

MAJID AL FUTTAIM – SUSTAINABILITY

DIVERSITY AND INCLUSION POLICY

Background and Purpose of the Policy

Founded in 1992, Majid Al Futtaim is a 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 to 'create great moments for everyone, every day'.

At Majid Al Futtaim, our *Dare Today, Change Tomorrow* sustainability strategy highly encourages and values diversity and inclusion. Diversity and inclusion is central to our Value of "Together" and we are determined to create a culture of diversity and inclusion in our workplace. Our ambition starts with enhancing diversity and inclusion amongst our employees, including management. We encourage equal opportunity for all and work towards ensuring that our workforce is representative of the communities in which we operate.

Diversity is about recognising differences. It is acknowledging the benefit of having a range of perspectives in decision-making and the workforce being representative of the organisation's customers.

Inclusion is where people's differences are valued and used to enable everyone to thrive at work. An inclusive working environment is one in which everyone feels that they belong without having to conform, that their contribution matters, and they are able to perform to their full potential, no matter their background, identity or circumstances.

Diversity provides us with new opportunities for individual and collective growth while fostering greater opportunities for creativity and strengthening our agility to constantly adapt to rapidly changing business environments. The purpose of the policy is to describe our diversity and inclusion objectives and associated policies.

Scope of the Policy

At Majid Al Futtaim, we strive to empower our employees to become bold and passionate leaders who can come together and create great moments for everyone, every day. A diverse and inclusive workforce is vital to cultivate greater innovation and creativity. This produces greater prospects for success and reinforced collaboration to overcome unanticipated market changes and challenges and drives employee engagement. This policy aims to reinforce diversity and inclusion within our workforce and sets forward the necessary steps to ensure that no employee is discriminated against during the selection process or throughout their employment.

The objectives of this policy include the following:

- **Employees**
Ensure that employees of all ages, genders and backgrounds are respected, accepted, and supported to carry out their responsibilities and realize their full potential.
- **Workplace**
Ensure that the workplace is an environment where all employees regardless of their age, gender, ethnic, national or religious background feel welcome, safe and accepted, regardless of their differences.
- **Community**
Uphold Majid Al Futtaim as a diverse and inclusive organization that respects and accepts every individual, free from discrimination.
- **Tracking and Reporting Progress and Compliance**
Implementing processes to objectively and periodically measure progress against the objectives described in this Policy and report such progress to management on a regular basis.

The Diversity and Inclusion Policy will be a part of the Empowering Our People focus area under our *Dare Today, Change Tomorrow* sustainability strategy. Majid Al Futtaim shall strive to recognize and understand the challenges faced by all employees and shall provide the necessary training and development needed for employees to feel empowered and accepted, free from discrimination.

Actions and Indicators of the Policy

The following attributes are subject to this policy:

- Gender
- Age
- Religion
- Educational background
- Localization
- Nationality
- Ethnicity
- Race
- Cognitive diversity
- Physical & mental abilities, where capabilities apply

Reporting ethical concerns and whistleblowing is done anonymously with options for reporting potential cases being:

1. Person raises a concern with his/her manager
2. Person raises a concern with the Ethics Panel or with the Chief Compliance Officer
3. Person raises a concern through the Ethics Hotline

Further details found below:

[Ethics Hotline Process](#), [Ethics Hotline Toll Free Numbers](#), and [Ethics Hotline Online Reporting line](#).

Governance of the Policy

As the governance structure for diversity and inclusion within each Operating Company is being established, the below structure which is based on international best practice shall act as a guidance when establishing diversity and inclusion governance procedures.

1. Diversity and Inclusion Steering Committee
2. Diversity and Inclusion Working Group

We will continuously strive to make our employees feel safe and included. Key initiatives accompanying the launch of this policy shall follow the steps below:

1. Baseline: Establishing quantitative and qualitative baselines through the statistical analysis of our workforce and through understanding our employee perception on diversity and inclusion
2. Action Plan and Implementation: Utilizing the baseline to design and implement strategic action plans and next steps
3. Measure success: Measuring effectiveness and outcomes of actionable items
4. Report: Reporting on findings based on indicated governance
5. Review: Ensuring consistent annual review and re-evaluation of the baseline, strategic action plans, and findings – review can occur more frequently based on needs and findings