

➤ Al-Futtaim Values

THE VALUES	OUR FOCUS	WHAT IT MEANS	HOW WE LIVE IT	WHAT WE DISCOURAGE
RESPECT	RESPECT FOR ALL STAKEHOLDERS	We have the utmost respect for everyone we interact with and for the environment in which we operate. We humbly recognise that ideas can come from anywhere, and are open to listen and change our mind. We are able to admit to mistakes and are willing to learn from them.	<ul style="list-style-type: none"> Engages with others by actively listening Respectful to all individuals and treats others fairly and consistently Inquisitive and receptive to new ideas Demonstrates consideration for others Treats everyone with courtesy 	<ul style="list-style-type: none"> Does not clearly express ideas and views openly or when asked Displays an arrogance of 'knowing everything' Unwilling to take calculated risks and is not open to learning from mistakes
COLLABORATION	BETTER TOGETHER	We actively build trusted partnerships with all the constituencies of our business — including customers, principals, partners, communities and colleagues. We harness the strengths of individuals and teams and we have an unyielding desire to win together. We work collaboratively and we hold ourselves and each other accountable.	<ul style="list-style-type: none"> Seeks to understand others first before acting Demonstrates working as a team to win as a whole Group Seeks to gather ideas from others to harness the diversity of the group Demonstrates the ability to work collaboratively and supportively with peers, colleagues, team members and partners Actively builds relationships 	<ul style="list-style-type: none"> Works against team spirit and actively operates in a silo Demonstrates a lack of awareness in relation to diversity Causes damage to relationships and receives negative feedback from others on how they interact with them Uses "I" not "we"
EXCELLENCE	BEST IN CLASS	We have a passion to achieve extraordinary results by delighting our customers. We believe good enough, is not good enough. We aspire to the highest global standards of service excellence. We celebrate our successes but remain relentless in constantly improving.	<ul style="list-style-type: none"> Seeks opportunities to continually improve to stretch self and the organisation Consistently goes above and beyond to meet our customers' needs Demonstrates a restlessness in delivering the exceptional Promotes diverse thinking to nurture and drive continuous improvement across the group Consistently focuses on new or more effective ways of achieving goals 	<ul style="list-style-type: none"> Does not place the customer at the heart of everything they do Unwilling to challenge the status quo and explore new/different ways of doing things Resists change and actively works against doing things differently Does not celebrate successes and review own performance and strive to do better
INTEGRITY	ALWAYS DO THE RIGHT THING	We will always do the right thing and demonstrate consistency between our actions and our words. We ensure honesty and fairness in all that we do. We think about the long term and build enduring relationships.	<ul style="list-style-type: none"> Makes promises and delivers on these commitments Fosters a culture of trust by speaking and acting with honesty and truth Takes accountability for own actions and behaviours Makes the interactions with people/partners a better experience Acts in accordance with the Al-Futtaim Code of Conduct Respects and works within local laws and country legislation 	<ul style="list-style-type: none"> Actively withholds information from others Says one thing and does another (does not walk the talk) Blames others and is not willing to accept personal accountability Puts the company at risk by not acting in accordance with the Code of Conduct