ensure compliance

Step 6. Progress Tracking and Monitoring

DCT monitors progress throughout the year to track compliance improvements and overall adherence to VX guidelines.

Milestone: VX Guideline Gap Resolution Rate captured

Section 2. Monitoring Tools

Self-led Assessments (Mobility)

- i. Regularly gather input from frontline staff to identify challenges in implementing the guidelines and suggest refinements.
- ii. Conduct regular internal self-evaluations using the self-assessment tool to measure performance against the established standards.
- iii. Utilize key performance indicators (KPIs) (*highlighted in following section*) to identify strengths and areas for improvement, ensuring ongoing alignment with the guidelines.
- iv. Use checklists to track adherence in key areas like greetings, assistance, or communication.
- v. Supervisors or managers observe interactions and provide immediate feedback to ensure compliance with standards.
- vi. Use visitor feedback surveys and reviews to gauge visitor satisfaction and identify recurring issues that need to be addressed.

Government-led Assessments

- i. Participate in scheduled government-led inspections (e.g., mystery shopping, visitor experience audits, visitor feedback or tone of voice evaluations) to assess compliance to guidelines.

- ii. Review and implement feedback provided from the monitoring mechanisms to enhance service delivery and visitor experience standards.
- iii. Ensure continuous adherence to standards, as government or assessors may conduct unannounced audits to evaluate compliance.
- iv. Maintain well-documented processes, staff training records, and checklists to demonstrate readiness and corrective actions taken in response to audit recommendations.

Section 3. Metrics To Be Reported

Tourism businesses, i.e. the mobility and its management, must regularly track the following metrics, set by the applicable Abu Dhabi Tourism Strategy at the time of evaluation, to assess visitor experience and the mobility's compliance with the established guidelines. The method and formula of calculating the metrics may be dependent on the mobility's historical method of calculating the metric, if applicable.

Section 3A. Visitor Experience Metrics

The following metrics are intended to assess the visitors' experience at the mobility.

Metric / Data Point	Description	Notes	Performance Target	Suggested Method
Net Promoter Score (NPS)	Measures the likelihood of visitors to recommend the mobility to others	Asset to provide raw NPS score from each respondent	NPS Score (International): 34 NPS Score (Domestic): 33	<i>The metrics and Data points are advised to be captured through digital surveys to enable DCT's oversight on visitor experience</i>
Customer Satisfaction Scores (CSAT)	Measures the percentage of visitor satisfaction with their experience at the mobility on a scale from 1-10	Asset to provide the individual CSAT score against each survey question	CSAT Score (International): 82.5% CSAT Score (Domestic): 86%	
Open-Ended Feedback	Open-ended feedback given from visitors through text throughout the surveys	Asset to provide all comments extracted from conducted surveys	-	

The visitor experience metrics will be captured on a regular basis each quarter in the case where an automated/digital solution to capture real-time data has not been implemented yet.

Section 3B. Asset Training and Compliance Metrics

The following metrics are intended to assess the mobility's compliance with the established guidelines.

Metric	Description	Suggested Formula	Suggested Frequency	Performance Target
Number of Frontline Staff	Measures the number of frontline staff who are employed at the respective asset	(# frontline registered)	Annually	-
VX Guideline Compliance Score	Measures the average score of an entity in complying with VX guidelines against non-compliance	(# VX guidelines complied with / # total VX guidelines) * 100	Annually	60% < X < 70% = Acceptable 70% < X < 80% = Good 80% < X < 90% = Great X > 90% = Excellent
VX Guideline Gap Resolution Rate	Measures the resolution of VX guideline gaps identified during the previous compliance tracking cycle, given a defined action plan set by the attraction and confirmed by DCT	(# resolved VX guideline gaps in current period / # total VX guideline gaps identified in previous period) * 100	Annually	X > 75% = Compliant
Feedback on VX Guidelines	Feedback given by mobility and its management regarding potential pitfalls related to the guidelines based on visitor feedback, staff insights, and changes in mobility's operations or visitor demographics	Assets to continually review guidelines and their ongoing implementation to identify any pitfalls or challenges	Annually	-

To ensure a more inclusive and insightful evaluation of visitor experience and compliance metrics, it is recommended to provide disaggregated data by key demographic and behavioral categories: age, nationality, gender, and purpose of visit. This approach will allow us to identify trends, gaps, or disparities in satisfaction and compliance levels across different visitor segments. Additional operational metrics such as number of visits, may be requested on a use case basis from the respective assets.

Section 4. Outcomes of VX Guideline Compliance

Establishing a process to ensure that key lessons learned from the implementation of the guidelines are captured to ensure continuous improvement, whilst also rewarding assets and frontline staff who exhibit excellent performance with regards to guideline compliance.

- Use insights from self-assessments and government assessments to proactively address potential compliance gaps before audits occur.
- Reward staff and assets that exhibit exceptional performance via DCT-led incentive and reward program. (Awards are decided and given by DCT)

Section 5. Who is Responsible for Monitoring the Standards

Monitoring Components	Stakeholder		
	Government	Tourism Businesses (Mobility)	Frontline Staff
Monitoring Mechanisms & Monitoring Tools	Onboard assets onto the monitoring hub/portal, communicate compliance obligations, provide self-assessment forms, inspect assets, confirm action plans, and monitor progress	Conduct and submit self-assessments, define, and align on action plans	Highlight any pitfalls or challenges with the implementation of the VX Guidelines
Metrics To Be Reported	Receive, verify and assess metrics reported by mobility operators; request any additional operation metrics when required	Conduct surveys or inspections to gather required metrics and data points	Collect open-ended feedback from visitors at the mobility
Outcomes of VX Guidelines Compliance	Identify and reward high performing assets and frontline staff	Gather data from visitor feedback and staff input to identify areas for improvement, updating processes and communicating with government so they may update the guidelines accordingly	

Article XVII. Table of References

Entity	Document
Government of Abu Dhabi	دليل خدمة المتعاملين - Customer service guide
Government of Abu Dhabi	Chairman of the Executive Council Resolution No. (23) of 2018 Concerning Additional Competencies of the Department of Culture and Tourism
Government of Abu Dhabi	Law No. (8) of 2018 - Concerning the Establishment of the Department of Culture and Tourism
Government of Abu Dhabi	Abu Dhabi Chairman of the Executive Council Decision No. 14/2019 Concerning the Issuance of the Executive Regulations of Abu Dhabi Law No. 4/2016 Concerning the Cultural Heritage of the Emirate of Abu Dhabi
Government of Abu Dhabi	Abu Dhabi Law No. 4/2016 - On the Cultural Heritage of the Emirate of Abu Dhabi
Government of Abu Dhabi	Abu Dhabi Law No. 13/2006 - On the Control of Tourism Establishments in the Emirate of Abu Dhabi
Government of Abu Dhabi	Abu Dhabi Government - User Guide
Government of Abu Dhabi	UAE Fire and Life Safety Code of Practice (2018 edition)
Government of Abu Dhabi	Federal Law No (29) of 2006 Concerning the Rights of Persons with Special Needs
Department of Government Enablement	Effortless Guide 2023
Department of Culture and Tourism	Hayyakum Code of Conduct Guidebook
Department of Culture and Tourism	Sustainable Tourism Guidelines
Department of Culture and Tourism	Mobility Mystery Shopping Report November 2024
Integrated Transport Centre	Guide to Taxi Services in Abu Dhabi

Integrated Transport Centre	Resolution of Taxi Drivers Rights and Responsibilities
Integrated Transport Centre	Daily Taxis Quality Control Check
Integrated Transport Centre	Top Customer Complaints
Abu Dhabi Maritime	Water Taxis Employee Standards
United Nations	United Nations Convention on the Rights of Persons with Disabilities (CRPD)

ⁱ List of major traveler languages are revised annually based on DCT's data of Top 5 tourist countries of origin, with the 2025 major traveler languages being Arabic, Chinese, English, Hindi, and Russian.

ⁱⁱ The Department of Culture and Tourism will be providing the training modules mentioned for visitor experience.