DRIVING THE AVENUES TOWARDS

ESG
ENVIRONMENTAL SOCIAL GOVERNANCE

SUSTAINABILITY
REPORT 2019

mabanee

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ABOUT
THIS REPORT

ABOUT
THIS REPORT

Scope of the Report (102-46, 102-47, 102-48)

This is Mabanee's third annual sustainability report, published for the year 2019. It summarizes the materially relevant environmental, social, and governance (ESG) issues, and reflects the ways in which we are fulfilling our long-term commitments towards sustainability. This primarily enables us to communicate our sustainability to our stakeholders and to further enhance our dialogue with them. Secondary, the scope includes an inclusion of various KPI's, including Global Reporting Initiative (GRI) and metrics from ESG indices.

Reporting Period (102-50,102-51)

The performance data and information provided in the report covers the reporting period from January 1st to December 31st 2019.

Support

The development of Mabanee Sustainability Report – 2019 was supported by RSM Albazie Consulting W.L.L.

In Accordance with GRI (102-54)

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option. This means that this report reflects at least all the GRI standards marked as core throughout the report.

Communication and Feedback (102-53)

Please share your comments, feedback, and information with:

Shuaa A. Al-Qati
Communications Director
Mabanee Company K.P.S.C
P.O. Box 5132 Safat l 13052 Kuwait
T: 222.444.61 l F: 222.444.67
Alqati@mabanee.com

MESSAGE FROM THE CHAIRMAN (102-14)

Dear Stakeholders of Mabanee Real Estate Co.,

May the peace and blessings of Allah be upon you all...

I would like to welcome you to the introduction of Mabanee's 2019 sustainability report. On behalf of my fellow Members of the Board of Directors, it is my pleasure to present to you this report, which reflects the company's sustainability performance & results—including environment, social, and governance (ESG) focus areas.

We believe that embedding these non-financial elements, in addition to the financial aspects highlighted in our annual report, are key to realizing our strategy, mission, vision, and core values. Besides diligently realizing our strategy, these sustainability directions are crucial to contributing to both national & international sustainability frameworks & drivers—including Kuwait National Development Plan (KNDP), Kuwait Boursa ESG disclosures, UN Sustainable Development Goals (UNSDGs), Global Reporting Initiative (GRI), and various ESG indices.

To conclude, and on behalf of the Members of the Board of Directors and all Mabanee employees, I would like to express my deepest appreciation to H.H. the Amir Sheikh Sabah Al-Ahmad Al-Jaber Al-Sabah and H.H. the Crown Prince Sheikh Nawaf Al-Ahmad Al-Jaber Al-Sabah. We pray that Almighty Allah continues to guide our leaders on the path of sustainability development of our homeland, Kuwait.

On behalf of the Board Members, I would also like to thank all stakeholders of Mabanee—including our tenants, visitors, employees, management, community, suppliers, partners—for your continuous efforts & engagement that drives Mabanee to optimal directions year after year.

MOHAMMED ABDULAZIZ ALSHAYA
CHAIRMAN

MESSAGE FROM THE CEO (102-14)

Dear Valued Stakeholders,

Welcome to Mabanee's 2019 sustainability report.

Most companies are now realizing the significance of sustainability; however, the overarching challenge remains in converting something as abstract & strategic as "sustainability" into operational business performance.
Our sustainability report excels in this, as we were able to measure & evaluate sustainability based on a range of KPI's, especially those derived from Global Reporting Initiative (GRI) standards; Environmental Social Governance (ESG) indices metrics; social return on investment (SROI), among others.

Accordingly, our report was able to successfully translate our strategic values into concrete and tangible results for all stakeholders involved, such as the following:
Value #1: Insightful – Our decision-making is able to integrate various sustainability issues insightfully, as we are able to measure & evaluate our performance in this area.
Value #2: Bold – We take bold steps in measuring and evaluating our sustainability performance each year according to set KPI's.
Value #3: Customer and community focused – Our report focuses on the value we create to customers (whether tenants or visitors), as well as our engagement with the community through corporate social responsibility (CSR).
Value #4: Trusted employer – Our report contains a workplace section where we highlight issues like workplace diversity, Kuwaitization, engagement, training & development, among others.
Value #5: Responsible business – We emphasize the various ways that we operate in a responsible manner, especially conscious of our environmental impacts—including greenhouse gas (GHG) emissions, water & waste management, energy consumption, etc.

In closing, I would like to thank all stakeholders involved in compiling this report, allowing us to use it as a valuable tool for both transparent communication as well as self-performance tracking & evaluation

WALEED AL- SHARIAN
CEO

2019
HIGHLIGHTS

o Global Reporting Initiative (GRI)   o UN Sustainable Development Goals (UNSDGs)   o Kuwait National Development Plan (KNDP)

SUSTAINABLE DEVELOPMENT GOALS

NEWKUWAIT

- **Stock Price:** 46% increase
- **Tenant Complaints:** 49% decrease
- **IT Complaints:** 45% decrease per annum
- **Special Needs Parking Spots:** 129

- **Digitization Investment:** 28,191 KWD
- **% of Local Supplier Expenditures:** 98%
- **# of Corporate Social Responsibility (CSR) Events:** 54
- **# of Social Return on Investment (SROI) Calculations:** 11

- **Investment into Waste Recycling, Reusing, and Reduction:** 36,870 KWD
- **Energy Reduction from LED Lights:** 50%

- **Greenhouse Gas Avoided from Recycling:**

o Oil Drums: 139.752 Kg CO2e   o Wooden Pallets: 23.092 Kg CO2e   o Cartons: 768,877 Kg CO2e
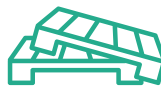
- **Water Consumption:** 22% decrease
- **Water Intensity per Employee:** 24% decrease
- **Greenhouse Gas (GHG) Scope I Emissions:** 58% decrease
- **Greenhouse Gas (GHG) Scope III Emissions:** 98% decrease

- **Kuwaitization Rate:** 17.5%
- **Investment in Employee Engagement:** 193% increase per annum
- **# of Employee Events:** 14
- **Hours of Employee Training:** 1,851

ABOUT
MABANEE

ABOUT
MABANEE (102-2, 102-4, 102.5, 102-6)

Company Profile & History

Mabanee Company is a well-established real estate development conglomerate; while it is has developed a number of urban and governmental projects, it is widely renown for The Avenues. The Avenues is currently the largest shopping and liesure destination in Kuwait, with 1,100+ stores and 360,000 square meters coverage

1964

Mabanee was estabished, when it was named the Kuwait Buildings and compamy - Kuwaiti Shareholding company (KSC).

1999

The company got listed in the kuwait Stock Exchange (Boursa Kuwait) and was selected as a member of the Premier Market and the "Kuwait 15" index.

2004

The company changed its name to the current Mabanee Company - Kuwait Public Shareholder Company (KPSC)

2005

Construction began on The Avenues.

2007

The Avenues opened.

Currently, Mabanee's ownership is as follows:

Ownership of Major Shareholders		
Major Shareholder	**Ownership Type**	**Ownership Percentage**
Alshaya United Company	Direct & Indirect	34.17%
National Industries Group Holding KPSC	Indirect	17.81%

LOCATIONS

Mabanee currently operates in two countries: Kuwait and Bahrain, with the headquarters in Burj Alshaya (Kuwait) and Al-Rai (Kuwait).

Our current projects and those under development include:

- The Avenues – Kuwait
- The Avenues – Bahrain
- The Avenues – Khobar, Kingdom of Saudi Arabia (KSA)
- The Avenues – Riyadh, Kingdom of Saudi Arabia (KSA)
- The Avenues – Sharjah, United Arab Emirates (UAE)

THE AVENUES – KUWAIT
Developed by Al-Rai Real Estate Co. K.S.P.C., a Kuwaiti sole proprietorship company established in 1999.

THE AVENUES – KHOBAR
Developed by Shomoul Holding Company, a Saudi limited liability company established in 2014.

THE AVENUES – SHARJAH
Developed by Mabanee Shurooq Co.,

THE AVENUES – BAHRAIN
Developed by Al Sorouh Management Co., a Bahraini limited liability company established in 2014.

THE AVENUES – RIYADH
Developed by Shomoul Holding Company, a Saudi limited liability company established in 2014.

VISION, MISSION, AND VALUES (102-16)

The foundation of Mabanee's strategy stems from three main areas: Vision, Mission, and Values, which are portrayed here:

VISION

"To be a leading developer & partner in innovative real estate projects, creating value for our stakeholders & the communities we serve."

MISSION

"As a trusted real estate investor, developer & project manager, we collaborate with partners to create world-class real estate projects that excite customers & are recognized for their innovation, design,

VALUES

Insightful
Our decision-making combines local knowledge of our customers and our markets with world-class design approaches.

Trusted employer
We are committed to excellence, reward outstanding performance and provide our employees with the learning and development they need in order to excel and become world-class operators.

Bold
We are innovative and flexible, constantly stretching ourselves to deliver complex, challenging projects that deliver a high level of quality and best-in-class value.

Customer and community focused
At every step, we place the needs of our partners, shareholders and customers first. We prioritize the needs of the communities we serve and the environments in which they live.

Responsible business
We work as one team with integrity and humility, applying good governance to everything we do in order to earn the trust and respect of our stakeholders.

MEED AWARDS

The Avenues - Phase IV has been declared National Winners from Kuwait for the following categories in Meed Projects Awards:
- Commercial Property Project of the Year
- Tourism & Leisure Project of the Year

BRAND OF THE YEAR AWARDS

- Mabanee wins two Brand of The Year Awards by World Branding Forum; Real Estate category for Mabanee and Commercial Centers category for The Avenues.

FORBES MIDDLE EAST

- Mabanee wins Best Commercial Developer by RERA and Forbes Middle East.

MILESTONE AWARD

- The Avenues has been awarded as the best shopping destination in the Middle East in security systems.

AWARDS (102-13)

OUR SUSTAINABILITY APPROACH

MATERIALITY
ASSESSMENT (102-46, 102-47)

As per Global Reporting Initiative (GRI) requirements, a materiality assessment was conducted prior to the development of our sustainability report—done in order to assess what are the most significant topics that our stakeholders care about.

The below matrix reflects our results, categorized after into "Low," "Medium," and "High" materiality levels:

MATERIALITY ASSESSMENT MATRIX

#	MATERIAL TOPIC	MATERIALITY RANKING
1	Community Engagement	Medium
2	Environmental Protection	Medium
3	Corporate Governance	High
4	Energy Optimization	Medium
5	Waste management	Medium
6	Customer Experience	High
7	Human Capital Management	Medium
8	Brand Image and Reputation	High
9	Stakeholder Health & Safety	High

#	MATERIAL TOPIC	MATERIALITY RANKING
10	Security Management	High
11	Kuwaitization	Medium
12	Transparency	Medium
13	Sustainable Procurement	Medium
14	Risk & Opportunity Management	High
15	Innovation & Technology	High
16	Growth & Expansion	Medium
17	Ethics and Compliance	Medium
18	Workplace Environment	Medium

Accordingly, the material topics mentioned below are aligned with various frameworks and standards, in which it heightens our report's solid alignment to national & global sustainability areas.

#	Material Toipc	GRI	UNSDGs	KNDP	Kuwait Boursa ESG Indicators
1	**Community Engagement**	103-1: Explanation of the material topic & its boundary 102-33: Communicating critical concerns 203-2: Significant indirect economic impacts 413: Local communities 413-1: Operations with local community engagement, impact assessments, and development programs 413-2 Operations with significant actual and potential negative impacts on local communities 412-Human rights assessment	1: No poverty 2: Zero hunger 3: Good health and well-being 8: Decent work & economic growth 11: Sustainable cities & communities 17: Parternships for the goals	Global Positioning Creative Human Capital Highquality Healthcare	2: Sustainability report 13: Youth employment (%) 18: Human rights policy 20: Community investment
2	**Environmental Protection**	103-1: Explanation of the material topic & its boundary 301-1: Materials used by weight or volume 301-2: Recycled input materials used 301-3: Reclaimed products & their packaging materials 302-1: Energy consumption within the organization 302-2: Energy consumption outside the organization 302-3: Energy intensity 302-4: Reduction of energy consumption 303-1: Water withdrawl by source 303-3: Water recycled & reused 304-1: Operational sites owned, leased, managed in or adjacent to protected areas & areas of high biodiversity value outside protected areas 304-2: Significant impacts of activities, products and services on biodiversity 305-1: Direct (Scope 1) GHG emissions 305-2: Energy indirect (Scope 2) GHG emissions 305-3: Other indirect (Scope 3) GHG emissions 305-4: GHG emissions intensity 305-5: Reduction of GHG emissions 306-2: Waste by type & disposal method 307-Environmental compliance	3: Good health & well-being 6: Clean water & sanitation 7: Affordable & clean energy 12: Responsible consumption & production 13: Climate action 14: Life below water 15: Life on land	Global Positioning Sustainable Living Environment	

#	Material Toipc	GRI	UNSDGs	KNDP	Kuwait Boursa ESG Indicators
3	**Energy Optimization**	103-1: Explanation of the material topic & its boundary 301-1: Materials used by weight or volume 302-1: Energy consumption within the organization 302-2: Energy consumption outside the organization 302-3: Energy intensity 302-4: Reduction of energy consumption 302-5: Reductions in energy requirements of products & services 305-1: Direct (Scope 1) GHG emissions 305-2: Energy indirect (Scope 2) GHG emissions 305-3: Other indirect (Scope 3) GHG emissions 305-4: GHG emissions intensity 305-5: Reduction of GHG emissions	3: Good health & well-being 7: Affordable & clean energy 9: Industry, innovation & infrastructure 11: Sustainable cities and communities 12: Responsible consumption & production 13: Climate action 15: Life on land	Global Positioning Sustainable Living Environment Developed Infrastructure Sustainable Diversified Economy	2: Sustainability report 7: Energy use 8: Carbon emission
4	**Waste Management**	103-1: Explanation of the material topic & its boundary 301-1: Materials used by weight or volume 301-2: Recycled input materials used 301-3: Reclaimed products & their packaging materials 303-3: Water recycled & reused 306-2: Waste by type & disposal method 306-3: Significant spills	3: Good health & well-being 6: Clean water & sanitation 7: Affordable & clean energy 11: Sustainable cities & communities 12: Responsible consumption & production 13: Climate action 14: Life below water 15: Life on land	Global Positioning High quality healthcare Sustainable living Environment	2: Sustainability report 10: Waste generated 11: Waste recycled (%)
5	**Customer Experience**	102-2: Activities, brands, products & services 102-6: Markets served 103-1: Explanation of the material topic & its boundary 416-1: Assessment of the health & safety impacts of product & service categories 417-Marketing & labeling	8: Decent work & economic growth 9: industry, innovation & infrastructure 10: Reduced inequalities 17: Partnerships for the goals	Creative Human Capital Effective Government Administration Sustainable diversified economy	2: Sustainability report 19: Code of ethics

#	Material Toipc	GRI	UNSDGs	KNDP	Kuwait Boursa ESG Indicators
6	Human Capital Management	102-7 : Scale of the organization 102-8: Information on employees & other workers 103-1: Explanation of the material topic & its boundary 401-1: New employee hires & employee turnover 403-Occupational health & safety 403-4: Health & safety topics covered in formal agreements with trade unions 404-1: Average hours of training per year per employee 404-2: Programs for upgrading employee skills & transition assistance programs 404-3: Percentage of employees receiving regular perfomance & career development reviews 405-diversity & equal opportunity 406-Non-discrimination	1: No poverty 4: Quality education 5: Gender equality 8: Decent work & economic growth 10: Reduced inequalities 17: Partnership for the goals	Global Positioning Creative Human Capital High quality Healthcare Effective Government Administration	2: Sustainability report 4: Full time employees 5: Employee wages & benefits (KWD) 15: Woman in the workforce (%) 16: Training hours per employee 17: Employee turnover (%) 18: Human rights policy 19: Code of ethics
7	Brand Image & Reputation	102-2: Activities, brands, products & services 102-6: Markets served 103-1: Explanation of the material topic & its boundary 201-1: Direct economic value generated & distributed 202: Market presence 417: Marketing & labeling 419: Socioeconomic compliance	8: Decent work & economic growth 11: Sustainable cities & communities 16: Peace, justice & strong institutions	Global Positioning Developed Infrastructure	2: Sustainability report
8	Stakeholder Health & Safety	103-1: Explanation of the material topic & its boundary 102-21: Consulting stakeholders on economic, environmental & social topics 403: Occupational health and safatey 403-4: Health & safety topics covered in formal agreements with trade unions 102-44: Key topics & concerns raised	1: No poverty 3: Good health & well-being 5: Gender equality 8: Decent work & economic growth 9: Industry innovation & infrastructure 10: Reduced inequalities 11: Sustainable cities and communities 17: Partnerships for the goals	Global Positioning Effective Government Administration Sustainable Diversified Economy	2: Sustainability report 4: Full time employees 18: Human rights policy 20: Community investment
9	Security Management	103-1: Explanation of the material topic & its boundary 403-3: Percentage of employees receiving regular performance & career development reviews 410-1: Security personnel trained in human rights policies or procedures 416-1: Assessment of the health & safety impacts of products & service categories 416-2: incidents of non-compliance concerning health & safety impacts of products & services	3: Good health & well-being 16: Peace, justice & strong institutions	Effective Government Administration Global Positioning Creative Human Capital	2: Sustainability report 14: Injury rate 22: Risk mangement committee at the board level

#	Material Toipc	GRI	UNSDGs	KNDP	Kuwait Boursa ESG Indicators
10	Corporate Governance	102-5: Ownership & legal form 102-18: Governance structure 102-19: Delegating authority 102-20: Executive level reponsibility for economic, environmental & social topics 102-22: Composition on the highest governance body & its committees 102-23: Chair of the highest governance body 102-26: Role of the highest governance body in setting purpose, values & strategy 102-33: Communicating critical concerns 103-1: Explanation of the material topic and its boundary 405-1: diversity of governance bodies & employees	8: Decent work & economic growth 16: Peace, justice & strong institutions 17: Partnerships for the goals	Global Positioning Sustainable Living Environment Creative Human Capital Effective Government Administration	21: Board independence (%) 22: Risk management committee at the board level 23: Non-audit fees (%) 24: Voting results 25: Links between executive pay & preformance 26: Complianc with CMA›s corporate governance regulatory requirements
11	Kuwaitization	103-1: Explanation of the material topic and its boundary 202-2: Proportion of senior management hired from the local community 401-1: New employee hires & employee turnover 405: Diversity & equal opportunity 406: Non-discrimination 411: Rights of indigenous people 413-1: Operations with local community engagement, impact assessments & development programs	1: No poverty 3: Good health & well-being 4: Quality education 5: Gender equality 8: Decent work & economic growth 10: Reduced inequalities 11: Sustainable cities & communities 16: Peace, justice & strong institutions	Global Positioning Creative Human Capital High quality Healthcare	2: Sustainability report 12: Kuwaitization (%)
12	Transperancy	103-1: Explanation of the material topic and its boundary 102-16: Values, principles, standards & norms of behavior 102-33: Communicating critical concerbs 102-35: Remuneration policies	10: Reduced inequalities 16: Peace, justuce & strong institutions 17: Partnership for the goals	Global Positioning Effective Government Administration	2: Sustainability report 18: Human rights policy 19: Code of ethics 24: Voting results
13	Sustainable Procurement	102-9: Supply chain 102-10: significant changes to the organization & its supply chain 103-1: Explanation of the material topic and its boundary 204-1: Proportion of spending on local suppliers 308-1: New suppliers that were screened using environmental criteria 413-1: Operations with local community engagement, impact assessments & development programs 414-1: New suppliers that were screened using social criteria	8: Decent work & economic growth 11: Sustainable cities & communities 12: Responsible consumption & production 17: Partnerships for the goals	Global Positioning Sustainable Living Environment Sustainable Diversified Economy	2: Sustainability report 3: Local procurement spending (%)

#	Material Toipc	GRI	UNSDGs	KNDP	Kuwait Boursa ESG Indicators
14	**Risk & Opportunity Management**	102-11: Precautionary principle or approach 102-15: Key impacts, risks & opportunities 102-30: Effectivness of risk management processes 103-1: Explanation of the material topic and its boundary 205-1: Operations assessed for risks related to corruption 205-2: Communication & training about anti-corruption policies & procedures	8: Decent work & economic growth 16: Peace, justice & strong institutions 17: Partnerships for the goals	Effective Government Administration High quality Healthcare Global Positioning	2: Sustainability report 22: Risk management committee at the board level
15	**Innovation & Technology**	103-1: Explanation of the material topic and its boundary 102-33: Communicating critical issues 201-1: Direct economic value generated & distributed	7: Affordable & clean energy 8: Decent work & economic growth 9: Industry, innovation & infrastructure 11: Sustainable cities & communities 17: Partnerships for the goals	Developed infrastructure Global Positioning Sustainable diversified Economy	2: Sustainability report
16	**Growth & Expansion**	102-6: Markets served 102-10: Significant changes to the organization and its supply chain 102-44: Key topics & concerns raised 103-1: Explanation of the material topic and its boundary 201-1: Direct economic value generated & distributed 203-1: infrastructure investments & services supported	4: Quality education 8: Decent work & economic growth 9: Industry, innovation & infrastructure 11: Sustainable cities & communities	Global Positioning Developed Infrastructure Sustainable Diversified Economy	2: Sustainaility report 20: Community investment
17	**Ethics & Compliance**	102-2: Activities, brands, products & services 102-16: Values, principles, standards & norms of behavior 102-17: Mechanisims for advice & concerns about ethics 102-33: Communicating critical concerns 103-1: Explanation of the material topic and its boundary 205-2: Communicating & training about anti-corruption policies & procedures 307-Environmental compliance 402-Labor/management relations 419-1: Non - compliance with laws & regulations in the social & economic area	5: Gender equality 8: Decent work & economic growth 10: Reduced inequalities 16: Peace, justice & strong institutions 17: Partnerships for the goals 1: No poverty	Global Positioning Creative Human Capital Effective Government Administration Global Positioning	2: Sustainability report 18: Human rights policy 19: Code of ethics 26: Compliance with the CMA's corporate governance regulatory requirements

#	Material Toipc	GRI	UNSDGs	KNDP	Kuwait Boursa ESG Indicators
18	**Workplace Environment**	103-1: Explanation of the material topic and its boundary 102-16: Values, principles, standards & norms of behavior 102-17: Mechanisims of advice & concerns about ethics 102-38: Annual compensation ratio 102-39: Percentage increase in annual total compensation ratio 401-1: New employee hiring & employee turnover 401-3: Parental leave 402:Labor management relations 403: Occupational health & safety 404-1: Average hours of training per year per employee 404-2: Programs for upgrading employee skills & transition assistance programs 404-3: Percentage pf employees receiving regular performance & career 405: Diversity & equal opportunity 406: Non-discrimination 412: Human rights assessment 413-1: Operations with local community engagement, impact assessment & development programs 419-1: Non-compliance with laws & regulations in the social & economic area	2: Sustainability report 3: Good Health & well-being 4: Quality education 5: Gender equality 6: Clean water & sanitation 8: Decent work & economic growth 10: Reduced inequalities 11: Sustainable cities & communities 16: Peace, justice & strong institutions 17: Partnerships for the goals	Creative Human Capital High Quality Healthcare Sustainable Living Environment Sustainable Diversified Economy Effective Government Administration	4: Full time employees 5: Employee wages & benefits (KWD) 12: Kuwaitization (%) 13: Youth employement (%) 14: Injury rate 15: Women in the workforce (%) 16: Training hours per employee 17: Employee turnover (%) 18: Human rights policy 19: Code of ethics

STAKEHOLDER ENGAGEMENT (102-40, 102-42, 102,43, 102-44, 41-1)

The materiality approach is a testament to the importance of stakeholder engagement as a basis for the development of this report. Due to such importance, we continuously engage with our valuable stakeholder on a regular basis with various methods as   detailed below:

Stakeholder Group Involved	Engagement Mechanisim	Stakeholder Expectations from Mabanee	Outcome of Stakeholder Engagement	Frequency of Engagement
Tenants	Emails Phone calls Direct Meetings Tenant satisfaction surveys Responding to complaints Providing support	Business ethics & integrity Health, safety & security Innovation & technology Professional business practices Transparency	Accurate & transparent information disclosure Strengthing quality assurance in all dimensions Encouraging collaboration between tenants & Mabanee Development of a healthy, sustainable and innovative work space Understanding tenants concerns and responding to them accordingly	High
Visitors	Social media channels Advertising and commercials Activities & events Satisfaction surveys Website Mobile app Avenues magazine In The Avenues Ads	Customer privacy & security Responsible products Reliable & innovative products Accessible services Entertainment facilities	Optimized customer service Enhanced product quality Provide an exceptional variety of services & facilties Customers are up to date with promotions, news & events related to the The Avenues activities	High
Employees	Training Employee events Staff orientation Performance evaluation & review Action plans Staff meetings Daily inetractions (phone calls, emails)	Equal opportunities Gender equality Human rights Compliance with labour law rights Diversified career development Work-life balance Occupational health & safey Work ethics Kuwaitization	Safeguarding employee rights Continuously producing talented team acquisitions Competitve benefits Increased emphasis on employee training programs, events & development Increased awarness towards innovative methods of communication (Video conferenceses & webinars) Raising standards of the sector & of work environment Enhancement of career path Elevated equitbable workplace	High
Suppliers	Registeration Contracts & policies Direct Meetings Daily inetractions (phone calls, emails) Website	Economic value Responsible supply chain Sustainable purchasing policies Profitable investments Transparency Information disclosure	Encouraging collaboration with local suppliers Comply with human rights policies & clauses Raised awarness towards sustainable procurement Financing local suppliers Offering long-term profitable investments	High

Stakeholder Group Involved	Engagement Mechanisim	Stakeholder Expectations from Mabanee	Outcome of Stakeholder Engagement	Frequency of Engagement
Partners / Shareholders	Annual reports Sustainability reports Investors Conference Call Emails, phone calls	Acceptable dividends & market value Transparent financial disclosure Anti corruption & fraud policies Profitable & sustainable financial returns Corporate governance	Stable shareholder returns Enhanced risk management policies Developed corporate structure & governance Strong return on investments Ensure effective communication	High
Community	Website Social media channels Newspapers Campaigns Events & activities Meetings Associations	Advocating volunteering Social welfare support Human rights Awareness	Empowering youth Raised awareness towards education standards Financing national projects Supporting the livelihood of projects Encouriging staff engagement in voluntereing activities Raised awarness and responsibility towards social welfare issues Improved quality of health, education and social welfare	High
Media	Direct Meetings Phone calls, emails Website Social media channels In The Avenues Ads Avenues magazine Agencies Press conference	Timely news release Transparent information disclosure Interactive communication and exchange Inform stakeholder groups about Mabanee's activities	Improved media communication mechanisms Enhanced reputation and company's trademark Other stakeholder groups are up to date with matters of their concern	High
Governmental Authorities	Annual reports Sustainability reports Public events Participation in governmental plans Direct Meetings Emails & phone calls	Compliance with policies & regulations Transparency Business ethics & integrity Alignment to Kuwait National Development Plan Driving local economy Support governmental plans	Establishing a law-complaint business operation Boosting operational competences Implementing public projects & activities Ensuring long-term professional support Sound governance practices	Medium
Kuwait Boursa	Annual reports Sustainability reports Direct Meetings Emails & phone calls	Alignment to Kuwait Boursa sustainability indicators Exercising policies	Responsible Kuwaiti nationals that add value to the economy and the society Adherence to laws & regulations Responsible conduct and compliance Professional business practices	Medium

FORWARD STATEMENT (102-48)

I am proud to recognize this report as an important milestone in Mabanee's journey of sustainability. The 2017 report "A Sustainable Place to Be" has been marked as our baseline, with the subsequent 2018 report "The Avenues Cares" portrayed as a comparative of our progress. This year's 2019 report is a stamp of commitment to our stakeholders, as we continue to transparently disclose our performance in the form of various sustainability & environmental, social and governance (ESG) key performance indicators (KPIs).

Our emphasis this year on ESG is an integral step towards aligning to ESG Indices, as evidence from our upcoming inclusion as a member in the MSCI Kuwait Index. These directions highlight our transparent commitments to our stakeholders, especially concerning the non-financial achievements that our investors are keen to examine

The feedback we get concerning this report is highly valuable to us, as it is our tool for developing / advancing our sustainability practices. In this respect, we welcome all feedback from our stakeholders, whether internal or external

SHUAA A AL-QATI
COMMUNICATIONS DIRECTOR

GOVERNANCE & ECONOMY

Governance is what ˝G˝ stands for in ESG. Ensuring proper governance is the key to making a company sustainable, in which leaders find ways to drive the company towards these directions through a range of decisions, policies, committees, etc.

New Kuwait Vision 2035

- Global Position
- Developed Infrastructure
- Sustainable Diversified Economy
- Effective Civil Services and Public
- Administration

SDGs

- Decent work and economic growth
- Industry, Innovation and Infrastructure
- Reduced Inequalities
- Responsible consumption and production
- Peace and justice strong institution
- Partnersips for the goals

CORPORATE GOVERNANCE: (102-18)

Corporate Structure:

Below is Mabanee's organizational structure, cascaded into the Board of Directors, executives, and departments, separated into corporate & geographic levels:
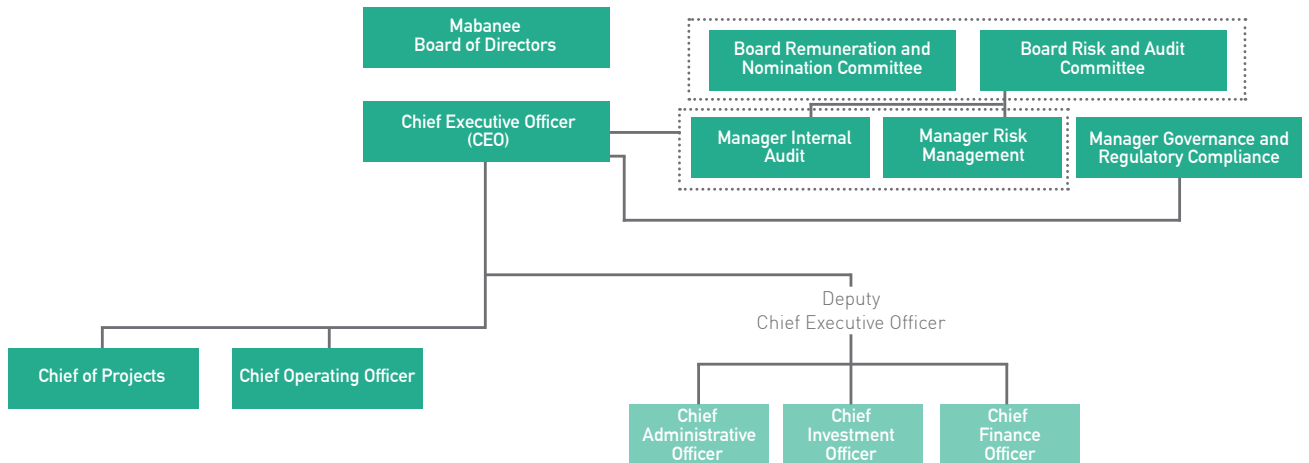
Board of Directors (BoD): (102-18)

Mabanee's Board of Directors (BoD) consists of 7 Board of Directors, shown below with their classification & gender.

Board of Directors

Board Member	Classification	Gender
Mohammed Abdulaziz Al Shaya (Chairman)	**Non-Executive**	Male
Mohammed Abdullatif Al Shaya (Vice Chairman)	**Non-Executive**	Male
Abdullah Abdullatif Al Shaya	**Non-Executive**	Male
Ayman Abdullatif Al Shaya	**Non-Executives**	Male
Azzam Abdulaziz Al Fulaij	**Independent**	Male
Mohammed Rashid Almutairi	**Non-Executive**	Male
Waleed Khalid Al Sharian	**Executive**	Male
Shuaa Abdulmohsen Al Qati	**Secretary of the Board of Directors**	Female

The Board of Directors are often evaluated for effectiveness. In this regard, Mabanee does a self-assessment evaluation for the Board members & committees on an annual basis; then, the Board's evaluations & assessment calculations are appropriately recorded & communicated.

Chairman Role (102-23)

The BoD's Chairman is crucial in setting purpose, values, approvals, and policies for Mabanee, among others. The Chairman's main role is to manage and guide the Board, and to serve as a point-of-contact between the Board and the company's executive management, which is represented by the executive manager.

The Chairman's responsibilities are strongly aligned with the Kuwait Capital Markets Authority (CMA) regulations, as well as with other regulations and standards issued by related authorities.

The Chairman's duties & responsibilities are comprehensively documented in the table below, showing the following 18 duties & responsibilities that are handled personally by him or by assigning some to others (ie. Board Members or Executive Management):

Chairman's Duties Responsibilities

1 Facilitating the process of assigning tasks and responsibilities to the board and establishing a positive working environment between the members of the board.

2 Ensuring that all procedures and mechanisms are available for managing the board's work.

3 Making sure that the Board discusses all essential and strategic topics in an effective manner and within a suitable timeframe.

4 Ensuring that the Board is always updated by the management with all required information and data needed

5 Following up with the company's progress rate for achieving targets, policies and strategies, which are specified by the Board

6 Ensuring that the non-executive board members are effectively involved, furthermore, making sure that there is an effective relationship between the board executive and non-executive members and between the board and investors

7 Provide a transparent environment where board members can communicate freely

8 Leading the Company's governance by coordinating with the executive manager and board members and the authority's concerned committees. Furthermore, taking full responsibility of providing suitable training and development opportunities to the board members

9 Conduct meetings with the company's directors in order to set targets, develop governing policies, coordinate each department activity and finally determine the strategies needed to achieve set targets

10 Setting the councils meeting's agenda. Encourage Board members to participate in the latter, to discuss the presented topics and to share relevant information, concerning the company's current activities and events.

11 Company's representative

12 Reviewing reports and financial data in order to determine targets achievement progress

13 Responsible for the directing, coordination and preparation of financial plans needed for funding current projects and for executing new ones. In a manner which maximizes profit and increases productivity

14 Evaluating the performance of executive managers to ensure their commitment to the company's policies and targets and to evaluate their role in achieving these targets

15 Responsible for performing his chairman duties.

16 Chairman of the governance committee. The chairman is permitted to act as a president/member of any committee other than that originating from the board of directors

17 Ensuring effective communication with shareholders

18 Creating an environment that encourages constructive criticism, especially in topics where several point-of views emerge from council members

Board Committees

The company has formed several committees stemming from the Board of Directors, which mainly assists the Board in undertaking its duties in an efficient and effective manner. These amount to 2 committees, described below:

Board of Director (BoD) Committees (102-22)

#	Committee	Description
1	Risk & Audit Committee	This committee is comprised of three members. Its duty is to encourage effective supervision of the board over significant transactions taking place in the company and the management of risks that the company encounters or may encounter. It also assists the Board in supervising the quality and safety of accounting operations, internal controls and the preparation of the company's financial statements process as well as other matters.
2	Nominations & Remuneration Committee	This committee is comprised of three members. It handles the nomination of Members of the Board of Directors and Executive Management and facilitates the process of conducting the board's annual assessment. It also oversees the training and development of the Board and Executive Management, as well as evaluating the compensations and remunerations of board members and Executive Management in line with the company's long-term objectives.

Sustainability Committee (102-20)

Mabanee has also developed an executive committee: Sustainability Committee. Mabanee follows the principles of sustainable development as the basis for successful, forward-looking business activities.

Sustainability Committee will help assist Communication Department - Owner of Annual Sustainability Report - get in touch with concerned department regarding the four major pillars of sustainability.

The four major pillars are:

Community	Marketplace	Environment	Workplace

Mission:

The Sustainability Committee's mission is to meet the needs of the present without compromising the ability of future generations to meet their own needs.

Objective:

1. Review, at least annually, the Company's strategies with respect to CSR and Sustainability.
2. Review and monitor the Company's sustainability policies and if necessary, procedures and practices relating to the reporting of health, safety and environmental incidents with respect to the Company's employees, contractors, facilities and operations, in compliance with applicable laws and regulations.
3. Review reports, if and when required, regarding significant health, safety and environmental incidents, emerging issues, summaries of inspections or audits, and corrective or remedial actions taken in response to deficiencies.
4. Review and make recommendations to the management regarding social development and community relations.
5. Review and make recommendations to the management regarding political, regulatory and institutional risks in the host country.
6. Require management to take steps to ensure that employees receive the training necessary to meet health, safety and environmental standards set by law and policies set by the Committee.
7. Require management to regularly monitor and report on the Company's sustainability.
8. Facilitate information sharing with other committees as required to address matters of mutual interest or concern in respect of CSR and Sustainable issues.

ETHICS, COMPLIANCE AND RISK (102-30, 102-11, 102.17)

Risk Management:

Sustainable organizations know how to properly identify, assess, and manage their risks. In this regard, Mabanee undertakes risk management procedures based on the Enterprise Risk Management (ERM) framework, the approach of which includes:

- Understanding the requirements of risk management function at Mabanee
- Evaluating current risk management processes prevalent within different areas
- Conducting meetings with the respective staff
- Identifying with management inherent risks that threaten achievement of objectives
- Performing risk analysis against risk ranking criteria and risk parameters
- Identifying prevailing controls that mitigate inherent risks
- Agreeing with management risk responses and future controls to mitigate residual risks that are rated Moderate or above

Furthermore, Mabanee has an agreement with an outsource consultant to provide periodic risk management reports, which include following up with the department's current risks, identifying any new risks, and providing mitigation measures.

Mabanee assesses risks based on 9 categories, and 27 sub-categories, each of which are classified accordingly to low, moderate, or high risk. The 9 risk categories assessed are listed below:

Market risk

Credit risk   Investment risk

Operational risk ———— Risk Categories ———— Strategic risk

                                     Liquidity risk

Governance risk

Compliance   Technology
risk   risk

Additionally, Mabanee has successfully prepared a detailed disaster recovery plan in coordination with the Information & Communication Technology (ICT) department, and it has been approved by the Executive Management.

Compliance & Transparency

Transparency is important for continuously communicating with stakeholders, especially about Mabanee's performance & progress. To ensure transparency, Mabanee uses a variety of communication channels to provide information on its performance, which include, among others:

- Web
- Newspapers
- Meetings
- Phone calls
- Annual reports
- Sustainability reports
- Governmental reports

This sense of transparency is especially crucial considering that Mabanee is listed on Boursa Kuwait, where investors must be aware of our performance in order to aid their investment decisions. It is also important for Mabanee to submit reports to the Kuwait Capital Markets Authority (CMA), since it is listed on the stock exchange.

Moreover, to ensure that proper transparent & ethical business practices are maintained, Mabanee has issued an official Code of Conduct that members must abide with. The Code covers several areas, which include, among others:

- Responsibilities
- Reporting
- Information security
- Communication

- Integrity of financials & communication
- Health, safety, and environment
- Use of insider information

BRAND IMAGE & REPUTATION (202)

Mabanee has successfully developed its own The Avenues brand for The Avenues. The branding further emphasizes the importance of embedding sustainability in the brand image.

With this powerful brand image, it is important for Mabanee to control & deliver a consistent brand position in all operations—whether in Kuwait or outside (ie. Bahrain, Saudi Arabia)—considering that Mabanee holds several subsidiaries inside and outside Kuwait. With this scope, there is an increased need to continuously communicate and update the brandings according to a unified branding guideline.

For this to be possible, Mabanee's Communication department is active in ensuring this. The department is responsible for conducting periodic brand audit / compliance check to ensure brand consistency and brand guidelines are properly implemented—both internally in the departments as well as throughout the projects.

Afterwards, a report is compiled that records the findings and includes the results of the annual inspections, as well as an overall assessment of Mabanee and its subsidiaries' compliance with branding guidelines.

GROWTH & EXPANSION (201-1, 203-2, 203-1)

Growth & expansion is essential to ensuring a company's sustainability, and Mabanee ensures this growth through calculated & well-studied measures.

Economic Performance

One indicator of this successful growth is Mabanee's stock price on the Kuwait Boursa. Comparatively, the stock price (as of December of each year) had been:

0.619
KWD/share in 2018

0.905
KWD/share in 2019

This means that Mabanee's stock price has currently increased by an outstanding 46% compared to the previous year. It is clear that Mabanee's commitments to sustainability and ESG have been impacting on stakeholders' & investors' confidence and in return contributing to these growth successes.

More information on Mabanee's stock price changes is shown in the following graph:

Mabanee Stock Price (2018 – 2019)

On June 25, 2019, Morgan Stanley Capital International (MSCI) announced the inclusion of MSCI Kuwait Index into "MSCI Emerging Markets Index" beginning June 2020.

Mabanee is glad to be one of the members in Kuwait that are constituents of the index. Considering the ESG performance and progress that Mabanee is taking as integral part of its operations & activities, this ESG / sustainability report emphasizes the non-financial performance (previous and upcoming) to increase the visibility to all stakeholders—and especially potential investors who are keen about long term sustainable development performance of companies.

Economic Value Added to Stakeholders

Growth & expansion allows for Mabanee to benefit financially—gaining 96,362,123 KWD in revenue in 2019—which is ultimately invested back in stakeholders in the form of compensation, dividends, expenditures, etc.

Specifically, the below table represents how Mabanee's resources are distributed in the form of value added to various stakeholders.

#	Economic Value	Stakeholder	2017	2018	2019
1	Shareholder Dividends	Shareholders	8,889,975	9,334,467	11,750,050
2	Compensation & Remuneration	Internal Stakeholders	4,416,609	4,289,779	3,609,280
3	Community Investment	Community	259,692	659,905	6,000
4	Local Procurement Expenditures	Local Suppliers	N/A	1,700,000	44,967,424
5	Foreign Procurement Expenditures	Foreign Suppliers	N/A	50,000	898,080
6	Kuwait Foundation for the Advancement of Sciences (KFAS)	Community	464,574	496,916	533,496
7	Zakat	Community	515,521	554,812	600,696
8	National Labor Support Tax (NLST)	Local Community	1,288,803	1,387,029	1,501,741
9	Finance Costs	Financiers / Creditors	335,094	2,379,079	4,006,622
10	Net Profit	Internal Stakeholders	48,862,538	52,108,591	56,410,017

The above summarizes the value added to stakeholders for 2019 and the past two years.

Expansion Projects (203-1)

Mabanee has been using its resources to further expand, both in terms of addition to Kuwait operations, as well as expansions abroad. Below is more information about these expansions:

Project	Location	Progress	Description	Selected Significant features	
Waldorf Astoria Hotel (WA) Progress Description	The Avenues - Kuwait	In progress, (Construction stage)	Waldorf Astoria hotel is a five star luxury business and leisure hotel located on the south side of The Avenues overlooking the Sheikh Zayed road and connected to The Avenues through the Prestige district. Widely different sustainability features where implemented in the project in order to be environmentally friendly.	a. Location	The hotel is located in Prestige district which allows for easy connectivity for the customer to enjoy shopping and what the The Avenues has to offer.
				b. Open spaces	It has an exterior open space that encourages interaction with the environment, social interaction, and physical activities.
				c. Optimized energy performance	Light sensors were used in corridors, rooms and public areas in order to switch on and off automatically based on the availability of people in the place. GRMS systems were used for rooms and suites to control the energy.
				d. Daylight	The middle portion of the roof is glass which connects the hotel occupants with the outdoors, reinforce circadian rhythms, and reduce the use of electrical lighting by introducing daylight into the space
				e. Acoustic performance	All occupied spaces where sound isolated to provide workspaces that promote occupants' well-being, productivity, and communications through effective acoustic design.
				f. Thermal Comfort	Temperature control was assured using heat isolation external façade glass in order to promote occupants' productivity and comfort.
				g. Rainwater Management	Rainwater runoff was managed using efficient water pipes systems.
				h. Indoor Air quality	Minimum standards for fresh air quality has been achieved according to ASHRAE requirements.
				i. Waste collection places	The hotel provides dedicated areas accessible to waste haulers and building occupants for the collection of waste. Main waste room was allocated for waste final collection and it contains special equipment to compress waste collection.
Hilton Garden Inn (HGI)	The Avenues - Kuwait	Completed	Hilton Garden Inn is a four star hotel located on the north side of The Avenues. The hotel consists of 10 floors including 385 rooms and suites. The hotel is promoting sustainability through several environmental features.	a. Location	It is located next to restaurants and entertainment as well as the brand nature which allows for a much better family experience
				b. Open spaces	It exterior open space that encourages interaction with the environment, social interaction, passive recreation, and physical activities.
				c. Outdoor water use reduction	It had a controlled and managed irrigation systems for the landscapes and planters in the outdoor areas to reduce outdoor water consumption.
				d. Rainwater Management	Rainwater runoff was managed using efficient water pipes systems.
				e. Handicaps facilities	Special accessible rooms allocated for handicap people where it includes all accessibility features that facilitates their residency
				f. Acoustic performance	Sound was isolated perfectly in rooms, suits, offices, meeting rooms, …etc.
				g. Indoor Air quality	Minimum standards for fresh air quality has been achieved according to ASHRAE requirements.
				h. Optimized energy performance	GRMS systems were used in rooms and suites to switch off all energy consumption in the absence of the guest and to reduce environmental and economic harms associated with excessive energy use. Furthermore, lighting sensors were used in corridors to optimize light consumptions.

Project	Location	Progress	Description	Selected Significant features	
The Avenues - Sharjah	Sharjah , United Arabs Emirates (UAE)	In design stage	The Avenues - Sharjah, is an expansion of The Avenues brand to the UAE housing the same iconic Grand Avenue as well as new additional districts reflecting the area it's at. The project was approached with an environmentally conscious direction with allowing for different eco-friendly elements at this early stage of design.	a. Renewable Energy production	It incorporates on-site nonpolluting renewable energy generation, such as solar panels in order to reduce the environmental and economic harms by increasing self-supply of renewable energy.
				b. Indoor water use reduction	Water management control considered through the usage of efficient automated water fixtures in bathrooms and optimized water metering systems.
				c. Daylight	Some parts of the The Avenues roof allow the sun light to enhance the interaction between the The Avenues visitors and environment and to reinforce the experience of having an outdoor shopping mall. Moreover, it minimizes the percentage of light usage in the day time.
				d. Handicaps facilities	Special facilities such as ramps, bathrooms, places were allocated for handicap people.
				f. Innovation	The The Avenues contains various districts that are reflecting the traditions and cultures of the country which makes it attractive to the citizens there.
				g. Smoking control	Prohibits smoking inside the building except in designated smoking areas in order to prevent or minimize exposure of building occupants, indoor surfaces, and ventilation air distribution systems to environmental tobacco smoke.

Sharjah , United Arabs Emirates (UAE)

Hilton Garden Inn (HGI)

Waldorf Astoria Hotel (WA)

# LEADING CUSTOMERS EXPERIENCE (201, 202)

The Avenues Tenants

Tenants Overview

Mabanee keeps a close relation with its tenant stakeholders, who are the commercial renters in The Avenues; this is the mandate of Mabanee's Tenant Relations Department (TRD).

As of 2019, the total number of tenants are 1,035, mainly coming from fashion & accessories and food & beverage (F&B) industries, as broken down below:

Tenant Leases per Industry Category

#	Industry Category	# of Tenant Leases
1	Retail	9
2	Food & Beverages (F&B)	230
3	Fashion & Accessories	580
4	Services	75
5	Electronics & Houseware	39
6	Entertainment	17
7	Others	85
	Total	1,035

% of Tenant Leases per Industry
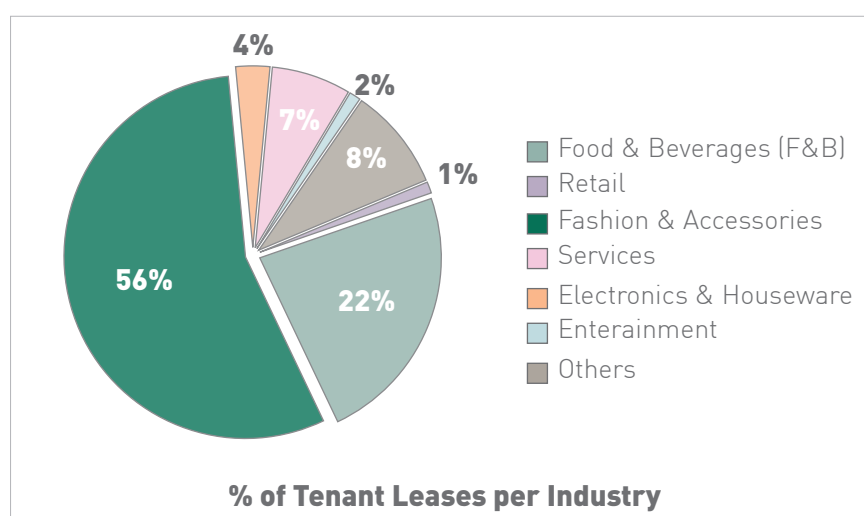
This year was especially positive due to the opening of Phase IV, which intrigued several new attractions, brands, and restaurants, and increased the footfall in Phase IV by 70%.

Tenant Relations Department (TRD)

Tenant Relations Department (TRD) is responsible for optimizing collaborative partnership, reflecting positive brand image and maintaining effective mutual relationship between Investors and The Avenues Management through ensuring fair and even accommodation to all guidelines, rules and regulations for achieving a sustainable shopping and leisure environment.

The TRD operates in accordance with 4 core values, 3 main objectives, and 4 key roles. The key roles are:

1 Providing daily The Avenues status reports to Management & concerned Departments.

2 Developing new partnership strategies for optimizing Investor's commercial success.

3 Delivering high quality services and comfort solutions for both Investors and Visitors.

4 Supporting all departments in delivering the required action, call & request that submitted by the tenants/clients.

Additionally, other TRD services provided directly to tenants include:

- Liaison / connection to the appropriate department & service according to their needs
- Complaint resolution
- First Aid
- Staff Break Room
- Health & Safety Training
- Welcome Package

Tenant Complaints (418-1)

One of the key responsibilities of the Tenant Relations department is the receipt & management of tenants' complaints.

The different complaint channels available to tenants include:

- Email
- Phonecall
- Social Media
- Complaint cards
- Walk-ins / meetings

The TRD classifies tenant complaints into the following categories, listed with their associated turnaround time:

#	Complaint Category	Description	Turnaround time
1	Light Complaint	Such as aroma or loud music	Within 24 hours
2	Moderate Complaint	Such as AC & other maintenance issues	1 to 3 days
3	Heavy Complaint	Require action from higher management	No definite time, till management decides solution
4	Others	Require action from other departments (ie. IT, security, facilities, maintenance, cleaning)	As per department

The specific process carried out by the TRD to handle tenant complaints are the following:

1 Receive a complaint from a tenant through any communication channel available

2 If the complaint is related to technical issues (such as cleaning, security, and facilities), request the tenant to raise the complaint through the Helpdesk, and inform the tenant that this step is mandatory to proceed wih the complaint resolution.

3 Log the complaint in the Tenant Complaint Log.

4 Review the complaint and communicate with the Helpdesk and concerned departments in order to resolve the issue.

5 Once the complaint is resolved, update the Tenant Complaints Log with all the details.

In terms of the number of complaints received from tenants to the TRD, a total of 372 complaints were recorded for 2019. This is a great improvement from 2018's figure of 733 complaints—a reduction of 49%.

Accordingly, the ICT department has received & managed 217 IT complaints from tenants. This marks a great improvement from previous years, specifically showing an average annual decrease of tenant IT complaints by around 45% per annum:

1,308 | **1,200** | **217**
2017 | 2018 | 2019

%45 ⌄
% Change
(annual average)
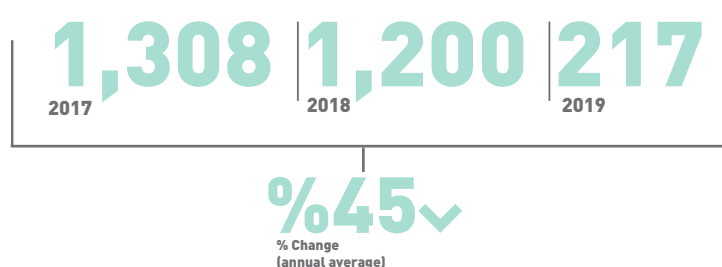
Turnaround time to solving these complaints ranges from 20 minutes to 48 hours—and average of 24 hours—depending on the following:

- Tenant availability & response time
- Involvement of hardware replacement, if any

New Tenant Process

The TRD manages the first step of the new tenant's journey with Mabanee, which includes the following:

Opening Package:

1 Receive a request from the tenant for the Opening Package Support.

2 Review the request, provide recommendations, and forward it to the Commercialization department for further action.

3 Communicate any details to the tenant, if required.

Tenant Package:

1 Receive an e-mail from the Leasing department notifying of a newly signed investment agreement.

2 Once the fit out process is completed and the tenant site is ready for operations, an e-mail is received from the Facilities department notifying that the tenant is ready to operate.

3 Tenant Relations department receives an email confirming the hoarding removal, with the store name, contact details, and all other information.

4 Conduct a site visit, provide an introduction to the tenant along with the Investors Welcome Package and Store Launch Guidelines, explaining all the details.

5 Provide the Tenant Details Form to the tenant and request the tenant to fill and submit the signed form with all details.

6 Obtain the filled and signed Tenant Details Form from the tenant and update the Tenant Database.

Tenant Operating Hours

Tenants in The Avenues operate from 10:00 am to 10:00 pm on weekdays, as well as 10:00 am to 12:00 am on weekends.

If the tenant violates these operating hours, the TRD handles it according to the following:

# Incident	TRD Action
First	Email sent to tenant
Second	Official letter sent to tenant
Third	Legal department is consulted for the necessary action to apply

The Avenues Visitors

The Avenues prides itself in the vast amount & diversity of visitors it receives each year, which in return makes visitors one of our prime stakeholders.

Mandated with enhancing the visitor's experience is Mabanee's Visitors Relations department (VRD).

Visitor Services

The VRD provides the following products & services to The Avenues visitors:

#	Service	Description
1	Wheelchair & shop-rider	Mobility aid. About 1,750 wheelchairs & shop-riders are offered each month, amounting to about 21,000 for the year.
2	Valet Parking (VP)	Parking services. Currently there are 23,000 to 27,000 users per month, amounting to about 300,000 VP services for the year.
3	Porter Service	Carrying services.
4	Kiddie Kruzzer	Mobility for children.
5	Trans Pal	Transportation service. About 100 to 120 users per month, amounting to about 1,320 Trans Pal services for the year.
6	Parknwash	Car washing service
7	EZ Charger & Spider charger	Charging service. Currently there are 13 chargers in The Avenues.
8	ARAMEX	Logistics service.
9	Lost & Found	Retrieval of lost items.
10	Nursery for lost kids	Nursery services for children.
11	Breast feeding rooms	Breastfeeding rooms.
12	Baby changing rooms	Babychanging rooms.
13	Automated Teller Machines (ATMs)	Banking services. Currently 30 ATMs in The Avenues.
14	Information desks	We have 8 information desks. The installation of WayFinding monitors/directories is in progress.
15	Sign Language for The Deaf	Sign language services.

Governmental Services

Mabanee also coordinates with various public sector entities to provide a range of governmental services, as indicated below:

#	Service	Governmental Entity
1	First Aid Clinics	Ministry of Health (MoH)
2	Ministry of Justice machines	Ministry of Justice (MoJ)
3	Citizen services	Citizen Service Office
4	Social affairs & labor services	Ministry of Social Affairs & Labor (MoSAL)
5	Fire safety services	Kuwait Fire Directorate
6	Consumer protection services	Consumer Protection Center
7	Environmental services	Environmental Police
8	Police station	Ministry of Interior

Visitor Complaints (418-1)

The VRD actively manages visitors' complaints, as per the following:

Type of Complaint		Action by VRD
In VRD scope (ie. visitor services)	→	Guest service staff takes necessary actions to ectify issue on the spot or by contacting the concerned party.
Outside VRD scope	→	Transfers the complaint to the relevant department

> Each month, the VRD manages 15 to 20 complaints; on average, this is about 210 complaints for the year.

Parking

As of 2019, The Avenues has a total of 9,230 parking spots, broken down by:

Parking Type	Phase 1	Phase 2	Phase 3	Phase 4	Total
Common Parking	1,766	54	3,530	3,110	8,460
Special Needs	56	33	-	40	129
Family Parking	25	33	-	-	58
Valet	-	-	421	117	538
Loading & Unloading	-	-	19	26	45
Total	**1,847**	**120**	**3,970**	**3,293**	**9,230**

The Avenues Carnival

The Avenues Carnival is an annual event that visitors await, which shows to be an exciting entertainment for visitors, as well as beneficial for the tenants. The Carnival this year included 37 shows per day, covering The Gardens, The Arcades, 1st Avenue, 2nd Avenue, Grand Avenue, The Forum, Grand Plaza, Prestige, Food Worlds, Electra, The Souk, The Mall, and Boutique Zone.

The Carnival took place during the period between August 22nd and August 31st this year, lasting for 10 days and successfully yielding a footfall of more than 850,000 visitors.

Innovation & Technology

Innovation & technology is key in ensuring that a company grows sustainably and in line with modern challenges & opportunities. For this reason, Mabanee has invested 28,191 KWD towards digitization—whether for external use by customers or internal use by employees. This includes:

1. Technology for counting visitors:

Sensors are installed at The Avenues entrances to count the number of visitors. Data analytics is used via special cloud-based analytics tools provided by ShopperTrak.

2. Free Internet

Customers are able to access the internet for free. They connect to the open WiFi and then provide their phone numbers for the system to verify the device and user. The service is provided for 2 hours, after which the user would need to login again to reconnect.

3. Enterprise Resources Planning (ERP)

This year marked a milestone in Mabanee's digitization efforts by implementing its new ERP system (as represented in the case study).

Case Study:
Enterprise Resource Planning (ERP) System

Overview:

ERP (Enterprise Recourse Planning) is a software combined of many different modules aimed to link all different business units within a company in one system. Oracle ERP is implemented within Mabanee.

Objective:

Facilitating and automating all business functions of Mabanee and subsidiaries using a centralized platform. Minimize the time required to execute the work which lead to increasing the operating efficiency. Ability to provide automated, online dashboards for the senior management.

Outcomes:

Data consistency and accuracy. Provide better access to the information which allowed better collaboration and communication between departments. Provided real-time visibility of data which allowed quicker and more performance-based business decisions.

Digitization efforts in Mabanee are encouraged by various stakeholders, and are especially spearheaded by Mabanee's Information & Communication Technology (ICT) department—being the centralized decision marker for all ICT related issues with Mabanee and its subsidiaries in other countries.

SECURITY MANAGEMENT (410-1, 412-2, 416-1)

Mabanee is known for its solid security. Many visitors to The Avenues often attest that they feel safe in the mall, and the increasing number of visitors indicates this. Maintaining and controlling such a big hub like The Avenues needs proper security management system, and Mabanee is glad to have achieved this.

Case Study:
Security Award

Overview:

The Security Dept. updated its security systems in order to equip The Avenues by high and advanced security technology and to secure it by up to date systems. Consequently, we choose one of quality security company (G5) to conduct the project where we worked closely with them to close all gaps in The Avenues.

Objective:

To deny any incident before occur and to set the tone for all of The Avenues visitors to come and have a safe and good time. Moreover, to let them shop freely with a confidence of safe and secure.

Outcomes:

After security systems (CCTV and Access Control) upgraded, Security Dept. received an official invitation to attend an event in Dubai named Power of Video on 15 and 16.9.2019 to reward The Avenues - Kuwait as one of best shopping destination in the Middle East for security systems. Nonetheless, Security Dept. have the ability and capability to maintain the security at all The Avenues premises and control room operators are able to trace and extract any details against any security incident.

Security Department

To be sustainable it is of utmost importance for Mabanee to ensure the health & safety of its stakeholders—which is where the Security Department plays a crucial role.

The Security department is composed of 57 in-house staff, as below:

In-house

#	Title	Quantity
1	Security Manager	1
2	Assistant Security Manager	2
3	Senior Supervisor	3
4	Control Room Supervisor	4
5	Security Supervisor (Arab)	12
6	Security Supervisor (Asian)	4
7	Secretary	1
8	Administrative Assistant	1
9	Messenger	1
10	Drivers	3
11	Operator	24
12	Other	1
	Total	57

Besides the above Security department staff, Mabanee also hires various security personnel via outsourced contracts, as below:

Outsourced Contract

#	Title	Quantity
1	National Dress Supervisor	21
2	National Dress Security	131
3	CCTV Operators	8
4	Supervisors	2
5	Guards	185
6	Rapid Intervention Guards	44
7	Female Guards	54
	Total	445

Overall, Mabanee's Security department most composed of outsourced personnel, accounting for 89% of the department, as below:

Security Department Personnel
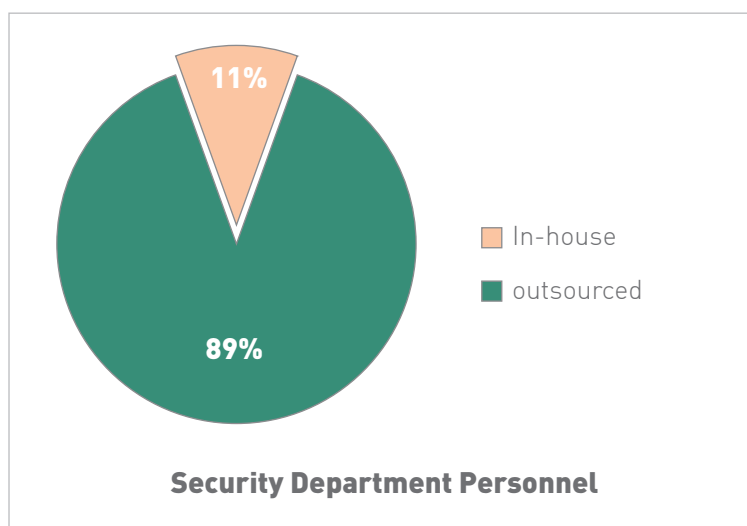
Security Tools

Ensuring security requires proper monitoring, and Mabanee uses CCTV technology for this, currently amounting to about **4,500 CCTV cameras**. The Avenues is monitored 24/7, and all The Avenues premises are covered by cameras, including all phases, car parking, roof, basement, and exterior. This complies with CCTV Law 61 / 2015 to cover all The Avenues locations by cameras.

In addition to cameras, the Security Department also uses security scanning doors; as of 2019, these amount to **4 X-Ray machines** and 7 metal detector gates. Sometimes, police dogs may be used in matters where it is required, such as The Avenues parking and vehicles.

• **CCTV cameras:**

4,500 CCTV

• **X-Ray machines:**

4 X-Ray

Security Department Collaboration

The security department works in close cooperation with other governmental entities to ensure stakeholders' safety, including:

- Ministry of Interior - established permanently to protect & monitor the mall. There is also a police station in The Avenues-located in 2nd Avenue
- Ministry of Defense - cooperate with, especially for evacuations
- Ministry of Health- to communicate with them in case of any health situation occurs
- Ministry of Justice - cooperate with them.

Emergency Cases & Evacuations

In case of emergency, we have 12 evacuation areas in The Avenues, all of which can be reached through the sign boards that are distributed in the mall. The Security department and Health and Safety team are trained in both partial and total evacuation cases.

An evacuation plan with fire drill evacuation tests are set up in coordination with the Security department, Facility Management Department, IT department, and Leasing office.

Additionally, Mabanee implements the following health & safety business practices proactively, especially useful in times of emergency:

- First Aid
- Gas detectors
- Personal protective gears / safety belts reflection gears
- International Standards Organization (ISO) standards
- Smoke / heat detectors

Data Security & Disaster Recovery

Data security & disaster recovery are maintained in the following ways:

- Applying a complex password policy along with two firewalls, which secures the online data.
- Constructing a disaster recovery plan (DRP); when activated, certain departments are already involved, as part of the disaster recovery (DR) team is constructed of members from other departments.
- Back-up data is stored in the disaster recovery site, as well as in a bank vault stored on monthly basis.

No-Smoking Policy

The Avenues has a strict no-smoking policy, and the Security department has set up measurements and controls to control it. The department is in coordination with police to identify any smokers, fine them as necessary, and direct them to the designated smoking cabins, as below:

Smoking Areas

#	Smoking Area	Quantity	Phase
1	Smoking Cabins	11	I, II, III
2	Smoking Rooms	8	IV
	Total	**19**	**all**

Health Incidents

In case of any health incidents, The Avenues operates 2 clinics in coordination with the Security department.

Lost Children

The Security department manages incidents of lost children. In 2019, a total of 283 children had gotten lost in the mall, and all have been successfully returned to their parents / guardians in less than an hour.

Operating Hours

The security department is involved with tenants and visitors in case of any breaches of operating hours, and directs visitors to the exits at closing times. The operating hours are:

- Weekdays: **8am – 10 pm**
- Weekends: **8am – 12pm**

Security Incidents

Security incidents handled by the Security departments are categorized into the 6 categories as shown in the chart below, with a total of 1,055 incidents—the most frequent of which were Quarrels, with 33%.

Quarrel — 33%
Harassment — 14%
Theft — 7%
Fire — 3%
Traffic Accident — 18%
Riot / Disorder — 25%

Security Incidents
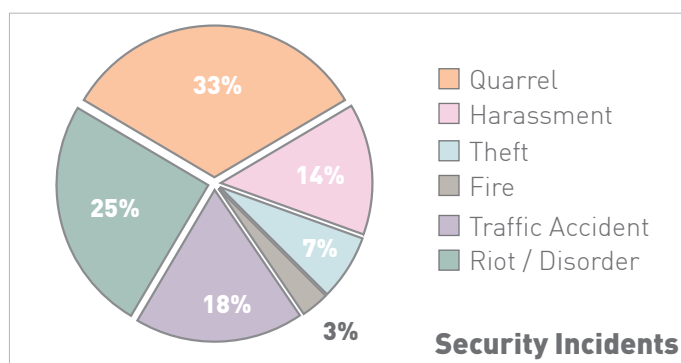
Lost & Found

The Security department manages lost items and their appropriate return. The lost & found figures for 2019 are as follows:

Lost & Found Inventory

# of Items	Handover to Customers	In-Store (not retrieved)	Lost & Found Retrieval Rate
3,761	1,211	2,550	32%

Human Rights Training

Furthermore, Security department staff undergoes human rights training, estimated a total of 28.5 hours in 2019.

SUSTAINABLE PROCUREMENT

For an organization to ensure its sustainable business practices, it must focus on its procurement. One way that Mabanee does this is through its commitment to localization of its supply chain, emphasizing on suppliers originating from Kuwait.

As of 2019, 95% of Mabanee's suppliers are local, with 5% being foreign suppliers. In terms of expenditures, Mabanee has provided proportionally higher expenditure to local Kuwait suppliers proportional to foreign suppliers, compared to last year figures. Specifically, the ratio of local:foreign procurement expenditures has increased 1% towards local and decreased 1% towards foreign.

More information on the allocation of expenditures among foreign & local suppliers is displayed below:

Sustainable Procurement

#	Procurement element	2018 Data	2019 Data
1	Expenditures to Local Suppliers (KWD)	1,700,000	44,967,424
2	Expenditures to Local Suppliers (%)	97%	98%
3	Expenditures to Foreign suppliers (KWD)	50,000	898,080
4	Expenditures to Foreign suppliers (%)	3%	2%
5	Total Procurement Expenditures	1,750,000	45,865,504

- Expenditures to Foreign Suppliers %
- Expenditures to Local Suppliers %

Besides ensuring sustainable procurement through our commitments to localization, we also support ethical procurement. In Mabanee, this is done by adding clauses in our procurement contract that require suppliers to comply with various human rights issues.
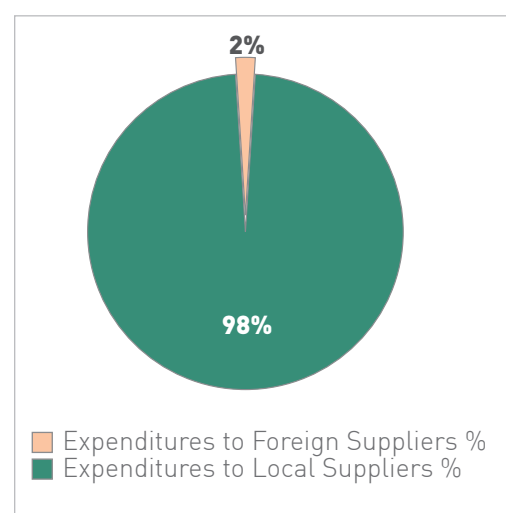
SOCIETY

Society is what "S" stands for in ESG.
More and more organizations are realizing how critical it is to adequately play one's Corporate Social Responsibility (CSR) in the community in which they operate. Mabanee values this idea as well, and for this reason has implemented various efforts to engage with the community in various domains—whether social media, internal (employees), educational, philanthropy / charity, healthcare, youth, environment, and other social / community topics.

New Kuwait Vision 2035

Global Position

Sustainable Living Environment

Developed Infrastructure

SDGs

No Poverty

Zero Hunger

Good health and well-being

Quality education

Reduced Inequalities

Sustainable cities and communities

Partnerships for the goals
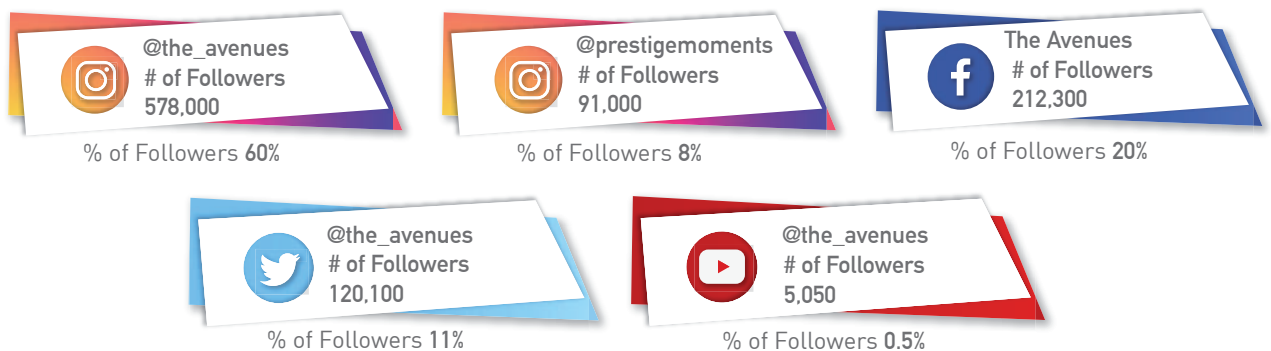
COMMUNITY ENGAGEMENT
(413-1)

Engagement Channels

As community engagement is important for Mabanee, there are a plethora of channels available for it to engage with both internal & external stakeholders, as in the selected list below:

Community Engagement Channel

#	Channel
1	Social Media
2	Web
3	Newspapers
4	The Avenues Magazine
5	Mobile App
6	Micro Websites
7	Official Websites
8	Boursa Kuwait
9	In-The Avenues Ads

Social media is a significant tool used by Mabanee in order to engage with our stakeholders in the community. The below table shows the number of followers per social media platform, with the percentage allocation of followers per platform. The result shows that the highest number of followers is on @the_avenues Instagram page, amounting to 60% of Mabanee's followers.

Below is more information on the amount of followers per social media platform:

@the_avenues
# of Followers
578,000
% of Followers **60%**

@prestigemoments
# of Followers
91,000
% of Followers **8%**

The Avenues
# of Followers
212,300
% of Followers **20%**

@the_avenues
# of Followers
120,100
% of Followers **11%**

@the_avenues
# of Followers
5,050
% of Followers **0.5%**

Pie chart legend:
- Instagram @the_avenues — 60%
- Instagram @prestigemoments — 8%
- Facebook — 20%
- Twitter — 20%
- Snapchat — 0.01%
- Youtube — 0.5%

% Followers per Social Media

Concerning the interactions on social media (which includes likes, views, and retweets), the highest has been on Instagram. To further engage with stakeholders, we have also used the hashtag #TheAvenuesCares2019 on social media to highlight on various ways that Mabanee contributes to the community.

More information on the interactions per social media platform is below:

Interactions on Social Media

#	Platform	# of Interactions (5 months)	# of Interactions (annual 2019 estimate)	% of Interactions	Types of Interactions
1	Instagram	7,836	18,806	99.43%	Likes, views
3	Facebook	41	98	0.52%	Likes
4	Twitter	4	10	0.05%	Likes, retweets
	Total Interactions	7,881	18,914	100%	All above

Corporate Social Responsibility (CSR) – for Employees

Mabanee employees are often engaged throughout the CSR events, as volunteers and/or participants.

For example, Mabanee employees had been very active with the High Commissioner for Refugees (UNHCR). In this campaign, staff worked together to improve the lives of refugees by supporting the UNHCR's "2 Billion Kilometers to Safety" campaign. The purpose of this campaign is to demonstrate solidarity with refugees by walking, running, or biking 2 billion kilometers, symbolizing the distance that refugees travel each year to escape war and persecution.

Corporate Social Responsibility (CSR) Partnerships

Mabanee partners with other entities in order to work together towards various CSR campaigns. Below is information on selected partner organizations that Mabanee engages with, including how it engages them and the frequency of engagement:

Selected CSR Partnerships

#	Partner Organization	CSR Category	Methods of Engagement	Frequency of Engagement
1	Kuwait Red Crescent Society (KRCS)	Charity / Philanthropy	*official letters *emails *meetings	Quarterly
2	United Nations High Commissioner for Refugees (UNHCR)	General Community	*official letters *emails *meetings	Semiannually
3	Sabah Alahmad Center	Education	*official letters *emails *meetings	Annually

Case Study:

Kuwait Foundation for the Advancement of Science (KFAS) and Sabah Alahmad Center collaboration with Mabanee

Overview:

Part of Mabanee's CSR activities incudes partnerships with the Kuwait Foundation for the Advancement of Science (KFAS) and Sabah Alahmad Center, in the form of scientific club classes. Scientific clubs provide a variety of programs and courses that aim at developing the trainees' knowledge and experience, and to promote their creative, technical and technological skills. They focus on providing technological, scientific and artistic courses for different age groups to create a generation capable of spreading a technological, creative culture.

Objective:

- Spreading technological culture through advanced scientific methods.
- Collaborating with different ministries and authorities to introduce the latest educational, training and developmental programs, as well as providing training to their employees on the programs that serve their fields of business.
- Creating highly trained national caliber and preparing them to assume the responsibility of spreading the culture of creativity in digital manufacturing as per the latest international standards.
- Offering specialized courses that feature the latest technological breakthroughs to the community members.

Outcomes:

The outcomes include 2,457 students training during the 2 months (November & December). During this time, a total of 364 classes were provided.

Corporate Social Responsibility (CSR) Events

As a part of the community in which it operates, Mabanee has taken up various initiatives to hold events that allows a higher level of responsible engagement with its stakeholders through CSR. Community stakeholders are engaged through events that are grouped into 6 categories, as shown below with their number of associated events for 2019. This year, we see most of the events belonging in the General Community category, followed by Health:

CSR Events

#	Event Category	# of Events
1	Education	4
2	Charity / Philanthropy	4
3	Health	14
4	Youth	2
5	Environment	3
6	General Community	27
	Total:	54

CSR Events

- Education — 7%
- Charity / Philanthropy — 7%
- Health — 26%
- Youth — 4%
- Environment — 6%
- General Community — 50%
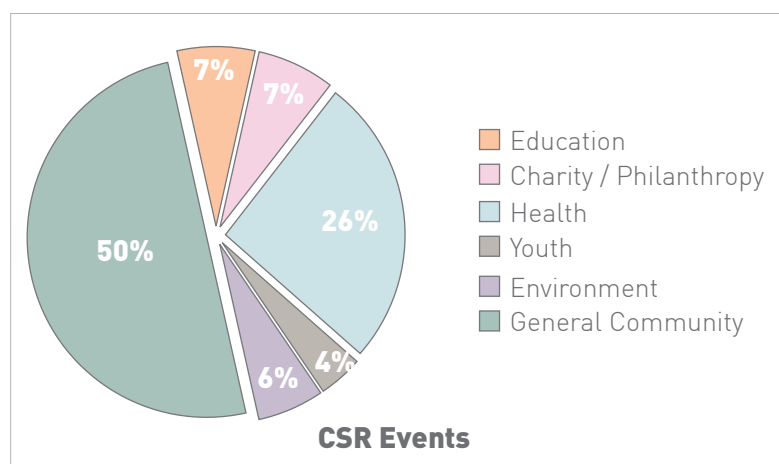
1) Educational CSR Events:

Mabanee conducted 4 educational CSR events, described below:

Date	Event	Description
Jan 25th – 26th, 2019	Children's Day	Educating The Avenues visitors about the Child Protection Program by the Ministry of Health (MoH).
Aug 24th, 2019	Read & Save Lives	Reading marathon campaign connected people and community towards reading books; moreover, it allowed participants to express their empathy through supporting patients suffering with chronic kidney diseases who are undergoing dialysis.
Sep 1st, 2019	Back to School Awareness Campaign	Increasing the legal, security and traffic culture among students
Nov 7th – 9th, 2019	Child Scientific Exhibition	Holding an exhibition that includes simplified scientific experiments with the participation of the institute's research centers, such as Petroleum Research, Water Research, Energy and Building Research and Environmental Research and Life Sciences.

2) Charity / Philanthropy CSR Events:

Date	Event	Description
Jan 20th – 26th, 2019	Save Yemen	Aiming to raise funds for the affected families in Yemen.
May 1st- 5th, 2019	Sa'ed Tas'ad "Help to Be Happy"	Raising funds for 5,000 registered families to alleviate their suffering of their living conditions.
Sep 1st- 7th, 2019	Donate to Educate	Launching for the sixth year in Kuwait to cover the largest number of students who are unable to pay the cost of tuition fees, which may number up to 5,000 students
Oct 22nd – 24th, 2019	The Fourth Trip to Al Amal Surgical Camp in Kyrgyzstan	Contributing to fighting poverty and disease by improving and providing the necessary medical care.

3) Healthcare CSR Events

Date	Event	Description
Feb 7th – 8th, 2019	Palliative Care	Aiming to educate the community, correct misconceptions about palliative medicine, raise awareness and respond to questions, as well as encourage cancer patients to benefit from palliative care services.
Mar 7th – 8th, 2019	World Hearing Day	Celebrating World Hearing Day, including a pavilion to receive visitors, answer public questions and make them aware of the importance of hearing and prevention.
Mar 7th- 9th, 2019	CPR	Training a large group of people during the course on the sidelines of the campaign to have a role in the rescue of any person with a heart attack by the work of the necessary first aid that enables them to save the patient until the presence of ambulance.
Apr 13th, 2019	Mental Health Campaign	Raising community awareness on the harm of psychological problems, which may negatively affect the community, since this type of disease is difficult for the individual to detect and talk about.
Apr 18th -20th, 2019	Stop the Bleed	Educating the community on modern methods to stop emergency bleeding from injuries and accidents.
July 14th – 18th, 2019	Health Awareness Campaign by Kuwait National Guard (KNG)	Spreading health awareness in the community through the work of therapeutic nutrition tests, sugar and body fat percentage in addition to providing medical consultations

Date	Event	Description
Sep 19th-21st, 2019	Take Action Campaign	Raising awareness of the importance of responding quickly to medical emergencies and the actions to take to save a life.
Sep 19th-21st, 2019	6ebeya Hospital	Promoting family health
Sep 26th-29th, 2019	World International Heart Day	Celebrating World International Heart Day. To emphasize the importance of caring for the health of the heart and spread awareness among members of the community.
Sep 28th, 2019	World Physiotherapy Day	Defining the importance of motor activity in reducing mental illnesses and stresses associated with chronic diseases, such as exposure to heart disease, atherosclerosis, diabetes, as well as some types of cancers, Alzheimer's, joint problems and pain, etc.
Oct 19th, 2019	World Osteoporosis Day	Recalling the seriousness of Osteoporosis, and raising awareness of it, and methods of prevention, and methods of diagnosis and treatment available for the disease, especially after the age of fifty.
Oct 25th- 26th, 2019	World Obesity Day	Spreading constant awareness in the community of the dangers of obesity and its serious complications and how to open channels of communication between doctors and patients in order to prevent and facilitate treatment.
Nov 7th, 2019	Baby and Breastfeeding Nutrition	Promoting and raising awareness of the importance of breastfeeding and stimulate action on related issues
Nov 15th -16th, 2019	World Diabetes Day	Raising Diabetes awareness to check blood sugar levels for children and adults.

4) Youth CSR Events

Date	Event	Description
Apr 25th- 27th, 2019	Information Booth by Youth Assembly of Kuwait	Promoting the services of the Youth Assembly.
Nov 1st – Dec 20th, 2019	Sabah Alahmad Center Workshops	Holding scientific and technological workshops for the youth.

5) Environmental CSR Events:

Date	Event	Description
Mar 6th – 8th, 2019	Geo Environmental Gallery	Displaying images of the geographical environment.
July 14th – 18th, 2019	Economize To Last	Spreading awareness of the importance of saving power.
Sep 12th, 2019	My Day Without Plastic	Raising awareness on the harmfulness of plastics, its utilization and recycling.

6) General Community CSR Events:

Date	Event	Description
Jan 10th – 12th, 2019	Book Exhibition	Holding a book exhibition
Jan 17th – 19th, 2019	Old Kuwait Exhibition	Displaying historical photographs of Kuwait
Jan 20th – 26th, 2019	Contemporary Art Gallery	Displaying murals
Jan 21st- 23rd, 2019	Failaka Antique Exhibition	Displaying antique pieces found in Failaka Island

Date	Event	Description
Jan 24th, 2019	**World Arabic Day**	Celebrating the World Arabic Day by having an in-The Avenues activity.
Jan 29th- Feb 2nd, 2019	**Old Kuwait Exhibition**	Displaying cultural items.
Jan 30th- Feb 2nd, 2019	**Terminal 2 Construction**	Showing a teaser before the opening of Terminal 2 of Kuwait's International Airport
Jan 31st- Feb 4th, 2019	**Emirati Productive Family Fair**	Supporting productive families and helping them to market their products and ensure a decent living for them.
Feb 21st-23rd, 2019	**Kuwait National Day Celebration**	Celebrating Kuwait National Day
Feb 26th-Mar 2nd, 2019	**120 Years of Friendship Between Kuwait and UK**	Displaying photographs of the history between Kuwait and UK
Feb 28th – Mar 2nd, 2019	**World Engineers Day**	Celebrating World Engineers Day by an in-The Avenues activity.
Mar 14th, 2019	**Musical Orchestra by BSK**	Holding BSK musical orchestra performance at The Avenues.
Mar 20th-22nd, 2019	**Information booth for Ministry of Electricity & Water (MEW)**	Holding an information booth for the Ministry's services.
Mar 21st, 2019	**Mother's Day celebration by Kuwait Oil Company (KOC)**	Celebrating Mother's Day by an in-The Avenues activity.
Apr 2nd – 4th, 2019	**World Autism Day**	Celebrating World Autism Day with autistic students.
Apr 4th-5th, 2019	**Iraqi Culture Exhibition**	Displaying photographs of the Iraqi culture.
May 12th-18th, 2019	**Kuwait Map 1951**	Displaying Kuwait's map back in 1951 with the family names.
Jun 14th-15th, 2019	**Information Booth on UN Migration**	Holding an information booth on UN Migration.
Aug 1st-3rd, 2019	**Martyrs Day**	Celebrating the Martyrs Day by displaying all Kuwait's martyrs pictures.
Aug 29th-31st, 2019	**Failaka Island Exhibition**	Displaying pictures of Failaka Island.
Sep 23rd,2019	**Kingdom of Saudi Arabia (KSA) National day celebration by Kuwait Oil Company (KOC)**	Celebrating KSA National Day with a traditional band.
Oct 5th,2019	**World Teachers day**	Celebrating World's Teachers Day.
Oct 15th-17th, 2019	**Palestinian Productive Families Fair**	Supporting Palestinian productive families and helping them to market their products and ensure a decent living for them.
Oct 17th-19th, 2019	**Without Obstacles Campaign**	Raising public awareness on issues of concern to persons with disabilities and the need to provide them with support and provide all means to integrate them into society.
Oct 31st-Nov 2nd, 2019	**British Traveler in Kuwait**	Displaying pictures of some British travelers in Kuwait.
Nov 24th27th, 2019	**Design Camp**	Holding design workshops for youth.
Dec 2nd-4th, 2019	**World Disability Day**	Celebrating World Disability Day

#IAMGIFTED
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The place to be
THE AVENUES
الأفنيوز

روان الغودري :

" ميزوني بحبهم
وتحديت بدعمهم "

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Case Study:

Youth Empowerment - Kuwaiti Talents

Overview:

The Avenues has been focusing in 2019 on Social Responsibility towards the society and youth in particular. The Avenues Magazine has been shedding light on Kuwaiti Youth under the age of 25 years, in addition to supporting Youth with disabilities and those who have outstanding achievements in various fields.

List of Selected Youth:

Yasmeen Maarafi –April

Hamad Al-Humaidhan – May

Ghala Al-Enezi – September

Mariam Dhiab –October

Fahad AL-Khaled- November

Fahad Al-Hasawi – December

Objective:

To increase awareness within the whole society and help ensure a brighter future for our youth and particularly those with disabilities.

Outcomes:

Ensuring continuous support to youth with disabilities both morally and socially to encourage them pursue higher visions.

Case Study:

Incubators Charity with Kuwait Red Crescent Society (KRCS) in Yemen #ProtectTheirFuture

Overview:

For millions of premature babies, neonatal care is the only chance for survival. The Avenues, in collaboration with Kuwait Red Crescent Society's efforts in Yemen, helps fund incubators to save lives through an organization in response to humanitarian and relief work to contribute to covering a large part of the needs of premature infants in Yemen. The incubators are designed to keep pace with the changing needs for premature infants with unique physiological and vital needs. Modern technologies are used to treat the problems of premature infants and those in need of health care.

Objective:

The project aims to provide nurseries for premature and newborn babies in the governorates of the Republic of Yemen (Shabwa - Al-Jouf - Marib - Haddramout) to reduce deaths from premature infants.

Outcomes:

Below shows the number of approved incubators per governorate:

Governorate name	Number of approved incubators
Shabwa	3
Al-Jouf	3
Hadhramout	12
Marib	9

SOCIAL RETURN IMPACT:

One way in which Mabanee measures its impact in terms of the social (or sustainability) return, is through Social Return on Investment (SROI) assessment. This year, SROI assessment was conducted on 11 aspects, listed below with their results and categorized as medium (0 – 99%), high (100% - 299%), and very high levels (300%+):

Social Return on Investment (SROI)

#	SROI Aspect	Description	Level
1	Water Intensity per Employee	Sustainability impact of reducing water consumption intensity per employee.	Medium
2	Female Employment	Sustainability impact of contributing to gender diversity by having females in the workforce.	High
3	Compensation & Remuneration	Sustainability impact of contributing to employees through compensation & remuneration.	High
4	Kuwaitization	Sustainability impact of contribution to Kuwait through local employment.	High
5	Security Incidents Avoidance	Sustainability impact of managing & avoiding security incidents—ie. quarrels, fires, etc.	High
6	Wooden Pallets Recycling	Sustainability impact of recycling wooden pallets and saving greenhouse gas (GHG) emissions accordingly.	Very High
7	Cartons Recycling	Sustainability impact of recycling cartons and saving greenhouse gas (GHG) emissions accordingly.	Very High
8	Oil Drum Recycling	Sustainability impact of recycling oil drums and saving greenhouse gas (GHG) emissions accordingly.	Very High
9	Training & Development	Sustainability impact of providing Mabanee employees with training & development courses.	Very High
10	Employee Engagement	Sustainability impact of engaging with Mabanee employees.	Very High
11	Scope I Emissions Avoided	Sustainability impact of avoided scope I greenhouse gas (GHG) emissions, mainly derived from diesel fuel.	Very High

ENVIRONMENT

Environment is what ˝E˝ stands for in ESG. In this regards, Mabanee is conscious about its environmental impact, and continuously measures & evaluates its environmental performance in each year's sustainability reports.

New Kuwait Vision 2035

Global Position

Sustainable Living Environment

Developed Infrastructure

SDGs

Clean water and sanitation

Affordable and clean energy

Sustainable cities and communities

Responsible consumption and production

Climate action

Life below water

Life on land

Partnerships for the goals

ENERGY OPTIMIZATION

(300, 302-3, 302-4, 302-5)

Energy Overview

The optimization of Mabanee's energy involves the management of energy consumption, aiming to optimize between the energy needs and the environmental impacts. In this regard, Mabanee applies its energy savings program in all phases, specifically targeting fuel & electricity consumption. As of 2019, Mabanee has invested 6,698 KWD in this program. Initiatives part of the energy savings program include:

- Light Emitting Diode (LED) light conversion – more eco-friendly lighting, currently reducing energy by around 50%.
- Chiller efficiency improvements
- The installation of base-transceiver unit (BTU) meters – utility metering system that is reducing consumption by charging tenants for their own utilities, and making them more aware of their consumption.

Energy Usage

1) Diesel Fuel for Generators

One source of energy consumption for Mabanee is the diesel used by the generators. Below is a breakdown of this usage, showing a total of 15,926 liters in 2019:

Phase I, I I, I I I	Phase IV
10,126 Diesel (Liters)	**5,800** Diesel (Liters)

Total
15,926
Diesel (Liters)
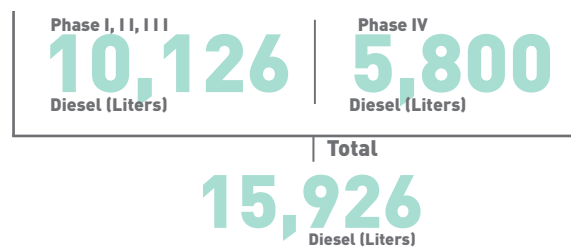
2) Electricity Consumption

Another energy consumption is the grid electricity that The Avenues uses from the Ministry of Electricity & Water (MEW). In 2019, Mabanee consumed a total of 272,615,270 KwHR; below is the breakdown per phase, showing the highest grid electricity consumption from Phase III:

Grid Electricity (KwHR)		Grid Electricity (KwHR)	
83,090,600	Phase I	**48,769,900**	Phase I I
133,362,780	Phase I I I	**73,917,990**	Phase IV

Total
Grid Electricity (KwHR)
339,141,270

Grid Electricity Breakdown

- Phase I — 25%
- Phase I I — 14%
- Phase I I I — 39%
- Phase IV — 22%
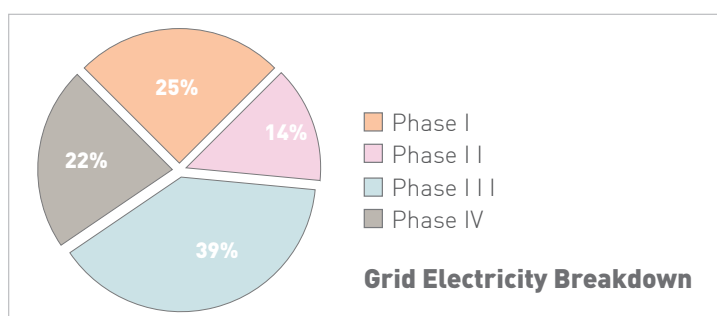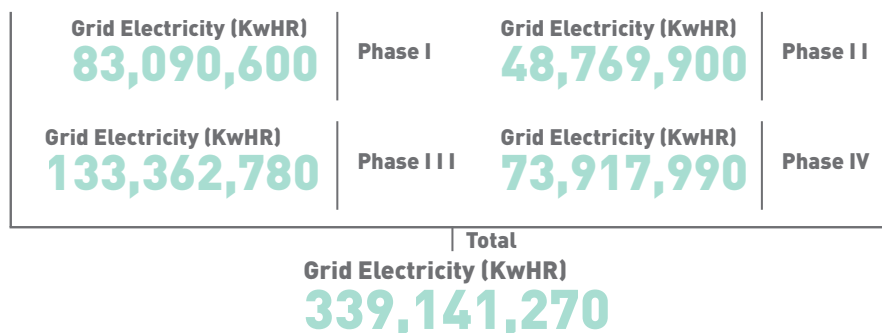
Below is a comparison of grid electricity across three years:

| Grid Electricity per Year (KwHR) | 227,466,808 2017 | 274,757,600 2018 | 304,507,420 2019 |

Total Electricity Consumption
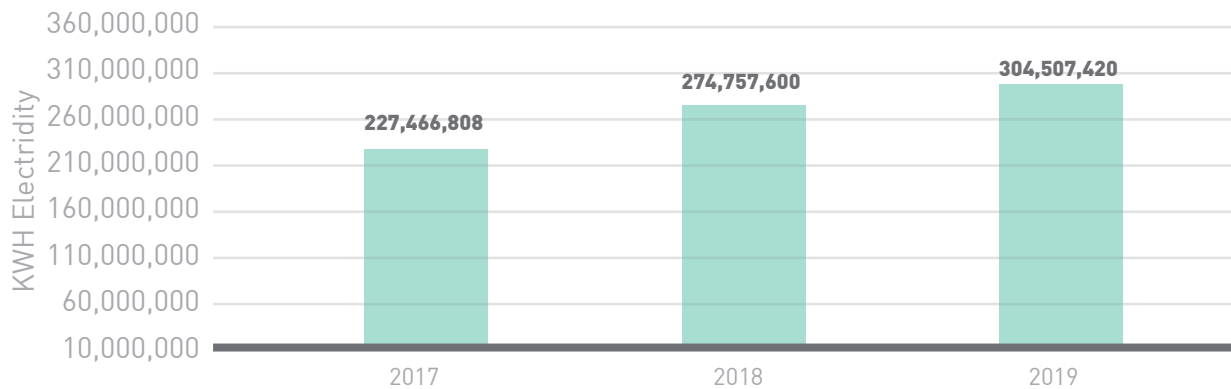
Electricity can also be assessed in proportion to the number of employees, showing 2019 electricity intensity of 1,080,068 kwHR per employee.

Electricity Consumption Intensity (kWh per employee)
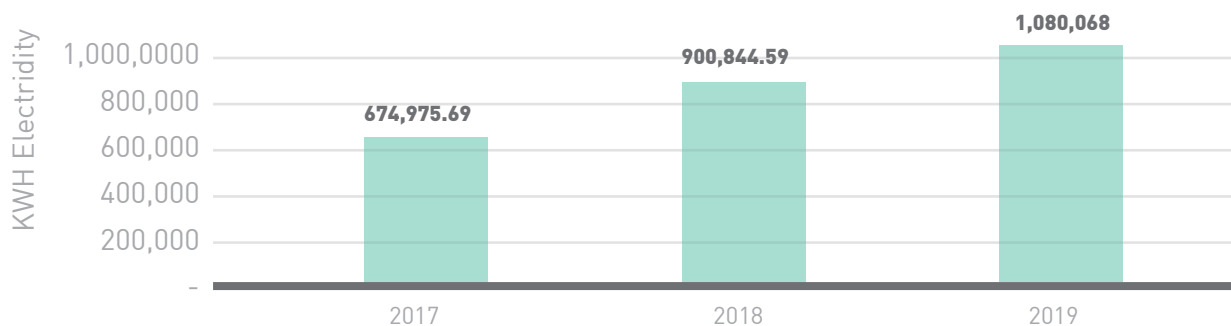
Accordingly, the increase of consumption is expected due to The Avenues' expansions, especially following the opening on Phase IV.

Leadership in Energy & Environmental Design (LEED) Progress

To date, Mabanee is not yet officially LEED certified; however, we have implemented several sustainability features in our projects, and these features are supporting various LEED requirements.

For instance, this includes, among others:

- Solar panels;
- Using sensors to optimize lights consumption;
- Automatic controlling and managing for the usage of water.

Furthermore, we will deeply consider more LEED requirements in our future projects.

Throughout the design stage of our projects, which were designed by international consultants, the main focus was to deliver a sustainable project that assures the implementation of all sustainability factors.

For Instance, ensuring the efficient use of energy and water were considered by the principle of using controlled water systems and optimized sensor lighting systems. Usually, special needs facilities were focused on in the design stage by offering different accessible features for them.

Additionally, the customers' and tenants' accessibility was ensured through offering different gateways, paths, and special areas allocated for their needs and purposes.

To conclude, all these factors were considered from the very beginning design stage by using international and local standards to end up with a sustainable, safe, and environmental friendly project.

WASTE AND WATER MANAGEMENT (306-2, 303-1)

Organizations must learn to adequately manage their waste in order to alleviate their mark on their environment. In this regard, Mabanee continuously measures & reports waste reduction & management.

Waste Generation & Segregation

In 2019, an estimated 25,200 tons of waste was generated for all phases. Accordingly, waste segregation took place to equal an estimated average of 70 tons of waste segregated every day.

In efforts to enhance waste management, a total of 36,870 KWD had been invested into waste recycling, reuse, and reduction.

To keep The Avenues clean, waste bins are distributed across the mall, totaling: 301 waste bins in the basement, ground floor, and first floor, as well as 130 galvanized garbage containers with 1,100 liters capacity.

Solid Waste Recycling

Specifically, each year, Mabanee tracks the oil drums, wooden pallets, and cartons it recycles through third parties. Recycling solid waste is managed through various execution procedures documented in manuals.

Below shows current figures in comparison to 2 previous years, showing an increase of the oil drum recycling, and a decrease of wooden pallet & carton waste generation & recycling:
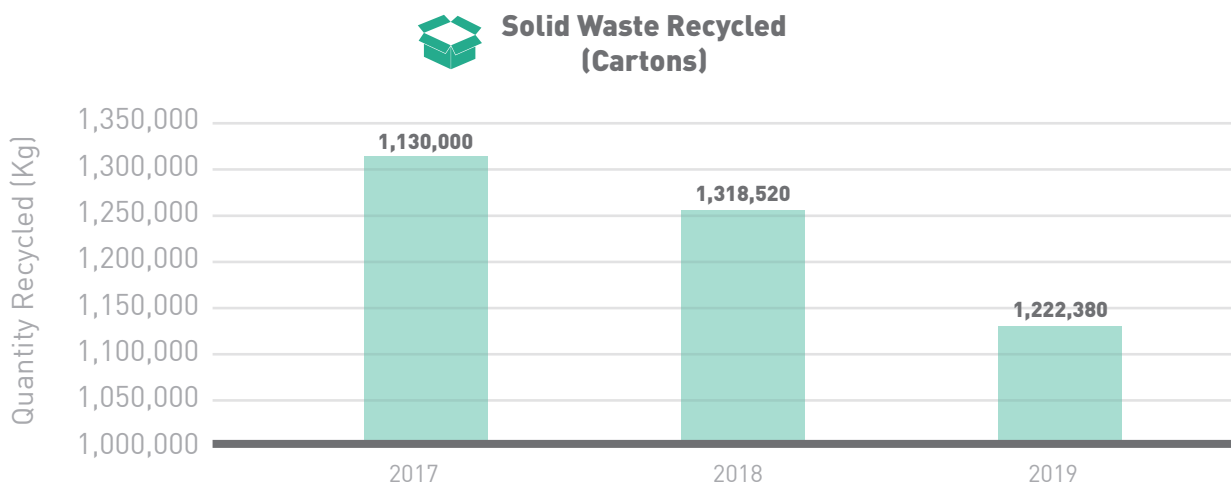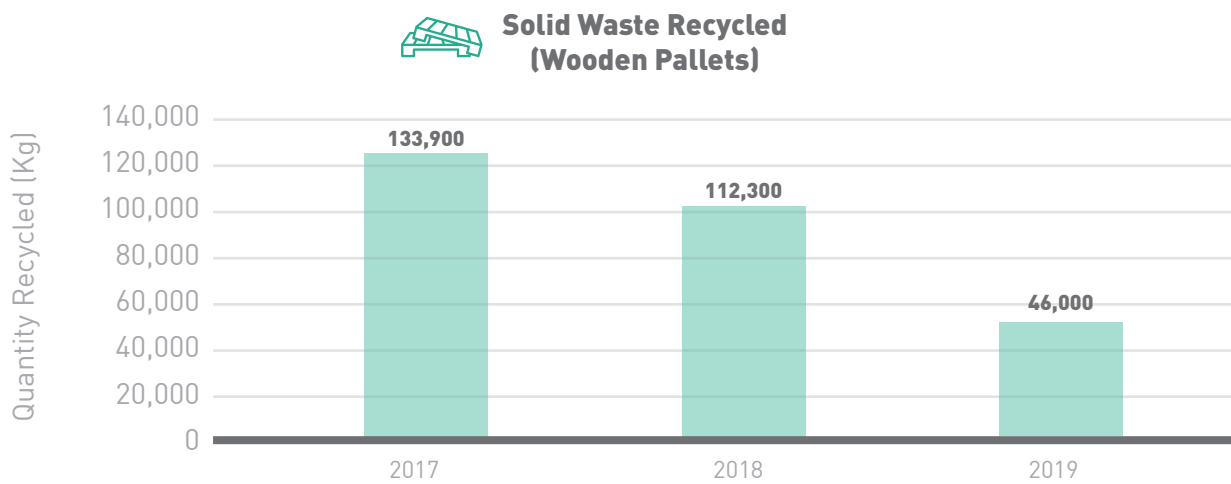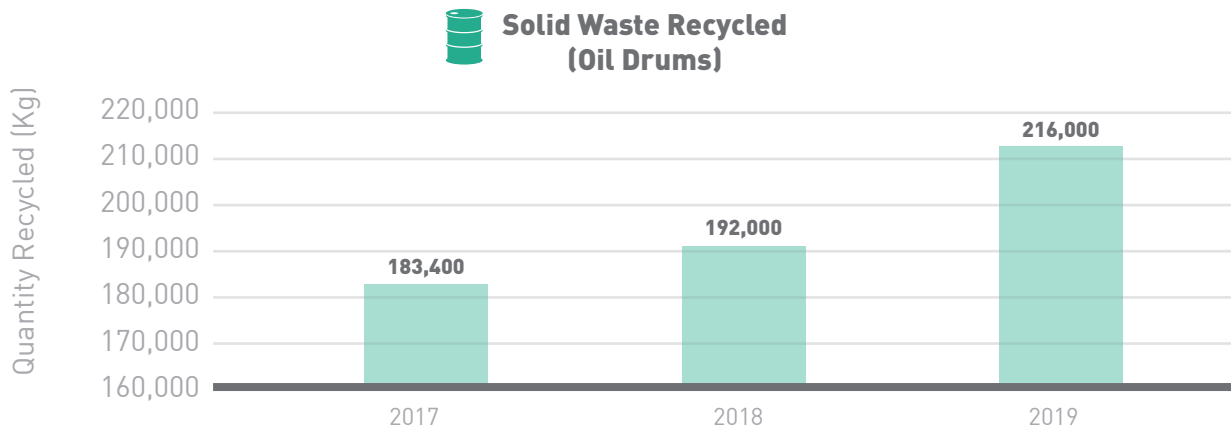
Solid Waste Recycled

#	Waste Type Recycled`	Quantity Recycled in Kg (2017)	Quantity Recycled in Kg (2018)	Quantity Recycled in Kg (2019)	% Change (2018 - 2019)	Greenhouse Gas (GHG) Avoided in 2019 (in kg CO2e)
1	Oil Drums*	183,400	192,000	216,000	13%	139,752
2	Wooden Pallets**	133,900	112,300	46,000	-59%	23,092
3	Cartons	1,130,000	1,318,520	1,222,380	-7%	768,877
	Total	1,447,300	1,622,820	1,492,380		931,721

*Conversion rate: 5 drums = 1,000 kg

**Conversion rate: 1 piece = 20 kg

Solid Waste Recycled (Oil Drums)

Quantity Recycled (Kg)

	2017	2018	2019
	183,400	192,000	216,000

Solid Waste Recycled (Wooden Pallets)

Quantity Recycled (Kg)

	2017	2018	2019
	133,900	112,300	46,000

Solid Waste Recycled (Cartons)

Quantity Recycled (Kg)

	2017	2018	2019
	1,130,000	1,318,520	1,222,380

The above also shows the greenhouse gas (GHG) emissions saved from recycling each type of solid material in 2019, with more than 900 thousand kilograms of CO_2e emissions saved—the highest of which coming from recycling cartons. It also a shows an increase of oil drum generation & recycling and a decrease of wooden pallets & cartons generation & recycling, compared to the previous years.

Water Consumption (303-1, 306-1)

As part of environmental responsibility, Mabanee is also tracking its water consumption. As per the below, water consumption has reduced in 2019 by 22%, despite Phase IV expansions.

Water Consumption in Imperial Gallons (IMPG)	344,023,098 2017	354,555,260 2018	276,692,288 2019

Total Water Consumption
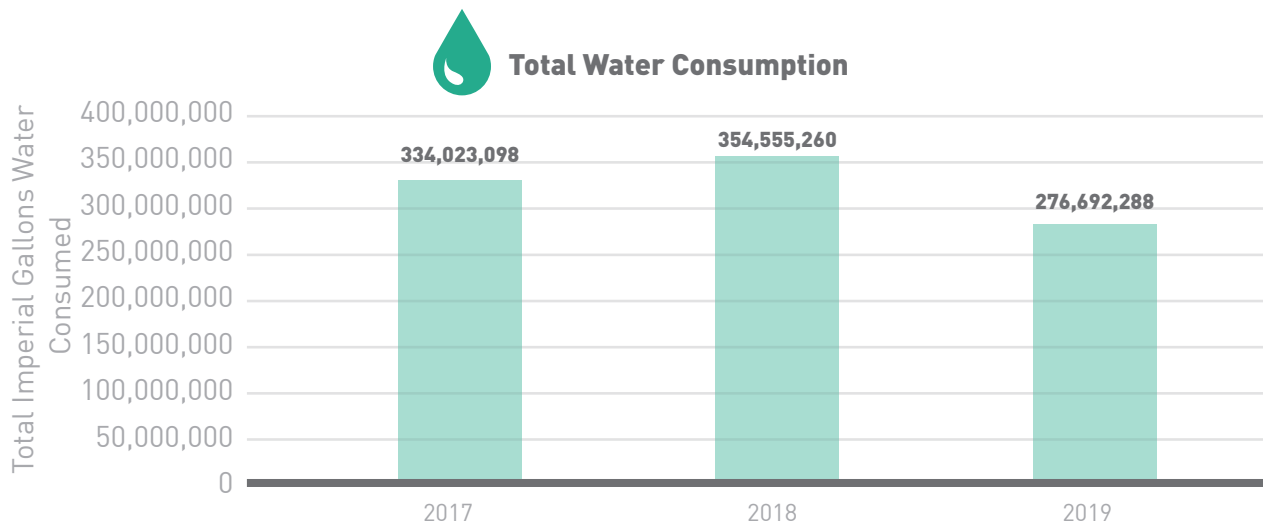
However, a more accurate comparison of water consumption is to analyze it in proportion to the number of employees: water intensity per employee. Considering that Mabanee employs 314, the result is a 2019 water intensity of 881,168 IMPG per employee. This is a 24% decrease from the 2018 figure, as shown below:

Water Consumption Intensity per Employee
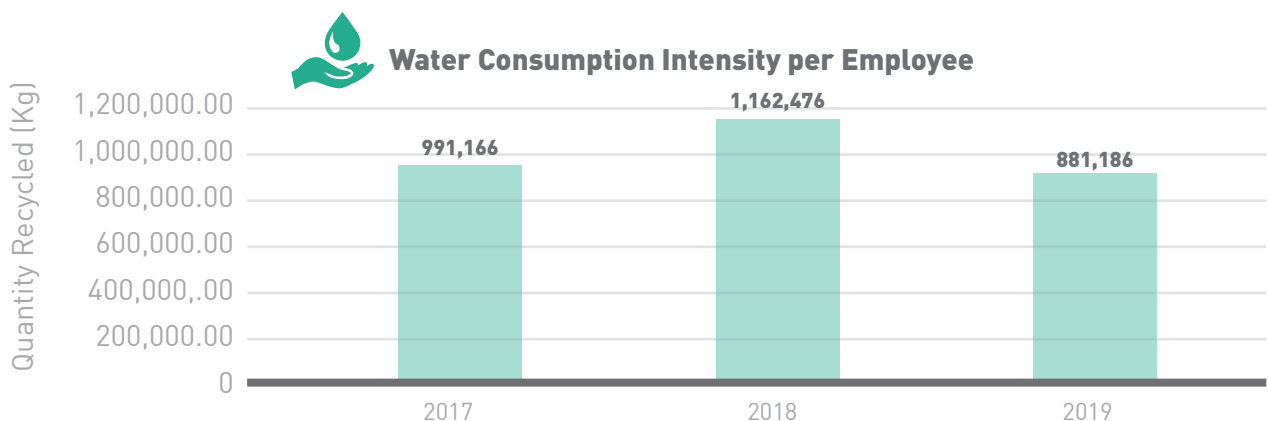
The expense for this water consumption was 86,877 KWD in 2019.

Water management efforts are often implemented in order to try to reduce or maintain water consumption, including:

- Sewage treatment plant for water saving project
- Recycling of water to use in water-closets (WC)

CARBON FOOTPRINT (305-1, 305-2, 305-3, 305-4, 305-5)

Scope I Greenhouse Gas (GHG) Emissions

Scope I greenhouse gas (GHG) emissions are the direct emissions from sources that Mabanee owns or controls. As every year, Mabanee is tracking and evaluating this in comparison to previous years.

This year's Scope I GHG was derived from the consumption of generator diesel, which amounted to 38 metric tons (MT) CO_2e, and the consumption of fuel from 18 owned cars, which amounted to 23.79 MT CO_2e. This is a total scope I GHG emission of 61.38 MT CO_2e, which is a great reduction from the 2018 figure of 146, showing a 58% decrease. The decrease has shown an avoidance of 85 MT CO_2e between 2018 and 2019. Furthermore, when assessed proportionally to employees, the figure is 0.20 MT CO_2e intensity per employee. More details on Scope I GHG emissions as MT CO_2e is below.
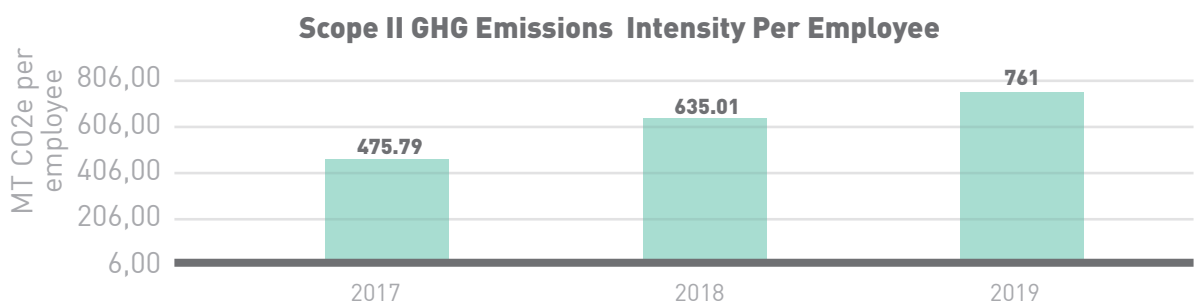
Scope I GHG Emissions
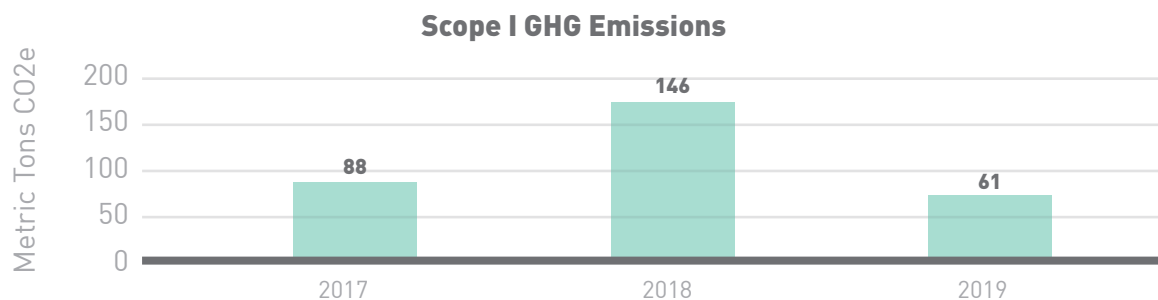
As an additional step, Mabanee is also, for the first time, assessing scope I GHG via other emission types—namely methane (CH4) and Nitrous Oxide (N2O) or NOx. As of 2019, scope I GHG shows 1,618.81 grams CH4 and 258.87 grams NOx.

Scope II Greenhouse Gas (GHG) Emissions

Scope II emissions are indirect emissions from the generation of purchased energy, which Mabanee continuous to measure, evaluate, and report. Due to an increase of grid electricity, the 2019 Scope II GHG has also increased to 239,061 MT CO_2e, as below:

Scope II GHG Emissions
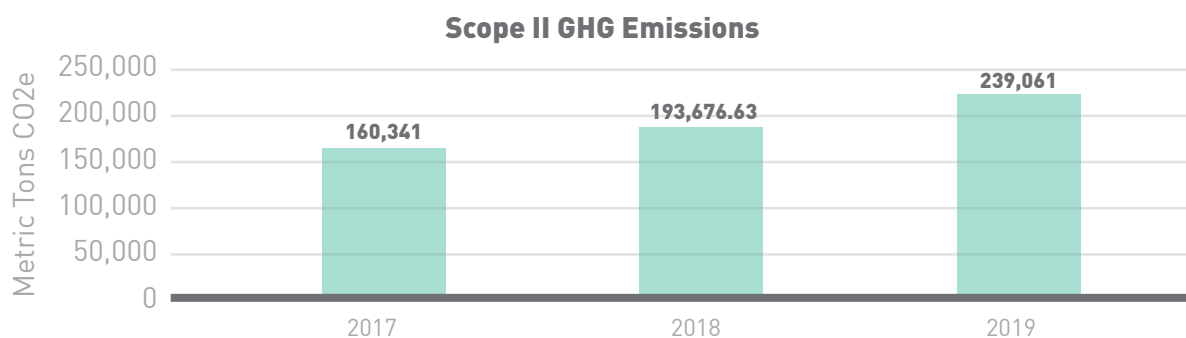
Scope II can also be expressed proportionally to employees, showing a 2019 Scope II GHG intensity of 761 MT CO_2e per employee—similarly increasing from last year, as below:

Scope II GHG Emissions Intensity Per Employee

Accordingly, the increase of Scope II GHG emissions (total & intensity) are expected due to Mabanee's expansions—namely Phase IV.

Additionally, similar to Scope I, the Scope II GHG emissions can also be expressed in methane (CH_4) and Nitrous Oxide / NoX (N_2O) emissions. These have amounted to 8,187 pounds CH_4 and 149 pounds NOx.

Scope III Greenhouse Gas (GHG) Emissions

Scope III emissions are indirect emissions that Mabanee incurs without owning the sources—in this case derived from car rental. Mabanee has one rental car, which consumes about 3,360 liters per year. Concerning the scope III GHG emissions, it is calculated to be:

- 7.79 MT carbon dioxide (CO_2e)
- 337.29 grams methane (CH_4)
- 71.01 grams nitrogen oxide (N_2O)

When compared to previous years of scope III emissions, this is a great 98% decrease, as shown below:

Scope III GHG Emissions
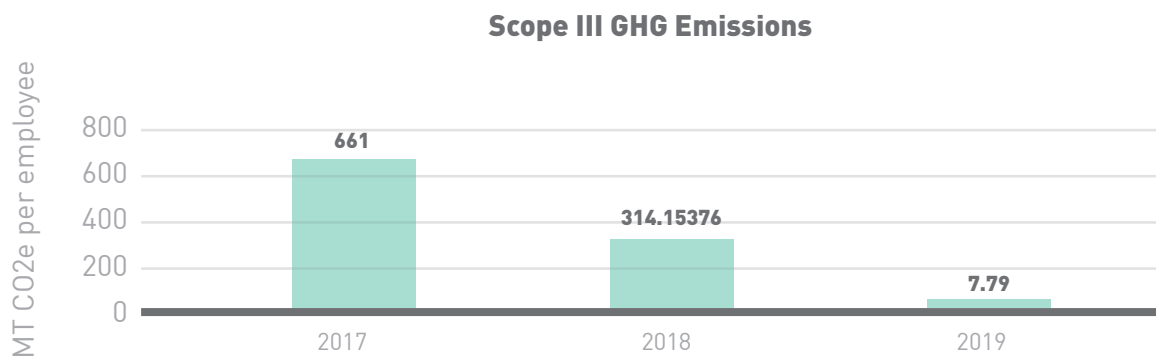
WORKPLACE

Any organization's sustainability performance is largely dependent on how well it manages its human capital. This includes ensuring adequate diversity & inclusion, supporting Kuwaitization, managing retention & turnover rates, engaging with employees, etc.

New Kuwait Vision 2035

- Global Position
- Creative Human Capital
- Effective Civil Services Public Administration

SDGs

- Gender equality
- Decent work and economic growth
- Industry, innovation and infrastructure
- Responsible consumption and production
- Partnerships for the goals

HUMAN CAPITAL MANAGEMENT (102-8, 405-1)

As of 2019, Mabanee employs 314 full time employees—63 of whom are female and 251 males. In addition to the 10 interns, this amounts to 324 personnel. More information on employees per employment type is below:

#	Employees By Employment Type	Men	Women	Total
1	Full Time	251	63	314
2	Part Time	0	0	0
3	Internships	2	8	10
	Total	253	71	324

Diversity & Inclusion

Having an inclusive & diverse work environment contributes to ensuring that Mabanee grows in a sustainable way, and benefits from the various value-additions that each type of employee brings to the table. Specifically, Mabanee keeps track of diversity in terms of gender, age, and employee level.

Concerning gender diversity, the rate for 2019 is 79.9% male to 20.1% female in the entire Mabanee workforce. However, concerning females in senior positions, the rate is 73.9% male seniors to 26.1% female seniors—meaning that the rate of women in senior positions in proportionally higher than the male:female ratio in Mabanee's workforce.

Concerning age diversity, we see that the most frequent age group is between 30 to 50—with ‹30, 30-50, and ›50 groups comprising of 14%, 72%, and 15% respectively. Concerning employee levels, the majority of employees belong in the junior level, with junior, midcareer, and senior levels comprising of 56%, 36%, and 7% respectively.

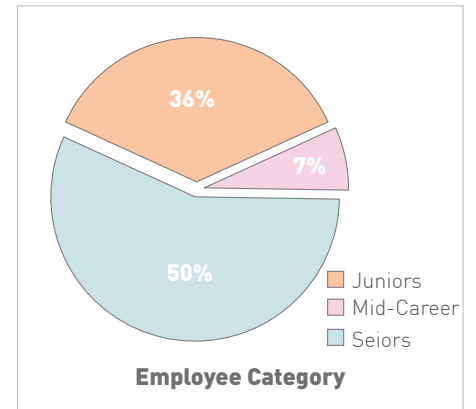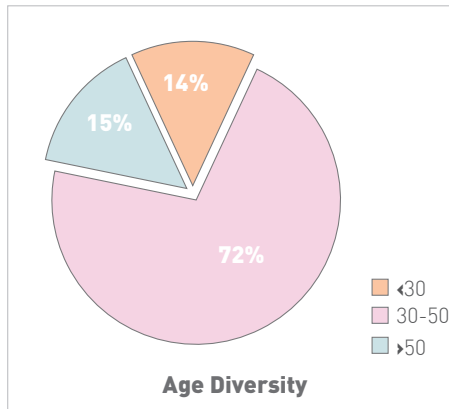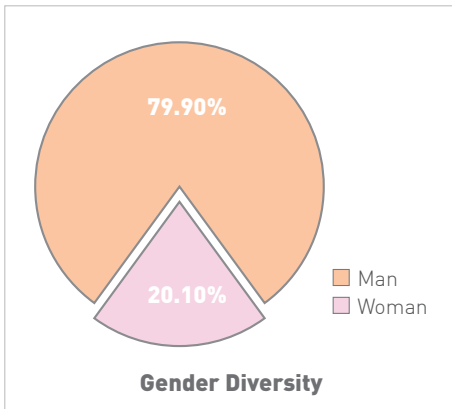More information concerning age, gender, and level diversity is below:

#	Employees By Employment Type	Men				WOMEN				All genders				
		30‹	30-50	50›	Total	30‹	30-50	50›	Total	30‹	30-50	50›	All Ages (#)	All Ages (%)
1	Junior	7	112	28	147	7	22	1	30	14	134	29	177	56%
2	Midcareer	19	58	10	87	10	17	0	27	29	75	10	114	36%
3	Senior	0	12	5	17	0	4	2	6	0	16	7	23	7%
	Total (#)	26	182	43	251	17	43	3	63	43	225	46	314	100%
	Total (%)	10%	73%	17%	79.9%	27%	68%	5%	20.1%	14%	72%	15%	100%	-

20.1%   **79.9%**

Gender Diversity

Man — 79.90%
Woman — 20.10%

Age Diversity

◄30 — 14%
30-50 — 72%
►50 — 15%

Employee Category

Juniors — 36%
Mid-Career — 7%
Seiors — 50%

Kuwaitization

Kuwaitization is an integral part of sustainability—not only to meet the legal minimum requirements of hiring from local nationality, but also as a way for Mabanee to give back to the community in which it operates through hiring Kuwaitis. As of 2019, Mabanee has a Kuwaitization rate of 17.5%--comprising of 55 Kuwaiti employees of 40 males and 15 females. Our rate of 17.5% far exceeds the minimum legal Kuwaitization rate of 8%. More information concerning nationality and gender implications are below:

#	Employees by Nationality, Gender, and Employment Contract	Nationality: Kuwaiti		Nationality: Non-Kuwaiti		All Nationalities
		Men	Women	Men	Women	Both Genders
1	Permanent	40	15	211	48	314
2	Temporary	0	0	0	0	0
	Total Staff (per Gender per Nationality)	40	15	211	48	314
	Total Staff (per Nationality)		55		259	314
	Total Staff (per Nationality) (%)		17.5%		82.5%	100%

Kuwaiti — 17.50%
Non-Kuwaiti — 83%

Kuwaitization
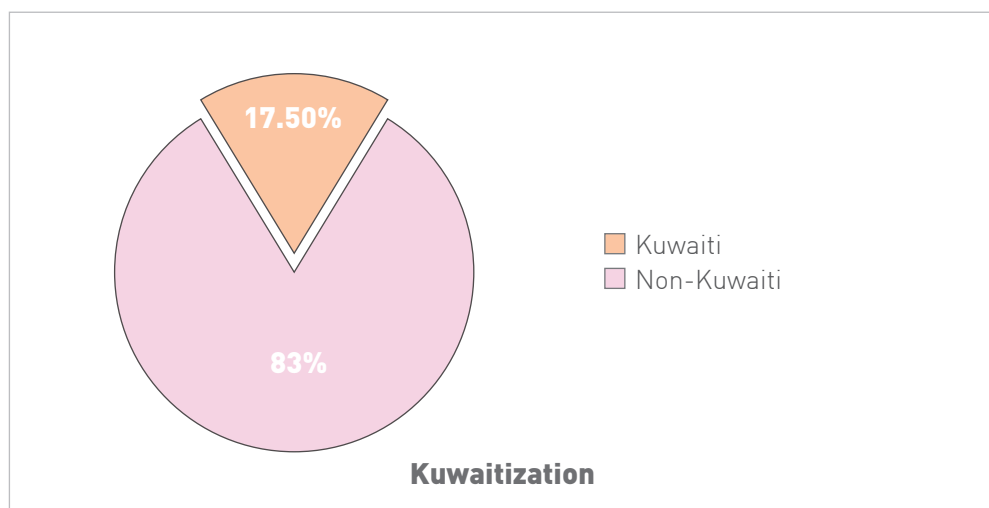
Employee Retention & Turnover (401-1)

Mabanee diligently keeps track of employee retention & turnover rates. In order to ensure a sustainable workplace (and by extension a business), it is important to be aware of these figures and ultimately manage human resources in a way that decreases turnover and increases hiring rates to optimal levels. As of 2019, the turnover rate was 6%, and the hiring rate was 7%, leading to a net addition of approximately 1% to our workforce.

When examined by gender, we see that males had higher turnover and recruitment rate, which both (equaled) 4%. Females, however, had a turnover of 2% and recruitment of 3%, leading to a net 1% additional recruitment of female employees.

When examined by age group, we see that the highest turnover was among the 30-50 group, while the highest recruitment was among the under 30 group. Net results show a 3% increase of under 30 group, 1% decrease in the 30-50 group, and no change for the over 50 group.

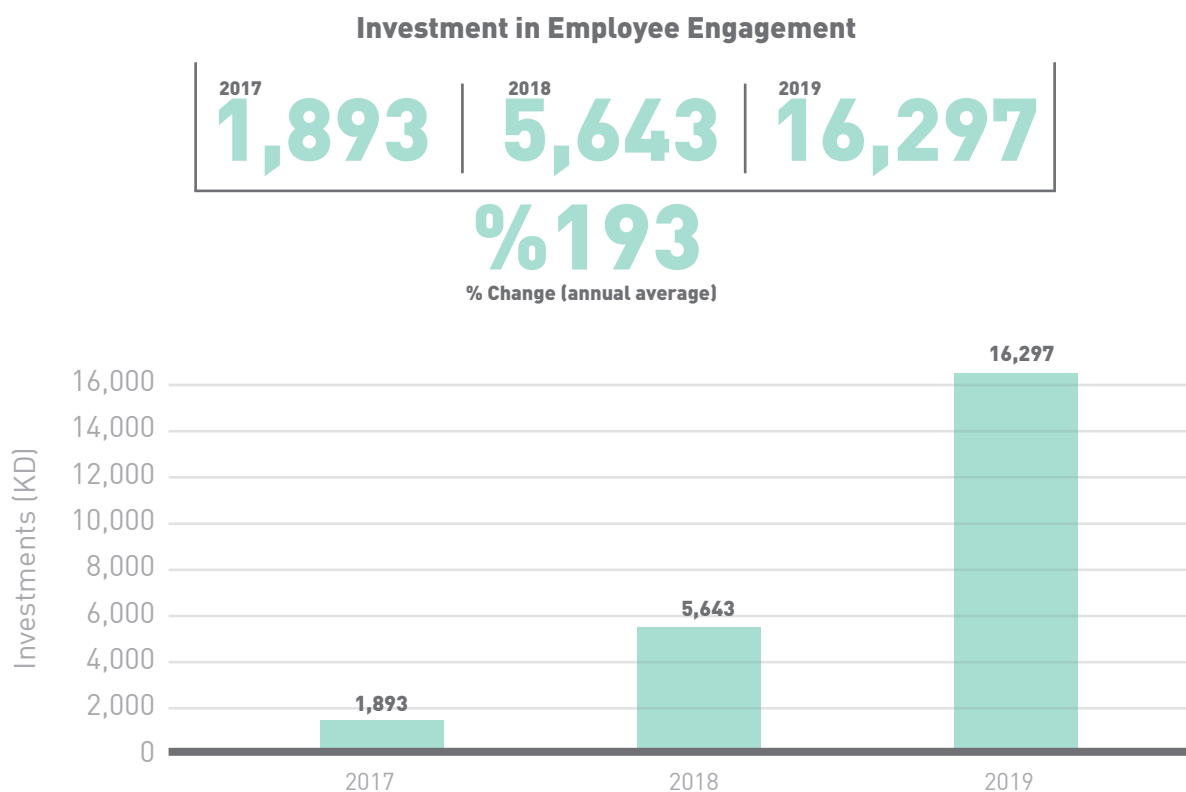More details concerning turnover and recruitment rates are below:

#	Turnover & Retention per Employee Category	New Employees		Turnover	
		Number	Rate	Number	Rate
	Gender				
1	**Female**	8	3%	6	2%
2	**Male**	13	4%	13	4%
	Total	**21**	**7%**	**19**	**6%**
	Age Group				
3	**30-50**	8	3%	14	4%
4	**Over 50**	2	1%	2	1%
5	**Under 30**	11	4%	3	1%
	Total	**21**	**7%**	**19**	**6%**

EMPLOYEE ENGAGEMENT

Mabanee's staff events provide an enjoyable break from the regular routine of the workplace for an additional morale booster. Furthermore, the events aim to create a sense of cohesion among the staff, and allow for networking among the different departments. This networking provides employees with the opportunities to meet with their colleagues face to face, rather than only virtually by emails or phone. In addition to the employee integration benefits, the employee events also provide employees with giveaways. Throughout 2019, Mabanee has invested a total of 16,297 KWD in engaging its employees. This is a great improvement compared to previous years, showing about 193% average improvement per annum, as below:

Investment in Employee Engagement

2017	2018	2019
1,893	**5,643**	**16,297**

%193

% Change (annual average)

Below are some of the employee events conducted in 2019:

#	Mabanee's Employee Events 2019	Description
1	Kuwait National Day	Event & giveaways to celebrate Kuwait National Day
2	Mother's Day	Event & giveaways to celebrate Mother's Day
3	Father's Day	Event & giveaways to celebrate Father's Day
4	Graish	Gathering for the staff before ramadan
5	Gargean	Event & giveaways to celebrate Gargean for children.
6	Pick your Flavor	Ice cream station at the office.
7	Bowling	Bowling game competition

#	Mabanee's Employee Events 2019	Description
8	Escapeland	Escapeland game competition.
9	FIFA	Online FIFA competition between Bahrain, Riyadh, and Kuwait teams.
10	Breast Cancer Awareness	Event & giveaways to raise awareness of breast cancer.
11	Movember Awareness	Event & giveaways to raise awareness of men's health.
12	Morning Delight with Mabanee's Coffee	Coffee station at the office.
13	Share Your Valuable Idea Competition	Competition to encourage & appreciate employees by sharing valuable ideas.
14	Open Day	Staff open day event to gather all staff & play games

Case Study:

Design Stage Feedback & Engagement from Internal Stakeholders from All Mabanee Departments
Overview:

One of the things that Mabanee prides itself of is how it engages internal stakeholders for their feedback on project management processes, especially during the design stage of the project. The role of Mabanee's projects team is to liaison between all ongoing national & international projects with other departments within Mabanee, especially Leasing and Operations departments.

The projects team is also liasons with the departments for reviewing the design, aiming to collect any feedback based on the stakeholders' knowhow gained from their Avenues The Avenues / hotel experiences.

Objective:

The objective of this feedback & engagement is to ensure quality and to reduce costs by learning from stakeholders' experiences. This is especially crucial in terms of feedback gained from Tenant Leasing department and other feedback about concerns related to maintenance & operations.

Outcomes:

The outcome of this engagement was the achievement of quality associated with The Avenues brand, and ensuring a comprehensive project is built. Furthermore, the stakeholder feedback allowed for a preemptive approach to many potential concerns early in the design stage, rather than retroactively tackling concerns after the projects were completed.

TRAINING AND DEVELOPMENT (404-1, 402-2, 412-2)

During 2019, Mabanee invested a total of 16,953 KWD in its employees through training & development courses. On average, each Mabanee employee receives around 6 hours of training (depending on department & level), and a total of 163 employees received training. The result was a total of 1,851 training hours allocated among 35 different training course topics, provided to at least 11 different departments. Below is a comparison of this figure to previous years:

Investment in Employee Training

2017
1,629

2018
2,459

2019
1,851

This year, the training course topics with the most hours allocated include Mabanee Responsible Leader (16% of training hours) and International Award in Security Guarding (13% of training hours). Below is more information about the training:

| #	Training Course Topic	Hours per Employee	Number of Participants	Total Hours	Total Hours (% per Course)	Department	Level
1	Agile and Creative Business	18	1	18	1%	Commercialization	Midcareer
2	Annual IFRS Update Seminar	14	5	70	4%	Finance	Midcareer
3	Autodesk Connected BIM	6	2	12	1%	Facilities	Midcareer
4	CCIE Security Course	94	1	94	5%	ICT	Midcareer
5	CMA IFSAH Portal Workshop	6	1	6	0%	Compliance	Executive
6	Credit Analysis Workshop	8	1	8	0%	Finance	Executive
7	Digital Marketing Workshop	18	1	18	1%	Projects	Midcareer
8	Effective Communication Skills	8	1	8	0%	Call Centre	Midcareer
9	Finance for non-finance professionals	12	11	132	7%	Different Department	Midcareer
10	Finance for non-finance professionals for managers	12	8	96	5%	Different Department	Executive
11	Financial Sector Conference	16	1	16	1%	Executive	Executive
12	FM expo	12	3	36	2%	Different Department	Midcareer

| #	Training Course Topic	Hours per Employee	Number of Participants	Total Hours	Total Hours (% per Course)	Department	Level
13	Foundation in facility management course	30	1	30	2%	Facilities	Midcareer
14	Integrated system Europe	16	2	32	2%	Different Department	Executive
15	Interclean 2019	16	3	48	3%	Different Department	Midcareer
16	International Award in Security Guarding	30	8	240	13%	Security	Midcareer
17	Introduction to Risk Management workshop	3	13	39	2%	Different Department	Midcareer
18	ISO 9001:2015 Quality Management System Auditor	35	2	70	4%	Different Department	Midcareer
19	Kuwait Corporate day	8	1	8	0%	Executive	Executive
20	Mabanee Responsible Leader	24	12	288	16%	Different Department	Midcareer
21	The Avenues Middle East 2019	12	1	12	1%	commercialization	Executive
22	Material Request session	1	21	21	1%	Different Department	Midcareer
23	Microsoft Excel	24	1	24	1%	Human resources	Midcareer
24	Milan Salon Del Mobile	16	2	32	2%	Projects	Executive
25	Morgan Stanley & Boursa	7	2	14	1%	Executive	Executive
26	Oracle procurement training	2	12	24	1%	Different Department	Admin
27	Oracle Training	21	5	105	6%	Finance	Midcareer
28	Power of Video Milestone Dubai Event	16	3	48	3%	Security	Midcareer
29	Related party transactions awareness session	1	10	10	1%	Different Department	Executive
30	Retail Congress Mena	24	2	48	3%	Executive	Executive
31	SHRM	66	1	66	4%	Human resources	Midcareer
32	Smart Building conference	6	1	6	0%	Projects	Executive
33	Time management	12	10	120	6%	Different Department	Midcareer
34	Yardi Sysadmin and Technical training	32	1	32	2%	ICT	Midcareer
35	Primary skills of contracting expertise	20	1	20	1%	Legal	Midcareer
Total				1,851	100%		
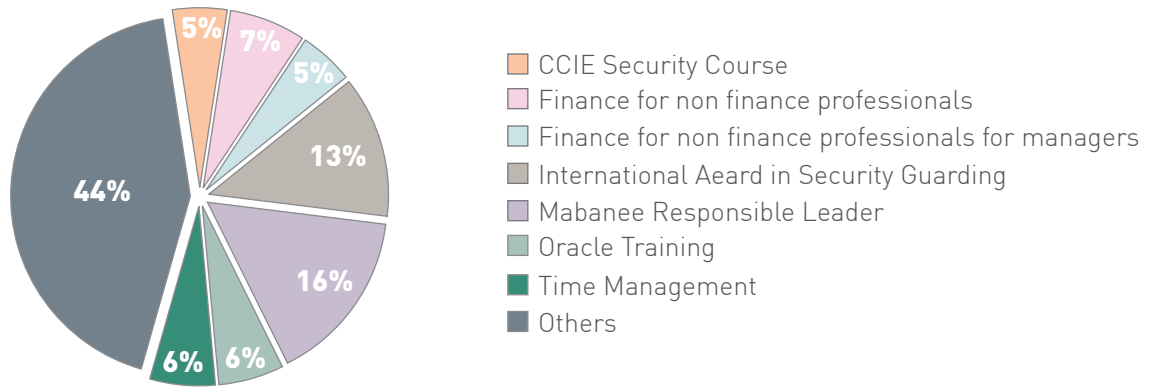
Training Courses Topics

Specifically, we track the diversity implications of the training & development provided, especially the implications of employee level & gender diversity. In this regard, the training hours in 2019 had been allocated to 75% males and 25% female employees. In terms of employee levels, training hours had been provided to midcareer, executive, and administrative levels from highest to lowest (in order). More information on this breakdown is provided below:

#	Total hours of training received by gender and employee level (2019)	Male (%)	Female (%)	Total (%)
1	Admin	4%	4%	4%
2	Midcareer	80%	75%	79%
3	Executive	16%	21%	17%
	Total:	75%	25%	100%
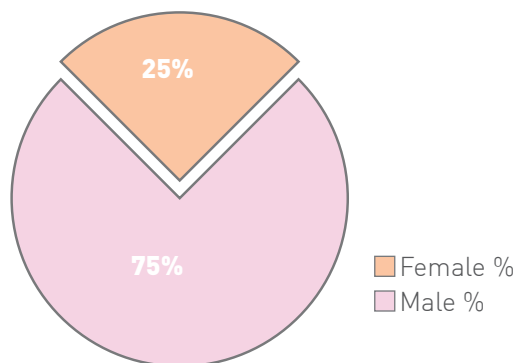
Training per Gender
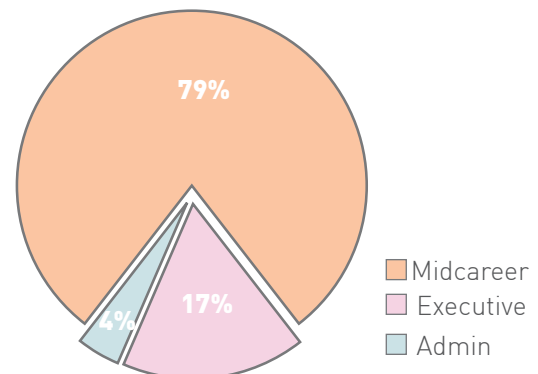
Training per Employee Level

ANNEX

APPENDIX A
GRI CONTEXT INDEX

GRI Standard Disclosure Number	Individual Disclosure Items	Information	Page No.
General Disclosures:			
102-1	Name of organization	Mabanee Company (K.P.S.C)	
102-2	Activities, brands, products, and services		11.12
102-3	Location of headquarter	Burj ALShaya, ALsoor St, Mirqab, Kuwait ALrai, Sheikh Zayed ALnehayan Road, Kuwait	
102-4	Location of operation		12
102-5	Ownership and legal form		11
102-6	Markets served		12
102-7	Scale of the organization	2019 annual report which you find it in the following link: https://www.mabanee.com/home/investor-relations/annual-reports	
102-8	Information on employees and other workers		49,76,77,78
102-9	Supply chain		51
102-10	Significant changes to the organization and its supply chain	No significant changes to the organization and its supply chain	
102-11	Precautionary Principles or approach		34
102-12	External initiatives	Kuwait National Development Plan (KNDP) United Nations Sustainable Development Goals (UNSDGs)	
102-13	Membership of associations		14
Strategy			
102-14	Statement from senior decision-maker		6,7
Ethics and Integrity			
102-16	Values, principles, standards, and norms of behavior		13
102-17	Mechanisms for advice and concerns about ethics		34
Governance			
102-18	Governance structure		30

GRI Standard Disclosure Number	Individual Disclosure Items	Information	Page No.
102-19	Delegating authority		31,33
102-20	Executive-level responsibility for economic, environmental, and social topics		33
102-21	Consulting stakeholders on economic, environmental, and social topics		33
102-22	Composition of the highest governance body and its committees		33
102-23	Chair of the highest governance body		31
102-26	Role of highest governance body in setting purpose, values, and strategy		31
102-27	Collective knowledge of highest governance body		31
102-28	Evaluating the highest governance body's performance		33
102-30	Effectiveness of risk management processes		34
Stakeholder Engagement			
102-40	List of stakeholder groups		24,25
102-41	Collective bargaining agreements	The are no collective bargaining agreements in Mabanee	
102-42	Identifying and selecting stakeholders		24,25
102-43	Approach to stakeholder engagement		24,25
102-44	Key topics and concerns raised		24,25
Reporting Practice			
102-45	Entities included in the consolidated financial statements	There is no consulates	
102-46	Defining report content and topic Boundaries		5,17
102-47	List of material topics		17,18,19,20,21,22,23
102-48	Restatements of information		5,6,7
102-49	Changes in reporting	Updated information - no changing in reporting	
102-50	Reporting period	1 January 2019 - 31 December 2019	
102-51	Date of most recent report	Sustainability report 2018	
102-52	Reporting cycle	annual	

GRI Standard Disclosure Number	Individual Disclosure Items	Information	Page No.
102-53	Contact point for questions regarding the report	PO Box 95, Safat 13001, Kuwait	
102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance eith GRI standards	
102-55	GRI content index	provided here	
102-56	External assurance	No external assurance	
Management Approach – Material Topics			
103	Management Approach: Community Engagement		54,55,56,57,58,59
103	Management Approach: Environmental protection		66,67,68,69,70,71,72
103	Management Approach: Corporate Governance		30,31,32,33
103	Management Approach: Energy optimization		66,67
103	Management Approach: Waste Management		68,69
103	Management Approach: Customer Experience		40,41,42,43,44,45
103	Management Approach: Human Capital Management		76,77,78
103	Management Approach: Brand Image and reputation		35
103	Management Approach: Stakeholder health and safety		24,25
103	Management Approach: Security management		47,48,49,50,51
103	Management Approach: Kuwaitization		63,77
103	Management Approach: Transparency		34,35
103	Management Approach: Sustainable procurement		51
103	Management Approach: Risk and opportunity Management		54
103	Management Approach: Innovation & Technology		46
103	Management Approach: Ethics and Compliance		34,35
103	Management Approach: Workplace environment		76,77,78,79,80,81,82,83

GRI Standard Disclosure Number	Individual Disclosure Items	Information	Page No.
Topic Specific Standards			
GRI 200: Economic			
201-1	Direct economic value generated and distributed		37
202-2	Proportion of senior management hired from the local community		77
203-1	Infrastructure investments and services supported		36,37,38,39
203-2	Significant indirect economic impacts		37
204-1	Proportion of spending on local suppliers		51
205-1	Operations assessed for risks related to corruption	No significant risk related to corruption Has been identified	
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices		34
GRI 300-Environmental			
301-1	Materials used by weight or volume		68,69
301-2	Recycled input materials used		68,69
302-1	Energy consumption within the organization		66,67
302-3	Energy intensity		66,67
302-4	Reduction of energy consumption		67
302-5	Reductions in energy requirements of products and services		67
303-1	Water withdrawal by source		70
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas		71
305-1	Direct (Scope 1) GHG emissions		71
305-2	Energy indirect (Scope 2) GHG emissions		71
305-3	Other indirect (Scope 3) GHG emissions		72
305-4	GHG emissions intensity		71,72
305-5	Reduction of GHG emissions		71
306-1	Water discharge by quality and destination		70

GRI Standard Disclosure Number	Individual Disclosure Items	Information	Page No.
306-2	Waste by type and disposal method		68,69
306-3	Significant spills		69
307-1	Non-compliance with environmental laws and regulations	No instances of non-compliance with environmental laws and regulations during the reporting period	
308-2	Negative environmental impacts in the supply chain and actions taken	No Negative environmental impacts in the supply chain and actions taken	
GRI 400: Social			
401-1	New employee hires and employee turnover		78
402-1	Minimum notice periods regarding operational changes		-
403-1	Workers representation in formal joint management–worker health and safety committees		-
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities		-
404-1	Average hours of training per year per employee		81-83
404-2	Programs for upgrading employee skills and transition assistance programs		81-82
405-1	Diversity of governance bodies and employees		76
406-1	Incidents of discrimination and corrective actions taken	None	-
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	None	-
408-1	Operations and suppliers at significant risk for incidents of child labor	No risk	-
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	No risk	-
410-1	Security personnel trained in human rights policies or procedures		47,51
411-1	Incidents of violations involving rights of indigenous peoples	No violoations	-
412-2	Employee training on human rights policies or procedures		47,51,81,83
413-1	Operations with local community engagement, impact assessments, and development programs		52,59
414-2	Negative social impacts in the supply chain and actions taken	No negative impacts	-
415-1	Political contributions	No political contibutions	-
416-1	Assessment of the health and safety impacts of product and service categories		47,49,50
417-1	Requirements for product and service information and labeling	No requirments	-
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	No breaches	24,41,42,45

APPENDIX B
BOURSA KUWAIT SUSTAINABILITY DISCLOSURE

Sustainability Dimensions	Sustainability Topics	Sustainability Indicators	Pg.
Economy	• Market efficiency • Economic contribution • Local economy • Workforce	1. Annual report	-
		2. Sustainability report	1,92
		3. Local procurement spending (%)	37,51
		4. Full time employees	76
		5. Employee wages and benefits (KWD)	37
Environment	• Environmental management • Energy management • Atmospheric emissions • Water management • Waste management	6. Environmental policy	64,72
		7. Energy use	66,68
		8. Carbon emission	71,72
		9. Water use	70
		10. Waste generated	68,69
		11. Waste recycled (%)	68,69
Social	•Kuwaitization •Employment •Health and Safety •Diversity and inclusion •Training and development • Human rights •Business integrity •Community initiatives	12. Kuwaitization (%)	77
		13. Youth employment (%)	76,78
		14. Injury rate	49,50
		15. Women in the workforce (%)	76
		16. Training hours per employee	83
		17. Employee turnover (%)	78
		18. Human rights policy	51
		19. Code of ethics	34,35
		20. Community investment	37,54,59
Governance	• Board of directors • Audit and internal controls • Shareholder rights • Executive remuneration	21. Board independence (%)	31
		22. Risk management committee at the board level	33
		23. Non-audit fees (%)	-
		24. Voting results	-
		25. Links between executive pay and performance	33
		26. Compliance with the CMA's Corporate Governance regulatory requirements	31,35