

SUSTAINABILITY REPORT 2018

DARE TOGETHER



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WHO WE ARE AND WHAT WE DO

At Majid Al Futtaim, we create great moments for everyone, everyday. Founded in 1995, Majid Al Futtaim is the leading shopping mall, communities, retail and leisure pioneer across the Middle East, Africa and Asia.

A remarkable business success story, Majid Al Futtaim started from one man's vision to transform the face of shopping, entertainment and leisure. It has since grown into one of the United Arab Emirates' (UAE) most respected and successful businesses spanning 15 international markets, employing more than 43,000 people, and obtaining the highest credit rating (BBB) among privately-held corporates in the region.

Our brand is a legacy that represents our founder's heritage, culture and vision for a future where families, friends and communities connect, create and experience those great moments, everyday. Representing our past, present and future, the Majid Al Futtaim brand is the glue that holds the magic and moments together.

About this report

This is our second Company-wide sustainability report covering the period from 1 January to 31 December 2018. It demonstrates our actions to deliver an ambitious sustainability vision to our key stakeholders: from employees, tenants, operators, customers and suppliers, to regional and global peers, communities, NGOs, governments and global investors. We have adopted internationally-accepted best practices to measure and report our sustainability activities and therefore benchmark our performance with reference to the GRI Standards, which can be found on page 34 of this report.

This report includes all the operations and assets in our portfolio, including four office buildings, one of which is our Headquarters. Our UAE property portfolio includes Matajer Malls, a neighbourhood retail centre concept by Sharjah Holding, and Al Zahia, Sharjah's first gated mixed-use community. Both are joint ventures with the government of Sharjah. However, the report excludes other joint venture projects where we did not have full operational control or responsibility for 100% of the floor area in 2018. The absolute environmental data in this report covers 100% of the floor area* of the assets over which we have operational control, and which were operational throughout 2018. In addition, the environmental impacts of all of Majid Al Futtaim's major construction projects underway during 2018 have also been included in the reporting.

* Floor area is measured by Net Lettable Area for the majority of assets, but Gross Internal Area is used for the Hotels portfolio and Total Land Area for the Al Zahia gated mixed-use community where Majid Al Futtaim – Properties is responsible for external common areas only.

A MESSAGE FROM OUR CHIEF EXECUTIVE OFFICER

Awareness and interest in sustainability rapidly gathered pace in 2018. Outcries over the effect of plastic pollution and the realisation that our world could soon be unrecognisable unless action is taken urgently, has been a public call to action. Businesses can no longer sit on the side lines, they need to not only listen but respond to these issues and to stakeholders, pushing the sustainability agenda at a faster pace.

I'm proud that Majid Al Futtaim has been ahead of the curve, integrating sustainability into our business thinking since 2012. But this does not mean that we can rest. We need to continue to strive ahead, demonstrating to others that sustainability makes business sense, sharing lessons learnt and working collaboratively with other global leaders and our stakeholders.

Our constant drive and commitment to go above and beyond, ensuring we have a positive impact, as well as addressing ten of the United Nations Development Goals, is inspiring to be a part of. The launch of our first Company-wide sustainability strategy *Dare Today, Change Tomorrow*, is testament to this.

We have continued to gain knowledge and understanding of the sustainability issues in the countries we operate and we have worked together with local partners to address these. We have taken the time to embed sustainability into our operations and ensure staff of all levels are engaged. Now, we are eager to begin the next leg of our journey, accelerating the pace of change throughout the Company and our value chains.

Our MoU with the United Nations Environment Programme, to collaborate on resource efficiency and sustainable developments is one example of how valuable partnerships can achieve common goals. This year I was also thrilled that Majid Al Futtaim became one of the first three companies to sign up to the World Green Building Council (WGBC) Net Zero Building Commitment, showcasing to the world how seriously we take our responsibilities.

Dare Today, Change Tomorrow will require unwavering commitment, strong partnerships and long-term thinking from all levels of the business to achieve our sustainability goals. We must continue to encourage and dare our stakeholders to embrace sustainability in all elements of their day-to-day lives. It is only by working together that we will create lasting, positive change for everyone today and in the future.

Alain Bejjani
Chief Executive Officer
Majid Al Futtaim



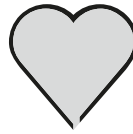
BUSINESS AT A GLANCE

→ OUR BUSINESS VALUES



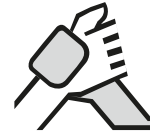
BOLD

We promote a creative environment where there is courage to challenge convention and make the impossible possible, celebrating progress through innovation.



PASSIONATE

We nurture a spirit of excellence and perseverance. We take pride in what we do, how we do it, and who we do it for.



TOGETHER

We cultivate synergy where the whole is greater than the sum of the parts. We shape and deliver the future together in an atmosphere of support and openness that respects diversity, facilitates communication and makes collaboration constructive.

→ OUR BUSINESS AT A GLANCE



43k+
EMPLOYEES



110+
NATIONALITIES



15
COUNTRIES



25
SHOPPING
MALLS



4
COMMUNITIES
PROJECTS



2.5k+
FAMILIES
LIVING IN OUR
COMMUNITIES



13
HOTELS



270
GROCERY RETAIL
OUTLETS



400
VOX CINEMA
SCREENS



179M+
HOTEL GUESTS
AND VISITORS
ANNUALLY

> **Kuwait**

Businesses

- Communities
- Fashion
- Hypermarkets & Supermarkets
- Shopping Malls
- Cinemas

> **Iraq**

Businesses

- Fashion
- Hypermarkets & Supermarkets

> **Georgia**

Businesses

- Hypermarkets & Supermarkets

> **Armenia**

Businesses

- Supermarkets

> **Lebanon**

Businesses

- Communities
- Fashion
- Hypermarkets & Supermarkets
- Shopping Malls
- Cinemas

> **Jordan**

Businesses

- Hypermarkets & Supermarkets

> **Egypt**

Businesses

- Hypermarkets & Supermarkets
- Shopping Malls
- Cinemas
- Family Entertainment Centres
- Unique Leisure Destinations

> **United Arab Emirates**

Businesses

- Communities
- Consumer Finance
- Energy & Facilities Management
- Fashion
- Hypermarkets & Supermarkets
- Hotels
- Restaurants & Cafés
- Shopping Malls
- Specialty Retail Stores
- Unique Leisure Destinations

> **Kazakhstan**

Businesses

- Hypermarkets & Supermarkets

> **Pakistan**

Businesses

- Hypermarkets & Supermarkets

> **Saudi Arabia**

Businesses

- Fashion
- Hypermarkets & Supermarkets

> **Oman**

Businesses

- Communities
- Cinemas
- Shopping Malls
- Hypermarkets & Supermarkets
- Family Entertainment Centres
- Fashion

> **Bahrain**

Businesses

- Fashion
- Hotels
- Hypermarkets & Supermarkets
- Shopping Malls
- Cinemas
- Family Entertainment Centres
- Unique Leisure Destinations

> **Qatar**

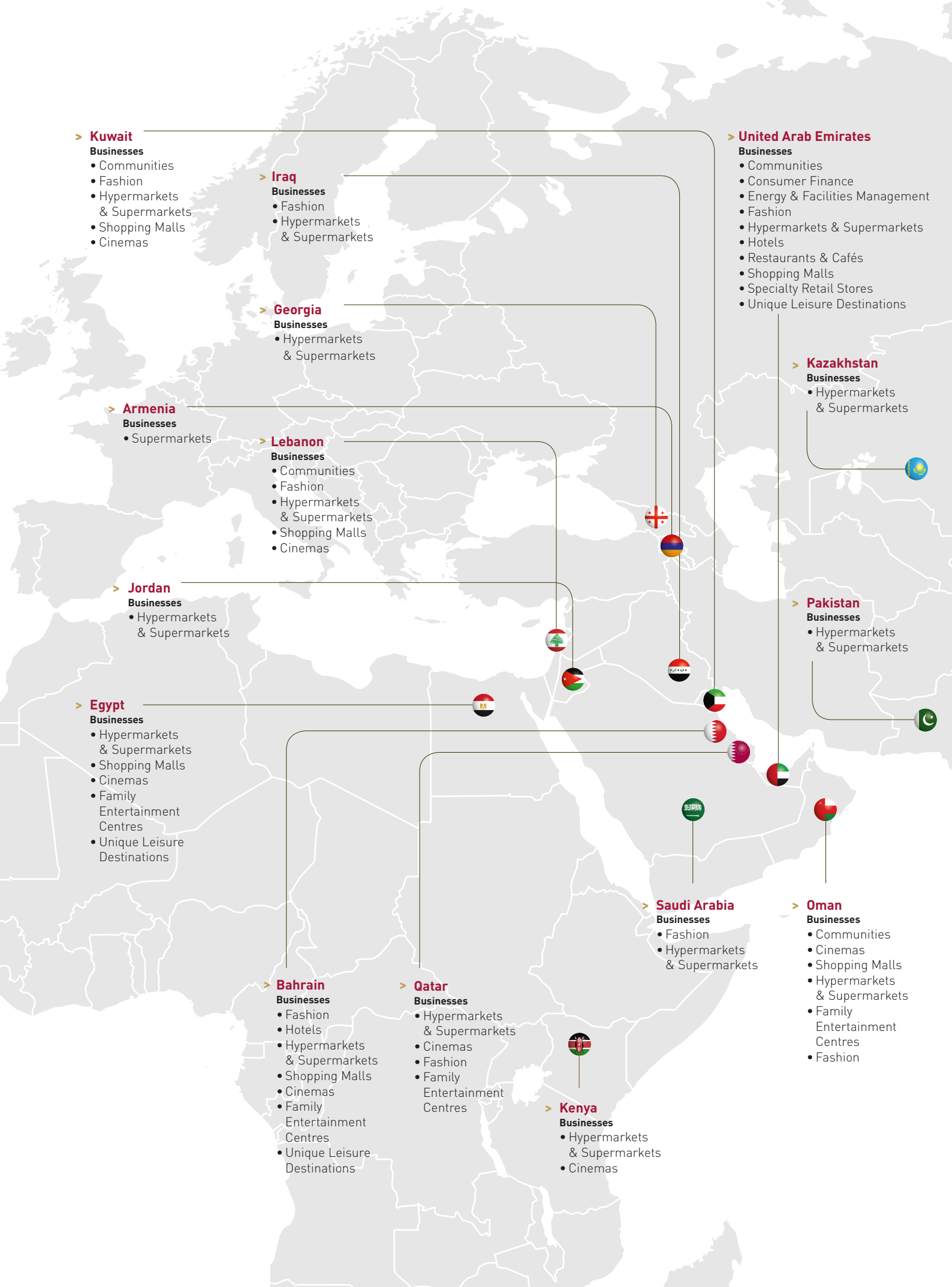
Businesses

- Hypermarkets & Supermarkets
- Cinemas
- Fashion
- Family Entertainment Centres

> **Kenya**

Businesses

- Hypermarkets & Supermarkets
- Cinemas



OUR OPERATING COMPANY CHIEF EXECUTIVE OFFICERS

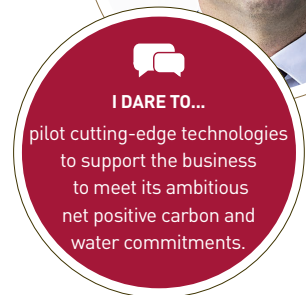
Ahmed Galal Ismail Chief Executive Officer Majid Al Futtaim – Properties

Q: Now that you have reached the end of your five-year sustainability strategy in Majid Al Futtaim – Properties, what lessons have you learnt and how do these impact on the Company's Dare Today, Change Tomorrow strategy?

A: The strategy has been a fantastic opportunity to boost sustainability within Majid Al Futtaim – Properties. Over the past five years, we have managed to successfully reduce water consumption in our offices by 44% whilst striving to ensure that as we grow, our portfolio becomes more efficient. This step change in sustainability has been integrated into the business thinking, and the efficiency that we have achieved as a result of this approach, will be valuable across the group as we work collaboratively towards our net positive commitment.

As part of our ecosystem approach, we work closely with our tenants and the partners in our supply chain to improve environmental efficiency and raise awareness of renewable options. We have also made significant progress in a number of other areas, including through our sector leading Employment Conditions Policy and internationally certified health and safety system.

Today, we are excited to be implementing the next stage of this strategy and remain focused on positively impacting the markets and communities in which we operate in.



Hani Weiss Chief Executive Officer Majid Al Futtaim – Retail

Q: How much of a journey has it been to put in place a sustainability strategy in your retail operations, including working with your suppliers who are based in countries all around the world?

A: Whenever you take on new business approaches there is inevitably a learning curve, and this year has been a challenging but enlightening start to our formal strategic journey. I'm extremely proud that we have achieved reductions in both energy and water consumption of 7% and 10% respectively. We provide millions of customers with more than 100,000 products, from home electronics and clothing to fresh foods. Packaging is of critical concern to us and tackling single-use plastics has been a focus of our initiatives this year. It is only through close partnerships that we can encourage sustainability throughout our supply chain, engaging with both staff and customers to help provide more sustainable products, healthier and more ethical food choices, and unbeatable value for money whilst continuing to ensure energy, water and waste reductions across Majid Al Futtaim – Retail.



Khaled El Chidiac Acting Chief Executive Officer Majid Al Futtaim – Ventures

Q: How has technology enabled Majid Al Futtaim – Ventures to enhance sustainability within the business? And what measures have you explored to understand more about your customers' attitudes?

A: Majid Al Futtaim – Ventures operates in the leisure, entertainment, and franchised retail arenas with a focus on providing unique and great moments everyday to our customers. Through key partnerships, such as with Enova, our facilities management sister company, we have explored how the latest technology can advance our sustainability ambitions by reducing energy and water consumption and increasing our use of renewable energy. In 2018 we trialled technology to reduce water demand by capturing air conditioning condensate and reusing the water within Ski Dubai. We have also installed reverse-vending machines in VOX cinemas to promote recycling. I'm excited about what's to come as we continue to implement our *Dare Today, Change Tomorrow* strategy. The opportunity to collaborate with the wider business and our partners will amplify Majid Al Futtaim's positive sustainability impact on our stakeholders.





I DARE TO...
use local suppliers where possible when procuring for the operation of Al Zahia community.

Shirin Lashteghani
Associate Manager
Majid Al Futtaim – Communities

A MESSAGE FROM OUR CHIEF SUSTAINABILITY OFFICER

The deeply concerning findings of the 2018 Intergovernmental Panel on Climate Change (IPCC) Special Report on the 'Impacts of 1.5 degrees of Global Warming' make it clear that urgent and collective action is needed to address climate change and global resource issues. It is up to all of us to make this change and businesses play a vital role to lead the charge. I have been inspired by those championing change by embracing and embedding sustainability in their organisations. It is only by challenging the norm, redesigning processes, developing innovative technology, exploring new partnerships and opening conversations that we can tackle these global issues together.

I'm honoured to have been a part of bringing about the transformational sustainability journey that Majid Al Futtaim has taken. And we are really starting to demonstrate the impact a business can make when sustainability is at the top of the agenda. We have learnt the power of collaboration and the impact people can have in pushing forward an ambitious strategy, which has been cheering to witness.

2018 saw further significant milestones with the conclusion of Majid Al Futtaim – Properties' sustainability strategy and the launch of *Dare Today, Change Tomorrow* – our first Company-wide sustainability strategy.

The lessons learnt from the Majid Al Futtaim – Properties' strategy have been instrumental in the creation of our action plans and targets for the entire business. These will support our *Dare Today, Change Tomorrow* ambitions as we directly address ten out of the 17 UN SDGs and continue to monitor our ability to make a positive impact towards the remaining seven goals.

I am particularly proud to have seen Majid Al Futtaim's sustainability team grow by integrating sustainability leads into each of our Operating Companies and by appointing sustainability target owners throughout the business for the first time. None of this would have been possible without senior leadership commitment. The shift in our Company demonstrates that sustainability is something that makes sense for our business and our planet.

The progress we are making leaves me genuinely excited about the prospects for Majid Al Futtaim. We have the chance to create a legacy that future generations will look back on with pride and that will inspire them to think big as they continue our sustainability vision. After all, it is only by daring today can we hope to change tomorrow.

Ibrahim Al-Zu'bi
Chief Sustainability Officer
Majid Al Futtaim



I DARE TO...

strive tirelessly everyday to ensure we meet our sustainability goals to create a way of life for a positive future.

HIGHLIGHTS FOR 2018



911,000

HOURS OF TRAINING ACROSS OUR OPERATING COMPANIES



190,200

LITRES OF WATER PLEDGED TO SAVE DURING ONE DROP MEANS A LOT CAMPAIGN



500

INTERNSHIP OPPORTUNITIES SUPPORTED BY MAJID AL FUTTAIM - RETAIL'S "KNOW ME, ACCEPT ME" INITIATIVE



4%

REDUCTION IN CO₂ EMISSIONS ACROSS THE COMPANY SINCE 2017



10,000+

PEOPLE TOOK PART IN WELLNESS WEEK



7%

REDUCTION IN WATER USAGE ACROSS THE COMPANY SINCE 2017



5 Million

MAN HOURS WITHOUT LOST TIME INCIDENTS AT MALL OF OMAN



0.5 Million AED

DONATED TO UNICEF BY MAJID AL FUTTAIM - CINEMAS



3 Million kWh

RENEWABLE ENERGY GENERATED AT MALL OF THE EMIRATES



3%

REDUCTION IN ENERGY IN HOTELS SINCE 2017



44%

REDUCTION IN WATER USAGE IN OFFICES OVER THE LAST FIVE YEARS



32%

INCREASE IN RECYCLING RATE ACROSS MALLS OVER THE LAST FIVE YEARS

OUR SUSTAINABILITY STRATEGY

DARE TODAY CHANGE TOMORROW

A way of life for a positive future

Climate change poses an increasing threat to our current way of life. It is widely agreed by policy makers and the scientific community alike that this threat is accelerating, with catastrophic and irreversible impacts looming large.

Alongside this, we can see that burgeoning global populations and modernising nations place additional burden on the earth's natural resources. The pressure on our natural environment is intense.

The stark truth is that humanity faces one of its most pressing challenges: a challenge that calls for urgent global action and a rapid change towards a more sustainable way of living. We simply cannot envisage a future that repeats the errors of the past.

Majid Al Futtaim's sustainability strategy – *Dare Today, Change Tomorrow* – is our response to this growing crisis. We have mobilised our resources to tackle our sustainability-related impacts in the countries in which we operate.

We do this by managing the issues that matter most to Majid Al Futtaim and our stakeholders.

It is vital that we use our considerable influence to help shape a way of life for a positive future. A future where communities can prosper and thrive, where employees are supported and nurtured, and where we protect the natural environment for the benefit of future generations.

We officially launched our strategy in 2018 and were careful to spend time listening to stakeholders, both internally and externally, to make sure our 2019 targets were in line with the ambitions expressed in our Sustainable Business Commitments which run to 2022, and our longer term strategic visions, including reaching Net Positive by 2040. Through partnerships in the region we are sharing best sustainability practices, while learning from peers and international leaders, as we engage in a structured dialogue

→ OUR MATERIAL ISSUES



that aligns with United Nations Sustainable Development Goals (SDGs). Indeed, we recognise the need to work together to achieve ambitions.

We also need to remain flexible and adjust our plans in response to insightful feedback, new technologies and new climate change research.

We are developing a series of exciting initiatives to help meet our Sustainable Business Commitments and annual targets. These are aligned to our strategic focus areas which include: Transforming Lives in the communities we serve to provide a healthy, fulfilling and sustainable way of life; Rethinking Resources to make a Net Positive Impact, and; Empowering our People to unlock their full potential (both direct employees and those employed by our contractors).

This report highlights just a few of the initiatives that we ran throughout 2018. They vary greatly from the health and wellbeing of our staff, to finding engaging solutions to increase the recycling of plastics. All of them are helping us strive to create great moments for everyone, everyday.

Dare Today, Change Tomorrow - Governance

At Majid Al Futtaim, our ambitious *Dare Today, Change Tomorrow* sustainability strategy requires us to rethink how we drive change to ensure that we can reach our future goals.

The integration of sustainability into the core of our business and our Operating Companies has been fostered by open discussion and a culture shift to ensure that there is a deep understanding across the business about what is required for us to remain a successful business.

To strengthen integration across the Company, sustainability is included as an item in business meetings and board reports to allow for discussion of the topic at all levels. We believe that embedding sustainability into the core of our daily operations and reporting can help us to achieve a significant impact.

Progress against our sustainability strategy is reviewed by the Board and our Chief Executive Officer and overseen by our Chief Sustainability Officer and the Corporate Sustainability Team. This team has overseen the creation of sustainability actions plans for all three Operating Companies which outline the actions each area of the business is required to undertake for us to achieve our *Dare Today, Change Tomorrow* ambitions. The Corporate Sustainability Team continue to support the implementation of the action plans along with each Operating Company's dedicated sustainability managers.

Our Company-wide culture of transparency and accountability has led the Chief Executive Officers of each Operating Company to set sustainability targets for themselves to ensure the strategy is driven forward by the highest level of the business, and that we achieve our Sustainable Business Commitments and realise our longer-term sustainability vision to create a way of life for a positive future. These actions, tracked quarterly by the Operating Company's Sustainability Manager, ensure that progress is being monitored and enables any issues to be highlighted as early as possible.

Through our audit process, progress against sustainability targets is tracked on a quarterly and annual basis and audited by a third-party advisor. Majid Al Futtaim's performance is presented in this annual sustainability report.

Alongside our strategy, we have created a suite of policies and procedures in line with global best practice, and review and update these on an annual basis. This will help us further translate our strategy into achievable and measurable actions.



HEALTH & SAFETY



HEALTHY WORKPLACES



TRAINING & DEVELOPMENT



HUMAN RIGHTS & EMPLOYMENT CONDITIONS



CHANGING ROLE OF WOMEN IN THE WORKPLACE



ATTRACTING & RETAINING TALENT



I DARE TO...

share positive and high energy with all my colleagues every day at work.

Ravi Mansukhlal
Regional Marketing Manager
Majid Al Futtaim – Cinemas

TRANSFORMING LIVES



We **DARE TO** transform the lives of the communities we serve, to provide a healthy, fulfilling and sustainable way of life

Through our operations, we connect with millions of people – our customers alone number above 560 million each year. This gives us a huge opportunity to transform lives for the better – and we think the time to make these changes is now. Our customers, suppliers and the communities in which we operate are having to adapt to a changing world. Technology is disrupting the way businesses and people interact with each other. Urban populations are growing, with 1.5 million people moving into cities weekly. Globalisation is restructuring supply chains, and customers increasingly want to know the total impact of the products they buy. Our goal is to work collaboratively to maintain traditions and cultures while ensuring everyone can live happily, healthily, safely and sustainably in a changing environment.

This is why we are focusing on Transforming Lives. We want to increase our contributions to local economies in which we operate to support local economic development. To ensure we continue to support the communities we serve we are also working with our suppliers to achieve positive changes upstream of our business by exploring sustainable procurement opportunities. We are working to find ways to further enrich customer experiences while promoting sustainable lifestyles; provide more healthy products and services whilst ensuring product quality and safety remain a priority. By nurturing skills and entrepreneurship in local communities and creating public spaces for everyone to use, we hope to improve community wellbeing, safety and prosperity. Transforming Lives provides us with a clear focus as we move forward. It will not only benefit the local communities where we operate but will be instrumental in Majid Al Futtaim's future as we continue to create great moments for everyone, everyday.

→ OUR SUSTAINABLE BUSINESS COMMITMENTS



LOCAL ECONOMIC DEVELOPMENT

All Operating Companies must annually increase the proportion of expenditure which contributes to the local economy



LOCAL ECONOMIC DEVELOPMENT

All Operating Companies must invest in an enterprise hub which supports the development of skills and entrepreneurship in line with local needs



DISRUPTIVE TECHNOLOGY

All Operating Companies must invest in an innovation centre of excellence to drive improvement in sustainability performance across Majid Al Futtaim's omni-channel platform



CUSTOMER EXPERIENCE

All Operating Companies must participate in a Customer Experience Taskforce to implement a programme that uses sustainability to enrich the customer experience across Majid Al Futtaim's omni-channel platform

OUR 2018 INITIATIVES



70
MAMMOGRAMS

BREAST CANCER AWARENESS

With breast cancer cases expected to double in the Middle East by 2030 according to the World Health Organisation, raising awareness of the importance of early detection was the driving force behind a number of our successful community health and wellbeing activities this year. During Breast Cancer Awareness Month in October, 11 of our Carrefour supermarkets in Egypt, in tandem with breast health charity the Baheya Foundation, ran popular breast health information campaigns for women customers via in-store leafletting and social media channels with 70 customers being offered free breast cancer screenings. Carrefour staff were also encouraged to attend Baheya Hospital for free mammograms.



125
INTO THE
RETAIL INDUSTRY

PARTNERSHIP WITH PHAROS UNIVERSITY AND THE DUBLIN INSTITUTE OF TECHNOLOGY

Pharos University in Alexandria and the Dublin Institute of Technology in Ireland teamed up on a new programme in advanced retail management with Majid Al Futtaim. This specialist postgraduate programme prepares Egyptian graduates for jobs in the retail industry via a dedicated curriculum covering subjects such as e-marketing, supply chain management and strategic planning. After successfully completing the programme ten outstanding graduate students are offered positions across a wide variety of departments within Carrefour. Existing employees are also encouraged to join the executive programme to develop their skills and knowledge in the retail sector with five existing staff members being enrolled annually. It is hoped that in the next five years this partnership will lead to over 125 people being able to enter the profession.



1,200+
ATTENDEES

FOSTERING RURAL TOURISM WITH LEBANON WATERFRONT CITY

In 2018, Waterfront City launched "Le Village Préféré des Libanais" – a competition aiming to promote rural tourism in Lebanon. Ten competing Lebanese villages showcased their cuisines, local products and artisanship. The event was conducted under the patronage of the Ministry of Culture and had a turnout of more than 1,200 attendees, with officials, residents and the general public equally enthusiastic about promoting rural Lebanese culture. Through showcasing the unique cultural practices of the regions, this initiative allowed for communities to come together over common interests and show their support for each other and their traditions. These connections will continue to serve and foster both local economic development and community wellbeing into the future.



190,200
LITRES OF WATER
PLEGGED TO SAVE

ONE DROP MEANS A LOT CAMPAIGN

As part of our Net Positive commitment to significantly reduce our water consumption, in October we repeated our highly successful 'One Drop Means a Lot' community education campaign that encourages water conservation. We hosted attractive stands at three of our most popular shopping malls to once again engage directly with customers about their daily water usage habits and encourage them to reflect on how they could change these to preserve scarce water resources. The campaign was supported by print, broadcast and social media activities that engaged many hundreds of thousands of people and resulted in customers pledging to save 190,200 litres of water overall. Over the next year we are excited to build on the momentum we created through One Drop Means a Lot and encourage more individuals to reduce their water consumption through public campaigns.



SPOTLIGHT ON: DEVELOPING EMIRATI SKIING AND SUPPORTING ACCESSIBILITY IN SKI DUBAI



1ST

UAE SNOW SPORT TEAM LAUNCHED



26

COUNTRIES REPRESENTED AT UAE'S INAUGURAL PARA SNOW SPORTS EVENTS

Dubai may not be the first place that comes to mind when one hears the words "winter sports". Yet Ski Dubai makes snow in the desert a reality, and apart from bringing joy to countless families, it is doing its bit to support and develop Emirati skiers, as well as pursuing a progressive agenda of inclusivity.

Ski Dubai is a staunch supporter of snow sports in the UAE, working hard to raise their profile and create opportunities for Emirati athletes. In 2018, for the second year running, it sponsored a team of athletes, increasing in size from 17 to 25, and covering three snow sport disciplines: Alpine Ski, Freestyle Ski and Snowboard. The team received regular coaching and complimentary access to the ski slopes. By enabling the development of these athletes, Ski Dubai is growing the profile of snow sports in the UAE, encouraging others to give the sport a try and demonstrating its commitment to investing in talent and young people. Ski Dubai helped the UAE government to launch the first ever UAE snow sport team and was instrumental in the UAE's application to the International Ski Federation (FIS). The membership will allow Emirati athletes to gain an FIS competition licence and compete internationally in elite-level ski and snowboard competitions. Eventually, it may lead to Emirati athletes being able to represent the UAE in the Winter Olympics, providing these athletes with further opportunities and encouraging them to pursue the sport professionally.

Championing progressive causes is at the top of Ski Dubai's agenda. The venue has a strong focus on accessibility and inclusion, with continual efforts to raise awareness for people of determination and increase their access to snow sports.

Even more impressively, in 2018 Ski Dubai hosted the UAE's inaugural Para Snow Sports event, featuring elite athlete participation from more than 26 countries. The Para Snow Sports events are some of the most prestigious to be held in the UAE and are an excellent example of Ski Dubai's philosophy that everyone can take part in, and benefit from, snow sports.

At Majid Al Futtaim, we are working hard to ensure that alongside its mission of providing world-class entertainment and creating great moments for all our customers, Ski Dubai comes to mean a lot more to many people – a springboard for world-class athletes and others to pursue their ambitions.



LOOKING FORWARD

Our plans for Transforming Lives are ambitious and multifaceted and we are committed to encouraging our stakeholders to pursue sustainable lifestyles. While the challenges are growing, so are the solutions: new tools, technology and frameworks are arising everyday to help solve the problems people experience.

We want to help amazing new ideas get off the ground; this is why we are creating an Innovation Centre of Excellence to crowdsource innovative solutions that will drive our sustainability performance across the Company and across the many regions we work in. We have also committed to establish an Enterprise Hub, which will support the development of skills and entrepreneurship in line with local needs, boosting the economy and increasing community resilience to the economic changes facing society today. Additionally, this hub will also help people outside Majid Al Futtaim who are battling to make their ideas a reality, via a start-up collaboration framework. We are determined to become the go-to partner for incubating new ideas, fulfilling our commitment to supporting young people on their path to progress and sustainability.



There are few better ways to improve the lives of people in the communities where we operate than by boosting their economic position. We will create an Infrastructure Framework which will help us determine the best way to invest in local infrastructure, and therefore support the local economy, whenever we expand into a new market.

The communities of our suppliers are intimately affected by our operations. We take our impacts seriously, and we will continue working with our supplier network to promote sustainable decisions and mitigate risks. We want to create trusted business partner relationships with each of our suppliers, helping them to increase their offerings of sustainable solutions and in turn learning from their experience.

Our ambitions to transform lives are daring, and their scale is significant. There will be hurdles to tackle along the way, but we believe that the journey will ultimately be both exciting and rewarding for everyone involved. By leveraging partnerships, keeping our minds open to new challenges and solutions, and working together, we can provide a healthy, fulfilling and sustainable way of life for all our customers, suppliers, staff and communities.

I DARE TO...

take the stairs at work to benefit my health and reduce my energy consumption at work. This change, however small, will make a difference!

Kristine Empaynado
Administrator
Majid Al Futtaim – Hotels

RETHINKING RESOURCES



We **DARE TO** rethink our use of resources to make a Net Positive Impact

Our world is at a critical point in history, where the decisions we make today will determine whether tomorrow's society will have access to the natural resources we need to live happy and healthy lives.

By 2050 the global population is expected to reach 10 billion, water demand in the MENA region will likely double, and the throwaway culture that we have created may lead to more plastic being found in the oceans than fish. If we don't make changes now, we will continue to generate greenhouse gases and deplete our resources at a faster rate than they can be replenished, until climate change and resource scarcity become a reality for a large number of people.

At Majid Al Futtaim, we are proud to have recognised our responsibility – for ourselves, our business, our planet and future generations – to manage our impacts. We want to lead by example, and to do our part in securing a way of life for a positive future in which everyone gets to enjoy great moments everyday.

This is why, through Rethinking Resources we will tackle our carbon emissions and water consumption, support ecosystems around us, adapt to the changing climate and embed circular economy principles into our business operations. Our goal is to make our business operate sustainably, by contributing to, rather than depleting, our natural resources and to use our influence to promote and progress sustainability in the region. This ambition is reflected in our commitments to become Net Positive in water and carbon by 2040.

Individuals, governments and businesses need to change their behaviours and relationship with resources if they want to secure a future where everyone can thrive – and we want to use our platform to lead this change.

→ OUR SUSTAINABLE BUSINESS COMMITMENTS



NET POSITIVE CARBON

All Operating Companies must become Net Positive in carbon for all operational, tenant and development activities by 2040



CIRCULAR ECONOMY

All Operating Companies must embed circular economy principles into business operations to minimise harmful impacts on the environment and generate new revenue streams



NET POSITIVE WATER

All Operating Companies must become Net Positive in water for all operational, tenant and development activities by 2040

OUR 2018 INITIATIVES



638

STORES RATED 3 STARS OR ABOVE

CELEBRATING OUR TENANTS' SUSTAINABILITY ACHIEVEMENTS

In 2018, we went the extra mile to recognise our tenants' environmental efforts and commitment to sustainability with our prestigious annual Green Star Awards. The Green Star Rating system is a pioneering initiative which assesses tenants' sustainability policies and the environmental and social aspects of their fit-outs and operation and gives them a green star rating of up to 5 stars. The rating system has been widely adopted across our malls, with 638 stores belonging to 254 parent companies being rated 3 stars or above. The Green Star Award ceremony, which was held at City Centre Deira's vibrant 'INDOORS' pop-up space, was conceived to encourage all mall tenants to follow Green Star sustainability rating standards, and to celebrate those that make a real effort. It was attended by over 150 people, and the winners received trophies and certificates of recognition.



800

PLASTIC WATER BOTTLES DIVERTED FROM LANDFILL A WEEK

REVERSE VENDING MACHINE AT VOX CINEMAS, CITY CENTRE DEIRA

The plastic in our waste has value and that value can be reclaimed if it is segregated properly. Thanks to the reverse vending machine we installed in 2018, VOX customers at City Centre Deira can now recycle their plastic water bottles – and get rewards in return. Every time a bottle is put into the machine, the receipt allows the person to enter a competition through a rewards app; the more bottles recycled, the higher the chance of winning. Our customers have jumped at the opportunity to recycle: 800 plastic water bottles are being diverted from landfill every week – the equivalent of 500 kg per month, which is why we will be trialling further reverse vending machines across the business.



1,395,555 AED

SAVED ANNUALLY

THE POWER OF RENEWABLES AT MALL OF THE EMIRATES

In late 2018, we unveiled the first phase of Mall of the Emirates' solar photovoltaic (PV) plant, which retrofitted 7,291 solar panels onto the upper deck of the car park. This ingenious design is a regional first and means that the solar panels serve a dual function: providing shade and generating power. And they will generate a lot of it – the project is set to produce 3 GWh of clean energy annually, saving up to 1,395,550 AED annually. Spanning over 11,900 sqm and covering 550 cars, the plant is truly impressive and is equivalent in size to two football fields. This is just the start, with next year seeing further investment in renewables as we try to ensure more and more of our portfolio uses renewable energy.



260

ELECTRIC CARS POWERED MONTHLY

SUPPORTING THE ELECTRIC VEHICLE REVOLUTION AT CITY CENTRE ME'AISEM

After having successfully installed nine Tesla Destination charging stations at Mall of the Emirates last year which serve around 260 cars every month, in 2018 we made it even easier for early adopters to recharge their environmentally friendly vehicles by installing four designated charging spots at City Centre Me'aisem. We are not stopping there and are planning to add three more at City Centre Almazra in 2019. These actions support our Net Positive carbon commitment, Dubai Plan 2021 and the United Nations' 2030 Agenda for Sustainable Development, making it more convenient for residents to adopt a sustainable lifestyle. It also ensures that our customers have a memorable experience whenever they visit, with their cars charging for free while they are shopping and dining.



SPOTLIGHT ON: THE WAR ON PLASTICS



5,000+

BPA-FREE REUSABLE
WATER BOTTLES
DISTRIBUTED
TO EMPLOYEES



100+

VOLUNTEERS ASSEMBLED
A RECYCLED
MATERIALS MOSAIC



100

BAGS OF RUBBISH
COLLECTED IN OMAN

Plastic is the scourge of oceans and other natural environments, causing problems to wildlife and humans alike. According to the widely-cited prediction made by the Ellen MacArthur Foundation, there will be more plastic than fish in the sea by 2050. Responding to the growing scale and awareness of the plastic pollution problem, we have been running a variety of initiatives to reduce our contribution to this global issue.

Single-use plastic bottles are a major source of pollution, especially in the hotter regions of the world which we operate in. What isn't produced doesn't need to be recycled, so we have been tackling the problem at source by attempting to remove the need for our employees to buy disposable plastic bottles. In 2018, we distributed branded BPA-free reusable water bottles to over 5,000 Majid Al Futtaim employees, this is estimated to save over 7,000 plastic bottles every year in Majid Al Futtaim - Holding's office alone. Refillable water jugs and glasses in meeting rooms have further boosted this effort.

Meanwhile, our Carrefour supermarkets announced a range of new initiatives, motivated by the International Plastic Bag Free Day. Shoppers at 28 Carrefour hypermarkets throughout the UAE were able to benefit from a two-for-one offer on reusable eco-bags, which are normally available to buy in-store. We have been exploring ways to encourage our customers to remember to bring their eco-bags with them on every grocery trip. In an innovative move, several Carrefour branches took part in a dedicated "green checkout" on World Plastic Day to highlight and reward customers who successfully bring their eco-bags with them on every grocery trip.

Harnessing human nature, we have put the power of competition to work. In the spirit of gamification, our Waterfront City hosted a Guinness World Record attempt for the Largest Recyclable Material Mosaic. The event gathered more than 100 volunteers over a period of 10 days to assemble the original mosaic designed by Lebanese artist Pierre Abboud. The achievement was celebrated in a beautiful ceremony with extensive engagement from various influential stakeholders. The initiative was aimed at raising awareness about waste challenges and promoting recycling and upcycling practices in the country and generated significant positive media coverage.

The harm that is caused by plastic pollution to the oceans, wildlife and, indirectly, to humans, has been brought into stark focus by recent research. While reducing plastic use is our priority, cleaning up plastic waste is also very important. In Oman, 60 employees volunteered for a beach clean, collecting over 100 bags of rubbish. Meanwhile, we initiated the 'Seabin' project at Al Mouj Marina and Al Mouj Muscat in Oman. The Seabin is a rubbish bin that floats in the water and collects floating rubbish around it. Water is sucked in from the surface and passes through a catch bag inside the bin and is then pumped back into the marina leaving litter and debris trapped in the catch bag to be disposed of properly. In the Al Mouj Marina, an average of 7kg of waste is collected from the bin everyday; the Seabin has left the marina water noticeably cleaner and removed plastic from it, preventing their breakdown into microplastics. Following the success of this trial, plans are underway to install more Seabins in and around the Marina.

LOOKING FORWARD

The scale of our task is significant. However, so is our enthusiasm and commitment to change. We are fully committed to reducing our carbon emissions, minimising our water consumption, better supporting ecosystems around us, and embedding circular economy principles into our business. We dare to rethink our use of resources to make a Net Positive Impact. That is why we have the ambition to produce more clean water than we use and also to eliminate more CO₂e from the atmosphere than we emit by 2040.

Demand reduction is often overlooked as a way to improve a business's environmental impact. That is why we are working hard to reduce the amount of resources we use. Water is a particularly scarce resource in the countries where we operate - so we are continuously looking to reduce our consumption by investing in water efficiency, re-use and treatment solutions appropriate to local circumstances. We will collaborate with academia and think tanks to drive water management strategies in the region forward, and we will work with local, national and regional government bodies to support the generation of regulatory frameworks and policies. By doing so, we aim to accelerate the right legal environment for good water management.

While reducing our energy use by increasing the efficiency of our operations, we are also working hard to increase the amount of renewable energy we procure. In Jordan, Majid Al Futtaim-Retail has secured a power purchase agreement which will ensure that solar power is used to cover 100% of the power needed for our Retail operations in the country. Crucially, the agreement has room to expand alongside our business in the coming years. As part of our work in 2019, we will continue to research large-scale renewable energy options for other parts of our business.

To address resource use, we are busy putting together an ambitious Circular Economy plan. It will give us the necessary tools for tackling the plastics problem but also let us go beyond the surface into other materials. The research we are conducting will allow us to understand what it takes to shift to a circular economy, which requires not just technological change but a transformation in how our society and economy works.



I DARE TO...

be more mindful and careful of the impact that my consumption of single use plastic has on the environment. I will make every effort to reduce the waste generated by my household through recycling and repurposing.

Olivia Spadavecchia
Communications Manager
Majid Al Futtaim – Cinemas

OUR NET POSITIVE COMMITMENT PERFORMANCE

In 2017, we took the bold step of becoming the first company in the MENA region and one of only a few globally to adopt a Net Positive strategy. Our strategy commits us to cut our water consumption and carbon emissions so that by 2040 we will become net positive.

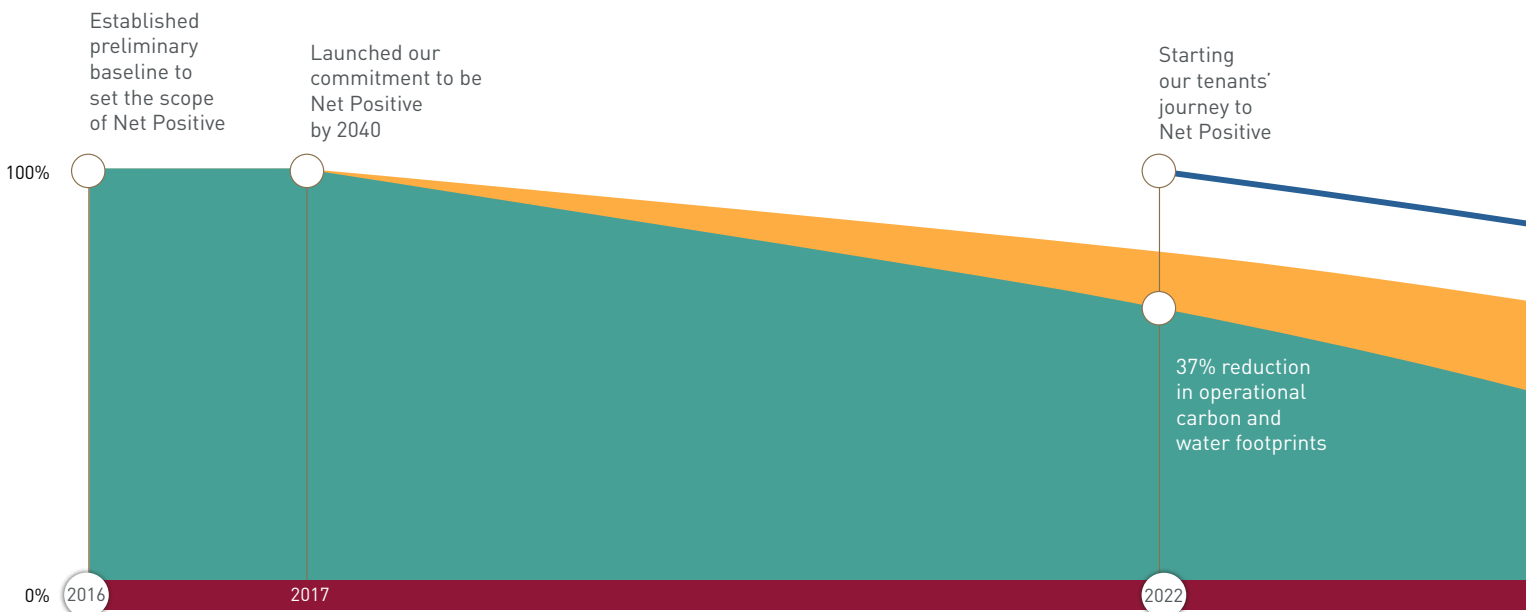
Over the past year we have worked hard to improve our data collection process to ensure greater data accuracy and completeness across the entire Company. As we monitor our progress against the 2016 baseline, we also must look forward to the first progress report in 2022 against our Net Positive aspirations. Over the coming years we must therefore continue to improve the quality of the data we collect, to help ensure that we are better able to focus our efforts on the areas where we can have the largest impact.

The charts in the following pages reflect both the progress we have made to date and the challenges we have faced. It is this progress which we will continue to build on over the coming years as we strive to reach our 2022 target and beyond.

The second year of our Net Positive commitment has seen important progress towards our 2022 targets. For the first time since setting our 2016 baseline, we have halted the growth in our carbon and water footprints, despite continued organisational growth with the addition of 44 new sites to Majid Al Futtaim's operations in the past 12 months.

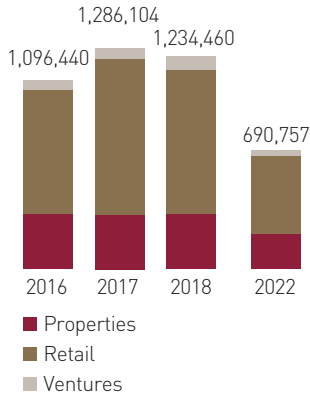
Our Company-wide operational carbon emissions have decreased by 4% alongside a 7% reduction in water consumption, against 2017. Company-wide efficiencies have been vital in preventing energy and water consumption from continuing to rise as the business has continued to grow, with operational floor area increasing by 4.5% since 2017. The reductions made demonstrate the clear commitment Majid Al Futtaim has to reach our Net Positive goals.

OUR PATH TO NET POSITIVE



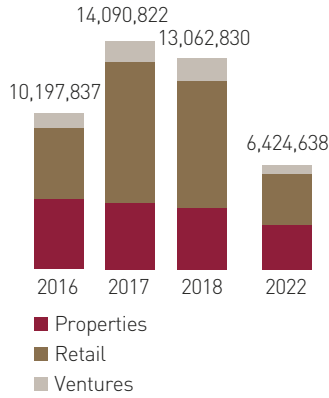
Carbon Emissions

(tonnes of CO₂e)



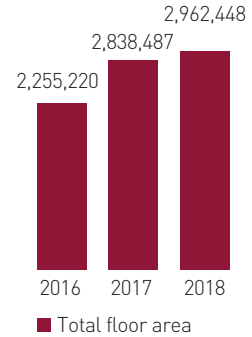
Water Use

(m³)



Floor Area

(m²)



Data has been restated compared to previous years as more complete and accurate data is available.

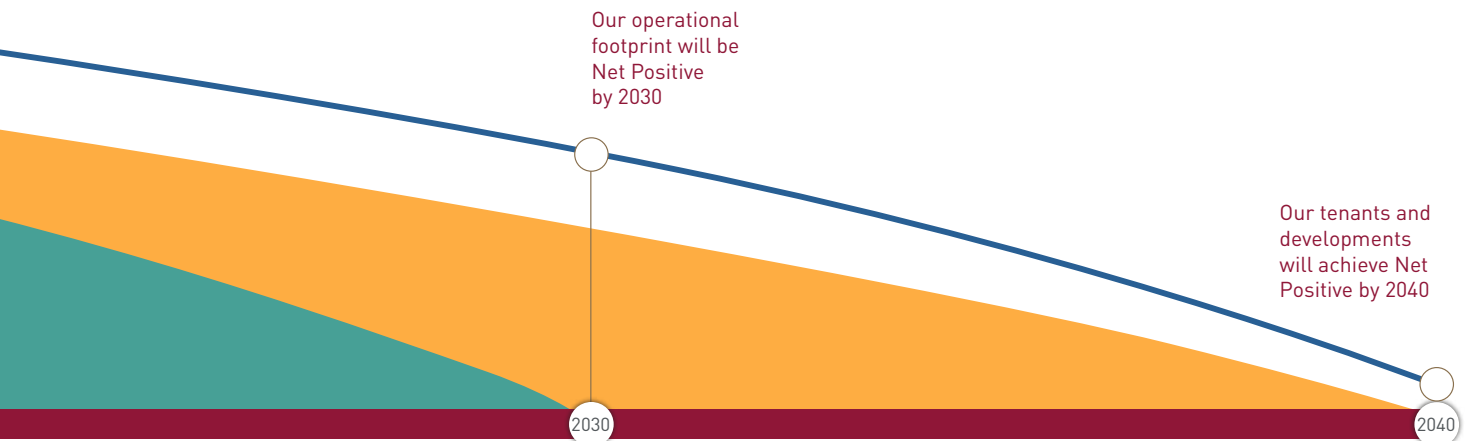
Majid Al Futtaim – Retail has successfully managed to reduce both its water use and emissions over the past year by 10% and 7% respectively, whilst Majid Al Futtaim – Properties also managed to reduce its water consumption by 8%, despite opening two new shopping malls. Although Majid Al Futtaim – Properties and Majid Al Futtaim – Ventures both saw a growth in emissions over 2018, this was outweighed by the savings achieved in Majid Al Futtaim – Retail.

Over the next year, we will look to fully integrate newer, more efficient practices across the business, including initiatives like the installation of LED lights, sensor taps and management systems in our buildings whilst ensuring that any new buildings and fit-outs meet our increasingly ambitious sustainability standards.

To reach our Net Positive commitment we must also look to new technologies, invest in clean energy generation and water treatment equivalent to the amount we deplete, and find new innovative alternatives to reduce resource use.

We still have a long way to go but our journey provides the opportunity to not only encourage and engage others, but to demonstrate to an international audience that you really can *Dare Today to Change Tomorrow*.

- Operational Footprint
- Development Footprint
- Tenant Footprint



OUR PROGRESS IN 2018

CARBON EMISSIONS



4%

**REDUCTION
SINCE 2017**

This is the equivalent of **55,000** tCO₂

That is the same as **10,391** people's CO₂e emissions every year



Global average emissions per person are **4.97** tCO₂e every year



WATER USE

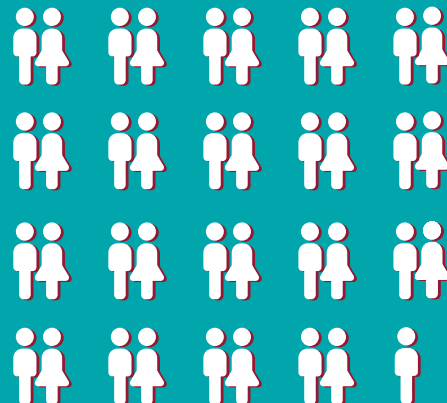


7%

**REDUCTION
SINCE 2017**

This is the equivalent of **1,027,992** m³

That is the same as **19,769** people's water consumption every year



Global average water consumption per person are **52** m³ every year



2018 TOTAL FOOTPRINT BY ACTIVITY

Until now, our Net Positive journey has been focused on our operational impact which makes up the largest proportion of our total carbon and water footprints. However, to be truly Net Positive by 2040 we must halt the production of carbon emissions and water consumption in all of our tenanted spaces and in all of our development activities.

As we approach the first key milestone on our Net Positive journey, our 2022 operational reduction targets, we must also put plans in place to address our tenant and development emissions. We have already begun to work with tenants across our shopping malls, encouraging them to fit-out their stores to our high sustainability standards, and are in the process of

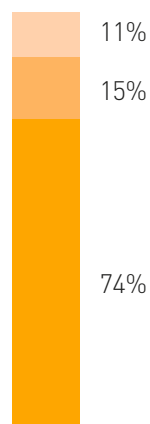
updating our own Green Building Standards to ensure that all of our new developments are built in a way which supports our mission.

Over the next year, we must identify and understand where the greatest environmental impacts of our development and tenants lie. It is only then that we can begin to collaborate across our Operating Companies and with our tenants to make real progress towards our Net Positive targets. We cannot reach these targets by ourselves and we look forward to the challenge of finding solutions together with our stakeholders so that we can meet our Net Positive commitments.

Total Carbon Emissions



1,673,481 tCO₂e

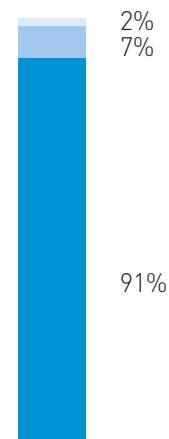


- Development Footprint
- Tenant Footprint
- Operational Footprint

Total Water Use



14,388,519 m³



- Development Footprint
- Tenant Footprint
- Operational Footprint

EMPOWERING OUR PEOPLE



We **DARE TO** empower our people to unlock their full potential

The world is undergoing rapid demographic change. With youth unemployment in the MENA region amongst the highest in the world and 40% of the region's population under the age of 25, the workforce will look very different in the years to come.

Preferences are also changing; with growing economic prosperity and social awareness, young people now want to work for organisations with a purpose at their core. As these societal changes get underway, we need to ensure that we can attract the best talent and support every existing employee in their career development according to their individual needs.

This is why we are focusing on 'Empowering our People' – not only the thousands we employ directly but also the tens of thousands more who work for our suppliers, contractors and tenants.

We want to recognise and understand their needs and provide the training and development they need to continuously grow and achieve their ambitions. We are committed to address the changing roles of women in the workplace by firstly understanding the key challenges faced by our female employees today. We will create healthy workplaces where employees can reach their potential and ensure that health and safety, human rights and employment condition standards are safeguarded. When our employees thrive, so does our business – because at Majid Al Futtaim, people are at the heart of everything we do.

→ OUR SUSTAINABLE BUSINESS COMMITMENTS



HEALTHY WORKPLACES

All Operating Companies must have a wellbeing programme in place and demonstrate measurable improvements in employee health, wellbeing and productivity



ATTRACTING & RETAINING TALENT

All Operating Companies must embed sustainability within their attraction, retention and development programmes in order to meet the evolving values of the workforce



TRAINING & DEVELOPMENT

All Operating Companies must provide role-specific sustainability training to all their employees and have a programme that offers sustainability training throughout the value chain focusing on tenants and tier 1 suppliers



HUMAN RIGHTS & EMPLOYMENT CONDITIONS

All Operating Companies must promote the advancement of international human rights by ensuring accommodation and employment conditions for all employees and direct (tier 1) contractors comply with the International Labour Organisation's eight core conventions from 2018 onwards

OUR 2018 INITIATIVES



5 Million
MAN HOURS WITHOUT LOST TIME INCIDENTS

REWARDING HEALTH AND SAFETY EFFORTS

Health and safety is paramount to our practices if we want to ensure all our staff can work safely and are supported, happy and healthy, both physically and mentally. We were proud to have achieved ISO 45001 accreditation for health and safety in Majid Al Futtaim – Properties. A major highlight in 2018 was Mall of Oman reaching 5 million man hours without a lost time incident. To reward the workers for their work and commitment to safety, we partnered with VOX Cinemas to develop a health and safety reward scheme. In 2018, over 1,500 workers across our regions attended a cinema night at VOX Cinemas. The reward scheme is an important initiative at Majid Al Futtaim that recognises workers' efforts in contributing to our health and safety ambitions.

10
VOX CINEMA EMPLOYEES FORMED HAPPINESS COMMITTEE

HAPPINESS COMMITTEE

In 2018, ten VOX Cinema employees came together to form a Happiness Committee – an innovative task group working to find ways to improve the health, happiness and productivity of our employees. The Committee held regular meetings to process employee feedback and brainstorm ideas. For example, one of most popular ideas to date has been establishing an automatic 5-minute screen freeze for all PCs and laptops, reminding everyone to take a short break, move around the office and socialise. Another favourite idea has been to launch a sustainability breakfast to take place once a month.



10,000
PEOPLE TOOK PART IN WELLNESS WEEK

WELLNESS WEEK CAMPAIGN ACROSS MAJID AL FUTTAIM

Wellness Week is a initiative designed to raise awareness of the most common health problems, encourage early detection and treatment, and provide our employees and contractors with tools, information and guidance to maintain their physical and mental health. It was launched in 2017 and due to its success has now become a regular annual initiative, expanding in 2018 from the UAE to also cover Oman, Bahrain, Lebanon, Egypt and Saudi Arabia. The 2018 Wellness Week offered a wide variety of activities, from medical health check-ups, Vitamin D tests, skin and hair analysis to free fitness classes and bone density tests and is a major step in our journey towards Empowering Our People to unlock their full potential. With 99% of attendees saying that they would be likely to attend another similar event in the future we know we are on the right track to engage and support our workforce.

40
EMPLOYEES RECEIVED PRIVATE CONSULTATIONS

PROMOTING MENTAL HEALTH AWARENESS

Majid Al Futtaim – Retail has the mental wellbeing of its employees firmly on its agenda, with mental health at the centre of the Operating Company's drive to ensure employees are taking care of their wellbeing. In 2018, a mental health awareness event was held which covered a variety of different mental health issues, including how to manage stress levels. It proved to be so popular with our colleagues that it had to be repeated. The event was followed by a Q&A, and private 15-minute therapist consultations to 40 employees. In addition, discount vouchers for varied therapy options were distributed to the attendees.



SPOTLIGHT ON: WORLD-CLASS SUSTAINABILITY TRAINING



SUSTAINABILITY LEADERSHIP PROGRAMME RUN BY THE CAMBRIDGE INSTITUTE FOR SUSTAINABILITY LEADERSHIP



SESSIONS LED BY LEADERS FROM UNIVERSITY OF CAMBRIDGE, OSMOSIS ASSET MANAGEMENT, NESTLÉ AND CANARY WHARF GROUP

Dare Today, Change Tomorrow represents an ambitious, long-term approach to sustainability. It places us on the journey towards international sustainability leadership – and we need to ensure that our people have the requisite skills and expertise to negotiate this path successfully. We take training and skill-building very seriously and are committed to offering our employees the best possible resources, so they can achieve their ambitions.

To this end, in 2018 key decision makers in Majid Al Futtaim were invited to participate in a course titled 'Leading Change: The Commercial Advantage of Sustainable Business' as part of the Sustainability Leadership Programme run by the Cambridge Institute for Sustainability Leadership.

The programme was designed to teach participants to identify opportunities for value creation, aligning commercial success with positive outcomes for the Company, as well as identifying the latest insights and evidence in business-critical trends. It included discussions in emerging shifts and changing expectations featuring case studies of strategic and operational best practice.

The course featured a broad range of sustainability leaders: the University of Cambridge, Osmosis Asset Management, Nestlé, Canary Wharf Group and others. It provided an opportunity for our team members to network with some of the up-and-coming leaders from other global businesses interested in sustainability and learn from their mistakes and successes.



Thirty senior Majid Al Futtaim employees attended the programme, and their feedback has been overwhelmingly positive. In addition to the expert knowledge imparted through the content of the course, the training also had an unexpected emotional impact as it broke down barriers, allowing senior leaders to get to know each other, share their individual stories, and try to understand the hopes and concerns that drive them in their efforts for sustainability. The training programme also taught them useful skills that could be implemented immediately; participants mentioned how certain elements acted as real eye-openers, allowing them to suddenly see how they can make change happen in their teams and Operating Companies.

As we strive to build our brand as an international sustainability leader we were proud to have our senior executives accredited by one of the world's most prestigious sustainability institutes. We are confident that this training programme has given our leadership the added boost in motivation and understanding that is needed to take Majid Al Futtaim to the pinnacle of being one of the world's most sustainable businesses.

LOOKING FORWARD

We are inspired by the mission of finding ways to help colleagues develop and thrive. In the years to come, we are looking forward to implementing bold new initiatives not just with our employees but also our suppliers and peers to bring about meaningful change.

As a business, we depend completely on the passion and expertise of our employees to thrive – so attracting and retaining the right talent is one of our major priorities. Our ambition is to integrate sustainability into the employee value proposition, so we can attract like-minded talent who are passionate about sustainability and want to be actively involved in helping us achieve our goals. In 2019 we will focus on training, with an eLearning module to be created for the entire business, and sustainability content to be

embedded within our Top Talent programme and our Grow, Emerge, and Engage training programmes for team leaders, professionals, and graduates, respectively.

Everybody deserves a safe environment and we are making great strides to be leaders in the region in terms of health and health and safety at work and safeguarding employee rights as shown by the fantastic efforts by our construction teams for achieving five million man hours without lost time incidents at Mall of Oman. The Majid Al Futtaim – Properties' Employment Conditions Policy is due to be adapted and rolled out across the entire Company, ensuring every person who works on our behalf has appropriate conditions to do so. We are also continuing to roll out an extensive Healthy Workplace campaign including our Wellness Week and a comprehensive employee health and wellbeing survey.

We want our workplaces to be not only healthy, but inclusive too. We want to ensure that everyone, no matter which part of our business or our supply chain they work in, can be happy and healthy, feel supported by their colleagues and reach their full potential.



I DARE TO...

be a more conscious consumer, I think before I buy. I consider the afterlife of my purchases, whether they can be reused or recycled. With my ways of consumption I create demand for more sustainable products. Reduce, Reuse, Recycle!

Ana Mgalobishvili
Country Human Capital Manager
Majid Al Futtaim – Retail

IMPACTFUL PARTNERSHIPS

DARE TODAY, CHANGE TOMORROW is our ambitious response to a changing world. This is a challenging journey and success will not be possible without the support and collaboration of our many partners and stakeholders.

→ OUR PARTNERS



500,000+ AED

RAISED BY
MAJID AL FUTTAIM - VENTURES

PARTNERING WITH UNICEF TO TRANSFORM THE LIVES OF CHILDREN ACROSS THE MENA REGION

Majid Al Futtaim was incredibly proud to announce our partnership with UNICEF to help send one million children to school by 2020 across Egypt, Jordan, Saudi Arabia, Oman, Lebanon and the UAE.

With a focus on improving access to integrated and inclusive early childhood development programmes and encouraging improved child-friendly education, safe learning environments, life skills and citizenship education for children, the partnership has already seen an incredible impact.

This year VOX Cinemas has been instrumental in this successful partnership having raised over 500,000 AED throughout 2018 as part of their support of UNICEF's "No Lost Generation Campaign" for Syrian refugees. This amount can help to adopt ten classrooms equipping over 600 children with all they need for a school year. That's equivalent to adopting a whole school.





SIGNED

NET ZERO CARBON BUILDINGS COMMITMENT

LEADING THE GLOBAL MOVEMENT TOWARDS A SUSTAINABLE BUILT ENVIRONMENT WITH THE WORLD GREEN BUILDING COUNCIL

In June 2018, Majid Al Futtaim joined an unprecedented leadership movement aimed at accelerating the transition towards a decarbonised built environment alongside some of the world's biggest cities and global businesses.

The Net Zero Carbon Buildings Commitment, to which Majid Al Futtaim is proudly one of the three founding signatures, is unique at positioning the energy efficiency of buildings as a core component to delivering the decarbonisation of buildings. A fruitful partnership from its early stages, this has not only allowed us to be involved in world renowned events such as the Global Climate Action Summit but also to implement a broad range of initiatives and policies across all our Operating Companies.



100

ADULTS AND CHILDREN PARTICIPATED IN THE PROGRAM

TRANSFORMING OUR COMMUNITIES WITH MAAREF FOUNDATION

City Centre Almaza in Egypt has been a strong and continuous supporter of its local communities having contributed to the refurbishment of a local underprivileged school and covered the tuition fees of 450 students. In 2018, City Centre Almaza strengthened its partnership with Mareef Foundation to further its role in fostering education in the region.

The partnership saw the launch of two literacy classes for the students' parents and two reinforcement classes for students facing learning difficulties, reaching 100 adults and children. By supporting our local communities, we know that we can truly make a difference. We are thrilled to continue to explore future cooperation with Maaref Foundation and other community projects, particularly around youth training.



20,000 +

GHAFF TREES PLANTED BY CUSTOMERS IN LESS THAN ONE HOUR

PLANTING A GOOD CAUSE AND SETTING UP A GUINNESS WORLD RECORD WITH PROCTER & GAMBLE

Sustainability initiatives make business sense and at Majid Al Futtaim we are firm believers in the impact we can have by working with our suppliers beyond our commercial agreements.

In August 2018, Carrefour UAE joined forces with Procter & Gamble for a good cause and with the help of customers we were able to plant over 20,000 Ghaf trees in under one hour. With an outstanding level of engagement across the community, 100 people came together to mark the Year of Zayed and leave their long-lasting mark by helping to save the Ghaf tree for the UAE. Not only a good cause, this initiative also set a remarkable Guinness World Record.



500

INTERNSHIP OPPORTUNITIES SUPPORTED

CREATING OPPORTUNITIES FOR ALL WITH SAWIRIS FOUNDATION

"Know Me, Accept Me" was a significant initiative launched in Egypt as part of Majid Al Futtaim - Retail's partnership with Sawiris Foundation for Social Development under the Company's community development commitment. The initiative, supported by SETI-Caritas Egypt, was developed with the aim of providing training and employment opportunities for young people with disabilities, and raising awareness among society about disabilities.

Through a broad range of in-store awareness campaigns throughout 2018, the initiative had an outstanding impact with each of the five campaigns reaching over 5,000 children. The internship program has been implemented in different departments across Carrefour outlets in Cairo, Alexandria, Mansoura, Tanta and Hurghada, with ambitions to provide internships for 500 students within the local communities.





ADVISOR'S STATEMENT

This is the second year in which this report plays the dual function of updating on progress made by Majid Al Futtaim on its *Dare Today, Change Tomorrow* ambitions and reporting against the Majid Al Futtaim – Properties' 2018 sustainability targets. This statement relates to the auditable elements of this report, namely Majid Al Futtaim – Properties' 2018 sustainability targets.

In 2018 Majid Al Futtaim created *Dare Today, Change Tomorrow* Action Plans including sustainability targets supporting its Sustainable Business Commitments and long-term goals. The first targets are to be delivered in 2019 and will be reported upon in next year's Sustainability Report. The creation of company-wide targets is a major step for Majid Al Futtaim, standing as a clear demonstration of its commitment to integrate sustainability across its business.

JLL has advised Majid Al Futtaim – Properties on its strategic sustainability approach since 2010. As part of this report, JLL has supported the company in the following four areas:

- Assessing performance against Majid Al Futtaim – Properties' 2018 sustainability targets
- Checking target and Key Performance Indicator (KPI) data
- Aligning sustainability reporting with Global Reporting Initiative (GRI) principles, European Public Real Estate Association (EPRA) guidelines, the United Nations Global Compact (UNGC) and the United Nations Sustainable Development Goals
- Assessing performance against the Majid Al Futtaim – Properties' strategic sustainability 5-year long-term goals

This Advisor's statement provides an external evaluation of Majid Al Futtaim – Properties' performance but does not constitute fully independent assurance or verification.

In 2018 11 of Majid Al Futtaim – Properties' 22 annual sustainability targets were achieved (50%). Eight out of 22 targets were partially achieved (36%), with three of 22 targets not achieved (14%). 53% of targets were met in 2017.

Majid Al Futtaim – Properties has achieved some strong delivery successes in 2018, in particular:

- Publication of a Healthy Workplaces Policy and launch of the first **company-wide Wellness Week**, based on work started in Majid Al Futtaim – Properties.
- Engagement with Shopping Mall Business Unit suppliers to understand their **sustainability delivery capabilities**, using this to inform sustainability performance standards.
- Although **ISO 45001 Occupational Health & Safety Certification** was only achieved for UAE operations, this has been a significant milestone for the business.

However, there are also areas in which Majid Al Futtaim – Properties must improve its performance:

- **Lack of dedicated resource** has meant that in some cases projects are not sufficiently resourced. This has been a particular issue within the Hotels Business Unit.
- **Targeted recycling rates across the portfolio were not met** apart from at the Al Zahia mixed-use development, which relates in part to **wider waste infrastructure issues**.
- **Renewable energy investment** for existing assets was not sufficient to meet targets.

This report also reviews the impact of the Majid Al Futtaim – Properties' five-year long-term sustainability goals. Significant headway has been made, setting the foundations for the Company's sustainability approach, including:

Employment Conditions Developing an Employment Conditions Policy and procedures (aligned with International Labour Organisation (ILO) standards) to safeguard the most vulnerable workers within Majid Al Futtaim's supply chain has been a significant success. As employment and health & safety standards are rolled out across Majid Al Futtaim should continue to strengthen internal processes and enhance external stakeholder collaboration.

Green Building Standards With LEED Gold or equivalent a minimum requirement, and some assets achieving LEED Platinum accreditation, Majid Al Futtaim – Properties has set a high bar for the region. This best practice approach has been enhanced through the development of in-house minimum development standards. The business should continue to pioneer these standards, driving forward innovation.

Foundations for Net Positive Carbon & Water The company-wide Net Positive approach was based on efficiency improvements in Majid Al Futtaim – Properties. Whilst a significant step-change is required across the business to meet this ambitious goal, it is worth highlighting the contribution made to this goal by the improvements made in environmental data collection, quality and overall management.

The sustainability achievements made, and lessons learnt, within Majid Al Futtaim – Properties should be recognised as the foundations for company-wide success. Majid Al Futtaim – Properties has developed the sustainability expertise to help catapult the wider business to the international leadership platform it seeks. Care should be taken to invest in resources, fully integrate sustainability systems thinking into core business activity and ensure that senior leaders continue to support the *Dare Today, Change Tomorrow* agenda through strong advocacy.



Vivienne Thomson
Director

Upstream Sustainability Services
JLL

MAJID AL FUTTAIM – PROPERTIES



Majid Al Futtaim – Properties committed to an ambitious set of long-term sustainability goals in 2014. Work to achieve these goals by 2018 has been managed by setting annual targets aligned with the goals, which we have measured incrementally and reported upon in previous editions of this report.

In this report, we provide details of our progress against our 2018 targets, based on auditable criteria, including measures of success. In addition to this annual assessment our external auditors undertook an exercise to reflect upon our sustainably successes and challenges over the five-year period. We have provided the results of this assessment below.

The long-term assessment demonstrates relative progress based on a simple three-point rating system, and provides some commentary highlighting achievements and areas for improvement. The assessment also indicates the progression and follow on from Majid Al Futtaim – Properties' sustainability strategy into our Company-wide *Dare Today, Change Tomorrow* approach.

→ MAJID AL FUTTAIM – PROPERTIES 2018 TARGET ASSESSMENT

Assessment definitions

Achieved



- Target met

Partially Achieved



- Quantitative Targets – At least 50% of the agreed reduction/increase target met
- Qualitative Targets - At least 50% of the agreed measures of success for the target met

Not Achieved



- Quantitative Targets – Less than 50% of the agreed reduction/increase target met
- Qualitative Targets - Less than 50% of the agreed measures of success for the target met

PIONEERING STANDARDS			
	Publicly reported 2018 target	Scope	Overall Status
Labour conditions in the supply chain	In alignment with the updated Employment Conditions Policy, produce training for internal auditors and guidance for contractors	PMBU (Project Management Business Unit)	● ● ●
Labour conditions in the supply chain	Use thought leadership to engage with a wider group of stakeholders across the region to share lessons learned through our pioneering approach to employment standards	All	● ● ○
Health and safety	Achieve formal certification for Majid Al Futtaim – Properties' health and safety management system	All	● ● ○
Sustainable procurement	Work with our suppliers in order to enhance the sustainability performance of the services and products we procure for five selected shopping mall procurement categories	SMBU (Shopping Malls Business Unit)	● ● ●
Green building standards	Develop and launch minimum sustainability standards for operations across our portfolio	All	● ● ○

PROSPEROUS COMMUNITIES

	Publicly reported 2018 target	Scope	Overall Status
Community, well-being & engagement	Trial the application of the community engagement guidelines to the Cares Fund for at least one CBU asset	CBU (Communities Business Unit)	● ● ●
Local economic development	Undertake a socio-economic impact assessment for Ghaf Hills	CBU (Communities Business Unit)	● ● ●
	Roll out framework for measuring socio-economic impact across the Group, with a focus on jobs	Corporate	● ● ●
Employees	Launch an employee health and wellbeing programme with events throughout the year	Corporate	● ● ●
	Apply to at least two international awards focused on employees wellbeing	Corporate	● ● ●
Enhancement of the public realm	Roll out the Majid Al Futtaim Public Realm Ambitions on all new developments	PMBU	● ● ○
	Using the Majid Al Futtaim Public realm ambitions, measure the value of our existing public realm	All	● ○ ○

HIGH PERFORMANCE ASSETS

	Publicly reported 2018 target	Scope	Business Unit	Overall Status
Water	Hotels – 12% reduction in intensity compared to 2014 baseline, or 3.1% annualised rate (l/guest night)	Hotels	● ● ○	
	Malls – 8.6% reduction in intensity compared to 2014 baseline, or 2.48% annualised rate (l/visits)	Malls	● ● ○	
	Matajer Malls – 2.9% reduction in intensity compared to 2017 baseline (l/visits)	Matajer Malls	● ○ ○	● ● ○
	Offices – 1.5% reduction in intensity compared to 2017 baseline (l/staff)	Offices	● ● ●	
	Communities – collect water data for estate management activities at Al Zahia	Communities	● ● ●	
Energy	Hotels – 12% reduction in intensity compared to 2014 baseline (kWh/guest night)	Hotels	● ● ○	
	Malls – 2.67% reduction in intensity compared to 2017 baseline (kWh/m2/year)	Malls	● ● ●	
	Matajer Malls – 2.7% reduction in intensity compared to 2017 baseline (kWh/m2/year)	Matajer Malls	● ○ ○	● ● ○
	Offices – 1.4% reduction in intensity compared to 2017 baseline (kWh/staff/year)	Offices	● ● ●	
	Communities – collect energy data for estate management activities at Al Zahia	Communities	● ● ●	
Waste	Hotels – 45% recycling rate	Hotels	● ○ ○	
	Malls – 30% recycling rate	Malls	● ● ○	
	Matajer Malls – 20% recycling rate	Matajer Malls	● ○ ○	● ○ ○
	Offices – 64% recycling rate	Offices	● ○ ○	
	Communities – collect waste data for estate management activities at Al Zahia	Communities	● ● ●	
All resources	Conduct a new set of environmental audits across the portfolio, establish and agree implementation plan based on the findings	All	● ● ○	● ● ○
Tenants & Operators	Ensure Green Star Rating system is rolled out across Majid Al Futtaim so that a minimum of three stars is applied for all new MAF owned tenancies by 2020	Corporate	● ● ●	● ● ●
Customers & Visitors	Roll out water scarcity communications campaign across all asset classes	All	● ● ●	● ● ●
	Share findings of research on malls visitor sustainability priorities with tenants	SMBU	● ● ●	● ● ●
Renewables		Malls	● ○ ○	
		Matajer Malls	● ○ ○	
	A minimum of 5% of energy consumption at existing assets to be generated from solar PV by the end of 2018	Offices	● ○ ○	● ○ ○
		Communities	● ● ○	
		Hotels	● ○ ○	
		Malls	● ● ●	
		Matajer Malls	● ○ ○	
	A minimum of 7.5% of energy consumption to be generated from solar PV for all new developments entering planning from October 2016	Offices	N/A	● ● ○
		Communities	N/A	
		Hotels	N/A	
	Carry out feasibility assessments into off-site concentrated solar power, wind power plants and large scale solar PV power installations and associated Power Purchasing Agreement partnership opportunities by the end of 2018	All	● ● ●	● ● ●

MAJID AL FUTTAIM – PROPERTIES FIVE-YEAR LONG-TERM GOAL ASSESSMENT

Assessment definitions

Demonstrating Leadership



Meeting the Standard



More To Do



PIONEERING STANDARDS			
Long-term goal	Goal Progress	Goal Overview	Alignment with <i>Dare Today, Change Tomorrow</i>
To achieve public recognition for transforming labour conditions in the MENA region, both through our work with government authorities and the delivery of a best practice management system		A strong emphasis has been placed on improving employment conditions across operations and the supply chain with robust procedures, including regular audits, in place to monitor processes. An Employment Conditions Policy has been created based on International Labour Organisation standards to safeguard the rights of the most vulnerable individuals in the supply chain. The Employment Conditions Task Force ensures requirements are met across the business. To further the strong progress made, increased engagement with stakeholders and improving public recognition of this area of work should be made.	 HUMAN RIGHTS & EMPLOYMENT CONDITIONS
To achieve zero fatalities and have in place a certified health and safety management system covering all activities		Having successfully aligned the health and safety management system to ISO 45001 - 2018, Majid Al Futtaim – Properties is now seeking to roll out the certification across all operations in 2019. Ensuring that regular audits of health and safety conditions are conducted in line with the Employment Conditions Policy has helped protect lives. In the future Majid Al Futtaim should seek to ensure that more health and safety auditing is undertaken, with a focus on improved consistency and ensuring a zero fatality record is maintained.	 HEALTH & SAFETY
To build and operate all assets to best practice green building standards in the MENA region		In mandating LEED Gold or equivalent for all new developments, Majid Al Futtaim – Properties is helping to set the bar for the region. By creating its own bespoke requirements to complement international accreditation, the business is pioneering new approaches to creating sustainable buildings. A focus should now be placed on expanding this best practice standard to building operations and continuing to produce exemplar buildings that address Majid Al Futtaim’s key sustainability impacts.	 NET POSITIVE CARBON CIRCULAR ECONOMY NET POSITIVE
To transform the MENA real estate market through our procurement of sustainable materials and services		Strong foundations have been laid through supply chain risk reviews for Shopping Mall and Project Management Business Units, with a Sustainability Action Plan produced for SMBU. A key focus has been placed on addressing the most impactful parts of Majid Al Futtaim – Properties’ supply chain. A priority should now be placed on implementing the findings and recommendations from risk assessments to ensure minimum standards are met and improved upon.	 RESPONSIBLE PROCUREMENT

PROSPEROUS COMMUNITIES

Long-term goal	Goal Progress	Goal Overview	Alignment with Dare Today, Change Tomorrow
To create prosperous and inclusive communities and pioneer new approaches to community engagement for the MENA region	● ● ○	Since the development of the Community Engagement Charter and Guidelines containing eight community engagement principles, training based on the charter has been rolled out to the Communities and Shopping Mall Business Units. Community engagement has also played an important part in shaping Al Zahia and a key priority for the business should be to roll the charter out to all new developments and put in place measurement procedures to track progress.	COMMUNITY WELLBEING & PUBLIC REALM
To demonstrate the socio-economic value we bring to the communities in which we develop and operate	● ● ○	Majid Al Futtaim - Properties has invested in understanding the impact that it has on the communities in which it develops by conducting socio economic impact assessments of Al Zahia in 2015 and Mall of the Emirates in 2018. These assessments have played a strategic role in successfully securing the BREEAM Communities certificate for Al Zahia. As a result, important learnings around local needs, employment, education and provision of amenities have been made. It is essential for the business to build on this work and incorporate the findings in future design and operations.	LOCAL ECONOMIC DEVELOPMENT
To be recognised as the real estate employer of choice in the MENA region	● ● ●	Majid Al Futtaim - Properties recognises that valuing its employees is critical to its success. The launch of Wellness Week (formerly Health Week) reflected the continued commitment to supporting employees and expanding health and wellbeing opportunities. Surveys have been rolled out to understand key needs and to determine satisfaction baselines across the business. Majid Al Futtaim should continue to gather insights on and invest in this important area as Wellness Week is rolled out across the Company, and maximise opportunities to integrate health and wellbeing initiatives and practices throughout the annual cycle.	ATTRACTING & RETAINING TALENT TRAINING & DEVELOPMENT CHANGING ROLE OF WOMEN IN THE WORKPLACE HEALTHY WORKPLACES
To create exemplar public spaces both within and around our assets	● ○ ○	Provision of public spaces and the concept of placemaking is an increasingly high priority for developers. In 2017, Majid Al Futtaim - Properties identified and published ten Public Realm Ambitions for the business, providing a blueprint for integrating specific features into design and operation. Majid Al Futtaim - Properties should actively integrate the ambitions into its designs and work to demonstrate the positive impacts of investing in these its designs.	COMMUNITY WELLBEING & PUBLIC REALM

HIGH PERFORMANCE ASSETS

Long-term goal	Goal Progress	Goal Overview	Alignment with Dare Today, Change Tomorrow
	● ● ○	Improved water management has involved ASHRAE Environmental Audits for all assets that identified future areas of improvement. Developments including a new sewage treatment plant at Al Zahia and efficient toilet flushing systems at the Hilton Garden Inn Dubai and Mall of the Emirates have achieved reductions in water use. These measures now need to be rolled out across the portfolio and the real impact of developments on water scarcity should be researched. Critically, significant investment will be required to meet Majid Al Futtaim's ambitious Net Positive water commitment.	NET POSITIVE WATER
To create and manage resource efficient assets, communities and infrastructure	● ● ○	Investment in research and implementation focused on energy have been key. Solar thermal technology will be incorporated into all new and existing developments where feasible. In this continued commitment to dramatically reducing consumption in line with the Company's Net Positive commitment, investment into the roll out of renewable energy technologies both on and off site is of critical importance.	NET POSITIVE CARBON
	● ○ ○	Various schemes and campaigns have been rolled out across Majid Al Futtaim - Properties to reduce overall waste consumption and empower people to consider their own consumer habits. Notably, in 2016 the Pullman Hotel Dubai piloted a food waste management system called Winnow and key learnings were shared across the entire portfolio. Focus will now be placed on considering waste management from a circular economy perspective across the Company, in order to maximise opportunities to eliminate waste from the supply chain.	CIRCULAR ECONOMY
To work together with tenants and operators to deliver high performance assets: TENANTS	● ● ●	The Green Star Rating System was established in 2012 at Majid Al Futtaim - Properties to encourage mall tenants to deliver high performance assets and has expanded to cover all leases in MAF malls. To celebrate this achievement, the business held the first Green Star Awards in 2018. Majid Al Futtaim should ensure the rating criteria are monitored, reviewed regularly, and that standards continue to be heightened.	NET POSITIVE CARBON CIRCULAR ECONOMY NET POSITIVE
To work together with tenants and operators to deliver high performance assets: OPERATORS	● ○ ○	Some good initial progress was made in association with Hotel operators through energy and water reduction initiatives and customer surveys. Resourcing issues have meant that opportunities to align Majid Al Futtaim's sustainability agenda with the sustainability objectives of hotel operators have not been fully embraced and this should be a focus for the Company-wide sustainability approach.	NET POSITIVE CARBON CIRCULAR ECONOMY NET POSITIVE
To fully understand our customers' and visitors' sustainability drivers and use this information to create assets that enhance people's lives	● ● ○	In order to fully understand customer and visitor sustainability drivers, malls surveys have been rolled out by Majid Al Futtaim - Properties on an annual basis. These surveys were distilled and analysed, and as a result a tailored sustainability communications campaign - One Drop Means a Lot - was trialled in 2017 and rolled out to all asset classes in 2018. Majid Al Futtaim should assess the impact of customer engagement surveys and expand the number of campaigns to respond to stakeholder needs.	CUSTOMER EXPERIENCE

GLOBAL REPORTING INITIATIVE (GRI)

As part of our commitment to follow international best practice and report on our sustainability performance in a balanced and transparent manner, this report references the following GRI Universal and Topic-Specific Standards (2016 edition).

PRINCIPLES FOR DEFINING REPORT CONTENT AND QUALITY

Stakeholder Inclusiveness

- This report is aimed at our key stakeholders identified as part of our 2018 Company-wide strategy review. These include employees from all Majid Al Futtaim Operating Companies, tenants, customers, suppliers, contractors, regional and global peers, communities, NGOs, charities and Governments.

Sustainability Context

- Detail on our sustainability approach, vision and material impacts is provided in the 'The Dare Today, Change Tomorrow' strategy section (p8-9), A Message from our Chief Executive Officer (p1) and Chief Sustainability Officer (p6) sections of this report.
- Our business activities, impacts and sustainability risks and opportunities can be found on p8-9 of our 2018 Sustainability Report (available online). <https://www.majidalfuttaim.com/en/who-we-are/sustainability-and-impact/sustainability>
- Our environmental achievements are detailed in our Rethinking Resources section on p14-21. An environmental data pack reporting our performance in line with the EPRA (European Public Real Estate Association) Sustainability Best Practice Reporting Guidelines can be downloaded from our website and found in this report on p38-41. <https://www.majidalfuttaim.com/en/who-we-are/sustainability-and-impact/sustainability>

Materiality

- Our most recent full materiality review was conducted in 2017 during the development of our Company-wide strategy. This involved a series of materiality tests (based on GRI and AA1000 guidelines) including a review of our existing strategy, assessment of internal and external stakeholder perspectives, a country risk review (including legislation), peer review and leadership and innovation benchmark. As a result, we identified the following issues to be a high priority for our business and our stakeholders: local economic development, innovation, customer experience, net positive carbon, net positive water, waste & circular economy, attracting & retaining talent, healthy workplaces, training & development, human rights & employment conditions. Eleven other issues were also identified as material to at least one of our Operating Companies and will be managed through Operating Company action plans and reported on as required to meet stakeholder expectations.

Completeness & Boundary Setting

- The scope of our reporting covers all existing assets under our operational control. The environmental performance of some of our construction sites is included in the scope of this sustainability report. Any areas where we do not have complete data to report against are indicated within the report.
- Our reporting focuses on those issues that we consider most material to the running of our business. Additional information on our business and its financial performance is provided in our Consolidated Financial Statements 2018 which are available on our website. <https://www.majidalfuttaim.com/api/sitecore/AlternatingPoliciesModule/GetPdf?file=-/media/feature/mafcorporate/about/policy/majid-al-futtaim-holding-consolidated-fs-2018.pdf>

Balance & Clarity

- We have a clear strategy which supports our goal to be recognised internationally as a sustainability leader. Our approach is structured around three focus areas. See p8-9 for full details.
- Our Sustainability Report is available both in hard copy and online. We also have a sustainability section on our website.
- Content is designed to be easily navigable to the reader and avoids complex technical jargon and excessive detail.
- In order to be transparent, we disclose both negative and positive aspects and results of our performance.

Comparability

- The historical performance data which is used in this report spans five years and covers the environmental, economic and social aspects of our sustainability strategy.
- We participate in the Global Real Estate Sustainability Benchmark (GRESB) through which we, and our stakeholders, are able to better understand our performance in comparison with that of our peers. We provide a separate report on environmental data in line with the EPRA Sustainability Best Practice Recommendations (sBPR). This can be downloaded from our website. <https://www.majidalfuttaim.com/en/who-we-are/sustainability-and-impact/sustainability>

- All our new developments are committed to achieving Leadership in Energy & Environmental Design (LEED) Gold or equivalent.
- Our report references the GRI Universal and Topic-Specific Standards (2016 edition) included in this index.
- Due to improvements in data collection and verification processes, some re-statements of previous years' environmental data have been included in this report to take in to account these improvements. Full explanations of these adjustments are provided in data qualification notes in the EPRA sBPR tables provided on our website. <https://www.majidalfuttaim.com/en/who-we-are/sustainability-and-impact/sustainability>

Reliability & Accuracy

- Validation of the majority of the information within our Sustainability Report is performed by our sustainability consultants, JLL. See the Advisor's Statement from JLL on p28 of this report for further details.
- Guidance was provided by JLL on preparing this report in line the GRI's principles for report quality and content, and the following disclosures set out in this index.
- Data assumptions and calculations are disclosed in data qualifying notes in the EPRA sBPR tables on our website <https://www.majidalfuttaim.com/en/who-we-are/sustainability-and-impact/sustainability>

Timeliness

- The information presented in this Sustainability Report was developed to reflect our performance from 1 January to 31 December 2018. Our Consolidated Financial Statements cover the same period. The sustainability reporting schedule is aligned with the annual financial reporting schedule.

GRI																																																																								
Standard	Question	Answer																																																																						
102-1	Name of the organisation	Majid Al Futtaim																																																																						
102-2	Activities, brands, products and services	About our Company, inside cover page																																																																						
102-3	Location of headquarters	Majid Al Futtaim Tower 1, 10th Floor, City Centre Deira Complex PO Box 91100 Dubai, United Arab Emirates																																																																						
102-4	Location of operations	About our Company, inside cover page See also our website: www.majidalfuttaim.com																																																																						
102-5	Ownership and legal form	Majid Al Futtaim owned by Mr Majid Al Futtaim, who founded the Company in 1992. For more information about the nature of ownership of Majid Al Futtaim – Holding assets, please see our website: www.majidalfuttaim.com																																																																						
102-6	Markets served	About our Company, inside cover page See also our website: www.majidalfuttaim.com																																																																						
102-7	Scale of the organisation	About our Company, inside cover page See also our Consolidated Financial Statements for the year ending 31 December https://www.majidalfuttaim.com/api/sitecore/AlternatingPoliciesModule/GetPdf?file=-/media/feature/mafcorporate/about/policy/majid-al-futtaim-holding-consolidated-fs-2018.pdf																																																																						
102-8	Information on employees and other workers	A significant proportion of our work at our construction sites and assets is delivered by contractors. We also use contractors for: <ul style="list-style-type: none"> • Security • Landscape maintenance • Window cleaning (malls, offices) • Mall construction (and all sub contractors) • Design teams • Operators of our hotels • Cleaning in our offices • Recycling operational waste (all our assets) • 3rd party verifiers who are appointed directly by Majid Al Futtaim i.e. CXA agent, sustainability consultants, etc. • Creative agency (branding/printing/photography) • Training • Data management system • Travel agency • Promotions and media 																																																																						
<table border="1"> <thead> <tr> <th rowspan="3"></th> <th colspan="4">Holding, Trust, Charity & President's Office</th> <th colspan="4">Properties</th> <th colspan="4">Retail</th> <th colspan="4">Ventures</th> <th rowspan="3">Total staff</th> </tr> <tr> <th colspan="2">Female</th> <th colspan="2">Male</th> <th colspan="2">Female</th> <th colspan="2">Male</th> <th colspan="2">Female</th> <th colspan="2">Male</th> <th colspan="2">Female</th> <th colspan="2">Male</th> </tr> <tr> <th>Expat</th> <th>Local</th> <th>Expat</th> <th>Local</th> <th>Expat</th> <th>Local</th> <th>Expat</th> <th>Local</th> <th>Expat</th> <th>Local</th> <th>Expat</th> <th>Local</th> <th>Expat</th> <th>Local</th> </tr> </thead> <tbody> <tr> <td>Overall Sum:</td> <td>99</td> <td>9</td> <td>134</td> <td>8</td> <td>250</td> <td>354</td> <td>151</td> <td>598</td> <td>355</td> <td>1,458</td> <td>3,711</td> <td>4,720</td> <td>13,601</td> <td>15,500</td> <td>37,532</td> <td>1,293</td> <td>282</td> <td>2,193</td> <td>789</td> <td>4,557</td> <td>43,797</td> </tr> </tbody> </table>				Holding, Trust, Charity & President's Office				Properties				Retail				Ventures				Total staff	Female		Male		Female		Male		Female		Male		Female		Male		Expat	Local	Expat	Local	Expat	Local	Expat	Local	Expat	Local	Expat	Local	Expat	Local	Overall Sum:	99	9	134	8	250	354	151	598	355	1,458	3,711	4,720	13,601	15,500	37,532	1,293	282	2,193	789	4,557	43,797
	Holding, Trust, Charity & President's Office				Properties				Retail				Ventures				Total staff																																																							
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102-9	Supply chain	Within Majid Al Futtaim, procurement varies greatly across our portfolio of properties and construction sites due to the wide variety of goods and services that we provide. These include: <ul style="list-style-type: none"> • Facilities management/repairs and maintenance • Property management supply of goods/consumables • Housekeeping, cleaning and security • General consultancy • Construction contractors and materials • Marketing and advertising • Corporate publications/gifts • Promotions & media • IT maintenance and licenses • Training, seminars and conferences • Travel management • IT solutions and management systems 																																																																						

GRI Standard	Question	Answer
102-10	Significant changes to the organisation and its supply chain	About our Company, inside cover page See also our Consolidated Financial Statements for the year ending 31 December 2018: https://www.majidalfuttaim.com/api/sitecore/AlternatingPoliciesModule/GetPdf?file=-/media/feature/mafcorporate/about/policy/majid-al-futtaim-holding-consolidated-fs-2018.pdf
102-11	Precautionary Principle or approach	Majid Al Futtaim is not yet in a position in the Middle Eastern market to apply fully the precautionary principle to its business activities. However, our Pre-Acquisition Policy does seek to identify major environmental risks from the acquisition of new land or new buildings. Our Sustainability Implementation Plans also seek to improve the environmental risk management and performance of our development pipeline with risk management and mitigation strategies being part of our standards which are applied through a thorough regime of controls. We also have a standard NDA used with our suppliers to help mitigate against any problems.
102-12	External initiatives	For all policies please visit: www.majidalfuttaim.com/ The <i>Dare Today, Change Tomorrow</i> Strategy and Our Focus Areas and Material Issues, p8-9 Our Net Positive Commitment, p18-21
102-13	Membership of associations	The <i>Dare Today, Change Tomorrow</i> Strategy and Our Focus Areas and Material Issues, p4-5
102-14 / G4-1	Statement from senior decision maker	A Message from our Chief Executive Officer, A Message from our Chief Sustainability Officer and Operating Company Chief Executive Officer messages, p1,5,6
102-15	Key impacts, risks, and opportunities	<i>Dare Today, Change Tomorrow</i> Strategy and Our Focus Areas and Material Issues, p8-9
102-16	Values, principles, standards and our norms of behaviour	Our vision and values are available on our website: https://www.majidalfuttaim.com/en/who-we-are#vision-values We have a Code of Conduct that all employees are required to sign annually. This sets out clear guidance on expected standards of behaviour for all those working for the business. The Code of Conduct covers amongst other things equal opportunity, conflicts of interest, supplier relationships, bribery and corruption, payment practices and health and safety. https://www.majidalfuttaim.com/en/who-we-are/corporate-compliance We are signatories of the United Nations Global Compact and submit an annual Communication on Progress (COP) to demonstrate our adherence to the ten principles of the compact. Our most recent COP can be found here: www.unglobalcompact.org/what-is-gc/participants/19221-Majid-Al-Futtaim-
102-18	Governance Structure	Embedding our strategic sustainability approach, p8-9 See also our website: https://www.majidalfuttaim.com/en/who-we-are/corporate-compliance
102-19	Delegating authority	Embedding our strategic sustainability approach, p8-9 See also our website: https://www.majidalfuttaim.com/en/who-we-are/corporate-compliance
102-20	"Executive-level responsibility for economic, environmental, and social topics"	Embedding our strategic sustainability approach, p8-9
102-23	Chair of the highest governance body	Embedding our strategic sustainability approach, p8-9
102-29	Identifying and managing economic, environmental, and social impacts	Embedding our strategic sustainability approach, p8-9
102-30	Effectiveness of risk management processes	Embedding our strategic sustainability approach, p8-9
102-31	Review of economic, environmental, and social topics	Embedding our strategic sustainability approach, p8-9
102-32	Highest governance body's role in sustainability reporting	Embedding our strategic sustainability approach, p8-9

GRI Standard	Question	Answer
102-40	List of stakeholder groups	Majid Al Futtaim employees, tenants, customers, suppliers, contractors, regional and global peers, communities, NGOs, charities and governments.
102-41	Collective bargaining agreements	GCC countries do not permit unions but in countries where unions are permitted, such as Lebanon or Egypt, Majid Al Futtaim does not prohibit employees from joining these unions in accordance with the country's laws and regulations.
102-42	Identifying and selecting stakeholders	Our key stakeholders were identified as part of our materiality review in 2010. They were reviewed again in 2013 and then in 2017 as part of our Company strategy review. The stakeholders with whom we prioritise engagement continue to be: our employees across all Operating Companies within Majid Al Futtaim, tenants, customers, suppliers, regional and global peers, communities, NGOs, charities and governments.
102-43	Approach to stakeholder engagement	As part of our 2017 Company-wide sustainability strategy review we engaged with employees across all Operating Companies within Majid Al Futtaim. Engagement took the form of one-to-one interviews. For ways in which we continue to engage with our stakeholder groups, please see p10-26.
102-44	Key topics and concerns raised	In each of the Operating Companies stakeholder engagement is used to ensure the success of projects. Consultants, local authorities, customers, contractors and employees are engaged with throughout project stages to enable key concerns and issues to be raised. This includes numerous possible channels for providing feedback to Majid Al Futtaim such as public surveys and call centres to deal with customer issues.
102-45	Entities included in the consolidated financial statements	About this report, inside cover page Consolidated Financial Statements for the year ending 31 December 2018: https://www.majidalfuttaim.com/api/sitecore/AlternatingPoliciesModule/GetPdf?file=-/media/feature/mafcorporate/about/policy/majid-al-futtaim-holding-consolidated-fs-2018.pdf
102-46	Defining report content and topic boundaries	About this report, inside cover page The <i>Dare Today, Change Tomorrow</i> Strategy and Our Focus Areas and Material Issues, p8-9 Principles for Defining Report Content and Report Quality, p34.
102-47	List of the material topics	The <i>Dare Today, Change Tomorrow</i> Strategy and Our Focus Areas and Material Issues, p8-9.
102-48	Restatements of information	About this report, inside cover page. The 2018 Performance Data Summary (EPRA Pack) is available online. Due to improvements in data collection and verification processes several data points have been updated since last year. Therefore some re-statements of previous year's environmental data have been included in this report to take into account these improvements. Full explanations of these adjustments are provided in data qualification notes in the EPRA tables included within this report and online.
102-49	Changes in reporting	Our strategy is now Company-wide and we continued with our Majid Al Futtaim – Properties sustainability strategy until the end of 2018. This is the first year of Company-wide reporting and therefore we have conducted a Company-wide strategy review.
102-50	Reporting period	About this report, inside cover page.
102-51	Date of most recent report	2017 Majid Al Futtaim Sustainability Report, published in June 2018. This was the first year of the Company-Wide strategy reporting.
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	sustainability@maf.ae
102-54	Claims of reporting in accordance with the GRI Standards	Global Reporting Initiative (GRI) Content Index, p34.
102-55	GRI content index	This index
102-56	External assurance	We do not currently have full external assurance for our sustainability reporting but you can find our Advisor's Statement provided by our sustainability consultants JLL on p25 of this report.

Material Topics

Environmental Topics

103	"Management approach for: <ul style="list-style-type: none"> • Energy • Water • GHG Emissions • Effluents and Waste" 	Becoming Net Positive in carbon and water, improving waste management, progressing towards a circular economy, preparing for climate change and examining ecosystem services were all identified as important sustainability issues in the strategy review that Majid Al Futtaim conducted in 2017. Due to the nature of our business, environmental impacts are material across the design, construction and operation of our assets. Consequently we engage with our tenants and other stakeholders to ensure that we reduce our environmental impacts, including in areas where Majid Al Futtaim has no direct control. An internal audit is also undertaken by JLL on a quarterly basis for Majid Al Futtaim – Properties. The results are shared internally during each quarter. At year end the final audit is included in the annual report. Based on the outcomes of the audit, targets are then adjusted and amended to enhance Majid Al Futtaim's sustainability performance. Majid Al Futtaim has in place policies, targets and KPIs to ensure we reduce our impacts. Our Sustainability, Energy Management and Green Building Policies can be downloaded from our website. For a full list of our sustainable development goals see p8-9 and for further detail on these areas see p10,14, and 22. For further information on the targets relating to Net Positive see p18.
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Energy

302-1	Energy consumption within the organization	EPRA Performance, p40-45 See also the full EPRA sBPR tables on our website
302-3	Energy intensity	EPRA Performance, p40-45 See also the full EPRA sBPR tables on our website
302-4	Reduction of energy consumption	EPRA Performance, p40-45 See also the full EPRA sBPR tables on our website

GRI Standard	Question	Answer
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Water

303-1	Interactions with water as a shared resource	EPRA Performance, p40-45 See also the full EPRA sBPR tables on our website Omission: We do not have an itemised break down of water sources, we only have the total obtained water.
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Emissions

305-1	Direct (Scope 1) GHG emissions	EPRA Performance, p40-45 See also the full EPRA sBPR tables on our website
305-2	Energy indirect (Scope 2) GHG emissions	EPRA Performance, p40-45 See also the full EPRA sBPR tables on our website
305-3	Other indirect (Scope 3) GHG emissions	EPRA Performance, p40-45 See also the full EPRA sBPR tables on our website
305-4	GHG Emissions intensity	EPRA Performance, p40-45 See also the full EPRA sBPR tables on our website Omission: The GHG data in the table is only shown for Majid Al Futtaim – Properties

Effluents and waste

306-2	Waste by type and disposal method	EPRA Performance, p40-45 See also the full EPRA sBPR tables on our website Omission: We do not disaggregate hazardous and non-hazardous waste
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Social Topics

103	Management approach for: <ul style="list-style-type: none"> Occupational Health and Safety Supplier Assessment for Labour Practices 	Best practice labour standards fall under the Empowering Our People pillar of our sustainability strategy, and are therefore highly material to Majid Al Futtaim. Labour practices affect our direct employees and our contractors' and sub-contractors' staff. Majid Al Futtaim has in place policies, targets and KPIs to ensure that we follow a best practice approach. Our Labour Standards Policy can be downloaded from our website: https://www.majidalfuttaim.com/en/who-we-are/sustainability-and-impact/sustainability . An internal audit is undertaken by JLL on a quarterly basis for Majid Al Futtaim – Properties. The results are shared internally during each quarter. At year end the final audit is included in the annual report. Based on the outcomes of the audit, targets are then adjusted and amended to enhance Majid Al Futtaim's sustainability performance.
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Employment

401-1	New employee hires and employee turnover	JOINERS															
		Holding, Trust, Charity & President's Office				Properties				Retail				Ventures			
		Female	Male	Total	% Turnover	Female	Male	Grand Total	% Turnover	Female	Male	Grand Total	% Turnover	Female	Male	Total	% Turnover
Overall Sum:	44	41	85	43%	87	199	286	19%	3369	9757	13126	35%	174	725	899	20%	
		LEAVERS															
		Holding, Trust, Charity & President's Office				Properties				Retail				Ventures			
		Female	Male	Total	% Turnover	Female	Male	Grand Total	% Turnover	Female	Male	Grand Total	% Turnover	Female	Male	Grand Total	% Turnover
Overall Sum:	6	12	18	9%	91	122	213	15%	2434	8588	11022	29%	153	406	559	12%	

Occupational Health and Safety

403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Retail						Properties							
		Employees						Employees				Workers			
		Gender	Absentee Rate	Number minor injuries	Number of major injuries	Injury Rate [IR] per 100,000 hours	Work-related fatalities	Absentee Rate	Number minor injuries	Number of major injuries	Injury Rate [IR] per 100,000 hours	Work-related fatalities	Number minor injuries	Number of major injuries	Injury Rate [IR] per 100,000 hours
Male	0.28%	N/A	N/A	N/A	N/A	0.13%	N/A	N/A	N/A	N/A	722	7	1.026364936	0	
Female	0.39%	N/A	N/A	N/A	N/A	0.21%	N/A	N/A	N/A	N/A	-	-	-	-	
Overall	0.30%	N/A	N/A	N/A	N/A	0.15%	N/A	N/A	N/A	N/A	722	7	1.026364936	0	
		Ventures						Holding							
		Employees						Employees							
		Gender	Absentee Rate	Number minor injuries	Number of major injuries	Injury Rate [IR] per 100,000 hours	Work-related fatalities	Absentee Rate	Number minor injuries	Number of major injuries	Injury Rate [IR] per 100,000 hours	Work-related fatalities			
Male	0.65%	26	0	5.02	0	0.28%	0	0	0	0					
Female	0.81%	8	0	2.88	0	0.46%	0	0	0	0					
Overall	0.71%	34	0	4.27	0	0.36%	0	0	0	0					

Training and Education

404-1	Average hours of training per year per employee	Retail Average Training Hours				Properties Average Training Hours				Ventures Average Training Hours				Holding Average Training Hours			
		Number of non-managers		Number of Managers		Number of non-managers		Number of Managers		Number of non-managers		Number of Managers		Number of non-managers		Number of Managers	
		Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Overall	22.96	18.97	19.63	21.78	8.99	7.87	8.75	5.50	31.75	29.50	46.83	35.79	N/A	N/A	N/A	N/A	

GRI

Standard	Question	Answer
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Career Development

404-3

Percentage of employees receiving regular performance and career development reviews

	Percentage of individuals who received performance and career development review in 2018															
	Retail				Properties				Ventures				Holding			
	[Non-manager]		[Manager]		[Non-manager]		[Manager]		[Non-manager]		[Manager]		[Non-manager]		[Manager]	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Percentage by gender	90%	93%	78%	98%	93%	92%	93%	95%	82%	80%	84%	80%	49%	31%	83%	85%
Overall %	93%		95%		93%		95%		80%		81%		41%		84%	

Diversity and Equal Opportunity

405-1

Diversity of governance bodies and employees

	Percentage of employees who sit on Governance bodies (The board) in each age group															
	Retail				Properties				Ventures				Holding			
	Age				Age				Age				Age			
	under 30	30-50	50+	Total	under 30	30-50	50+	Total	under 30	30-50	50+	Total	under 30	30-50	50+	Total
Male	17%		67%	83%	29%		71%	100%	83%		83%	20%		80%	100%	
Female	0%		17%	17%	0%		0%	0%	17%		17%	0%		0%	0%	

Employee Category	Gender	Percentage of employees per employee category in each of the following groups											
		Retail			Properties			Ventures			Holding		
		Age			Age			Age			Age		
		under 30	30-50	50+	under 30	30-50	50+	under 30	30-50	50+	under 30	30-50	50+
Non-Managers	Male	39.45%	27.39%	0.86%	11.65%	23.98%	1.91%	22.10%	32.50%	1.10%	15.23%	4.06%	0.51%
	Female	12.58%	7.51%	0.29%	8.17%	18.73%	1.16%	11.60%	17.90%	0.40%	14.72%	12.18%	1.02%
Managers	Male	1.48%	7.91%	0.66%	0.34%	23.77%	4.09%	0.90%	8.30%	0.40%	1.02%	27.92%	2.54%
	Female	0.60%	1.22%	0.06%	0.00%	5.93%	0.27%	0.50%	4.10%	0.20%	0.00%	17.77%	3.05%

Child Labour

408-1

Operations and suppliers at significant risk for incidents of child labor

Majid Al Futtaim Employment Conditions Policy addresses child labour and can be found on our website, this is also reflected within the contracts template where child labour is clearly prohibited. Additionally, checks are made on all contractors and suppliers to ensure the requirements set out in the Employment Conditions Policy are met. The policy can be found: <https://www.majidalfuttaim.com/en/who-we-are/sustainability-and-impact/sustainability>

Forced or Compulsory Labour

409-1

Operations and suppliers at significant risk for incidents of forced or compulsory labor

Majid Al Futtaim Employment Conditions Policy addresses forced labour and can be found on our website, this is also reflected within the contracts template where forced labour is clearly prohibited. Additionally, checks are made on all contractors and suppliers to ensure the requirements set out in the Employment Conditions Policy are met. The policy can be found: <https://www.majidalfuttaim.com/en/who-we-are/sustainability-and-impact/sustainability>

Human Rights Assessment

412-2

Employee training on human rights policies or procedures

Training on the auditable requirements of the Employment Conditions Policy has been rolled out to relevant staff across Majid Al Futtaim – Properties.

Supplier Social Assessment

414-1

New suppliers that were screened using social criteria

A detailed application form must be completed by new suppliers where they are asked whether they have specific information regarding social criteria such as a labour standards policy, company ethics policy and health & safety standards. We aim to work with the suppliers who score the highest on this application form. Our Employment Conditions Policy can also be found online: <https://www.majidalfuttaim.com/en/who-we-are/sustainability-and-impact/sustainability>

Product and Service Labelling

417-1

Requirements for product and service labelling

EPRA Performance, p40-45
See also the full EPRA sBPR tables on our website.

EPRA PERFORMANCE

Landlord shared services electricity intensity (kWh / m² / yr) [302-3, Energy-Int]

Portfolios	Coverage	Denominator	Electricity intensity		
			2016	2017	2018
Malls			843	814	838
UAE	8 of 8	Common parts area (m ²)	981	966	1,004
Bahrain	1 of 1		575	561	509
Oman	2 of 2		821	765	749
Egypt	3 of 3		744	732	841
Lebanon	1 of 1		700	695	615
Community Malls			725	682	868
UAE	7 of 8	Common parts area (m ²)	725	682	868
Hotels			242	241	234
UAE	10 of 11	Gross internal area (m ²)	241	241	233
Bahrain	2 of 2		251	243	242
Offices*			271	252	218
UAE	4 of 4	Gross internal area (m ²)	271	252	218
Communities*			N/A	N/A	N/A
UAE	N/A	N/A	N/A	N/A	N/A

Data notes:

Numerator: Common parts and shared services electricity consumption (except for Hotels and Offices where Whole Building energy consumption is used) has been used to measure Majid Al Futtaim's building efficiency as electricity makes up the vast majority of its energy consumption and data is available for the last 3 years.

Denominator: Common parts floor area is used to normalise the Common parts and shared services electricity consumption as this is a direct match of numerator and denominator. In all other cases, Gross Internal Area is used.

No assets within the Communities portfolio are included in the intensity analysis as the only applicable asset, Al Zahia, is still under development

Scope 1 and 2 Greenhouse Gas Emissions intensity (tCO₂e / m² / yr) [305-4, GHG-Int]

Portfolios	Coverage	Denominator	2016	2017	2018
Malls			0.6	0.5	0.5
UAE	8 of 8	Common parts area (m ²)	0.6	0.6	0.6
Bahrain	1 of 1		0.5	0.4	0.4
Oman	2 of 2		0.5	0.4	0.4
Egypt	3 of 3		0.3	0.3	0.4
Lebanon	1 of 1		1.5	1.4	1.2
Community Malls			0.5	0.4	0.5
UAE	7 of 8	Common parts area (m ²)	0.5	0.4	0.5
Hotels			0.2	0.2	0.1
UAE	10 of 11	Gross internal area (m ²)	0.2	0.1	0.1
Bahrain	2 of 2		0.2	0.2	0.2
Offices			0.2	0.2	0.1
UAE	4 of 4	Gross internal area (m ²)	0.2	0.2	0.1
Communities*			N/A	N/A	N/A
UAE	N/A	N/A	N/A	N/A	N/A

Data notes:

Numerator: CO₂ emissions MPI related to energy consumption under Majid Al Futtaim's direct control, i.e. scopes 1 and 2. Emissions are measured in tonnes of CO₂ equivalent which is the combined weight of the main Greenhouse Gases (CO₂, CH₄ and N₂O in the case of the energies used by Majid Al Futtaim) that contribute to climate change as identified by the Kyoto Protocol.

Denominator: Common parts floor area is used to normalise the Common parts and shared services emissions as this is a direct match of numerator and denominator. In all other cases Gross Internal Area is used.

No assets within the Communities portfolio are included in the intensity analysis as the only applicable asset, Al Zahia, is still under development

Landlord shared services water intensity (m³ / m² / yr) [Water-Int]

Portfolios	Coverage	Denominator	2016 Total MAFP obtained	2017 Total MAFP obtained	2018 Total MAFP obtained
Malls			7.0	6.5	5.9
UAE	8 of 8	Common parts area [m ²]	8.1	8.1	7.4
Bahrain	1 of 1		3.9	3.8	3.8
Oman	3 of 3		4.7	4.3	2.6
Egypt	3 of 3		10.8	6.4	6.6
Lebanon	1 of 1		9.1	7.2	6.1
Community Malls			2.1	1.8	2.3
UAE	7 of 8	Common parts area [m ²]	2.1	1.8	2.3
Hotels					
UAE	10 of 11	Gross internal area [m ²]	1.7	1.7	1.6
Bahrain	2 of 2		2.6	3.0	2.7
Offices			1.9	1.3	1.0
UAE	4 of 4	Gross internal area [m ²]	1.9	1.3	1.0
Communities[#]			N/A	N/A	N/A
UAE	N/A	N/A	N/A	N/A	N/A

Data notes:

Numerator: Common parts and shared services water consumption [except for Hotels and Offices where Whole Building water consumption is used] has been used to measure Majid Al Futtaim's building efficiency.**Denominator:** Common parts floor area is used to normalise the Common parts and shared services water consumption as this is a direct match of numerator and denominator. In all other cases, Gross Internal Area is used.[#] No assets within the Communities portfolio are included in the intensity analysis as the only applicable asset, Al Zahia, is still under development

Absolute energy consumption (kWh)[302-1, 302-2, Elec-Abs Fuels-Abs]

Business unit	2018 Coverage	Electricity (kWh)		Other fuels (kWh)*		Cooling (kWh)^	
		2018	2018	2018	2018	2018	2018
		Total Majid Al Futtaim obtained / generated	of which is exclusive tenant consumption	Total Majid Al Futtaim obtained / generated	of which is exclusive tenant consumption	Total Majid Al Futtaim obtained / generated	of which is exclusive tenant consumption
Properties (excl. Ventures & Retail)[#]		789,211,179	346,278,436	170,971,923		12,101,468	
Malls	15 of 15	665,099,919	327,000,101	66,418,969		12,101,468	N/A
Community Malls	8 of 8	33,190,781	19,278,335	-	-	-	N/A
Hotels	13 of 13	74,001,676	N/A	-	-	-	N/A
Offices	4 of 4	10,847,395	N/A	-	-	-	N/A
Communities (operational)	1 of 1	1,355,527	N/A	-	-	-	N/A
Developments	11 developments	4,715,881	N/A	104,552,954	N/A	N/A	N/A
Retail^{&}		526,771,060		147,673,979		125,405,272	
Carrefour - office	6 of 6	443,261	N/A	-	N/A	575,533	N/A
Mall	2 of 2	35,665,043	N/A	1,206,659	N/A	-	N/A
Hypermarkets	109 of 109	359,504,647	N/A	138,548,799	N/A	112,311,157	N/A
Staff Accommodation	26 of 26	14,976,526	N/A	327,581	N/A	116,529	N/A
Small Supermarkets	20 of 20	2,335,954	N/A	-	N/A	521,348	N/A
Supermarkets	140 of 140	112,607,686	N/A	7,590,940	N/A	11,880,704	N/A
Warehouse	6 of 6	1,237,943	N/A	-	N/A	-	N/A
Ventures		92,708,285		1,175,251		17,096,603	
ENOVA	1 of 1	197,989	N/A	-	N/A	-	N/A
F&B	29 of 29	2,170,889	N/A	-	N/A	-	N/A
Fashion	172 of 172	13,630,447	N/A	-	N/A	-	N/A
Finance	4 of 4	647,022	N/A	-	N/A	-	N/A
Healthcare	N/R	N/R	N/A	N/R	N/A	N/R	N/A
L&E	42 of 42	52,249,313	N/A	1,175,251	N/A	6,291,067	N/A
VOX	35 of 35	23,812,605	N/A	-	N/A	10,805,536	N/A

* Other fuels includes Natural Gas, LPG and Diesel used at a small number of assets within the Properties Business unit and across the Retail and Ventures business units.

[#] Reported electricity consumption for the Hotels portfolio includes some non-electric energy [converted to kWh electricity equivalent] used to provide heating and cooling to the buildings.[^] Cooling energy is measured in kWh of coolth for District Cooling schemes. However for Retail and Ventures where cooling is received from the asset's landlord it is measured in kWh of electricity equivalent.[&] Other fuels for the Retail Business Unit includes fuels for owned fleet and fuels used within buildings.

Absolute Greenhouse Gas Emissions (tCO₂e) [305-1, 305-2, 305-3, GHG Dir-Abs, GHG Indir-Abs]

Portfolio	2018 Coverage	Emissions (tCO ₂ e)		
		Scope 1	Scope 2*	Scope 3
Properties (excl. Ventures & Retail)		16,687	254,433	324,773
Malls	15 of 15	16,687	194,380	270,599
Community Malls	8 of 8	–	6,051	15,556
Hotels	13 of 13	–	46,609	7,775
Offices	4 of 4	–	6,594	1,178
Communities (operational)	1 of 1	–	799	138
Developments	11 developments	n/a	n/a	29,526
Retail		35,747	391,046	49,348
Carrefour - Office	6 of 6	–	591	36
Mall	2 of 2	235	24,694	3,747
Hypermarkets	109 of 109	33,762	291,406	33,667
Staff Accommodation	26 of 26	60	8,266	1,563
Small Supermarkets	20 of 20	–	1,737	245
Supermarkets	140 of 140	1,690	63,630	9,974
Warehouse	6 of 6	–	723	115
Ventures		252	66,033	8,878
ENOVA	1 of 1	–	120	21
F&B	29 of 29	–	1,356	218
Fashion	172 of 172	–	8,504	1,365
Finance	4 of 4	–	393	68
Healthcare	N/R	N/R	N/R	N/R
L&E	42 of 42	252	34,676	4,852
VOX	35 of 35	–	20,983	2,354

* District cooling GHG emissions are calculated using a UK district steam conversion factor due to lack of available factors for district cooling in the UAE. Received cooling from landlord supplies is included as scope 2. Emissions from the use of refrigerants across the business are not included in these figures.

Absolute waste disposal (tonnes) [306-2, Waste-Abs]

Business unit	2018 Coverage	Waste (tonnes)			
		Total waste	Recycled	Landfilled	% recycled
Properties (excl. Ventures & Retail)		183,162	55,200	127,962	30%
Malls	15 of 15	51,929	13,907	38,022	27%
Community Malls	8 of 8	3,358	153	3,205	5%
Hotels	13 of 13	2,172	401	1,771	18%
Offices	4 of 4	100	52	48	52%
Communities (operational)	1 of 1	561	114	447	20%
Developments*	11 developments	125,042	40,572	84,470	32%

* Reported waste data for Majid Al Futtaim – Properties developments includes excavation and demolition waste

Absolute water consumption (m³) [Water-Abs]

Business unit	2018 Coverage	Water (m ³) 2018	
		Total Majid Al Futtaim obtained	of which is exclusive tenant consumption
Properties (excl. Ventures & Retail)		4,861,012	1,075,270
Malls	15 of 15	3,747,222	1,035,924
Community Malls	8 of 8	65,180	39,346
Hotels	13 of 13	541,027	N/A
Offices	4 of 4	49,446	N/A
Communities (operational)	1 of 1	207,718	N/A
Developments	11 developments	250,419	N/A
Retail		7,820,519	
Carrefour - Office	6 of 6	125,568	N/A
Mall	2 of 2	96,837	N/A
Hypermarkets	109 of 109	3,281,866	N/A
Staff Accommodation	26 of 26	2,123,907	N/A
Small Supermarkets	20 of 20	43,247	N/A
Supermarkets	140 of 140	1,756,090	N/A
Warehouse	6 of 6	393,004	N/A
Ventures		1,456,570	
ENOVA	1 of 1	9,402	N/A
F&B	29 of 29	98,793	N/A
Fashion	172 of 172	222,233	N/A
Finance	4 of 4	-	N/A
Healthcare	N/R	N/R	N/A
L&E	42 of 42	526,649	N/A
VOX	35 of 35	599,493	N/A

Company like-for-like energy consumption (kWh) [G4-EN6, Elec-LfL, Fuels-LfL]

Portfolios	Coverage	Electricity (kWh)				Other fuels (kWh)*				Cooling (kWh)^			
		2017		2018		2017		2018		2017		2018	
		Total Majid Al Futtaim obtained	of which is exclusive tenant consumption	Total Majid Al Futtaim obtained	of which is exclusive tenant consumption	Total Majid Al Futtaim obtained	of which is exclusive tenant consumption	Total Majid Al Futtaim obtained	of which is exclusive tenant consumption	Total Majid Al Futtaim obtained	of which is exclusive tenant consumption	Total Majid Al Futtaim obtained	of which is exclusive tenant consumption
Properties (excl. Ventures & Retail)*		766,607,686	357,319,467	770,527,793	353,208,429	78,595,438	-	66,418,210	-	13,538,943	-	12,101,468	-
Malls	15 of 15	660,191,411	340,227,767	666,804,466	336,470,082	78,595,438	-	66,418,210	-	13,538,943	-	12,101,468	-
Community Malls	6 of 8	22,709,130	17,091,701	23,818,968	16,738,347	-	-	-	-	-	-	-	-
Hotels	12 of 13	71,127,096	N/A	69,056,965	N/A	-	-	-	-	-	-	-	-
Offices	4 of 4	12,580,049	N/A	10,847,395	N/A	-	-	-	-	-	-	-	-
Communities (operational)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Retail		579,954,115	-	494,830,581	-	136,059,737	-	141,418,518	-	124,273,908	-	111,758,520	-
Carrefour - Office	6 of 7	402,215	N/A	443,261	N/A	-	N/A	-	N/A	575,533	N/A	575,533	N/A
Mall	2 of 2	32,468,390	N/A	35,665,043	N/A	1,184,098	N/A	1,206,659	N/A	-	N/A	-	N/A
Hypermarkets	95 of 109	400,569,803	N/A	332,976,145	N/A	125,663,479	N/A	132,555,176	N/A	113,615,080	N/A	100,877,886	N/A
Staff Accommodation	23 of 26	21,404,613	N/A	12,648,666	N/A	327,581	N/A	327,581	N/A	-	N/A	-	N/A
Small Supermarkets	15 of 20	2,737,248	N/A	1,931,378	N/A	-	N/A	-	N/A	194,721	N/A	194,721	N/A
Supermarkets	122 of 142	121,251,963	N/A	110,046,206	N/A	8,884,579	N/A	7,329,102	N/A	9,888,573	N/A	10,110,379	N/A
Warehouse	5 of 6	1,119,883	N/A	1,119,883	N/A	-	N/A	-	N/A	-	N/A	-	N/A
Ventures		88,069,215	-	88,020,242	-	1,174,929	-	1,174,929	-	10,959,234	-	13,106,248	-
ENOVA	1 of 1	197,989	N/A	197,989	N/A	-	N/A	-	N/A	-	N/A	-	N/A
F&B	29 of 29	2,170,889	N/A	2,170,889	N/A	-	N/A	-	N/A	-	N/A	-	N/A
Fashion	161 of 172	10,885,802	N/A	10,885,802	N/A	-	N/A	-	N/A	-	N/A	-	N/A
Finance	4 of 4	647,022	N/A	647,022	N/A	-	N/A	-	N/A	-	N/A	-	N/A
Healthcare	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R
L&E	40 of 42	51,674,439	N/A	51,698,640	N/A	1,174,929	N/A	1,174,929	N/A	5,100,283	N/A	5,943,344	N/A
VOX	32 of 35	22,493,075	N/A	22,419,900	N/A	-	N/A	-	N/A	5,858,951	N/A	7,162,904	N/A

* Other fuels includes Natural Gas, LPG, Petrol and Diesel

^ Cooling energy is measured in kWh of coolth for District Cooling schemes. However for Retail and Ventures where cooling is received from the asset's landlord it is measured in kWh of electricity equivalent.

No assets within the Communities portfolio are included in the like-for-like analysis as the only applicable asset, Al Zahia, is still under development

Company like-for-like Greenhouse Gas Emissions (tCO₂e) [GHG-Dir-LfL, GHG-Indir-LfL]

Portfolios	Coverage	Emissions (tCO ₂ e)*								
		Scope 1			Scope 2			Scope 3		
		2017	2018	% change	2017	2018	% change	2017	2018	% change
Properties (excl. Ventures & Retail)		19,753	16,687	-16%	254,528	249,837	-2%	289,977	292,749	1%
Malls	15 of 15	19,753	16,687	-16%	197,623	195,474	-1%	270,118	271,617	1%
Community Malls	6 of 8			-	3,390	4,166	23%	12,545	12,697	1%
Hotels	12 of 13			-	45,705	43,603	-5%	6,223	7,256	17%
Offices	4 of 4			-	7,810	6,594	-16%	1,091	1,178	8%
Communities (operational)#	N/A	N/A	N/A	-	N/A	N/A	-	N/A	N/A	-
Retail		32,735	34,293	5%	422,468	360,653	-15%	49,921	46,102	-8%
Carrefour - Office	6 of 7			-	575	591	3%	37	36	-2%
Mall	2 of 2	231	235	2%	22,852	24,694	8%	3,393	3,747	10%
Hypermarkets	95 of 109	30,548	32,374	6%	316,183	264,861	-16%	34,494	30,962	-10%
Staff Accommodation	23 of 26	60	60	0%	13,186	7,035	-47%	1,957	1,318	-33%
Small Supermarkets	15 of 20			-	1,820	1,292	-29%	231	203	-12%
Supermarkets	122 of 142	1,896	1,624	-14%	67,193	61,528	-8%	9,721	9,732	0%
Warehouse	5 of 6			-	657	651	-1%	88	103	17%
Ventures		252	252	0%	61,070	61,147	0%	7,216	8,445	17%
ENOVA	1 of 1			-	123	120	-2%	17	21	25%
F&B	29 of 29			-	1,385	1,356	-2%	189	218	15%
Fashion	161 of 172			-	7,035	6,787	-4%	980	1,095	12%
Finance	4 of 4			-	402	393	-2%	55	68	25%
Healthcare	N/R	N/R	N/R	-	N/R	N/R	-	N/R	N/R	-
L&E	40 of 42	252	252	0%	34,255	34,038	-1%	4,114	4,794	17%
VOX	32 of 35			-	17,871	18,453	3%	1,862	2,249	21%

* Emissions are measured in tonnes of CO₂ equivalent which is the combined weight of the main Greenhouse Gases (CO₂, CH₄ and N₂O in the case of the energies used by Majid Al Futtaim) that contribute to climate change as identified by the Kyoto Protocol.

No assets within the Communities portfolio are included in the like-for-like analysis as the only applicable asset, Al Zahia, is still under development. Emissions from the use of refrigerants across the business are not included in these figures.

Company like-for-like water consumption (m³) [Water-LfL]

Portfolios	Coverage	Waste (m ³)			
		2017		2018	
		Total Majid Al Futtaim obtained	of which is exclusive tenant consumption	Total Majid Al Futtaim obtained	of which is exclusive tenant consumption
Properties (excl. Ventures & Retail)		4,709,554	1,186,113	4,308,052	1,064,534
Malls	15 of 15	4,052,253	1,158,677	3,686,593	1,035,924
Community Malls	6 of 8	42,521	27,436	48,235	28,610
Hotels	12 of 13	548,958	N/A	523,777	N/A
Offices	4 of 4	65,823	N/A	49,446	N/A
Communities (operational)*	N/A	-	N/A	-	N/A
Retail		8,291,443		7,262,016	
Carrefour - Office	6 of 7	125,568	N/A	125,568	N/A
Mall	2 of 2	248,774	N/A	96,837	N/A
Hypermarkets	95 of 109	3,800,692	N/A	3,019,382	N/A
Staff Accommodation	23 of 26	2,080,221	N/A	2,059,141	N/A
Small Supermarkets	15 of 20	41,022	N/A	37,087	N/A
Supermarkets	122 of 142	1,639,643	N/A	1,568,477	N/A
Warehouse	5 of 6	355,524	N/A	355,524	N/A
Ventures		1,312,087		1,370,879	
ENOVA	1 of 1	9,402	N/A	9,402	N/A
F&B	29 of 29	98,793	N/A	98,793	N/A
Fashion	161 of 172	222,233	N/A	222,233	N/A
Finance	4 of 4	-	N/A	-	N/A
Healthcare	N/R	N/R	N/A	N/R	N/A
L&E	40 of 42	503,750	N/A	503,739	N/A
VOX	32 of 35	477,910	N/A	536,712	N/A

No assets within the Communities portfolio are included in the like-for-like analysis as the only applicable asset, Al Zahia, is still under development

Majid Al Futtaim – Properties like-for-like waste by disposal route (Tonnes) [Waste-LfL]

Portfolios	Coverage	Waste (Tonnes)							
		2017				2018			
		Total waste	Recycled	Landfilled	% recycled	Total waste	Recycled	Landfilled	% recycled
Properties (incl. Ventures & Retail)		1,484,650	444,697	1,039,953	30%	1,887,673	406,624	1,481,049	22%
Malls	15 of 15	56,606	15,621	40,985	28%	51,929	13,907	38,022	27%
Community Malls	6 of 8	3,278	162	3,116	5%	3,029	133	2,896	4%
Hotels	12 of 13	1,424,669	428,849	995,820	30%	1,832,615	392,532	1,440,083	21%
Offices	4 of 4	96	65	31	67%	100	52	48	52%
Communities (operational)*	N/A	N/A	N/A	N/A	-	N/A	N/A	N/A	-

No assets within the Communities portfolio are included in the like-for-like analysis as the only applicable asset, Al Zahia, is still under development

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