

HEALTHY WORKPLACES, THRIVING EMPLOYEES

LEADING BY EXAMPLE: SUSTAINABILITY THOUGHT LEADERSHIP SERIES





DARE TODAY

CHANGE TOMORROW

A way of life for a positive future



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

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FOREWORD



Creating workplaces that actively encourage employee health and wellbeing and stimulate productivity, is essential in caring for our people and our performance as a business.”

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

HEALTHIER SPACES, HEALTHIER EMPLOYEES

The majority of us spend more than 90% of our time indoors, with recent research suggesting that the buildings in which we work, live and visit have a significant impact on our health and wellbeing. That is why it is crucial we design buildings with people in mind. By placing people at the centre of the design process and operations, we can unlock many opportunities to enhance human experience, improve engagement and unlock savings in employee costs.

Creating healthy workplaces will both improve the health and wellbeing of employees and deliver tangible business benefits. This is supported by an ever-growing body of evidence which shows that people perform better in buildings with good indoor air quality, natural daylight, thermal comfort and nature integrated in the design. In response to this research, leading companies have moved health and wellbeing to the top of their agenda and are investing in creating healthier working environments for their employees. In a recent survey of over 6,000 organisations, 96% were found to offer elements of a wellbeing programme, with over three-quarters looking to increase their offerings¹.

EMPOWERING OUR PEOPLE

In 2018, we launched our new Company-wide sustainability strategy, *Dare Today, Change Tomorrow*. Our bold strategy will transform the way we do business and embed sustainability thinking in everything we do. *Dare Today, Change Tomorrow* has three strategic focus areas: Transforming Lives, Rethinking Resources, and Empowering Our People. Our people are at the heart of creating great moments for everyone, everyday — it is therefore vital we empower and enable them to reach their full potential.

As part of the Empowering Our People focus area, we will be investing in the training and development of our employees, upholding the highest standards of health and safety across our Company and ensuring the protection and enhancement of employment

conditions. It is also through this focus area that we are working to create healthy workplaces. Our ability to provide workplaces that support the wellbeing and productivity of our people will help us attract and retain talent and is a crucial part of what makes our business attractive and successful. As we enter an era of 'talentism', one in which human talent will be the decisive competitive factor for businesses, we recognise the importance of our workplaces in maximising employee potential.

At Majid Al Futtaim, we believe that our greatest and most valuable asset is our people. We have over 42,000 team members in 15 countries representing over 100 nationalities. Our team members place the customer at the heart of everything we do, whilst living out our values to be bold, passionate and together. Creating workplaces that actively encourage employee health and wellbeing and stimulate productivity, is essential in caring for our people and our performance as a business.

ENGAGED EMPLOYEES, BETTER BUSINESS

Companies cannot afford to overlook the health and wellbeing of their employees. Better designed work environments support employee health and performance by reducing stress, promoting movement and improving concentration. These improvements, in turn, provide business benefits such as reduced absenteeism, increased employee retention, better financial performance and improved productivity.

As a responsible employer, we want to provide our employees with the best workspaces to support their health and wellbeing. This white paper outlines the steps we have taken and will be taking to develop healthy workplaces. It also sets out the business case and opportunities for making health and wellbeing a priority. We hope this white paper provides useful insights on how to improve the working environment and sets out the case for transforming health and wellbeing from a business risk into an opportunity.

WHAT MAKES A HEALTHY WORKPLACE?

Health and wellbeing features can affect different people in different ways – we've all been too warm when a colleague was too cold. It can be hard to narrow down what makes a 'healthy workplace'. However, over recent years, extensive research has summarised the top features which are most important when considering health and wellbeing in offices. The World Green Building Council identified 8 key features that promote healthier and greener offices: location and access, biophilia and views, indoor air quality, look, noise, lighting, interior layout and thermal comfort. Examples of the benefits associated with each of these features can be found in the infographic below.

REGIONAL CONTEXT

The regional context in the Middle East heightens the importance of integrating health and wellbeing into our working environments. The extreme climate means that our buildings need to be able to cope with high temperatures to ensure that our employees, customers and visitors remain comfortable. Rising temperatures, as a result of climate change, will heighten this challenge. The hot and arid conditions also pose a challenge to natural elements outdoors; there is therefore a great opportunity to bring nature indoors and strengthen our connection with the natural world. In addition, countries in the region experience some of

LOCATION & ACCESS TO AMENITIES



86%

of employees said they would stay longer with an employer that had the ideal office location and features⁹

BIOPHILIA & VIEWS



15%

increase in employee productivity after plants were introduced into the workplace⁷

INDOOR AIR QUALITY & VENTILATION



101%

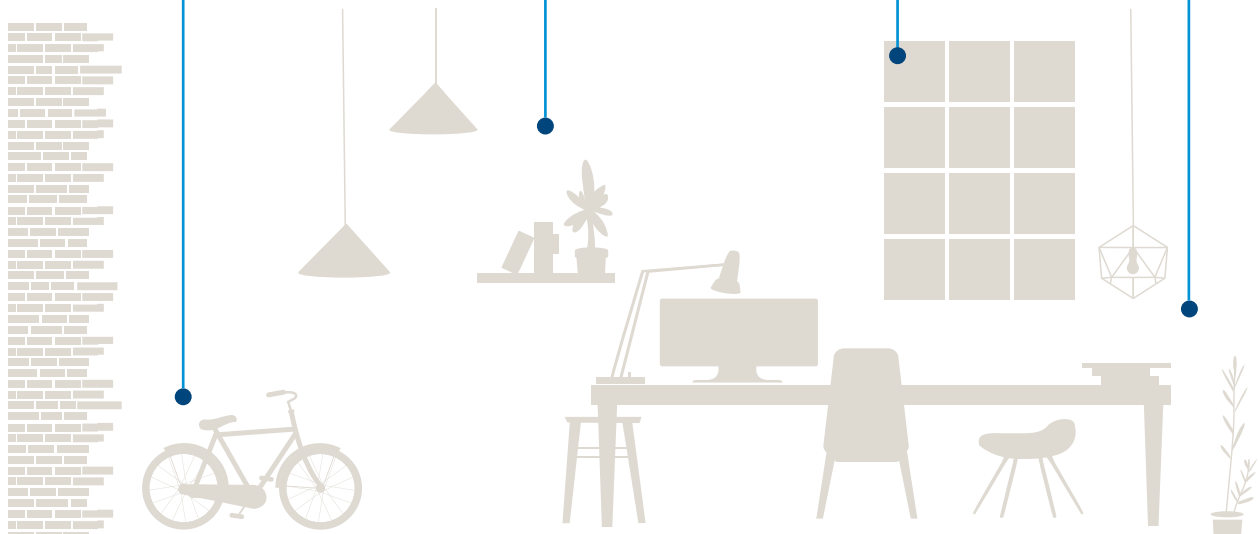
increase in cognitive scores for workers in green, well-ventilated offices²

LOOK & FEEL



33%

increase in employee happiness from good workplace design⁸



the worst levels of air pollution globally, reinforcing the case for prioritising indoor air quality and ventilation¹⁰. Our employees in this region face these extreme climatic conditions on a daily basis, so providing them with a workplace which responds to these issues and promotes their wellbeing is central to our commitment to empower them to reach their full potential.

HEALTH & WELLBEING BUILDING CERTIFICATION

With companies increasingly prioritising health and wellbeing in their workplaces, certifications such as WELL and Fitwel provide useful guidelines and practical steps on how to achieve this. These building standards focus on the health and wellbeing

of the occupants. For example, the WELL standard can help create a work environment that improves the nutrition, fitness, mood, sleep patterns and performance of employees through setting a series of performance requirements in ten areas: air, water, nourishment, light, movement, thermal comfort, sound, materials, mind, and community. Similarly, Fitwel involves a points-based scoring system around seven health impact categories including community health, absenteeism, social equity, wellbeing, healthy food options, occupant safety, and physical activity.

NOISE & ACOUSTICS



99%

of employees reported that their concentration has been impaired by office noise⁵

DAYLIGHTING & LIGHTING



Office workers near windows get **46 minutes** more sleep⁴

INTERIOR LAYOUT & ACTIVE DESIGN



Physically active workers take **27%** fewer sick days than inactive colleagues⁶

THERMAL COMFORT



4-6% increase in employee performance in offices with thermal comfort³



WHY HEALTHY WORKPLACES MATTER

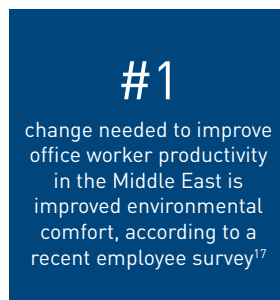
Employees are often a company's most valuable resource, and typically account for 90% of business operating costs. This is far greater than both energy costs (1%) and rent (9%)²⁴. Whereas traditionally, cost savings have been focused on the building's performance, it is now becoming increasingly clear that people's performance within them can also make a difference to the bottom line. Employee health and wellbeing should therefore be a business

priority and creating healthy workplaces is one of the ways to support this. Savings can be unlocked through reducing absenteeism and presenteeism (coming in to work when unwell and not performing optimally), improving employee productivity, and lowering staff turnover. Above and beyond the bottom line, there are many reasons why employers should care about their employees' health and wellbeing:

HEALTH & WELLBEING MATTERS TO EMPLOYEES



IMPROVE PRODUCTIVITY & ENGAGEMENT



BETTER BUSINESS PERFORMANCE





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MAJID AL FUTTAIM



the
leadership
institute

CASE STUDY

CUNDALL – ONE CARTER LANE, LONDON, UNITED KINGDOM

Cundall's new London office was the first project in Europe to receive WELL Standard certification. It was designed with a goal to put the health and wellbeing of its occupants at the heart of the design.

DESIGN FEATURES:

- Sound masking and soundscaping were incorporated in the main areas to reduce noise distractions.
- All materials and finishes were specified to achieve low Volatile Organic Compounds (VOCs). In addition, products were selected with a focus on using natural materials such as timber and oak.
- High density areas, such as meeting rooms, have variable ventilation controls linked to CO₂ sensors to allow fresh air to be supplied, ensuring air quality is maintained.
- Plants are prevalent throughout the office, included in a green biowall and integrated in the furniture.
- The layout of the office was designed to maximise the use of natural daylight with sensors that reduce or increase lighting levels when needed.
- There is parking for bicycles and changing facilities to encourage active transportation, along with weekly yoga classes, subsidised gym memberships and fresh fruit in the café.

OUTCOMES:

- 27% drop in staff turnover compared to the previous year, saving £122,000 (equivalent to 592,000 AED).
- 50% lower absenteeism than the previous year, leading to an annual saving of £90,000 (equivalent to 437,000 AED).
- These two improvements, resulted in annual savings of over £200,000 (equivalent to 970,000 AED).
- WELL Certification increased the project cost by 3.6% - equivalent to £200 (970 AED) per employee. As a result, the return on investment was less than 2 months²³.





CASE STUDY

SAINT-GOBAIN, NORTH AMERICAN HEADQUARTERS, MALVERN, PENNSYLVANIA, USA

The design of Saint-Gobain's North American Headquarters places equal value on environmental sustainability, employee wellbeing and comfort. It was designed as a living laboratory, where the company's research team could measure the benefit of its building products in a real workplace.

DESIGN FEATURES:

- Open-plan office space and more than 100 collaborative work areas minimise barriers between co-located groups to encourage collaboration and inspire creativity.
- The office campus includes a state-of-the-art fitness centre, natural pond, outdoor workspaces, and 1.3 miles of walking trails.
- Stairwells have views of the outdoors making these spaces more attractive compared to elevators, and encouraging physical activity throughout the day.
- Electronically tintable glass was used to maximise daylight and outdoor views in buildings while controlling glare and heat gain. 92% of the offices have views to the outdoors.
- Noise disruption was reduced through the use of sound-absorbing surfaces, high-performance interior partitions and exterior facades and white noise machines to mask sounds.
- Interior finishes and furnishings installed in the building were specified to contain little or no VOCs.

OUTCOMES:

- 97% increase in the average weekly number of sales-generated leads.
- 101% increase in the average number of leads per call.
- 40% of employees reported feeling more productive in the new headquarters, and more than half of employees (54%) reported an improvement in perceptions of health and wellbeing^{24 25}.

EMBEDDING HEALTH & WELLBEING IN OUR WORKPLACES

MAKING A BOLD COMMITMENT

At Majid Al Futtaim, our aim is to have a healthy, happy and productive workforce. *Dare Today, Change Tomorrow* embodies our ambition to Empower Our People. The launch of our strategy formalises the importance of our employees' health and wellbeing and provides a strategic approach to addressing it. In practice, this means that on top of the existing initiatives we have in place, we are being more active in our support as an employer and providing employees with a healthy workplace. Creating healthy workplaces has and will continue to deliver benefits to both our employees and our business. As part of *Dare Today, Change Tomorrow*, all of Majid Al Futtaim's operating companies have committed to putting in place a wellbeing programme and demonstrating measurable improvements in employee health, wellbeing and productivity.

Our work in this area is underpinned by our new **Healthy Workplaces Policy**. This policy addresses the design and amenities of our physical workplaces, as well as corporate wellbeing programmes and activities, and highlights areas of innovation that we will be investigating to support our employees' health and wellbeing at work. It has been designed to align with current international best practice and building standards in the market.



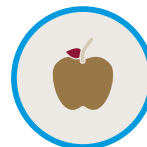
We recognise that there is much more we can be doing to improve the health and wellbeing of our employees – however, providing a healthy workplace is a good starting point. While we have focused to date on the physical elements of the workplace, we also recognise the importance of mental health in creating a healthy workplace and will be addressing it in the future in collaboration with our employees.

UNDERSTANDING WHAT OUR EMPLOYEES WANT

We care about how our employees feel and what they think we can improve as a Company. It was therefore important for us to include their feedback into the development of our health and wellbeing programme. To help understand our employees' health and wellbeing priorities, we carried out an online survey to gauge their thoughts on what makes a great work environment and identify areas for improvement at Majid Al Futtaim. The high response rate of over 68% highlighted the significant interest in the topic and overall the findings demonstrate that employees would like Majid Al Futtaim to play a more active role in promoting a healthy workplace. Their responses also provided a number of great ideas on potential initiatives. These ideas have been reviewed by our Human Capital teams and are informing our plans for the future.



74%
want to get more exercise



43%
want to eat more healthily



65%
want more sleep/rest

SETTING OUR STANDARDS FOR OUR WORKPLACES

Operating across the Middle East, Africa and Asia, we have many offices under various lease agreements – regardless, all of our employees deserve the same level of comfort regardless of where they are located. To ensure this, we developed our Healthy Workplaces Guidelines which set out our core criteria for creating workplaces in which our employees can thrive. The Healthy Workplaces Guidelines have been developed in line with the WELL standard. Whilst retrofitting our existing workspaces to meet the requirements of these guidelines, we will also be attaining WELL certification for the new offices we build. One opportunity to put this into practice is at our new Pavilion sales office at Tilal Al Ghaf, Dubai's new mixed-use community.



CREATING HEALTHY WORKPLACES

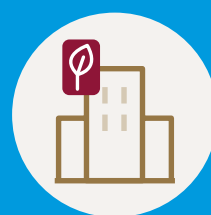
The health and wellbeing of our employees has always been important to our business – the stories below highlight the many initiatives organised across our Company aimed at improving health and wellbeing.

A WEEK DEDICATED TO HEALTH & WELLBEING

Majid Al Futtaim hosts an annual Health Week to engage with our employees on the importance of health and wellbeing. It is a dedicated time to raise awareness of the most common health problems, encourage early disease detection, prevention and treatment, and provide our employees with the tools, information and guidance to maintain their health and wellbeing. It takes a holistic approach, covering the whole range of health aspects, from free medical check-ups and fitness classes, to free fruit and advice on health risks, nutrition, and stress management.

THE BIGGEST LOSER CHALLENGE

One of our most popular schemes in 2017 was a Company-wide weight loss challenge dubbed 'The Biggest Loser'. By partnering with Livel'y, we transformed participants' diets and exercise regimes in just six weeks with meal plans and coaching sessions.



99% of attendees of Health Week are very likely (73.5%) or likely (25.8%) to attend another similar type of event in the future.

OUR SPORTS AND WELLBEING TEAM

Our Sports and Wellbeing Team promotes the benefits of exercise to our employees and coordinates opportunities for them to get involved. At Majid Al Futtaim, we have over 500 employees participating in sports organised by the company including running, cricket, kayaking, hiking, football, and basketball. We organise internal sports tournaments during Ramadan and our teams also participate in external events. In the last couple of years, teams from Majid Al Futtaim have also participated in The Standard Chartered Dubai Marathon, The Walk for Education, The Beirut Corporate Games, and many more. At Majid Al Futtaim, we strongly believe in the benefits of sport in improving mental, physical and social wellbeing.

'WE CARE' PROGRAMME AT CARREFOUR

At Majid Al Futtaim – Retail, our 'We Care' programme promotes happiness amongst our employees and coordinates our health and wellbeing initiatives. Our business operates at the pace of its people and we recognise that their commitment to their job helps to shape the customer experience in our stores. We created 'We Care' to drive employee engagement and happiness. As part of the programme, there are 'We Care' representatives based in each store who meet regularly to discuss the needs of their colleagues, review their and feedback, and plan initiatives. For example, we support our employees in Kenya by providing health

care including eye tests, diabetes checking, HIV information and counselling. In Oman, we recently organised for nutrition experts to visit our stores and give talks to our employees on health and fitness. This year, when renovating our Carrefour office in Bahrain, we also provided a gym in the new accommodation for our employees.

WORKING TOWARDS WELL CERTIFICATION AT TILAL AL GHAF

Tilal Al Ghaf is our new flagship mixed-use community in Dubai. Since day one of its design, our intent has been to create a community purposefully built around wellness, to benefit the individual, family, immediate community and Dubai itself. It is being developed with the highest standards of urban design and planning principles in mind to offer community living crafted around people. The development will include around 355,000 sqm of landscaped open space, 18 km of walkable trails and 11 km of cycling paths.

Majid Al Futtaim will be targeting WELL certification at our new Pavilion sales office at Tilal Al Ghaf – which we hope will be the first of many. To achieve this groundbreaking commitment, we will adopt best-practice design to ensure the building maximises the health and wellbeing of our employees. We are excited about the opportunities and challenges of this process, and are looking forward to it providing a test bed for future developments.



A 'HOW TO' GUIDE

WHERE TO BEGIN YOUR HEALTHY WORKPLACE TRANSFORMATION

In this section, we set out some of the next steps for companies looking to embed health and wellbeing in their workplaces. We hope this guide will help and inspire others to join our journey to create healthy workplaces. There is a wide variety of ways to achieve this – from investing in the physical design of a space to wellbeing programmes that focus on the experience of employees. The most appropriate approach will vary depending on the context, budget and company. Importantly, there is not a one-size-fits-all solution – however, there are a number of exciting opportunities to help employees feel healthier and be more productive.

1

UNDERSTAND HOW YOUR WORKPLACE IS PERFORMING

Understanding how your space is currently performing and being used by employees is fundamentally important to targeting future initiatives and projects in the areas which make the greatest impact. It will allow you to identify quick opportunities to work better and smarter. Assessing your current workplace should involve testing physical characteristics (e.g. air quality and noise levels), gauging perception on the experience of the building (e.g. design, layout and location of the space) and analysing economic metrics (e.g. absenteeism and staff turnover).

2

ENGAGE EMPLOYEES AND UNDERSTAND WHAT THEY WANT

Understanding what the key issues are for employees is crucial for targeting your initiatives in the areas that matter most to employees. It is the ways in which employees experience their workplace which will ultimately impact their satisfaction, level of engagement and productivity. Finding out the key issues for employees should be a priority – whether it is too hot in the office or a preference for more flexible working opportunities. The largest improvements in employee satisfaction can be achieved when staff are engaged in co-designing their healthy workplaces. A recent study highlighted 75% of Middle East employers thought their company promotes a healthy work environment, but only 34% of employees agreed²⁶. This disconnect highlights the need for and the value of engaging employees throughout the process.

3

BUILD A BUSINESS CASE AND ACHIEVE BUY-IN

The evidence on the benefits of healthy workplaces is ever-growing. It is however important to build the business case for investing in the health and wellbeing of employees in a way that resonates with your organisation. The feasibility, benefits and associated payback of different approaches should be explored to ensure the chosen initiatives are the most relevant and effective. Achieving buy-in is an essential step in the process. The commitment to health and wellbeing should be embedded throughout the company – a healthy workplace should reflect your company's culture and brand values. Communications from senior leadership and company policies can be just as important in establishing a healthy working environment as physical interventions.

4

START WHERE YOU CAN

If you are just beginning on your journey, the task at hand can be daunting with many factors to address. The key is to start where you can and on aspects which you can address relatively easily to make a difference. Simple and cost-effective measures such as introducing plants and providing healthy snacks can achieve a meaningful impact on employees. Moreover, research suggests that failing to pay sufficient attention to the basic characteristics of the working environment, such as temperature, can seriously undermine higher-order initiatives to foster collaboration and improve wellbeing²⁷. It is possible to develop a more comprehensive approach over time and working towards certification such as the WELL standard would assist in this.

5

MEASURE & COMMUNICATE THE IMPACT

When embedding health and wellbeing in the workplace, it is valuable to capture the impact this has on your organisation and employees. This can be achieved through assessing changes in indoor environmental quality, employee perception of the space and financial impact. The World Green Building Council's Metrics Framework for offices provides a useful guide on what to measure. Setting specific, measurable, achievable, relevant and time-bound (SMART) targets will help your company make meaningful progress and demonstrate your commitment to key stakeholders. Capturing and quantifying the benefits of your work on health and wellbeing will also help to strengthen the case for further initiatives. Finally, communicating your successes can help to engage your employees and demonstrate your commitment to them.

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