

PROPERTIES | SUSTAINABILITY REPORT 2014

# BUILDING FROM THE GROUND UP



# OUR 2014 HIGHLIGHTS



**73%**  
OF TARGETS  
ACHIEVED

# OUR PORTFOLIO

## PIONEERING STANDARDS

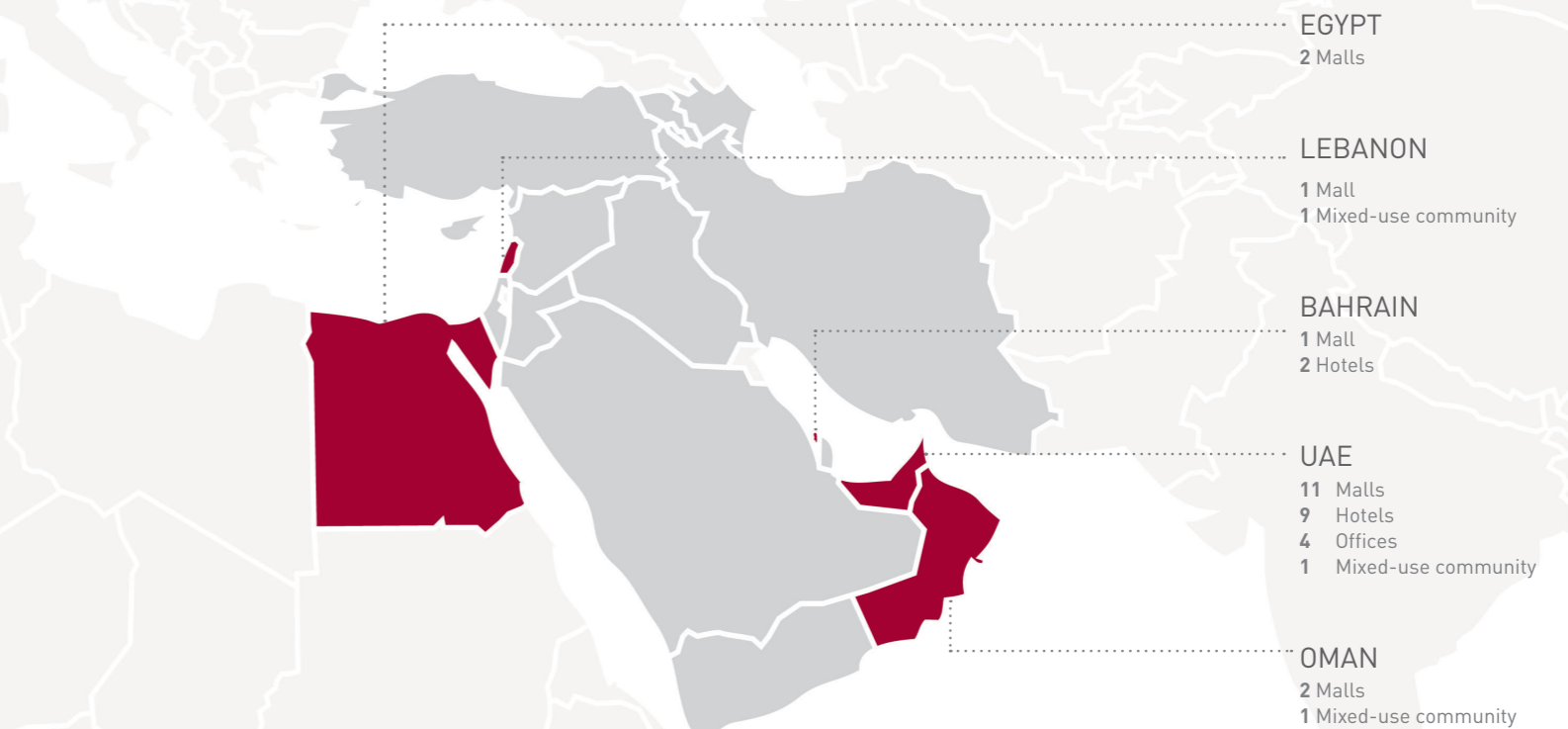
- 0** FATALITIES
- 115** HEALTH & SAFETY AUDITS  
**52** LABOUR ACCOMMODATION AUDITS
- 1** LABOUR POLICY CREATED
- ACCIDENT FREQUENCY RATE  
**1.06** UAE & OMAN  
**3.2** OTHER MARKETS
- 7** ASSETS HAVE GREEN BUILDING CERTIFICATIONS

## PROSPEROUS COMMUNITIES

- 2,561** HOURS OF VOLUNTEERING
- AED 17.9 MILLION** PR VALUE CREATED FROM COMMUNITY INVESTMENT
- 66** INTERNSHIPS & **24** JOB SHADOWING PLACEMENTS
- AED 7.3 MILLION** COMMUNITY INVESTMENT
- 181** STAFF RECEIVED SUSTAINABILITY TRAINING

## HIGH PERFORMANCE ASSETS

- 13** GREEN STAR RATINGS FOR TENANT FIT OUTS
- INCREASED ENVIRONMENTAL DATA COVERAGE BY ADDING  
**4** OPERATIONAL ASSETS  
**2** CONSTRUCTION SITES
- 69%** RECYCLING RATE AT OUR HEAD OFFICE
- 15.8%** LIKE-FOR-LIKE WATER USE REDUCTION IN MALLS SINCE 2013
- 4.7%** ENERGY REDUCTION IN HOTELS SINCE 2013



<b>AED 2,385 MILLION</b> EBITDA	
<b>909</b> EMPLOYEES	<b>1 MILLION</b> MAN HOURS WITHOUT LOST TIME INCIDENT <small>(MALL OF THE EMIRATES REDEVELOPMENT)</small>
<b>32.5 MILLION</b> HOURS WORKED ON CONSTRUCTION SITES	<b>182 MILLION</b> VISITORS TO OUR MALLS
<b>OVER 1.2 MILLION</b> GUESTS STAYED AT OUR HOTELS	

# ABOUT OUR COMPANY

## WHO WE ARE AND WHAT WE DO

Majid Al Futtaim Properties is MENA's leading diversified real estate and property services company that works across customer-centric businesses to deliver quality destinations and compelling experiences.

Founded in 1992, it has changed the face of shopping, leisure and entertainment across the region. It has 17 world-class shopping malls across the UAE, Bahrain, Lebanon, Oman and Egypt. It also owns and manages 11 hotels and four office complexes, and has three mixed use communities in planning and construction.

In 2014 its malls attracted more than 182 million visitors, and its hotels welcomed over 1.2 million guests.

Majid Al Futtaim Properties employs more than 900 people. Its revenue in 2014 was AED 3,819 million - an 8% increase on 2013.

## ABOUT THIS REPORT

This document, which covers 1 January to 31 December 2014, is our fourth annual sustainability report. It is directed at our key stakeholders: our employees (both within Majid Al Futtaim Properties and across our sister companies), tenants & operators, customers, suppliers, regional and global peers, communities, NGOs, governments and global investors.

The report now covers all operations and assets in our portfolio, including, for the first time, all four offices in Dubai. It also includes Matajer Malls and Al Zahia, our community in Sharjah, both of which are joint ventures with the Government of Sharjah. However, it excludes our other joint venture projects: The Wave in Muscat, and Waterfront City in Lebanon. The absolute environmental data in this report covers 100% of the floor area\* of the assets over which we have operational control. Aside from this, there have been no significant changes in the scope of the document since last year, nor in its measurement.

This report is aligned with the reporting principles and core general standard disclosure requirements of the Global Reporting Initiative's G4 Sustainability Reporting Guidelines. GRI information is included in pp30-35.

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



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**Cover Photo:** Majid Al Futtaim Tower II, first building in the UAE to be awarded the LEED EBOM (existing buildings operation and maintenance) Gold standard by the US Green Building Council.



## CEO MESSAGE

From the way we run our businesses to the way we collaborate with clients and partners, to our interaction with customers and the communities in which we operate, we are part of an interconnected world of shared resources. Majid Al Futtaim Properties' sustainability mission of enhancing people's lives through sustainable real estate aligns strongly with our corporate vision to create great moments for everyone, every day.

We lead by example in everything we do, and our sustainability approach and goals set an inspiring example across the region. We hope that our commitment and passion will also encourage other organisations to follow suit. In applying international best practices throughout our real estate portfolio, we can help to drive significant social impact and shared value initiatives in the communities and countries where we operate.

As CEO of Majid Al Futtaim Holding, I am passionate about the implementation of our sustainability activities, and about sharing those milestones both internally and externally. In 2014, we improved on our 2013 performance and have been awarded Green Star status on the Global Real Estate Sustainability Benchmark, cementing our leadership position in the region. We increased our green building certifications to seven assets and 13 green star ratings for tenant fit outs. From our zero fatalities record, to increasing our minimum green building standards for all new developments to LEED Gold or equivalent, we continue to build on our capacity around the region. We recognise there is still much work to be done; however, our team members are incredibly dedicated to incorporating sustainability into their everyday roles.

Sustainability is at the foundation of our business objectives. It supports long-term value creation, enhances our brand and, most importantly, gives us license to operate as an organisation that focuses not only profitability, but on making a positive impact on the lives of those whom we serve.

Our plan is an ambitious one, but as the leading shopping mall, retail and leisure pioneer across the Middle East and North Africa, innovation and hard work are fundamental to everything we do and I am convinced we will not only succeed, but excel at whatever we set our minds to achieve.

**Alain Bejjani**  
Chief Executive Officer  
Majid Al Futtaim Holding

# HOW WE MANAGE SUSTAINABILITY

In 2014 we began to implement our new sustainability strategy, which was launched in 2013 after an in-depth review of our sustainability work, including discussions with key stakeholders.

The strategy, which aims to embed sustainability through the business, is driven by our Sustainability Steering Group and our Board. It will be delivered by developing and managing high performance assets that support prosperous communities. To do this, we will set pioneering standards across our business.

A set of stretching 2018 goals help us to deliver continued results in these three areas (see p5).

## EMBEDDING SUSTAINABILITY

To make the journey towards these goals more manageable, and to ensure that sustainability is fully integrated into our core business, we set annual sustainability targets that drive implementation of our strategy. Our progress against these targets is outlined throughout this report.

During 2014, all employees responsible for target delivery were involved from the start in setting their targets and the measures of success against which performance would be measured. They were also offered the opportunity to discuss resourcing issues and any other challenges associated with the successful delivery of targets.

In addition to our annual targets, we integrate sustainability across the business in a number of other ways: through the development of policies and procedures,

## OUR SUSTAINABILITY GOVERNANCE STRUCTURE



through developing a range of staff sustainability training courses and by incorporating sustainability into all staff inductions.

For full details of our sustainability strategy, please visit our website.

## GOVERNANCE

Our robust governance structure is central to the successful delivery of our approach. At the highest level sustainability is considered at each monthly meeting of the Corporate Executive Committee (CEC), which reports into the Board and has responsibility for executive oversight and strategy. We also have a sustainability representative on the CEC.

Our Sustainability Steering Group, which meets every three months and includes the CEO and other senior members of staff, reports into the CEC and is supported by national sustainability groups in Egypt, Oman, Bahrain and Lebanon as well as sustainability champions responsible for delivery on the ground. Steering group meetings are also attended twice each year by our external sustainability advisors, JLL.

The Head of Sustainability provides support and strategic oversight to all elements within this structure.

## HEAD OF SUSTAINABILITY MESSAGE

In 2014 we began to implement our ambitious new five-year sustainability strategy. The bedding-in process took longer than anticipated, and as a consequence it was some time before the strategy developed momentum. However, by the end of the 2014 we were beginning to see significant progress. 73% of targets with a 2014 deadline were achieved, with 23% partially achieved. In particular, Majid Al Futtaim Properties improved on its 2013 performance against the Global Real Estate Sustainability Benchmark, and was awarded Green Star status – recognising our leadership position.

Significant 2014 achievements include the launch of a Labour Policy that safeguards worker rights across our developments. This puts us in a strong place to influence regional best practice on the treatment of workers. We also appointed a Green Star Rating Manager, increased our minimum green building standard for all new developments to LEED Gold or equivalent, and built sustainability capacity outside the UAE through employee training.

Nevertheless, our performance on reaching targets during 2014 was slower than hoped. For example we did not achieve the progress we wanted on health and safety. This suggests that our transition to the new sustainability strategy, along with significant internal restructuring, had a short-term impact on our ability to focus on more immediate targets.

We must adopt more stretching short-term targets to help us progress towards our 2018 sustainability goals. That will require further hard work from our employees, whose dedication to the sustainability agenda sets us apart from the competition.

Our sustainability strategy creates value and raises standards across the region - we should recognise and celebrate that. At the same time we must strive to emulate international best practice and incorporate this into everything that we do. That is our goal, and it is one from which we must not shy away.

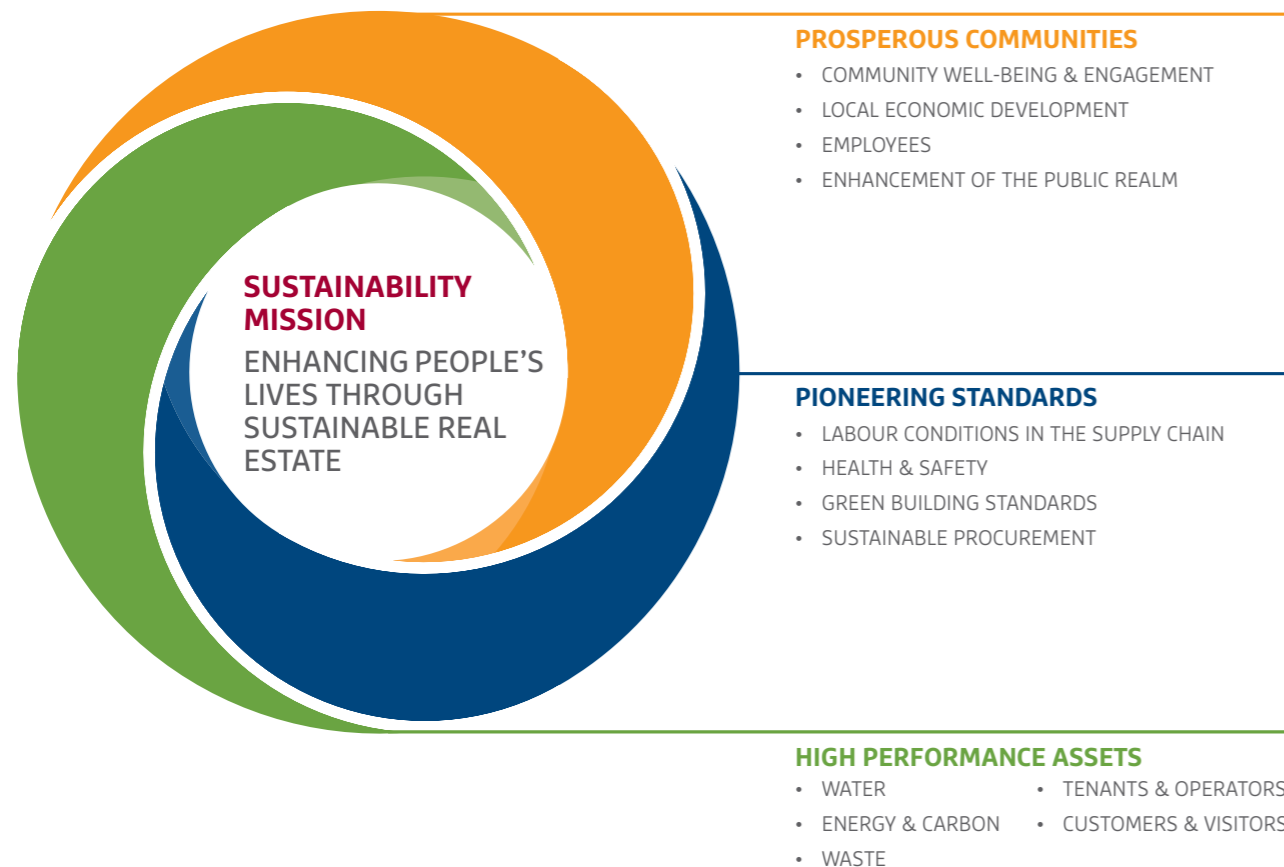
Ibrahim Al-Zu'bi

Head of Sustainability

Majid Al Futtaim Properties

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# OUR SUSTAINABILITY STRATEGY



## SUPPORTED BY STRONG FOUNDATIONS FOR EMBEDDING:

### ◆ POLICIES

- Sustainability Policy
- Green Building Policy
- Energy Management Policy
- Labour Policy
- Pre-Aquisition Policy

### ◆ ANNUAL TARGETS

- 12 targets for 2015

### ◆ LONG-TERM 2018 GOALS

- 11 goals for 2018

## THREE STRATEGIC FOCUS AREAS:

### PIONEERING STANDARDS



#### GREEN BUILDING STANDARDS

To build and operate all assets to best practice green building standards in the MENA region



#### SUSTAINABLE PROCUREMENT

To transform the MENA real estate market through our procurement of sustainable materials and services



#### HEALTH & SAFETY

To achieve zero fatalities and have in place a certified health and safety management system covering all activities



#### LABOUR CONDITIONS IN THE SUPPLY CHAIN

To achieve public recognition for transforming labour conditions in the MENA region, both through our work with government authorities and the delivery of a best practice management system

### PROSPEROUS COMMUNITIES



#### COMMUNITY WELL-BEING & ENGAGEMENT

To demonstrate the socio-economic value we bring to the communities in which we develop and operate



#### EMPLOYEES

To be recognised as the real estate employer of choice in the MENA region



#### LOCAL ECONOMIC DEVELOPMENT

To create prosperous and inclusive communities and pioneer new approaches to community engagement for the MENA region



#### ENHANCEMENT OF THE PUBLIC REALM

To create exemplar public spaces both within and around our assets

### HIGH PERFORMANCE ASSETS



#### WATER, WASTE, ENERGY & CARBON

To create and manage resource efficient assets, communities and infrastructure



#### TENANTS & OPERATORS

To work together with tenants and operators to deliver high performance assets



#### CUSTOMERS & VISITORS

To fully understand our customers' and visitors' sustainability drivers and use this information to create assets that enhance people's lives

# STAKEHOLDER ENGAGEMENT

Our key stakeholders were identified as part of a materiality review in 2010 and reviewed again in 2013. The stakeholders with whom we prioritise engagement continue to be: employees (within Majid Al Futtaim Properties and across our sister companies), tenants & operators, customers, suppliers, regional & global peers, communities, NGOs, governments and global investors.

Much of our engagement with these groups is through participation in local industry groups such as the Emirates Green Building Council and the Dubai Chamber of Commerce, or via initiatives such as the GRESB and our Green Star Rating for tenants. We also regularly communicate sustainability messages to our suppliers and to customers across our malls and hotels, and receive feedback from suppliers, tenants and customers through our day-to-day communications.

Examples of more structured engagement with stakeholders during 2014 included:

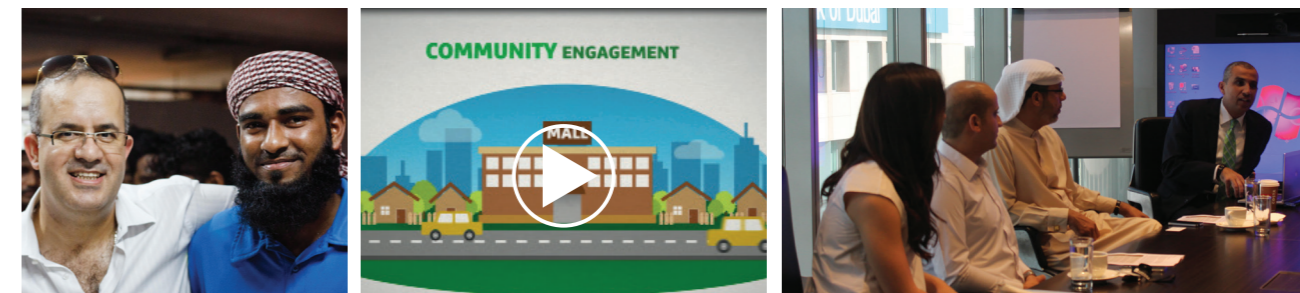
- Collaboration with the Sameness Project, a Dubai-based initiative that promotes community interaction. As part of the project Majid Al Futtaim Properties engaged with migrant workers on construction sites to open dialogue and promote understanding of the issues such workers face (see case study p8).
- Creation of a collaborative working group on labour conditions with a range of stakeholder organisations, including HSBC, Dubai Chamber and Abu Dhabi National Bank. This group provided input on our new Labour Policy, and aims to set up regional collaborations to improve standards across the region.
- A series of sustainability presentations to tenants in our malls. These were designed to discuss ways of better incorporating sustainability factors into tenant operations and to seek and share views on improving resource efficiency.
- Interactive sustainability training for 181 employees. During training, staff were encouraged to reflect on their experience of integrating sustainability into their work and to provide feedback on how sustainability can be better embedded across the business. This has helped to address stakeholder concerns identified in 2013 about a lack of consistent understanding and implementation of sustainability across the different markets and asset types that Majid Al Futtaim Properties operates.
- Auditing of labour accommodation. This has provided a formal opportunity to seek the views of contractors and workers on our sustainability efforts. Changes to our audit process were communicated to contractors and our project staff worked closely with them to talk



Sustainability Training in Bahrain



Sustainability Breakfasts



The Sameness Project

Sustainability Strategy Video

Labour conditions working group

## AWARDS & PARTNERSHIPS

*"The partnership we have with Majid Al Futtaim is important to the work we do to conserve, protect and restore the UAE's marine resources. Their support has been invaluable"*

Emirates Diving Association



about their understanding of best practice standards.

- External publication of our 2013 Sustainability Report and a Communication on Progress to the UN Global Compact.
- Monthly newsletters sent to all employees to keep them up to date on sustainability activity.
- Publication of a Staff Sustainability Guide outlining our strategy and encouraging employees to contribute feedback and ideas directly to our Head of Sustainability.
- Distribution of a sustainability strategy video to staff which used

engaging animation to explain the new strategy to employees.

- Three sustainability breakfasts held in Majid Al Futtaim Tower II, our headquarters, offering staff a broad range of opportunities to develop their understanding of the sustainability strategy and the sustainability activities taking place across the business – around 150 staff attended each of these events.
- Customer satisfaction surveys carried out at various malls and hotels aimed at better understanding customers' key sustainability priorities. Amongst

a range of findings, hotel surveys show that water efficiency measures in rooms and provision of sustainability information for guests are 'very important' for 47% and 44% of guests respectively.

- A new twitter strategy based around regular tweets from our Head of Sustainability (@\_AlZubi), with more than 400 followers signing up in the first few months, including NGOs, employees, customers and suppliers. Stakeholders are encouraged to tweet suggestions on how Majid Al Futtaim Properties can improve its sustainability performance.

# PIONEERING STANDARDS

## 2014 HIGHLIGHTS

**6 of 8**  
2014 TARGETS  
ACHIEVED



**FIRST**  
5 STAR HOTEL  
IN MENA  
TO ACHIEVE  
LEED SILVER  
ACCREDITATION



**0**  
FATALITIES



**7**  
ASSETS HAVE  
GREEN BUILDING  
CERTIFICATION



**1 MILLION**  
MAN HOURS  
WITHOUT LOST  
TIME INCIDENT  
(MALL OF THE EMIRATES  
REDEVELOPMENT)

### VISION

We aim to set, meet and exceed stretching, international best practice standards. By doing this we establish new benchmarks, and adopt a leadership position that will raise standards across the MENA region.

By 2018 we aim to achieve zero fatalities and have in place a certified health and safety management system covering all activities. We will build and operate all assets to best practice green building standards and, we hope, will have made progress on transforming the MENA real estate market through procurement of sustainable materials and services. We will also have achieved public recognition for our efforts to transform labour conditions in the region, both through our work with government authorities and the delivery of a best practice management system.

### ACHIEVEMENTS & CHALLENGES

Our most significant achievement during 2014 was launching our new Labour Policy, which sets out commitments to safeguard worker rights across our developments, including on timely pay, annual leave and labour accommodation. To launch the policy we held a collaborative event with the Dubai Chamber and a range of key stakeholders where labour standards across the region were discussed. This provided a platform upon which these groups will establish a labour standards working group in 2015.

We also standardised and improved our labour accommodation audit process. It now incorporates

international best practice and is aligned with Dubai Municipality and International Labour Organisation requirements. Our Sustainability Steering Group visited a labour camp during 2014 to better understand how minimum best practice requirements are met at camps.

In 2014 we committed to achieve LEED Gold (or equivalent) for all new developments. We also set up a working group to track the benefits of green buildings. This group did not progress as quickly as hoped, but we will share lessons learned from our LEED commitments in 2015.

In 2014 we achieved the highest 'Green Star' status with the Global Real Estate Sustainability Benchmark (GRESB), which compares 637 real estate companies globally on a range of measures from energy reduction performance to the quality of their sustainability policies.

Health and safety audits were carried out across all our assets in 2014. However, due to internal reorganisation we were unable, as planned, to create a dedicated senior health and safety post. This meant that progress on developing a health and safety system was delayed. While our sites were fatality-free during 2014 and overall accident frequency rates among direct employees and contractors have dropped by 77% in the UAE and Oman and 31% in the Levant and North Africa since 2011, we must ensure that we start to take a more cohesive, corporate approach to health and safety.



"Together We Can Make a Difference" event



Labour accommodation audits



"Together We Can Make a Difference" event



Majid Al Futtaim Tower II is awarded LEED EBOM



### A GREEN MILESTONE AT OUR HEAD OFFICE

We achieved a notable landmark in 2014 when our head office in Dubai, Majid Al Futtaim Tower II, became the first building in the UAE to be awarded the LEED EBOM (existing buildings operation and maintenance) Gold standard by the US Green Building Council.

We managed the certification process through a programme of improvements that included the fitting of motion detectors to de-activate lights when rooms are empty, the installation of fault detection systems to identify and repair water

leaks, and a switch to environmentally-friendlier cleaning equipment.

As a result we beat the LEED water consumption targets by 26%, while energy improvements took us 18% above LEED targets and changes to our recycling regime helped us exceed LEED demands, with a recycling rate of 68%.

The money we spent on making these improvements has already been recovered through cost savings on energy, water and disposal.



**PERSONAL PERSPECTIVE: AMEER SALMAN**

As Health and Safety Coordinator at City Centre Bahrain, Ameer Salman is under no illusions as to the importance of his job. 'In the end it's about saving lives,' he says.

That may sound a little dramatic, especially given most health and safety incidents involve relatively minor slips, trips and falls. But it is important to remember that one of the major dangers in a shopping mall is the possibility of a fire.

City Centre Bahrain had a fire outbreak in an electrical room back in 2012. It was quickly brought under control but the incident emphasised to Ameer the importance of having all available systems in place to detect and extinguish a fire. Since then he's overseen a major refurbishment to equip all electrical rooms with state-of-the-art aerosol-based fire extinguishing systems.

With that job completed, Ameer's key focus during 2014 was a programme of firefighting and safety training for mall tenants. The programme - in which around 800 people participated - concentrated on providing tenant staff with the information and understanding they need to make a difference if there is a fire - including in areas such as how to use firefighting equipment and how to evacuate a building.

'The key has been to enhance the level of staff knowledge and to help people to use those safety procedures,' says Ameer. 'A lot of the focus has been on showing them how to react. It's one thing having the safety systems available, but it's another to make sure everyone understands and knows how to use them. What we do today is so important, because tomorrow it may save a life.'



**BUILDING CONNECTIONS**

Migrant labourers working on construction sites do a tough job that is made even harder by the fact that they're far from home. Feelings of isolation can easily develop, and at Majid Al Futtaim Properties we're conscious that most construction workers have little day-to-day interaction with staff members of our company.

With this in mind we've created an initiative that aims to build stronger ties between Majid Al Futtaim Properties' employees and the labourers who work on partner sites. Run by the Dubai-based organisation, The Sameness Project, it emphasises shared connections rather than differences, and aims to break down barriers.

As part of the project, in 2014 around 50 employees volunteered to visit a construction site in Dubai to show their appreciation for the efforts of 600 migrant workers who had gathered at the end of their shift. Handshakes and hugs were exchanged, refreshments were served, and gifts handed over. More importantly, perhaps, conversations were had,

stories were told and new connections were made.

While the construction workers were clearly touched by what happened - so much so that they lingered on well after the appointed end of the event - our office staff also spoke of how much they gained from the encounter. The venture was so successful that it will be repeated at other construction sites.

'I was certainly touched by the unexpected connections I made with the workers throughout the event,' says Jamal Shawish, Leasing Manager at Majid Al Futtaim Properties, who was one of the volunteers. 'It was an amazing and fulfilling experience.'

Chris Dixon, Technical Operations Director, found the event both '...humbling and enlightening. It was such a great opportunity to connect with people who'd otherwise remain anonymous to most of us,' he says. 'Perhaps it also helped us to better understand the experiences and aspirations of construction workers in Dubai.'

**LOOKING AHEAD**

In 2015 we will prioritise efforts to establish, embed and standardise health and safety standards across the company, allowing us to demonstrate best practice in this critical area - and show firm evidence of improvements. A gap analysis will be carried out to measure our existing health and safety standards against international best practice, including OHSAS 18001.

We will build on our LEED commitment by working to better understand and articulate the

benefits of green buildings and to share the results of this work internally and externally.

Minimum standards set out in our Labour Policy will be incorporated into all new contracts with direct suppliers. We will also build on the collaborative labour standards initiatives that we have begun to nurture across the region.

We will also incorporate sustainability considerations into our new corporate procurement policy.



# PROSPEROUS COMMUNITIES

## 2014 HIGHLIGHTS

**4 of 4**  
2014 TARGETS  
ACHIEVED



**AED 7.3 MILLION**  
COMMUNITY INVESTMENT



LOCAL STAFF RECEIVED A TOTAL OF **6,404** HOURS TRAINING



**AED 17.9 MILLION**  
PR VALUE CREATED FROM COMMUNITY INVESTMENT



**80+**  
OF ENTRANTS IN "SHOWTIME"

### VISION

Our vision is to develop prosperous and inclusive communities that promote well-being and engagement, as well as local economic development. We are determined to provide positive socio-economic benefits for the communities in which we operate - and for the people who work for us.

By 2018 we aim to demonstrate the socio-economic value we bring to the communities in which we develop and operate, create exemplar public spaces both within and around our assets and create prosperous and inclusive communities and pioneer new approaches to community engagement. We also aim to be recognised as the real estate employer of choice in the MENA region.

### ACHIEVEMENTS & CHALLENGES

In 2014 we produced a first draft of our community engagement guidelines, which we plan to implement in 2015, with the initial focus to be on shopping malls and residential communities. This puts us in a leadership position in MENA, and we expect that our guidelines will be emulated by other companies in the region.

We met our target of setting masterplan sustainability commitments for all our community projects during 2014, through our communities sustainability framework although this did not fully materialise until the final quarter of the year. We expect all new commitments to be implemented in 2015.

During 2014 we expanded sustainability training for employees to include over 100 staff members in Oman, Egypt, Bahrain, and Lebanon. This is in line with our aim of developing the sustainability capacity of employees in areas outside of the UAE. In total for the year, 181 people received sustainability training.

In the second year of our staff volunteering programme, employees across the business took advantage of the opportunity to take one paid day off work to help in areas such as working with children, supporting homeless people and helping with environmental projects. A total of 2561 hours of volunteering were undertaken.

During 2014 we supported the participation of employees in a number of events designed to provide entertainment, healthy activity and team-focused engagement. These included in-house events such as a cricket competition at City Centre Mirdif and a Beat Diabetes walk at Zabeel Park, both in Dubai, as well as outside spectacles such as the Dubai Women's Run, in which ten members of our staff took part, and the Beirut Corporate games in Lebanon, in which we entered a team against 27 others.



The Big Heart Activation in City Centre Mirdif



Making a Difference at Ramadan



TEAM Sports & Well-Being



Lebanon Food Donations



Mall of Egypt Education Day



### EDUCATING YOUNG MINDS

Our team at the Mall of Egypt invited children, aged 6 to 14, to spend a day at the construction site to understand how a supermall is built. Twenty children took part in the trip, for which the theme was 'Pure Education'. Its overall aim was to teach the children how much effort and hard work is required to achieve your goals.

The day began with a brief session about our company and our contractor Besix-Orascom. This was followed by a session explaining the construction process, from buying the land to renting the shops and explaining

elements of the engineering. We hung photos showing the before and after of the site's progress, demonstrating how many employees were involved and the hard work that happens years before they can enter the completed mall.

The kids were really inspired with the size of the project and asked questions about its main attractions, such as the indoor ski slope, cinemas, food court and Magic Planet. They were all given Mall of Egypt mugs and wooden snowmen to paint at the end of the visit.



### NURTURING TALENT

Showtime, our talent show for employees, has become such a success that it is now an annual event. The top three winners of the 2014 Showtime were:

- FIRST PLACE** Shama (daughter of a Carrefour employee)
- SECOND PLACE** MCC United (from VOX Cinemas)
- THIRD PLACE** Simply Friend (from Majid Al Futtaim Properties)

More than 80 people put themselves forward for auditions, and it took more than three months to move through a series of judging rounds to whittle

the field down to eight finalists, who included singers, dancers, musicians and even a song and dance routine accessorized with signs and neon lights.

The Showtime finals were held at DUCTAC (Dubai Community Theatre and Arts Centre) and attended by 300 Majid Al Futtaim Properties employees. The three winners each received cash prizes of AED 15,000 and the overall winner was awarded with a studio recording session worth an extra AED 5,000.

There was massive demand from employees both to watch the shows and help out in any way they could. The event has created a real sense of community among employees and has also been a significant source of inspiration, pride, camaraderie, and, of course, enjoyment.

### PERSONAL PERSPECTIVE: TAGHRID EL SAYED MOHAMED

Taghrid began working for Majid Al Futtaim Properties more than two years ago, and for most of that time she has been looking after sustainability issues at the Mall of Egypt site in Cairo. The sustainability focus of her role has developed over time, and is a positive illustration of the way in which Majid Al Futtaim Properties nurtures employees to develop skills and interests within their roles.

A Sustainability Implementation Plan for the mall was agreed at an early stage, and Taghrid has prepared an action plan to help bring that to fruition. She's also now the main coordinator on sustainability for Majid Al Futtaim Properties across Egypt.

Taghrid's big projects in 2014 were the setting up of employee health and wellness initiatives in Egypt, the coordination of a series of sustainability-themed school visits to the mall site, the management of job shadowing and summer training for young people, and the promotion of on-site recycling initiatives. She's particularly proud that the 2014 construction waste recycling rate at the mall was over 90%.

However, the work is never done and Taghrid is firmly ensconced in the next big project: a scheme to renovate derelict houses in El Minya in Upper Egypt for families living below the poverty line. 'Our contribution at Majid Al Futtaim Properties is not only to fund the project but to provide volunteer employees who will go on site along with the families to give them a hand in building and renovating their houses,' she says.

In addition, Taghrid adds, 'one of my personal priorities is to work on increasing staff awareness of sustainability issues in Egypt. I also want us to get more involved with our stakeholders and to set an example for our various partners in this field.'



### LOOKING AHEAD

During 2015 we will focus on integrating the principles set out in our new community engagement guidelines across all our activities. A series of workshops with key internal stakeholders will seek views on the further development and refinement of the guidelines, and a pilot, to trial implementation of the guidelines, will be carried out at one of our assets, in what will be a pioneering move for the region.

In line with our 2018 goal of being able to demonstrate the added value we bring to communities, we will carry out an assessment of the socio-economic benefits of our Al Zahia residential community in Sharjah as part of the BREEAM Communities accreditation we are seeking for that development.

To do this, our Communities Business Unit will work with JLL to develop a set of socio-economic key performance indicators to help measure the long term socio-economic impacts of Al Zahia and all future developments. This will include a focus on employment opportunities and skills development, as well as local health and wellbeing.

The successful sustainability staff training programme we have developed over the past few years will be enhanced and expanded during 2015. A full suite of training modules for all levels of staff will be developed, with the aim of helping employees to better integrate sustainability thinking into their decision making and day to day operations. Additionally we will be providing sustainability training for our executive leadership team.

# HIGH PERFORMANCE ASSETS

## 2014 HIGHLIGHTS

**9** OF **14**  
2014 TARGETS  
ACHIEVED



INCREASED ENVIRONMENTAL DATA COVERAGE BY  
**4** OPERATIONAL ASSETS  
**2** CONSTRUCTION SITES



MINIMUM **3 GREEN STAR RATING** REQUIREMENT IN LEASES



**1** GREEN STAR MANAGER APPOINTED



**782,347 MWh** ABSOLUTE ENERGY CONSUMPTION

### VISION

We aim to deliver high performance assets that provide resource-efficient, healthy and productive places for our customers, tenants, operators and residents – and which support and enhance the communities and economies in which they are situated.

We work with malls and office tenants, and hotel operators, to enhance their sustainability performance by cutting energy and water use and by reducing waste. We also help those who visit and use our assets to better understand and respond to their sustainability priorities; in doing so we will help people live more sustainable lives.

By 2018 we aim to create and manage resource efficient assets, communities and infrastructure and to work together with tenants and operators to deliver high performance assets. By that date we will also have fully understood our customers and visitors' sustainability drivers and be able to use this information to create assets that enhance people's lives.

### ACHIEVEMENTS & CHALLENGES

During 2014 we widened our environmental data monitoring to include all offices, as well as our Al Zahia mixed-use development, and Matajer Malls, which are run as part of a joint venture with the Government of Sharjah government. We also extended the monitoring of our construction environmental data to include the City Centre Me'aisem construction site.

The majority of our 2015 targets for energy, water and waste reduction are on track to be achieved, with

especially good progress having been made at our hotels during 2014. However, we are not on track to achieve a 10% reduction in energy consumption in malls by the end of 2015 against a 2013 baseline, having realised only a 1.6% reduction in 2014. Nonetheless, there is still sufficient time to make further improvements in this area, and therefore to meet our target.

Our 2014 malls recycling target, which was set at an intentionally high level of 25%, was not achieved, although we reached 18%. However, we are determined to make significant progress in this area, and have retained the same stretch target of 25% for 2015.

In recognition of the importance of our tenants' sustainability impacts, we appointed a Green Star rating manager to oversee, and drive improvements in performance across our malls portfolio. 13 tenants successfully achieved our Green Star Rating in 2014, with four achieving a coveted five star rating.

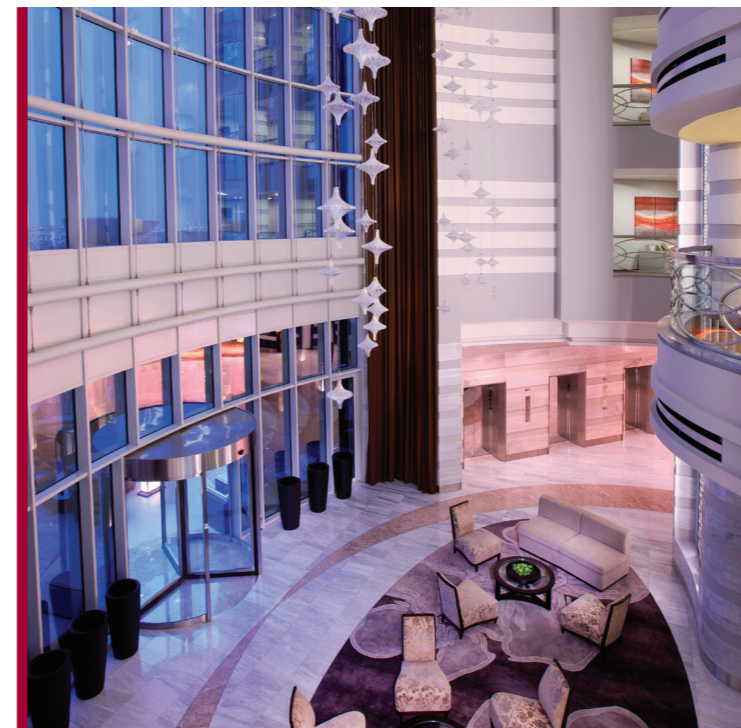
In 2014 we also carried out customer surveys at our malls to better understand their sustainability priorities.



City Centre Me'aisem construction site



Mall Waste Management Campaign



The Sheraton | Mall of the Emirates



Energy saving cooker hoods

### COOKING UP SOME ENERGY SAVINGS

When the chefs in our Dubai hotels are preparing meals in a hot kitchen with summer temperatures up to 46°C outside, it's important to have a series of cooker hoods running at full capacity to take away the hot air and replace it with cooler air generated by an air conditioning system.

However, at off-peak periods our kitchens are only lightly used – typically for room service orders and advance preparation of main meals. Because full extraction isn't needed at those times, we decided to install heat and smoke detection systems into the hoods that automatically adjust the speed of the fan according to the level of activity.

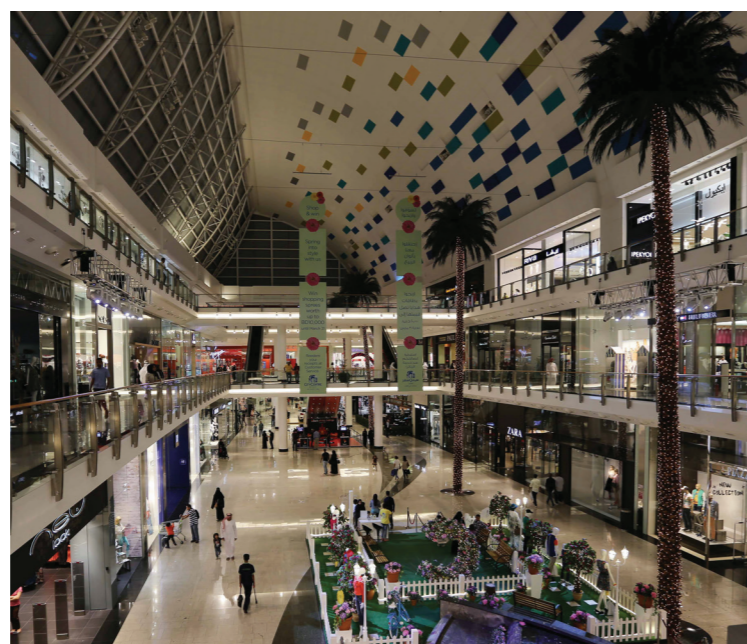
This saves on electricity by cutting back on unnecessary use and reducing the amount of cool air that is simultaneously pumped in from the air conditioning system.

Energy use was carefully monitored before installation and we have been able to demonstrate a 55% saving in energy and a 46% saving on chilled water needed to cool the fresh air to the kitchen, as well as a 25 year payback period.

'It's been such a success that we will now roll out the same concept at other hotels across the company,' says Philippe Torrin, Director of Technical Services for Majid Al Futtaim Properties Hotels.



City Centre Bahrain | Normal Operations



City Centre Bahrain | During Earth Hour

**BUILDING CONNECTIONS**

As part of our ongoing commitment to sustainability and high performance assets, in 2014 we participated in WWF’s Earth Hour for the seventh consecutive year. This global initiative seeks to promote energy-saving practices and reduce energy demand by encouraging participants to turn their lights out for one hour in a visible demonstration of their commitment to the need for climate action. On March 29th from 8.30pm to 9.30pm, City Centre Ajman, City Centre Bahrain, City Centre Deira, City Centre Fujairah, City Centre Sharjah, City Centre Mirdif and Mall of the Emirates joined other cities around the world in switching lights their lights off.

“Majid Al Futtaim continues its efforts in reinforcing green initiatives aimed at conserving the planet by fostering environmental sustainability. We work towards achieving the UAE’s Green Vision by promoting best practices in energy conservation,” said Fuad Sharaf, Senior Director, Property Management, shopping Malls for Majid Al Futtaim Properties. “Our participation in the global Earth Hour movement complements the objectives of the Dubai Integrated Energy Strategy 2030 to reduce energy demand by 30 per cent by 2030.”

**PERSONAL PERSPECTIVE: BEGOÑA JIMÉNEZ DE CÁRDENAS**

2014 was a big year for Begoña Jiménez de Cárdenas, who was appointed as Majid Al Futtaim Properties’ first Green Star Rating Manager in 2014.

Our Green Star Rating system is the first of its kind in the MENA region, setting sustainability design criteria for shop fit-outs. Based on LEED, BREEAM and ESTIDAMA criteria it measures sustainability performance, from energy reduction to the quality of a tenant’s sustainability policies. In 2014, thirteen tenants achieved a Green Star Rating, with four achieving the top five-star rating.

‘The role is still in its early stages but it’s developing really quickly,’ says Begoña. ‘We achieved and learned a lot last year and we want to keep on improving.’

In 2014 Majid Al Futtaim Properties announced that the Green Star Rating System would become a mandatory part of all lease renewals, with all new agreements requiring tenants to meet a minimum performance level of three stars.

Begoña says she relishes her new role, not least because she has always been interested in sustainability. ‘I really believe that little gestures help a lot, and that by changing our habits we can all be more sustainable. But awareness is the first step. For our tenants, for instance, getting a high star rating is essential, but engaging them is just as important. We can achieve a lot by working together.’



**LOOKING AHEAD**

In 2015, we will expand the collection of environmental data to other construction sites. We will also improve the quality of information collected at sites that are already part of the data collection process, particularly those that were included for the first time in 2014.

We will continue to improve the way in which we track the financial returns we get from capital expenditure on energy, water and waste reduction, in particular through the development and implementation of a series of metrics.

In a move to encourage tenants to focus on improving the efficiency of their fit-outs and operations, from

2015 we will include, in every new lease, a requirement to achieve a minimum of three Green Stars for their stores. To help tenants meet this requirement we will run a series of resource efficiency presentations, providing information on our Green Star Rating system and how to achieve better efficiencies in their stores.

Critically, in order to ensure we continue to deliver meaningful environmental performance improvements, we need to redouble our efforts to achieve energy and water use reductions, in particular through capital improvement works.

# RESOURCE EFFICIENCY INDICATORS<sup>‡</sup>

## ENERGY FOOTPRINT

**782,347** ABSOLUTE MEGAWATT HOURS

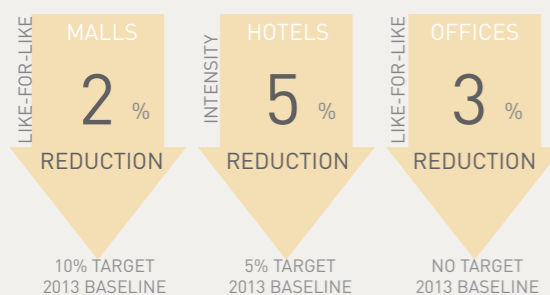
MALLS 84.4% | MATAJER MALLS 3% | HOTELS 8.5% | OFFICES 1.9% | SKI DUBAI 2.1% | COMMUNITIES 0.1%\*

THIS IS THE EQUIVALENT ENERGY PRODUCED BY THE LARGEST POWER STATION IN BAHRAIN, AL DUR, RUNNING AT FULL CAPACITY, ALL DAY FOR

**24 DAYS**



### TARGET PROGRESS\*\*



## CARBON FOOTPRINT

**603,150** ABSOLUTE TONNES OF CO<sub>2</sub>e

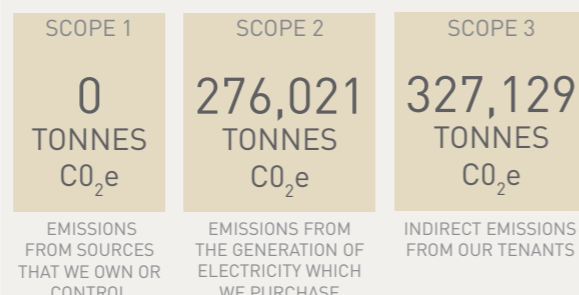
MALLS 84.3% | MATAJER MALLS 3% | HOTELS 8.6% | OFFICES 2% | SKI DUBAI 2.1% | COMMUNITIES 0.1%\*

THIS MUCH CO<sub>2</sub>e WOULD COVER DUBAI IN A CUBE

**687 METRES TALL**



### PERFORMANCE



## WASTE FOOTPRINT

**39,823** ABSOLUTE TONNES

MALLS 87.6% | MATAJER MALLS 8.6% | HOTELS 3.4% | OFFICES 0.3% | SKI DUBAI n/a | COMMUNITIES 0.1%\*

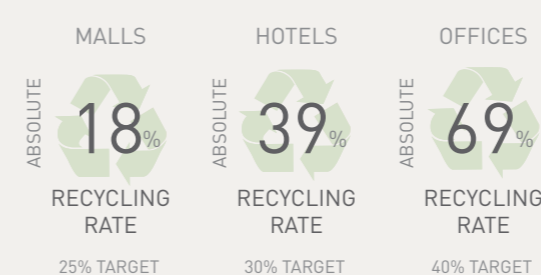
THIS IS THE SAME WEIGHT AS

**FOUR**

FULLY LOADED STANDARD CARGO SHIPS



### TARGET PROGRESS\*\*



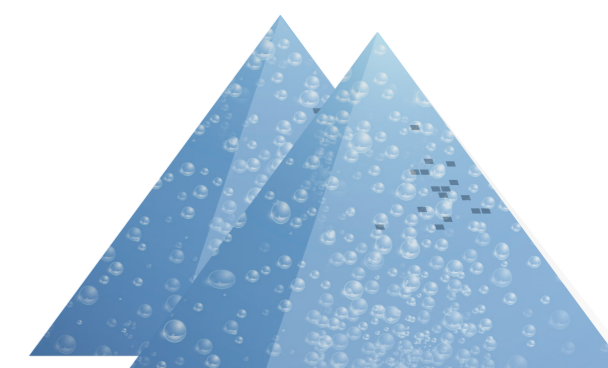
## WATER FOOTPRINT

**5,328,053** ABSOLUTE METRES CUBED

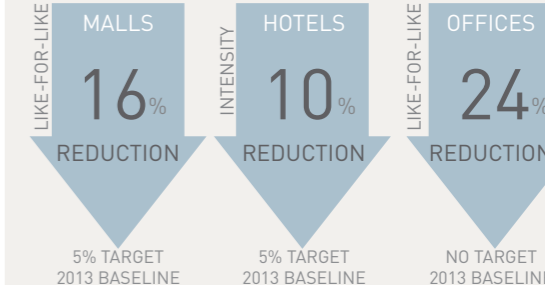
MALLS 65.7% | MATAJER MALLS 0.8% | HOTELS 9.4% | OFFICES 1.5% | SKI DUBAI 1.2% | COMMUNITIES 21.5%\*

WHICH IS ENOUGH WATER TO FILL THE LARGEST PYRAMID IN THE WORLD, THE GREAT PYRAMID OF KHUFU

**TWICE**



### TARGET PROGRESS\*\*



<sup>‡</sup> operational portfolio (existing assets)  
\* rounded to the nearest tenth percent  
\*\* rounded to the nearest percent



## ADVISOR'S STATEMENT

JLL has been Majid Al Futtaim Properties' strategic sustainability advisor since 2010. As part of Majid Al Futtaim Properties' 2014 sustainability reporting, JLL has assessed three areas:

- Assessing performance against 2014 sustainability targets;
- Validating target and Key Performance Indicator (KPI) data; and,
- Aligning the company's sustainability reporting with international organisations' standards including the Global Reporting Initiative (GRI), the European Public Real Estate Association (EPRA) and the United Nations Global Compact (UNGC).

While this Advisor's Statement provides an external evaluation of Majid Al Futtaim Properties' performance, it does not constitute fully independent assurance or verification.

Our target assessment determined that 19 of Majid Al Futtaim Properties' 26 annual sustainability targets (73%) were achieved in 2014. 6 out of 26 targets were partially achieved (23%), with 1 target deemed not achieved (4%). 66% of targets were met in 2013. The only target not met in 2014 was to employ a senior manager to fulfil the role of Head of Quality, Health & Safety and Environmental Management.

JLL would like to highlight and commend progress made by Majid Al Futtaim Properties in the following areas:

- Developing and launching a **Labour Policy** covering all activities, direct suppliers and sub-contractors;

- Setting and delivering on its commitment to **LEED Gold** or equivalent across all asset classes;
- Providing **sustainability training** and capacity building to over 100 employees across all its markets outside the UAE (Oman, Bahrain, Lebanon and Egypt);
- Increasing the scope of its **environmental reporting** to cover all of its offices, Matajer Malls and the Al Zahia community development in Sharjah.

We recommend that Majid Al Futtaim Properties increase its efforts in the following areas in 2015:

- In 2014, the **Health & Safety** target was not met. Given the company's markets of operation and significant construction pipeline this continues to represent a significant risk for the business. Efforts to ensure a consistent approach is implemented and monitored in 2015 will be critical;
- While good progress has been made against environmental targets since 2010, in order to ensure that the medium-term goals that have been set are met, **increased levels of commitment** will be required over the coming year;
- Continued focus will be required to ensure that the positive steps made in 2014 to establish **multi-disciplinary working groups** focused on tracking the financial benefits of Majid Al Futtaim Properties' sustainability initiatives and the benefits of its approach to developing and operating green buildings are not lost and that these groups

continue to deliver their remit.

2014 was the first year of implementation of the new Majid Al Futtaim Properties' five year sustainability strategy. Despite a number of challenges attendant upon the delivery and embedding of a new strategy, Majid Al Futtaim Properties made good progress in delivering its sustainability programme in 2014. In addition to target achievements, positive progress was made around the communication and reporting of sustainability progress in 2014, with the publication of Majid Al Futtaim Properties' well received 2013 Sustainability Report and the award of 'Green Star' status under the Global Real Estate Sustainability Benchmark (GRESB).

Looking ahead, strong executive level leadership and buy-in, and pan-organisational engagement and embedding, will be essential to ensuring that the target delivery momentum achieved in 2014 is maintained. As evidenced by its stretching new set of sustainability targets set out on p28 of this report, 2015 promises to be a year in which Majid Al Futtaim Properties continues to push itself towards its ambitious goal of being a regional sustainability pioneer by 2018.



**Philip Hirst**

Associate Director  
Upstream Sustainability Services  
JLL

# 2014 TARGET PERFORMANCE

## ASSESSMENT DEFINITIONS

Achieved	Partially Achieved	Not Achieved
<ul style="list-style-type: none"> <li>Target met</li> </ul>	<ul style="list-style-type: none"> <li>Quantitative Targets – At least 50% (+/- 5%) of the agreed reduction/increase target met</li> <li>Qualitative Targets – At least 50% of the agreed measures of success for the target met</li> </ul>	<ul style="list-style-type: none"> <li>Quantitative Targets – Less than 50% (+/- 5%) of the agreed reduction/increase target met</li> <li>Qualitative Targets – Less than 50% of the agreed measures of success for the target met</li> </ul>




PIONEERING STANDARDS	Scope	Year-end Assessment	
	Refresh and publish the Labour Conditions Policy covering all activities, direct suppliers and sub-contractors (incorporating existing minimum standard for 2x audits per year etc.)	All activities	Achieved
	Continue to perform 2x labour conditions audits at all relevant assets (malls, hotels, offices and communities) and sites	All activities	Achieved
	Organise for a director/CEC visit and have a tour of a Majid Al Futtaim Properties labour camp in 2014	All activities	Achieved
	Participate in a collaborative initiative to improve labour standards in the UAE	All activities	Achieved
	Employ a senior resource to fulfil the role of Head of Quality, Health & Safety and Environmental Management	PM Communities and Malls	Not achieved
	Continue to perform 2x Health & Safety audits at all relevant assets (malls, hotels, offices and communities) and sites	All activities	Achieved
	Increase the minimum standard required for new developments of all asset classes from LEED Silver to LEED Gold or equivalent	All asset classes	Achieved
Establish a working group to track and monitor the costs and benefits of green buildings and to share lessons learnt across teams to support the business in moving to LEED Gold or equivalent	All asset classes	Partially Achieved	

PROSPEROUS COMMUNITIES	Scope	Year-end Assessment	
	Develop community engagement guidelines for development and operations.	All activities	Achieved
	Set and implement masterplan sustainability commitments for all community projects (as articulated in the Communities Sustainability Framework)	Communities	Achieved
	50% of staff have received basic sustainability training during induction or as a standalone course	All activities	Achieved
Organise a training programme for teams in all countries of operation to support the embedding of sustainability across all our operations	Country teams	Achieved	

HIGH PERFORMING ASSETS	Scope	Year-end Assessment	
	Establish 2014 water baseline for hotels outside the UAE against which to set target in 2015	Hotels	Partially achieved
	Establish 2014 energy baseline for hotels outside the UAE against which to set target in 2015	Hotels	Partially achieved
	Achieve a 25% recycling rate (tonnes) across all operational malls in 2014	Malls	Partially achieved
	Achieve a 30% recycling rate (tonnes) across all operational hotels in 2014	Hotels	Achieved
	Achieve a 40% recycling rate (tonnes) for Majid Al Futtaim Tower II (Head Office) in 2014	Offices	Achieved
	Roll-out collection of energy, water and waste data to all new construction sites based on lessons learnt through Mall of Egypt pilot	All developments	Partially achieved
	Expand office data collection to cover all assets, establishing 2014 energy, water and waste baseline against which to set target in 2015	Offices	Achieved
	Identify ways in which Majid Al Futtaim Properties can work with its tenants to reduce energy, water and waste	Malls	Achieved
	Trial the collection of energy, water and waste data for estate management activities at Al Zahia	Communities	Achieved
	Appoint a Majid Al Futtaim Green Star Rating Manager and roll-out the standard across all new malls and new tenancies in existing assets	Malls	Achieved
	Set a minimum fit-out requirement for offices and hotels	Offices & Hotels	Partially achieved
	Review and update sustainability questions in customer satisfaction surveys for Malls and Hotels and continue to include on an annual basis so that results can be compared meaningfully over time	Research/Marketing	Achieved
	Identify the key sustainability features of Al Zahia and communicate to customers through marketing materials	Communities	Achieved
Help customers to live sustainable lifestyles by rolling out a series of sustainability messages/communications/events at all asset classes throughout the year	All asset classes	Achieved	

## PROGRESS SUMMARY

# 2014 LONG TERM ENVIRONMENTAL TARGET PERFORMANCE

	MALLS	HOTELS	OFFICES
 <b>ENERGY</b>	Achieve a 10% reduction in like-for-like landlord shared services and common parts energy consumption (kWh/m <sup>2</sup> ) by the end of 2015 against a 2013 baseline	Achieve a 5% reduction in energy consumption for hotels in the UAE by 2018 against a 2013 baseline (genuine performance)	No set target. Percentage change compared to 2013
2010	N/A	-5.0%	3,822,051 kWh
2011	N/A	-8.0%	3,561,987 kWh
2012	N/A	-15.1%	3,211,429 kWh
2013	993 kWh/m <sup>2</sup> /yr	-19.1%	3,295,437 kWh
2014	977 kWh/m <sup>2</sup> /yr	-4.7%	3,183,717 kWh
% change from baseline	-1.6%	-4.7%	-3.40%
Scope & Methodology	Coverage includes all malls in full operation for 12 month period from Jan-Dec 2013 (this excludes Bahrain City Centre) Measured through kWh/m <sup>2</sup> , landlord shared services & common parts	Coverage includes all hotels (except furnished apartments) in full operation for 12 months of the relevant year (excludes Westin and Le Meridien Bahrain hotels). Cumulative savings for target progress is calculated by Avireal using a proprietary Genuine Performance benchmark (taking in to account the effect of variation in air-conditioned area, occupancy changes and climatic conditions) which measures the percentage reduction in kWh saved between each reporting year.	Majid Al Futtaim Tower II (our corporate headquarters). Total annual energy consumption (kWh)
 <b>WATER</b>	Achieve a 5% reduction in like-for-like landlord shared services and common parts water consumption (litres/visitor) by the end of 2015 against a 2013 baseline	Achieve a 5% reduction in water consumption for hotels in the UAE by 2018 against a 2013 baseline (genuine performance)	No set target
2010	N/A	-2.8%	4651 m <sup>3</sup>
2011	N/A	-6.0%	5224 m <sup>3</sup>
2012	N/A	-14.0%	4062 m <sup>3</sup>
2013	15.8 litres/visit	-17.0%	3973 m <sup>3</sup>
2014	13.3 litres/visit	-9.8%	4915 m <sup>3</sup>
% change	-15.8%	-9.8%	23.7%
Scope & Methodology	Coverage includes all malls in full operation for 12 month period from Jan-Dec 2013 (this excludes Bahrain City Centre) Measured through litres/visitor, landlord shared services	Coverage includes all hotels (except furnished apartments) in full operation for 12 months of the relevant year (excludes Westin and Le Meridien Bahrain hotels). Cumulative savings for target progress is calculated by Avireal using a proprietary Genuine Performance benchmark (taking in to account the effect of variation in air-conditioned area, and occupancy) which measures the percentage reduction in m <sup>3</sup> saved between each reporting year.	Majid Al Futtaim Tower II (our corporate headquarters). Total annual water consumption. The water consumption data for Majid Al Futtaim Tower II has been restated for all previous years due to the identification of an error with the historic meter readings collected.
 <b>WASTE</b>	Achieve a 25% recycling rate by the end of 2014	Achieve a 30% recycling rate by the end of 2014	Achieve a 40% recycling rate (tonnes) for MAF Tower II (Corporate Headquarters) in 2014
2010	5.9%	Not measured	62% recycled
2011	9.1% recycled	18% recycled	41% recycled
2012	11.8% recycled	10% recycled	64% recycled
2013	13.3% recycled	26% recycled	68% recycled
2014	18.1% recycled	39% recycled	69% recycled
Scope & Methodology	Coverage includes all malls open and running on 1st January 2014. Waste measured by mass (tonnes)	Coverage includes all hotels open and running on 1st January 2014. Waste measured by mass (tonnes)	Coverage includes Majid Al Futtaim Tower II. Waste measured by mass (tonnes)





# 2015 TARGETS

2015 Targets		Scope	
PIONEERING STANDARDS	LABOUR CONDITIONS & THE SUPPLY CHAIN	Include labour standards policy requirements into all contracts with direct suppliers by the end of 2015	All activities
		Continue to perform labour accommodation audits per contractor covering the majority of the Majid Al Futtaim Properties labour force working with that contractor	All activities
		Continue to participate in a collaborative initiative to improve labour standards in the region	All activities
	HEALTH & SAFETY	Conduct a gap analysis of existing Health & Safety standards across the business against OHSAS 18001 standards and produce a report outlining findings to feed into wider corporate Health & Safety commitments	All activities
	GREEN BUILDING STANDARDS	Continue to hold working group to track the costs and benefits of Green Buildings for the business and plan to publish thought leadership article/host an event on this externally in 2016	All activities
	SUSTAINABLE PROCUREMENT	Ensure that sustainability is incorporated into the launch of the new procurement policies and processes and develop a Sustainable Procurement policy covering all activities by the end of 2015 (this is a 2 year target)	All activities

2015 Targets		Scope	
PROSPEROUS COMMUNITIES	COMMUNITY ENGAGEMENT & WELLBEING	Conduct a pilot of the implementation of the Community Engagement Guidelines at one site during 2015	All activities
	LOCAL ECONOMIC DEVELOPMENT	Perform a study to understand the socio-economic benefits of one development in 2015	Communities
	EMPLOYEES	Develop staff sustainability training offering to include: <ul style="list-style-type: none"> <li>continued roll-out of established staff sustainability training programme</li> <li>sustainability to be included in all employee inductions</li> <li>executive sustainability training for Majid Al Futtaim Properties leadership</li> <li>the development of content for an embedded (e-learning) sustainability training programme</li> </ul>	All activities

2015 Targets		Scope	
HIGH PERFORMANCE ASSETS	WATER*	Achieve a 5% reduction in like-for-like landlord shared services and common parts water consumption in malls (m3/visitor) by the end of 2015 against a 2013 baseline	Malls
		Achieve a 3% reduction in like-for-like landlord shared services and common parts water consumption at My City Centre/Matajer malls (m3/visitor) by the end of 2015 against a 2014 baseline	Malls (Matajer)
		Achieve a 5% reduction in water consumption for all hotels by 2018 against a 2013 baseline (genuine performance)	Hotels
		Achieve a 5% reduction in like-for-like landlord shared services and common parts water consumption for all operational offices (kWh/m2) by the end of 2016 against a 2014 baseline	Communities
		Collect energy, water and waste data for estate management activities at Al Zahia throughout 2015 to develop a baseline against which to set target in 2016	
		Roll-out the construction data template and Sustainable Implementation Plans (SIPs) at all new developments and report on progress at all live developments to the Sustainability Steering Committee using the PM Sustainability Tracker	Project Management
	ENERGY & CARBON*	Achieve a 10% reduction in like-for-like landlord shared services and common parts energy consumption in malls (kWh/m2) by the end of 2015 against a 2013 baseline	Malls
		Achieve a 3% reduction in like-for-like landlord shared services and common parts energy consumption in My City Centre/Matajer malls (kWh/m2) by the end of 2015 against a 2014 baseline	Malls (Matajer)
		Achieve a 5% reduction in energy consumption for all hotels by 2018 against a 2013 baseline (genuine performance)	Hotels
		Achieve a 5% reduction in like-for-like degree day adjusted landlord shared services and common parts energy consumption for all operational offices (kWh/m2) by the end of 2016 against a 2014 baseline	Communities
Collect energy, water and waste data for estate management activities at Al Zahia throughout 2015 to develop a baseline against which to set target in 2016			
Roll-out the construction data template and Sustainable Implementation Plans (SIPs) at all new developments and report on progress at all live developments to the Sustainability Steering Committee using the PM Sustainability Tracker		Project Management	
WASTE*	Achieve a 25% recycling rate (tonnes) across all operational malls in 2015	Malls	
	Establish a recycling scheme at each Matajer mall using in-house expertise from malls team [*with a view to achieving a 20% recycling rate (tonnes) across all operational Matajer malls in 2016]	Malls (Matajer)	
	Achieve a 40% recycling rate (tonnes) across all operational hotels in 2015	Hotels	
	Achieve a 60% recycling rate (tonnes) for all common parts in operational offices in 2015	Communities	
TENANTS & OPERATORS	Collect energy, water and waste data for estate management activities at Al Zahia throughout 2015 to develop a baseline against which to set target in 2016		
	Roll-out the construction data template and Sustainable Implementation Plans (SIPs) at all new developments and report on progress at all live developments to the Sustainability Steering Committee using the PM Sustainability Tracker	Project Management	
CUSTOMERS & VISITORS	Develop a programme for tenant engagement on sustainability across all asset classes and roll-out in 2015	All activities	
	Maintain customer engagement monitoring and analysis and use analysis results to inform the improvement of services	Shopping malls and Hotels	

\* Track the financial payback from all of our energy reduction activities and communicate through Board sustainability reporting in 2015

## GLOBAL REPORTING INITIATIVE (GRI)

# PRINCIPLES AND PROFILE DISCLOSURES

As part of our commitment to follow international best practice and report on our sustainability performance in a balanced and transparent manner, this report is aligned with the core general standard profile disclosures and principles of Global Reporting Initiative (GRI) G4. However, the report is not fully compliant with GRI G4.

The information in the table below demonstrates how we have applied the GRI Reporting principles to define report content and quality.

### STAKEHOLDER INCLUSIVENESS

- This report is aimed at our key stakeholders identified as part of our 2013 materiality review. These are our employees both within Majid Al Futtaim Properties and across our sister companies, tenants, customers, suppliers, regional and global peers, communities, NGOs and Governments.

### SUSTAINABILITY CONTEXT

- Detail on our sustainability approach, vision and material impacts is provided in the 'How We Manage Sustainability' section (p2), 'Our Sustainability Strategy' section (p4), Holding CEO Statement (p1) and Head of Sustainability Statement (p3) sections of this report.
- Our business activities, impacts and sustainability risks and opportunities can be found in full detail in the materiality review section (p4) of our 2013 Sustainability Report available online: <http://www.majidalfuttaim.com/en/section/majid-al-futtaim-properties/csr-1>
- Our environmental achievements are detailed in our High Performance Assets section on p16. An environmental data pack reporting our performance in line with the EPRA (European Public Real Estate Association) Sustainability Best Practice Reporting Guidelines can be downloaded from our website. <http://www.majidalfuttaim.com/en/section/majid-al-futtaim-properties/csr-1>

### MATERIALITY

- In 2013 we performed a full materiality review. This involved a series of materiality tests (based on GRI and AA1000 guidelines) including a review of our existing strategy, internal stakeholder engagement, external stakeholder engagement, a country risk review (including legislation), peer review and leadership and innovation benchmark. As a result we identified the following issues to be a high priority for our business: labour conditions in the supply chain, community well-being and engagement, health and safety, green building standards, water, tenants and operators, employees, energy and carbon, enhancement of the public realm, waste, customers and visitors and sustainable procurement [see p5].

### COMPLETENESS & BOUNDARY SETTING

- The scope of our reporting covers all existing assets under our control. These exclusions are due to metering problems at these assets. The environmental performance of our construction sites has been included in the EPRA tables that accompany this report. Any areas where we do not have complete data to report against are indicated within the report.

- Our reporting focuses on those issues that we consider most material to the running of our business. Additional information on our business and its financial performance is provided in our Consolidated Financial Statements 2014 which are available on our website. [http://www.majidalfuttaim.com/en/media/get/20150331\\_Majid-Al-Futtaim-Properties-Consolidated-FS-2014.pdf](http://www.majidalfuttaim.com/en/media/get/20150331_Majid-Al-Futtaim-Properties-Consolidated-FS-2014.pdf)

### BALANCE & CLARITY

- We have a clear strategy which supports our mission of being a sustainability pioneer in the Middle East and North Africa by 2018. Our approach is structured around three focus areas. See p5 for full details.
- Our Sustainability Report is available both in hard copy and online, allowing us to reach a broad audience with differing accessibility needs. We also have a sustainability section on our website.
- Content is designed to be easily navigable to the reader and avoids complex technical jargon and excessive detail.
- In order to be transparent, we disclose both negative and positive aspects and results of our performance.

### COMPARABILITY

- The historical performance data which is used in this report spans five years and covers the environmental, economic and social aspects of our sustainability strategy.
- We participate in the Global Real Estate Sustainability Benchmark (GRESB) through which we, and our stakeholders, are able to better understand our performance in comparison with that of our peers. We provide a separate report on environmental data in line with EPRA. This can be downloaded from our website. <http://www.majidalfuttaim.com/en/section/majid-al-futtaim-properties/csr-1>
- All our new developments are committed to achieving LEED (Leadership in Energy & Environmental Design) Gold or equivalent.
- Our report is compliant with the GRI principles and core general standard profile disclosures.
- There have been several significant changes in scope and measurement methods since last year's report. The scope of the absolute resource efficiency indicators has increased this year to include three extra leased offices, two hotels in Bahrain, a new community

development at Al Zahia and two shopping mall construction sites which have previously not been reported on in the Sustainability Report. In addition to this, following a regular annual data review updated emissions conversion factors have been sourced to enable accurate reporting of Majid Al Futtaim's carbon footprint in all its reporting years. Also due to improvements in data collection and verification processes several data points have been updated since last year. Therefore several minor re-statements of previous year's environmental data have been included in this report to take in to account these improvements. Full explanations of these adjustments are provided in data qualification notes in the EPRA tables provided on our website.

### RELIABILITY & ACCURACY

- Validation of the majority of the information within our Sustainability Report is performed by our sustainability consultants, JLL. See the Advisor's Statement from JLL on p23 of this report for further details.
- Guidance was provided by JLL on compliance with GRI principles and core general standard profile disclosure requirements.
- Data assumptions and calculations are disclosed in data qualifying notes in the EPRA Compliance page on our website. <http://www.majidalfuttaim.com/en/section/majid-al-futtaim-properties/csr-1>



### TIMELINESS



- The information presented in this Sustainability Report was developed to reflect our performance from 1 January to 31 December 2014. Our Consolidated Financial Statements cover the same period. The sustainability reporting schedule is aligned with the annual financial reporting schedule.

## CORE GENERAL STANDARD PROFILE DISCLOSURES

In order to understand Majid Al Futtaim Properties' sustainability performance in context, the index below provides direction to information on the company's operations and business context.

G4 Core General Standard Profile Disclosures		Cross Reference / Direct Answer																																																						
Strategy and Analysis																																																								
<b>G4 -1</b>	Statement from the most senior decision-maker of the organisation about the relevance of sustainability to the organisation and its strategy	2014 Sustainability Report - Statement from our Holding CEO, p1 2014 Sustainability Report - Statement from our Head of Sustainability, p3																																																						
Organisational Profile																																																								
<b>G4-3</b>	Name of the organisation	Majid Al Futtaim Properties																																																						
<b>G4-4</b>	Primary brands, products and/or services	2014 Sustainability Report – About our company, see inside cover page																																																						
<b>G4-5</b>	Location of organisation's headquarters	<b>Majid Al Futtaim Properties</b> P.O. Box 60811 Majid Al Futtaim Tower II Dubai, United Arab Emirates																																																						
<b>G4-6</b>	Number of countries where the organisation operates and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report	Majid Al Futtaim Properties operates in the UAE, Bahrain, Egypt, Lebanon and Oman. New developments are also underway in Lebanon, Egypt and Oman.																																																						
<b>G4-7</b>	Nature of ownership and legal form	Majid Al Futtaim Properties is a subsidiary of Majid Al Futtaim Holding, owned by Mr Majid Al Futtaim, which was founded in 1992.  For more information about the nature of ownership of Majid Al Futtaim Properties assets, please see our website: <a href="http://www.majidalfuttaim.com">www.majidalfuttaim.com</a>																																																						
<b>G4-8</b>	Markets served (including geographic breakdown, sectors served and types of customers/beneficiaries)	2013 Annual Review and the Majid Al Futtaim Properties section of our website: <a href="http://www.majidalfuttaim.com">www.majidalfuttaim.com</a>																																																						
<b>G4-9</b>	Scale of the reporting organisation, including: <ul style="list-style-type: none"> <li>Number of employees</li> <li>Number of operations</li> <li>Net sales (for private sector organisations) or net revenues (for public sector)</li> <li>Total capitalization broken down in terms of debt and equity</li> <li>Quantity of products or services provided</li> </ul>	<ul style="list-style-type: none"> <li>Total revenue of AED 3,819 million in 2014, representing an 8% increase against 2013</li> <li>EBITDA of AED 2,385 million, a 9% increase against 2013</li> <li>909 employees</li> <li>35 assets in operation</li> </ul> <p>For more information, see: 2014 Sustainability Report – About our company, see inside cover page</p> <p>Majid Al Futtaim Properties LLC Consolidated Financial Statements 2014, available online. <a href="http://www.majidalfuttaim.com/en/media/get/20150331_Majid-Al-Futtaim-Properties-Consolidated-FS-2014.pdf">http://www.majidalfuttaim.com/en/media/get/20150331_Majid-Al-Futtaim-Properties-Consolidated-FS-2014.pdf</a></p>																																																						
<b>G4-10</b>	<p>a. Report the total number of employees by employment contract and gender</p> <p>b. Report the total number of permanent employees by employment type and gender</p> <p>c. Report the total workforce by region and gender</p> <p>d. Report whether a substantial portion of the organisation's work is performed by workers who are legally recognised as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees or contractors</p> <p>e. Report any significant variations in employment numbers (such as seasonal variations in the tourism or agricultural industries)</p>	<table border="1"> <thead> <tr> <th>Country</th> <th>TOTAL staff</th> <th>Male</th> <th>Female</th> <th>Local</th> <th>Non-local</th> </tr> </thead> <tbody> <tr> <td>UAE</td> <td>593</td> <td>363</td> <td>230</td> <td>46</td> <td>547</td> </tr> <tr> <td>Oman</td> <td>75</td> <td>55</td> <td>20</td> <td>67</td> <td>8</td> </tr> <tr> <td>Bahrain</td> <td>41</td> <td>28</td> <td>13</td> <td>31</td> <td>10</td> </tr> <tr> <td>Egypt</td> <td>111</td> <td>78</td> <td>33</td> <td>106</td> <td>5</td> </tr> <tr> <td>Lebanon</td> <td>81</td> <td>49</td> <td>32</td> <td>80</td> <td>1</td> </tr> <tr> <td>Saudi Arabia</td> <td>8</td> <td>8</td> <td>0</td> <td>2</td> <td>6</td> </tr> <tr> <td>Syria</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td><b>TOTAL</b></td> <td><b>909</b></td> <td><b>581</b></td> <td><b>328</b></td> <td><b>260</b></td> <td><b>577</b></td> </tr> </tbody> </table> <p>A significant proportion of our work at our construction sites and assets is delivered by contractors. For example, in 2014 32,532,860 hours were worked on our construction sites.</p> <p>There has been no significant variation in direct employment numbers since 2012.</p>	Country	TOTAL staff	Male	Female	Local	Non-local	UAE	593	363	230	46	547	Oman	75	55	20	67	8	Bahrain	41	28	13	31	10	Egypt	111	78	33	106	5	Lebanon	81	49	32	80	1	Saudi Arabia	8	8	0	2	6	Syria	0	0	0	0	0	<b>TOTAL</b>	<b>909</b>	<b>581</b>	<b>328</b>	<b>260</b>	<b>577</b>
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G4 Core General Standard Profile Disclosures		Cross Reference / Direct Answer
<b>G4-11</b>	Report the percentage of total employees covered by collective bargaining agreements	0%
<b>G4-12</b>	Describe the organisation's supply chain	Majid Al Futtain Properties procures a wide variety of goods and services across its portfolio of properties and construction sites in the UAE, Bahrain, Oman, Lebanon and Egypt. This includes: <ul style="list-style-type: none"> <li>Facilities management / repairs and maintenance</li> <li>Property management/ supply of goods/consumables</li> <li>Housekeeping, cleaning and security</li> <li>General consultancy</li> <li>Construction contractors and materials</li> <li>Marketing and advertising</li> <li>Corporate publication / gifts</li> <li>Malls Promotions &amp; Media</li> <li>IT maintenance and licenses</li> <li>Training, seminars and conferences</li> <li>Travel management</li> </ul>
<b>G4-13</b>	Report any significant changes during the reporting period regarding the organisation's size, structure, ownership or supply chain, including: <ul style="list-style-type: none"> <li>Changes in location of, or changes in operations, including facility openings, closings and expansions</li> <li>Changes in the share capital structure and other capital formation, maintenance and alteration operations (for private sector organisations)</li> <li>Changes in the location of suppliers, the structure of the supply chain, or in relationships with suppliers, including selection and termination</li> </ul>	2014 Sustainability Report – About this report, see inside cover page Majid Al Futtain Properties LLC Consolidated Financial Statements 2014, available online:  <a href="http://www.majidalfuttain.com/en/media/get/20150331_Majid-Al-Futtain-Properties-Consolidated-FS-2014.pdf">http://www.majidalfuttain.com/en/media/get/20150331_Majid-Al-Futtain-Properties-Consolidated-FS-2014.pdf</a>
<b>G4-14</b>	Report whether and how the precautionary approach or principle is addressed by the organisation	Majid Al Futtain Properties is not yet in a position in the MENA market to apply fully the precautionary principle to its business activities. However, our pre-acquisition sustainability policy does seek to identify major environmental risks from the acquisition of new land or new buildings and our sustainability implementation plans seek to improve substantively the environmental risk management and performance of our development pipeline.
<b>G4-15</b>	List externally developed economic, environmental and social charters, principles, org other initiatives to which the organisation subscribes or endorses	2014 Sustainability Report – p6
<b>G4-16</b>	List memberships of associations (such as industry associations) and national or international advocacy organisations in which the organisation: <ul style="list-style-type: none"> <li>Holds a position on the governance body</li> <li>Participates in projects or committees</li> <li>Provides substantive findings beyond routine membership dues</li> <li>Views membership as strategic</li> <li>This refers primarily to memberships maintained at the organisational level</li> </ul>	2014 Sustainability Report – p6
<b>Identified Material Aspects and Boundaries</b>		
<b>G4-17</b>	<ul style="list-style-type: none"> <li>List all entities included in the organisation's consolidated financial statements or equivalent documents</li> <li>Report whether any entity included in the organisation's consolidated financial statements or equivalent is not covered by the report</li> </ul>	2014 Sustainability Report - About this report, see inside cover page Majid Al Futtain Properties LLC Consolidated Financial Statements 2014, available online:  <a href="http://www.majidalfuttain.com/en/media/get/20150331_Majid-Al-Futtain-Properties-Consolidated-FS-2014.pdf">http://www.majidalfuttain.com/en/media/get/20150331_Majid-Al-Futtain-Properties-Consolidated-FS-2014.pdf</a>

G4 Core General Standard Profile Disclosures		Cross Reference / Direct Answer
<b>G4-18</b>	<ol style="list-style-type: none"> <li>Explain the process for defining the report content and the Aspect Boundaries</li> <li>Explain how the organisation has implemented the Reporting Principles for Defining Report Content</li> </ol>	2014 Sustainability Report - About this report, see inside cover page 2014 Sustainability Report – Our Sustainability Strategy, p4
<b>G4-19</b>	List all the material Aspects identified in the process for defining report content	2014 Sustainability Report – Our Sustainability Strategy, p4 2014 Sustainability Report – Table mapping our material impacts against GRI G4 material aspects, p35  A table summarising material aspects covered by our new focus areas may be found on on p4-5 of our 2013 Sustainability Report, available online:  <a href="http://www.majidalfuttain.com/en/section/majid-al-futtain-properties/csr-1">http://www.majidalfuttain.com/en/section/majid-al-futtain-properties/csr-1</a>
<b>G4-20</b>	For each material Aspect, report the Aspect Boundary within the organisation, as follows: <ul style="list-style-type: none"> <li>Report whether the Aspect is material within the organisation</li> <li>If the Aspect is not material for all entities within the organisation (as described in G4-17), select one of the following two approaches and report either: <ol style="list-style-type: none"> <li>The list of entities or groups of entities included in G4-17 for which the Aspect is not material, or</li> <li>The list of entities or groups of entities included in G4-17 for which the Aspects are material</li> </ol> </li> <li>Report any specific limitation regarding the Aspect Boundary within the organisation</li> </ul>	A table summarising material aspects covered by our new focus areas may be found on on p4-5 of our 2013 Sustainability Report, available online:  <a href="http://www.majidalfuttain.com/en/section/majid-al-futtain-properties/csr-1">http://www.majidalfuttain.com/en/section/majid-al-futtain-properties/csr-1</a>
<b>G4-21</b>	For each material Aspect, report the Aspect Boundary outside the organisation, as follows: <ul style="list-style-type: none"> <li>Report whether the Aspect is material outside of the organisation</li> <li>If the Aspect is material outside of the organisation, identify the entities, groups of entities or elements for which the Aspect is material. In addition, describe the geographical location where the Aspect is material for the entities identified</li> <li>Report any specific limitation regarding the Aspect Boundary outside the organisation</li> </ul>	A table summarising material aspects covered by our new focus areas may be found on on p4-5 of our 2013 Sustainability Report, available online:  <a href="http://www.majidalfuttain.com/en/section/majid-al-futtain-properties/csr-1">http://www.majidalfuttain.com/en/section/majid-al-futtain-properties/csr-1</a>
<b>G4-22</b>	Report the effect of any restatements of information provided in previous reports and the reasons for such restatements	2014 Sustainability Report - About this report, see inside cover page 2014 Performance Data Summary (EPRA Pack) available online  <a href="http://www.majidalfuttain.com/en/section/majid-al-futtain-properties/csr-1">http://www.majidalfuttain.com/en/section/majid-al-futtain-properties/csr-1</a>  Due to improvements in data collection and verification processes several data points have been updated since last year. Therefore several minor re-statements of previous year's environmental data have been included in this report to take in to account these improvements. Full explanations of these adjustments are provided in data qualification notes in the EPRA tables provided online.
<b>G4-23</b>	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries	2014 Sustainability Report – About this report, About this report, see inside cover page 2014 Performance Data Summary (EPRA Pack) available online  <a href="http://www.majidalfuttain.com/en/section/majid-al-futtain-properties/csr-1">http://www.majidalfuttain.com/en/section/majid-al-futtain-properties/csr-1</a>  There have been several significant changes in scope and measurement methods since last year's report. The scope of the absolute resource efficiency indicators has increased this year to include three extra leased offices, two hotels in Bahrain, a new community development at Al Zahia and two shopping mall construction sites which have previously not been reported on in the Sustainability Report.

G4 Core General Standard Profile Disclosures		Cross Reference / Direct Answer
<b>Stakeholder Engagement</b>		
<b>G4-24</b>	List of stakeholder groups engaged by the organisation	2014 Sustainability Report – Stakeholder Engagement, p4
<b>G4-25</b>	Basis for identification and selection of stakeholders with whom to engage	Our key stakeholders were identified as part of our materiality review in 2010 and reviewed again in 2013. The stakeholders with whom we prioritise engagement continue to be: our employees both within Majid Al Futtaim Properties and across our sister companies, tenants, customers, suppliers, regional and global peers, communities, NGOs and Governments.
<b>G4-26</b>	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	As part of our 2013 sustainability strategy review we engaged extensively with employees across Majid Al Futtaim Properties and the Majid Al Futtaim Holding sister companies. Engagement took the form of one-to-one interviews. Further information on stakeholder engagement activity can be found on p4.
<b>G4-27</b>	Key topics and concerns that have been raised through stakeholder engagement and how the organisation has responded to those key topics and concerns, including through its reporting	None
<b>Report Profile</b>		
<b>G4-28</b>	Reporting period for information provided	2014 Sustainability Report – About this report, inside cover page
<b>G4-29</b>	Date of most recent previous report	2013 Sustainability Report, published in April 2014
<b>G4-30</b>	Reporting cycle	2014 Sustainability Report – About this report, inside cover page
<b>G4-31</b>	Contact point for questions regarding the report or its contents	 <a href="mailto:sustainability@maf.ae">sustainability@maf.ae</a>
<b>GRI Content Index</b>		
<b>G4-32</b>	Table identifying the location of the Standard Disclosures in the report.	2014 Sustainability Report, GRI Principles and Profile Disclosures, p30
<b>G4-33</b>	Policy and current practice with regard to seeking external assurance for the report	We do not currently have full external assurance for our sustainability reporting but you can find our Advisor's Statement provided by our sustainability consultants JLL on p23 of this report.
<b>Governance</b>		
<b>G4-34</b>	Report the governance structure of the organisation, including committees of the highest governance body. Identify any committees responsible for decision making on economic, social and environmental impacts	2014 Sustainability Report – How we manage sustainability, p2 More detail on our governance structure is available online: <a href="http://www.majidalfuttaim.com/en/section/majid-al-futtaim-properties/about-us-1/management-1">http://www.majidalfuttaim.com/en/section/majid-al-futtaim-properties/about-us-1/management-1</a>
<b>Ethics and Integrity</b>		
<b>G4-56</b>	Describe the organisation's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics	Our vision and values are available on our website: <a href="http://www.majidalfuttaim.com/en/section/majid-al-futtaim-properties/about-us-1/vision-mission-and-values-1">http://www.majidalfuttaim.com/en/section/majid-al-futtaim-properties/about-us-1/vision-mission-and-values-1</a>  We have a Code of Conduct that all employees are required to sign annually. This sets out clear guidance on expected standards of behaviour for all those working for the business. The Code of Conduct covers amongst other things equal opportunity, conflicts of interest, supplier relationships, bribery and corruption, payment practices and health and safety.

Mapping our material issues against GRI G4 material aspects	Our sustainability focus areas		
	Prosperous Communities	Pioneering Standards	High Performance Assets
<b>ECONOMIC</b>			
Economic Performance	✓		
Market Presence	✓		
Indirect Economic Impacts	✓		
Procurement Practices		✓	
<b>ENVIRONMENTAL</b>			
Materials		✓	
Energy			✓
Water			✓
<i>Biodiversity</i>			
Emissions			✓
Effluents and Waste			✓
<i>Products and Services</i>			
<i>Compliance</i>			
Transport			✓
Overall			✓
Supplier Environmental Assessment		✓	
<i>Environmental Grievance Mechanisms</i>			
<b>SOCIAL</b>			
Employment	✓		
Labour/Management Relations		✓	
Occupational Health & Safety		✓	
Training and Education	✓		
Diversity and Equal Opportunity	✓		
<i>Equal Remuneration for Women &amp; Men</i>			
Supplier Assessment for Labour Practices		✓	
Labour Practices Grievance Mechanisms		✓	
Investment		✓	
<i>Non-discrimination</i>			
<i>Freedom of Association and Collective Bargaining</i>			
<i>Child Labour</i>			
Forced or Compulsory Labour		✓	
<i>Security Practices</i>			
<i>Indigenous Rights Assessment</i>			
Supplier Human Rights Assessment		✓	
Human Rights Grievance Mechanisms		✓	
Local Communities	✓		
Anti-corruption	✓		
<i>Public Policy</i>			
<i>Anti-competitive Behaviour</i>			
<i>Compliance</i>			
Supplier Assessment for Impacts on Society	✓		
<i>Grievance Mechanisms for Impacts on Society</i>			
Customer Health and Safety		✓	
Product and Service Labeling		✓	
<i>Marketing Communications</i>			
<i>Customer Privacy</i>			
Compliance			✓



**PROPERTIES**

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