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Six Key Themes
Leadership Grid
Core Values

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Dear Colleagues,

I strongly believe that our greatest and most valuable asset is our people. That is the reason why talent development and grooming our future leaders from within is a key pillar of our strategy.

The Majid Al Futtaim Leadership Institute (The Leadership Institute), is our proprietary internal educational enterprise dedicated to enabling and supporting our growth aspirations with three main objectives:

1. Be the incubator of our Top Talent and the engine to supply our future leadership pipeline;
2. Be the custodian of our culture and values and actively foster the ‘Majid Al Futtaim way’; and
3. Provide world class training and development to address our leadership needs across the group.

The Majid Al Futtaim leadership model forms the core of The Leadership Institute, ensuring that all businesses speak the same language on leadership. We are building an organisation that stretches, challenges and supports every person in their own professional journey. We want to ensure that every employee has a clear path forward on this journey and a comprehensive understanding of the behaviours and skills that will take them there.

The future of Majid Al Futtaim is bright, and I look forward to the roles that The Leadership Institute and our leadership model will play in supporting us to achieve our goal of fostering an environment of empowerment, growth and development.

Alain Bejjani
Chief Executive Officer
Majid Al Futtaim Holding

My dream is to create great moments for everyone everyday.

Majid Al Futtaim
Majid Al Futtaim has developed a group-wide leadership model, so that all businesses ‘speak the same language’ on leadership.

The Majid Al Futtaim leadership model has five main objectives:

- To crystallise the leadership qualities that Majid Al Futtaim aspires to foster among current and future leaders, regardless of role, business or function.
- To provide transparency and detail around the behaviours that leaders across all levels are expected to exhibit and role model, and how these behaviours relate to performance.
- To inform the design of The Leadership institute’s learning programmes (leadership development).
- To be used as both an evaluative and developmental tool.
- To underpin the performance culture as one of the key pillars of the performance management framework.

The Majid Al Futtaim leadership model will form an integral part of several systems:

- Performance management
- 360 assessments
- Leadership development programmes
- Induction programmes
- Top talent reviews & individual development plans (IDPs)

“We developed the leadership model around six themes that outline required behaviours and competencies. Fundamentally, the company’s values are at the heart of every theme, so we have made them an integral part of the training and development journey for every employee.”

David Kovara
Chief Learning Officer
Majid Al Futtaim Holding
The Majid Al Futtaim leadership model comprises six themes with our values at the core

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Each theme has been further broken down into multiple competencies

- Provides strategic direction
- Develops roadmaps and ensures delivery
- Enables change
- Creates compelling stories

- Makes decisions effectively
- Acts with urgency
- Fosters accountability and responsibility

- Anticipates customers’ needs
- Delights customers
- Builds long term relationships

- Proactively contributes for the benefit of Majid Al Futtaim beyond department/business
- Creates and sustains high performing teams
- Builds trust through open communication

- Empowers people
- Develops the next generation of Majid Al Futtaim leaders
- Holds courageous conversations

- Creates an atmosphere that supports and encourages innovation
- Thinks outside the box
- Evaluates new ideas effectively
The leadership model is built on four grids covering different types of roles across the group.

<table>
<thead>
<tr>
<th>Grid</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business leaders</td>
<td>CEOs and direct reports who lead organisations, functions or country operations</td>
</tr>
<tr>
<td>Team leaders</td>
<td>Supervisors and managers who lead single or multiples teams of colleagues</td>
</tr>
<tr>
<td>Individual contributors</td>
<td>Employees who are part of a larger team or who work by themselves</td>
</tr>
<tr>
<td>Experts</td>
<td>Senior level colleagues who are valued for their expertise, and occupy strategic roles, but do not lead teams</td>
</tr>
</tbody>
</table>

While the themes and competencies are the same across all roles, behaviours Majid Al Futtaim employees are expected to exhibit are different. Details are provided in separate books, where you can read about behaviours expected from each group.

Each leadership model grid describes behaviours across three levels of performance.

<table>
<thead>
<tr>
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<th>Description</th>
</tr>
</thead>
</table>
In the centre of the Majid Al Futtaim Leadership Model are our corporate values.

Creating great moments for everyone everyday
- Bold
- Passionate
- Together

Everyone in Majid Al Futtaim should be bold, passionate and working together for the benefit of the group.

**BOLD**
- Speaks up
- Brings energy
- Challenges convention

**PASSIONATE**
- Takes pride
- Seeks excellence
- Perserveres

**TOGETHER**
- Respects diversity
- Roles models citizenship
- Is a positive catalyst

Each values behaviour has also been described across three levels of performance: 'Does not meet expectations', 'Meets expectations', and 'Exceeds expectations'.
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Behaviours for Bold

<table>
<thead>
<tr>
<th>Does not meet expectations</th>
<th>Meets expectations</th>
<th>Exceeds expectations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Speaks up</td>
<td>Conceals or overlooks breach of values by others</td>
<td>Stands up for values when brought into a situation; weighs pros and cons and makes informed decisions</td>
</tr>
<tr>
<td>Brings energy</td>
<td>Lacks energy, and often focuses on the negative</td>
<td>Brings a sense of fun and energy to work and teams</td>
</tr>
<tr>
<td>Challenges convention</td>
<td>Plays it safe; does not question or challenge self or others</td>
<td>Actively questions and challenges self and others in search of new insights and approaches</td>
</tr>
</tbody>
</table>

Behaviours for Passionate

<table>
<thead>
<tr>
<th>Does not meet expectations</th>
<th>Meets expectations</th>
<th>Exceeds expectations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Takes pride</td>
<td>Does not demonstrate pride or enthusiasm for role and responsibilities</td>
<td>Displays pride and enthusiasm for own job, and takes visible ownership</td>
</tr>
<tr>
<td>Seeks excellence</td>
<td>Is satisfied with ‘good enough’, does not push to improve</td>
<td>Always seeks to improve quality and outcome of own work and of others</td>
</tr>
<tr>
<td>Perserveres</td>
<td>Tends to focus on obstacles, gives up easily</td>
<td>Tries hard to achieve objectives, and asks for help when needed</td>
</tr>
</tbody>
</table>
Behaviours for **Together**

<table>
<thead>
<tr>
<th></th>
<th>Does not meet expectations</th>
<th>Meets expectations</th>
<th>Exceeds expectations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Respects diversity</td>
<td>Ignores alternative perspectives</td>
<td>Seeks out and respects people with alternative experiences and backgrounds</td>
<td>Embraces and communicates a rich notion of diversity and how it benefits the company</td>
</tr>
<tr>
<td>Role models citizenship</td>
<td>Disregards impact of decisions and actions on areas outside own unit</td>
<td>Understands and considers the impact that decisions will have on other people and parts of the business</td>
<td>Always acts in the best interest of Majid Al Futtaim, including making difficult decisions for the benefit of the group as a whole</td>
</tr>
</tbody>
</table>

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“By investing in the development of our current and future leaders, we enable both their and our own success. Our leadership model will not only support our employees in developing their capabilities - skills that will drive the future success of our company - it will also embed the Majid Al Futtaim way, ensuring that every employee becomes an ambassador and advocate of our culture and values.”

Mouen Al Madhoun
Chief Human Resources Officer
Majid Al Futtaim Holding
The Majid Al Futtaim leadership model comprises six themes with our values at the core

"My dream is to create great moments for everyone everyday."

Majid Al Futtaim
**Business Leader: Leads The Way**

**Leads The Way**

Demonstrates strategic leadership by a thorough understanding of key trends and value drivers of the business, and consistent prioritisation of focus and efforts. Communicates clear, compelling stories that motivate and inspire others. Develops a clear roadmap to achieve strategic objectives and actively supports teams to ensure delivery. Enables change through personal ownership and a constant drive to improve.

<table>
<thead>
<tr>
<th>Does not meet expectations</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Provides strategic direction</td>
<td>Understands market trends, but not how they link to value drivers of the business</td>
<td>Is seen as among the very best strategic thinkers and market shapers in the industry; has a deep understanding of market dynamics and trends and makes business decisions accordingly</td>
</tr>
<tr>
<td>Creates a compelling story</td>
<td>Reviews work of teams, but does not consistently prioritise based on urgency and impact</td>
<td>Consistently grounds the work of the team in the strategic vision of MAJID AL FUTTAIM and, effectively manages human/material resources against it</td>
</tr>
<tr>
<td>Creates and communicates a compelling story</td>
<td>Communicates clearly, but without a compelling vision that is motivating and inspiring to teams</td>
<td>Helps others truly understand the MAJID AL FUTTAIM vision and strategy and how it links to daily business</td>
</tr>
<tr>
<td>Develops roadmaps and ensures delivery</td>
<td>Supports own perspective in a solid manner, but does not connect with different audiences</td>
<td>Understands what motivates others, and tailors messages to inspire them</td>
</tr>
<tr>
<td>Enables change</td>
<td>Creates roadmaps, but does not regularly align expected roles, timelines and efforts with those around</td>
<td>Ensures team leaders build clear, balanced roadmaps that are aligned with all stakeholders; builds bridges across departments and businesses</td>
</tr>
<tr>
<td></td>
<td>Does not provide consistent support to teams</td>
<td>Develops and drives programmes that represent true evolution for MAJID AL FUTTAIM and its continued growth</td>
</tr>
<tr>
<td></td>
<td>Does not consistently allocate work in a clear and structured manner, or does not consistently take into account people’s responsibilities and capabilities when allocating work</td>
<td>Role models supporting teams in delivery by mobilising resources and proactively eliminating barriers, often through creative solutions/channels</td>
</tr>
<tr>
<td></td>
<td>Satisfied with the status quo. Skeptical of change</td>
<td>Ensures that team leaders are cascading work in total consistency with strategic priorities as well as professional development</td>
</tr>
<tr>
<td></td>
<td>Shies away from taking challenging situations head-on (e.g. through delegating)</td>
<td>Coaches team leaders in building strategic roadmaps that reflect deep industry knowledge as well as true value creation for MAJID AL FUTTAIM</td>
</tr>
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</table>

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**Business Leader: Drives Impact**

**Drives Impact**

Role models and coaches others on making decisions effectively based on facts, context, and risks. Acts with urgency through proactively involving self and others. Fosters responsibility and accountability by role modelling ownership.

<table>
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</thead>
<tbody>
<tr>
<td><strong>Makes decisions effectively</strong></td>
<td>Makes decisions without clear or consistent purpose, or does not communicate reasoning to team.</td>
<td>Can identify information, data and expertise that is material for key decisions, but does not proactively seek it out.</td>
<td>Role models ability to make complex decisions that balance trade-offs effectively, and proactively involves team in process.</td>
</tr>
<tr>
<td></td>
<td>Does not have a clear view on risks associated with area of responsibility, or does not support teams in mitigating and managing such risks.</td>
<td></td>
<td>Ensures team members identify and seek information, data and expertise that is material for key decisions, and tests quality of findings.</td>
</tr>
<tr>
<td><strong>Acts with urgency</strong></td>
<td>Can identify ‘critical paths’, but is not consistent about ensuring stakeholders convene to make decisions on time.</td>
<td>Can identify and involve key decision makers, and clear communication of decisions required, existing perspectives, and available information.</td>
<td>Role models respond to urgency through consistent focus on critical path, proactive involvement of key decision makers, and clear communication of decisions required, existing perspectives, and available information.</td>
</tr>
<tr>
<td><strong>Fosters accountability and responsibility</strong></td>
<td>Shies away from taking ownership and responsibility for decisions, or does not involve team members in decision making.</td>
<td>Avoids hard decisions, e.g. often delegates upwards versus ‘making the call’ him or herself.</td>
<td>Role models ownership and responsibility for the decisions of the team, and actively solicits input from team members in decision making.</td>
</tr>
</tbody>
</table>

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Business Leader: Thinks Customer

**Thinks Customer**

Is able to effectively anticipate customer needs through deep understanding of customers’ expectations. Builds a culture of customer focus, driving consistent efforts to ‘go above and beyond’ customers’ expectations. Inspires and supports others to invest time in building productive long term relationships.

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<tbody>
<tr>
<td>Anticipates customers’ needs</td>
<td>Does not have a solid grasp of key customer segments</td>
<td>Views customer segments holistically, and ensures that team leaders build strategic insights into key customer segments</td>
</tr>
<tr>
<td>Delights customers</td>
<td>Does not consistently push team to frequently solicit customer feedback</td>
<td>Is satisfied with the ‘status quo’ in meeting customer expectations</td>
</tr>
<tr>
<td>Builds long-term relationships</td>
<td>Does not consistently reinforce the need for a ‘customer first’ mindset</td>
<td>Sets increasingly higher benchmarks for customer service, and ensures team consistently goes ‘above and beyond’</td>
</tr>
</tbody>
</table>

Anticipates customers’ needs

- Does not meet expectations
  - Does not have a solid grasp of key customer segments

Meets expectations

- Views customer segments holistically, and ensures that team leaders build strategic insights into key customer segments

Exceeds expectations

- Holds a deep and dynamic understanding of the voice of the customer across all segments, and coaches team leaders in building strategic insights into key segments

Delights customers

- Does not meet expectations
  - Does not consistently push team to frequently solicit customer feedback

Meets expectations

- Is satisfied with the ‘status quo’ in meeting customer expectations

Exceeds expectations

- Sets increasingly higher benchmarks for customer service, and ensures team consistently goes ‘above and beyond’

Builds long-term relationships

- Does not meet expectations
  - Does not lead team in building solid customer relationships

Meets expectations

- Sets increasingly higher benchmarks for customer service, and ensures team consistently goes ‘above and beyond’

Exceeds expectations

- Together with team leaders, sets the industry bar for customer service and is recognised by others as a global leader in this space

- Creates opportunities for team leaders to build long-lasting customer relationships and supports them at every stage in the journey
## Business Leader: Thinks Group

**Does not meet expectations**

| Does not pursue opportunities with potential and benefit for the group |
| Focuses on own department and business when making trade-offs |
| Does not actively promote collaboration with other teams across departments and businesses |
| It is satisfied with the status quo in terms of team performance |
| Shies away from addressing perceived issues, or does not address them in a constructive manner |
| Does not regularly celebrate achievements or recognise individual and team efforts |
| Is not always responsive or open in communication with others |
| Does not consistently practise active listening, and does not invest in understanding the views and objectives of others |
| Does not frequently syndicate work with colleagues |

**Meets expectations**

| Constantly strives to seek opportunities with potential and benefit for the group |
| Focuses on opportunities that present the most meaningful return for the group |
| Realises that collaboration offers the best approach to making trade-offs |
| Clearly defines the role of everyone in collective initiatives |
| Regularly promotes collaboration across departments and businesses |
| Is satisfied with the status quo in terms of team performance |
| Actively seeks out and addresses issues that are affecting the team |
| Regularly appreciates achievements and recognises individual and team efforts |
| Is always open and responsive in communication with others |
| Consistently practises active listening, and ensures understanding of the views and objectives of others |
| Regularly syndicates work with colleagues |

**Exceeds expectations**

| Identifies and pursues opportunities that represent true 'game-changers' for Majid Al Futtaim's business as a whole |
| Role models the 'one company' mindset by proactively contributing for the benefit of Majid Al Futtaim |
| Takes lead in collaborating across departments and businesses |
| Actively supports and coaches team leaders on effectively improving collaboration across department and business |
| Role models the practice of collaboration and proactively schedules periodic sessions with direct reports and team leaders to discuss, question, and refine team and department objectives and ensure they are aspirational |
| Through inspirational communication and coaching, helps teams accomplish more than they thought possible |
| Can easily navigate and lead through difficult situations across and within teams |
| Intuitively understands team dynamics and builds an environment that captures team members' individual strengths while allowing them to grow |
| Role models responsiveness and openness in communication, and has a perspective that is valued by others |
| Is perceived as a thought leader whose perspective is sought after by peers, teams and other businesses |
| Role models effective listening, and helps others communicate and listen with more empathy and understanding |
| Actively coaches others on how to listen and communicate effectively |
| Proactively involves the broader community and solicits communication from within and across departments and businesses |
| Builds bridges through personal and professional networks not only across Majid Al Futtaim businesses, but also across the industry and region |
### Business Leader: Develops Talent

Empowers others to take ownership and accountability through effective delegation and support. Develops and nurtures the next generation of Majid Al Futtaim leaders through consistent role modelling, mentoring and coaching others, and effectively holding courageous conversations.

<table>
<thead>
<tr>
<th>Does not meet expectations</th>
<th>Meets expectations</th>
<th>Exceeds expectations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Empowers others</td>
<td>Delegates responsibilites effectively, and allows team members to manage own work and associated decisions. Meets failure with a combination of feedback and coaching</td>
<td>Invests significant time and effort to coach team members and ‘unlock’ their potential and career trajectory</td>
</tr>
<tr>
<td>Develops the next generation of Majid Al Futtaim leaders</td>
<td>Is not sought out for advice and support by team members</td>
<td>Proactively seeks to become a role model, and mentor to others, offering constructive advice beyond immediate roles and responsibilities</td>
</tr>
<tr>
<td>Holds courageous conversations</td>
<td>Does not frequently offer fact-based, detailed or actionable feedback</td>
<td>Proactively seeks and offers regular, strength-based feedback to superiors, subordinates and peers</td>
</tr>
<tr>
<td></td>
<td>Shies away from having difficult conversations with colleagues and subordinates, or struggles to maintain clarity, calmness and composure</td>
<td>Role models courage by proactively having difficult conversations when needed, always maintaining composure, and focusing on facts and intended outcomes</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Inspires others by turning difficult conversations into a platform for building trust, coaching, and aligning team, actively builds an environment of openness and trust as a result</td>
</tr>
</tbody>
</table>
Business Leader: Fosters Innovation

Fosters Innovation

Supports and encourages innovation throughout teams and the organisation. Constantly pushes for fresh perspectives. Supports and enables the rapid, careful, and structured evaluation of new ideas.

<table>
<thead>
<tr>
<th>Does not meet expectations</th>
<th>Meets expectations</th>
<th>Exceeds expectations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creates an atmosphere that supports and encourages innovation</td>
<td>Is not generally open to new ideas, and/or tends to focus on limitations</td>
<td>Puts in place methods of soliciting and creating innovative ideas from colleagues, partners and customers</td>
</tr>
<tr>
<td></td>
<td>Does not actively support bringing new ideas with promise to a wider audience</td>
<td>Finds creative ways to bring new ideas to a broader audience</td>
</tr>
<tr>
<td>Thinks outside the box</td>
<td>Does not consistently push team to look towards best practices to generate new ideas</td>
<td>Actively coaches others on how to build support from others and proactively facilitates bringing new ideas with promise to a wider audience</td>
</tr>
<tr>
<td></td>
<td>Does not bring new ideas to the table, or encourage team members to do so</td>
<td>Fosters and encourages a culture of innovation in the team, and displays a visible commitment to generating and adopting new ideas</td>
</tr>
<tr>
<td>Evaluates new ideas effectively</td>
<td>Is not proactively involved in assessing new ideas with team</td>
<td>Fosters and encourages a culture of innovation in the organisation and actively coaches others on how to think creatively, and build a culture of openness and receptivity to new ideas within own teams</td>
</tr>
<tr>
<td></td>
<td>Can identify information needed to assess long term potential of new ideas, but does not help team to collect and analyse data and outcomes</td>
<td>Is seen as a truly creative thinker, and has a track record of bringing new ideas that create value for Majid Al Futtaim</td>
</tr>
<tr>
<td></td>
<td>Pushes and guides team leaders in assessment of new ideas, and actively tests and challenges findings before taking a decision and communicating it clearly; uses a blend of intuition, experience, and hard data to make the right decisions on new business ideas</td>
<td>Is recognised across the industry as a leader in creative thinking</td>
</tr>
<tr>
<td></td>
<td>Constantly pushes team to assess long-term potential of new ideas, and challenges data and results with the aim of making informed decision to ‘fail fast’ or ‘double down’</td>
<td>Actively coaches team leaders on assessing long-term potential of new ideas as well as creating the right conditions for successful piloting and testing of new ideas without taking on inappropriate levels of risk</td>
</tr>
</tbody>
</table>

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- Thinks Customer

Fosters Innovation
- Our Behaviours
- Thinks Group
- Develop Talent

Volume 2 - Team Leader

Core Values
- Leads The Way
- Drives Impact
- Thinks Customer

Fosters Innovation
- Our Behaviours
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Volume 3 - Individual Contributors

Core Values
- Leads The Way
- Drives Impact
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Volume 4 - Experts

Core Values
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Fosters Innovation
- Our Behaviours
- Think Group
- Develop Talent
Everyone in Majid Al Futtaim should be bold, passionate and working together for the benefit of the group

**BOLD**
- Speaks up
- Brings energy
- Challenges convention

**PASSIONATE**
- Takes pride
- Seeks excellence
- Perseveres

**TOGETHER**
- Respects diversity
- Role models citizenship
- Is a positive catalyst

---

**Behaviours for Bold**

<table>
<thead>
<tr>
<th></th>
<th>Does not meet expectations</th>
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<tbody>
<tr>
<td>Speaks up</td>
<td>Conceals or overlooks breach of values by others</td>
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<td>Is a champion of ethics and values, and is not afraid to take difficult stands when needed</td>
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<td>Brings energy</td>
<td>Lacks energy, and often focuses on the negative</td>
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<td>Focuses on creating an energetic, positive environment by always raising the spirits of others</td>
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<td>Challenges convention</td>
<td>Plays it safe, does not question or challenge self or others</td>
<td>Actively questions and challenges self and others in search of new insights and approaches</td>
<td>Inspires others to think boldly, and creates an environment of appropriate risk-taking</td>
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### Behaviours for Passionate

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</thead>
<tbody>
<tr>
<td>Takes pride</td>
<td>Does not demonstrate pride or enthusiasm for role and responsibilities</td>
<td>Displays pride and enthusiasm for own job, and takes visible ownership</td>
<td>Takes personal pride and ownership in the job and helps others feel proud of what they have accomplished</td>
</tr>
<tr>
<td>Seeks excellence</td>
<td>Is satisfied with ‘good enough’, does not push to improve</td>
<td>Always seeks to improve quality and outcome of own work and of others</td>
<td>Does not settle for anything but the best, pushes and inspires others to do the same</td>
</tr>
<tr>
<td>Perserves</td>
<td>Tends to focus on obstacles, gives up easily</td>
<td>Tries hard to achieve objectives, and seeks for help when needed</td>
<td>Never gives up in pursuit of goals, and inspires and motivates others to do the same</td>
</tr>
</tbody>
</table>

### Behaviours for Together

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<tbody>
<tr>
<td>Respects diversity</td>
<td>Ignores alternative perspectives</td>
<td>Seeks out and respects people with alternative experiences and backgrounds</td>
<td>Embraces and communicates a rich notion of diversity and how it benefits the company</td>
</tr>
<tr>
<td>Role models citizenship</td>
<td>Disregards impact of decisions and actions on areas outside own unit</td>
<td>Understands and considers the impact that decisions will have on other people and parts of the business</td>
<td>Always acts in the best interest of Majid Al Futtaim, including making difficult decisions for the benefit of the group as a whole</td>
</tr>
<tr>
<td>Is a positive catalyst</td>
<td>Does not seek support from others or provide support when asked</td>
<td>Always willing to help out colleagues, and reaches out when help is needed</td>
<td>Is true catalyst for action and change, inspiring others to be fully supportive and engaged</td>
</tr>
</tbody>
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### Core Values
- Leads The Way
- Drives Impact
- Thinks Customer
- Develops Talent
- Fosters Innovation
- Our Behaviours
“My dream is to create great moments for everyone everyday.”

Majid Al Futtaim

The Majid Al Futtaim leadership model comprises six themes with our values at the core
Team Leader: Leads The Way

Leads The Way

Demonstrates strategic leadership by a thorough understanding of key trends and value drivers of the business, and consistent prioritization of focus and efforts. Communicates clear, compelling stories that motivate and inspire others. Develops a clear roadmap to achieve strategic objectives and actively supports teams to ensure delivery. Enables change through personal ownership and a constant drive to improve.

<table>
<thead>
<tr>
<th>Provides strategic direction</th>
<th>Does not meet expectations</th>
<th>Meets expectations</th>
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<tbody>
<tr>
<td>Understands market trends, but not how they link to value drivers of the business</td>
<td>PROVIDES STRATEGIC DIRECTION</td>
<td>Reviews work of team, but does not consistently prioritise based on urgency and impact</td>
<td>UNDERSTANDS MARKET TRENDS AND IMPACT ON VALUE DRIVERS</td>
</tr>
<tr>
<td>Creates and communicates a compelling story</td>
<td>Supports own perspective in a solid manner, but does not connect with different audiences</td>
<td>COMMUNICATES CLEARLY, BUT WITHOUT A COMPELLING VISION THAT IS MOTIVATING AND INSPIRING TO TEAM</td>
<td>COMMUNICATES A CLEAR, COMPELLING VISION THAT MOTIVATES TEAM MEMBERS</td>
</tr>
<tr>
<td>Develops roadmaps and ensures delivery</td>
<td>Does not provide consistent support to team</td>
<td>CREATES ROADMAPS, BUT DOES NOT REGULARLY ALIGN EXPECTED ROLES, TIMELINES AND EFFORTS WITH THOSE AROUND</td>
<td>UNDERSTANDS MARKET TRENDS AND IMPACT ON VALUE DRIVERS, BUT FOR THE LARGER MAJID AL FUTTAIM STRATEGY AND VISION</td>
</tr>
<tr>
<td>Enables change</td>
<td>Does not consistently allocate work in a clear and structured manner, or doesn’t consistently take into account people’s responsibilities and capabilities when allocating work</td>
<td>SATISFIED WITH THE STATUS QUO</td>
<td>CREATES CLEAR, BALANCED ROADMAPS; ALIGNS WITH SUPERIORS, PEERS AND SUBORDINATES; BUILDS BRIDGES ACROSS DEPARTMENTS AND BUSINESSES</td>
</tr>
<tr>
<td>Shies away from taking challenging situations head-on (e.g. through delegating)</td>
<td>SATISFIED WITH THE STATUS QUO, SKEPTICAL OF CHANGE</td>
<td>CONSISTENTLY MEETS CHALLENGING SITUATIONS HEAD-ON</td>
<td>ACTIVELY DISCUSSES POSSIBLE COURSES OF ACTION WITH TEAM LEADERS, AND SOLICITS THEIR INPUT BEFORE ALLOCATING WORK IN A BALANCED MANNER</td>
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Team Leader: Drives Impact

Drives Impact

Role models and coaches others on making decisions effectively based on facts, context, and risks. Acts with urgency through proactively involving self and others. Fosters responsibility and accountability by role modeling ownership.

### Makes decisions effectively

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<tr>
<td>Makes decisions without clear or consistent purpose, or does not communicate reasoning to team.</td>
<td>Makes informed decisions for the team, and clearly communicates rationale behind them.</td>
<td>Role models ability to make complex decisions that balance trade-offs effectively, and proactively involves team in process.</td>
</tr>
<tr>
<td>Can identify information, data and expertise that is material for key decisions, but does not proactively seek it out.</td>
<td>Role models ability to make complex decisions that balance trade-offs effectively, and proactively involves team in process.</td>
<td>Consistently works with team members to identify and seek information, data and expertise that is material for key decisions, and tests quality of findings.</td>
</tr>
<tr>
<td>Does not have a clear view on risks associated with area of responsibility, or does not support teams in mitigating and managing such risks.</td>
<td>Understands the main risks associated with the job, and ensures team members understand them.</td>
<td>Regularly reviews and prioritises risks, and pushes team(s) to mitigate and manage such risks.</td>
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</table>

### Acts with urgency

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<tr>
<td>Can identify ‘critical paths’, but is not consistent about ensuring stakeholders convene to make decisions on time.</td>
<td>Role models response to urgency through consistent focus on critical path, proactive involvement of key decision makers, and clear communication of decisions required, existing perspectives, and available information.</td>
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</tr>
<tr>
<td>Shies away from taking ownership and responsibility for decisions, or does not involve team members in decision making.</td>
<td>Role models ownership and responsibility for the decisions of the team, and actively solicits input from team members in decision making.</td>
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</tr>
<tr>
<td>Avoids hard decisions, e.g. often delegates upwards versus ‘making the call’ him or herself.</td>
<td>Makes hard decisions, and when decisions go wrong, does not pass the blame but rather uses the opportunity to learn and grow.</td>
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Team Leader: Thinks Customer

**Thinks Customer**

Is able to effectively anticipate customer needs through deep understanding of customers’ expectations. Builds a culture of customer focus, driving consistent efforts to ‘go above and beyond’ customers’ expectations. Inspires and supports others to invest time in building productive long term relationships.

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<tr>
<td><strong>Anticipates customers’ needs</strong></td>
<td>Does not have a solid grasp of key customer segments</td>
<td>Has a good understanding of main customer segments and helps the team to understand them</td>
</tr>
<tr>
<td>Does not consistently push team to frequently solicit customer feedback</td>
<td>Frequently solicits customer feedback, works with team to ensure customer expectations are met.</td>
<td>Adopts customer feedback as guiding factor in making decisions, and proactively involves team to ensure delivery is consistently ahead of targets</td>
</tr>
<tr>
<td><strong>Delights customers</strong></td>
<td>Is satisfied with the ‘status quo’ in meeting customer expectations</td>
<td>Consistently works with team members to find ways to go above and beyond customer expectations</td>
</tr>
<tr>
<td>Does not consistently reinforce the need for a ‘customer first’ mindset</td>
<td>Actively encourages team members to adopt a ‘customer-first’ mindset</td>
<td>Role models ‘customer-first’ mindset and sets the example for others to follow</td>
</tr>
<tr>
<td><strong>Builds long-term relationships</strong></td>
<td>Does not lead team in building solid customer relationships</td>
<td>Proactively invests regular and significant time in building customer relationships, involving team as needed along the way</td>
</tr>
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**Volume 3 - Individual Contributors**

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**Volume 4 - Experts**

- Core Values
- Leads The Way
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# Majid Al Futtaim Leadership Model Overview

**Message from CEO**

**Five Main Objectives**

**Six Key Themes**

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## Leadership Grid

**Core Values**

**Leadership Grid**

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## Majid Al Futtaim Leadership Model Behaviours

**Volume 1 - Business Leader**

**Core Values**

**Leadership Grid**

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## Majid Al Futtaim Leadership Model Behaviours

**Volume 2 - Team Leader**

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## Majid Al Futtaim Leadership Model Behaviours

**Volume 3 - Individual Contributors**

**Core Values**

**Leadership Grid**

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## Majid Al Futtaim Leadership Model Behaviours

**Volume 4 - Experts**

**Core Values**

**Leadership Grid**

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## Contact

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### Team Leader: Thinks Group

**Thinks Group**

Role models the ‘one company’ mindset by proactively contributing for the benefit of Majid Al Futtaim as a whole. Fosters and develops high performance teams through clear expectation-setting, constructive feedback, and celebrating success. Builds trust with others through open communication.

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<tbody>
<tr>
<td>Does not pursue opportunities with potential and benefit for the group</td>
<td>Identifies and pursues opportunities with potential and benefit for the group</td>
<td>Constantly strives to seek opportunities with potential and benefit for the group</td>
</tr>
<tr>
<td>Focusses on own department and business when making trade-offs</td>
<td>Makes trade-offs while considering Majid Al Futtaim as a whole</td>
<td>Role models making trade-offs while considering Majid Al Futtaim as a whole, and pushes others to do so</td>
</tr>
<tr>
<td>Does not actively promote collaboration with other teams across departments and businesses</td>
<td>Actively promotes collaboration with other teams across departments and businesses</td>
<td>Takes lead in collaborating with other teams across departments and businesses</td>
</tr>
<tr>
<td>Does not invest time to discuss and refine team targets, or ensure they are ambitious and measurable</td>
<td>Plays a leading role in establishing team targets, discussing and refining them to ensure they are ambitious and measurable</td>
<td>Invests significant time and effort with team members and actively solicits their input, questioning, discussing, and refining targets to ensure they are ambitious</td>
</tr>
<tr>
<td>Is satisfied with the status quo in terms of team performance</td>
<td>Leads the development of team and individual performances through raising the bar on the quality of work expected and produced</td>
<td>Constantly raises the bar on the expected quality of work from the team in a way that is clearly communicated and actionable, and actively supports the team to achieve it</td>
</tr>
<tr>
<td>Shies away from addressing perceived issues, or does not address them in a constructive manner</td>
<td>Pro-actively addresses perceived issues and leads resolutions in a constructive manner</td>
<td>Steps in to role model and lead management of difficult situations across and within teams</td>
</tr>
<tr>
<td>Does not regularly celebrate achievements or recognise individual and team efforts.</td>
<td>Celebrates achievements and recognises individual and team efforts.</td>
<td>Demonstrates creativity in understanding performance drivers to develop rewards and recognise achievements and efforts</td>
</tr>
<tr>
<td>Is not always responsive or open in communication with others</td>
<td>Is responsive and openly communicates with others</td>
<td>Role models responsiveness and openness in communication, and has a perspective that is valued by others</td>
</tr>
<tr>
<td>Does not consistently practise active listening, and does not invest in understanding the views and objectives of others</td>
<td>Is an active listener, effectively understanding the views and objectives of others</td>
<td>Role models effective listening, and helps others communicate and listen with more empathy and understanding</td>
</tr>
<tr>
<td>Does not frequently syndicate work with colleagues</td>
<td>Syndicates work with colleagues frequently to ensure relevant parties are kept in the loop</td>
<td>Proactively involves the broader community and solicits communication from within and across departments and businesses</td>
</tr>
</tbody>
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### What’s next

- **Overview**
- **Contact**
### Team Leader: Develops Talent

#### Develops Talent
Empowers others to take ownership and accountability through effective delegation and support. Develops and nurtures the next generation of Majid Al Futtaim leaders through consistent role modelling, investing time in mentoring and coaching others, and effectively holding courageous conversations.

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<tbody>
<tr>
<td>Empowers others</td>
<td>Delegates responsibilities to improve efficiency of operations within teams, regularly reviews outcomes and provides constructive feedback</td>
<td>Delegates responsibilities effectively, and allows team members to manage own work and associated decisions. Meets failure with a combination of feedback and coaching</td>
</tr>
<tr>
<td>Develops the next generation of Majid Al Futtaim leaders</td>
<td>Delegates responsibilities effectively, and allows team members to manage own work and associated decisions. Meets failure with a combination of feedback and coaching</td>
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<tr>
<td>Holds courageous conversations</td>
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#### Majid Al Futtaim Leadership Model Behaviours

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- **Core Values:** Leads The Way, Drives Impact, Thinks Customer
- **Behaviours:** Our Behaviours

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**Six Key Themes**

**Leadership Grid**

**Core Values**

**Majid Al Futtaim Leadership Model Overview**

**Contact**
Fosters Innovation

Supports and encourages innovation throughout teams and organisation. Constantly pushes for fresh perspectives. Supports and enables rapid, careful, and structured evaluation of new ideas.

Majid Al Futtaim Leadership Model Behaviours

Volume 1 - Business Leader

Core Values
Leads The Way
Drives Impact
Thinks Customer

Does not meet expectations

- Creates an atmosphere that supports and encourages innovation
  - Is not generally open to new ideas, and/or tends to focus on limitations
  - Does not actively support bringing new ideas with promise to a wider audience

- Thinks outside the box
  - Does not consistently push team to look towards best practices to generate new ideas
  - Does not bring new ideas to the table, or encourage team members to do so

- Evaluates new ideas effectively
  - Is not proactively involved in assessing new ideas with team
  - Can identify information needed to assess long term potential of new ideas, but does not help team to collect and analyse data and outcomes

Meets expectations

- Regularly discusses new ideas with colleagues, focusing on potential rather than limitation
- Actively supports bringing new ideas with promise to a wider audience

Exceeds expectations

- Actively pushes teams to identify best practices, and meets regularly to generate and discuss new ideas
- Brings unexpected ideas to the table and encourages team members to do the same
- Actively supports bringing new ideas with promise to a wider audience

Volume 2 - Team Leader

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Fosters innovation does not meet expectations

1. Creates an atmosphere that supports and encourages innovation
   - Is not generally open to new ideas, and/or tends to focus on limitations
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2. Thinks outside the box
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Fosters innovation meets expectations

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   - Brings unexpected ideas to the table and encourages team members to do the same

3. Evaluates new ideas effectively
   - Actively supports bringing new ideas with promise to a wider audience
   - Fosters and encourages a culture of innovation in the team, and displays a visible commitment to generating and adopting new ideas

Fosters innovation exceeds expectations

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   - Actively pushes teams to identify best practices, and meets regularly to generate and discuss new ideas
   - Fosters and encourages a culture of innovation in the team, and displays a visible commitment to generating and adopting new ideas

2. Thinks outside the box
   - Actively supports bringing new ideas with promise to a wider audience
   - Proactively builds support from others to bring new ideas with promise to a wider audience

3. Evaluates new ideas effectively
   - Actively supports bringing new ideas with promise to a wider audience
   - Fosters and encourages team members to do so
Everyone in Majid Al Futtaim should be bold, passionate and working together for the benefit of the group

**BOLD**
- Speaks up
- Brings energy
- Challenges convention

**PASSIONATE**
- Takes pride
- Seeks excellence
- Persevers

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- Respects diversity
- Role models citizenship
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<td>Perseveres</td>
<td>Tends to focus on obstacles, gives up easily</td>
<td>Tries hard to achieve objectives, and asks for help when needed</td>
</tr>
</tbody>
</table>

Behaviours for Together

<table>
<thead>
<tr>
<th>Does not meet expectations</th>
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</tr>
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<tr>
<td>Respects diversity</td>
<td>Ignores alternative perspectives</td>
<td>Seeks out and respects people with alternative experiences and backgrounds</td>
</tr>
<tr>
<td>Role models citizenship</td>
<td>Disregards impact of decisions and actions on areas outside own unit</td>
<td>Understands and considers the impact that decisions will have on other people and parts of the business</td>
</tr>
<tr>
<td>Is a positive catalyst</td>
<td>Does not seek support from others or provide support when asked</td>
<td>Always willing to help out colleagues, and reaches out when help is needed</td>
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Contact
Majid Al Futtaim Leadership Model Overview

Message from CEO
Five Main Objectives
Six Key Themes

Leadership Grid
Core Values

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Leads The Way
Drives Impact
Thinks Customer

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Volume 3 - Individual Contributors
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Volume 4 - Experts
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Our Behaviours
Majid Al Futtaim Leadership Model Behaviours
Volume 3 - Individual Contributors

Leads The Way
Drives Impact
Thinks Customer

Contact
The Majid Al Futtaim leadership model comprises six themes with our values at the core

- **LEADS THE WAY** Drives strategy and change for Majid Al Futtaim’s vision
- **DRIVES IMPACT** Delivers meaningful results
- **CREATING GREAT MOMENTS FOR EVERYONE EVERYDAY** • Bold • Passionate • Together
- **FOSTERS INNOVATION** Drives innovation and creativity
- **THINKS CUSTOMER** Delights our customers
- **THINKS GROUP** Fosters teams and collaboration across the group

"My dream is to create great moments for everyone everyday."

Majid Al Futtaim
Individual Contributor: Leads The Way

Leads The Way

Demonstrates strategic leadership by a thorough understanding of key trends and value drivers of the business, and consistent prioritisation of focus and efforts. Communicates clear, compelling stories that motivate and inspire others. Develops a clear roadmap to achieve strategic objectives and actively supports teams to ensure delivery. Enables change through personal ownership and a constant drive to improve.

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<tr>
<th>Does not meet expectations</th>
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</thead>
<tbody>
<tr>
<td>Provides strategic direction</td>
<td>Unable to identify key value drivers within area of responsibility</td>
<td>Can readily identify key value drivers within area of responsibility</td>
</tr>
<tr>
<td>Creates and communicates a compelling story</td>
<td>Has difficulty prioritising own work based on urgency and impact</td>
<td>Is able to effectively prioritise own work based on urgency and impact</td>
</tr>
<tr>
<td>Develops roadmaps and ensures delivery</td>
<td>Struggles to craft a clear roadmap of activities, timelines, and responsibilities to achieve results</td>
<td>Is able to craft a roadmap to achieve results, including a clear split of roles, responsibilities, and timelines</td>
</tr>
<tr>
<td>Enables change</td>
<td>Does not create positive energy in the team</td>
<td>Takes initiative to create positive energy and motivate colleagues</td>
</tr>
</tbody>
</table>

Contact
Individual Contributor: Drives Impact

**Drives Impact**
Role models making decisions effectively based on facts, context, and risks. Acts with urgency through proactively involving self and others. Fosters responsibility and accountability by role modeling ownership.

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<th>Does not meet expectations</th>
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<tbody>
<tr>
<td>Makes decisions effectively</td>
<td>Understands the rationale and implications of key decisions for own role/decisions</td>
<td>Makes informed decisions for the team, and clearly communicates rationale behind them</td>
</tr>
<tr>
<td>Struggles to identify the key pieces of information/data required to make decisions</td>
<td>Is able to identify the key pieces of information/data required to make decisions</td>
<td>Proactively identifies and seeks information, data and expertise that is material for key decisions</td>
</tr>
<tr>
<td>Does not take into account areas of risk with regards to own role/area of responsibility</td>
<td>Is able to identify the key areas of risk with regards to own role/area of responsibility</td>
<td>Understands the main risks associated with the job, and ensures team members understand them</td>
</tr>
<tr>
<td>Acts with urgency</td>
<td>Understands when things are urgent, and proactively escalates issues to ensure decisions are made on time</td>
<td>Readsly identifies ‘critical paths’ and proactively convenes the right stakeholders with a clear agenda, to ensure decisions are made on time</td>
</tr>
<tr>
<td>Fosters accountability and responsibility</td>
<td>Takes ownership and responsibility for decisions made in the context of own role</td>
<td>Involves team members in decision making, and takes ownership and responsibility for decisions made</td>
</tr>
<tr>
<td>Does not take ownership and responsibility for decisions made in the context of own role</td>
<td>Shows good judgement in what to bring to superiors for sign-off</td>
<td>Makes hard decisions, knows when to ‘make the call versus delegating upwards</td>
</tr>
</tbody>
</table>

**Volume 1 - Business Leader**

- **Core Values**: Leads The Way
- **Leadership Grid**: Core Values
- **Drives Impact**: Thinks Customer
- **Thinks Customer**: Our Behaviours

**Volume 2 - Team Leader**

- **Core Values**: Leads The Way
- **Leadership Grid**: Core Values
- **Drives Impact**: Thinks Customer
- **Thinks Customer**: Our Behaviours

**Volume 3 - Individual Contributors**

- **Core Values**: Leads The Way
- **Leadership Grid**: Core Values
- **Drives Impact**: Thinks Customer
- **Thinks Customer**: Our Behaviours

**Volume 4 - Experts**

- **Core Values**: Leads The Way
- **Leadership Grid**: Core Values
- **Drives Impact**: Thinks Customer
- **Thinks Customer**: Our Behaviours
## Individual Contributor: Thinks Customer

### Thinks Customer

Is able to effectively anticipate customer needs through deep understanding of customers’ expectations. Builds a culture of customer focus, driving consistent efforts to ‘go above and beyond’ customers’ expectations. Inspires and supports others to invest time in building productive long term relationships.

<table>
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<tr>
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<th>Exceeds expectations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Anticipates customers’ needs</strong></td>
<td>Lacks a good understanding of main customer segments</td>
<td>Has a good understanding of main customer segments and helps the team to understand them</td>
</tr>
<tr>
<td></td>
<td>Does not understand customers’ stated and unstated expectations</td>
<td>Actively listens and demonstrates understanding for customer’s stated and unstated expectations, and understands what is needed to deliver on expectations</td>
</tr>
<tr>
<td><strong>Delights customers</strong></td>
<td>Does not always provide quality customer support</td>
<td>Consistently works with team members to find ways to go above and beyond customer expectations</td>
</tr>
<tr>
<td></td>
<td>Is not clear on what it means to adopt a ‘customer-first’ mindset</td>
<td>Actively encourages team members to adopt a ‘customer-first’ mindset</td>
</tr>
<tr>
<td><strong>Builds long-term relationships</strong></td>
<td>Does not invest time in customer interactions as instructed</td>
<td>Invests regular time in customer interactions as instructed</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Proactively invests regular and significant time in building customer relationships, involving team as needed along the way</td>
</tr>
</tbody>
</table>
## Individual Contributor: Thinks Group

**Thinks Group**

Role-models the ‘one company’ mindset by proactively contributing for the benefit of Majid Al Futtaim as a whole. Fosters and develops high performance teams through supporting clear expectation setting, constructive feedback, and celebrating success. Builds trust with others through open communication.

<table>
<thead>
<tr>
<th>Does not meet expectations</th>
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<th>Exceeds expectations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Proactively contributes for the benefit of Majid Al Futtaim</strong></td>
<td>Struggles to understand or identify opportunities with implications for other businesses or Majid Al Futtaim as a whole</td>
<td>Understands and identifies opportunities with implications for other businesses or Majid Al Futtaim as a whole</td>
</tr>
<tr>
<td>Does not understand how own work fits into broader Majid Al Futtaim strategy and vision</td>
<td>Has not yet demonstrated willingness and ability to collaborate across departments</td>
<td>Has demonstrated willingness and ability to collaborate across departments</td>
</tr>
<tr>
<td><strong>Creates and sustains high performing teams</strong></td>
<td>Has not demonstrated a desire to play an active role in setting targets for self or team</td>
<td>Demonstrates a desire to play an active role in setting targets, and pushes to clarify and challenge robustness of targets when they are cascaded</td>
</tr>
<tr>
<td>Does not show a drive for excellence in quality when delivering activities/projects under own responsibility</td>
<td>Does not proactively surface issues and/or tries to hide problems as opposed to address them</td>
<td>Is constantly striving for excellence in quality when delivering activities/projects under own responsibility</td>
</tr>
<tr>
<td><strong>Builds trust through open communication</strong></td>
<td>Does not acknowledge accomplishments or strengths of other team members</td>
<td>Proactively surfaces perceived issues</td>
</tr>
<tr>
<td>Does not communicate well with other others</td>
<td>Does not listen attentively or understand the points made by others</td>
<td>Provides praise to other team members</td>
</tr>
<tr>
<td>Does not actively collaborate with others</td>
<td></td>
<td>Communicates well with team members</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Listens attentively and understands the points made by others</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Shares works with others when necessary, does not shy away from collaborating when asked</td>
</tr>
</tbody>
</table>
### Individual Contributor: Develops Talent

**Develops Talent**

Demonstrates an ‘ownership’ mindset and role models accountability. Strives to develop self and others through seeking out and investing time in feedback and coaching, and effectively holding courageous conversations.

<table>
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<tr>
<th>Does not meet expectations</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Empowers others</td>
<td>Develops Talent</td>
<td>Delegates responsibilities to improve efficiency of operations within teams, regularly reviews outcomes and provides constructive feedback</td>
</tr>
<tr>
<td>Does not proactively suggest ways to improve efficiency of operations within team, including changes to own responsibilities</td>
<td>Invests significant time in learning with the objective of improving as a professional</td>
<td>Invests time and effort to coach team members with the aim of supporting their development</td>
</tr>
<tr>
<td>Develops the next generation of Majid Al Futtaim leaders</td>
<td>Is typically avoided by colleagues seeking advice or support</td>
<td>Is approached by peers for advice and support</td>
</tr>
<tr>
<td>Does not invest in self-improvement, learning, and development</td>
<td>Is reluctant to provide fact-based, actionable feedback, even when prompted</td>
<td>Regularly seeks feedback, and offers own feedback when prompted</td>
</tr>
<tr>
<td>Holds courageous conversations</td>
<td>Shies away from conversations that may be challenging or uncomfortable</td>
<td>Is able to respond honestly to difficult questions, and is able to provide constructive suggestions in challenging situations</td>
</tr>
</tbody>
</table>

- **Empowers others:**
  - Does not proactively suggest ways to improve efficiency of operations within team, including changes to own responsibilities.
  - Develops the next generation of Majid Al Futtaim leaders.
  - Shies away from conversations that may be challenging or uncomfortable.

- **Develops the next generation of Majid Al Futtaim leaders:**
  - Does not invest in self-improvement, learning, and development.
  - Is reluctant to provide fact-based, actionable feedback, even when prompted.

- **Holds courageous conversations:**
  - Shies away from conversations that may be challenging or uncomfortable.
  - Is reluctant to provide fact-based, actionable feedback, even when prompted.
Individual Contributor: Fosters Innovation

Fosters Innovation
Supports and encourages innovation throughout teams and organisation. Constantly pushes for fresh perspectives. Supports and enables rapid, careful, and structured evaluation of new ideas.

<table>
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<tr>
<th>Does not meet expectations</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Creates an atmosphere that supports and encourages innovation</td>
<td>Does not seek out new ideas or proactively share new ideas with colleagues</td>
<td>Does not show evidence of curiosity beyond immediate work</td>
</tr>
<tr>
<td></td>
<td>Does not actively support new ideas that show promise</td>
<td>Has not yet demonstrated drive for creativity in the course of day-to-day work</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thinks outside the box</td>
<td>Does not show evidence of curiosity beyond immediate work</td>
<td>Has not yet demonstrated drive for creativity in the course of day-to-day work</td>
</tr>
<tr>
<td></td>
<td>Is not yet able to assess new ideas based on a clear understanding of advantages, disadvantages, feasibility, etc.</td>
<td>Assesses new ideas based on a clear understanding of advantages, disadvantages, feasibility, etc.</td>
</tr>
<tr>
<td>Evaluates new ideas effectively</td>
<td>Is not able to identify information needed to assess long-term potential of new ideas, or to work with supervisor to rapidly collect data and outcomes</td>
<td>Identifies information needed to assess long-term potential of new ideas, and works with team to define approach to collect and analyse data and outcomes</td>
</tr>
</tbody>
</table>
Everyone in Majid Al Futtaim should be bold, passionate and working together for the benefit of the group

### BOLD
- Speaks up
- Brings energy
- Challenges convention

### PASSIONATE
- Takes pride
- Seeks excellence
- Perseveres

### TOGETHER
- Respects diversity
- Role models citizenship
- Is a positive catalyst

### Behaviours for Bold

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<tr>
<td><strong>Speaks up</strong></td>
<td>Conceals or overlooks breach of values by others</td>
<td>Stands up for values when brought into a situation; weighs pros and cons and makes informed decisions</td>
<td>Is a champion of ethics and values, and is not afraid to take difficult stands when needed</td>
</tr>
<tr>
<td><strong>Brings energy</strong></td>
<td>Lacks energy, and often focuses on the negative</td>
<td>Brings a sense of fun and energy to work and teams</td>
<td>Focusses on creating an energetic, positive environment by always raising the spirits of others</td>
</tr>
<tr>
<td><strong>Challenges convention</strong></td>
<td>Plays it safe; does not question or challenge self or others</td>
<td>Actively questions and challenges self and others in search of new insights and approaches</td>
<td>Inspires others to think boldly, and creates an environment of appropriate risk-taking</td>
</tr>
</tbody>
</table>

**Contact**

16 17

**BOLD**
- Speaks up
- Brings energy
- Challenges convention

**PASSIONATE**
- Takes pride
- Seeks excellence
- Perseveres

**TOGETHER**
- Respects diversity
- Role models citizenship
- Is a positive catalyst
### Behaviours for Passionate

<table>
<thead>
<tr>
<th>Aspect</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Takes pride</strong></td>
<td>Does not demonstrate pride or enthusiasm for role and responsibilities</td>
<td>Displays pride and enthusiasm for own job, and takes visible ownership</td>
<td>Takes personal pride and ownership in the job and helps others feel proud of what they have accomplished</td>
</tr>
<tr>
<td><strong>Seeks excellence</strong></td>
<td>Is satisfied with ‘good enough’, does not push to improve</td>
<td>Always seeks to improve quality and outcome of own work and of others’</td>
<td>Does not settle for anything but the best, pushes and inspires others to do the same</td>
</tr>
<tr>
<td><strong>Perseveres</strong></td>
<td>Tends to focus on obstacles, gives up easily</td>
<td>Tries hard to achieve objectives, and asks for help when needed</td>
<td>Never gives up in pursuit of goals, and inspires and motivates others to do the same</td>
</tr>
</tbody>
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### Behaviours for Together

<table>
<thead>
<tr>
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<th>Does not meet expectations</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Respects diversity</strong></td>
<td>Ignores alternative perspectives.</td>
<td>Seeks out and respects people with alternative experiences and backgrounds</td>
<td>Embraces and communicates a rich notion of diversity and how it benefits the company</td>
</tr>
<tr>
<td><strong>Role models citizenship</strong></td>
<td>Disregards impact of decisions and actions on areas outside own unit</td>
<td>Understands and considers the impact that decisions will have on other people and parts of the business</td>
<td>Always acts in the best interest of Majid Al Futtaim, including making difficult decisions for the benefit of the group as a whole</td>
</tr>
<tr>
<td><strong>Is a positive catalyst</strong></td>
<td>Does not seek support from others or provide support when asked</td>
<td>Always willing to help out colleagues, and reaches out when help is needed</td>
<td>Is true catalyst for action and change, inspiring others to be fully supportive and engaged</td>
</tr>
</tbody>
</table>

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### Majid Al Futtaim Leadership Model Behavioural Grid

- **Core Values**
- **Leadership Grid**
- **Five Main Objectives**
- **Six Key Themes**
- **Message from CEO**

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  - Thinks Group
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- **Volume 4 - Experts**
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Overview

Expert: Leads The Way

Leads The Way

Demonstrates strategic leadership by a thorough understanding of key trends and value drivers of the business, and consistent prioritisation of focus and efforts. Communicates clear, compelling stories that motivate and inspire others. Develops a clear roadmap to achieve strategic objectives and actively supports teams to ensure delivery. Enables change through personal ownership and a constant drive to improve.

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<tr>
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</thead>
<tbody>
<tr>
<td>Provides strategic direction</td>
<td>Understands market trends, but not how they link to value drivers of the business</td>
<td>Consistently reviews and prioritises work based on urgency and impact, and effectively manages required human/material resources</td>
</tr>
<tr>
<td>Creates and communicate a compelling story</td>
<td>Does not consistently prioritise work based on urgency and impact</td>
<td>Communicates a clear, compelling vision that can motivate and inspire</td>
</tr>
<tr>
<td>Develops roadmaps and ensures delivery</td>
<td>Creates roadmaps, but does not regularly align expected roles, timelines and efforts with those around</td>
<td>Creates clear, balanced roadmaps; aligns with superiors, peers and subordinates; builds bridges across departments and businesses</td>
</tr>
<tr>
<td>Enables change</td>
<td>Does not provide consistent support to others in delivery</td>
<td>Supports own perspective in a solid manner, but does not connect with different audiences</td>
</tr>
</tbody>
</table>

Satisfied with the status quo. Skeptical of change.

Satisfied with the status quo.

Has a proven track record of driving transformational change, and clearly understands the complex factors needed for successful change programmes.

Shies away from taking challenging situations head-on (e.g. through delegating).

Communicates a clear, compelling vision that can motivate and inspire others across Majid Al Futtaim.

Is a true ambassador of Majid Al Futtaim and is able to inspire a wide diversity of audiences inside and outside the company.

Role models support to colleagues in delivery by mobilising resources and proactively eliminating barriers, often through creative solutions/channels.

Develops and drives programmes that represent true evolution for Majid Al Futtaim and its continued growth.

Builds strategic roadmaps that reflect deep industry knowledge as well as true value creation for Majid Al Futtaim.

Takes personal lead and invests time to provide others with delivery support, even under difficult conditions.

Consistently finds ways to improve on the status quo.

Consistently grounds work in the strategic vision of Majid Al Futtaim.

Is seen as among the very best strategic thinkers and market shapers in the industry; has a deep understanding of market dynamics and trends and makes business decisions accordingly.

Communicates a clear, compelling vision that can motivate and inspire others across Majid Al Futtaim.
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Drives Impact

Role models and coaches others on making decisions effectively based on facts, context, and risks. Acts with urgency through proactively involving self and others. Fosters responsibility and accountability by role modelling ownership.

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<tr>
<th>Does not meet expectations</th>
<th>Meets expectations</th>
<th>Exceeds expectations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Makes decisions effectively</td>
<td>Makes decisions without clear or consistent purpose, or does not communicate reasoning to others</td>
<td>Consistently works with others to identify and seek information, data and expertise that is material for key decisions, and tests quality of findings</td>
</tr>
<tr>
<td>Acts with urgency</td>
<td>Can identify information, data and expertise material for key decisions, but does not proactively seek it out</td>
<td>Regularly reviews, prioritises, and mitigates risks</td>
</tr>
<tr>
<td>Fosters accountability and responsibility</td>
<td>Does not have a clear view on risks associated with area of responsibility, or does not support others in mitigating and managing such risks</td>
<td>Role models response to urgency through consistent focus on critical path, proactive involvement of key decision makers, and clear communication of decisions required, existing perspectives, and available information</td>
</tr>
<tr>
<td>Role models ownership and responsibility for the decisions, and actively solicits input from others in decision making</td>
<td>Can identify ‘critical paths’, but is not consistent about ensuring stakeholders convene to make decisions on time</td>
<td>Not only role models, but also actively creates an environment that reinforces ownership and responsibility in decision making across organisation</td>
</tr>
<tr>
<td>Makes hard decisions, and when decisions go wrong, does not pass the blame but rather uses the opportunity to learn and grow</td>
<td>Shies away from taking ownership and responsibility for decisions, or does not involve others in decision making</td>
<td>Makes hard decisions, and when decisions go wrong, does not pass the blame but rather uses the opportunity to learn and grow</td>
</tr>
</tbody>
</table>

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Majid Al Futtaim Leadership Model Behaviours
Volume 2 - Team Leader
Core Values
Leads The Way
Drives Impact
Thinks Customer
Our Behaviours

Majid Al Futtaim Leadership Model Behaviours
Volume 3 - Individual Contributors
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Contact

Thinks Customer
Is able to effectively anticipate customer needs through deep understanding of customers’ expectations. Builds a culture of customer focus, driving consistent efforts to ‘go above and beyond’ customers’ expectations. Inspires and supports others to invest time in building productive long-term relationships.

<table>
<thead>
<tr>
<th>Does not meet expectations</th>
<th>Meets expectations</th>
<th>Exceeds expectations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anticipates customers’ needs</td>
<td>Does not have a solid grasp of key customer segments</td>
<td>Views customer segments holistically, and constantly strives to build strategic insights into key customer segments</td>
</tr>
<tr>
<td></td>
<td>Does not consistently push others to frequently solicit customer feedback</td>
<td>Adopts customer feedback as guiding factor in making decisions, and proactively involves others to ensure delivery is consistently ahead of targets</td>
</tr>
<tr>
<td>Delights customers</td>
<td>Is satisfied with the ‘status quo’ in meeting customer expectations</td>
<td>Sets increasingly higher benchmarks for customer service, and consistently goes ‘above and beyond’</td>
</tr>
<tr>
<td></td>
<td>Does not consistently reinforce the need for a customer first’ mindset</td>
<td>Role models ‘customer-first’ mindset and sets the example for others to follow</td>
</tr>
<tr>
<td>Builds long term relationships</td>
<td>Does not lead team in building solid customer relationships</td>
<td>Ensures entire team focuses on investing time in customer relationships and proactively supports others as needed</td>
</tr>
</tbody>
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<tr>
<td>Develops Talent</td>
<td></td>
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<tr>
<td>Fosters Innovation</td>
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Expert: Thinks Customer

Anticipates customers’ needs
- Does not have a solid grasp of key customer segments
- Does not consistently push others to frequently solicit customer feedback

Delights customers
- Is satisfied with the ‘status quo’ in meeting customer expectations
- Does not consistently reinforce the need for a ‘customer-first’ mindset

Builds long term relationships
- Does not lead team in building solid customer relationships
### Thinks Group

Role models the ‘one company’ mindset by proactively contributing for the benefit of Majid Al Futtaim as a whole. Builds trust with others through open communication.

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<tr>
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<tbody>
<tr>
<td><strong>Proactively contributes for the benefit of Majid Al Futtaim</strong></td>
<td>- Does not pursue opportunities with potential and benefit for the group</td>
<td>- Identifies and pursues opportunities that represent true ‘game-changers’ for Majid Al Futtaim business as a whole</td>
<td>- Clearly and consistently connects business decisions to broader vision and strategy of Majid Al Futtaim</td>
</tr>
<tr>
<td></td>
<td>- Focuses on own department and business when making trade-offs</td>
<td>- Role models making trade-offs while considering Majid Al Futtaim as a whole, and pushes others to do so</td>
<td>- Identifies and pursues opportunities that represent true ‘game-changers’ for Majid Al Futtaim</td>
</tr>
<tr>
<td></td>
<td>- Does not actively promote collaboration with others across departments and businesses</td>
<td>- Takes lead in collaborating with other teams across departments and businesses</td>
<td>- Actively supports and coaches others on effectively improving collaboration across department and business</td>
</tr>
<tr>
<td><strong>Creates and sustains high performing teams</strong></td>
<td>- Does not invest time to discuss and refine targets, or ensure they are ambitious and measurable</td>
<td>- Invests significant time and effort with others and actively solicits their input, questioning, discussing, and refining targets to ensure they are ambitious</td>
<td>- Role models performance culture and proactively schedules periodic sessions with colleagues and others to discuss, question, and refine targets and ensure they are aspirational</td>
</tr>
<tr>
<td><strong>Builds trust through open communication</strong></td>
<td>- Is not always responsive or open in communication with others</td>
<td>- Role models responsiveness and openness in communication, and has a perspective that is valued by others</td>
<td>- Is perceived as a thought leader whose perspective is sought after by peers, teams and other businesses</td>
</tr>
<tr>
<td></td>
<td>- Does not consistently practice active listening, and does not invest in understanding the views and objectives of others</td>
<td>- Role models effective listening, and helps others communicate and listen with more empathy and understanding</td>
<td>- Actively coaches others on how to listen and communicate effectively</td>
</tr>
<tr>
<td></td>
<td>- Does not frequently syndicate work with colleagues</td>
<td>- Proactively involves the broader community and solicits communication from within and across departments and businesses</td>
<td>- Builds bridges through personal and professional networks not only across Majid Al Futtaim businesses, but across the industry and region</td>
</tr>
</tbody>
</table>

**Core Values**
- Leads the Way
- Thinks Customer
- Drives Impact

**Volume 1 - Business Leader**

**Volume 2 - Team Leader**

**Volume 3 - Individual Contributors**

**Volume 4 - Experts**

**Leadership Grid**
- Develops Talent
- Fosters Innovation
- Our Behaviours

**Contact**
**Develops Talent**

Develops and nurtures the next generation of Majid Al Futtaim leaders through consistent role modelling, investing time in mentoring and coaching others, and effectively holding courageous conversations.

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<tbody>
<tr>
<td>Does not invest meaningful time in coaching others or supporting their development</td>
<td>Invests significant time and effort to coach others and 'unlock' their potential and career trajectory</td>
<td>Sets the bar for mentorship in Majid Al Futtaim; not only coaches others to meet full potential, but ensures they coach the next generation as well</td>
</tr>
<tr>
<td>Is not sought out for advice and support by others</td>
<td>Proactively seeks to become a role model and mentor to others, offering constructive advice beyond immediate roles and responsibilities</td>
<td>Is looked to as the business and personal mentor in the organisation by all top talent including peers</td>
</tr>
<tr>
<td>Does not frequently offer fact-based, detailed or actionable feedback</td>
<td>Proactively seeks and offers regular, strength-based feedback to others</td>
<td>Builds an environment of openness, honesty and trust; coaches others on how to give constructive feedback</td>
</tr>
<tr>
<td>Shies away from having difficult conversations, or struggles to maintain clarity, calmness and composure</td>
<td>Role models courage by proactively having difficult conversations when needed, always maintaining composure, and focusing on facts and intended outcomes</td>
<td>Inspires others by turning difficult conversations into a platform for building trust, coaching, and aligning others; actively builds an environment of openness and trust as a result</td>
</tr>
</tbody>
</table>

**Core Values**

- Leads The Way
- Thinks Group
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- Fosters Innovation
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### Fosters Innovation

Supports and encourages innovation throughout organisation. Constantly pushes for fresh perspectives. Supports and enables rapid, careful, and structured evaluation of new ideas.

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</thead>
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<tr>
<td>Creates an atmosphere that supports and encourages innovation</td>
<td>Is not generally open to new ideas, and/or tends to focus on limitations</td>
<td>Role models openness to innovation through actively leading discussions of new ideas with others.</td>
</tr>
<tr>
<td></td>
<td>Does not actively support bringing new ideas with promise to a wider audience</td>
<td>Proactively builds support from others to bring new ideas with promise to a wider audience.</td>
</tr>
<tr>
<td>Thinks outside the box</td>
<td>Does not consistently push team to look towards best practices to generate new ideas</td>
<td>Fosters and encourages a culture of innovation, and displays a visible commitment to generating and adopting new ideas.</td>
</tr>
<tr>
<td></td>
<td>Does not bring new ideas to the table, or encourage others to do so</td>
<td>Is seen as a truly creative thinker, and has a track record of bringing new ideas that create value for Majid Al Futtaim.</td>
</tr>
<tr>
<td>Evaluates new ideas effectively</td>
<td>Is not proactively involved in assessing new ideas</td>
<td>Assesses new ideas and determines their feasibility and expected impact. Works with others to ensure quality of assessments and findings, and clearly communicates recommendations to others.</td>
</tr>
<tr>
<td></td>
<td>Can identify information needed to assess long-term potential of new ideas, but does not help others to collect and analyse data and outcomes</td>
<td>Pushes and guides others in assessment of new ideas, and actively tests and challenges findings before taking a decision and communicating it clearly; uses a blend of intuition, experience, and hard data to make the right decisions on new business ideas.</td>
</tr>
</tbody>
</table>

**Expert: Fosters Innovation**

- Creates an atmosphere that supports and encourages innovation:
  - Does not generally open to new ideas, and/or tends to focus on limitations.
  - Does not actively support bringing new ideas with promise to a wider audience.

- Thinks outside the box:
  - Does not consistently push team to look towards best practices to generate new ideas.
  - Does not bring new ideas to the table, or encourage others to do so.

- Evaluates new ideas effectively:
  - Is not proactively involved in assessing new ideas.
  - Can identify information needed to assess long-term potential of new ideas, but does not help others to collect and analyse data and outcomes.

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**Core Values**

- Leads The Way
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Everyone in Majid Al Futtaim should be bold, passionate and working together for the benefit of the group

**BOLD**
- Speaks up
- Brings energy
- Challenges convention

**PASSIONATE**
- Takes pride
- Seeks excellence
- Perseveres

**TOGETHER**
- Respects diversity
- Role models citizenship
- Is a positive catalyst

**Behaviours for Bold**

<table>
<thead>
<tr>
<th>Behaviour</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Speaks up</td>
<td>Conceals or overlooks breach of values by others</td>
<td>Stands up for values when brought into a situation; weighs pros and cons and makes informed decisions</td>
<td>Is a champion of ethics and values, and is not afraid to take difficult stands when needed</td>
</tr>
<tr>
<td>Brings energy</td>
<td>Lacks energy, and often focuses on the negative</td>
<td>Brings a sense of fun and energy to work and teams</td>
<td>Focuses on creating an energetic, positive environment by always raising the spirits of others</td>
</tr>
<tr>
<td>Challenges convention</td>
<td>Plays it safe; does not question or challenge self or others</td>
<td>Actively questions and challenges self and others in search of new insights and approaches</td>
<td>Inspires others to think boldly, and creates an environment of appropriate risk-taking</td>
</tr>
</tbody>
</table>

Contact

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Message from CEO
Five Main Objectives
Six Key Themes

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### Behaviours for Passionate

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<tbody>
<tr>
<td><strong>Takes pride</strong></td>
<td>Does not demonstrate pride or enthusiasm for role and responsibilities</td>
<td>Displays pride and enthusiasm for own job, and takes visible ownership</td>
<td>Takes personal pride and ownership in the job and helps others feel proud of what they have accomplished</td>
</tr>
<tr>
<td><strong>Seeks excellence</strong></td>
<td>Is satisfied with ‘good enough’, does not push to improve</td>
<td>Always seeks to improve quality and outcome of own work and of others’</td>
<td>Does not settle for anything but the best, pushes and inspires others to do the same</td>
</tr>
<tr>
<td><strong>Persistes</strong></td>
<td>Tends to focus on obstacles, gives up easily</td>
<td>Tries hard to achieve objectives, and seeks for help when needed</td>
<td>Never gives up in pursuit of goals, and inspires and motivates others to do the same</td>
</tr>
</tbody>
</table>

### Behaviours for Together

<table>
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<tbody>
<tr>
<td><strong>Respects diversity</strong></td>
<td>Ignores alternative perspectives</td>
<td>Seeks out and respects people with alternative experiences and backgrounds</td>
<td>Embraces and communicates a rich notion of diversity and how it benefits the company</td>
</tr>
<tr>
<td><strong>Role models citizenship</strong></td>
<td>Disregards impact of decisions and actions on areas outside own unit</td>
<td>Understands and considers the impact that decisions will have on other people and parts of the business</td>
<td>Always acts in the best interest of Majid Al Futtaim, including making difficult decisions for the benefit of the group as a whole</td>
</tr>
<tr>
<td><strong>Is a positive catalyst</strong></td>
<td>Does not seek support from others or provide support when asked</td>
<td>Always willing to help out colleagues, and reaches out when help is needed</td>
<td>Is true catalyst for action and change, inspiring others to be fully supportive and engaged</td>
</tr>
</tbody>
</table>

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**Majid Al Futtaim Leadership Model Overview**

**Message from CEO**

**Five Main Objectives**

**Six Key Themes**

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**Contact**

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**Overview**

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Message from CEO

Dear Colleagues,

I strongly believe that our greatest and most valuable asset is our people. That is the reason why talent development and grooming our future leaders from within is a key pillar of our strategy.

The Majid Al Futtaim Leadership Institute (The Leadership Institute), is our proprietary internal educational enterprise dedicated to enabling and supporting our growth aspirations with three main objectives:

1. Be the incubator of our Top Talent and the engine to supply our future leadership pipeline;
2. Be the custodian of our culture and values and actively foster the 'Majid Al Futtaim way'; and
3. Provide world class training and development to address our leadership needs across the group.

The Majid Al Futtaim leadership model forms the core of The Leadership Institute, ensuring that all businesses speak the same language on leadership. We are building an organisation that stretches, challenges and supports every person in their own professional journey. We want to ensure that every employee has a clear path forward on this journey and a comprehensive understanding of the behaviours and skills that will take them there.

The future of Majid Al Futtaim is bright, and I look forward to the roles that The Leadership Institute and our leadership model will play in supporting us to achieve our goal of fostering an environment of empowerment, growth and development.

Alain Bejjani
Chief Executive Officer
Majid Al Futtaim Holding