

Sustainability Report

2018 - 2019



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Terminology

| | |
|-------------------------------------|---|
| Landmark Group, Landmark or Group | The entire Landmark Group operation including Landmark Retail, Landmark Hospitality and Landmark Leisure, in the Middle East and India. |
| Landmarkers | Employees of Landmark Group. |
| Brand | The different brands that fall under the Group in the Middle East and India. |
| Geographies, Markets or Territories | The different countries where Landmark Group operates. |
| Landmark Retail | All brands, stores, warehouses and offices from the Retail business division located in the Middle East. |
| Landmark Hospitality | All brands, outlets, warehouses and offices from the Hospitality business division located in the Middle East. |
| Landmark Leisure | All brands, outlets, warehouses and offices from the Leisure business division located in the Middle East. |
| Landmark Arabia | All brands, stores outlets, warehouses and offices from the Retail, Hospitality and Leisure business divisions located in Saudi Arabia. |
| Landmark Middle East | All brands, stores, outlets, warehouses and offices from the Retail, Hospitality and Leisure business divisions located in the Middle East. |
| Landmark India | All brands, stores, outlets, warehouses and offices located in India. Legally known as Lifestyle International Pvt. Ltd. |
| Oasis Malls | All Oasis Malls located in the Middle East. |

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About this Report

This is Landmark Group's first sustainability report. In it, we demonstrate our performance across social, environmental and governance practices from July 2018 to June 2019.

The report's scope includes our facilities in the United Arab Emirates (UAE) and India with additional information from our markets across the Middle East. We focus on Landmark Retail in the Middle East and India, including some key practices from Landmark Hospitality and Leisure in the Middle East.

This report has been prepared in accordance with the GRI Standards: Core option.

We have also referred to other guidelines, including United Nations Global Compact (UNGC) principles, Sustainable Development Goals (SDGs) and country visions including UAE 2021, Saudi 2030 and The National Institution for Transforming India (NITI Aayog). Whenever possible, we have provided comparative information to help our stakeholders better understand our progress. As this is our first report, we haven't sought external assurance for this year. Instead, we followed an extensive internal assurance process to guarantee the quality and accuracy of all the information shared.

If you have any questions or would like to give us any feedback, please get in touch with:

NATASHA CARELLA
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Letter from the Chairwoman and CEO

We started with a single store in Bahrain in 1973, with the belief that every person should have access to great retail at the best value. Today, Landmark Group has grown into a family of over 50,000 people, with more than 2,200 outlets, including stores, restaurants and hotels, across 24 countries.

Over the last four decades, whilst there have been many changes in both the retail industry and the world, as well as proactive transformations in our own business, we believe our ongoing success is because we've remained true to our values, with an unwavering focus on our customers, employees and partners.

In 2017, we launched the Landmark Happiness Movement to reinforce that commitment to our employees and, today, we continue that commitment by publishing our first ever Sustainability Report, outlining our key priorities as a Group, that were co-created by listening to our customers, employees and partners. We detail the steps we've taken towards sustainability across our organisation, and have aligned our priorities to global objectives such as the United Nations Sustainable Development Goals (SDGs), as well as national agendas in the geographies where we operate.

At Landmark Group, we've always been invested in the future. We believe in looking ahead to build today and achieve tomorrow. As we continue to evolve, ensuring the sustainable development of both people and planet is inherent to our own growth. Simply put, as a large organisation, we deeply appreciate the large responsibility we have, and whilst we still have some way to go on this journey, we're committed to delivering exceptional value for all the lives we touch.

RENUKA JAGTIANI
Chairwoman & CEO, Landmark Group



About Landmark Group

Landmark Group began its journey in 1973 with one store in Bahrain and has grown into

one of the largest retail and hospitality conglomerates in the Middle East, Africa and India.

OUR VALUES

L E A D
 Listen Empower Adapt Deliver
WITH INTEGRITY

We listen to understand.
 We empower to succeed.
 We constantly adapt to stay ahead.
 We deliver our best always.



50,000
 EMPLOYEES

48
 BRANDS

26
 OWN

22
 FRANCHISE

2,200
 STORES AND
 OUTLETS

30M
 SQ. FT. RETAIL SPACE

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Our Leadership Team

We take pride in our leadership team which has built Landmark Group into the business it is today.



MICKY JAGTIANI
Founder Chairman, Landmark Group

A constant innovator, Micky has created and led more than 27 diverse brand concepts. He has spearheaded the growth of Landmark Group across different regions, with insight, conviction and a passion for excellence. Micky leads by example and inspires a culture of integrity.



RENUKA JAGTIANI
Chairwoman & CEO, Landmark Group

For over 20 years, Renuka has guided the Group's corporate strategy and grown our fashion and hospitality businesses. She led our strategic expansion into new countries, launched the Landmark International franchise division, initiated our e-commerce platform and driven the Group's community initiatives.



AARTI JAGTIANI
Group Director, Landmark Group

Aarti played a key role in the expansion of Home Centre and continues to lead the Home Division and Oasis Malls Division of the Group.



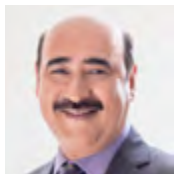
NISHA JAGTIANI
Group Director, Landmark Group

Nisha oversees strategic growth for Lifestyle and leads Centrepoint's vision for 'Stores of the Future'. She heads HR, Communications & CSR across the Group.



RAHUL JAGTIANI
Group Director, Landmark Group

Rahul was involved in the investment arm of the business and now leads the Group's digital functions, including Web, IT, Analytics and Loyalty.



VINOD TALREJA
Group Director, Landmark Group

Vinod built Babyshop into the leading one-stop shop for children's wear and products across the region and was integral in Centrepoint's growth.



RAMANATHAN HARIHARAN
Group Director, Landmark Group

Ramanathan shaped the Group's Value Fashion Division and leads the Group's expansion in Southeast Asia, as well as heading strategy for the India business.



MANU JESWANI
Group Director, Landmark Group

Manu has built the Middle East's largest footwear brand portfolio, while spearheading Centrepoint and our Property Division.



RAZA BEIG
CEO - Splash & Iconic

Raza has built the Group's fashion portfolio, driving the creative vision and growth for Splash & Iconic.



RAM CHARAN
Board Member, Landmark Group

Ram is a world-renowned business advisor, author and speaker working with top companies and boards, and has advised the Group for the last 3 years.



KABIR LUMBA
Group Director, Landmark Group

Kabir shaped Lifestyle International into one of the most respected retail businesses in India. He now leads Max in the Middle East.

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Our Business Divisions and Brands



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Landmark Retail: Middle East

Landmark Retail provides a value-driven product range for the family, across fashion, beauty, home, electronics and kids through its brands: Centrepoint, Babyshop, Splash, SHOEMART, Lifestyle, Max, Shoexpress, Home Centre, Home Box, Emax, Styli and UAE's first food discounter VIVA. In addition to our in-house brands, the Group holds the franchise rights for some of the world's leading fashion and footwear brands in the countries where we operate.



Landmark Retail: India

Since launching in 1999, Landmark India has become one of the most respected retail organisations in the country, offering customers a vast range of value fashion, homeware and food retail. Landmark India's portfolio of brands include Lifestyle, India's leading department store, Home Centre, fashion brands Splash, Easy Buy and Max, which houses a mix of homegrown and international brands, as well as Spar hypermarkets.



Our Business Divisions and Brands



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Landmark Hospitality

Landmark Hospitality is the Group's portfolio of leisure, food and hospitality, providing customers access to hotels, wellness centres, restaurants and entertainment for the whole family. Brands in the Middle East include: Landmark Leisure, Citymax Hotels, Fitness First and Foodmark, which operates the Group's own and franchise food outlets. In India, the Group's runs Fun City and holds the franchise rights for Krispy Kreme.

Oasis Malls

Oasis Malls are shopper-friendly, neighborhood malls, popular for the convenience it offers through their homegrown retail offering, well-planned food courts, cafés, ample parking and a host of other facilities. Having successfully launched nine malls in Bahrain, Saudi Arabia, Oman and UAE, Oasis Malls is expanding its footprint with six upcoming malls in the region.



Key Highlights

OUR CUSTOMERS



OVER 46 MILLION MEMBERS

registered with our loyalty programmes,
Shukran and Landmark Rewards

OUR PEOPLE

50,000+
employees

88
nationalities

6,600
Saudi national staff,
70% of whom are female

8 BRANDS
GREAT PLACE TO WORK



OUR COMMUNITY

Partnership with
**EDUCATION FOR
EMPLOYMENT**
with a spotlight
on training and
recruiting young
Saudi women



Beat Diabetes has seen
100,000+ PARTICIPANTS
in the last 10 years

Landmark India's community
programmes impact the lives of more than
1.4 MILLION PEOPLE

OUR PARTNERS



PRODUCT HEALTH & SAFETY
tested by independent and
globally certified laboratories

FIT FOR GROWTH
sustainable sourcing

OUR ENVIRONMENT

ENERGY SAVINGS OF 8-15%
in next 5 years, equal to powering
12,500+ homes in a year

**SOLAR
POWER**



Awards and Recognition

Both Landmark Group and our individual brands have received a number of awards and accolades over the years. This financial year saw incredible recognition with over 50 awards received across the Group. Here are some of the latest awards and recognition received.

2019

- Landmark Group ranked 20th in the 'Top 25 Best Multinational Organizations' in Great Place to Work: Asia's Best Workplaces 2019
- Landmark Group's Happiness Movement won 'Best Internal Communications Campaign' at the Middle East PR Awards
- Landmark India won 'Best HR Initiative' at the Trust for Retailers & Retail Associates of India (TRRAIN) Retail Awards
- Landmark India was recognized as one of the 2019 'Best Companies to Work for' by PeopleStrong and Business Today - India
- Splash came first in the 'Sustainable Business Models' category at the Gulf Sustainability and CSR Awards
- Landmark Leisure won 'Best Sport / Adventure-based Entertainment', 'Best Employees' Engagement Initiative' and 'Best Customer Loyalty Programme' at the MENA Leisure and Attraction Council Awards
- Store Leadership Program won Silver for 'Best Results of a Learning Program' and Bronze for 'Best Advance in Creating a Learning Strategy' at the Brandon Hall Group HCM Excellence Awards
- Max in India won 'Most Admired Fashion Retailer of the Year for Large Format National MBO Chain' at the IMAGES Fashion Awards - India
- Home Centre was awarded 'Home & Lifestyle Retailer of the Year' at the Indian Retail & eRetail Congress

2018

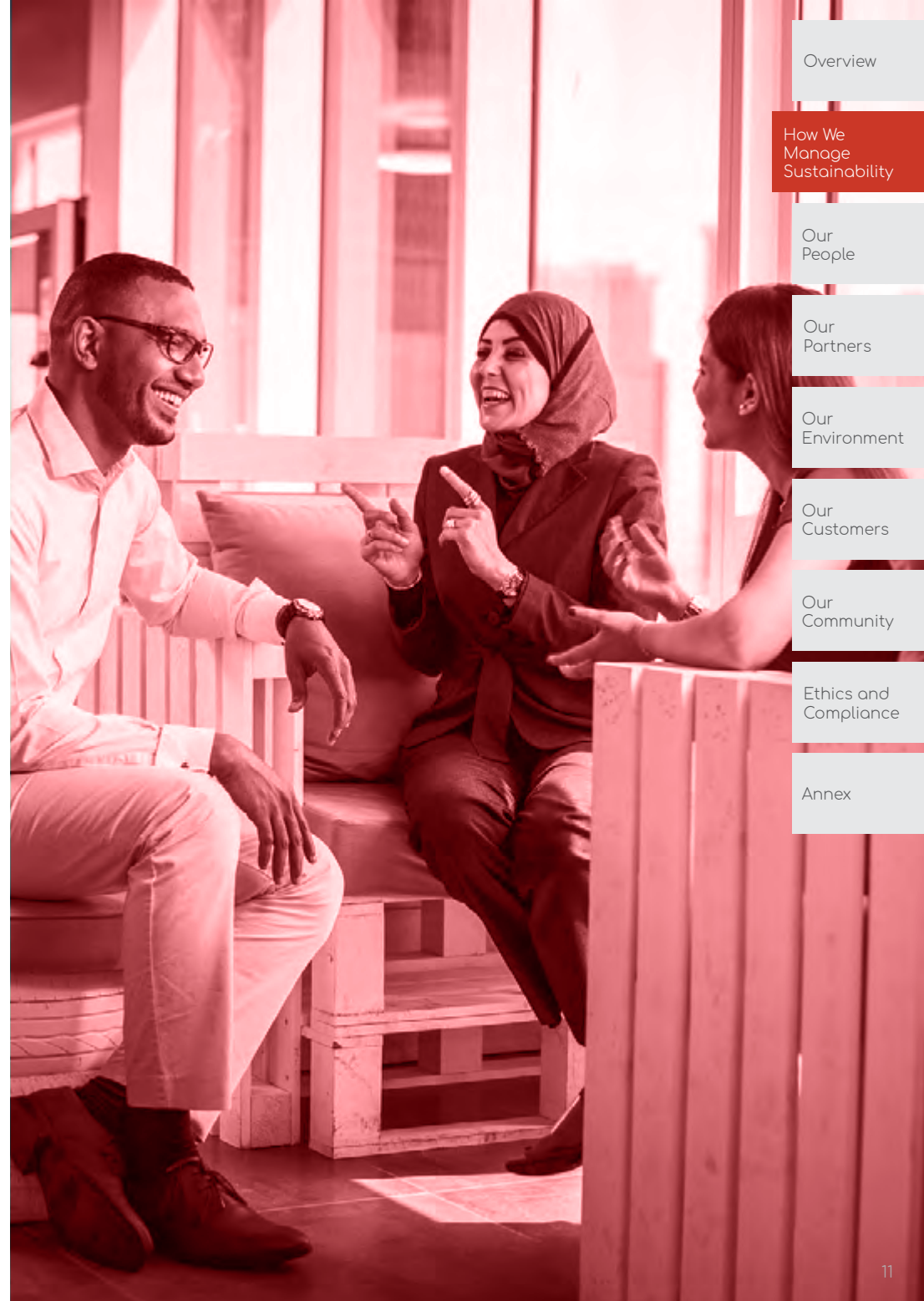
- Landmark Group received the 'CSR Label' by the Dubai Chamber of Commerce and Industry
- Landmark Group won 'Happiness and Positivity Company of the Year' at the Gulf Business Awards
- Our team in Bahrain was recognized by The Ministry of Labour and Social Development for their Graduate Development Programme
- Landmark India's Legal and Corporate Affairs team was recognized as 'Retail Legal Team of the Year' by the Retailers Association of India
- Landmark India received the 'Excellence in Employee Engagement and Experience' award by Business World
- Fitness First won 4 awards at FIT Awards: 'Franchised Facility of the Year 2000+ Members', 'Small Specialty/ Boutique Studio of the Year', 'Rising Star of the Year' and 'Instructor of the Year'. The brand was also recognized at the GCC Best Employer Brands' Award
- Emax received 'Best Customer Experience - Electronics Category' at the Customer Experience Benchmark Index Awards
- Lifestyle in India won 'Most Admired Retailer of the Year: Department Store' and 'Most Admired Retailer of the Year: Innovative Retail Concept' at the IMAGES North India Retail Awards
- Spar in India was awarded Silver for 'Best Social Cause Case Study' for its 'Season of Joy' campaign at the Lighthouse Insights Digital Marketing Awards



In 2019, we won the first-ever Sports Imprint Award for our community engagement efforts with Beat Diabetes, presented to us by HH Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, the Crown Prince of Dubai & Chairman of the Executive Council, UAE

How We Manage Sustainability

In financial year 2018-19, we engaged in a group-wide effort with our stakeholders to identify key priorities that are important to the organisation's sustainability journey. This was a natural evolution of the Landmark Happiness Movement, which looks to embed our values and create an environment of care and well-being, driven by the philosophy of creating exceptional value for all.



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Materiality Assessment

We integrated sustainability into our business by following the below steps:

1. ALIGNMENT AND BENCHMARKING

We identified a range of issues affecting Landmark Group by referring to the UN Sustainable Development Goals (SDGs) and the Global Reporting Initiative Standards, as well as national agendas in our key markets, including Saudi Arabia Vision 2030, UAE Vision 2021 and India's NITI Aayog.

2. STAKEHOLDER ENGAGEMENT

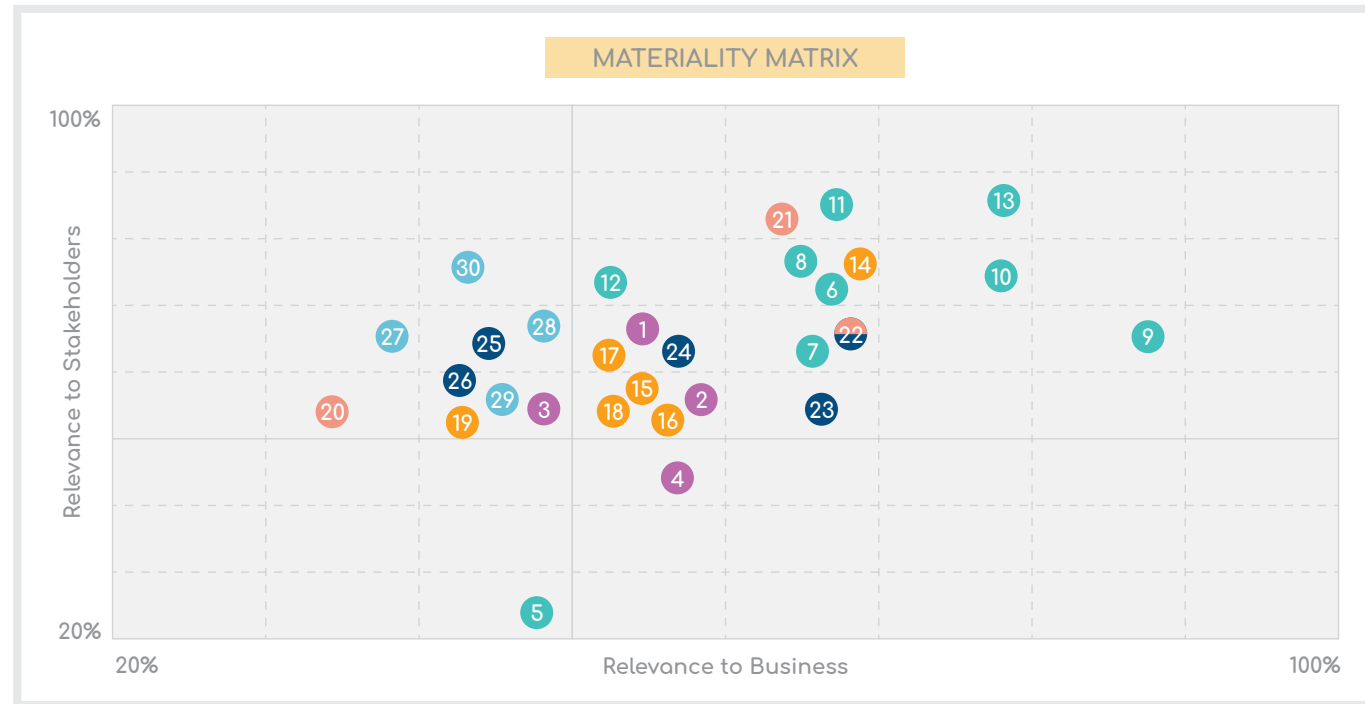
The list of issues generated were then prioritized as per their relevance to Landmark Group as well as stakeholder expectations. This process included participation of both internal business functions and external stakeholders working with our organisation, as well as other external experts.

3. SELECTING PRIORITIES

5 material issues (our priorities) were identified as part of our sustainability strategy and framework, following thorough discussions with key representatives from our various business functions and leadership team.

4. SUSTAINABILITY ROADMAP

KPIs and multiple projects were developed in collaboration with internal stakeholders, with clear targets and deadlines, aimed at building collective ownership of our sustainability roadmap. This roadmap is currently being implemented throughout the organisation.



Our Partners

- Human and labour rights
- Health, safety and wellbeing
- Transparency and traceability
- Responsible purchasing practices

Our Environment

- Recycled/sustainably-sourced material
- Chemical and waste management
- Water
- Animal welfare and biodiversity
- Packaging
- Circularity
- Renewable energy
- Energy efficiency
- Carbon footprint

Our Customers

- Product quality, health and safety
- Sustainable products
- Responsible marketing
- Integration of sales channels
- Customer service and responsiveness
- Digital innovation

Our Community

- Community development
- Diversity and inclusion

Our People

- Diversity and inclusion
- Fair wages and decent working environment
- Health, safety and wellbeing
- Attracting and retaining talent
- Human capital development
- Nationalization

Other Identified Topics

- Risk management
- Compliance, ethics and transparency
- Economic performance

The Materiality Matrix highlights the results of our stakeholder engagement, helping us to identify the most relevant topics for both our internal and external stakeholders.

Our Sustainability Framework



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How we impact the United Nations Sustainable Development Goals

The United Nation's Sustainable Development Goals (SDGs) and the 2030 Agenda for Sustainable Development call on governments, businesses and civil society to take action to address social and economic challenges. We highlight some of the ways we look to contribute to the SDGs.

SDG Alignment

**SDG #1:
Zero Poverty** 

**SDG #2:
Zero Hunger** 

**SDG # 10:
Reduced Inequalities** 

affected by floods in Kerala in 2018. A further \$400,000 worth of goods were channeled to the flood-affected state through Emirates Red Crescent.

- Landmark India's Eat Healthy provided meals for 35,000 children in government schools across underserved regions in India, in partnership with nonprofit Akshaya Patra Foundation.



**SDG #3:
Good Health
and Well-Being** 

- We launched Beat Diabetes in 2009 to spread awareness on the prevention and management of diabetes. We reach 20 million people annually through initiatives including an annual walk, free blood glucose testing, a children's programme and scholarship under SuperKidz, as well as other activities and events.

- We've impacted 1.2 million lives through Landmark India's programmes: Get Active, Eat Health, Life Ahead and Beat Diabetes, focused on preventive healthcare and managing non-communicable diseases in urban marginalized areas in India.

- Landmark India in collaboration with nonprofit Apollo Telehealth Network Foundation, have trained 36,000 women in marginalized areas as Community Health Champions, promoting healthy lifestyles.

- We have a comprehensive Health and Safety Policy and management system to ensure stringent health, safety and security standards for our employees, customers and visitors.

- Our RNA warehouse in UAE is certified in ISO 14001:2015 (Environmental Management System) and BS OHSAS 18001:2007 (Occupational Health and Safety Assessment Series).

- A comprehensive Health and Well-Being programme was launched in UAE, including revamped policies and infrastructure, awareness campaigns, sports events, health sessions, exclusive medical screening

and packages as well as free annual check-ups for 5,000+ employees.

- Landmark India's Doctors at Work includes an in-house doctor at the corporate office and visits twice a month by doctors in stores. We also launched an in-house DHA-approved clinic in our Jebel Ali warehouse for over 1,500 warehouse employees.



SDG #4: Quality Education



- Since 2012, we've partnered with Dubai Cares, a nonprofit which aims to ensure inclusive and quality education, to raise funds through customer donations in stores, every year during Ramadan.
- In partnership with GEMS Education, we launched the SuperKidz Creative Contest, awarding full educational scholarships to two winners.
- In financial year 2018-19, we invested over 629,500 hours in training for our employees across the Group.
- Landmark India is in partnership with IIMPACT to support 300 out-of-school girls with primary education
- We developed a bespoke programme with Education for Employment to train young Saudi Arabian women from less privileged backgrounds.
- Since 2008, we've partnered with Life Foundation, a nonprofit supporting the public education system in Mumbai, in 2,000 child community centres and in 160 public schools.



SDG #5: Gender Equality



- In financial year 2018-19, 47% of Landmark Middle East's new hires were female.
- Landmark Arabia hired 4,600+ female Saudi nationals, 70% of total Saudi national hires.
- Our brands have various women empowerment programmes including SHOEMART 'Leader from Within' which aims to provide female employees with growth opportunities and Splash's 'Her' initiative to promote women's equality at work.



SDG #7: Affordable and Clean Energy



- We built a single rooftop solar power system in our Dubai South warehouse generating 3.4+ million kWh of energy annually, covering 50% of the warehouse's energy consumption. We continue to invest in solar power systems and increase our production of renewable energy.

SDG #8: Decent Work and Economic Growth



- Investing in people is inherent to our own growth. We're committed to providing a work environment that is safe, respectful and which fosters professional and personal growth.

SDG # 9: Industry, Innovation and Infrastructure



SDG #12: Responsible Consumption and Production



- We've invested in an Energy Management System the UAE. In the next 5 years, our carbon emissions will reduce by up to 81,000 tonnes, with energy savings equivalent to powering over 12,500 houses in a year. We're expanding this solution to Bahrain and Saudi Arabia, making this the largest geographical implementation of an energy management system in the region..
- We continue investing in energy efficient facilities retrofits and innovative technologies in our warehouses, stores, outlets and offices, such as automated lighting controlling systems, LED technology, dual flush systems, water taps with sensors and aerators, energy regenerative motors and optimizing air-conditioning systems, with the aim to reduce energy consumption.

- Landmark Headquarters in Dubai is certified as LEED Gold, recognized for efficient use of resources.

- In financial year 2018-19, we recycled 343,000 kgs of plastic, 1.8 million kgs of cardboard and more than 2 million kgs of paper.

- All our products are tested by independent and globally-certified laboratories to ensure high quality, safe products for our customers.

- Our retail brands continue to work on integrating responsible consumption and production in our products. For example Splash is a member of Better Cotton Initiative and Sustainable Apparel Coalition, with 76% of its apparel made from sustainably-sourced material. Through 'Life After Fashion' the brand has collected 15 tonnes of unwanted clothes, sent for re-use or recycling with a local textile recycler.

- Our hospitality brands are also committed to responsible consumption and production. Citymax Hotels has eliminated plastic spoons and stirrers, recycles its waste and invests in energy efficient technologies. Carluccio's eliminated plastic straws and bags from its UAE outlets with plans to phase these out in the rest of the region.



Our People

With a workforce of more than 50,000 representing 88 nationalities, our people are at the heart of our organisation. We're committed to providing a work environment that is safe, respectful and which fosters professional and personal growth. Only through instilling a culture true to our values will our people have the opportunity to embody the principles of creativity, collaboration and innovation.



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Our People

TOTAL NO. OF EMPLOYEES **51,221**

July 2018 - June 2019

Employees by Gender

LANDMARK MIDDLE EAST



TOTAL = 31,802

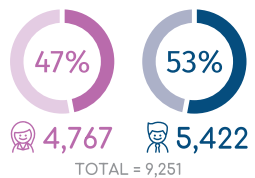
LANDMARK INDIA



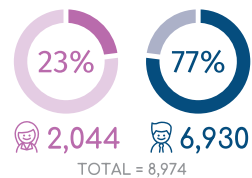
TOTAL = 19,419

Newly-Hired Employees

LANDMARK MIDDLE EAST



LANDMARK INDIA



Employees by Age

LANDMARK MIDDLE EAST



18-24 years 25-34 years
35-44 years 45 years & above

LANDMARK INDIA



18-24 years 25-34 years
35 years & above

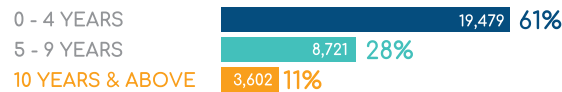
Workforce Distribution by Activity (in %)



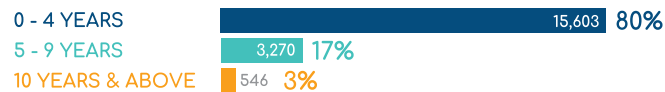
Stores & Outlets
Offices
Warehouses

Employees by Years of Service

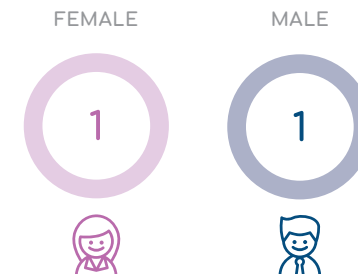
LANDMARK MIDDLE EAST



LANDMARK INDIA



Gender Pay Gap (in %)



Diversity and Inclusion

At Landmark Group, diversity and respect are key principles that underline our ethos. We believe every individual should be treated equally and fairly in an environment that allows them to make the most of their abilities and grow within the organisation, regardless of their background or characteristics.

We strive for a workplace where sharing ideas is encouraged, opinions are heard and achievements are celebrated. We also appreciate that our customers and partners are also incredibly diverse and therefore understand the importance of having a workforce that reflects and respects this.

RED in Kuwait

In 2018, our team in Kuwait launched 'RED: Respect – Equality – Diversity'. This awareness programme aims to create a 'RED' mindset among all employees promoting diversity, tolerance, acceptance and inclusion for everyone in the workplace.

Gender Equality

Women, whether customers or employees, are key to the organisation. We strive to attract, develop and retain female talent through various initiatives including targeted female-hiring programmes in some of our countries in which we operate. We're actively working to increase the number of women working in management positions through reforms in our HR systems and other programmes.



Female Recruitment in Saudi Arabia

Saudi Arabia is witnessing a national shift in which the private sector is expected to become more active in hiring women as part of the guidelines set by the Ministry of Labour. In financial year 2018-19, Landmark Arabia hired over 4,600 female Saudi nationals and continues to grow these numbers.

In the last few years, we've strived to improve our gender balance, with 47% of Landmark Middle East's new hires being female in financial year 2018-19.

We also have measures and protocols in place against sexual harassment.

Leader from Within in SHOEMART

'Leader from Within' is a programme by SHOEMART to develop female leadership and growth opportunities. In 2018-19, 42 women were shortlisted for an in-depth three-month programme that included individual and team-based projects covering various functions, including leadership and store management.

Women in our organisation are provided maternity leave in line with local laws and regulations. We also give mothers-to-be and new mothers options for flexible working hours and, in certain circumstances, the option to work remotely. For new mothers working in our headquarters in UAE, we have a dedicated nursing room.

People with Disabilities

Landmark Group is committed to being inclusive and more diverse at every level of the organisation. We have 216 individuals with disabilities working in the Group and aim to further invest in this talent pool, as well as continue to develop conducive work infrastructures and environments.

Landmark India's *Swabhimaan* (Hindi for 'pride'), is a programme to actively recruit people with disabilities, whilst ensuring measures are in place to provide an inclusive environment.

Employees with Disabilities in Splash

Splash in the Middle East has developed long-term partnerships with local nonprofits dedicated to people with disabilities, including The Special Needs Future Development Center, Al Noor Center and Manzil Center. Through the guidance of these social organisations, Splash continues to recruit employees with disabilities within a conducive work environment.

Nationalization

With 40% of Middle East's population under 25 and youth employment one of the highest in the world, employment opportunities for

nationals are a key priority for local governments.

Landmark Group has proactively worked to ensure we have a diverse population of employees with clear targets, policies and initiatives in place that focus on recruiting, retaining and growing local talent.

At the close of financial year 2018-19, our Saudi team included 6,600 Saudi nationals, 70% of whom were women.



National Store Manager Programme in Saudi Arabia

In 2019, we launched the National Store Manager programme in Saudi Arabia, designed to provide Saudi employees with advanced operational knowledge and the skills to enable them to become Store Managers. The approach was a blend of self-learning, on-the-job coaching and mentorship. By the end of the programme, 466 Saudi employees were appointed as Store Managers.

Landmark Middle East

Local Employees

8,355 30%

Expatriate Employees

19,663 70%

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Landmark Happiness Movement



Our people have been and continue to be our greatest strength and biggest brand ambassadors.

In 2017, we launched The Landmark Happiness Movement, built on the inspiration of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai. The aim was to build a happier and healthier community, and what better place to start than with our people.

We believe that happy people, working well together, in an inclusive environment will do amazing things.

As a large, multi-faceted business, we needed an engagement platform that was personal, yet flexible enough to offer different experiences with one unified message across brands and regions. Spanning ten countries, the Movement reinforces our commitment to our people and our values, and to nurture a One Landmark culture.

We underwent a group-wide endeavor to listen to our employees across territories, functions and businesses. This exercise was critical for informing our people priorities.

Policies, interventions and relevant infrastructure were introduced or reformed, and over 50 new initiatives have been launched in the last two years, across our warehouses, stores, outlets and offices, with clearly defined metrics, that give us insights into learnings and improvement.



Happiness Calendar

Our happiness calendar is the cornerstone of all our engagement activities based on monthly Group-wide themes co-created with employees. Our calendar includes cultural celebrations sports competitions, outings, employee volunteering and other team-building activities.

Yellow Day

Once a month our employees come together to recognize, appreciate and engage across functions and brands. Office teams reconnect with store, outlet and warehouse teams through a series of activities, defined by group-wide themes.

Happiness Rooms

We standardized the quality and requirements of breakout spaces

in our offices, stores, outlets and warehouses to provide personal spaces for our employees to relax and energize. We use these standards for all new facilities and continue to work refurbishing current spaces.

Workplace by Facebook

Workplace is an enterprise platform by Facebook that enables employees to connect, communicate and collaborate. We've successfully linked 100% of our employees onto a single social network. Not only does it encourage collaboration and increased work efficiencies, but it also decreases our carbon footprint by eliminating printed materials.

We were recognized at the 2019 World HR Summit & Expo in Dubai, as the first company in the Middle East to adopt Workplace by Facebook as a unified internal communication platform across 12 countries.



Wifi in Stores

In 2017, we re-vamped connectivity in nine countries and in over 1,800 stores, to ensure digital engagement for all employees. This ensured employees had seamless access to Workplace by Facebook, our learning & development programmes and other online store-based operational tools. We continue to roll this out across our stores and outlets.

Listening Help Desk

We have an efficient platform for employees to raise concerns or share feedback in the languages relevant to our workforce. The listening portal was also custom integrated into Workplace by Facebook for employees for easy access, anywhere on the go.



Happiness Workshops

Our workshops provide a platform for employees to explore creativity, innovation, health and other topics. Both internal and external speakers are invited to share their talents, learnings and skills with employees. We cover everything from mental health, nutrition and social skills, to parenting workshops and women-focused sessions, as well as other interest groups.

"I congratulate the Landmark Group on the launch of the Happiness Movement initiative, which aims to create a happy and positive working environment. I am confident that this initiative will have a positive impact not only on Landmark employees but also on the UAE community as a whole. I encourage all private sector companies across the country to follow their example so we all contribute, in our own way, to making the UAE a happier and more positive place."
HE Ohoud Al Roumi
Minister of State for Happiness and Wellbeing, UAE

Engagement

People engagement continues to be a key priority for us. We can't force happiness on anyone, but by putting our people first and focusing on connecting, engaging and empowering people, we strive to create conditions in which our people can thrive, adding value to their lives and to Landmark. We continue to introduce initiatives that promote talent retention and growth, as well as give employees the opportunity to communicate freely, exchange ideas, give honest feedback and voice concerns.

People Engagement Survey

Every year we roll out an annual Group-level survey to measure engagement across Landmark Group. Employee feedback give us clear direction on areas to focus on, which has led to some great success stories and seeing our CEOs driving engagement from the front; which we're positive will lead to even better results in the years to come.

In financial year 2018-19, the engagement score for Landmark Retail's participating markets, was 72% and in Landmark India it was 80%. This year four of our country operations in the Middle East were recognized as a Great Place to Work, and Landmark Group was the 20th Best Workplace in Asia. Lifestyle International Pvt Ltd, which comprises four of our brands in India-Lifestyle, Max, Homecentre and Easybuy-has been in the Top 10 Great Places to Work in Retail in India for seven years in a row.

Talent Mobility Programme

Landmark Group believes in looking internally for talent and nurturing career progression. Our internal online job portal gives our talent the opportunity to cross ventilate within the Group, across businesses and geographies, whether in leadership, professional or operational roles.

Since 2017, we've had over 500 cases of career growth within the organisation.



Being Max

Being Max connects teams across different business functions to share their goals, success stories and learnings at a two-day interactive event. The event features open discussions, sessions with senior leaders, knowledge sharing and best practices. It also includes a session for new joiners to get to know their teams and learn about Max's values and culture.



#YOUSpeakWEListen in Babyshop

To build a value-driven culture at Babyshop, listening groups were launched across stores in the UAE. #YOUSpeakWEListen helps drive structured and focused listening forums where teams exchange feedback and discuss solutions to address daily operational and functional challenges.

Performance and Rewards

Our rewards philosophy is based on an unbiased, structured and transparent approach, with a robust performance management system that aligns business and employee priorities.

Every year, employees engage in an open dialogue with their managers to discuss challenges and opportunities and set tangible goals, with continuous engagement through quarterly conversations.

We also conduct regular townhalls within our businesses to ensure employees understand the system, which aims to build manager capabilities, who, in turn, can help improve their employees' performance, as well as identify and reward high performers.

Open House in Landmark India

Open House is a programme conducted every quarter to give employees an update on the latest developments in the business and in our industry. Following the update, employees and management engage in an open discussion which includes healthy debates and co-created, crowd-sourced suggestions.



Engagement in Fun City India

Fun City India reformed several employee initiatives including an improvised rewards and recognition policy, town halls with leaders, an on-boarding policy, as well as talent management and development programmes. The outcomes were reflected in the brand's increased productivity and employee satisfaction, as well as reduced attrition. In 2018, Fun City India was ranked as one of the three 'Most Engaged Places To Work' at the Korn Ferry Employee Engagement Awards.

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Learning and Development

Our learning programmes are designed to optimize employee performance and growth, disseminated across multiple geographies for our 50,000-strong multicultural workforce.

Key objectives of our learning and development (L&D) include equipping our frontline employees with the skills to provide a memorable experience that enhance loyalty and word-of-mouth marketing through our customers, as well as the ability to identify sales opportunities and influence decisions to improve productivity. We also support our leaders in developing and coaching their people, enabling them to perform and grow with us.

In financial year 2018-19, we invested over 629,500 hours in training across the Landmark Retail. Whether it's imbibing values through learning programmes, mentorship coaching, hands-on learning or developing future stars, our programmes aim to develop functional and leadership skills.



Frontline Development

Frontline programmes include:

LEARN AND GROW

Career training for sales associates, supervisors and store managers that includes 70% on-the-job training, 20% coaching with managers and 10% workshops and e-learning. In Saudi Arabia, succession role assessments were piloted for 1,000 store managers. (Landmark Retail)



STORE LEADERSHIP PROGRAM

Redefines capabilities of store managers as customer- and business-focused whilst improving their work environment. In financial year 2018-19, 986 Store Leaders participated with 101 High Potentials identified to progress to the next level in their career. (Landmark Retail)

CAREER PASSPORT

Tracks career progression of store employees offering a structured plan for skill development. It ensures managers have a comprehensive overview of employee performance over a long period of time, and not just on their recent achievements. (Max India)

RACE

Retail Academy for Career Enhancement are certified courses to create a talent pool for critical roles, while upskilling and retaining existing talent coaches. (Landmark India)

Functional Development

Functional programmes include:

ANALYTICS TEAMS

Capacity-building online and classroom courses for 95 data analytics employees and customer experience optimization sessions for 25 senior leaders. (Landmark Retail)

FINANCE TEAMS

We worked with PwC to standardize finance processes across the Group and deliver workshops for 100 finance managers. (Landmark Retail)

PLANNING TEAMS

Learn and Grow for planning and digitalizing planning fundamentals for scalability, linked to career path. Knowledge assessment scores went from 39% to 85% and individual development plans created for all 126 planners. (Landmark Retail)



BUYING TEAMS

We worked with Trendstop and WGSN on workshops for 35 buyers from our fashion and shoe divisions on trends, product direction, commercial range building and setting strategic buying plans. (Landmark Retail)

WAREHOUSE TEAMS

Emerging Supervisor Development Programme trains supervisors, managers and senior managers on supervisory skills. (Landmark Retail)

Leadership Development

In 2018-19, 199 mid-senior leaders were enrolled in a Group Leadership Development in Landmark Middle East.



We also partnered with SP Jain Institute of Management & Research and Indian Institute of Management Ahmedabad to support growth and career development of High Potential employees, co-delivered with an internal faculty of leaders. 86 High Potentials took part in a nine-month blended programme of workshops, mentoring, action learning projects and coursework. 24 of the 51 mid-level High Potentials and 12 of the 35 senior-level High Potentials were promoted or moved roles during or within six months of completing the programme.

Other programmes included Emerging Leaders for mid-level managers and Leaders Coaching Leaders, to equip employees with the ability to play a proactive role in development of Landmark talent.

Landmark India's Executive Coaching Creating Leaders programme identifies senior leaders through one-on-one coaching. A detailed skill assessment exercise is conducted to identify employees strengths and weaknesses, with bespoke development plans created with assigned coaches.

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Health, Safety and Well-Being

Health and Safety of our employees, customers and visitors at our facilities is a key priority for us. Our Health, Safety and Environmental Policy upholds our commitment to operating a comprehensive health and safety management system that complies with both local and international occupational safety bodies. Through our policy we aim to provide a safe and hygienic working environment, as well as supervision and training.

We have health and safety committees across our territories to ensure employees are represented. These committees implement various actions to ensure safety in the workplace, including first-aid and fire safety training and bi-annual evacuation drills. In UAE, we partner with a Dubai Civil Defense approved training company, with more than 350 employees certified in Basic Fire Safety. Landmark headquarters have automatic external defibrillators on each floor that first aiders have been trained to use. We also have emergency evacuation chairs in the building. Our RNA warehouse in Dubai is also certified BS OHSAS 18001:2007 (Occupational Health and Safety Assessment Series) and ISO 14001:2015 (Environment Management System).

Martial Arts in Home Centre

Home Centre conducted martial arts and self-defense classes for employees to foster mindfulness and well-being.

Doctors at Work

Landmark India's Doctors at Work includes an in-house doctor at the corporate office and visits twice a month by doctors in stores.

In 2019, we launched an in-house Dubai Health Authority-approved clinic in our Jebel Ali warehousing facility to cater to over 1,500 employees. Beyond medical services, the clinic runs regular wellness campaigns on health, safety, hygiene, chronic illness management and nutrition.

MYZONE in Fitness First

Fitness First is the first health and fitness chain to introduce MYZONE belt, an exercise tool, for its employees. Given to every new employee as part of their welcome kit, teams are incentivized to exercise, cultivating positive habits and improving health outcomes.



Mental Health in Lifestyle India

Store employees are trained in listening techniques to identify mental or emotional challenges their colleagues might be experiencing, with the aim to create support systems and a safe spaces for people to share.

Health First in UAE

'Health First' prioritizes our employees health and well-being. While individual brands continue to drive various initiatives with their teams, we also address this through a Group-wide programme as part of the Landmark Happiness Movement.

The programme was built on data gathered from our UAE medical insurance loss ratio and trends from annual employee health check ups, as well as from employee feedback. This led to our focus areas on a Fit Frontline, Chronic Care, Wellness for Women, Healthy Snacks as well as a Safe and Secure Workplace.



The programme includes revamped and new policies related to employee health and well-being, improvements to working environments, fitness events, such as an annual two week sports competition and other sessions run by Fitness First, as well as year-round interventions and campaigns related to health, nutrition and mental health.

Every year, we conduct free annual check ups for employees. Last year, over 5,000 employees were screened in camps set up across 200+ stores, outlets, warehouses and offices. Each employee received a follow up with a doctor to discuss the results and actions to be taken, if needed.

We work closely with our insurance partners and medical service providers to continuously design better health benefits, exclusive maternity packages for mothers-to-be, a chronic management programme to ease employee needs and provide various screening packages at special discounted rates for employees and their families.



Dubai Fitness Challenge

We participated in the Dubai Fitness Challenge by the Dubai Government. Over 300 employees across stores, outlets and offices attended a fitness class by Indian Contemporary Dance Academy, Shiamak Davar. Fitness First also developed a fitness calendar of free events for employees.

Lost Time Injury Rate



Lost Time Injury Rate = # Lost Time Injury / Total # Hours Worked x 200,000

Our Partners

Integrity is at the heart of Landmark's way of doing business and it's important that we work with people who share our values. We respect our relationships with our partners and it's our responsibility to empower across our supply chain, ensuring quality products of value, while respecting human rights and the people who make them.

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Our Partners

Landmark Group works with partners across the globe. Ensuring our supply chain is stable, flexible and sustainable is essential to our business model and to our commitment to delivering quality value to our customers.

Given our diverse portfolio, our brands operate semi-independently when it comes to sourcing and selecting suppliers. This allows for agility and growth but we also work to have long-term relationships with our suppliers.

Strong partnerships are key to us collaborating on sustainable solutions together.

Partner Onboarding

Our onboarding process is fairly standardized across our brands.

During the pre-qualification process, potential suppliers submit an application as well as other necessary documentation, depending on their industry.

Labour rights, with a focus on health and safety, are evaluated and site visits are conducted when needed.

If any risks are identified, they're thoroughly deliberated with the supplier to understand if they can be mitigated. If not, the supplier is disqualified.

Qualified suppliers are registered and go through an onboarding process, with clear expectations of both parties communicated.

Code of Conduct

Landmark Group's Code of Business Conduct and Ethics defines how each of us should conduct ourselves as representatives of the Group. The principles underlined in the Code determine how we behave and deliver our business activities. This also governs how we work with our partners and suppliers, each of us responsible for operating in an ethical, environmental and socially sound manner.

We hold all partners accountable to our moral code. In financial year 2019-20, we will be merging our brands commitments and launching a group-wide Business Partner Code of Conduct and Ethics.

This will define our sustainability commitment and expectations with our partners across the supply chain, with a focus on respecting and safeguarding human rights of workers in our partner factories, and protecting their health, safety and security.

The code will cover several sustainability commitments including:

- compliance to local and regional laws.
- zero tolerance for human rights violations.
- a healthy and safe work environment.
- integrity with zero tolerance for bribery and corruption.

We will continue to build relationships and communicate closely with non-government organisations and other stakeholders to further support these commitments.

Product Health and Safety

Providing customers with high quality, safe products is a priority for Landmark Group. Quality assurance is a key part of our group strategy and commitment to our valued customers. We closely follow developments in legal compliance requirements, social expectations, as well as work to go over and above expectations, such as exploring technical and design innovations, to ensure that we live up to the promise of our brands.

All products are tested by independent and globally certified laboratories before leaving the factory, from various sourcing country locations. We also have our in-house checks for goods once they're received in our distribution centre.

Our product safety tests are in accordance with global standards. The tests include conformance to our Restricted Substances List (RSL) and restricted chemicals which are legally not allowed to be present in merchandise as per local laws. This includes product safety regulations as per SASO in Saudi Arabia, ESMA in UAE, GOEIC in Egypt, to name a few.

We take special care when it comes to children's merchandise to ensure that they are completely safe. A focus on functionality is part of our design process, and with safety in mind. For example, we make sure that dangerous cords are not used.

We also provide our customers with information regarding a product, including its content as well as care label instructions. Our labels are in accordance with local laws in each of our markets.

Our Quality Assurance teams regularly conduct training sessions for our suppliers on regional product compliance norms, quality assurance guidelines and chemical safety regulations.

Splash

Splash's Code of Compliance for Suppliers articulates its requirements for social and environmental compliance by its partners.

The majority of its partner factories are audited and certified by third party agencies on social and environmental criteria. This includes the Worldwide Responsible Accredited Production (WRAP), Business Social Compliance Initiative (BSCI) and Supplier Ethical Data Exchange (SEDEX). Splash will continue to build on ensuring a socially responsible supply chain.

In addition, Splash aspires to work with suppliers that run green factories, which have adopted environmentally responsible processes into their production. This includes methods that produce less material waste, recycling, water, fuel and electricity efficiencies as well as other initiatives to reduce carbon emissions.



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Fit for Growth

Since its inception, Landmark Group's brands have received raw materials and other requirements from different sources. This has made our brands flexible and autonomous.

As we continue to grow, it has become evident that unifying sources gives us a significant opportunity to exercise greater soyn in the partners we work with. With this in mind, we established Fit for Growth, an initiative to consolidate our sourcing in 2016.

Our apparel brands in the Middle East – Babyshop, Max and Splash – collaborate under this programme, moving away from sourcing their raw materials independently to a standardized and consolidated approach.

This puts us in a better position to work with leading suppliers, reduce our costs and carbon footprint and minimize risks in our supply chain.

In the coming year, we will continue on this collaborative approach to develop sustainable practices in our supply chain, particularly when it comes to sourcing sustainable material, whether organic or sustainably-produced, such as viscose.



Centralized Procurement

We have centralized our procurement for non-trading categories, such as administration, marketing and store capex.

In 2018, we implemented a Procurement Enterprise Resource Planning (ERP) Supplier to Procure to Pay (S2P2P) solution from Oracle, to cater to all our non-trade purchases within Landmark Retail.

The platform connects our procurement teams across the entire supply chain within the organisation through a goods receipt process and finally to any payment issued to a vendor.

The system is designed to provide us with better control and transparency over the entire lifecycle of a purchasing cycle.



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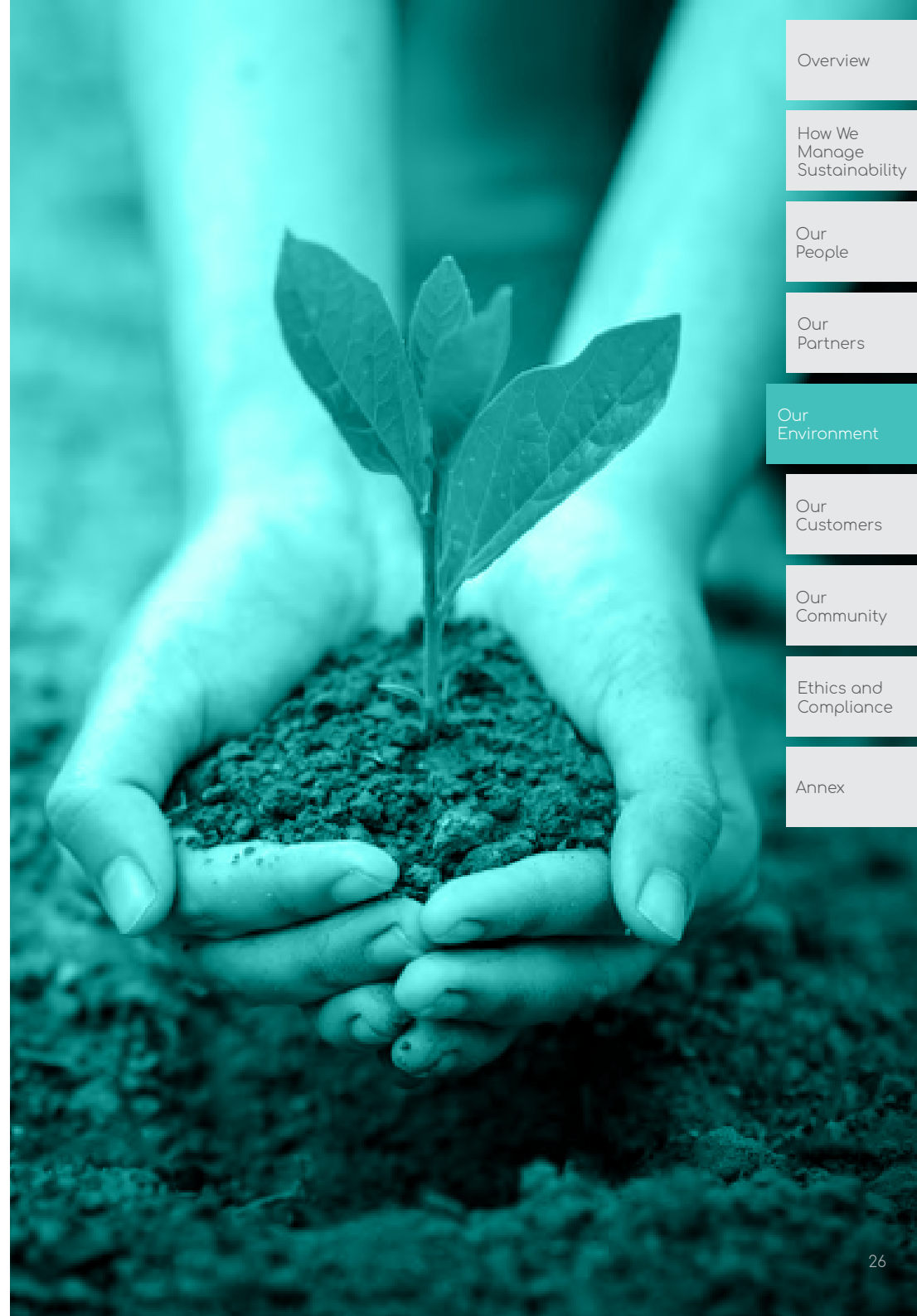
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Our Environment



We're committed to using resources more efficiently and reducing our environmental impact. This includes how we effectively manage our water, energy, waste and carbon emissions. We continue to work on improving efficiencies across our business; from our products and supply chain, to facilities across our markets, including warehouses, stores, outlets and offices.



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Our Environment

Energy and Emissions

Like any business, we require energy to run our operations. However, energy accounts for around 60% of global greenhouse gas emissions. We're resolved to increasing our energy efficiencies across our value chain, maximizing our energy output whilst minimizing our energy demands.



In financial year 2018-19, fuel consumption in Scope 1 was 145,911 litres of diesel and 2,219,531 litres of petrol. Our electricity consumption in Scope 2 was 776,213,874 kWh.

Using the World Business Council for Sustainable Development and Global Reporting Initiative (GRI) framework, we calculated our carbon footprint as 2,672,436 tonnes CO2 in financial year 2018-19, 4% less than the previous year.

We continue to invest in energy efficient technologies in new facilities, and retrofitting existing facilities across our warehouses, stores, outlets and offices. This includes improvements in lighting (LED technology, automated lighting control systems and daylight harvesting), intelligent elevators with energy regenerative motors and air-conditioning systems to reduce our energy consumption and carbon emissions.

TCS SMART ENERGY SOLUTION

Landmark Group, in partnership with Tata Consultancy Services (TCS), is implementing an energy management solution across our warehouses, stores, outlets and offices in the UAE.

Leveraging the power of machine learning, Internet of Things (IoT) and cloud computing, this self-learning system identifies and monitors key energy consumers and highlights energy wastage across water, air, gas, electricity and steam (WAGES) in our facilities, through real-time insights and predictive analytics, enabling us to optimize our energy consumption and decrease our CO2 emissions.

TCS Energy Solution is an agnostic platform, which means it's compatible with existing infrastructure, so, unlike some energy management platforms, it doesn't require replacing existing equipment, eliminating waste or the need for new materials.



Over the next 5 years, our smart facilities will reduce carbon emissions by up to 81,000 tonnes, with energy savings equivalent to powering over 12,500 houses (as per the 2015 UAE State of Energy Report; 40kWh per home per day). We're expanding this solution to Bahrain and Saudi Arabia, making this the largest geographical implementation of an energy management solution in the Middle East.

SOLAR POWER

In a continued effort to reduce our reliance on fossil fuels, we've taken the first step to produce our own renewable energy.



We've installed a 2.14 MWp single rooftop solar power system in our warehouse facility in Dubai South. Generating over 3.4 million kWh of energy annually, we're now able to cover 50% energy consumption of this 80,000 sqm facility with renewable energy. The system is connected to Dubai Electricity & Water Authority (DEWA) enabling us to transfer surplus energy to the city's electrical grid.

We've also linked our solar power system to our TCS Smart Energy Solution to analyze and regulate energy production. This enables us to understand when solar production is high and adjust our demand schedules, lowering our need for other energy resources and increasing our output. To give an example, chillers, which account for 60% of the UAE's energy load distribution, are automatically scheduled to run during times of high solar production.

In the coming year, we plan to invest in renewable energy generation systems across our warehouses in the UAE, including our Mega Distribution Centre in Jebel Ali Free Zone.

ENERGY CONSUMPTION

| | |
|--------------------------|--------------------|
| Electricity (kWh) | 776,213,874 |
| Landmark Retail | 762,063,147 |
| Landmark India | 14,150,727 |
| Diesel (Litres) | 145,911 |
| Landmark UAE | 36,767 |
| Landmark India | 109,144 |
| Petrol (Litres) | 2,219,531 |
| Landmark UAE | 2,218,816 |
| Landmark India | 715 |

CO2 EMISSIONS

| | |
|---|------------------|
| Total (tCO2e) | 2,672,436 |
| Scope 1 | 6,660 |
| Direct emissions: from vehicles owned/leased | |
| Scope 2 | 499,463 |
| Indirect emissions: from electricity consumption | |
| Scope 3 | 2,166,313 |
| Other indirect emissions: from business air travel | |

Scope and assumptions:

- Scope 1: includes emissions from UAE and India, calculated using carbon conversion factors published by 2006 IPCC Guidelines for National Greenhouse Gas Inventories.
- Scope 2: includes emissions from Landmark Retail and Landmark India warehouses, stores (Lifestyle, Home Centre, Max) and offices, as per the 'location-based' method using grid average emissions factors.
- Scope 3: includes emissions derived from business air travel from our Middle East offices, calculated using carbon conversion factors published by the International Civil Aviation Organization.

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Water

Water is essential to life. Yet scarcity is a global challenge with 785 million people lacking access to water. Two of our main markets, Saudi Arabia and UAE, are also considered high water-stressed geographies, where the demand for water is largely met by desalination. We're committed to reducing our water impacts across our value chain.

In financial year 2018-19, our total water consumption across our headquarters, Landmark India and Oasis Mall in Dubai was 235,074,380 litres, 6.4% less than the previous year. We'll be expanding the scope of our water consumption in our next report to include other areas of our value chain.

We have various interventions aimed at reducing our water consumption in our facilities including the installation of water saving devices, such as dual flush systems and tap aerators, as well as sewage treatment plants which allows us to generate recycled water for our air-conditioning cooling towers. Not only does this minimize our wastewater, it also lowers our energy consumption.

WATER CONSUMPTION (LITERS)

| TOTAL | |
|----------------|-------------|
| Utility | 229,725,295 |
| Drinking | 5,349,085 |
| Landmark UAE | |
| Utility | 30,237,907 |
| Drinking | 769,835 |
| Oasis Mall UAE | |
| Utility | 92,247,439 |
| Drinking | 4,566,938 |
| Landmark India | |
| Utility | 107,239,949 |
| Drinking | 12,313 |

Waste

Combating waste is an urgent issue. Not only do we strive to maximize our output, but we look to move towards a circular design for reuse and recycling.

In financial year 2018-19, total waste generated in our headquarters, Landmark India and Oasis Mall in Dubai was 3,627,671 kg, 16.8% less than the previous year.

Our hospitality brands have systems in place to minimize food waste and some of our fashion brands run interventions to ensure clothing doesn't end up in landfills. We partner with recycling agencies to recycle waste in our operations including paper, plastic and cardboard. We continue to build on this year's scope to measure and strategize how we can minimize waste throughout our value chain, and implement activities to reduce, reuse and recycle.

WASTE (KG)

| TOTAL | |
|--------------------|-----------|
| Recycled Plastic | 157,426 |
| Recycled Paper | 1,949,030 |
| Composted Food | 23,796 |
| E-Waste Batteries | 3,289 |
| Recycled Cardboard | 1,485,130 |
| Landmark UAE | |
| Recycled Plastic | 143,725 |
| Recycled Paper | 1,825,033 |
| Composted Food | 29,321 |
| Recycled Cardboard | 1,484,130 |
| Oasis Mall UAE | |
| Recycled Plastic | 13,701 |
| Recycled Paper | 123,997 |
| Landmark India | |
| Recycled Plastic | 111,700 |
| Recycled Paper | 129,551 |
| Composted Food | 3,475 |
| E-Waste Batteries | 2,389 |



Landmark Headquarters LEED Gold Certified

Leadership in Energy and Environmental Design (LEED) is a worldwide green building certification programme developed by nonprofit US Green Building Council. In 2018, Landmark Headquarters in Dubai was certified as LEED Gold, recognized for creating minimal impact on the environment.

The tower has a carbon footprint savings of 1,332 metric tonnes per year, and whilst a typical building's power consumption is 160 - 200 kWh/sqm, our consumption is 113 kWh/sqm. Our water consumption is also 40% lower than International Plumbing Council standards.



Green Distribution Centres

In the last few years we've opened distribution centres in Saudi Arabia, Mudon DC, and UAE, Mega DC. Both centres were built with green technologies in mind to minimize our environmental impact.

This includes LED technology, hurricane fans to create natural ventilation systems without using electricity, optimized air-condition systems as well as installing energy regenerative motors in our automated storage and retrieval systems (ASRS), so as ASRS are being used, it produces energy which feeds back into the centres grid.

Mega DC was awarded an Environment, Health and Safety (EHS) certification from the Dubai Government. We're also expanding our solar power generation capabilities and will be installing a rooftop system on the centre in the coming year.



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Our Brands

Splash

Only by maximizing resources and minimizing waste can we reduce our negative impacts and create a sustainable business model. It's worth highlighting that Splash was the first of our brands leading efforts to develop a circular economy: from design, material selection and production processes, through to product reuse and recycling. In financial year 2018-19, 76% of materials used by Splash were recycled or sustainably sourced, with the aim to increase this to 80% by financial year 2020-21.



Better Cotton Initiative is a nonprofit membership organisation running the largest cotton sustainability programme worldwide. It exists to make cotton production better for people who produce it and better for the environment. Splash was the first brand from the Middle East to become a member.



Sustainable Apparel Coalition is the apparel, footwear and textile industry's leading alliance for sustainable production, looking to produce no unnecessary environmental harm and have a positive impact on communities. In 2017, Splash became the only homegrown brand in the Middle East to become a member.

COTTON

Cotton is used by nearly every person on the planet and is the most used textile fibre in Splash. 80% of Splash's cotton is sustainably sourced, including organic cotton (grown without pesticide, synthetic fertilizer or chemicals) and Better Cotton (BCI). Splash's goal is to use 100% sustainably sourced cotton by 2020.

PLANT-BASED MATERIAL

Man-made cellulosic fibres (MMCF) such as viscose, rayon and lyocell, are some of the most used materials after cotton and an important fibre group for Splash. They're made from plants like wood pulp, so challenges include deforestation and biodiversity impacts. 75% of Splash's plant-based fibres are sourced from certified sustainably managed forests.



RECYCLED POLYESTER

Recycled polyester is produced from recycled plastic. It's better than conventional polyester as it reduces the use of virgin petroleum, diverts used plastic from landfills or ending up in the ocean and it's recyclable. 50% of the polyester used in Splash is recycled, equivalent to 28 million plastic PET bottles.

DENIM

Making jeans requires large quantities of water - from growing cotton to dyeing the fabric and washing in the final stages of production. To minimize this negative impact, all Splash denim is produced using sustainable raw materials and eco-friendly garment processing techniques that use 70% less water and 30% less energy.

Biodegradable Packaging

Splash uses bioplastic packaging made from cornstarch, a biological material, instead of petroleum. Bioplastic is compostable, turning into organic waste in up to 180 days, compared to typical plastic which takes up to 1,000 years to decompose.

Clothing Tags

100% of Splash's clothing tags and packaging material are FSC certified (Forest Stewardship Council). This means the wood used to produce these items come from responsibly managed forests.



Plastic spoons and pens were eliminated from all 1,630 rooms and replaced with wooden stirrers and pencils. Waste is recycled in all properties, with colour-coded bins on every floor. They continue to invest in energy efficient technologies, such as LED lights, automated lighting controlling systems, water saving devices and air-conditioning systems.



Carluccio's use paper straws and bags in the UAE, with plans to phase out single-use plastic across the region. In 2019, they partnered with Azraq, a marine conservation nonprofit, on #uselessutensils. Over 30,000 plastic utensils were collected and made into sculptures by students from local schools, to raise awareness on the negative impact of single-use plastic.

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Our Customers

Whether a toddler playing at Fun City, a young woman shopping at Lifestyle, newlyweds buying furniture for their first home at Home Centre or a family sharing a meal in one of our restaurants, our customers' happiness is the essence of our business. We're committed to bringing value to our customers, ensuring we continue to listen and adapt to their needs.



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Loyalty Programmes

Our loyalty programmes are among the largest and most active in the countries where we operate.

Shukran in the Middle East and Landmark Rewards in India aims to offer a world of privileges to our members.

The programme reflects Landmark Group's commitment and passion towards enhancing its relationship with customers across diverse brands.





10 MILLION MEMBERS

Shukran

Landmark Middle East were early movers into the loyalty space in the region, having launched the first iteration of our programme in 1999.

Today, Shukran is the Middle East's largest retail and hospitality loyalty programme with more than ten million active members, spanning eight countries, 2,000 stores and 55 brands, offering rewards on over a million products.

Members earn *Shukrans* (points) on their purchases and spend them for instant savings on everything the Group's various brands offer, including clothing, footwear, accessories, salons and spas, home furnishings, electronics, sports, entertainment and restaurants.

Customers can easily register for Shukran through our website shukran.com, at the point of sales in any participating store, from our brands' websites and apps, or through downloading the Shukran app, available in the Apple and Google Play stores.

Shukran collaborates with customers on fundraising initiatives for various nonprofit organisations.



36 MILLION MEMBERS

Landmark Rewards

Launched in 2001, Landmark Rewards is our loyalty programme in India. With 36 million members and 350 participating stores, it's one of the largest retail loyalty programmes in country.

Members can earn and spend points, get personalized coupons and offers as well as gain exclusive access to end-of-season sales.

Multiple members in a family can also connect their accounts for increased rewards through the 'My Family Account' feature.

We've also partnered with BUDDY, an app that facilitates in-store engagement. Customers can scan QR codes via the app and connect to their Landmark Rewards account to receive personalized recommendations as well as offers in real time.

Customers using BUDDY in our stores also have access to Lifestyle EDGE, a subscription programme where customers can pay an annual fee and sign up to benefits like priority billing, free parking, home delivery for certain products, birthday month offers and experiential gift vouchers.



As Shukran and Landmark Rewards can now be accessed via an app or a customer's mobile number, we've eliminated the distribution of printed cards in a bid to become more environmentally friendly. This has reduced our carbon footprint and is in-line with the organisation's strategy regarding innovation.

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Data Analytics, Innovation & Technology

Landmark Group is invested in the future of retail. Innovation and technology has been a primary focus for the Group in the last decade with our commitment to building a Future Fit Landmark Group across different facets of retail.

From supply chain and logistics to data analytics and omni-channel, we're on a robust innovation journey.

Our Omni-Channel Journey

Landmark Group uses an omni-channel approach to provide a seamless shopping experience to our customers across multiple platforms.

Since 2009, we've heavily invested in innovation, e-commerce and omnichannel, with nine of our leading brands online and adding more than 150,000 SKUs every year.

Blockchain

In a major step forward in the Middle East's retail industry adopting blockchain, Landmark Group and HSBC completed a first-of-its-kind transaction that connected two independently-built blockchain platforms. Key participants along the supply chain could view documents and track progress of a shipment in real-time, reducing the overall time to complete the transaction by up to 12 days, a 40% reduction, thereby reducing costs. It also helped reduce the need for paper, as retail supply chains typically involve large numbers of paper documents.

As a value retailer, investing to keep costs down helps us provide better value to our customers. Showing how collaborative technologies can accelerate international trade was



also a huge milestone for us and reflects our commitment to driving transformation in the retail sector.

Data Labs

Our Data Labs analyze customers' tastes, preferences, shopping patterns and behaviour through machine-learning algorithms and advanced demand-forecasting engines.

The aim is to enhance the shopping experience by helping our customers find what they want, at the time they want it, in their preferred size, style and colour, at their favourite store.

In 2019, the Data Labs team at Landmark Middle East held the first Landmark Customer Summit, where business leaders from different brands shared success stories and best practices covering a range of topics through keynotes, panel discussions and case studies.

RFID Technology

This year, Splash and Max rolled out RFID to gain a significantly improved view of its inventory and provide real-time merchandise location data. This is in line with the Group's direction to continue to invest in technologies that give our customers a more customized shopping experiences and meeting their individual needs. More of our brands and stores are in the process of adopting the technology in the coming year.

Net Promoter Score

We use the globally-recognized Net Promoter Score (NPS) to gauge customer satisfaction and measure our progress. This tool allows us to improve and build on our customer strategy and set targets to increase it further.

Customer Happiness Week

In line with International Happiness Day every March, our brands in the UAE look to honour their customers through unique experiences and rewards across our stores, outlets and online.

Under the theme 'Happiness Unlimited', customer engagement has included kids carnivals at Babyshop, surprise gifts at Centrepoint and Max, free offers for customers like makeovers at Lifestyle, rides for kids at Fun City and desserts at Zafran, as well as a range of other fun activities over three days. Given our diverse portfolio, we also take the opportunity to form cross-brand collaborations to create exclusive shopping benefits for our customers.

| | |
|---|---|
| <p>Single View of Inventory Online orders can be fulfilled from stores based on availability and proximity of inventory.</p>  | <p>Same Day Delivery Online customers in the UAE can receive products on the same day.</p>  |
| <p>Kiosks Customer and staff in stores can look up online inventory to find products or sizes that may not be available in stores. Payments are made using a chip and pin device integrated with kiosks.</p>  | <p>Easier Ways to Pay Customers can pay using Apple Pay in UAE and Saudi Arabia. We've also introduced Equated Month Instalments for orders worth AED 1,000 or more, for both store and online customers in UAE.</p>  |
| <p>Click & Collect Online customers can buy products from our sites or apps and collect them in-store.</p>  | <p>Return to Store Customers looking to return purchases made online have the option to drop off their returns at a store.</p>  |

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Our Community

We're deeply committed to making a difference in the communities where we live and work. We understand that community is who we are and it's our responsibility to contribute to causes where we can better the development of society.



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Beat Diabetes



Diabetes is recognized as a growing epidemic worldwide. An estimated 415 million people are living with diabetes and by 2040 this number is expected to rise to 642 million.

20% of people diagnosed with the condition live in the Middle East and India and the number is growing exponentially.

In 2009, Landmark Group launched Beat Diabetes to spread awareness on the prevention and management of diabetes. The aim is to encourage people to step out of their comfort zone and show how even 30 minutes of exercise every day can go a long way. The initiative conducts year-round

programmes, community events and media campaigns, to manage and prevent diabetes, reaching over 20 million people annually.

Key activities include Take the Test, free blood glucose testing, Get Active, community-centric fitness events and Eat Healthy, cooking sessions. The initiative's activities culminate with the Beat Diabetes Walk in November – World Diabetes Month.

In 2015, we launched SuperKidz, as a part of Beat Diabetes, to educate children on living a healthy lifestyle. During its last iteration in 2018, we partnered with GEMS Education to reach students across 48 schools in UAE.



Our customers are also involved in this initiative and have the opportunity to donate to the cause at more than 550 retail and hospitality outlets – through the month of November, in association with Al Jalila Foundation.

Since its inception Beat Diabetes has raised over USD one million for diabetes care and research.

In 2019, the Group won UAE's first-ever Sports Imprint Award presented to us by HH Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, the Crown Prince of Dubai – an incredible recognition of the Group's decade-long efforts to build awareness and preventive measures for diabetes.

"What the Landmark Group has achieved in the last ten years, by building awareness about diabetes and initiating blood glucose tests through the Beat Diabetes initiative, is indeed commendable."

Dr Abdul Razzaq Ali Al Madani
President - Emirates Diabetes Society
Chairman - Gulf Group for Study of Diabetes, UAE

SPORTS IMPRINT AWARDS

"Today we honoured Landmark Group, the winner of the first Sports Imprint Award, organised as part of the Nad Al Sheba Sports Tournament, which aim to encourage volunteering and humanitarian work in sports... Sincere thanks and gratitude to Landmark's founder Micky Jagtiani for these heartfelt efforts."

HH Sheikh Hamdan Bin Mohammed Bin Rashid Al Maktoum
Crown Prince of Dubai & Chairman of the Executive Council, UAE

Beat Diabetes in Numbers | Since 2009

11 Beat Diabetes walks

100,000+ walk participants

500,000+ free blood glucose testing

300,000+ children reached

100+ Partnerships with private and public sector organisations

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Landmark Middle East

Youth and Employment

The Middle East has the largest youth population in the world, with children and young people (0-24 year olds) accounting for nearly half of the region's population. Yet, Gulf countries still face high youth unemployment rates. Landmark Group believes these youth have the potential to become agents of change, acting for a more prosperous and stable future for themselves and their communities.

In 2018, we partnered with Education for Employment (EFE), a nonprofit that trains youth and links them to jobs across the Middle East and North Africa.



Landmark Arabia also developed a bespoke programme in Saudi Arabia where, despite female nationals accounting for 58% of university students, comprise just 16% of the workforce. Committed to employing women in the retail sector, and in-line with Saudi Vision 2030, we worked with EFE to train 50 Saudi young women from less privileged backgrounds, culminating in the opportunity to join our workforce, where 66% of our Saudi national employees are women.

Landmark Arabia has other initiatives focused on Saudi talent, including on-the-job training, as well as partnerships with local universities and career fairs.



"Enabling Saudi women to become more economically independent by participating in the labour market has always been a priority for our Group. As one of the region's leading private sector employers we are committed to engaging with Saudi women by investing in their education and training."

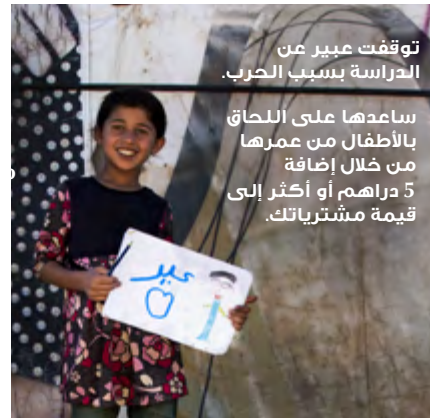
Nisha Jagtiani
Group Director, Landmark Group

Children's Education

Dubai Cares is a philanthropic organisation focused on contributing to the United Nations Sustainable Development Goal (SDG) 4, which aims to ensure inclusive and quality education for all, by supporting programmes in early childhood development, access to quality primary and secondary education, technical and vocational education and training for youth.



Since 2012, through customer donations in stores every year during the holy month of Ramadan, we've raised over AED 12 million for Dubai Cares.



Shukran Ramadan

In Ramadan 2019, we launched our first cross-country community campaign through Shukran, our loyalty programme. Customers could donate their Shukran reward points to nine community organisations across eight of our markets, working towards various causes including child education, healthcare, nutrition, people with disabilities and livelihoods.

1 million customers raised over AED 2 million during the month-long charity drive.



Employee Volunteering

In partnership with Community Development Authority in UAE, and across our various markets in the Middle East, 220 employees contributed 600+ hours of volunteering during the month of Ramadan in 2019. Activities included beach cleaning drives, Iftar meal distribution and supporting various local nonprofit organisations.



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Landmark India

Landmark India is focused on preventive healthcare in marginalized communities in urban India.

We have strong advocacy, screening and outreach interventions for noncommunicable diseases through programmes like Get Active, Eat Healthy, Life Ahead and Beat Diabetes.

In addition, Landmark India also carries out various initiatives for children in public schools aimed at improving the quality of education.

Preventive Healthcare

Our flagship programme, Get Active, aims to create awareness of non-communicable diseases through early identification and management, in marginalized communities in urban India. In partnership with Apollo Telehealth Network Foundation, a non-profit specializing in setting up rural telemedicine, Get Active conducts free screening camps for anaemia, hypertension, diabetes, cardiovascular disease and dyslipidemia across six cities in India. 1.15 million individuals have been screened since its inception in 2015.



We've also partnered with the Government Primary Health System in Mysore and Karnataka Health Promotion Trust, a non-profit focused on health and wellbeing, to implement an integrated care model addressing noncommunicable diseases by improving urban primary health centre services, setting up community wellness centres and promoting awareness through behavioural change and communication. To date, this initiative has directly impacted the lives of around 100,000 individuals.



Women Empowerment

As a part of Life Ahead, in partnership with Apollo Telehealth Network Foundation, we educate women that live in marginalized areas to become Community Health Champions. Since 2015, training sessions have been conducted for 36,000 women in various regional languages. The programme consists of blood sugar tests for the women of the community, followed by training sessions promoting a healthy lifestyle.

Children and Youth

We've also partnered with IIMPACT, a nonprofit dedicated to girls' education, to support 300 out-of-school girls by providing quality primary education. Learning centres have been set up to complement public schools in an effort to guarantee continuous learning to these girls.



We also work with Akshaya Patra Foundation, a nonprofit organisation that runs school programmes across India, and have provided nutritious meal for 35,000 children in government schools across underserved regions. The Eat Healthy initiative encourages children to continue their education while receiving a healthy meal.



Disaster Relief

In August 2018, Landmark India, alongside Landmark Middle East, donated over \$400,000 in cash for on-ground support to nonprofit organisations in India, including Goonj Foundation, to help fund the relief and rehabilitation of more than 3,600 families affected by the floods in Kerala.

A further \$400,000 worth of goods, including essentials like blankets and towels, along with footwear and clothing for women, men and children, were channeled to the flood-affected state through Emirates Red Crescent.



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Life Foundation



Founded in 2000, Life Foundation has devoted its work to supporting the Indian government's educational efforts with a focus on health. Today, the foundation is the largest educational partner of the Municipal Corporation of Greater Mumbai and has impacted over 2.3 million lives.

Education

Education gives people the opportunity to overcome poverty, build livelihoods and be better prepared to take care of their health. Life Foundation supports the public system, building on the mantra *School-Chalo!* ('Let's go to School!').

COMMUNITY CENTRES (AGE 3-6)

Anganwadis are community centres that provide pre-school education and run health programmes for families in marginalized communities. There are more than one million *anganwadis* in India, and with 5,000 in Mumbai, Life Foundation works in over 2,300 centres with 4,600 female public teachers and teachers' assistants.



COMMUNITY CENTRES

- working in 2,300+ centres with 4,600 teachers impacting 40,000 children
- 900+ trainings for 11,000+ adolescent girls
- 2,000+ women trained as Life Leaders
- 1,000+ workshops for 13,500+ parents



PUBLIC SCHOOLS

- engaging 18,500+ students in 58 schools
- 11,000+ classroom sessions
- 2,000+ life skills workshops
- 2,000+ counselling sessions



Programmes include:

- **Teacher Training:** 90 sessions per month enhancing teaching methods.
- **Kishori Development:** educating adolescent girls on rights, health, nutrition, career and life skills.
- **Life Leaders:** developing women to become community champions and mentors for girls.
- **Parent Counselling:** homes visits and sessions on topics such as health, hygiene, nutrition and child abuse.
- **Events:** museum visits, 'Joy in a Box' (educational toys) and 'Women's Day' to honour female educators.

PRE-PRIMARY SCHOOLS (AGE 4-6)

In 2017, Life Foundation began working in 34 pre-primary government schools with 60 Life Educators interacting with over 3,000 students.

SECONDARY SCHOOLS (AGE 14-18)

Life Foundation was the first NGO to partner with government secondary schools. It works with seven schools and over 5,000 students through:

- **Life Classes:** supplementary English, Maths and IT classes, and working to enhance teaching methods.

- **Student Counselling:** academic, career and personal development with Differential Aptitude Tests and individual plans.
- **Karate Classes:** fostering confidence, self-discipline and social skills.
- **Life Skills Workshops:** engaging 128 public schools and 67,000 students in topics such as values, health, hygiene and the environmental.

CHILDREN WITH DISABILITIES

Life Coaches work in all 17 public schools in Mumbai for children with disabilities, training teachers on classroom techniques, managing support groups and organising year-round events. Life Foundation partners with Nair Hospital on physiotherapy sessions and other medical interventions.

ROSHNI

Roshni (light) looks to improve the quality of education for children living in orphanages and rescue homes. Drawing from their educational programmes, Life Foundation works in seven institutions, with over 2,500 children, and also organises music, dance, magic and talent shows.



HEALTH

- screened 12,500+ patients in 222 camps
- 300 families enrolled in Life Food Bank
- 1,000+ yoga sessions for 22,000+ children

Health

Good health is key to a person's wellbeing and economic progress and findings show that healthier students tend to do better in school. Life Foundation's health programmes intersect with their educational efforts in *anganwadis*, public schools and surrounding communities.



HEALTH CAMPS

We partner with healthcare providers to run various programmes including dental camps, eye camps, anaemia prevention interventions and comprehensive check ups for public teachers working in *anganwadis*.

LIFE FOOD BANK

Life Food Bank supports over 100 children with disabilities and their families by providing monthly food supplies and managing support groups. This year, they started working with severely malnourished children, providing 128 families with food packs and workshops. In serious cases, children are taken to partner hospitals for further interventions.

YOGA

Yoga is an effective tool for mental and physical health, designed to reduce stress and improve quality of life. Life Foundation partners with Kaivalyadhama to run classes in schools and orphanages they work in.

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Our Brands

Pink Party by Fitness First

Every October, Fitness First hosts a Pink Party in honour of Breast Cancer Awareness month across UAE, Saudi Arabia, Bahrain, Kuwait, Qatar and Jordan. Open to all women and children, the event is a complimentary non-stop Zumba party led by Fitness First's certified instructors, to celebrate and honour friends and family navigating, or having gone through, breast cancer. Fitness First also welcomes women to use any club throughout the month of October so that they can train for free.



Scholarship by SHOEMART

Since 2017, SHOEMART has been collaborating with Channel 4 Radio to support a student's studies through a scholarship. Granted yearly during the Back to School season, the scholarship is worth more than \$5,000.



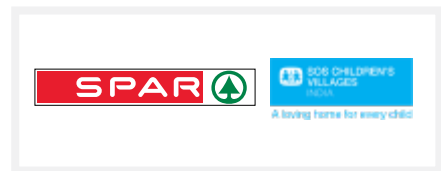
#BeatAirPollution by Lifestyle, Max, Home Centre and EasyBuy

In June 2019, we launched #BeatAirPollution as part of World Environment Day. 6,400 employees participated and more than 5,000 saplings were planted across different locations in India. In addition, a small urban forest was created near Bellandur Lake in Bangalore.



Season of Joy by SPAR

Since 2017, SPAR has collaborated with customers and SOS Children's Villages India, a nonprofit organisation that provides alternative homes and a support network for children without adequate parental care. In the lead up to Christmas, customers donated 40,000 gifts, double the amount from the previous year, which were then distributed to 7,200 children.



Funday Sunday by Landmark Leisure

Started more than a decade ago, Funday Sunday takes place once a month where children with disabilities visit our play facilities – Fun City, Fun Ville and Fun Works – across the UAE to enjoy a day of fun. We've welcomed children from various centres including Al Shurooq, Al Noor, Zayed Foundation, Safe Center for Autism and Asperger's Syndrome, Senses Dubai, Rashid Center and Special Families Support Group.



Child Safety First by Babyshop

Launched in 2005, Child Safety First emphasizes the importance of child safety while travelling, and is endorsed by the Roads and Transport Authority of Dubai (RTA), the Health Authority of Abu Dhabi and the Royal Oman Police. Today, it has gone beyond road safety to encompass safety concerns and hazards at home, school and other public places.



Pink It Now by Lifestyle

In 2019, during Breast Cancer Awareness Month in October, Lifestyle partnered with Zulekha Hospital's on 'Pink It Now', a campaign to raise awareness about breast cancer and the importance of early detection. More than 7,600 women were offered free screenings and consultations during this period, including our employees.



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Ethics and Compliance

Our values have been the foundation of Landmark Group, defining who we are. We're determined to live these values and foster an ethical culture with our teams, as well as with our customers, partners and the community. Not only do we adhere to national regulations in our markets, we strive to go beyond compliance and demonstrate a further commitment to leading with integrity and respect.



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Ethics and Compliance

Our standards, policies and procedures help us to integrate our values for all our employees, customers and stakeholders, and nurture a culture of trust.

We're committed to doing business the right way by complying with the law and promoting ethical conduct by Leading with Integrity.

Code of Conduct

Landmark Group's Code of Business Conduct and Ethics defines how each of us conduct ourselves as representatives of Landmark Group. The code is grounded in two main principles of respecting one another and being transparent, and is a guide to help employees make the right decisions for the business and live our values.

Grievance Channels

To maintain an equal, fair and transparent environment, we provide multiple grievance channels with full confidentiality and protection from any attempts of retaliation.

Employees who believe they have themselves experienced or witnessed any form of injustice, harassment, or wrongdoing are encouraged to file a grievance through our Listening Helpdesk.

The Helpdesk offers a toll-free number, an email address and a chat platform to all employees.



Whistleblowing Policy

The Whistleblower policy encourages employees to report any potential ethics- or integrity-related breaches in a confidential manner without any risk of reprisal.

Prevention of Harassment

We are committed to providing a workplace which is safe and free of harassment for all our employees. The organisation maintains a zero tolerance towards harassment and any reported cases is promptly dealt with.

Beyond our policies, our Prevention of Sexual Harassment (POSH) Committee is responsible for reviewing cases and delivering appropriate disciplinary action.

The committee is made up of a gender mix with representation from across businesses and functions, to ensure neutrality and fairness of all cases.

Consequence Management Policy

Having robust, transparent and consistent practices for managing consequences of noncompliance of our policies is an important priority for us.

Our consequence management guidelines define the necessary protocol and disciplinary outcomes required for any workplace incidents, including employee grievances, sexual harassment, disciplinary issues, Code of Conduct violations and loss prevention.

Gifts, Hospitality & Entertainment Policy

Gifts and concessions can impact our independence in taking sound business decisions. We always ensure that any offerings or acceptance doesn't compromise the Group and is in-line with our Code of Conduct.

Transparent Financial Transactions

Landmark Group complies with all laws that prohibit money laundering or financing for illegal or illegitimate purposes.

We ensure to conduct business with reputable business partners. We do this by obtaining all identification information required to confirm the identity of a person with whom a relationship is being established, an account is being opened or a significant transaction is being carried out.

Our employees are alert and expected to report any unusual or suspicious activity, requests from potential business partners for cash payments or other unusual payment terms.



Conflict of Interest Policy

A conflict of interest arises whenever our personal interest interferes with our ability to make decisions that benefit the Group. Our judgement is one of our most valuable assets. We always avoid any activity, interest or association that conflicts or appears to compromise our independent judgement in Landmark Group's best interest.

"How we do our business, is as important as what we do for our business."

Micky Jagtiani
Founder Chairman
Landmark Group

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- Impact Boundaries
- GRI Content Index

Stakeholder Relations

In 2019, we decided to translate our Sustainability Framework into tangible and measurable key performance indicators spread across the next five years. This exercise engaged hundreds of internal and external stakeholders, almost all our Group departments, and our biggest brands in India and the Middle East.

The below description explains the steps we took to create our Sustainability Integration Roadmap.

| Stakeholder Group | Engagement Methods | Frequency | Stakeholders' Sustainability-Related Topics |
|------------------------|---|--|--|
| Our Partners | <ul style="list-style-type: none"> - Supplier selection and onboarding - Progress meetings - Emails, phone calls and meetings - Appreciation events | <ul style="list-style-type: none"> Ongoing On request Ongoing | <ul style="list-style-type: none"> • Human and labour rights • Health, safety and wellbeing • Responsible purchasing practices |
| Our Environment | <ul style="list-style-type: none"> - Monitoring our environmental footprint - Addressing circularity of fashion - Environmentally-friendly sourcing of materials - Preserving natural resources - Sustainability team | <ul style="list-style-type: none"> Ongoing | <ul style="list-style-type: none"> • Carbon footprint management • Circularity of fashion • Energy efficiency • Ethically-sourced materials • Chemical and waste management • Renewable energy • Water management |
| Our Customers | <ul style="list-style-type: none"> - Specialized customer service teams - Stores, outlets, malls and online - Social networks - Customers satisfaction surveys - Call centres, emails and phone calls - Advertisements, promotions and press releases - Loyalty programmes | <ul style="list-style-type: none"> Ongoing | <ul style="list-style-type: none"> • Sustainable products • Ethically-sourced materials • Digital Innovation • Integration of sales channel • Customer service and responsiveness • Responsible marketing • Product quality, health and safety |
| Our Community | <ul style="list-style-type: none"> - Community programmes and initiatives - Cooperation with NGOs - Social networks and events - Philanthropy and sponsorships | <ul style="list-style-type: none"> Ongoing | <ul style="list-style-type: none"> • Community development • Diversity and inclusion |
| Our People | <ul style="list-style-type: none"> - Employee engagement surveys - Training and development programmes - Internal communications - Volunteer programmes - Face-to-face meetings - Emails, calls and instant messaging software - Performance management programmes | <ul style="list-style-type: none"> Ongoing | <ul style="list-style-type: none"> • Diversity and inclusion • Human and labour rights • Health, safety and wellbeing • Fair wages and decent working environment • Attracting and retaining talent • Human capital development • Community development |

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| Animal welfare and biodiversity |
| Attracting and retaining talent |
| Carbon footprint |
| Chemical and waste management |
| Circularity |
| Community development |
| Customer service and responsiveness |
| Digital innovation |
| Diversity and inclusion |
| Energy efficiency |
| Fair wages and decent working environment |
| Health, safety and well-being |
| Human and labour rights |
| Human capital development |
| Integration of sales channel |
| Nationalization |
| Packaging |
| Product quality, health and safety |
| Recycled/sustainably-sourced material |
| Renewable energy |
| Responsible marketing |
| Responsible purchasing practices |
| Sustainable products |
| Transparency and traceability |
| Water |

| Corresponding GRI Standards Material Topics |
|--|
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| Employment |
| Energy |
| Effluent and Waste |
| Materials / Effluents and Waste |
| Local Communities |
| General Disclosures (Organisational Profile - Scale of the Organisation) |
| General Disclosures (Organisational Profile - Scale of the Organisation) |
| Employment / Diversity & Equal Opportunity / Local Communities |
| Energy |
| Employment, Local Communities |
| Employment / Occupational Health and Safety / Suppliers Social Assessment |
| Child Labour / Forced or Compulsory Labour / Human Rights Assessment / Suppliers Social Assessment |
| Employment |
| General Disclosures (Organisational Profile - Scale of the Organisation) |
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| Materials |
| Materials / Marketing and Labelling |
| Materials |
| Energy |
| Marketing and Labelling |
| Procurement Practices |
| Materials |
| Procurement Practices |
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GRI Content Index

For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report. The service was performed on the English language version of the report.

| GRI Standard | Disclosure | Page / URL | Chapter | Omissions | UNGC Principles |
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| GENERAL DISCLOSURES | | | | | |
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| GRI 102: General Disclosures 2016 | 102-1 Name of the organization | 5 | Overview | No Specific COP Requirements | |
| | 102-2 Activities, brands, products, and services | 5, 7, 8, 10 | | | |
| | 102-3 Location of headquarters | 5 | | | |
| | 102-4 Location of operations | 5 | | | |
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