

MAJID AL FUTTAIM'S COMMUNITY IMPACT REPORT

UNDERSTANDING SOCIAL ISSUES AND HOW ACTION IS
TAKEN



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EXECUTIVE SUMMARY

This report sets out the wide range of social issues prevalent in the areas in which Majid Al Futtaim operates. Mapped against these issues are the community partners working with Majid Al Futtaim who take action with their communities to achieve a way of life for a positive future.

Through the Community Impact Workshop, priority community issues (listed in the table below) were identified. It was found that at least one Majid Al Futtaim community partner was taking action on improving the social circumstances for each community issue apart from gender equality and financial security. These issues should therefore be scoped out further and the appropriate community partner in each relevant geographical local area should be engaged. Where some community issues have been prioritised more prominently than the current scale of action, more community partners should be engaged in taking action on that issue, as well as existing community partners scaled up to have larger impacts.

Community issue	Areas of action by Community partners
Employment/ Unemployment	<ul style="list-style-type: none"> ▪ Employment for those with disabilities ▪ Employment for youth with disabilities ▪ Training for those with autism
Youth enablement	<ul style="list-style-type: none"> ▪ UNICEF programmes such as WASH ▪ Employment for youth with disabilities
Education	<ul style="list-style-type: none"> ▪ Training for those with autism
Gender equality	No action identified
SME support	<ul style="list-style-type: none"> ▪ SME support for youth with disabilities
Climate change	<ul style="list-style-type: none"> ▪ Promotion of green buildings
Financial security	No action identified
Social norms and inclusion	<ul style="list-style-type: none"> ▪ Care for those with disabilities ▪ Employment for those with disabilities ▪ Employment for youth with disabilities ▪ Independence and empowerment for those with disabilities ▪ Support for families of people with disabilities ▪ Training community entities and service providers to engage with people with disabilities ▪ Lobbying for awareness and rights for those with disabilities

To enable increased scope and impact on taking action on community issues, a Community Partner Strategy should be created. This should include a process through which facilitation of relationships between community partners can be done in a strategic way. The Community Partner Strategy should be adopted as part of a wider Community Impact Strategy to identify and take action on significant issues material to both communities and Majid Al Futtaim. In turn, this can be guided by the socio-economic framework and related principles.

Importantly, the Community Partner Strategy should include the adoption of the Logical Framework Approach by community partners so that impact can be tracked, improved, and reported upon. This will aid Majid Al Futtaim in understanding and communicating impacts, and in directing future resources to creating the most impactful change possible to achieve a way of life for a positive future.

INTRODUCTION

PURPOSE OF THIS REPORT

The main aim of this report is to communicate the findings from the Community Impact workshop held on 19 November, 2019 with a selection of Majid Al Futtaim's community partners.

The aims of the workshop were:

- 1) To identify the social and sustainability issues in the places where community partners work with Majid Al Futtaim
- 2) To capture how community partners work with Majid Al Futtaim to achieve their desired impacts
- 3) Capture the contribution Majid Al Futtaim makes towards achieving these impacts
- 4) Obtain guidance on how Majid Al Futtaim can increase its positive social impact

The workshop is the latest stage of Majid Al Futtaim's journey to understand and improve its socio-economic impact. It builds on assessments of: Al Zahia; Tilal Al Ghaf; Mall of Egypt; Mall of Oman; and most recently the in-depth assessment of Mall of the Emirates; as well as ongoing measurement of Majid Al Futtaim's procurement socio-economic contributions.

BACKGROUND

Businesses are increasingly required not only to provide economic returns, but also to demonstrate their social contribution to society. Since the global financial recession, companies are under pressure to end “socially useless” activity and demonstrate the value they bring to society and their “social purpose”.

“Society is demanding that companies, both public and private, serve a social purpose. To prosper over time, every company must not only deliver financial performance, but also show how it makes a positive contribution to society...”

Larry Fink, CEO, Black Rock

Concepts such as Michael Porter’s “Shared Value”¹ are increasingly emphasising the need for companies to understand their total impact to achieve long term success. Further driven by the internet, and specific events such as the WikiLeaks, Volkswagen, and Panama Papers scandals, expectations for greater transparency from government and businesses have increased.

In real estate, businesses need to be increasingly transparent about their “socio-economic impact” and demonstrate how their buildings create “social value” for their end-users and their communities. “Socio-economic impact” refers to the economic impacts of business activities which directly interact with people’s lives; for example jobs and healthcare. “Social value” means the creation of benefits or reduction of costs for society – through efforts to address societal needs and problems through real estate, rather than just the creation of a profit for the real estate investor.

The social value created by real estate companies will be especially important to the millennial workforce these companies are seeking to attract and retain. Moreover, at the building level, assets such as shopping centres rely heavily on community relationships and retailer brands. These activities help generate consumer footfall in the face of increasing competition from online retailing.

Lead by real estate companies in the UK² and in Australia, the real estate industry has focused heavily on measuring its socio-economic impact in the last five years.

The workshop, and the other activities completed by Majid Al Futtaim (outlined in the next section) are a reflection of and a response to the above background and collectively constitute Majid Al Futtaim’s socio-economic journey.

¹ <https://hbr.org/2011/01/the-big-idea-creating-shared-value>

² Due to legislation in the form of the Social Value Act 2012 which requires all Government procurement decisions to measure the social value of decisions as well as their financial cost

1 MAJID AL FUTTAIM SOCIO-ECONOMIC JOURNEY

1.1 MAJID AL FUTTAIM – PROPERTIES’ SUSTAINABILITY STRATEGY

In 2014, Majid Al Futtaim - Properties launched its sustainability strategy which included a strategic pillar called ‘Prosperous Communities’. This pillar contained four focus areas intended to help create thriving communities in and around Majid Al Futtaim - Properties assets. One of the focus areas was “Community well-being & engagement” which included a commitment “To demonstrate the socio-economic value we bring to the communities in which we develop and operate”.

To fulfil this commitment (as well as the commitment to “Pioneering Standards”), in 2015, the Communities Business Unit within Majid Al Futtaim - Properties commissioned a socio-economic impact assessment of Al Zahia, Sharjah’s first gated community, comprised of around 3400 housing units, to help achieve BREEAM Communities certification which requires that an assessment of socio-economic priorities in the local area is undertaken and that a project addresses these. A workshop was therefore held and a socio-economic report was produced to forecast the impacts Al Zahia would generate through its development. The high-level results of the study were also included in Majid Al Futtaim – Properties’ Sustainability Report 2015:

Figure 1: Al Zahia socio-economic impact (from Majid Al Futtaim – Properties Sustainability Report 2015)



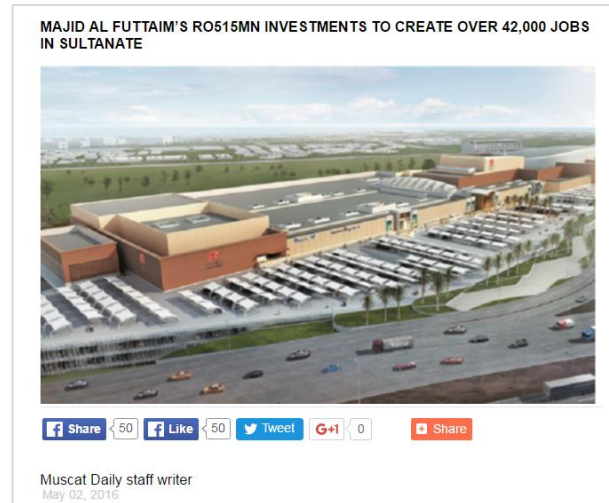
Al Zahia has obtained BREEAM Communities Very Good certification, validating the findings and the methodology used in the socio-economic report against an international best practice standard. The findings and recommendations from the report were also used by the Communities Business Unit to inform its wider socio-economic strategy. The business unit committed to measure five socio-economic Key Performance Indicators (KPIs) (see Table 1) across all of its projects and created a socio-economic KPI manual.

Table 1 – Communities Business Unit socio-economic KPIs

Socio-economic focus area	Key Performance Indicator
Amenity provision	Percentage of residents who believe that the provision of amenities contributes to their wellbeing
Connectivity & permeability	Proportion of residents who consider the development to make them more likely to use sustainable transport
Economic impacts	Number of full-time equivalent (FTE) jobs supported Percentage difference between jobs previously on site, and those on site following the development
Safety & security	Percentage of residents who feel safe due to the site's design and safety features
Integration & cohesion	Percentage of residents who feel that the development has enhanced their sense of belonging to a community

2016 also saw the calculation and communication via social media of the number of jobs created at Mall of Oman, and City Centre Al Maza is expected to create 22,000 direct and 14,000 indirect job opportunities. Further activity that year included Mall of Egypt calculating the direct and indirect number of jobs it had created and communicating this on social media:

Figure 2: Social media communication of number of jobs at Mall of Oman and Mall of Egypt



1.2 MAJID AL FUTTAIM'S SUSTAINABILITY STRATEGY

In 2018, Majid Al Futtaim launched a new company-wide sustainability strategy which succeeded the previous Majid Al Futtaim – Properties sustainability strategy. The *Dare Today, Change Tomorrow* strategy aims to achieve a way of life for a positive future.

Figure 3: Majid Al Futtaim's Sustainability Strategy

RETHINKING RESOURCES

We dare to rethink the use of resources we rely on for a Net Positive future.



TRANSFORMING LIVES

We dare to transform the lives of the communities we serve, for a healthy, fulfilling and sustainable way of life.

EMPOWERING PEOPLE

We dare to empower our people to unlock their potential.

The strategy is based on 21 issues that matter the most to Majid Al Futtaim’s stakeholders, as well as priorities in the geographies in which it operates and relevant sustainability frameworks, including the UN’s Sustainable Development Goals. The strategy includes three focus areas; *Transforming Lives*, *Rethinking Resources* and *Empowering Our People*.

Transforming Lives focus area is the most relevant focus area in terms of Majid Al Futtaim’s socio-economic impact, as it relates to its impact on the lives of the stakeholders and communities it engages with as a business.

The commitment of the *Transforming Lives* focus area is: “We dare to transform the lives of the communities we serve, to provide a healthy, fulfilling and sustainable way of life” and addresses the following material socio-economic issues:

Figure 4: Transforming Lives material issues from Majid Al Futtaim’s *Dare Today, Change Tomorrow* sustainability strategy

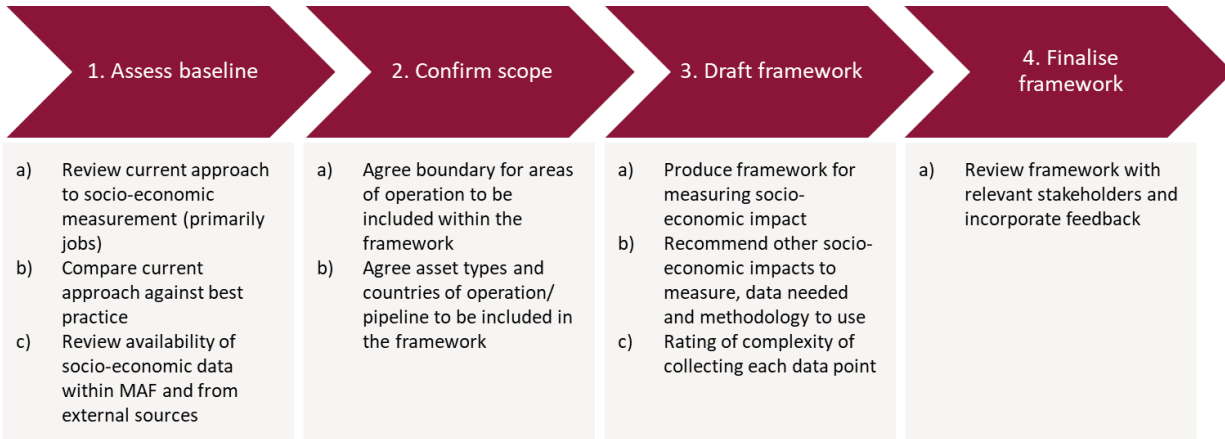


Dare Today, Change Tomorrow therefore represents the next stage of Majid Al Futtaim’s socio-economic journey, placing not just the measurement of the Company’s socio-economic impact central to its sustainability, but also the target of *Transforming Lives*.

1.3 MAJID AL FUTTAIM’S SOCIO-ECONOMIC FRAMEWORK

Majid Al Futtaim - Properties also had a target to “Work with key stakeholders to identify ways to improve the measurement of Majid Al Futtaim’s socio-economic impact” and to publish these findings during 2017. This resulted in the creation of a framework within which Majid Al Futtaim’s socio-economic impact would be measured going forward. The process used to create this framework can be seen below and included a review of international best practice and peer performance:

Figure 5: Methodology for creating Majid Al Futtaim’s socio-economic framework



The framework consists of four elements and is summarized below. How the framework has been applied to this study is outlined in Section 4 of this report (“Methodology”).

Figure 6: Majid Al Futtaim’s socio-economic framework

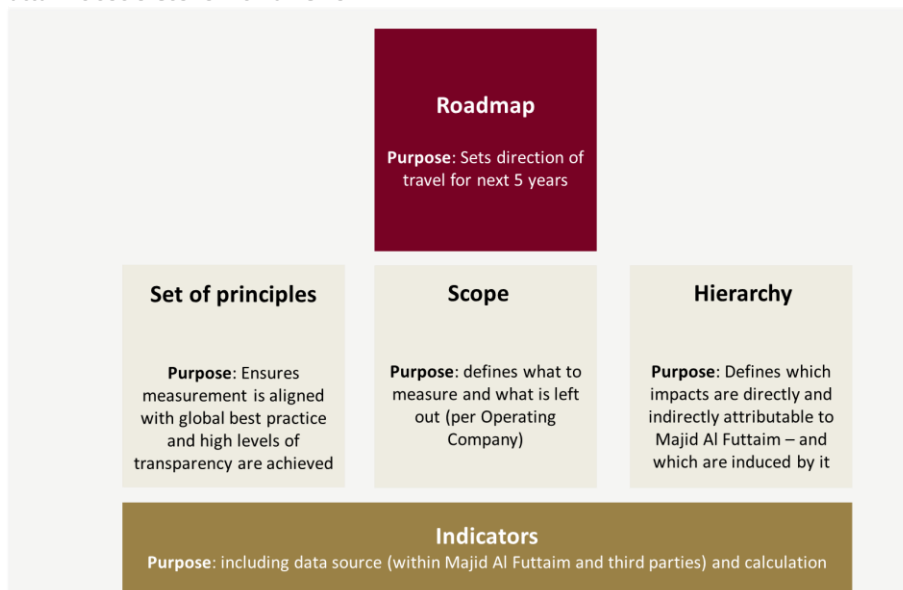


Figure 7: Majid Al Futtaim's socio-economic Roadmap

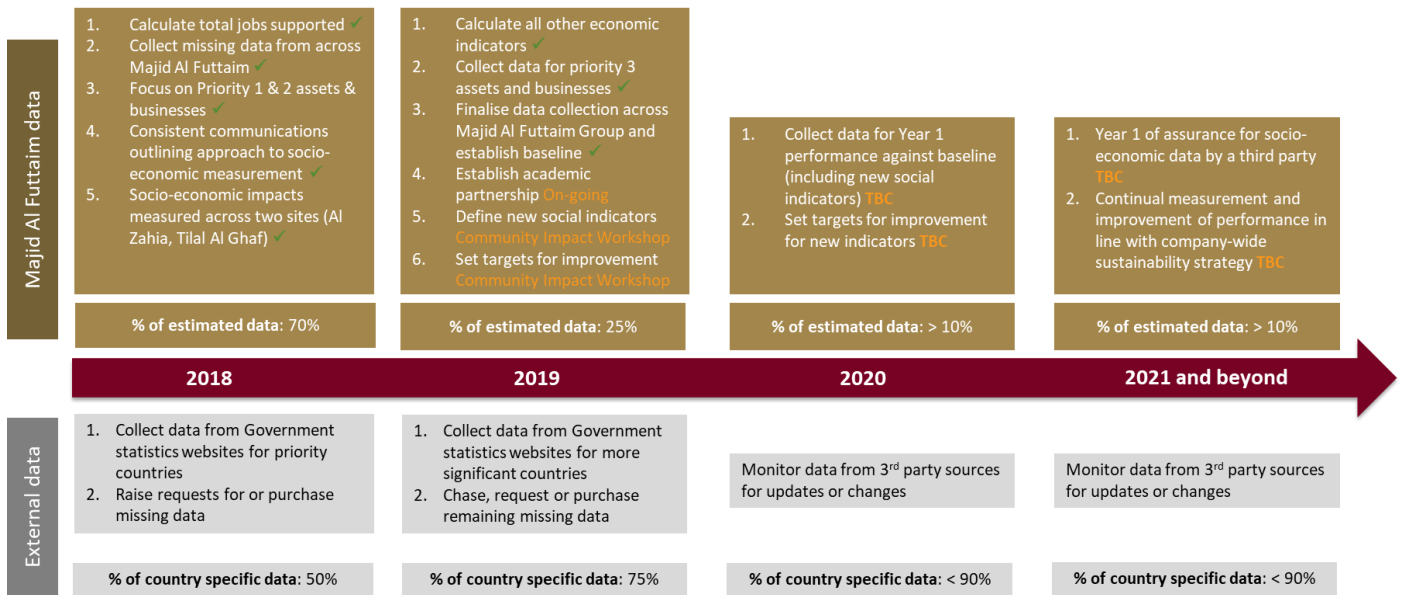


Table 2: Majid Al Futtaim's socio-economic Principles

No.	Principle
1.	Transparency: Majid Al Futtaim will aim to disclose our positive socio-economic impacts and areas where we can improve and to disclose the methodologies we use to calculate our impacts.
2.	Measurement of outputs <u>and</u> outcomes: As far as possible, we will endeavour to measure the socio-economic outcomes from our activities. Outputs are the quantity of an activity, for example, number of people trained, however, outcomes measure the impact of an activity on people, for example, improvements in wages or career prospects from training, increases in confidence and wellbeing from learning new skills etc.
3.	Attribution: Majid Al Futtaim will ensure impacts can be directly attributed to our activity, and where this cannot be verified we will be explicit in communicating if the impacts are indirectly attributable to us (in our supply chain) or induced by us (in wider society or the wider economy).
4.	Use of real data: Wherever possible, Majid Al Futtaim will use real data on our socio-economic impacts (from our own businesses, our suppliers, our tenants and our customers), minimising the use of estimated data or data from third parties. However, where estimation or data from third parties has to be used, the methodology used will be disclosed alongside any results.

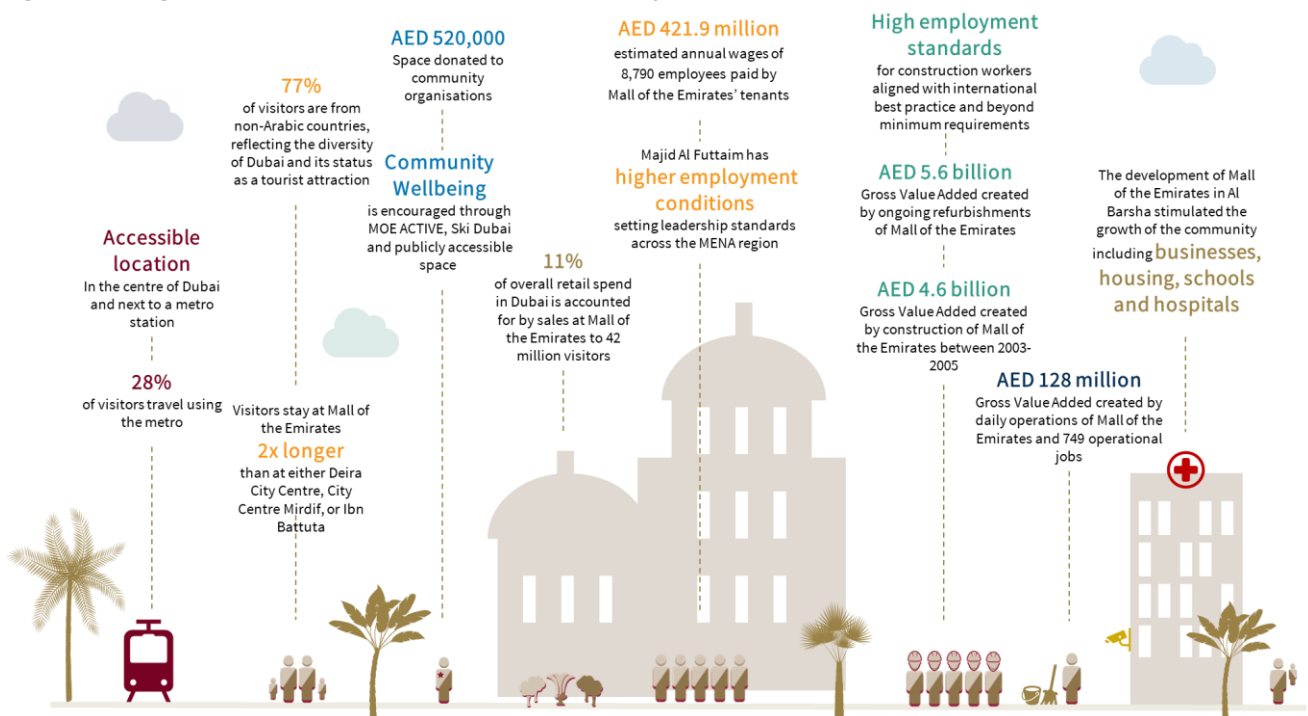
1.4 MALL OF THE EMIRATES

In 2018, Majid Al Futtaim decided to continue its socio-economic journey by conducting a study of the socio-economic impact of a significant asset. An assessment of Mall of the Emirates was therefore conducted.

Using international best practice to measure the socio-economic impact of buildings, the assessment used primary data (collected from a workshop) and secondary data (collected from Majid Al Futtaim and external data sources) to create a baseline against which the impact of Mall of the Emirates could be calculated. In the absence of relevant data, estimation and data from other sources (for example UAE, regional or UK data) was used to forecast impacts.

Majid Al Futtaim employees from various parts of the business took part in the socioeconomic workshop. The number of external attendees were limited, and surveys and workshops with mall visitors and the local community were out of the assessment scope. The headline findings from this assessment are below:

Figure 8: Findings from Mall of the Emirates socio-economic study



The study closed many of the gaps in Majid Al Futtaim's understanding of its socio-economic impact by providing data about a significant Majid Al Futtaim asset and providing data on the social impacts of Majid Al Futtaim through a workshop with stakeholders. Up to this point, measurement of Majid Al Futtaim's social impacts was limited due to low data availability on social impacts in the countries Majid Al Futtaim operates in, and due to limited engagement with stakeholders.

Yet primary data from stakeholders is the most important source of information for impactful and relevant socio-economic assessments, in particular to measure social impacts.

Majid Al Futtaim employees from various parts of the businesses took part in Mall of the Emirates workshop, the number of external attendees were limited and surveys or workshops with mall visitors or the local community were outside of the scope for the assessment.

1.5 PROCUREMENT SOCIO-ECONOMIC IMPACTS

In 2018, it was decided to measure Majid Al Futtaim's socio-economic contributions from procurement. This was because these are amongst some of Majid Al Futtaim's largest socio-economic contributions, in terms of the number of jobs and economic value created. These figures are also the most easily calculated from readily available procurement data, such as the amount spent with different suppliers.

Various individuals throughout Majid Al Futtaim, including the procurement teams, have been trained and upskilled in calculating these socio-economic contributions. Importantly, it has also been established that better economic data is required at a macro level in order to achieve more accurate estimates. This is a key area for improvement in this line of work.

The headline findings from this assessment are below:

Figure 9: Procurement socio-economic impacts of Majid Al Futtaim - Retail

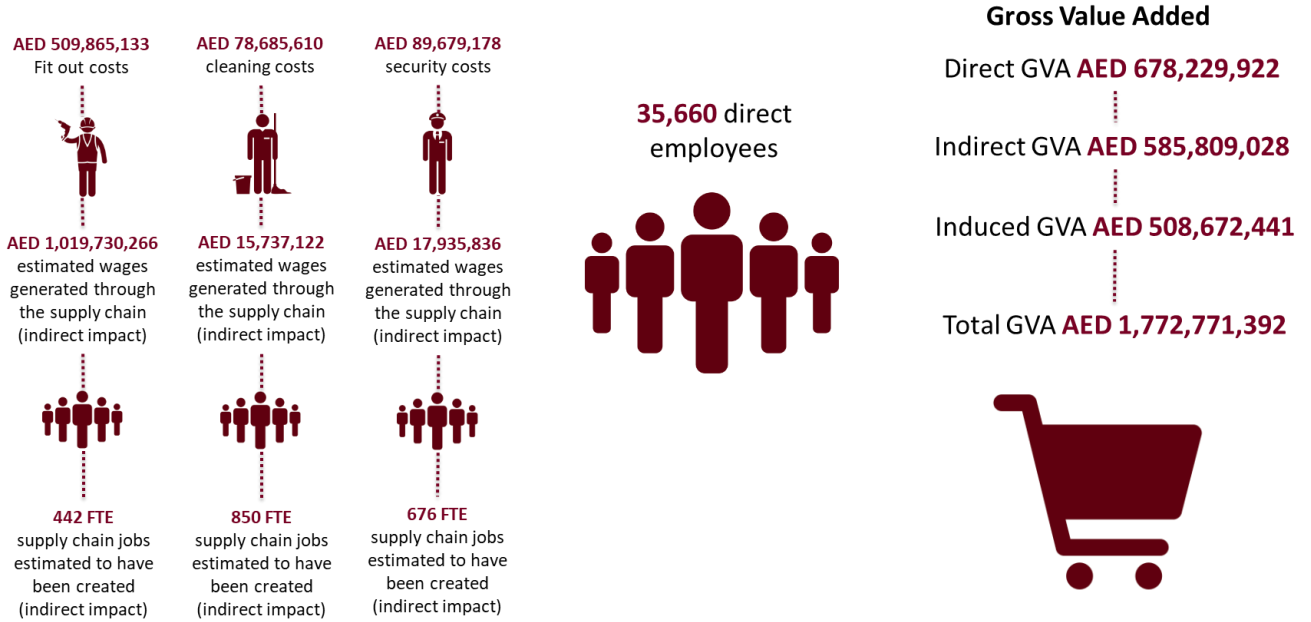


Figure 10: Procurement socio-economic impacts of Majid Al Futtaim - Ventures

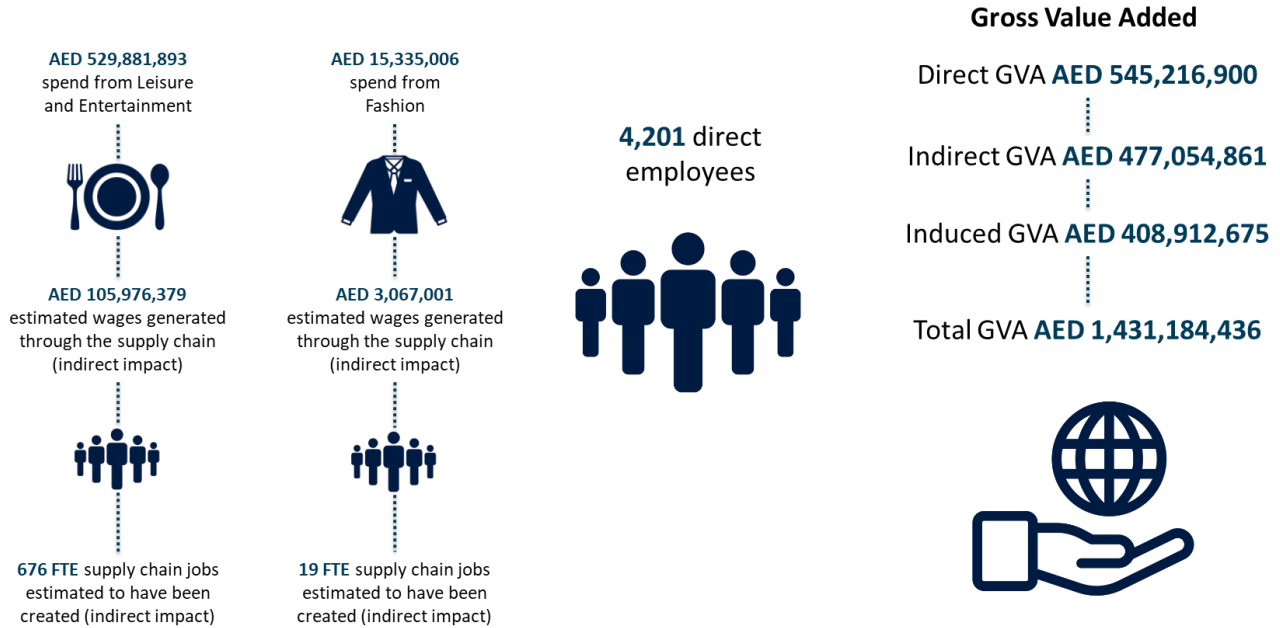


Figure 11: Procurement socio-economic impacts of Majid Al Futtaim – Properties (Construction)



1.6 NEXT STEPS ON MAJID AL FUTTAIM’S SOCIO-ECONOMIC JOURNEY

In 2019, a target was set under the *Transforming Lives* focus area to “Conduct a Group level socio-economic impact assessment based on the 2018 process and socio-economic framework”. To achieve this, Majid Al Futtaim held a workshop with community partners.

The aim of the workshop was to fill in some of the gaps in both the understanding of Majid Al Futtaim’s corporate socio-economic impacts, as well as the understanding of the socio-economic impacts of Majid Al Futtaim’s assets. In particular, the workshop’s aim was to better understand Majid Al Futtaim’s social impacts. The measurement of these requires direct engagement with wider stakeholders as these impacts are often indirect i.e. they are on people outside of Majid Al Futtaim’s direct operational influence who may not have a direct commercial relationship with the business. For example, they may not be a tenant, customer or supplier of Majid Al Futtaim.

In combination with the activities already undertaken to understand the socio-economic impact of Majid Al Futtaim, the aim of the workshop was to complete the understanding of Majid Al Futtaim’s overall socio-economic impact, as illustrated in the diagram below:

Figure 12: Majid Al Futtaim’s overall socio-economic impact



2 COMMUNITY IMPACT WORKSHOP - METHODOLOGY

2.1 OVERALL WORKSHOP METHODOLOGY

Engagement with communities lies at the core of good practice when it comes to measuring social impacts. In previous work, robust primary and secondary data was used to build a picture of the engagement and the contributions, however through genuine two-way interaction with these stakeholders, Majid Al Futtaim can learn about more of the impacts it is having and what it means to people in reality.

2.2 WORKSHOP AIMS

The aims of the workshop were outlined to attendees as follows:

Table 3: Workshop aims

No.	Aim	Description
1.	To identify the social and sustainability issues in the places where community partners work with Majid Al Futtaim	As Majid Al Futtaim's partners work in the local areas around its assets, they know what the key issues are and who the relevant communities are. Capturing these enables Majid Al Futtaim to make sure it addresses the right issues and helps the right people.
2.	To capture how community partners work with Majid Al Futtaim to achieve their desired impacts	Knowing what is important to Majid Al Futtaim's partners allows it to identify areas of collaboration and maximize efforts and deliver on its sustainability strategy. Some of the personal stories of Majid Al Futtaim's partners' impact are also something to highlight to its wider stakeholders in sustainability reporting.
3.	Capture the contribution Majid Al Futtaim makes towards achieving these impacts	Majid Al Futtaim wants to maximize its impact and therefore needs to know if there is more it can do, or changes it can make, to have an even bigger impact.
4.	Obtain guidance on how Majid Al Futtaim can increase its positive social impact	The world is constantly changing, therefore Majid Al Futtaim needs to make sure it continues to address the most important social issues in the areas it operates in, and target long-term issues for the future before they have a large negative impact.

2.3 WORKSHOP ATTENDEES

In order to achieve the workshop aims, several of Majid Al Futtaim's key partners were invited to attend a half day workshop. In addition to Majid Al Futtaim employees, attendees included representatives of:

Table 4: Workshop Attendees

Attendees	Profile
Awladna Foundation	Creating inclusive communities through art opportunities for children with disabilities.
Dubai Cares	Breaking the cycle of poverty by ensuring all children have access to quality education.
Desert Group	Promoting and building natural and sustainable places that positively impact people and enhance lives.
Dubai Islamic Economy Development Centre	Empowering young talent with the required skillsets to boost growth across the strategic Islamic economy sectors and contribute to achieving sustainable development for the wider global community.
Dubai Autism Centre	Inclusion of children with autism into the wider community through education, therapeutic interventions, and increased awareness.
Educate Me Foundation	Redefining education in Egypt through a progressive skills- based, learner-centered education model while promoting a culture of self-actualization and lifelong learning.
ENABLE	Enabling people with disabilities to create their own start-ups through basic retail framework; product development, merchandising, supply management, consumer engagement and sales.
Know Me, Accept Me	Part of the SETI Centre – Caritas Egypt, this initiative with Carrefour Egypt creates internships and job opportunities for people with disabilities.
Support, Education, Training for Inclusion (SETI) Centre	Build awareness, provide expertise and support vulnerable people and fragile communities
UNICEF	The United Nations Children's Fund are responsible for providing humanitarian and developmental aid to children around the world.
World Green Building Council	A global network leading the transformation of the built environment to make it healthier and more sustainable.

Attendees were sent a question sheet to provide them with a briefing ahead of the workshop and to maximize the benefit of their attendance.

2.4 WORKSHOP FORMAT

The workshop was facilitated and a welcome and introduction was provided by Majid Al Futtaim.

Attendees were provided with a workbook to support their participation and capture feedback. This workbook is provided for reference in **Appendix 1**.

Attendees were given time to spend on each aim both by themselves and in groups.

Slido³, an online interactive survey platform, was also used to undertake live voting during the workshop. This was to encourage participation and start discussions, as well as to collect attendee opinions for analysis after the workshop.

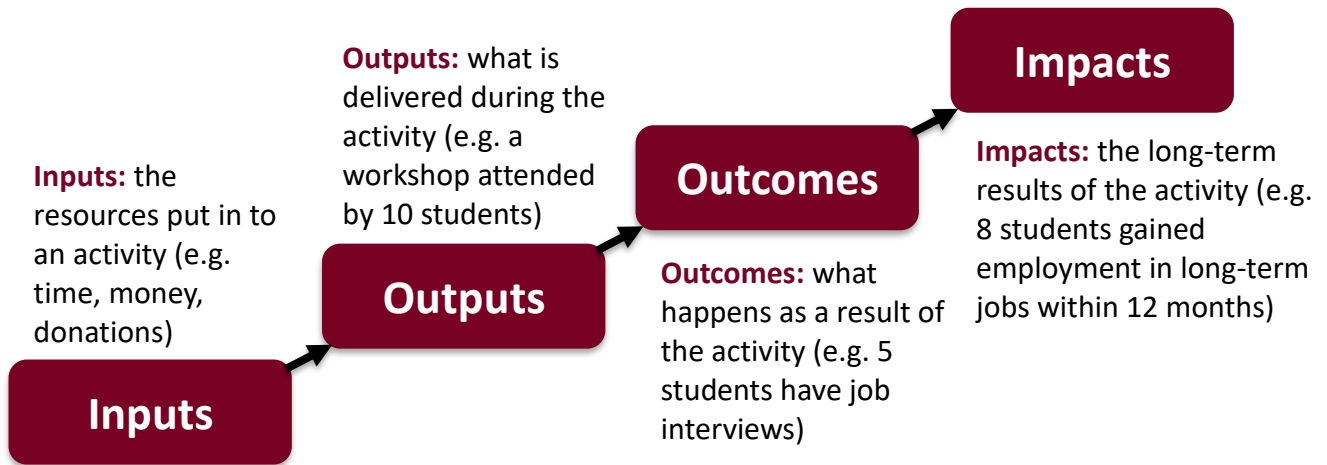
In order to capture and understand the outputs of this workshop, a measurement framework was used consisting of a hierarchy of inputs, outputs, outcomes and impacts. Throughout the workshop, an attempt was made to delineate these measurements and articulate how Majid Al Futtaim creates positive social change through relationships with community partners.

The measurement framework is widely recognised and used by charities, NGOs and governments. When used in the context of international development projects, it is referred to as the 'Logical Framework Approach'. This was developed by the U.S Agency for International Development in 1969. It is currently used by organisations such as the UK's Department for International Development, the European Commission and the United Nations Development Programme.

Through its use, the results of actions can be measured and articulated in a logical and standardised way, recognising good-practice for the creation of value through the delivery of goods, services and projects. A version of the Logical Framework Approach was presented during the workshop to encourage attendees to articulate their activities in a logical and comparable way.

³ <https://www.sli.do>

Figure 13: Logical Framework Approach measurement framework



2.5 WORKSHOP CONTENT – EXERCISE 1

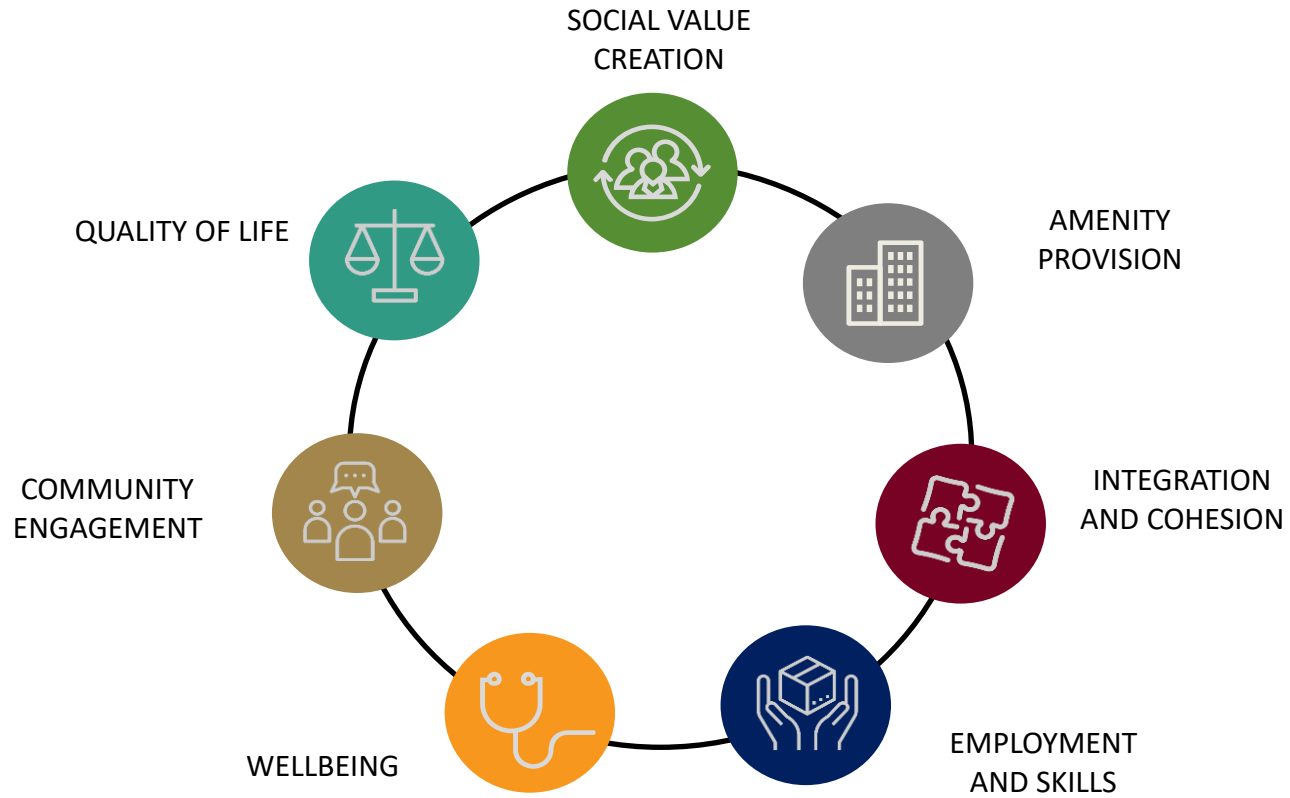
The aim of the first exercise was to identify the social issues in the places community partners work with Majid Al Futtaim and to achieve Aim 1 of the workshop: *“To identify the social and sustainability issues in the places where community partners work with Majid Al Futtaim”*.

To do this, attendees were asked to think about the following questions on their own for several minutes before discussing their answers in small groups and then with the wider group:

1. What are the main social and sustainability issues in your local area?
2. What do local people say the main social and sustainability issues are?
3. How do you work with Majid Al Futtaim to take action on these issues?
4. Who are the other main organisations and bodies that take action on these issues in your area? (other businesses, government bodies, NGOs, etc)
5. What are the social and sustainability issues you feel are given the least attention?

The following list of potential issues was provided to facilitate discussion, but attendees were encouraged to be stimulated by, and not restricted to, the issues listed in the diagram:

Figure 14: List of potential socio-economic issues for Workshop Exercise 1



2.6 WORKSHOP CONTENT – EXERCISE 2

The aim of the second exercise was to identify the inputs, outputs, outcomes and impacts of Majid Al Futtaim’s community partners and to achieve Aims 2 and 3 of the workshop: *“To capture how community partners work with Majid Al Futtaim to achieve their desired impacts”* and to *“Capture the contribution Majid Al Futtaim makes towards achieving these impacts”*.

To do this, attendees were asked to think about the following questions on their own for several minutes before discussing their answers in small groups and then with the wider group:

1. What activities does your organisation undertake to create change?
2. Using the Impact Framework, above, what were your achievements in the previous year?
 - **Inputs** these achievements required from your partners such as Majid Al Futtaim
 - **Outputs** achieved through utilizing the inputs
 - **Outcomes** achieved from undertaking the outputs
 - **Impacts** achieved from the success of the outcomes

The input, output, outcome and impacts model in Figure 14 was provided to facilitate discussion.

2.7 WORKSHOP CONTENT – EXERCISE 3

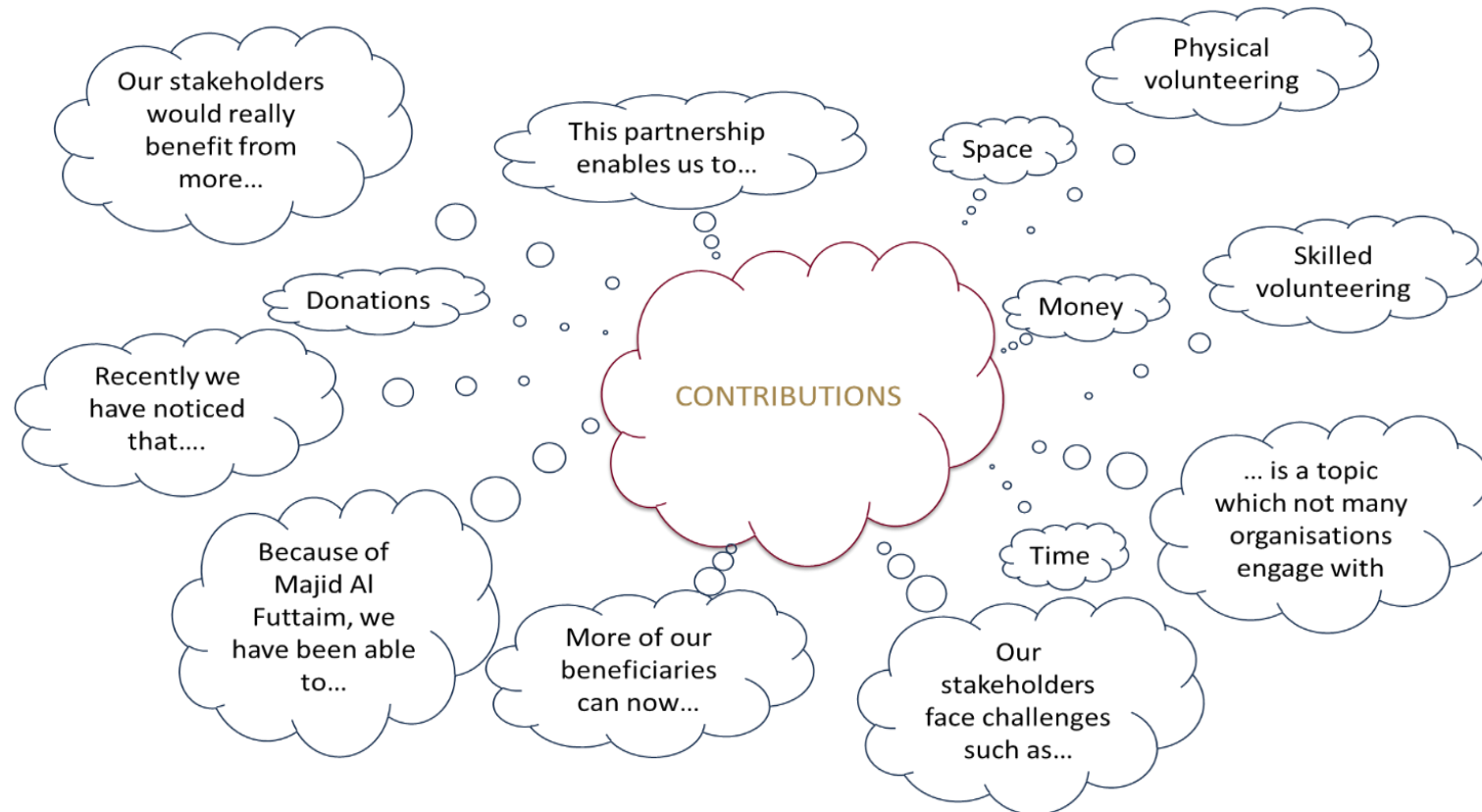
The aim of the third and final exercise was to identify what Majid Al Futtaim’s contribution to its community partners impacts is now, and what might be the social issues which Majid Al Futtaim and its community partners need to address in the future. This exercise was to achieve Aim 4 of the workshop to: *“Obtain guidance on how Majid Al Futtaim can increase its positive impact”*.

To do this, attendees were asked to think about the following questions on their own for several minutes before discussing their answers in small groups and then with the wider group:

1. Please outline how Majid Al Futtaim contributes to the work done by your organisation
2. How much of what you do is enabled by working with Majid Al Futtaim (this might be a lot, or it might be very little depending on the nature of the relationship)?
3. What new and/or under-represented social and sustainability issues need addressing in your local area?
4. Are there any social and sustainability issues you would recommend Majid Al Futtaim become involved in, and if so, why?
5. On a scale of 1-5, how would you rank Majid Al Futtaim’s engagement in the social and sustainability issues your organisation focuses on compared to other organisations (this will remain anonymous)

The following diagram was provided to facilitate discussion, although attendees were not restricted to the questions listed in this diagram:

Figure 15: List of potential questions for Workshop Exercise 3



3.2 EMPLOYMENT & UNEMPLOYMENT

Employment and unemployment, as two sides of the same coin. This consistently came up as one of the biggest social issues for the communities represented in the workshop. The Central Bank of the UAE puts the unemployment rate amongst Emiratis at 2.57% in 2018⁴. In Egypt, the Central Agency for Public Mobilization and Statistics gives an average of 8% unemployment in 2019⁵. In addition to the different rates of unemployment, identifying *who* is more likely to be unemployed, and whether the unemployment is long-lasting, is arguably more important. Community partners in the workshop identified differences in gender, age and disability to be some of the primary indicators as to whether someone was more likely to be long-term unemployed and struggle to find long-term sustainable employment.

Three main points were raised during the workshop in terms of employment specifically in relation to jobs and businesses:

- The need to understand and cater for **talent and skills gaps** in businesses. In this way, school curriculums and post-education training can be put in place for those who require it in order to gain employment.
- The need to create more inclusive **employment opportunities** for people who find it harder to access the jobs market, such as people with disabilities or young people who have not had access to high quality education. This includes entry-level jobs and organisational understanding of how to engage with, and be inclusive of, people from these groups.
- **Continuity** of opportunity and support was highlighted as a key challenge, with community partners, the education system and private sector businesses collectively working to provide meaningful careers for people. However, the continuity of support from education to an entry level job, and most importantly, beyond an entry level job, was identified as a system failure in the countries Majid Al Futtaim operates in. This can mean that the long-term social impacts of employment are not realized, which can often have a negative impact on those who find it harder to access employment opportunities (e.g. People of Determination) and also places a greater burden on community partners who are unable to support a greater number of people by enabling people to move on independently.

“There is a high dropout rate from employment programmes due to lack of continuity of support”

“Vocational jobs are seen as second class or only suitable for certain genders”

Unemployment can be distinguished, in this instance, by focusing on those who are not in paid employment but want/need to be. The points raised in the workshop regarding this population centred around sufficient and appropriate training to equip people with the skills required to gain

⁴ <https://tradingeconomics.com/united-arab-emirates/unemployment-rate>

⁵ <https://tradingeconomics.com/egypt/unemployment-rate>

employment. In addition to traditional training, it is important to consider training for vocational careers as this can often present better entry-level roles, but a stigma was identified in some locations with vocational jobs which were seen as “below” some people, or not suitable for women, creating greater gender inequality in the employment market.

3.3 UNDER-PRIVILEGED YOUTH

This is an umbrella issue which was highlighted at the workshop by multiple attendees. This topic covers issues such as access to education (elaborated upon below), child protection, human rights and development and was identified as a particular challenge in Egypt by Education Me. According to The Middle East Investment Initiative and The International Labor Organization, youth unemployment (15-24 year olds) in the MENA region in 2015 was 28.4%, five times higher than unemployment amongst older adults. The next generation of the workforce is clearly struggling to find employment and access to entry-level jobs and internships on an equal-opportunities basis will be an important factor in how productive and skilled the workforce of the future will be. Majid Al Futtaim has the opportunity to scale the work with community partners to address disadvantaged populations, particularly the younger generation by working with community partners who target this issue, working with schools and providing entry-level jobs.

“The costs of autism services for children are too high for people to afford”

3.4 POOR QUALITY EDUCATION

Education, specifically the poor quality of education, was considered a significant issue in the local areas community partners work in. In some areas, the ratio of students to teachers was 1:70, and even as many as 1:120 and despite efforts to improve the curriculum or to train teachers by some community partners (and other organisations), teachers do not have the capacity to make improvements in education when dealing with such large class sizes. Teacher pay was also identified as an issue, with wages extremely low (USD \$50 to \$70 dollars per week) and teachers having to travel large distances to get to work due to the under provision of schools and school places. The quality of education spaces was also identified as a challenge, with some establishments without proper toilet facilities and reliable access to power, further impeding the quality of education received.

“In Egypt, there are 22 million students and only 25 public schools”

“[In Egypt] Only 25% of kids are in schools... and even then, they aren't all literate”

Access to education, and importantly to good quality education, is seen as a major predictor to gaining long-term sustainable employment, and is also linked to a number of other social impacts, including health, feelings of community, the prospects for children and crime rates.

3.5 GENDER INEQUALITY

Gender equality is seen as an important local issue. Analysis of the outputs of the workshop suggest there may also be a link between gender equality and education which is further compounding both issues later in life, with young girls and women less likely to have access to quality education. In addition, it was identified that certain jobs can be viewed as unsuitable for women, particularly vocational jobs which employment programmes focused often focus on. The 2018 World Economic Forum Global Gender Gap Index⁶, which measures gender disparities across 149 countries, reports on the need for more women in managerial positions in many countries across the MENA region in which Majid Al Futtaim operate. During the workshop, community partners identified gender inequality as one of the most significant social issues to their communities. Action on this topic was taken tangentially through other issues (for example, inclusion of people with disabilities) however no community partner present undertook activity to address it directly. Forming a relationship with a community partner who does good work in this area could be a way for Majid Al Futtaim to help improve outcomes around gender equality in the communities it operates in.

3.6 LACK OF SUPPORT FOR SMALL AND MEDIUM ENTERPRISES (SMES)

Support for small and medium enterprises (SMEs) was spoken about in both the context of big business and government support for small businesses, but also support for social enterprises. Community partners often work to empower people and support them in to employment through the route of being a sole-trader or similar, such as Desert Group who helps people with disabilities to set up their own business selling succulent plants. In this way, enabling and supporting SMEs allows for improved employment opportunities for some populations which may struggle to find employment in larger companies and provides a degree of independence compared to an entry level role in a large company. Supporting enterprises also helps to achieve additional social impact, compared to a job, by generating revenue from sales to consumers and creating a self-sustaining, profitable business.

“Technical jobs [e.g. butcher, cleaner] not seen as ‘valuable’ as professional jobs”

The Middle East Investment Initiative identifies that SMEs represent around 80% of all businesses in the MENA region and contribute 40% of all employment. This is even higher in non-GCC MENA countries. The opportunity, therefore, to leverage this huge socio-economic powerhouse to provide further positive impacts is not to be underestimated. For example, SMEs are able to provide a large number of entry-level (and above) jobs for those struggling to find employment or who otherwise find it harder to be included in many aspects of the community and society.

⁶ http://www3.weforum.org/docs/WEF_GGGR_2018.pdf

3.7 CLIMATE CHANGE

Climate change is seen as an increasingly important issue locally, not just globally. As various countries feel the physical effects of climate change in different ways, it climbs as a priority issue. Unfortunately, it was reported by workshop attendees that environmental awareness is low amongst many local populations; both in terms of understanding climate change itself but also in how their actions are precipitating its acceleration. It was stated that local people must be made more aware of what they can do, and how they can do it, to help stop climate change.

“People waste resources in the region, whether energy or food. Different cultural backgrounds mean certain people waste even more”

The YouGov International Climate Change Survey 2019, conducted across 28 countries, uncovered many interesting insights in regards to people’s perceptions, beliefs and feelings towards climate change⁷. 52% of UAE respondents are reported to believe in man-made climate change, meaning a worryingly high 48% are not yet convinced. This drops further to 42% of Egyptians, and only 35% of those from Saudi Arabia. Raised as an alarming concern by the community partners, it is noticeable that none of the workshop attendees specialized in climate change or environmental-related behaviours. While climate change will no doubt impact their specialist social areas, and by improving their specialist social issues there may be some positive climate related outcomes, there is an opportunity for Majid Al Futtaim to create relationships with community partners who achieve behaviour change in relation to climate change.

3.8 FINANCIAL INSECURITY

Financial security was mentioned during the workshop as an issue for many local people. This goes hand-in-hand with cost of living as also mentioned was the price of water and electricity bills, as well as healthcare bills. It was said that many people that community partners work with struggle to pay all of these costs on their income, creating disparities between people in the same communities and creating a larger social issue of inequality.

Financial security/insecurity can be considered intertwined with many other social issues such as gender equality (as women tend to earn less), SME support, people from under-privileged backgrounds, people with disabilities and others. Through tackling financial insecurity as a primary issue, Majid Al Futtaim may find itself directly and indirectly taking action on multiple other social priorities as identified by the community partners.

⁷ https://d25d2506sfb94s.cloudfront.net/cumulus_uploads/document/epij0nusce/YouGov%20-%20International%20climate%20change%20survey.pdf

3.9 SOCIAL NORMS AND EXCLUSION

Social norms and inclusion transpired as one of the key themes of the workshop. As outlined in the next section, many community partners found a major barrier to the success of their goals took the form of social norms which resulted in non-inclusive environments. This was seen to be particularly true for people with disabilities and those with autism. As outlined in the other social priorities, above, changing the mind-sets, beliefs, values and behaviours of the general population is often the biggest barrier to achieving long-lasting and inclusive positive social change.

Majid Al Futtaim has enormous, almost unrivalled reach in to communities through direct contact via business operations and marketing channels. This opportunity to create change in social norms is perhaps one of the biggest and most productive ways which Majid Al Futtaim can create positive social impacts. Partnerships with belief and behavioural change specialists alongside community partners who understand the social issues can be key to influencing a positive shift in social norms over time.

“Issues start as children with cultural norms”

“...Climate change, job norms, disability equality... there are many things which need to change”

3.10 HOW COMMUNITY PARTNERS ADDRESS PRIORITY SOCIAL ISSUES

Through partnering with Majid Al Futtaim, community partners are better able to take action to create change in the social issues identified above. In this way, Majid Al Futtaim facilitates or enables action to be taken on relevant social issues and has an indirect impact on the social issues identified above.

Understanding how community partners take action to address the social issues identified will therefore enable Majid Al Futtaim to enhance its own impact and how it works with its community partners.

The word cloud below was generated by the attendees when asked what action they take to address priority social issues in the communities in which they operate:

Figure 17: Community partner action to address priority social issues



Through further discussion, the actions that community partners take to address priority social issues were summarized. In addition, the stakeholder groups or communities which community partners work with were also identified.

3.11 IMPROVING ACCESS TO TRAINING AND EDUCATION

Providing access to education and training was the main way that community partners affected change. Children were therefore a priority community group for attendees, with several attendees overlapping in their focus on this group but covering different aspects of the life of children, ranging from schooling to children with autism or disabilities. For example, UNICEF works on programmes tackling health, nutrition and hygiene amongst children while others, such as Educate Me, worked on providing quality education for children in significantly under-served areas.

3.12 INCREASING INCLUSION

Improved quality of life and inclusion for people disabilities was discussed repeatedly from different angles during the workshop. This area was one of the most represented amongst Majid Al Futtaim’s community partners and inclusion was promoted through a wide range of actions including:

- Care for those with disabilities
- Employment for those with disabilities
- Employment of youth with disabilities
- Independence and empowerment for those with disabilities (e.g. through creating and selling art)
- Training for those with autism
- Support for families of people with disabilities (including networks and advocating for rights)
- Training community entities and service providers to engage with people with disabilities
- Lobbying for awareness and rights for those with disabilities

3.13 AWARENESS RAISING AND ADVOCACY

As discussed above, some of the action taken by community partners directly addresses a social issue, such as creating self-employment or job opportunities for clients. However, community partners are also involved in a longer-term approach of significant awareness raising to enable actions to be taken and impacts to be felt. This is due to the nature of some of the social issues they are trying to address, such as lack of gender equality and lack of inclusion.

Through these activities, community partners engage with both their clients and the wider community to achieve their goals and create broader community or cultural change. These activities require resource and funding, however, the provision of space within Majid Al Futtaim assets and opportunities for employment in Majid Al Futtaim businesses were identified as bigger drivers of change. Space was identified as a driver of change as it is flexible and enables multiple types of training, awareness raising and advocacy to occur within it. Space within a Majid Al Futtaim asset where people, such as people with disabilities supported by Desert Project, can engage with customers also provides a way to change mind sets through normalizing these interactions in a shopping mall setting alongside other commercial businesses.

Employment opportunities within Majid Al Futtaim businesses were also identified as having a high awareness raising effect as the people taking these opportunities act as “champions” for the action or their community, helping to inspire and encourage others, thereby having a bigger effect than the creation of just one job.

3.14 OTHER POTENTIAL AREAS OF ACTION

It is important to reflect on the priority social issues identified by the community partners, and the areas Majid Al Futtaim and its partners take action on. Table 5 below compares the priority social issues identified by community partners against the areas of action that they take. It can be seen that there are some issues which Majid Al Futtaim and its community partners do not currently

address, and highlights where additional action could be taken to create a more positive social impact.

Table 5: Other potential areas of action by Majid Al Futtaim and its Community partners

Community issue	Areas of action by Community partners
Employment/ Unemployment	<ul style="list-style-type: none"> ▪ Employment for those with disabilities ▪ Employment for youth with disabilities ▪ Training for those with autism
Youth enablement	<ul style="list-style-type: none"> ▪ UNICEF programmes such as WASH ▪ Employment for youth with disabilities
Education	<ul style="list-style-type: none"> ▪ Training for those with autism
Gender equality	No action identified
SME support	<ul style="list-style-type: none"> ▪ SME support for youth with disabilities
Climate change	<ul style="list-style-type: none"> ▪ Promotion of green buildings
Financial security	No action identified
Social norms and inclusion	<ul style="list-style-type: none"> ▪ Care for those with disabilities ▪ Employment for those with disabilities ▪ Employment for youth with disabilities ▪ Independence and empowerment for those with disabilities ▪ Support for families of people with disabilities ▪ Training community entities and service providers to engage with people with disabilities ▪ Lobbying for awareness and rights for those with disabilities

3.15 MAJID AL FUTTAIM MATERIAL ISSUES

The priority social issues as identified by the community partners have been mapped against Majid Al Futtaim’s material issues under the *Transforming Lives* focus area of the *Dare Today, Change Tomorrow* strategy in Table 7.

As can be seen, overall, there is a high level of alignment between the social issues identified by community partners and the material issues Majid Al Futtaim address under the *Transforming Lives* focus area.

In addition, Majid Al Futtaim’s 2019 targets under the *Transforming Lives* focus area align to an even greater degree with community partner priorities, as they are focused on the areas of: Local economic development, Enterprise and Innovation, which strongly align with community partners’ top three priorities of: Employment/Unemployment, Youth Enablement and Education.

Table 6: Majid Al Futtaim's 2019 Transforming Lives targets






	<p>2019 Target: Define framework setting out Majid Al Futtaim's approach to investing in additional infrastructure to support local economic development</p>
	<p>2019 Target: Conduct research to define areas of focus for Majid Al Futtaim's enterprise hub</p>
	<p>2019 Target: Establish the innovation centre of excellence including objectives, governance and financing mechanism</p>
	<p>2019 Target: Define and communicate overarching sustainability messages shared across OpCos</p>
	<p>2019 Target: Conduct Group level socio-economic impact assessment based on 2018 process and socio-economic framework</p>

Table 7: Alignment between Majid Al Futtaim’s material issues and its Community partners’ priority issues

Majid Al Futtaim Transforming Lives Material Issues	Community partner social priorities							
	Employment/ Unemployment	Education	Youth enablement	Gender equality	SME support	Climate change	Financial security	Social norms and inclusion
Customer experience				✓	✓	✓	✓	✓
Disruptive technology	✓	✓	✓	✓	✓	✓	✓	✓
Local economic development	✓	✓	✓	✓	✓	✓	✓	✓
Promoting sustainable lifestyles	✓	✓	✓	✓	✓	✓	✓	✓
Healthy products and services			✓	✓	✓	✓	✓	✓
Product quality & safety				✓	✓	✓		
Transport and logistics						✓		✓
Crime and security		✓		✓		✓	✓	✓
Community well- being & public realm		✓		✓	✓	✓	✓	✓
Responsible procurement		✓		✓	✓	✓	✓	✓

4 THE CONTRIBUTION MAJID AL FUTTAIM MAKES TOWARDS ACHIEVING ITS COMMUNITY PARTNERS' IMPACTS

Majid Al Futtaim has direct socio-economic impacts on the stakeholders who live, work and play in and around assets and interact with its operations, such as its suppliers. These contributions and impacts are predominantly captured by measuring Majid Al Futtaim's procurement socio-economic contributions and the impacts of one of its largest assets, Mall of the Emirates.

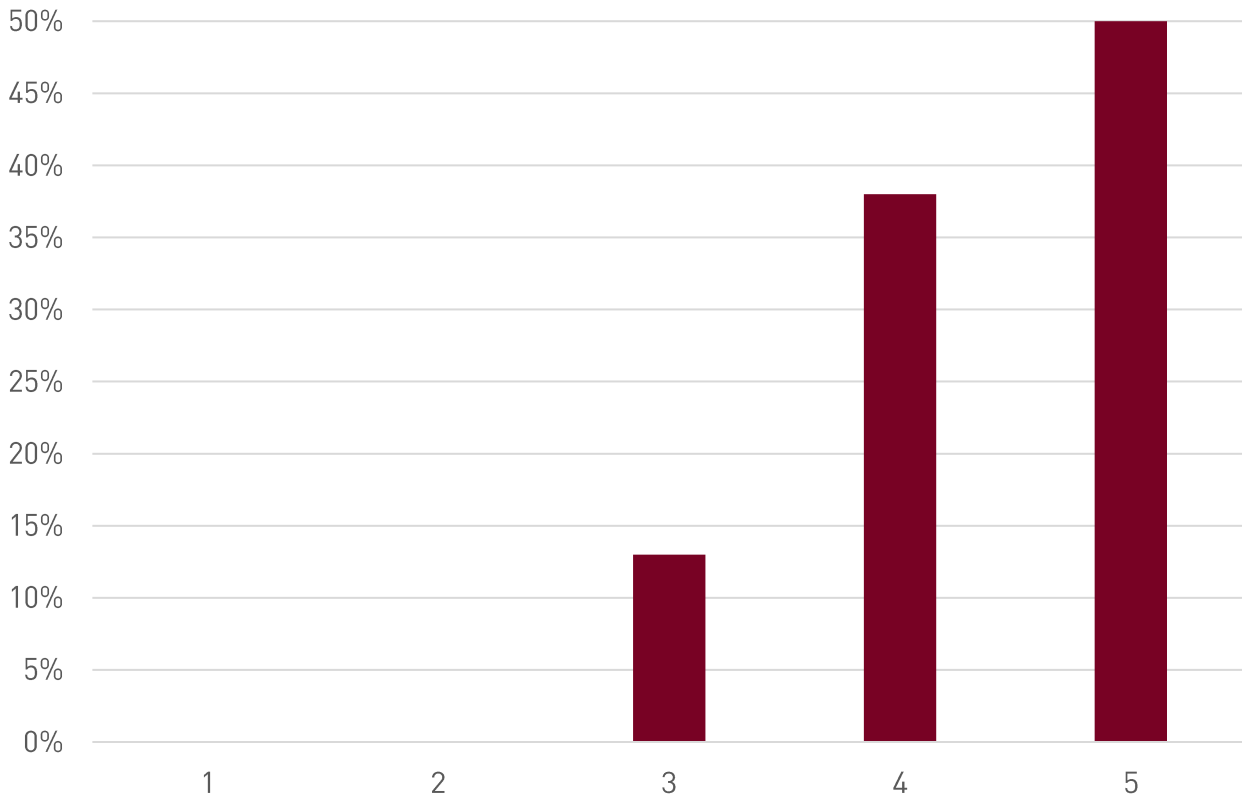
In creating indirect and enabled impacts through work with community partners, Majid Al Futtaim has the opportunity to create wide-reaching real-life consequences for individuals. However, Majid Al Futtaim is just one of many stakeholders that community partners need to work with in order to achieve change. They will often work with other stakeholders who will also provide funding, time or space. It is therefore important to try to understand what contribution Majid Al Futtaim makes towards its community partner's impacts. This is so that Majid Al Futtaim's enabled and induced impact can be measured and better understood, but also so that Majid Al Futtaim can understand how it can have a bigger impact with its community partners for the investment of funding, time and space it provides.

During the Community Impact Workshop, community partners were directly asked to rate how much working with Majid Al Futtaim has helped them achieve their goals. As can be seen in Figure 18 community partners rated Majid Al Futtaim's support in achieving their targets on a scale of 1 to 5, where a score of 1 means the partnership is not related to their goals, and a score of 5 is vital to achieving their goals. The result was an average score of 4.4 out of 5, or 88%. This indicates that the partnerships these organisations have with Majid Al Futtaim are integral to their past successes and is likely to continue to be at least as important in the following years.

Some organisations will rely on these partnerships more than others depending on their size and reputation. For example, while Majid Al Futtaim's relationship with UNICEF is important, UNICEF will likely survive without the partnership. Contrasting this to Majid Al Futtaim's support to organisations such as ENABLE, Awlanda Foundation and other smaller partners, Majid Al Futtaim's support is likely to be critical to those partners as they will be more reliant on the relationship for their continuation and growth.

As discussed in the "Next Steps" section, if Majid Al Futtaim decides to engage with new or additional community partners to address social issues which it currently does not address (or to have a bigger impact), the reliance of community partners on their existing relationship with Majid Al Futtaim must be taken in to consideration. Exit strategies and accelerator plans may need to be put in place to ensure community partners can grow to be not reliant on Majid Al Futtaim's support.

Figure 18: Community partner rating of how much working with Majid Al Futtaim has helped them achieve their goals



To better understand Majid Al Futtaim’s contribution to community partner’s impacts, workshop attendees were asked to share the extent to which they understand their own impacts by using the Logical Framework Approach (see Figure 14).

Although there was some awareness of the Logical Framework Approach (or similar approaches) amongst community partners, the overall level of awareness of the model was low. Likewise, use of the model (or similar models) was not high amongst community partners and most could not clearly articulate the impact (the long-term results of an activity e.g. 8 students gained employment in long-term jobs within 12 months) they achieve using the inputs they receive. However, community partners were often able to articulate the outputs (what is delivered during an activity e.g. a workshop attended by 10 students) and the outcomes (what happens as a result of an activity e.g. 5 students have job interviews) they achieve. For instance, no community partner used the Logical Framework Approach in its public reporting or communication with funders, and no community partner could refer to a longitudinal study tracking the impact of their activities on the people they supported over a long time frame.

More established and larger community partners such as UNICEF were more familiar with this model and reported against it where they can, but smaller community partners found it harder to articulate their activities and successes or relay the social impacts they achieve.

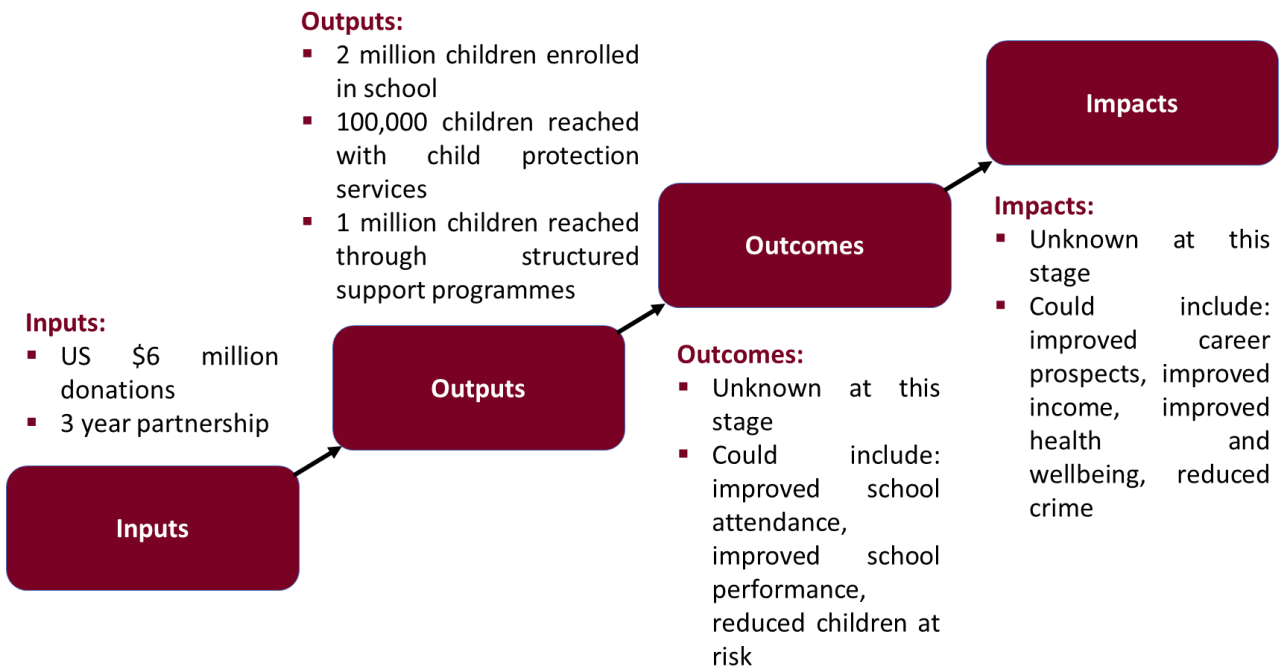
community partner's precise impact, and therefore the impact Majid Al Futtaim enables, is difficult to identify accurately. However, community partners were clear that Majid Al Futtaim makes a significant contribution to their activities and were clear on the social issues they are trying to address. The level of familiarity with (if not use of) the Logical Framework Approach as well as community partner's ability to articulate their outputs and outcomes, also gives confidence that they (and therefore Majid Al Futtaim) are achieving meaningful impacts on social issues. An estimated "attribution rate", derived from the discussions during the workshop, would be that Majid Al Futtaim contributes between 5%-30% towards community partners' outcomes. This is based on the fact that the majority of Majid Al Futtaim's community partners are smaller organisations. It is recommended in the 'Next Steps' section that this estimate is refined through further engagement with community partners.

In the absence of precise data on community partners' impacts, case studies of some of the key outputs and outcomes they achieve, are provided below based on information provided by community partners before and during the workshop, as well as desk-based research to supplement and verify the information provided by attendees:

CASE STUDY: UNICEF

UNICEF launched a three year multi-country partnership with Majid Al Futtaim to raise a total target of US \$6 million through customer donations to provide access to quality education for every child in six countries where Majid Al Futtaim operate (Egypt, Jordan, Lebanon, Oman, Saudi Arabia and United Arab Emirates). Proceeds from this partnership go to UNICEF's 'No Lost Generation' initiative which has its own reporting procedures to communicate outcomes. Examples of its outcomes include:

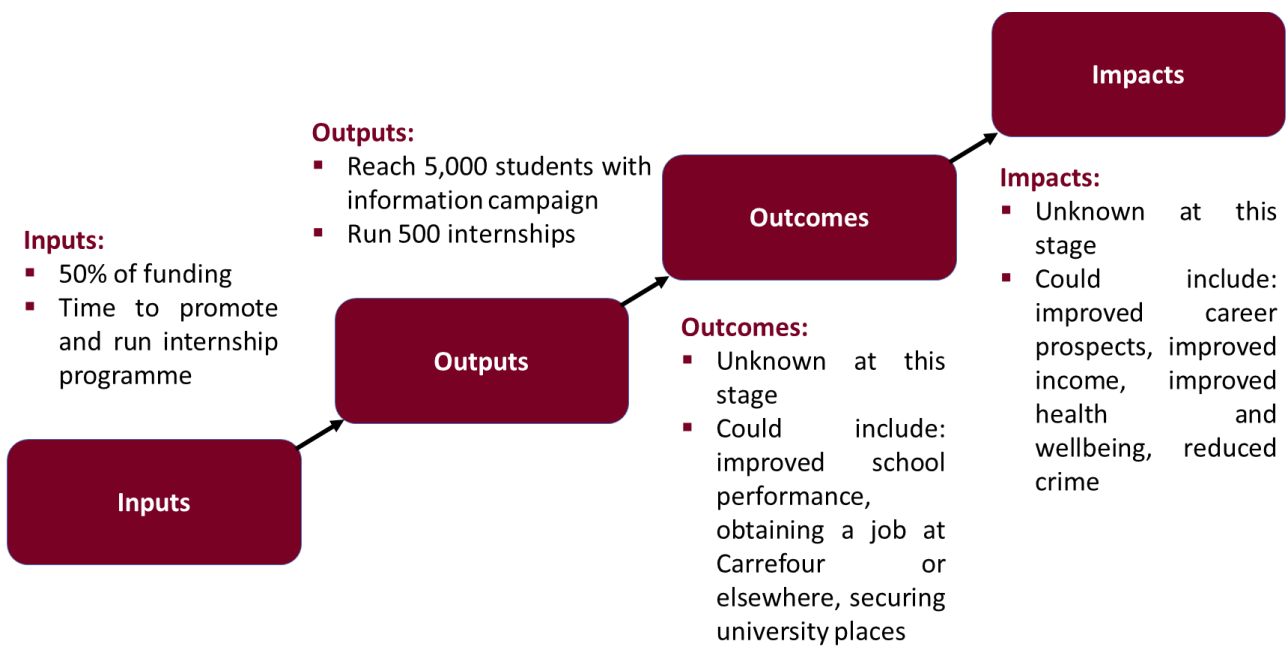
- Enrolling over 2 million children in formal or non-formal education in countries affected by conflict in the region.
- Reaching over 100,000 children with specialised child protection services and over 1 million children with other structured support programmes.



CASE STUDY: SETI

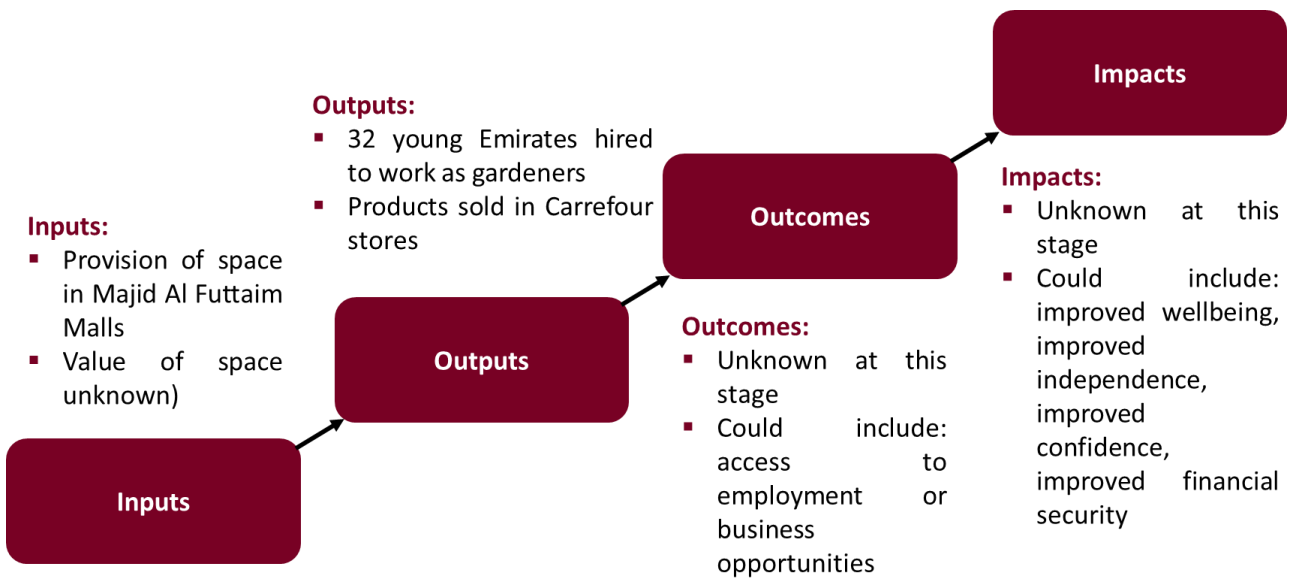
Another partnership is with The Support, Education, and Training for Inclusion (SETI) Centre works with Majid Al Futtaim’s Carrefours in Egypt on the issue of youth with disabilities and inclusive societies. The partnership aims to promote various initiatives, raise awareness of the issues through engaging with and educating customers and staff. An internship programme is being implemented across different departments in several Carrefours in Egypt. Each of the campaigns reached over 5,000 students thanks to the partnership. In addition, internships have been created which aim to culminate in long-term job opportunities. There is an ambition to create internships for 500 students as part of the partnership. SETI Centre’s wider outcomes were discussed as being enabled through the support of Majid Al Futtaim (although not necessarily through direct engagement) and include:

- Early intervention services which serve thousands of new born children with disabilities up until the age of four.
- Family rehabilitation programmes to support families with children with disabilities
- Inclusion of over 1,000 children with disabilities in over 90 non-specialist schools



CASE STUDY: Desert Group

Majid Al Futtaim’s relationship with Desert Group enables the community partner to reach a wider audience to engage on specific topics such as the benefits of living walls in hot climates and tactile pavements for those with visual impairments. With the support of Majid Al Futtaim, the Desert Group has hired 32 young Emiratis to work as gardeners at a Desert Group plantation nursery with in-house teams of specialists delivering a comprehensive rehabilitation programme. The Desert Group division ‘ENABLE’ also attended the workshop, discussing the vital partnership with Majid Al Futtaim in upskilling people with disabilities with entrepreneurial skills to sell products within Majid Al Futtaim’s shopping malls.



Through these case studies it can be seen that the majority of measurements used by community partners include inputs, outputs, and some outcomes. As previously noted, outcomes are mostly limited to bigger, more established community partners. The case studies highlight that much of the outcome reporting is limited to project-based outcomes and not the specific engagements and activities which may be undertaken with Majid Al Futtaim. This is not necessarily a negative point as outcomes and impacts can be difficult to measure. In these instances, the community partner may have chosen to only measure the majority of their activity in order to allow resources to be focused on delivering those outcomes and continuing their good work. However, in only reporting outcomes for larger projects, the ability to attribute Majid Al Futtaim's enabled impact becomes more difficult. It may be that for smaller projects, the community partner can offer direct reporting to Majid Al Futtaim on the narrative of their impact, without needing to invest significant resource to measure outcomes and impacts.

As discovered during the workshop, smaller, less established community partners are not as familiar with the Measurement Framework as outlined in [Figure 13](#). Given this, their reporting will be less advanced and primarily case-study based. This offers a good source of storytelling but lacks the rigor, scalability, and reliability of a true measurement framework. Over time, Majid Al Futtaim will need to work with community partners to establish an easy-to-apply measurement framework such as that in [Figure 13](#) for consistent reporting and management.

5 HOW MAJID AL FUTTAIM CAN INCREASE ITS POSITIVE SOCIAL IMPACT

5.1 AWARENESS AND PROFILE RAISING

Awareness and profile raising was identified as one of the most significant ways in which Majid Al Futtaim can be a force for positive future change in collaboration with community partners. This is important for several reasons: to improve the profile of the community partners themselves; to give community partners exposure to new audiences and markets; and ultimately to facilitate culture change, which was the over-arching objectives of community partners including: UNICEF; Know me, Accept Me; and Educate Me.

Culture change was considered one of the main challenges being tackled by the community partners, and therefore many engaged in activities to this effect. This was a particularly significant point for the community partners taking action on inclusion and empowerment of those with disabilities and autism. The culture change activities which were discussed engaged with several aspects of the community, including:

“Engagement between the people we work with and the rest of the community is how we succeed”

- **Schools:** engaging with students to create a supportive environment for community partner clients both at school and in social settings.
- **Employees:** engaging employees and colleagues of Majid Al Futtaim to change how employees interact with, and treat, community partner clients.
- **Media:** using media channels such as Majid Al Futtaim’s social media reach and presence in the Malls, community partners are able to engage with a larger audience than if they were unsupported.

5.2 EMPLOYMENT OPPORTUNITIES FOR THOSE MOST IN NEED

Providing and increasing access to employment opportunities was identified by community partners as the most direct way Majid Al Futtaim can increase its impact as described by the measurement framework. One of the most significant achievements which a community partner can make is to help their clients achieve long-term sustainable employment, given that employment was identified as the number one social issues in the region by community partners and provides people with the means to “move on” from the support which community partners can provide, enabling them to support new individuals and ultimately more people.

During the workshop there was a large consensus that hugely positive impacts can be had through working with Majid Al Futtaim to upskill staff and open entry-level roles for people with disabilities, and to increase the number of applicants for more senior roles.

“Entry-level job opportunities are the next-step for the people we work with”

5.3 OTHER SUGGESTIONS

Enabling operations are typically at the heart of most relationships that businesses have with community partners. Community partners (who are often charities) are almost entirely reliant on support from businesses. This support comes primarily in the form of financial donations, but also extends to donations of time (volunteering or pro-bono work) and, of particular relevance for the real estate sector, it can come in the form of donations of space.

The continued support of Majid Al Futtaim to its community partners will be a key factor in their successes. Specific action identified to increase Majid Al Futtaim's positive impact included:

- **Long-term space for charities in the shopping malls:** This gives the charities space to work, convene their clients, and run their activities. It offers a customer-facing opportunity to create cultural change and achieve awareness raising. It also affords an opportunity for clients to sell their products and services as part of the organisation's impacts.
- **Financial support/donations from customers:** In addition to the financial support from Majid Al Futtaim, the reach and exposure of the business can help to leverage additional financial contributions from their customers and funnel them towards the community partners.
- **Services support:** Volunteering with charities and supporting their organisations through pro-bono work was stated as being an extremely important aspect of the future relationship. Majid Al Futtaim employs a large number of people, with many experts and specialists. Access to expertise is vital for the community partners to learn, grow, and succeed in creating positive community impacts.

"A place can be worth more than money as it is flexible, you can conduct any activity in it"

6 NEXT STEPS

6.1 COMMUNITY IMPACT WORKSHOP

The next steps identified from the Community Impact Workshop are:

1. Issue summary document to workshop attendees of discussion and findings
2. Consider how community partners can be consulted on an on-going or annual basis to obtain their insight on what social issues Majid Al Futtaim should focus on
3. Use the findings from the Community Impact Workshop to inform how the 2019 targets under the *Transforming Lives* focus area are achieved, namely:
 - *To inform the framework setting out Majid Al Futtaim's approach to investing in additional infrastructure to support local economic development*
 - *To define the areas of focus for Majid Al Futtaim's enterprise hub*
 - *To inform the objectives, governance and financing mechanism of the innovation hub*
4. Request that as a condition of their funding, existing community partners provide information on their impact aligned with the 'Logical Framework Approach' measurement framework in order to calculate the total impact of Majid Al Futtaim's community partners' impacts for effectively managing the scaling of activities and impacts, and for communication and reporting purposes e.g. the 2020 Majid Al Futtaim Sustainability Report
5. Understand how the goals of the community partners aligns to MAF's material issues and undergo strategic alignment. This may include working with the existing community partners in different ways to maximise opportunities for impact, as well as forging partnerships with new community partners. This can be used to create a Community Partner Strategy.
6. A Community Impact Strategy can be developed to guide the Community Partner Strategy and subsequent relationships and activities in-line with prevalent social issues and priorities. This can be guided by the existing Socio-Economic Framework.
7. Request existing community partners to provide an attribution narrative and figures for Majid Al Futtaim's contribution to their total impact
8. Review how Majid Al Futtaim can facilitate relationships and collaboration between its community partners to increase their (and its) impact e.g. further workshops, joint events, creating an electronic forum for partners to communicate e.g. a SharePoint or OneDrive site

6.2 SOCIO-ECONOMIC FRAMEWORK

The next steps identified from the Community Impact Workshop to further the development of Majid Al Futtaim's socio-economic framework are:

1. Where Majid Al Futtaim is not currently taking action on the socially material issues identified by community partners, take action through strategic collaboration with existing or new community partners. The following social issues were identified by community partners and are not yet being actively tackled through collaboration by Majid Al Futtaim:

- Gender equality in communities
 - SME support to support vibrant communities
 - Financial security of communities
2. Continue to measure and report Majid Al Futtaim's direct social impact through its procurement contributions
 3. Increase the accuracy of procurement impact calculations through more accurate macro-economic data, and through continuing to source primary data from suppliers on the number and nature of the jobs they provide i.e. wages, training, full time/part time, permanent/temporary, who they employ etc
 4. Refresh the Socio-Economic Framework to ensure it aligns to current good practice, such as the UN and World Bank backed Impact Management Project framework, and sets new targets based on aspirations of *Dare Today, Change Tomorrow*.
 5. Set targets for improving Majid Al Futtaim's socio-economic impact in line with the baseline identified
 6. Expand engagement with stakeholders beyond community partners to ensure that priority issues identified reflect the priority issues of the wider community and not just on a small sample.

COMMUNITY IMPACT WORKSHOP

WORKBOOK



COMMUNITY IMPACT WORKSHOP – WORKBOOK

INTRODUCTION

Majid Al Futtaim has made a public commitment to transform the lives of the communities we serve, as outlined in our leading Dare Today, Change Tomorrow sustainability strategy. We are dedicated to growing our impacts through both our business activities and partners with the aim of providing a healthy, fulfilling and sustainable way of life.

WORKSHOP

In order to achieve a good understanding of community impacts, we are inviting several of our key partners to attend a half day workshop aimed at promoting the understanding of your organisation's purpose and impacts. Through the workshop we hope to capture some of the contribution Majid Al Futtaim makes towards achieving these impacts and obtain guidance on how Majid Al Futtaim can increase our positive impact.

About you:

- Your name and job title:

- Name of your organisation:

- Beneficiaries of your organisation (e.g. school students, fishermen, students with learning difficulties, etc):

- The main goals of your organisation:

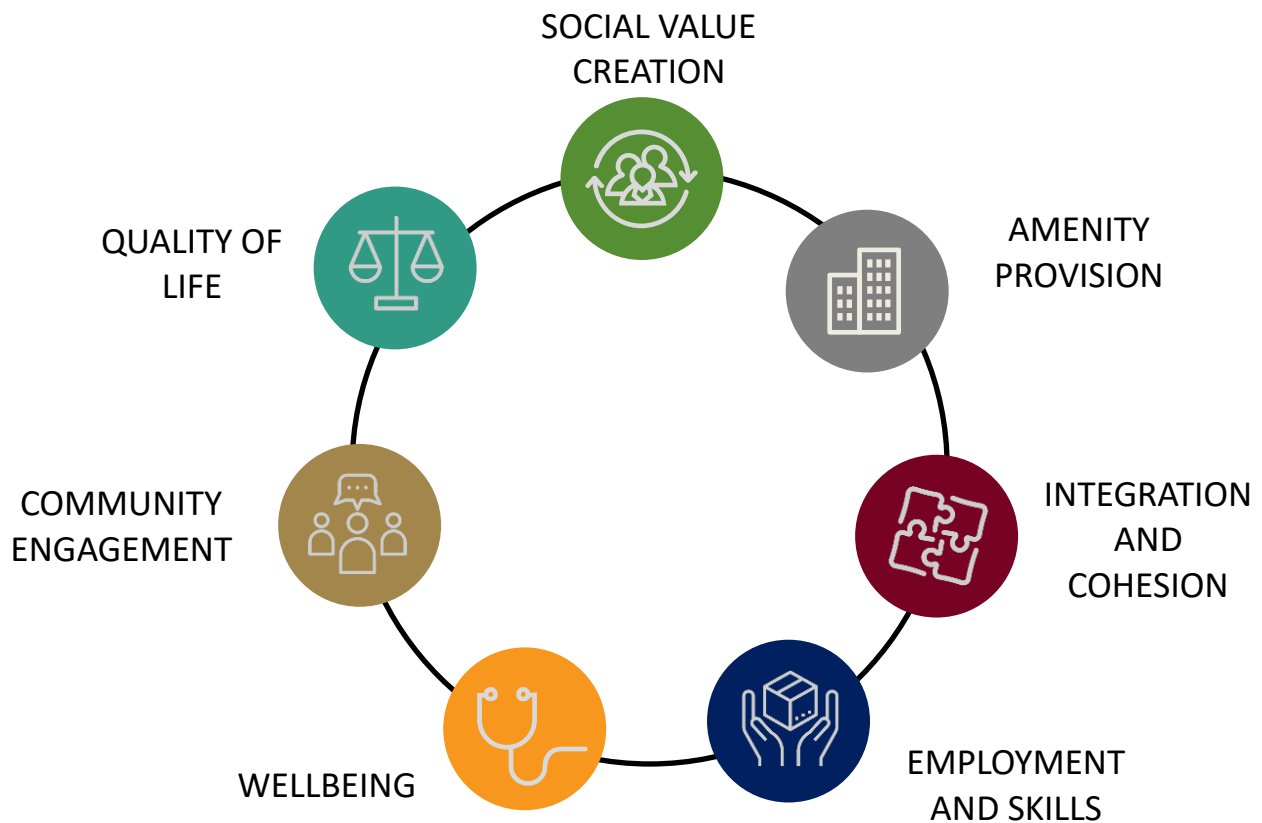
- 2018/2019 achievements e.g. number of students helped at school, number of people supported in to work, business support provided to SMEs, etc:

- 2019/2020 organisational goals

GROUP EXERCISE 1

Social and sustainability issues in the places you work with Majid Al Futtaim

As an example, in the diagram below are some common social and sustainability issues:



For example:

- **Community engagement** may include interacting and supporting disadvantaged communities.
- **Employment and skills** may include working with school children to support them in to employment after their education.
- **Amenity provision creation** may include enabling more medical practitioners to run their organisations in an area where there is need.
- **Social value creation** may be the strategic goal to support a community, which is then tracked and reported upon.

GROUP EXERCISE 1

Social and other sustainability issues in the places you work with Majid Al Futtaim

- What are the main social and sustainability issues in your local area?
- What do local people say the main social and sustainability issues are?
- How do you work with Majid Al Futtaim to take action on these issues?
- Who are the other main organisations and bodies that take action on these issues in your area? (other businesses, government bodies, NGOs, etc)
- What are the social and sustainability issues you feel are given the least attention?

GROUP EXERCISE 2

Inputs, outputs, outcomes, impacts of your organisations

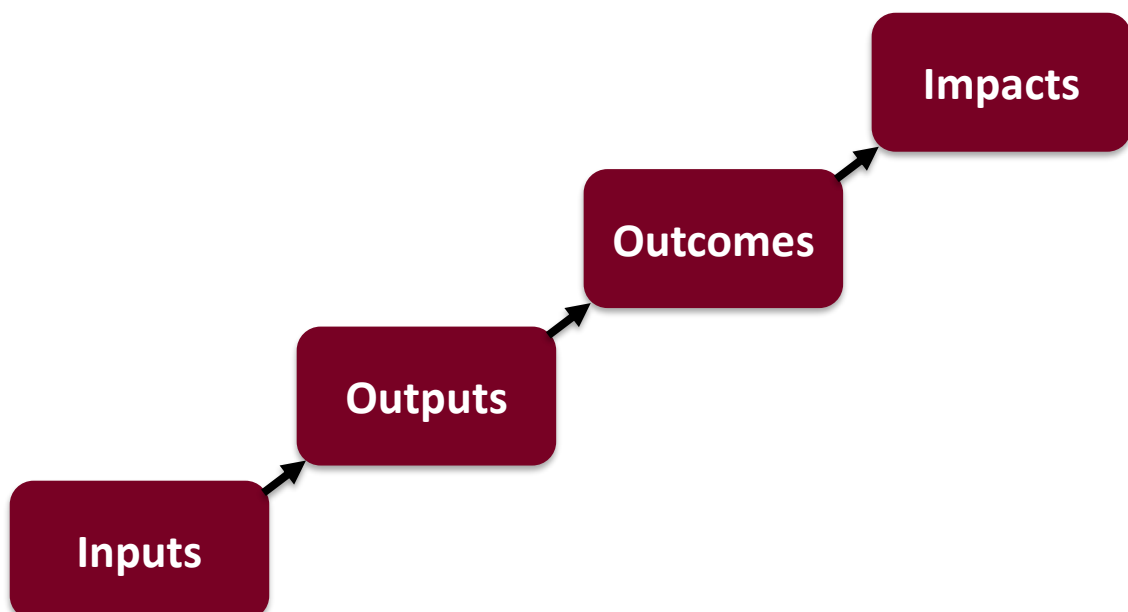
Impact Framework:

Inputs: the resources put in to an activity (e.g. time, money, donations)

Outputs: what is delivered during the activity (e.g. a workshop attended by 10 students)

Outcomes: what happens as a result of the activity (e.g. 5 students have job interviews)

Impacts: the long-term results of the activity (8 students gained employment in long-term jobs within 12 months)



GROUP EXERCISE 2

Inputs, outputs, outcomes, impacts of your organisations

- What activities does your organisation undertake to create change?

- Using the Impact Framework, above, what were your achievements in the previous year?
 - Inputs these achievements required from your partners such as Majid Al Futtaim:

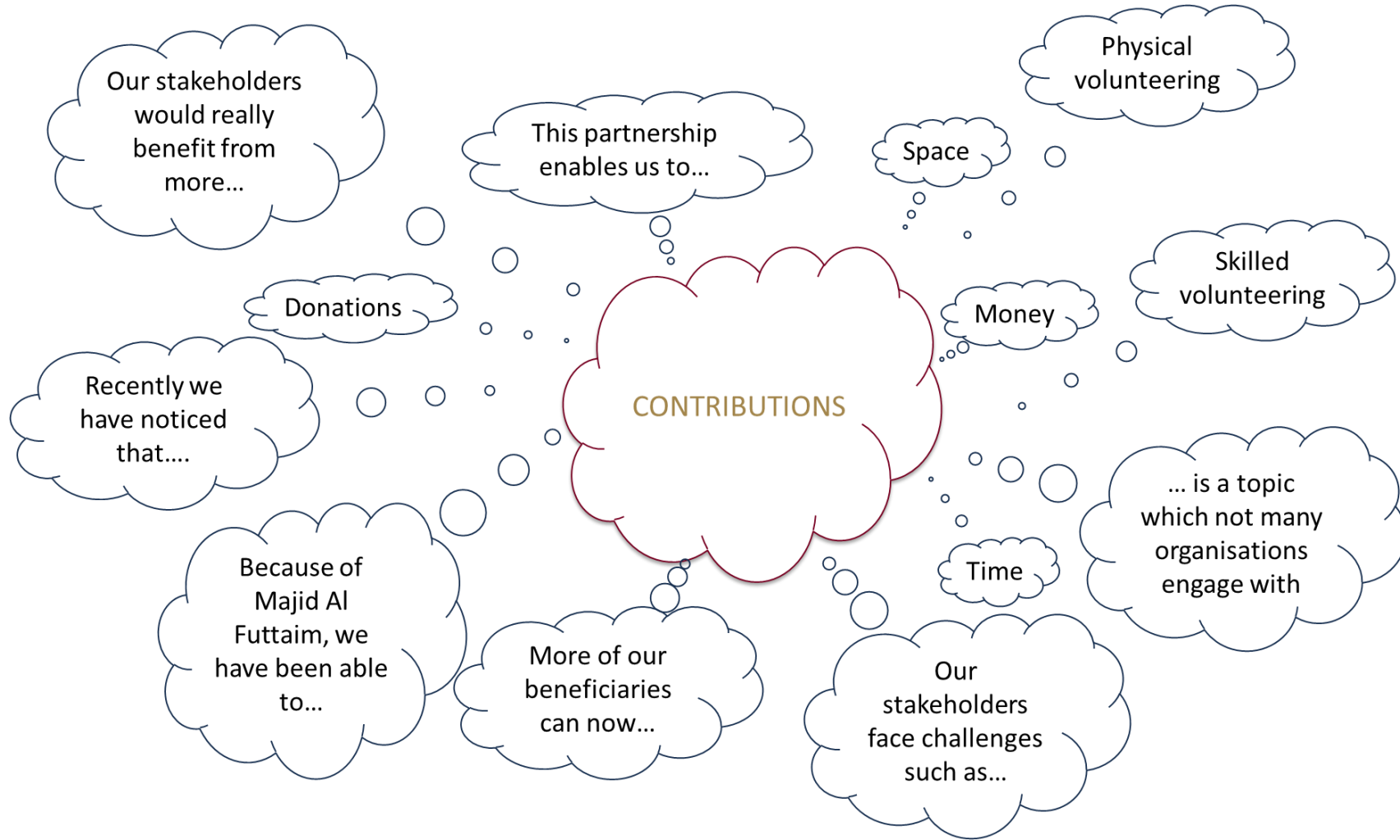
 - Outputs achieved:

 - Outcomes achieved:

 - Impacts achieved:

GROUP EXERCISE 3

Majid Al Futtaim's contributions; now and in the future



Your attendance and input into the workshop is highly valued. Some of outputs from the workshop will be made public in a Community Impact Report as part of our ongoing socio-economic work to promote and grow the good work and these positive impacts.

For more information, see:

<https://www.majidalfuttaim.com/en/who-we-are/sustainability-and-impact/sustainability>

Thank you for your support.



8 APPENDIX 2: SUSTAINABILITY CHAMPION DATA COLLECTION

SUSTAINABILITY CHAMPION'S COMMUNITY IMPACT WORKSHOP – COMMUNITY PARTNER ENGAGEMENT

INTRODUCTION

Majid Al Futtaim has made a public commitment to transform the lives of the communities we serve, as outlined in our leading Dare Today, Change Tomorrow sustainability strategy. We are dedicated to growing our impacts through both our business activities and partners with the aim of providing a healthy, fulfilling and sustainable way of life.

WORKSHOP

In order to achieve this, we are inviting several of our key partners to attend a half day workshop aimed at promoting the understanding of your organisations purpose and impacts. Through the workshop we hope to capture some of the contribution Majid Al Futtaim makes towards achieving these impacts.

ENGAGEMENT TASK

Unfortunately, some of our community partners are unable to attend the workshop, but their views, opinions, and priorities are still very much of value. To this end, it is requested that you, in your role as Sustainability Champion, collect key information from the community partner and become their proxy in the workshop. Along with your professional expertise and experience, it is important that you engage with the Community partner so that you are able to express their viewpoints and priorities at the workshop.

EXAMPLE QUESTIONS

When engaging the community partner, there are three main areas to focus on. Those focus areas are outlined below with some example questions which you might want to ask them in order to collect a sufficient level of detail so that their views and priorities are represented during the workshop.

Background information

- Name of the community partner organisation
- Areas of focus for the community partner organisation (e.g. employment, sustainable fishing, children's education)
- Primary purpose of the community partner organisation
- Community partner organisation relationship with Majid Al Futtaim
- 2018/2019 community partner organisational achievements

- 2019/2020 community partner organisational goals
- How the community partner organisation engages their corporate and private clients, and the beneficiaries of their services

Social issues

- Social issues most important to the organisation
- Social issues most important to area in which the community partner organisation and Majid Al Futtaim operate
- Most important issues to the people who live and work in the area
- Which social issues have the most attention from various organisations and governments
- Which social issues have the least attention from various organisations and governments

Inputs, outputs, outcomes, impacts*

- Actions and activities the community partner organisation takes on their priority issue
- For the previous year of achievements, and for any future goals and targets, what were/are the:
 - Inputs these actions and activities require from the community partner organisation and its partner organisations such as Majid Al Futtaim
 - Outputs these actions and activities result in
 - Outcomes these actions and activities result in
 - Impacts these actions and activities result in

Majid Al Futtaim contributions; now and future

- How the community partner organisation works with Majid Al Futtaim
- Specifically outline the Majid Al Futtaim contribution to the current work done by the community partner organisation, and how much of the achievements is enabled by working with Majid Al Futtaim (this might be a lot, or it might be very little depending on the nature of the relationship)
- Any new and/or under-represented community issues which need addressing
- Are there any issues the community partner organisation would recommend Majid Al Futtaim become involved in, and why

*Definitions:

Inputs: the resources put in to an activity (e.g. time, money, donations)

Outputs: what is delivered during the activity (e.g. a workshop attended by 10 students)

Outcomes: what happens as a result of the activity (e.g. 5 students have job interviews)

Impacts: the long-term results of the activity (8 students gained employment in long-term jobs within 12 months)

Your attendance and input into the workshop is highly valued, and the insights you are able to get from the community partner organisations will create an unprecedented level of detail and to be captured in order to enable accurate reporting and improved future engagement. Some of outputs from the workshop will be made public in a Community Impact Report as part of our ongoing socio-economic work to promote and grow the good work and these positive impacts.

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