

FUTURE PROOFING OUR EMPLOYEES DEVELOPING LEADERS OF TOMORROW

LEADING BY EXAMPLE: SUSTAINABILITY THOUGHT LEADERSHIP SERIES



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LEADING THE WAY

“At Majid Al Futtaim, our people are our greatest asset and we ensure that our staff feel empowered and supported in their roles so that they achieve their full potential. The workplace is changing in a multitude of exciting ways, and we are putting the steps in place to ensure we develop leaders of tomorrow that will be able to embrace the unfolding economic and technological landscape, and ultimately future proof our business. I hope you are inspired by the personal accounts told within this report from those who have benefitted from our comprehensive training programmes. Join us as we dare to change, together.”



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



OUR STRATEGY

In 2018, we launched our 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. The strategy also sets 11 ambitious Sustainable Business Commitments across three strategic focus areas: Transforming Lives, Rethinking Resources and Empowering Our People.

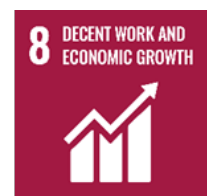
OUR SUSTAINABLE BUSINESS COMMITMENT.....

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



TRAINING & DEVELOPMENT

WE ARE ALIGNING WITH.....



DARING TO CHANGE, TOGETHER

The world of work is changing, and the pace of change is only set to accelerate. In a recent World Economic Forum report, it was estimated that 65% of children starting school today will hold jobs that do not exist yet¹. We are set to witness a profound shift as the jobs of tomorrow are likely to look different to the jobs of today. At this time, organisations need to focus on equipping their employees for a future that will be very different from the present – if they do not, they risk being left behind.

As the fourth industrial revolution unfolds, we are witnessing advances in technology, automation and innovation. Estimates suggest that automation could displace 75 million jobs globally by 2022 but create 133 million new ones². Finding, attracting and retaining the right talent will be critical to embracing the change ahead. The upcoming transformational shifts will place even more demands on human capital. It is only by unleashing the full potential of their most critical asset, people, will organisations continue to thrive and make the most of the opportunities ahead.

LEADERS OF TOMORROW

Faced with the upcoming pace of change, strong and decisive leadership is more important now than ever. At Majid Al Futtaim, we want to attract and develop the leaders of tomorrow. It is through our focus on human capital, we will be able to promote adaptability and resilience across our businesses. To achieve this, we have put in place a comprehensive programme to ensure our 43,000 employees continuously learn and grow in their daily roles, but also contribute in meaningful and sustainable ways that create great moments for everyone, every day. Our training programmes are centred around promoting skills development, as well as developing sustainability expertise across the Company. The challenge of navigating the changes ahead will be significant but also the opportunities to make a difference are exciting. Equipped with their learnings, and aided by technology, our employees have the tools, potential, and reach to build a better Majid Al Futtaim than the one they joined. At the same time as the transformational trends facing

the world of work, we are faced with a climate crisis. At Majid Al Futtaim, we are committed to doing our part to make a difference. *Dare Today, Change Tomorrow* is our 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. Our bold sustainability agenda will need to be driven by our employees across our Company. To achieve our ambitions, we need our employees to embed sustainability thinking in everything we do. It is through future-proofing the skills of our employees that we will future-proof our business, our communities and also our environment. Together, we can create lasting, positive change today and into the future.

Together, we can create lasting, positive change today and into the future.

INVESTING IN THE FUTURE

77%

of CEOs see the availability of key skills as the biggest threat to their business³



85%

of professionals in MENA would leave their current jobs for better training and career development opportunities elsewhere⁴



94%

of employees say that they would stay at a company longer if it invested in their career development⁵



#1

challenge facing talent development is getting employees to make time for learning⁶



24%

higher profit margin for companies that invest in employee training versus companies who don't⁷



87%

of millennials say professional development or career growth opportunities are very important to them in a job⁸



6 in 10

millennials want to work for organisations with purpose⁹



OUR COMMITMENT TO OUR PEOPLE

Our people are at the heart of our vision: great moments for everyone, everyday. It is therefore crucial we empower and enable them to reach their full potential. When employees thrive, so does our business. At Majid Al Futtaim, our biggest challenge in future-proofing our business is 'learning to learn'. We are therefore focusing on attracting, retaining and developing the best talent.

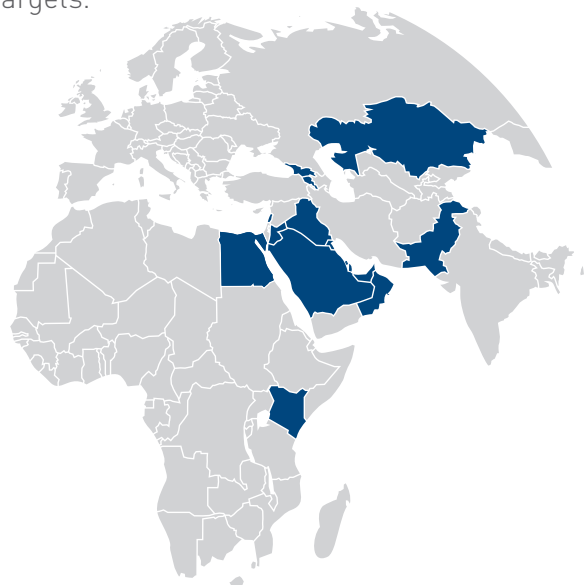
WHY UPSKILLING MATTERS TO MAJID AL FUTTAIM

We have over 43,000 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.

At Majid Al Futtaim, our greatest and most valuable asset is our people. It is through our people, that we create great moments for everyone, everyday. To enable our employees to reach their full potential, we are focusing on creating an environment of empowerment, growth and development.

As part of our people agenda, we have put in place a comprehensive programme to ensure all of our employees are stretched and challenged to learn and grow purposefully, making a difference in Majid Al Futtaim while taking ownership of their professional journey. We therefore take training and skill-building very seriously and are committed to offering our employees the best possible resources, so they can achieve their ambitions.

Dare Today, Change Tomorrow embodies our ambition to Empower Our People. *Dare Today, Change Tomorrow* also represents our broader sustainability agenda to create a more sustainable future. It provides a way to grow our organisation in ways that leave the world better than how we found it. We have already established a comprehensive training and development programme and we will continue to make it a key priority for the business moving forward. Our ambition is to further embed sustainability thinking across the Company through training to futureproof our business. Our people are and will continue to be integral to driving sustainability to the heart of everything we do and achieving our ambitious targets.



WHAT WE ARE DOING TO UPSKILL OUR EMPLOYEES

EMBEDDING SUSTAINABILITY INTO THE CURRICULUM OF THE LEADERSHIP INSTITUTE

In 2015, we launched the Leadership Institute to provide innovative and hands-on leadership development to employees across our Company. The Leadership Institute, working with leading experts and global faculty – fosters an environment of empowerment and growth. Our goal is to inspire others to spearhead the business' future ambitions, and to shape and promote a common Majid Al Futtaim culture.

At the Leadership Institute, we offer our employees practical opportunities to explore, discover and develop their potential. Our training and development programmes are run at the Leadership Institute and are focussed on top talent across our businesses who have the ability to drive change throughout the Company.

OUR TOP TALENT TRAINING AND DEVELOPMENT PROGRAMMES

LEAD

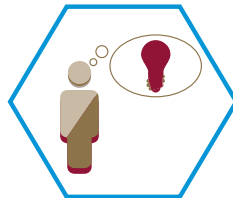
Explore your fundamental beliefs and inspire your teams



Challenges leaders to explore the fundamental beliefs and understanding of what it means to be an adaptive, agile and inspiring leader.

GROW

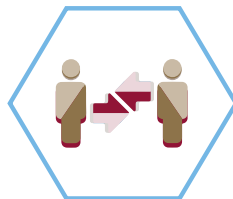
Enhance your leadership skills and instil meaningful change



Cultivates self-aware people managers, who influence change and lead innovation throughout the organisation.

EMERGE

Unleash your potential as a leader



Supports early career professionals in understanding their own personal drivers and navigate challenges by collaborating across teams and management levels.

ENGAGE

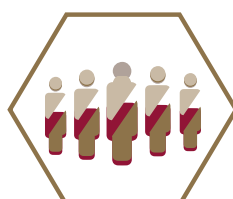
Kick start your career



Preparing graduates for a successful career by supporting the development of essential skills and fostering a growth mindset.

INSPIRE

Strengthen your leadership skills to ignite growth beyond your team, across the Company and industry



Supports senior executives and C-Suite to gain a wider perspective on leadership, understand their impact across the business and inspire their teams and peers.

IN FOCUS:

SUSTAINABILITY TRAINING FOR ALL

MAXIMISING ACCESS TO SUSTAINABILITY TRAINING THROUGH E-LEARNING

To maximise the coverage of our sustainability training, we conducted a training mapping exercise. The exercise helped us understand the current training landscape within the business and identify key areas to include sustainability in existing training. The mapping exercise showed that there was a large proportion of the business that is not reached through our Top Talent programmes at the Leadership Institute and have not recently been through the EMBARK new joiner training.

We have therefore developed a 15-20 minute e-learning module that will target more than 5,000 office-based employees including: business leaders, team leaders and individual contributors. This e-learning will be rolled out across the business as well as embedded in the new joiner process which will ensure that all new joiners are trained to a consistent level. The training aims to ensure that all of our office-based employees are able to:

- ✓ Talk confidently about *Dare Today, Change Tomorrow* and our sustainability commitments
- ✓ Recognise how to identify and action sustainability opportunities within their role
- ✓ Understand sustainability topics and initiatives within the business

The training will cover a number of key topics including: the motivation for our sustainability strategy *Dare Today, Change Tomorrow*; the Focus Areas and Sustainable Business Commitments; how employees can contribute and an opportunity for them to make their own commitment. By introducing these key topics in the course outline and covering the *Dare Today, Change Tomorrow* strategy, we have identified the following expected learning outcomes for the training:

1

Employees will gain a basic understanding of sustainability and why taking action is a priority for Majid Al Futtaim as a business

2

Employees should be able to articulate key elements of the *Dare Today, Change Tomorrow* strategy including the three focus areas

3

Employees will be able to give examples of sustainability initiatives Majid Al Futtaim has undertaken

4

Employees should be able to use the knowledge gained from the training to identify sustainability risks and opportunities within their role and be aware of key contacts

5

Employees will feel empowered to act as active ambassadors of sustainability within Majid Al Futtaim and be able to bring sustainability onto the agenda within their teams

IN FOCUS: ENGAGE

Having joined Majid Al Futtaim in 2018, Alia participated in ENGAGE Top Talent programme in 2019, as part of Tumouhi, Majid Al Futtaim's Graduate Programme. During her time on the programme she worked across three teams within the Company, including the Corporate Sustainability, Human Capital and Marketing teams. Now she shares her journey through ENGAGE and her career at Majid Al Futtaim so far.

“ Graduate programmes are known for providing an individual with an overview of a business. What I wasn't expecting when starting the programme, however, was how, by integrating and working with different people and departments, I would see myself develop into a stronger and more confident individual as well.

Through the rotations with different teams, I have had the opportunity to develop both soft and hard skills in many aspects, from improving communication skills, time management, writing skills and public speaking ability, to learning how to effectively liaise with co-workers, suppliers and contractors. The Graduate Programme 'ENGAGE' has been fundamental in my personal development and helping shape the direction I wish for my career to take in the future.

During my time in the 'ENGAGE' programme, the most valuable lesson learnt was to always take time to step back and look at the bigger picture when I am stressed or overwhelmed during a project. This was exceptionally useful when managing numerous projects and campaigns which had tight deadlines. These projects taught me that as long as you have the support, guidance, and good communication within your team, you can achieve anything; this is something that continues to empower me on a daily basis.

'ENGAGE' provides graduates with the opportunity to build connections across different departments within all the Operating Companies and is invaluable as you progress through your career upon completion on the scheme. Taking the time to develop the relationships within

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the teams you sit with and truly understand what each department does not only demonstrate your interest, but can also lead you to identify areas you may wish to focus on that you hadn't considered before. My time with the Corporate Sustainability team did exactly that. From understanding the intrinsic value sustainability has on the business, I am now seriously considering pursuing a role in this area in the future, which without the graduate programme's wide variety of placements, I would not have discovered.

Migrating to the workplace as a fresh graduate is not easy and understanding a business as Majid Al Futtaim doesn't happen overnight but by being exposed to different business units, having access to training and shadowing along with meeting people who have been in your position, 'ENGAGE' has provided me with a fantastic platform as I move through my career path.”

Alia Abdulrahman Rais Ali

Graduate Trainee

Majid Al Futtaim - Holding



IN FOCUS: LEAD

From joining Majid Al Futtaim in 1998, Rose became the first female General Manager in Majid Al Futtaim - Retail for Merchandise in 2008, and then first General Manager in Majid Al Futtaim - Retail for Operations in 2016. Now she shares with us her experience of the 'LEAD' Training Programme she went through as part of her training at Majid Al Futtaim.

“ Over the past 2 years, the 'LEAD' training programme has reinforced my desire to continue progressing through the business. The programme has helped me become a more efficient influencer whilst also providing me with the skills to be more constructive when communicating with my team and consider a wider variety of viewpoints before making business decisions. By being exposed to other leaders across the whole business, the training programme acts as a fantastic networking opportunity whilst also allowing me to understand Company-wide business decisions from additional perspectives.

Gaining specific knowledge and training on sustainability, digital investment, and strategy means we can share knowledge with our teams and encourage support for decisions which, without all the facts, many wouldn't understand. Additionally, the tools provided on the training have allowed me to better understand myself, allowing me to redefine my personal and professional priorities and ensure alignment with my team and other managers as well.

“WITH THE SUSTAINABILITY TRAINING ALREADY KICKSTARTED NUMEROUS INITIATIVES IN MY STORE, I'M EXCITED TO SEE HOW THIS COULD INSPIRE OTHERS AND FURTHER GENERATE POSITIVE CHANGE.”

The biggest learning from the programme for me is the concept that being an agile organisation can also be applied to teams. The training has encouraged me to involve more employees in a wide variety of decision making, and also give a greater variety of responsibilities to managers to ensure I can further support their professional development.

As Majid Al Futtaim continues to push the sustainability agenda and head towards greater digital integration, I would like to see more training on these topics. With the sustainability training, I already kickstarted numerous initiatives in my store; I'm excited to see how this could inspire others and further generate positive change.

The training programme provides the opportunity as a manager to learn about yourself, and how to better interact with your team. Regardless of how much training you have undergone previously, 'LEAD' allows everyone to share their own experiences whilst providing the opportunity to learn from your colleagues to discover alternative ways of working and uncover possible solutions to problems.

As the training programme continues to develop, I believe that the leadership programme can become a platform for intensifying talent and provide experience in other teams to further develop skills, competencies and experience to re-enforce the culture of our Company and to empower our people everyday.”

Rose Carbajo

General Manager
Majid Al Futtaim - Retail, City Center Me'aisem



IN FOCUS:

TRAINING THROUGH LEADERSHIP

CAMBRIDGE INSTITUTE FOR SUSTAINABILITY LEADERSHIP TRAINING

As well as integrating sustainability into our own training programmes, key decision makers in Majid Al Futtaim participated in a course titled 'Leading Change: The Commercial Advantage of Sustainable Business' run by the Cambridge Institute for Sustainability Leadership.

“ I BELIEVE EVERY LEADER ACROSS THE BUSINESS SHOULD ATTEND THIS TRAINING. IT WAS AN EYE-OPENING EXPERIENCE, AND ONE WHICH I WILL NEVER FORGET. THE TRAINING TAUGHT ME MANY THINGS, INCLUDING PRACTICAL SKILLS THAT I CAN USE TO BRING REAL AND POSITIVE CHANGE TO MY AREA OF THE COMPANY AND MY TEAM.”

Viviana Alberu

Head of Human Capital
Majid Al Futtaim - Properties

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 from 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 SENIOR LEADERSHIP TRAINING PROGRAMME WAS VERY EMPOWERING AS IT VISIBLY BROKE DOWN BARRIERS AND ALLOWED SENIOR LEADERS FROM ACROSS THE BUSINESS TO GET TO KNOW EACH OTHER, AND SHARE THEIR PASSIONS WITHIN SUSTAINABILITY. THE TRAINING WAS CHALLENGING BUT IT TAUGHT EVERYONE THE VALUE OF COLLABORATION AND I AM EXCITED TO SEE WHAT HAPPENS IN THE FUTURE AS A RESULT.”

Xavier Taffet

Chief Operating Officer
Majid Al Futtaim - Retail, Lebanon, Jordan and Iraq

SCHOOL OF ANALYTICS & TECHNOLOGY

In 2017, we announced the launch of the new Majid Al Futtaim School of Analytics and Technology which is based at our Leadership Institute in Dubai. At the School, we have started to deliver a number of education programmes to employees focused on enhancing their understanding of how analytics can be used to improve the delivery of unique and engaging experiences. The curriculum, which we are looking to roll out to all of our 43,000 employees, will comprise 14 courses across three main pillars: data, analytics and technology.

The courses will include practical components, referred to as 'labs', to ensure that employees get hands-on experience. It is important that our employees can better understand data and how it can be used. Looking to the future, we are exploring how we can extend the impact of the School of Analytics and Technology beyond our employees to our local communities. The data insights we gather will be used to make the customer experience better; we will be able to create a relationship between the brand and the customer that is highly bespoke. This will allow us to make better business decisions and also strengthen our suppliers' businesses.

NEXT STEPS: OUR PLANS FOR THE FUTURE

At Majid Al Futtaim, we have an ambitious sustainability journey and we recognise the immense impact that our staff can have as the face of the business and largest proportion of the workforce which interact and serve our customers on a daily basis. From the cashiers at Majid Al Futtaim - Retail, sales agents at our communities to the instructors at Ski Dubai – our frontliners play the most vital role in translating and passing our sustainability strategy and its impact to our customers.



- ◆ Our frontliners play the most vital role in translating and passing our sustainability strategy and its impact to our customers.



- ◆ We are currently developing plans to implement a role-specific sustainability training programme for all frontliners.



Engaging our staff and especially frontliners with our sustainability ambition is a key area of focus to shape and transform behaviours in and around the workplace and ultimately impact our customers and promote sustainable lifestyles. We are currently developing plans to implement a role-specific sustainability training programme for all frontliners, through a meaningful and practical approach which will initially be rolled out across our Majid Al Futtaim-Retail stores. Strongly supported by managers, the training programme should provide employees with concrete, role-specific actions to implement in their day-to-day role and provide frontliners with relevant knowledge of sustainability topics to engage and inform customers.

DRIVING CHANGE BEYOND MAJID AL FUTTAIM

Launching our sustainability strategy, *Dare Today, Change Tomorrow*, set the foundations of our sustainability ambition but it will be through our stakeholders, particularly our employees, our suppliers and our tenants that we will drive this ambition forward and make it happen.

Embedding sustainability at all levels of our training programme has been paramount, however we acknowledge there is a long journey ahead and external stakeholders will also play a key role. The unfolding economic and technological landscape will not only impact our business and operations but also our value chain. Futureproofing our business goes beyond our operations and our internal stakeholders. In the years to come, we are looking forward to implementing new bold initiatives, expanding our training programme and impact with our suppliers, tenants and contractors and also exploring opportunities with government bodies, academia and peers. We want to work together with our suppliers, operators and tenants on our sustainability strategy, ensuring that positive changes are made with those that we work alongside. This is how we will bring about meaningful change to take Majid Al Futtaim to the pinnacle of being one of the world's most sustainable businesses.



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MAJID AL FUTTAIM

Majid Al Futtain Tower 1
City Centre Deira Complex
PO BOX 91100
Dubai, United Arab Emirates

T +971 4 294 9999
majidalfuttain.com
