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CON CENTRAL

Lulu  
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ميبيك

# ESG REPORT 2022

BUILDING A  
SUSTAINABLE FUTURE,  
TOGETHER



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# ABOUT THIS REPORT

Welcome to LuLu Group International's (hereafter 'LuLu Group' or 'We') second ESG report. This report summarises our continued commitment to integrating sustainability into our business practices, highlighting our performance on material environmental, social, and governance (ESG) metrics.

The scope of this report covers LuLu Group's retail, wholesale, sourcing, and offshore activities across our operations in 23 countries. The reporting period covers our operations from January 1 to December 31, 2022.

The report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards 2021, a universally acknowledged sustainability reporting framework. In addition, LuLu Group endeavours to ensure that our strategies and initiatives are aligned with the United Nations Sustainable Development Goals (UN SDGs) and Sustainability Accounting Standards Board (SASB) Standards, along with the national development policies and visions of the countries in which we operate.

The purpose of this report is to inform our stakeholders, including employees, customers, suppliers, governments, and investors, of the progress we have made along our sustainability journey, and outline the ESG practices that have been incorporated into our operations.

LuLu Group welcomes any feedback or suggestions related to this report and our ESG performance.

Please email us at: [esg@ae.lulumea.com](mailto:esg@ae.lulumea.com)

**MESSAGE FROM  
THE LEADERSHIP**

# FOREWORD FROM CHAIRMAN

“It is my privilege to present our second ESG report, showcasing LuLu Group’s steadfast commitment to sustainability. At LuLu Group, we prioritise people and the planet alongside profit, and recognise that achieving sustainability is not just a goal but is essential to creating resilience in an ever-evolving world.

LuLu Group’s commitment to sustainability is evident in our significant progress in integrating sustainable business practices across our operations. From enhancing energy efficiency and conserving natural resources, to uplifting our local communities through corporate social responsibility (CSR) initiatives and supporting

local producers, we have taken meaningful steps forward. Furthermore, we prioritize our workforce’s well-being through various initiatives, ensuring a safe and supportive working environment free from harassment and discrimination.

Thanks to the concerted efforts of all our stakeholders, including our global suppliers, business partners, and customers, we have made significant strides toward achieving our sustainability goals. Together, we have the power to shape a sustainable future for all, and we remain committed to implementing changes to manage our environmental, social, and economic impacts for a better tomorrow.

**Mr. Yusuff Ali M. A.**  
Chairman



## MESSAGE FROM THE LEADERSHIP

# MESSAGE FROM THE CEO

“LuLu Group is dedicated to incorporating sustainable business practices throughout our operations to minimise environmental impact, promote social responsibility, and ensure long-term economic viability. In line with this commitment, I am proud to present our ESG Report for the year 2022, which showcases the recent advances made across our conglomerate as we continue along our sustainability journey.

At LuLu Group, we strive to integrate sustainability into the core of our business and strategy, aligning our approach with ethical business practices and adopting innovations that positively contribute to both LuLu Group and the communities in which we operate. LuLu Group's sustainability approach has been developed in line with national and international frameworks, including the GRI Standards and the UN SDGs, contributing to sustainable growth, fostering positive change across our operations and communities.

LuLu Group understands that the sustainability landscape is dynamic and requires us to continually monitor and assess our practices to identify new challenges and opportunities. Our sustainability approach incorporates a myriad of initiatives that aim to generate significant environmental and social impact, including reducing our greenhouse gas (GHG) emissions, conserving natural resources, and fostering

social and economic development. Moreover, we carried out a comprehensive materiality assessment in 2021 to identify the ESG topics that are most important to our business and our stakeholders.



This exercise has guided us in managing our impacts for a resilient future.

In 2022, we made significant strides in our ongoing mission to embed sustainability at all levels of our operations. We are thrilled to highlight some of the major milestones we accomplished during this period. In UAE, we received the 'Most Admired Retail Company of the Year' award, the 'Dubai Quality' award, and the 'Dubai Service Excellence Scheme' award, underscoring our dedication to excellence, quality, and outstanding service delivery. At LuLu Group, we take pride in our commitment to sustainability, evident in our achievement of the Global Sustainability Assessment System (GSAS) Green Building Certification for 5 of our stores in Qatar. Furthermore, we have strengthened our sustainability efforts by obtaining the carbon-neutral certification for our Al Meshaf branch in Qatar. Moreover, our dedication to reducing emissions has resulted in the successful operation of a 304.4 kWp solar power project at our UK sourcing office. LuLu KSA implemented a 530kWp solar power system at the Riyadh warehouse, scheduled to be operational by 2024. Additionally, we have implemented innovative initiatives such as installing 10 new Reverse Vending Machines (RVMs) across our operations in Qatar, leading to the collection of 37,941 recyclables. These achievements underscore our commitment to environmental stewardship, and innovation, driving positive changes across our operations and beyond.

LuLu Group is committed to supporting our workforce ensuring their personal and professional development. In 2022, we implemented a Wellbeing Policy for our employees. This policy aims to support the mental, physical, and financial health of our employees while also fostering a positive work environment that enables everyone to thrive. Moreover, we are committed to the professional development of our workforce and

in 2022, we delivered about one million hours of training to our employees, a 30% increase from 2021. This included over 152,000 hours of training on human rights to ensure we instil values of respect and tolerance throughout our organisation, contributing to a more joyful and inclusive work environment that is built on the values of inclusion and diversity.

At LuLu Group, we recognise the value of our local communities and strive to support local community through employment, procurement of goods and services from local suppliers, and a comprehensive CSR programme. We achieved a 15% nationalisation rate in employment, demonstrating our commitment to supporting nationals to achieve successful careers in the areas in which we operate. Additionally, 87% of our procurement spending was on local suppliers. We also continued to be involved in a variety of CSR initiatives. In 2022, we invested more than AED 7.3 million in local community initiatives, creating positive social value.

I would like to invite you to read our report to learn more about the initiatives and progress that we undertook in 2022. I express my sincere gratitude to the Board of Directors, customers, and stakeholders for their continued support and commitment as we continue our sustainability journey. The progress we have made over the last year has laid the foundations for significant developments in 2023 in all aspects of ESG. We look forward to seeking out new and innovative opportunities for integrating sustainability into the core of our business and actively championing sustainability initiatives in the areas in which we operate.

**Saifee Rupawala**  
Chief Executive Officer

## AN OVERVIEW OF LULU GROUP

# COMPANY PROFILE

LuLu Group is a multinational conglomerate with successful operations across strategically significant locations around the globe.

Founded by business visionary leader Yusuff Ali M.A., and headquartered in Abu Dhabi, United Arab Emirates (UAE), LuLu Group has a vast international business portfolio that includes its GCC retail operations, wholesale, sourcing and offshore activity. As a result, the conglomerate is a key contributor to the Gulf region's economic standing with an annual turnover of USD 6.9 billion\* and a workforce of more than 50,000 people.

The following operations are included in the reporting boundary:

**Retail**

**Wholesale**

**Offshore activity**

**Sourcing**

\* Turnover entails LuLu Group's retail and sourcing operations only.



“At LuLu, we recognize that sustainable business practices are not just good for the planet; they are essential for our continued success and relevance in a rapidly changing world.”

**Ashraf Ali M.A.**  
Executive Director

**Our Vision**  
To become a truly global retail brand by retaining the number-one position in the organised retail sector of the regions in which we operate and to be the preferred employer for our multi-ethnic base.

**Our Mission**  
To provide a unique shopping experience to customers with unmatched value in terms of quality of products and services, while continuously exploring new market opportunities and adding value to all our business associates.

**Commitment**  
LuLu always strives to follow ethical business practices in all spheres of activities, from sourcing products from around the world, to selling them at the fairest prices across our stores, all the while ensuring there is a smile on everyone's face and that we bring happiness to all.

# WHERE WE OPERATE

LuLu Group is one of the top retailers in markets across the Gulf Cooperation Council (GCC) and has presence in 23 countries around the globe. Our retail operations in 6 countries and wholesale operations in 8 countries are supported by our sourcing operations in 16 countries, along with the offshore activities that take place in India.

## 2022 SNAPSHOT



23  
Countries worldwide



12,858,475  
Total retail space (sq. ft.)



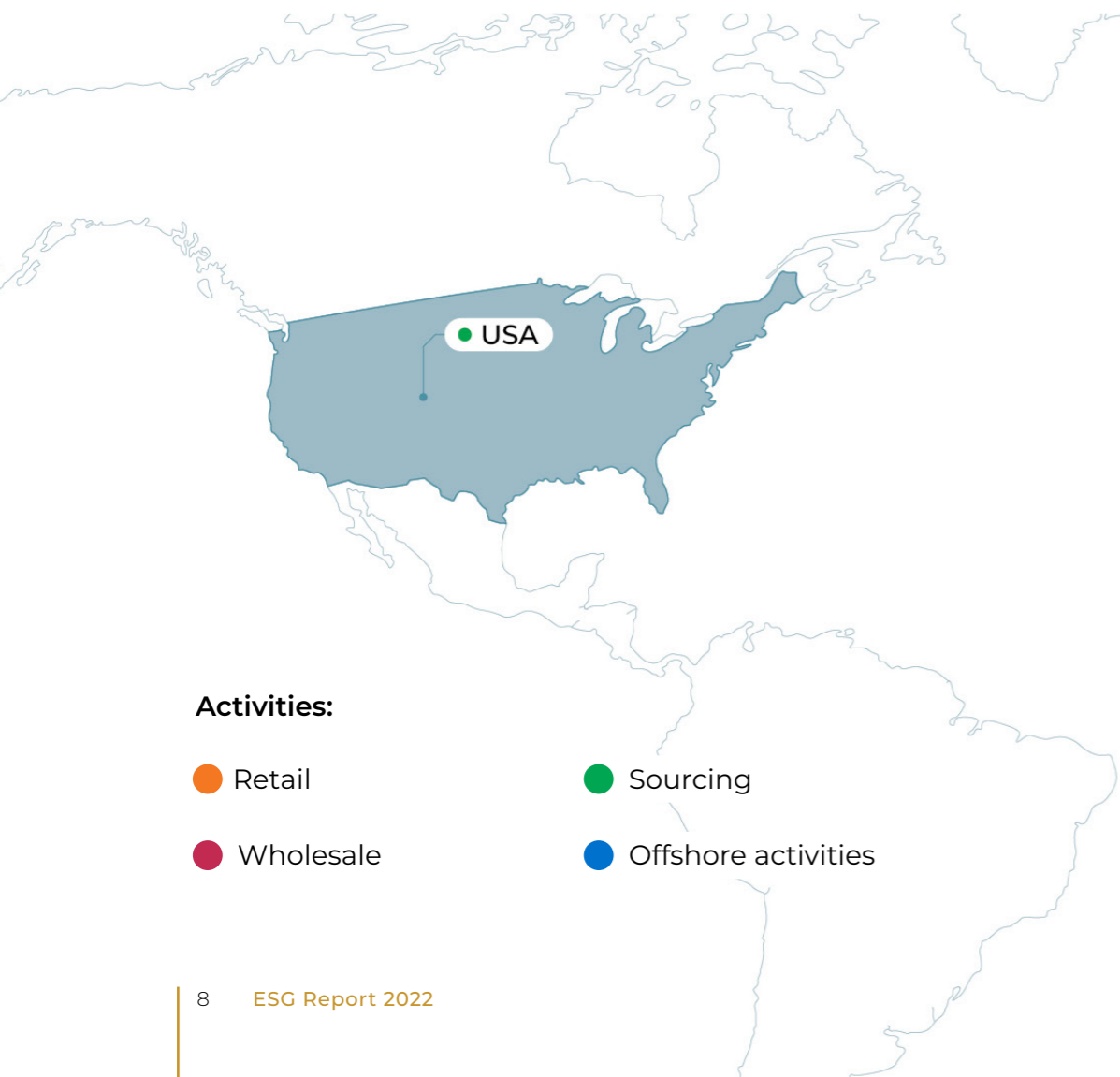
219  
Retail stores



204,959,280  
Footfall

















50,978  
Employees








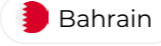


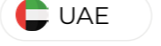



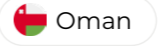

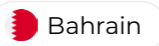


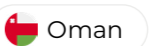
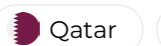





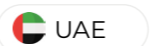


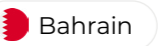


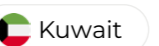
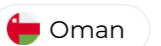

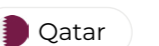


# AWARDS

LuLu Group's achievements in sustainable practices are reflected in the multiple awards we have received for our business activities and operations. These achievements are a testament for our commitment to sustainable operations.

 <p><b>الهلال الأحمر الإماراتي</b> Emirates Red Crescent</p> <p>Certificate of Appreciation by Emirates Red Crescent for events and charity done in 2022 in UAE</p>	 <p><b>UNITED ARAB EMIRATES</b> MINISTRY OF ECONOMY</p> <p>Certificate of Cooperation by Ministry of Economy in UAE</p>	 <p><b>جائزة دبي للجودة</b> DUBAI QUALITY AWARD</p> <p>Dubai Quality Award (DQA) by Dubai Department of Economy &amp; Tourism (DET), Government of Dubai in UAE</p>
 <p><b>برنامج دبي للخدمة المتميزة</b> DUBAI SERVICE EXCELLENCE SCHEME</p> <p>Dubai Service Excellence Scheme (DSES) award by Dubai Department of Economy &amp; Tourism (DET), Government of Dubai in UAE</p>	 <p><b>نافس</b> NAFIS AWARD Compete &amp; Excel</p> <p>Nafis award by Emirati Talent Competitiveness Council for efforts towards Emiratisation in UAE</p>	 <p><b>جمعية حماية المستهلك</b> Consumer Protection Association</p> <p>Excellence in Consumer Experience award by Consumer Protection Association (CPA) in KSA</p>
 <p><b>إحسان</b> منصة وطنية للعمل الخيري</p> <p>Honoured and received appreciation by EHSAN foundation for contribution to the National Platform for Charitable Work in KSA</p>	 <p><b>غرفة الأحساء</b> AL AHSA CHAMBER</p> <p>Awarded for participation in the employment forum by Al-Ahsa Chamber and its strategic partners in KSA</p>	 <p><b>جمعية خدمات الخدمات الاجتماعية</b> SAIHAT SOCIETY FOR SOCIAL SERVICES</p> <p>Awarded for supporting development programs by Saihat Society for Social Services in KSA</p>
 <p><b>service HERO</b></p> <p>Service Hero 2022 Customer Service Assessment award as customers in Kuwait voted LuLu as the 'Best Supermarket 2022' in the country in Kuwait</p>	 <p><b>ترشييد</b> Tarsheed</p> <p>Won the prestigious Tarsheed Sustainability Award for Sustainability and Energy Efficiency in the commercial sector in Qatar</p>	 <p><b>وزارة العمل والتنمية الاجتماعية</b> MINISTRY OF LABOUR AND SOCIAL DEVELOPMENT</p> <p>Excellence shield in recognition of distinguished effort in employing national workers in private sector by Ministry of Labour in Bahrain</p>
 <p><b>RetailME AWARDS</b> CELEBRATING RETAIL EXCELLENCE</p> <p>Awarded the Most Admired Retail Company of the Year by Images RetailME in UAE</p>	 <p><b>RetailME AWARDS</b> CELEBRATING RETAIL EXCELLENCE</p> <p>Awarded the Most Admired Omnichannel Retailer of the Year by Images RetailME in UAE</p>	

# CERTIFICATIONS

LuLu Group's commitment to sustainability is demonstrated by the esteemed certifications we have obtained for our business and operations.

 <p><b>هيئة أبوظبي للزراعة والسلامة الغذائية</b> ABU DHABI AGRICULTURE AND FOOD SAFETY AUTHORITY</p> <p>Abu Dhabi Agriculture and Food Safety Authority (ADAFSA) certification for Occupational Safety and Health Management System (OSHMS)</p> <p> UAE</p>	 <p><b>GSAS</b> Green Building Certification in 5 retail stores</p> <p> Qatar</p>
 <p><b>Hazard Analysis &amp; Critical Control Point (HACCP)</b></p> <p> Bahrain  Oman  Qatar</p> <p> UAE</p>	 <p><b>ISO 14001</b> Environmental Management Systems</p> <p> Thailand</p>
 <p><b>ISO 21001</b> Educational Organisation Management System</p> <p> Oman</p>	 <p><b>ISO 22000</b> Food Safety Management System</p> <p> Bahrain  KSA  Kuwait</p> <p> Oman  Qatar  UAE</p>
 <p><b>ISO 9001</b> Quality Management</p> <p> China  KSA  Thailand</p> <p> UAE  USA</p>	 <p><b>PCI-DSS Certification</b></p> <p> Bahrain  Egypt  Indonesia</p> <p> Kuwait  Oman  Malaysia</p> <p> Qatar  KSA  UAE</p>



# MEMBERSHIPS OF ASSOCIATIONS

We leverage our partnerships and memberships in key associations to amplify the reach and extend our influence in driving positive change.

 <p>Greater Birmingham Chambers of Commerce</p> <p>Patronage of the Greater Birmingham Chamber of Commerce</p>	 <p>CFS 50 COMMITTEE ON WORLD FOOD SECURITY 10-13 October 2022</p> <p>World Economic Forum - Member of Food Security Team</p>	 <p>World Retail Forum</p> <p>World Retail Forum</p>	 <p>US-QATAR BUSINESS COUNCIL</p> <p>US-Qatar Business Council (USQBC)</p>	 <p>AMCHAM ABU DHABI</p> <p>American Chambers of Commerce (AMCHAM)</p>
 <p>COMMONWEALTH Enterprise and Investment Council</p> <p>Commonwealth Enterprise and Investment Council, UK</p>	 <p>INSTITUTE OF EXPORT &amp; INTERNATIONAL TRADE</p> <p>The Institute of Export and International Trade, UK</p>	 <p>SPANISH BUSINESS COUNCIL UNITED ARAB EMIRATES</p> <p>Spanish Business Council</p>	 <p>مجلس الأعمال السويسري SWISS BUSINESS COUNCIL United Arab Emirates</p> <p>Swiss Business Council</p>	 <p>غرفة قطر QATAR CHAMBER</p> <p>Qatar Chamber of Commerce</p>
 <p>QBBF Qatar British Business Forum</p> <p>Qatar British Business Forum (QBBF)</p>	 <p>BCCQ BRITISH CHAMBER OF COMMERCE QATAR</p> <p>British Chamber of Commerce Qatar (BCCQ)</p>	 <p>ELLEN MACARTHUR FOUNDATION</p> <p>Ellen MacArthur Foundation, UK</p>	 <p>NJCC NEW JERSEY CHAMBER OF COMMERCE FOUNDATION</p> <p>Member NJ Chamber of Commerce</p>	 <p>THE BLUE BOOK Building &amp; Construction NETWORK</p> <p>Member - The Blue Book</p>
 <p>KITA.ORG Korea International Trade Association</p> <p>Korea International Trade Association</p>	 <p>غرفة قطر QATAR CHAMBER</p> <p>International Chamber of Commerce - Qatar</p>			

# 2022 ESG HIGHLIGHTS

LuLu Group is delighted to share with you the progress we made in 2022 as we continue along our sustainability journey. Here, we highlight the key achievements made in our ESG performance during the reporting period.

<h2>Environment</h2>					
 <p>Achieved <b>GSAS</b> Green Building Certification for 5 more stores in Qatar</p>	 <p>Obtained <b>carbon-neutral status</b> for LuLu Group's Hypermarket's Al Meshaf branch in Qatar, making it the first in the GCC</p>	 <p>Installed <b>10 new reverse vending machines (RVMs)</b> in Qatar and collected 37,941 recyclables as part of the RVM initiative</p>			
<h2>Social</h2>					
 <p>Conducted <b>c. 1 million training hours</b>, marking a 30% increase from 2021</p>	 <p>Implemented a standalone <b>Wellbeing Policy</b> for our employees</p>	 <p>Achieved a <b>100% return-to-work</b> rate for all female employees who went on parental leave</p>	 <p>Achieved a <b>15% nationalisation</b> rate*</p>	 <p>Obtained <b>ISO 9001:2015</b> certification</p>	 <p>Invested more than <b>AED 7.3 million</b> in local communities</p>
<h2>Governance</h2>					
 <p>Delivered <b>152,934 hours</b> of training on human rights</p>	 <p><b>87%</b> of procurement spending on local suppliers</p>	 <p><b>No incidents of data breaches</b> or losses to date</p>	 <p><b>No incidents of corruption</b></p>		

\*The nationalisation rate data is for GCC nationals.

# SUSTAINABILITY AT LULU GROUP

We are committed to fostering a more sustainable business. Taking inspiration from our motto of building a sustainable future together with our stakeholders, we are dedicated to incorporating sustainability throughout our operations. We strive to operate responsibly and transparently, generating a positive impact for the communities of which we are part, while also building resilience and maintaining success.





### OUR APPROACH TO SUSTAINABILITY

At LuLu Group, we are guided by the notion that businesses should play a vital role in the economy by creating jobs, cultivating innovation, and providing responsible goods and services that contribute positively to the environment. We recognise that business is not just about profit, but also about the planet and people, ensuring good quality of life for the society we operate in, now and in the future.

To this end, we are implementing a comprehensive strategy that will enable us to monitor, benchmark, and continuously improve our economic, environmental, and social performance. In 2021, we conducted our materiality assessment which has enabled us to prioritise the topics that are most relevant to our business and identify relevant strategies and innovations that will enhance our economic, environmental, and social performance. This has enabled us to effectively manage and mitigate the risks emerging from material sustainability issues.

### SUSTAINABILITY GOVERNANCE

We are currently working towards enhancing the charters of our Board of Directors and the Board's committees to ensure that ESG-related authorities and responsibilities are incorporated into our governance practices. Moreover, we are in the process of establishing an ESG Committee to oversee our sustainability practices. This initiative will empower LuLu Group to cultivate a broader spectrum of economic, environmental, and social benefits for all our stakeholders.

Currently, our sustainability department is responsible for aligning sustainable practices with our corporate strategy, improving ESG performance, reducing our environmental impact, and delivering on our commitments to create shared value.

### SUSTAINABILITY CHAMPIONS

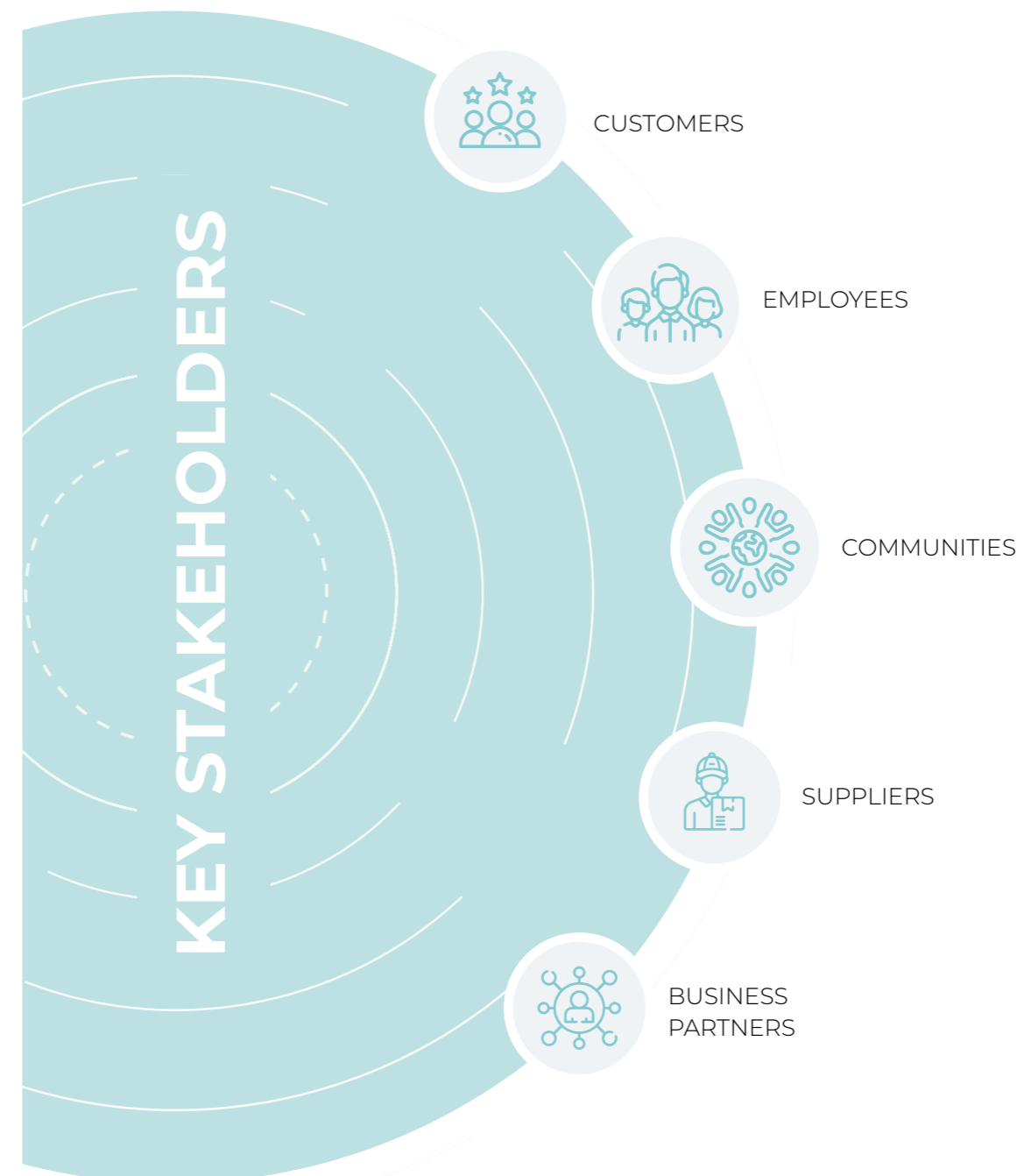
LuLu Group has established a dedicated team of Sustainability Champions to monitor and report internally on sustainability initiatives. The team assists with the collation of qualitative and quantitative data and information on initiatives related to sustainability reporting. This

team is overseen by a taskforce that comprises representatives from across the 23 countries in which LuLu Group operates, reporting to the Abu Dhabi headquarters.

# STAKEHOLDER ENGAGEMENT

At LuLu Group, we view stakeholder engagement as a core aspect of shaping our business strategy and sustainability efforts. We strive to create meaningful relationships with all our stakeholders to build a more sustainable and resilient future together. We have implemented various channels of communication with our stakeholders to ensure that we maintain regular contact and can exchange feedback and ideas. This ensures that our stakeholder groups play an active role

in shaping our sustainability commitments and that their views are taken into consideration in all business decisions. LuLu Group has identified stakeholders that affect and are affected by our business activities and operations, informed by expert advice and peer analysis. We have prioritised our key stakeholders based on their significance to our operations and goals. The following groups have been identified as key stakeholders at LuLu Group:



We have established dedicated channels for ongoing stakeholder communication and feedback at regular intervals. This enables us to promptly address any queries or concerns from our customers, engage with our workforce and ensure that we stay connected with our

communities, suppliers, and business partners, thus enhancing their experience.

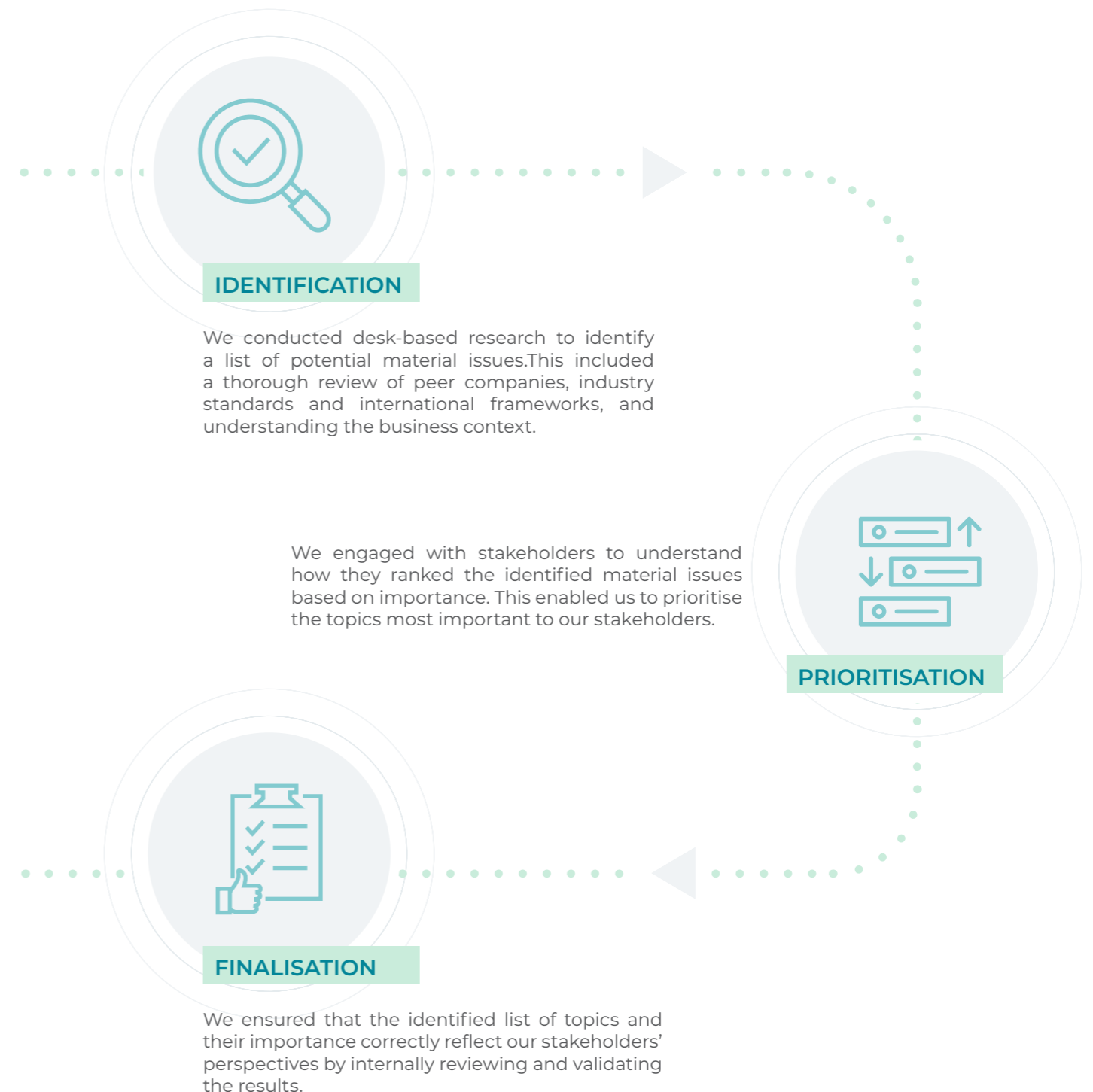
Some examples of the communication channels and topics raised by stakeholders are given below.

STAKEHOLDER GROUP	MODE OF ENGAGEMENT	TOPICS RAISED
 CUSTOMERS	<ul style="list-style-type: none"> <li>• Customer happiness centres for direct customer feedback</li> <li>• Website and social media platforms</li> <li>• Emails</li> <li>• Dedicated telephone lines for direct engagement with team members</li> </ul>	<ul style="list-style-type: none"> <li>• Product availability and quality</li> <li>• Customer satisfaction</li> </ul>
 EMPLOYEES	<ul style="list-style-type: none"> <li>• Regular contact through email</li> <li>• Training sessions</li> <li>• Enterprise social network</li> </ul>	<ul style="list-style-type: none"> <li>• Employment</li> <li>• Employee engagement</li> <li>• Workplace amenities</li> <li>• Manpower management</li> <li>• Health and safety</li> </ul>
 COMMUNITIES	<ul style="list-style-type: none"> <li>• CSR activities and events</li> <li>• Press releases</li> </ul>	<ul style="list-style-type: none"> <li>• Sourcing from local communities</li> <li>• Community engagement</li> </ul>
 SUPPLIERS	<ul style="list-style-type: none"> <li>• Meetings</li> <li>• Joint initiatives</li> <li>• Third party surveys</li> <li>• Press releases</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental impact</li> <li>• Product safety and quality</li> </ul>
 BUSINESS PARTNERS	<ul style="list-style-type: none"> <li>• Meetings</li> <li>• Joint initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Product safety</li> <li>• Data security</li> </ul>

# MATERIALITY ASSESSMENT

LuLu Group carried out a materiality assessment in 2021, at the beginning of our reporting journey, to identify and understand the ESG and sustainability topics that are important to our organisation. These material topics are intended to serve as a guide for managing our environmental, social, and economic impacts for a better tomorrow.

The assessment process involved the following steps:



The materiality assessment results were aligned with our organisation’s broader strategies and mission, encompassing environmental impacts and governance aspects of our business while putting particular importance on social impacts.

**MATERIAL TOPICS**

 <p><b>Environmental</b></p>	 <p><b>Social</b></p>	 <p><b>Governance</b></p>
<ul style="list-style-type: none"> <li>• Energy</li> <li>• Climate Change/Emissions</li> <li>• Food Waste</li> <li>• Packaging Waste</li> <li>• Water and Effluents</li> </ul>	<ul style="list-style-type: none"> <li>• Employment</li> <li>• Workforce Empowerment</li> <li>• Training and Development</li> <li>• Health and Safety</li> <li>• Healthy and High-Quality Products</li> <li>• Marketing and Labelling</li> <li>• Local Communities</li> </ul>	<ul style="list-style-type: none"> <li>• Business Ethics</li> <li>• Human Rights</li> <li>• Procurement</li> <li>• Data Privacy and Security</li> </ul>

LULU GROUP'S MATERIALITY MATRIX



# MANAGING ENVIRONMENTAL FOOTPRINT

At LuLu Group, environmental management is one of our highest corporate priorities and we strive to implement practices that reflect our commitment to environmental stewardship. We are committed to preserving and protecting our natural resources for present and future generations by managing our energy usage, emissions, and waste, and ensuring effective water management.

## Material Topics



ENERGY



CLIMATE CHANGE/  
EMISSIONS



FOOD  
WASTE



PACKAGING  
WASTE



WATER AND  
EFFLUENTS

## UN SDGs



3 GOOD HEALTH  
AND WELL-BEING



6 CLEAN WATER  
AND SANITATION



7 AFFORDABLE AND  
CLEAN ENERGY



12 RESPONSIBLE  
CONSUMPTION  
AND PRODUCTION



13 CLIMATE  
ACTION



14 LIFE BELOW  
WATER



15 LIFE ON  
LAND



# ENVIRONMENTAL MANAGEMENT

Our management team oversees all sustainability initiatives at the organisation, ensuring that we integrate environmental responsibility in our core operations while adhering to all relevant environmental laws and regulations.

We actively monitor, manage, and report on our environmental impacts including our energy use, greenhouse gas (GHG) emissions, water and waste management. We take active steps to implement initiatives that ensure we reduce our environmental footprint and stay up to date with the latest developments in the field.

LuLu Group understands that sustainability is dynamic and requires us to continually assess our practices so that we can identify new challenges and opportunities. We run a myriad of initiatives and programmes that aim to address environmental impacts across our business operations. We regularly engage with sustainability champions to assess our progress in these areas and ensure that our measures are having a positive effect. Our current measures include the use of energy-efficient lighting, investment in clean energy sources, reduction of plastic shopping bag consumption, and promotion of reusable shopping bags, among others.

Additionally, we are in the midst of strengthening our Group-wide ESG Policy that will detail our current commitments and practices regarding the ESG aspects of our company, addressing topics such as climate change and the environment, energy, and emissions management. In light

of this commitment, we are already certified with ISO 14001 Environmental Management Systems in Thailand. LuLu Hypermarket Al Meshaf in Qatar has received a carbon neutral certificate, and 11 of our stores have been certified with GSAS for green building till date. Our KSA stores are collaborating with Riyadh municipality for 'Green Riyadh', a revolutionary initiative aimed at transforming the city into a green oasis in line with KSA's 'Vision 2030'.

LuLu Group is dedicated to embedding sustainability throughout our organisation and creating a culture of responsibility. As a result, we conduct sustainability and environment training sessions to develop our employees' knowledge and skills so that they can better incorporate sustainability practices into their daily work. We regularly host comprehensive training sessions tailored for our sustainability champions, providing them with in-depth insights into emerging sustainability trends and data collection methodology for reporting on sustainability performance. We endeavour to expand our training to include more departments within the organisation.



## CASE STUDY

### 11 LuLu hypermarkets in Qatar obtain GSAS operation certification

LuLu Hypermarket has made significant strides in sustainability, with 11 of its hypermarkets in Qatar receiving GSAS (Global Sustainability Assessment System) green building certification till date. This accomplishment reflects our commitment to implementing sustainable practices across our operations.

This certification aims to reduce the environmental impact of existing buildings by adopting best practices, reducing the building's environmental footprint, and improving the well-being of its occupants. To obtain this certification, our operations were assessed against three criteria: operations & maintenance assessment in terms of energy, water, and waste management, indoor air quality, and facility management and environmental policy and awareness. The findings from this assessment enabled the

GSAS team to make further recommendations for energy management options to reduce energy and water consumption.

The project assessment for GSAS Operations included a desk review and an on-site audit to ensure compliance with all requirements for the certification. This project empowered LuLu Group to overcome various challenges by meticulously collating the data on energy and water consumption, facility management, and waste management, fostering a deeper understanding of sustainability practices and paving the way for informed decision-making. We were also required to survey the building's occupants to understand indoor environment performance. We are proud to report that by 2022, 11 of our stores have been certified with two of these obtaining a gold rating and the remaining receiving a silver rating which is a great achievement for our organisation.

# MANAGING ENERGY AND CLIMATE CHANGE

## Energy Management

As the global energy landscape continues to evolve, we must take the necessary measures to ensure that we incorporate efficient and sustainable energy management throughout our business operations. At LuLu Group, we are committed to reducing our carbon footprint and have introduced measures to help us achieve this, including conscious efforts to reduce energy consumption and the adoption of renewable energy initiatives.

LuLu Group has implemented several initiatives that address energy savings to help reduce the environmental impact and costs related to electricity usage. Some of these initiatives are listed below:

- LED installations
- Smart lighting solutions based on motion detection
- Energy-efficient HVAC systems for refrigeration, heat, and insulation systems
- A central refrigeration system in new outlets instead of plug-in type refrigerators.

LuLu Group regularly conducts awareness sessions on energy management and conservation for all our employees.

In the UAE, we take pride in our ongoing commitment to the Green Corner Initiative, a partnership established in 2019 under the Memorandum of Understanding with Abu Dhabi Distribution Company (ADDC). As a part of our contribution, we have designated dedicated spaces within our stores to showcase a range of energy-efficient home appliances. Through this initiative, we aim to empower consumers with sustainable choices while advancing our collective efforts towards a greener and more environmentally conscious future.

LuLu KSA made significant strides in 2022 towards the adoption of renewable energy in

the form of solar-powered warehouse, as well as exploring other initiatives for reducing our carbon footprint. As a result, LuLu KSA confirmed the implementation of 530kWp solar power at the Riyadh warehouse in late 2022. In our efforts towards decarbonising our operations, we are exploring to expand the use of solar power in other locations in KSA.

Additionally, we monitor our building management systems (BMS) to operate the buildings efficiently, monitor conditions in real-time, ensure systems are operating without fault, and reduce our energy consumption.

We also ensure our pumps are fitted with Variable Frequency Drive (VFD) systems to regulate power based on the demands of the system.

LuLu Group's Oman stores have introduced initiatives to manage energy consumption and reduce our carbon footprint. These include implementing a Locus system, a last mile support application, to facilitate last mile fuel efficient deliveries by optimising delivery routes in each location, advanced analytics, etc. We are also exploring the possibility of installing solar panels on the roof of some of our stores in Oman. Other initiatives to reduce our carbon footprint include:

- Reusing damaged light fixtures by changing LED chip

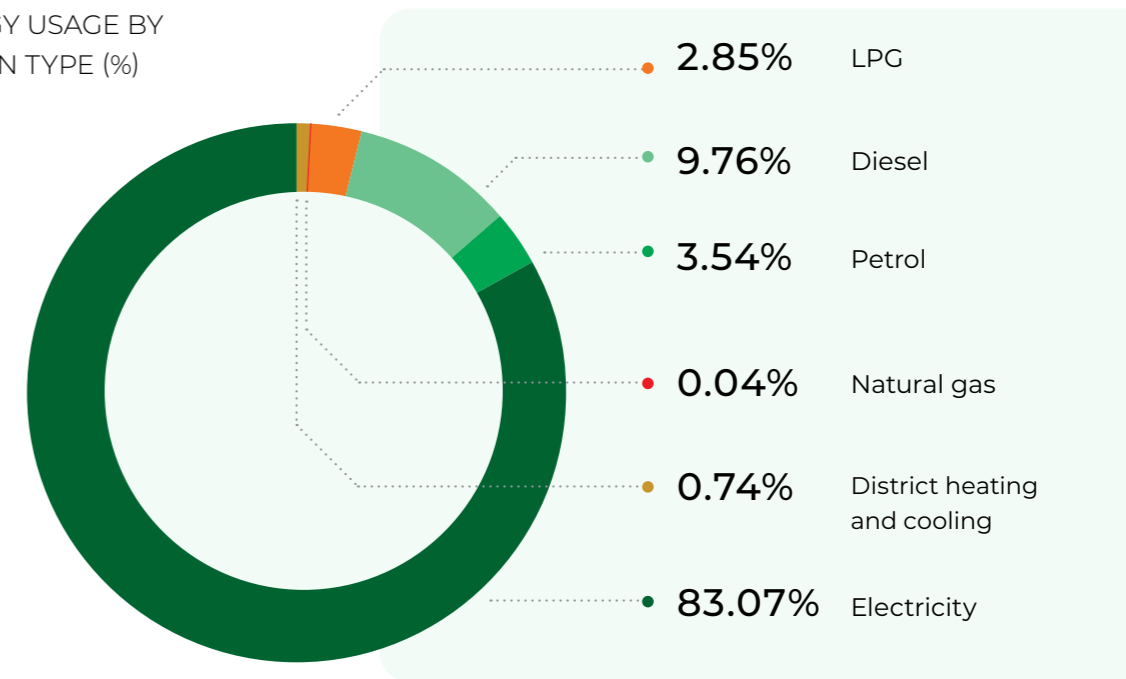
LuLu KSA spent over **SAR 4 million** on energy-efficient lighting, refrigeration, and HVAC investments in 2022.

- Reviving damaged motors and compressors for reuse
- Proper maintenance of all equipment with professional Annual Maintenance Contract (AMC) contractors
- Oil analysis before changing equipment lubricants.

LuLu Group regularly measures and monitors energy consumption to ensure efficient management. In 2022, the total energy consumption, including energy from stationary combustion, mobile combustion, electricity, and

district cooling, amounted to 4,085,406 GJ. The electricity consumption in 2022 was 942,660 MWh. Total energy consumption was 2,982,282 GJ in 2020 and 3,651,015 in 2021. The energy intensity for 2022 was 0.318 GJ per square foot (sq. ft.) of retail space. Energy intensity was 0.279 GJ/sq. ft. in 2020 and 0.308 GJ/sq. ft. in 2021. However, the energy data of these years is not comparable with 2022 due to continual enhancement of the measuring system and the significant operational impacts of the COVID-19 pandemic.

2022 ENERGY USAGE BY GENERATION TYPE (%)



## Tackling Climate Change

Climate change is one of the greatest threats that the world has ever faced and in recent times it has gained global attention. Anthropogenic activities have increased GHG emissions, causing the Earth's atmosphere to warm at an alarming rate, resulting in an increase in global temperatures, changing precipitation patterns, and more frequent and intense extreme weather events. This is further exacerbated by global urbanisation which is accelerating the release of carbon dioxide into the environment.

LuLu Group takes climate change mitigation seriously and supports the attainment of UN SDG

13 "Take urgent actions to combat climate change and its impacts". To this end, we have introduced initiatives to minimise the greenhouse gas emissions arising from our business activities. We recognise that the nature and scale of our business is energy intensive, and we are taking the necessary steps to conserve and minimise energy consumption. In addition, we are looking at initiatives such as installing solar power to generate our own renewable energy. The objective is to reduce the GHG emissions of our operations thereby minimising the negative impact on the environment.



**CASE STUDY**

LuLu Hypermarket's Al Meshaf branch in Qatar becomes the **first carbon-neutral market in GCC**

LuLu Group is proud to share that LuLu Hypermarket's Al Meshaf branch has become the first carbon-neutral market in the GCC. This significant achievement has been made in accordance with the UK's PAS 2060 standard and aligns with the UN SDG 13 "Take urgent actions to combat climate change and its impacts" and the Qatar National Vision 2030.

To produce a carbon management plan, we first needed to understand and document where our emissions were coming from. This involved focusing on sources such as company-owned vehicles, refrigerant leakage, emissions from energy use, and emissions from water disposal. From here, we could calculate our GHG emissions and look at measures we could take to reduce them, before offsetting our remaining emissions to achieve carbon neutrality.



"This is an important milestone in our journey, and we are glad to pave the way as one of the leaders in carbon-neutral operations. This is just a stepping stone, and we look forward to many such milestones in the future.

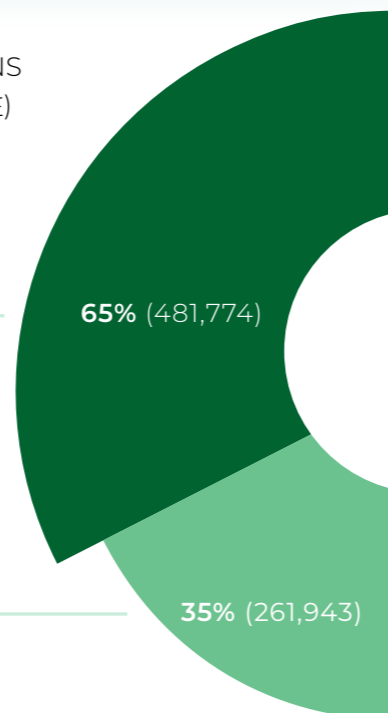
– **Dr. Althaf M. M.**

LuLu Group measures and discloses its GHG emissions as per the GHG protocol guidance. This includes direct emissions from group operations (Scope 1) and indirect emissions (Scope 2). The total GHG emissions in 2022 was 743,716 metric tonnes of CO<sub>2</sub>eq. Direct (scope 1) GHG emissions were 141,574 tCO<sub>2</sub>e in 2020 and 148,526 in 2021. Indirect (scope 2) GHG emissions were 312,253 tCO<sub>2</sub>e in 2020 and 390,558 tCO<sub>2</sub>e in 2021. The total GHG emissions intensity in 2022 was 0.058 metric tonnes of CO<sub>2</sub>eq per sq. ft of retail space. The total GHG emissions intensity was 0.042 in 2020 and 0.046 in 2021. However, the GHG emissions data for these years is not comparable with 2022 due to continual enhancement of the measuring system and the significant operational impacts of the COVID-19 pandemic. LuLu Group endeavours to further enhance its emissions disclosures in the coming years by strengthening its monitoring system.

**GHG EMISSIONS IN 2022 (TCO<sub>2</sub>E)**

Indirect GHG emissions\* (Scope 2)

Direct GHG emissions (Scope 1)



\*Note: Scope 2 emissions are calculated using the location-based method as per the GHG protocol.

# CIRCULAR ECONOMY

LuLu Group is committed to promoting a model of production and consumption based on reducing, reusing, and recycling existing materials to ensure we utilize our resources effectively and contribute positively to our sustainability efforts.

Our management has committed to effectively manage the waste generated by our retail activities. To achieve this goal, we have implemented an environmental management system and ensure proper segregation of the waste at source.

As a major retailer, we generate a variety of waste including food waste, plastic waste, metal waste, and packaging waste. This waste is collected by the compactor at a store level and safely disposed of by authorised waste contractors. We collaborate with third-party waste contractors to recycle our carton, metal, and plastic waste, as well as used cooking oil.

Food wastage reports are generated periodically and monitored closely by management. Any necessary reduction actions are decided upon and communicated to employees accordingly. Moreover, these food wastage reports are also shared with the outlets for them to take appropriate waste management measures across various categories. We have introduced initiatives to effectively reduce food waste including production planning and implementing a food safety management system (FSMS) throughout the food chain. We have partnered with the UAE Food Bank to donate edible food items. In some regions, consumable food waste is given to external agencies to feed animals.

LuLu Group's recyclable waste includes paper, cardboard, metal, plastic bottles, and used cooking oil. Organic and mixed non-recyclable waste is collected using metal skips & compactors and disposed of by our waste contractors as per the local waste disposal requirements. Used cooking oil is collected by different contractors for the purpose of recycling.

LuLu Group is striving to reduce its plastic footprint by spreading awareness about eco-friendly shopping bags among our customers. Moreover, we are introducing various other eco-friendly products at our outlets.

Introduced in 2021, we further strengthened our reverse vending machines (RVMs) initiative as part of our circular economy initiative to tackle improper disposal of recyclable materials. RVMs have proven effective in collecting empty beverage containers such as plastic bottles and aluminium cans. These RVMs operate in reverse compared to traditional vending machines, where users deposit empty containers into the machine before they are sent for recycling.

As part of our commitment to circularity, we have set an ambitious target to collect 4.5 million recyclables through RVMs in 2023. We aim to achieve this target by rolling out our initiative in UAE and implementing mechanisms to incentivize customers to use RVMs.

2022

**37,941**  
Number of recyclables collected

**1,199**  
Number of metal cans collected

**36,742**  
Number of plastic bottles collected

**1,046**  
Number of RVM users

Number of recyclables collected

**2023 TARGET** : **4.5 million**  
**2025 TARGET** : **32 million+**

Some waste management initiatives taken by different regions are as follows:

- Continual monitoring of waste generated through proper recording of waste and complying with the requirements of the Environment Agency Abu Dhabi (EAD)
- Encouraging customers to use reusable bags instead of plastic bags
- Special checkout counters for the users of reusable bags
- Digital in-store displays in place of printed displays
- Going paperless replacing printed promotion booklets with digital promotions
- Installation of re-fill stations in stores
- Use of reusable containers and utensils to store and display products
- Installation of ORCA machine, an innovative clean food waste disposal system converting food waste to liquid

LuLu Group has established, documented, and implemented a waste management system for its hypermarket facility in Qatar. This is maintained as part of the prerequisite programme (PRP) requirements of the ISO 22000 Food Safety Management System. As part of this system, the various types of waste generated are segregated & collected by approved contractors.

In Al Ain, we follow procedures and regulations set by Tadweer, the Abu Dhabi Waste Management Company. Each entity is registered through their web portal which enables them to submit daily waste collection requests through their system. We can also get the manifest details. As per their requirement, we are selecting the approved environmental service providers through their portal.

**CASE STUDY**

**LuLu phased out single-use plastic bags in the Emirate of Abu Dhabi under the guidance of the EAD**

Due to growing environmental concerns and a commitment to sustainable practices, Abu Dhabi embarked on a transformative journey to reduce environmental pollution by phasing out single-use plastic bags in June 2022, coinciding with World Environment Day. This initiative was guided by the Environment Agency Abu Dhabi (EAD) in partnership with major supermarkets across the emirate. There were many challenges faced in implementing this initiative, especially pertaining to losing business opportunities due to customers seeking to shop at smaller retailers that had not implemented such initiative. However, LuLu Group is proud to share that the ban has been a success for the organisation, and we have successfully phased out single-use plastic bags in all our outlets in the Emirate of Abu Dhabi.

To help make this initiative successful, the EAD raised awareness by releasing a press note informing the people of Abu Dhabi about the launch of this initiative. Moreover, they also highlighted the negative environmental impacts that single-use plastics have and promoted sustainable alternatives. In addition, the EAD also provided support and guidance to retailers to facilitate the transition including advice on sourcing eco-friendly bags and providing training to employees. This initiative will have a significant impact on the environment in Abu Dhabi by reducing plastic waste, resulting in a cleaner environment and create awareness amongst the people who live there. Moving forward, we will continue to monitor compliance with the initiative and explore further measures to reduce our plastic waste.



# WATER MANAGEMENT

Water conservation is one of the cornerstones of our environmental initiatives, and we are deeply committed to responsibly managing our water resources, from implementing conservation measures to providing training to our employees on the importance of water conservation.

In Oman, we have introduced a water-softening system to reduce the use of our RO plant. While in Saudi Arabia, we have implemented a grey-water recycling and treatment scheme in our most recent store.

Water is used in a lot of our processes including food preparation, pantry uses, cleaning, gardening, washrooms, and by staff for day-to-day activities. LuLu Group makes efforts to reduce water consumption and has implemented initiatives including installation of sensor-controlled washing units in our operations and usage of sanitary equipment that consumes minimal amounts of water. In addition, we also generate awareness on water conservation among our employees by placing posters in the washrooms to remind them about responsible water usage.

Our water is sourced from local authorities and municipalities across our global operations and is disposed of through municipal drainage lines, ensuring that all fluids discharged are contaminant-free as per local regulations and international standards. For example, we filter wastewater from kitchens through grease interceptors before it is discharged.

In addition to implementing various water management measures, we actively reuse water for the purpose of landscaping. This initiative not only helps us reduce our water consumption but also contributes to sustainable environmental practices.

LuLu Group measures and monitors its water consumption every month through the bills submitted by the water authority. In 2022, the total water consumption was 2,398,874 m<sup>3</sup>. We strive to minimize water consumption through efficient technologies, regular monitoring, and a culture of conservation.

# SOCIAL RESPONSIBILITY

The social component of ESG examines the ways that an organisation interacts with its employees and the communities in which it operates and is a fundamental part of sustainability. LuLu Group is committed to fostering positive relationships with its employees, local communities and suppliers from promoting diversity and inclusion to ensuring fair labour practices and enhancing community engagement. By prioritizing social responsibility, we aim to create lasting value for both our stakeholders and the wider society.



## Material Topics



EMPLOYMENT



WORKFORCE EMPOWERMENT



TRAINING AND DEVELOPMENT



HEALTH AND SAFETY



LOCAL COMMUNITIES

## UN SDGs



# OUR PEOPLE

At LuLu Group, we believe that our employees are our most valuable asset, and we strive to cultivate an inclusive work culture that supports diversity, fosters creativity and innovation, and ensures everyone can thrive in our environment.

To achieve this, our Human Resources department has developed comprehensive Human Rights and Employee Wellbeing policies. These policies outline our commitment to upholding human rights principles, promoting diversity and inclusion, ensuring fair treatment and equal opportunities for all employees, and fostering a culture of respect and dignity.

Additionally, LuLu Group has a comprehensive set of policies and practices that govern relationships under which work is performed within the organisation, including our Code of Conduct, performance structures, and communication guidelines. These practices ensure that we develop and maintain effective working relationships which further supports

a positive work environment that upholds our values and goals.

LuLu Group employs external workers to carry out specific tasks such as maintenance, cleaning services, transportation, and security. Of these, 913 workers support in operational activities as needed. We have stringent company policies in place to ensure that any form of forced or compulsory labour is prohibited. Should anyone be found involved in such cases, they will be subject to legal consequences from both LuLu Group and the relevant government authorities.

The table below provides an overview of our workforce over the last three years.

EMPLOYMENT	UNIT	2020	2021	2022
Full-time employees	#	47,239	49,669	50,978
Female full-time employees	#	6,828	6,693	7,479
Male full-time employees	#	40,411	42,976	43,499
Percentage of full-time female employees	%	14	13	15

EMPLOYEE COUNT BY AGE	UNIT	2022
18-25	#	14,575
26-35	#	23,073
36-55	#	12,852
55+	#	478

## EMPLOYEE COUNT BY REGION IN 2022

REGION*	UNIT	2022
Middle East	#	49,775
East & South Africa	#	49
Europe	#	112
North America	%	68
South Asia	#	705
South East Asia	#	269

\*The regions include employees of following countries:  
**Middle East** - UAE, Oman, Bahrain, Qatar, Kuwait, Saudi Arabia, Egypt, Turkey  
**East & South Africa** - Kenya, Uganda, South Africa  
**Europe** - UK, Spain, Italy  
**North America** - USA  
**South Asia** - India, Sri Lanka  
**South East Asia** - Thailand, China, Vietnam, Indonesia, Philippines, Malaysia



## Hiring

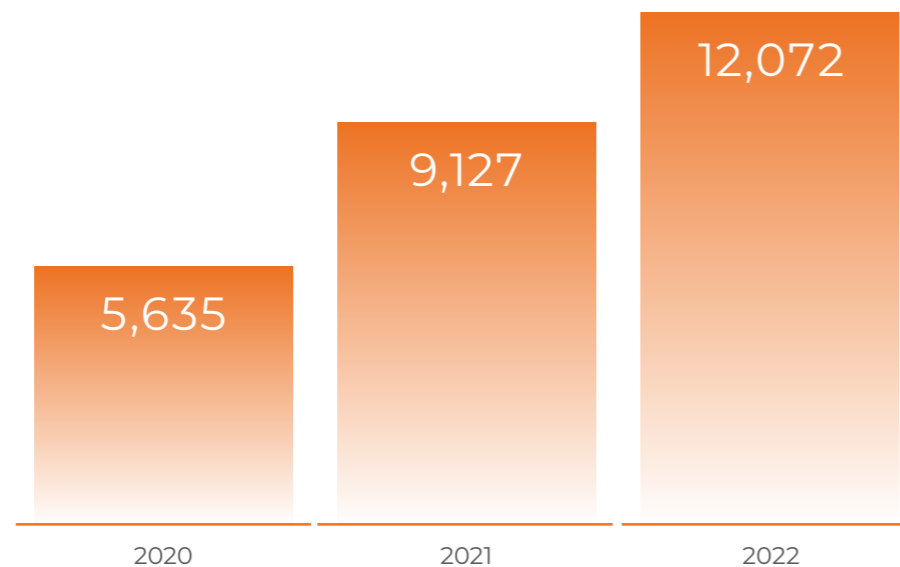
As a result of our efforts, LuLu Group is leading the way in the employment of young people in the countries in which we operate, offering them the chance to grow and prosper within the company. Presently, individuals under the age of 35 account for 74% of our national workforce in the MENA region. We value the dedication of our long-standing employees and at present, 20% of our national staff members have been a part of the LuLu Group family for more than six years. The number of new joiners in 2022 was 32% higher than number of new joiners in 2021.

The number of new joiners in 2022 was **32% higher** than the number of new joiners in 2021.

HIRING	UNIT	2020	2021	2022
Total number of new employee hires	#	5,635	9,127	12,072
<b>By gender</b>				
Female	#	984	1,578	2,624
Male	#	4,651	7,549	9,448
<b>By age</b>				
18-25	#	3,214	6,039	7,274
26-35	#	1,693	2,090	4,184
36-55	#	708	975	607
55+	#	20	23	7



NUMBER OF NEW EMPLOYEES WHO JOINED THE ORGANIZATION



### Employee Engagement

In addition to providing a positive working environment, LuLu Group is committed to engaging its employees and ensuring employee satisfaction. The COVID-19 pandemic presented some challenges in engaging with our employees due to the implementation of social distancing measures. In 2022, the government eased certain restrictions, however, we were advised to continue the practice of wearing masks and maintaining social distance to ensure good health. We have actively engaged with our employees to ensure

they adhere to the safety measures prescribed by the government.

We previously organised engagement activities such as walkathons, cricket tournaments, football tournaments, sports day and indoor games to help improve our employee engagement and contribute to cultivating a positive and productive workforce. With the ease of restrictions, we hope to implement these initiatives again in the near future.

### Recruitment and Benefits

We are focused on recruiting junior and middle level candidates while also facilitating the progression of current employees to higher positions. This ensures that we are supporting the personal growth of capable and efficient employees, enabling them to ascend to higher positions within the company along with an increase in remuneration.

We conduct comprehensive salary reviews regularly for all employees, ensuring we maintain competitive market salaries to our valued workforce. We offer paid leave to all our employees as per Government regulations in the countries where we operate.

### Parental Leave

We offer parental benefits in accordance with the labour laws of the countries in which we operate.

In 2022, all employees who were entitled to take parental leave took the leave and subsequently returned to work.

PARENTAL LEAVE	UNIT	2022
Total number of employees that were entitled to parental leave (female)	#	87
Total number of employees that took parental leave (female)	#	87
Total number of employees who returned to work after parental leave ended (return to work) (female)	#	87
Total number of employees returned from parental leave who were still employed twelve months after return to work (retention) (female)	#	69

2022



100%

Female employees who were entitled to parental leave and took the leave



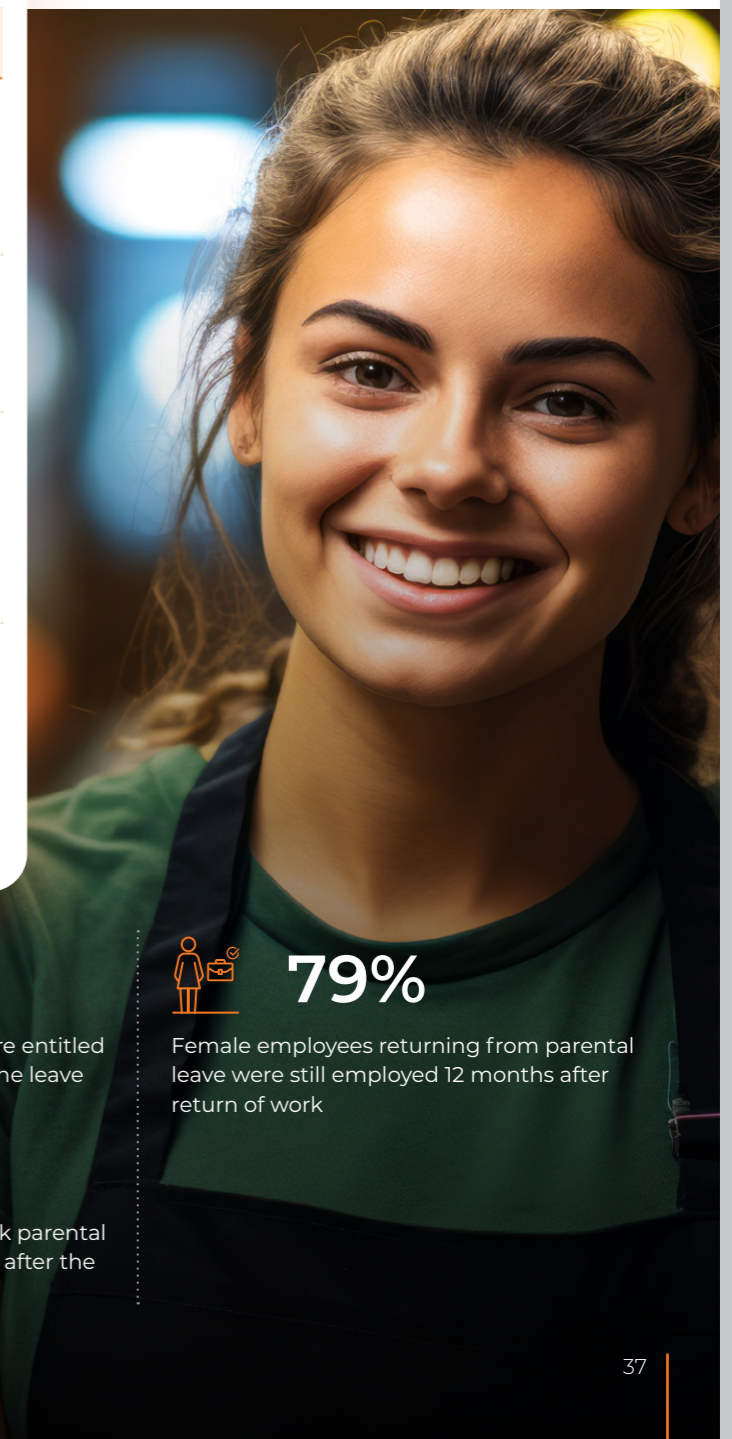
100%

Female employees who took parental leave and returned to office after the parental leave ended



79%

Female employees returning from parental leave were still employed 12 months after return of work





# DIVERSITY & INCLUSION



LuLu Group provides equal employment opportunities to all employees and job applicants without regard to race, colour, ancestry, national origin, gender, marital status, religion, age or disability.

We offer equal opportunities to all employees and applicants at all stages of employment, including hiring, placement, promotion, termination, layoff, recall, transfer, leave of

absence, compensation, and training. Our salary structure is purely based on designation and there is no discrimination in the same.

## Nationalisation

LuLu Group rigorously complies with regulations governing the hiring of nationals, striving to uphold the local employee count as stipulated by the Ministry of Human Resources & Emiratisation (MOHRE). As a result, we have implemented a dedicated team to oversee our nationalisation efforts and are collaborating with MOHRE to engage in a recruitment drive for the purpose of nationalisation. We are also actively establishing pathways for local talent recruitment, attending job fairs, and participating in career events. In the UAE, we

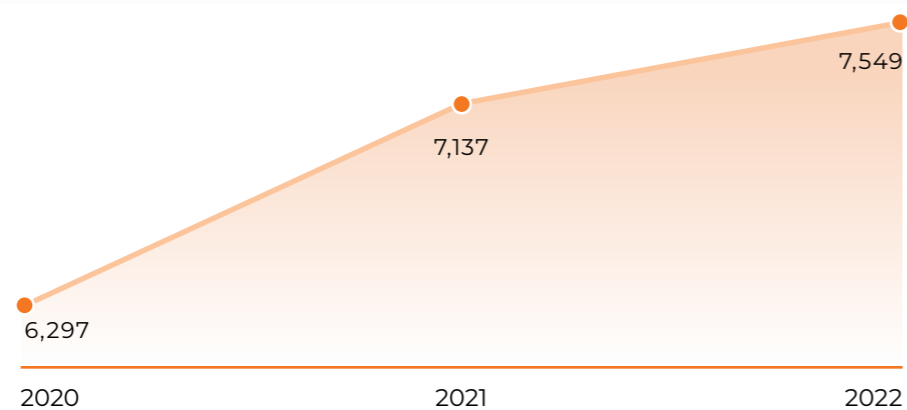
were honoured to receive the Nafis Award from the Emirati Talent Competitiveness Council for our dedicated efforts towards Emiratisation.

In 2022, the number of full-time national employees increased by 6%, showcasing our investment in the workforce of the regions we operate within. This growth builds upon a strong foundation, with a total of 7,549 national employees in 2022.



NUMBER OF FULL-TIME NATIONAL EMPLOYEES\*

\*Number of nationals represent GCC nationals in their respective countries.



## Initiatives to Increase Diversity

LuLu Group has implemented initiatives to enhance diversity, including target recruitment strategies that focus on recruiting women and candidates from underrepresented groups. These strategies include posting on diverse job boards, attending a variety of career fairs, and posting job descriptions that focus purely on

candidates' merit. Additionally, we have designed leadership development programmes that aim to identify and nurture high-potential employees from diverse backgrounds. The purpose of these programmes is to provide training, mentorship, and opportunities for skill enhancement to prepare individuals for leadership roles.

## Focus on Female Talent

At LuLu Group, we believe in providing equal opportunity and are proud to have a highly qualified and diverse team. We have seen a steady increase in the number of female employees joining the organisation, with the percentage of female full-time employees increasing by 12% in 2022 as compared to 2021.

provide guidance and support throughout their career journey. Moreover, we offer leadership development opportunities and career advancement pathways that encourage women to pursue growth within the organisation.

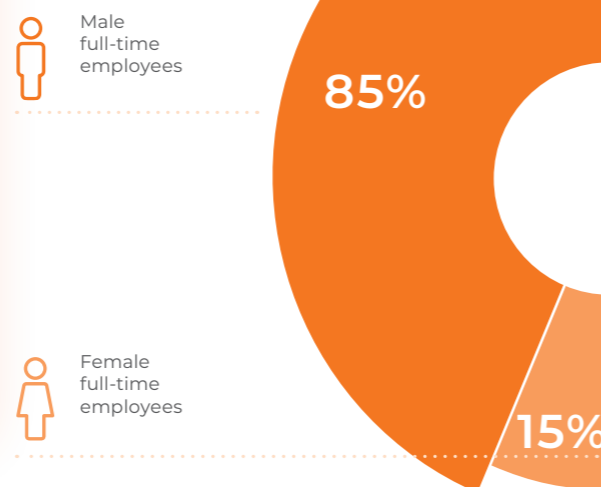
We have implemented certain initiatives aimed specifically at recruiting and retaining female talent. For example, LuLu Group has an established mentorship programme that pairs female employees with experienced mentors to

We are proud to report that in 2022, there was a significant increase of 54% in the number of female employees in middle management positions. The increase reflects our commitment towards gender diversity and inclusion within the organisation.

DIVERSITY	UNIT	2020	2021	2022
<b>Total Employees in Top Management</b>	#	75	76	76
<b>Total Employees in Middle Management</b>	#	509	539	569
Male	#	498	526	549
Female	#	11	13	20
<b>Nationalities</b>	#	45	48	45

We are proud to report that in 2022, there was a significant **increase of 54% in the number of female employees** in middle management positions.

EMPLOYEE GENDER DIVERSITY IN 2022



### Safe and Inclusive Work Environment

Discrimination in any form is not only unacceptable but also unlawful and we have implemented a zero-tolerance policy on these issues, reflecting our commitment to preventing these incidents within our organisation. This policy is communicated to all employees during the onboarding process and is available in the Employee Handbook, which ensures all employees are aware of our expectations regarding discrimination.

In addition, we regularly conduct diversity and inclusion training for all employees at all levels of our organisation to ensure that we continue to operate a safe and inclusive working environment.

At LuLu Group, we strive to operate a respectful and transparent work environment where employees can raise concerns or report misconduct without fear of reprisal.

Employees can submit their grievances through multiple channels, ensuring accessibility and confidentiality and we have a strict non-retaliation process that ensures all employees are protected from experiencing adverse consequences. All reports are treated with sensitivity, and information is shared only on a need-to-know basis to ensure a fair investigation. Our employees are kept informed at all stages of our investigation and of any

action taken. Our grievance mechanisms have been designed to uphold the principles of fairness, transparency, and accountability and we transform grievances into opportunities to improve our employee education with respect to ethics and professionalism. This process empowers our employees and stakeholders to contribute to a safe, respectful, and positive work environment.

### Continuous Improvement

In addition to increasing the diversity among our workforce, LuLu Group is also committed to retaining current employees and facilitating their advancement to higher positions within the organisation. We strive to foster a sense of belonging among our workforce, cultivating a positive work environment, and ensuring employee jobsatisfaction. Our commitment to our employees also extends to their immediate family members. We strive to offer new employment to the immediate family members of our current employees, and we also extend financial support for the marriages of our employees' daughters. In

addition, we ensure competitive compensation, accommodations, and vehicle allowances for our employees based on the category within our family-orientated approach.

Our commitment to our employees continues even after they have left either due to family-related issues or retirement. LuLu Group offers these employees the option to work in their home country, provided we have operations there, demonstrating our commitment to supporting our employees in their various life circumstances.



# TRAINING AND DEVELOPMENT

At LuLu Group, we are dedicated to ensuring that our people have the resources and skills they need to perform their duties to the best of their abilities. To this end, we have implemented a myriad of policies, processes, systems, and resources dedicated to employees enhancing their knowledge, skills and competencies.

## Alignment with Organisational Goals

Our training and development framework outlines our organisation's strategies and initiatives related to employee development and is designed to ensure that each employee can access learning opportunities that align with their growth trajectory. We have a dedicated Learning and Development department that oversees the design, implementation, and evaluation of our training initiatives. In close collaboration with subject matter experts, this department plays a key role in creating relevant and up-to-date training content.

To engage our employees, we offer a diverse array of learning opportunities including workshops, online training, classroom sessions, and on-site training. Additionally, we have also formed partnerships with external training providers and training institutions to offer specialised programmes where necessary. LuLu Group conducts regular performance reviews to identify competency gaps and training, using the results to develop individual plans to ensure each employee receives the training they need.

## Advanced Learning Management System (LMS)

Moving forward, we are eagerly anticipating the launch of our advanced Learning Management System (LMS), which will play a pivotal role in taking our training initiatives to new heights with a user-friendly interface and robust features. This system will revolutionise how our employees access and engage with training modules, providing them with increased opportunities to contribute to their personal development.

LuLu Group International is fully committed to complying with international regulations and

guidelines pertaining to employee training and development. Our dedication to upholding global standards underscores our commitment to providing high-quality training programs that align with industry best practices and regulatory requirements. We proactively monitor and stay informed about international regulations and guidelines related to employee training, encompassing areas such as safety, diversity, equal opportunity, ethical conduct, and skill enhancement.

Some examples of internal training modules include:



Induction



Retail



Health & Beauty



Frozen Food



Customer Service



Housekeeping Supervisors



Basic Food Hygiene



Effective Customer Service



Security



Health & Safety





## ESG Training and Communication

ESG is an important aspect of our business operations and it is important to LuLu Group that all our employees receive comprehensive training on this subject. During the year, we conducted 16 ESG training sessions across 20 geographies to ensure that our employees understand the importance of integrating sustainability into our operations and learn the ways that they can

implement sustainable practices within their own work area. As a result, LuLu imparted 1,376 man-hours of training in 2022. By educating and engaging our employees on ESG, we strive to create a culture of responsibility, awareness, and positive impact across our organisation and the communities we serve.

## Monitoring Employee Training and Development

Our employee training programmes undergo a comprehensive and structured assessment process that enables us to adapt our training strategies to current needs. This process involves using a combination of feedback mechanisms such as participant surveys, assessment of learning outcomes, and post-training performance monitoring to evaluate our training effectiveness. We ensure that we deliver high-quality, impactful training that provides our employees with the relevant skills they require. Our monitoring and reporting framework provides a strategy for collecting and analysing information pertaining to employee training. We continuously gather comprehensive data on various aspects of employee training and development, including the number of training sessions conducted, participation rates, training

hours, and areas of focus, which can then be analysed to identify trends and gaps that require further investigation.

We also engage in comparative analysis to assess training outcomes across all our different departments, teams, or locations, enabling us to identify discrepancies, share best practices, and allocate resources more effectively. From this, we produce reports on employee training which can be adapted and shared with our various stakeholder groups depending on their needs. These reports provide a detailed insight into our training programmes and their effectiveness. This comprehensive process is pivotal to ensuring we offer effective training, resulting in a competent workforce and contributing to the success of our organisation.

16



ESG training sessions conducted across 20 geographies in 2022

1,376



Man-hours dedicated to ESG trainings in 2022

LuLu Group is proud to share that the total number of training hours undertaken by our employees increased by **30%** in 2022 on a yearly basis.

## Employee Feedback

LuLu Group recognises the importance of using our employees' feedback to continually improve the trainings we provide. We highly value all feedback provided by our employees and stakeholders and the participants can easily share their feedback and suggestions of the training programmes. This information plays a pivotal role in shaping the training programmes we offer the following year. Feedback is collected in a variety of ways including surveys, suggestion portals on the

intranet, and direct communication with supervisors before being analysed to identify common themes and areas of improvement. By actively seeking and considering feedback from employees and other stakeholders, we ensure that our training programmes evolve in response to real-world needs and expectations. Moreover, this process makes our employees feel involved in the process by enabling them to shape the future training programmes offered to their colleagues.

## Certifications

At LuLu Group, we are committed to maintaining high standards in employee training and development. In Oman, we are pleased to receive the ISO 21001 certification highlighting our commitment to continuous improvement and our dedication to taking necessary steps to align our training programmes with recognised industry standards and guidelines. Moreover, our

training programmes are meticulously designed to ensure they meet or exceed industry norms, ensuring we empower our workforce by providing them with high-quality educational experiences. Moving forward, we remain open to opportunities to obtain the relevant certifications that validate our commitment to maintaining exceptional training standards.



### Promoting Employee Training and Development

LuLu group uses an array of systems, methods, tools, and technologies to actively promote training programmes to employees at all levels of the organisation.

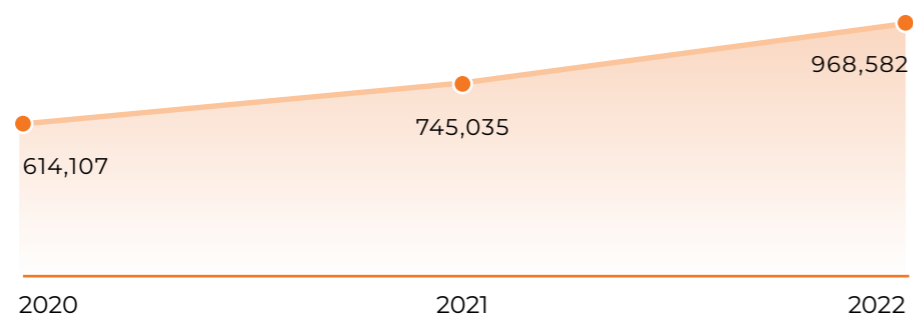
We provide virtual webinars and workshops that enable experts and trainers to impart their knowledge to a wider audience. These virtual trainings offer employees access to the latest expert information while also enabling knowledge sharing, interaction, and skill-building across different locations.

We measure employee training using various KPIs to gain insight into our employee training performance. This allows us to tailor our content for future programmes, enabling us to achieve optimal results.

These strategies demonstrate our commitment to providing a comprehensive employee training and development programme that utilises the latest technology to deliver engaging and easy-to-access content.



TOTAL NUMBER OF TRAINING HOURS FOR TOTAL WORKFORCE



TRAINING	UNIT	2020	2021	2022
<b>Total number of training hours by gender</b>				
Female	Hours	88,764	100,395	142,101
Male	Hours	525,343	644,640	826,481
<b>Total</b>	<b>Hours</b>	<b>614,107</b>	<b>745,035</b>	<b>968,582</b>
<b>Average hours of training per employee by gender</b>				
Female	Hours per number of female employees	13	15	19
Male	Hours per number of male employees	13	15	19
<b>Total</b>	<b>Hours per number of total employees</b>	<b>13</b>	<b>15</b>	<b>19</b>

# HEALTH AND SAFETY AT WORK



LuLu Group is committed to prioritising health and safety in the workplace. We adhere to safe labour practices and laws to protect and ensure the wellbeing of all our employees and have implemented an Occupational Safety and Health (OSH) system to manage risks effectively while also complying with legal regulations.

LuLu Group's adherence to local health and safety requirements, along with our group-level commitment, demonstrates our dedication to protecting the health and safety of all employees, contractors, visitors, and other interested parties.

LuLu Group has a dedicated occupational health service that aims to achieve universal health coverage for all our employees, providing access to quality essential healthcare services and access to quality and affordable essential medicines and vaccines. This service safeguards all employees' information, and it is prohibited

from sharing this information with other departments. Moreover, this information cannot be used in decisions regarding the employment or engagement of workers.

Occupational health services are also tasked with identifying and eliminating hazards in the workplace, further safeguarding our employees' health and safety. This includes surveillance of our facilities and protective equipment as well as providing advice regarding health and adapting work to each employee. The service also oversees all first aid and emergency treatment.

LuLu Group provides its employees with health and safety training as well as first aid and food safety training. We provide all necessary personal protective equipment and conduct regular training to increase awareness amongst staff of health and safety risks in the work environment. Employees are encouraged to undertake trainings offered within the organisation, as well as by governmental and other organisations.



**OHS Management System**

LuLu Group has implemented an OHS system in all our facilities that outlines the requirements that must be followed daily to ensure that our operations are conducted safely without risking the health and safety of our workforce. All our OHS systems comply with the standards and regulations of the countries in which we operate.

We take the health and safety of our workforce extremely seriously and take all necessary steps to promote a positive OHS culture that is enforced by regular training opportunities. Our management are tasked with conducting risk assessments that aim to identify any hazards present so that control measures can be swiftly employed. We also conduct regular health and safety meetings to share insights and measures for eliminating risks in the workplace.

LuLu Group recognises that our employees' support and constant vigilance is key to creating and sustaining a safe working environment. As a result, we actively encourage our employees to report all hazards to their respective team leaders to ensure that we eliminate all potential risks. Furthermore, our employees are consulted

by Environment, Health and Safety (EHS) representatives regarding OHS matters, including any change that may impact their health and safety in the work environment.

All employees are made aware of the risks pertaining to the work that they undertake, and they are also instructed on the necessary precautions they must take.

Employees are publicly acknowledged for identifying risks with the hope that this will continue to encourage employees to come forward with any risk they are aware of. In 2022, no major incidents of injuries were reported.

Looking forward, LuLu Group will continue to provide refresher training to our employees to promote health and safety awareness and reduce the risk of workplace injuries. In addition, we will continue to actively seek to develop and implement new risk management strategies, and frequently review the OHS performance at different management levels.



# RESPONSIBLE PRODUCTS AND SERVICES

LuLu Group is committed to providing safe, healthy, and affordable food and other products to our customers, while also offering a unique shopping experience that is unmatched in terms of product and service quality.

We are continually striving to strengthen our policies and procedures to ensure that we continue to deliver high-quality and safe products that meet the diverse needs of our customer base across the MENA region.

At LuLu Group, we recognise the importance of offering a diverse range of products that meet the nutritional and dietary needs of our customers. We actively engage with our suppliers to gather information, enabling us to educate our customers on food and product safety, including ingredients, nutritional value, and allergens. We have introduced more lines of healthier food to support a healthy and sustainable lifestyle. The Fresh Food departments of our retail stores now provide in-house products that are lower in both sugar and fat, as well as sugar-free, gluten-free, and no-added-sugar produce. In addition, we have taken measures to reduce the salt content of our food, resulting in significant reductions across various products since 2015. Together, these initiatives intend to provide our customers with a wider and healthier choice of options, promoting healthy eating and catering for customers with diverse dietary requirements.

In our commitment to promoting a healthier and more sustainable lifestyle, we have increased the proportion of organic fresh fruits, vegetables, meat, and fish products in our portfolio and made every effort to increase the products sourced locally. This not only supports local farming communities, but it also enables us to deliver fresh produce that offers improved nutrition and flavour while contributing to reducing our GHG emissions through reduced transportation.

We regularly run informative campaigns and promotions to raise awareness about healthy nutrition and the vast array of food products that LuLu Group offers. Our marketing team has a carefully designed calendar of activities to promote healthy eating habits among our customers. LuLu Group has also entered into an agreement with the Abu Dhabi Public Health Center (ADPHC) and signed a memorandum of understanding (MoU) in 2019 that requires us to highlight and promote the sale of healthy products. Originally introduced as "Weqaya," this initiative was revitalized in 2022 and rebranded as "Sehhi," which translates to "Healthy". This programme was launched with a view to increasing the community's access to healthy food and promoting awareness about healthy eating.



## Food Safety

Our standards of quality, health and safety have helped us maintain our position as a leading and admired retailer in the MENA region.

LuLu Group has implemented a number of health and safety procedures to ensure the safety and quality of the products we source and produce. These procedures are an essential part of our strategy to ensure we provide high-quality products that maintain brand reputation whilst also protecting consumers and complying with legal and regulatory requirements.

Our private label department is responsible for vetting and selecting suppliers based on their ability to meet safety standards, and we have established robust guidelines for the testing and inspection of all products to ensure they meet the highest possible standard. Within this department, we have established a dedicated quality team that is solely responsible for the management and implementation of product

safety. This department plays a pivotal role in ensuring that our products meet the highest standards of safety and quality.

Assessing the health and safety impacts of our products is an ongoing process as we constantly seek opportunities to improve the products we offer. We systematically evaluate, analyse, and refine our products to ensure they continue to meet or exceed regulatory standards. Ensuring compliance with regulations on health and safety is of utmost importance to all at LuLu Group and any instances of non-compliance are identified and rectified as quickly as possible. We have a robust mechanism for dealing with such instances, with the primary goal of ensuring the health and safety of our customers. All reported instances are investigated thoroughly to determine the root cause of the incident and we maintain transparent communication with our customers while we are developing and implementing corrective measures.

At LuLu Group, we strive to ensure our products and services meet or exceed national and international standards. We have developed collaborations and partnerships with the public sector such as the Ministry of Economics and the

We are proud to report that no incidents of non-compliance concerning the health and safety impacts of products and services have occurred during the reporting period.



Abu Dhabi Food Control Authority on product safety. Additionally, our private label department has proactively pursued certifications to ensure that we are delivering value to our customers while adhering to industry best practices and regulatory requirements. As a result of our dedication to the health and safety of our products, we have obtained the ISO 9001:2015 Quality Management System certification, reflecting our efforts to meet customer requirements and regulatory standards.

To help ensure that our workforce is ready to deal with any instances that arise, we conduct regular employee training sessions to raise awareness about health and safety considerations and to ensure that our employees understand the importance of adhering to quality standards. Our learning programmes ensure that our employees are up to date with relevant international and

industry-specific regulations and guidelines that govern product safety. Moreover, we also provide training on how to conduct risk assessments and take preventative measures. These training sessions aim to foster a culture of continuous improvement by encouraging all our employees to actively identify and mitigate potential risks.

In addition to the measures outlined above, LuLu Group collaborates with an independent third party to engage with suppliers on different aspects, including ESG criteria. This demonstrates our commitment not only to product quality but also to maintaining transparency and accountability. Additionally, the comprehensive evaluation provided by such engagements contributes to our ongoing pursuit of excellence.

## Customer Experience

At LuLu Group, we strive to nurture positive relationships with our customers to improve their experience, maintain their loyalty, and attract new business. Our Customer Happiness Centres aim to provide exemplary shopping experiences to all customers by providing structured shopping environments that are supported by knowledgeable and approachable members of staff. To ensure the successful operation of these facilities we offer comprehensive training to customer service staff and coordinate with store management or other department heads on matters related to shopping experiences. In addition, we also strive to resolve any complaints swiftly and efficiently as per the Group policy.

Our private label department also aims to contribute positively to the customers' experience by providing comprehensive labels and promoting nutritious and healthy products.

We source products that meet clear nutritional guidelines and adhere to all regulatory guidelines regarding nutrient content claims. This ensures that our product labels are accurate and supported by scientific evidence. In addition, all our product labels provide transparent information about nutritional content, ingredients, allergens, and any relevant health claims, making it easier for customers with allergies or food intolerances to identify products that are suitable for them. We always strive to implement best practices that support the health and safety of our customers and empower them to make informed choices.



LuLu Group also employs digital solutions to increase our customer experience. Some of our product labels feature QR codes that customers can scan to gain instant information on the ingredients, nutritional content, and recipe ideas.

We seek regular feedback from our customers through online and offline communication channels. This information enables us to

understand our customers' needs and tailor our products and services accordingly.

Our outlets across the MENA region have received numerous awards for customer satisfaction. In the UAE, we were honoured with the Most Admired Retail Company of the Year award and also recognized as the Most Admired Omnichannel Retailer of the Year.

### Customer Relations

LuLu Group has a defined customer relationship management system that has been implemented across all our retail outlets. This system enables us to connect with our customers and collect information on their shopping experiences, the prices of products and any challenges they may have faced. Our customer happiness centres help us in understanding our customers' general impressions of our stores and providing information that can help us to continue to improve year over year.

To enhance customer relations, LuLu Group invests in training programs for merchandisers to improve their communication skills, empathy, and problem-solving abilities. We have also implemented a multi-channel support system that enables us to assist customers more

efficiently. This system includes email and social media, making it user-friendly and accessible to more customers. Additionally, we maintain several channels of communication with our customers, such as leaflets, emails, and posts on social media platforms, to provide them with up-to-date information on new products, promotions, and company news.



In Dubai, LuLu won the **Dubai Quality Award** organised by the Government of Dubai, and the Dubai Service Excellence Scheme (DSES) Award by the Dubai Department of Economy and Tourism (DET).

LuLu Group plans to introduce a customer loyalty program called LuLu Happiness to reward frequent buyers with exclusive offers and discounts. This program will aim to reward customer loyalty while also increasing incentives for shopping with us.

We are also committed to promoting responsible disposal practices and informing customers about the environmental and social impacts of our products or services. We believe in transparency and empowering consumers to make environmentally conscious choices. Our product labels and packaging include clear disposal guidelines to inform customers about the proper way to dispose of our products at the end of their lifecycle. Moreover, we use icons on our labels to indicate nutrients, eco-friendly packaging, product quality, etc. These icons help customers quickly identify products with responsible disposal options. Some of our products also include statements on the packaging or marketing materials that outline their environmental impact.

While great efforts are taken to minimise complaints, we welcome and encourage our customers to submit feedback so that we can continually strive to improve our products and services, maintaining a high standard of customer satisfaction. All customer complaints are taken

seriously and handled swiftly and efficiently, and all generated feedback is used to improve our operations.

LuLu Group has several mechanisms in place for customers to submit complaints, including online forms, dedicated hotlines, email communication, social media, and in-person at any of our retail locations. All complaints are logged into our system so that we can effectively track, analyse, and respond to each case, inform the supplier, and conduct root cause analysis (RCA) and take corrective and preventive actions from our end. All complaints are investigated thoroughly and once a resolution has been determined, we implement it immediately and identify any preventive measures that can be taken to prevent this issue from arising again in the future.

Monitoring and reporting on customer satisfaction and complaints is pivotal to understanding how well our products and services are meeting our customers' needs and expectations, and we share all generated data on these issues with the relevant stakeholders to promote transparency and foster a culture of accountability and improvement.



In Kuwait, LuLu Hypermarket won the prestigious Service Hero award in 2022.

**CASE STUDY**

LuLu Group successfully launched a ‘Goodness Forever’ product range

The LuLu Group Private Label department is responsible for developing and marketing products under the LuLu Group brand name. This department is focused on product development, quality control, branding, and marketing and promotion. The department actively seeks to bring the best quality products to our customers, while also providing transparent and comprehensive information about the content of our products, especially regarding substances that might have environmental or social impacts.

Additionally, our Private Label department operates following a comprehensive set of standards, codes, laws, and regulations for labelling and marketing purposes. By complying with all industry norms and legal requirements, we ensure that our communications are accurate and transparent. We believe that informed consumers are empowered to make responsible choices that align with their values.

In 2022, LuLu's Private Label department launched a new Goodness Forever product range that has received exceptional feedback from both customers and industry experts. We also conducted a customer engagement campaign that involved interactive social media contests and collaborations with influencers. This initiative not only enhanced our online presence but also fostered a deeper connection with our customer base. Additionally, LuLu's private label partnered with licenced brands such as Disney and Warner Brothers to co-create exclusive product lines. These collaborations have been successful in expanding our product range and introducing our brand to new audiences.

Our private label department also recognises the importance of sustainability and aims to maximise the use of eco-friendly packaging for our products, reflecting our commitment to responsible business practices.



# COMMUNITY DEVELOPMENT

LuLu Group recognises its responsibility towards local communities and regularly participates in community development initiatives across the 23 countries in which we operate. We actively partner with organisations and approved charities on corporate social responsibility initiatives that align with our organisation's core values.

These initiatives enable us to give back to our local communities by offering support in areas such as healthcare, education, and economic empowerment. Moreover, we have an ESG policy that also covers corporate social responsibility (CSR) to guide us on how we serve the community and reinforce our commitments.

LuLu Group is proud to support local youth and SMEs and we also conduct a diverse array of community initiatives, from backing our local farmers and fish markets, to delivering Iftar meals in the form of charity during the month of Ramadan. We also actively participate in health campaigns, such as blood donations drives and breast cancer awareness campaigns. Additionally, we conduct medical camps within stores and inside labour camps to provide healthcare services as a part of our social commitment.

We welcome new proposals from all charitable and non-profit organisations seeking our support.

LuLu Group's commitment to sustainability extends beyond environmental practices, weaving a strong social fabric into the communities we operate in. Blood donation drives organised in Al Ain and Abu Dhabi address a critical need, while Ramadan meal distribution programmes across several of our locations including KSA, UAE, Bahrain, among others ensure those less fortunate can celebrate comfortably. LuLu Group further fosters social responsibility by encouraging employee volunteerism and supporting local causes.

In 2022, we contributed AED 7,356,349 to community development through donations and sponsorships.

INDICATOR	Unit	2021	2022
Donations and Sponsorships	AED	9,241,210	7,356,349

This well-rounded approach extends to health awareness as well. LuLu Group's participation in a Cancer Walk in Oman demonstrates our commitment to not only environmental

well-being, but also the health of the communities we serve. By combining environmental initiatives with social programs, LuLu strengthens the communities in which we operate. Some of our region-specific initiatives are outlined below.

In 2022, LuLu KSA went above and beyond in supporting the community. We championed local producers by signing agreements with the Saudi Cooperative Society and the Ministry of Industry and Mineral Resources to procure and promote locally grown fruits, vegetables, fish, and manufactured goods. This commitment to "From Our Land" fostered Saudi entrepreneurs and SMEs. LuLu KSA generously donated SAR 1 million to EHSAN, KSA's National Platform for

LuLu KSA generously donated SAR 1 million to EHSAN, KSA's National Platform for Charity Work.

Charity Work, partnered with organisations supporting children with disabilities, and continued their 5-year partnership with the Zahra Breast Cancer Association. Our reusable bag program combined environmental responsibility with supporting the fight against breast cancer through profit donations. When Jeddah was affected by floods during a store inauguration, we diverted the opening budget to assist 1,500 families via the NAFA charity. Additionally, LuLu partnered with Manafith, a solutions company, to streamline charitable purchases for customers. This innovative approach empowers customers to conveniently contribute to causes they care about.

We actively promoted community well-being through various initiatives. One such initiative was organizing a blood donation camp in collaboration with the Abu Dhabi Blood Bank (ADBB). This camp, along with awareness kiosks hosted in our outlets, ensured safe and efficient blood collection while raising awareness on the importance of blood donation. In addition,

we partnered with the Ministry of Community Development and the Emirates Red Crescent (ERC) on an annual Ramadan iftar campaign. During the holy month, customers were offered the opportunity to contribute AED 10 to provide iftar and Suhoor meal packs. LuLu arranged the food at no profit and facilitated delivery to those in need.

In Dubai, we sponsored and supported several events in 2022. Firstly, we were proud to support education for underprivileged children and sponsored cultural events for the wider community. Moreover, our support to the local community extended to organising medical camps within our stores and inside labour camps to ensure that people were receiving the medical care they needed. Additionally, LuLu supported the UAE Food Bank's mission by donating food products to the needy.

When Jeddah was affected by floods during a store inauguration, we diverted the opening budget to assist 1,500 families via the NAFA charity.

In 2022, LuLu's operations in Bahrain were actively involved in community initiatives. We were proud to support the Bahrain Animal Rescue Centre (BARC) by providing them with air conditioning units to make the animals more comfortable. Additionally, our staff volunteered with the centre, distributing food and supplies. We participated in two campaigns to support underprivileged women and children in the community. The first was the Afkarech Toys Donation Drive which collected and distributed gifts to children and the gifts were personally wrapped by our staff. The second was the Bag of Love campaign which was

an initiative to support low-income mothers & women in need with daily essentials. Our 100 Fils campaign encouraged customers to donate any amount, starting at 100 Fils. The collected amount was handed over to the Royal Humanitarian Foundation (RHF) for orphan children in Bahrain.

Our entities in Oman are involved in a diverse range of charitable initiatives. We have established collaborations with organisations such as Dal Al Atta and Nida Charity to address a broader spectrum of needs to provide necessities, offer educational opportunities, and give healthcare assistance. LuLu Oman also proudly supported local businesses during 2022. LuLu's 'Proudly from Oman' initiative serves to promote locally made products and foster an environment where local SMEs thrive. Moreover, this initiative intends to empower female entrepreneurs by providing them with a platform to showcase their offerings.

In 2022, LuLu Group in Qatar was actively involved in environmental initiatives including 'No Plastic Day' during Qatar Sustainability Week and the Ministry of Municipality and Environment's (MME) 'Go Green Programme'. The programme involved distributing reusable and paper bags. Additionally, we participated in a beach clean-up drive that gathered over 150 kg of waste. We implemented e-waste collection bins in some of our stores in collaboration with Seashore Recycle. Our 'Shop and Donate' campaign aimed to raise awareness about cancer and a portion of sales proceeds from select products was donated to the Qatar Cancer Society. Moreover, we also provided financial support to Qatar Charity through this initiative.

In UAE, we organized a blood donation camp in collaboration with ADBB and an annual Ramadan Iftar campaign partnering with ERC.

# ETHICAL AND RESPONSIBLE GOVERNANCE

LuLu Group is committed to incorporating ethical behaviour and responsible business practices into our governance by ensuring we have the right people, policies, and procedures in place. By doing so, we aim to ensure that we operate with transparency, integrity, trust, and robust governance, as well as promoting the welfare of a wide range of stakeholders.



## Material Topics



BUSINESS ETHICS



HUMAN RIGHTS



PROCUREMENT



DATA PRIVACY AND SECURITY

## UN SDGs





# CORPORATE GOVERNANCE

LuLu Group has built a strong corporate governance framework that provides the structure needed to help the company thrive in the long run.

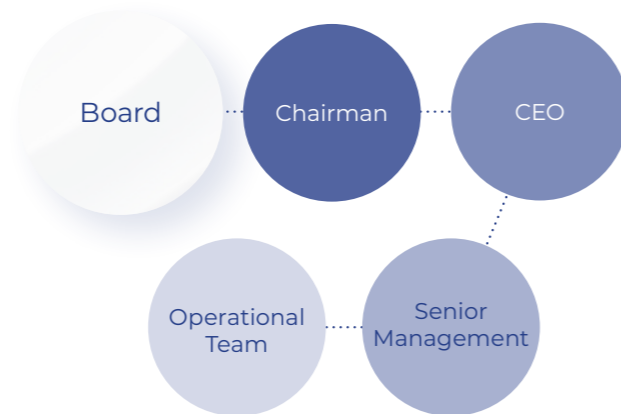
Our commitment to sustainability has been embedded throughout this framework and guides our approach to structural governance, risk, and compliance at every level of our operations. This has enabled us to build a global retail brand that continues to hold the leading position in the organised retail sector in the areas we operate.

At LuLu Group, we have adopted international best governance practices, implementing them throughout our compliance and reporting structures to ensure that we meet or exceed mandated legal and regulatory requirements.

LuLu Group is headed by the Board of Directors ('the Board'), followed by a senior management team. The Board receives regular updates on sustainability performance and initiatives from our management team. Sustainability initiatives form part of the board presentation and reviews that happen when required. In addition, the Board provides oversight on decisions made concerning ESG topics as part of the Group's Business Plan presentation that occurs every year.

We have established a group-level sustainability department, led by the sustainability manager, and supported by senior management. This department manages our organisation's impact on the economy, environment, and people and supports the management team in incorporating sustainability considerations into our overall strategic decision-making processes. Moreover, 30+ other employees have been delegated by senior management in their respective regions to manage and report on sustainability topics and their impacts to the group-level Sustainability Department. This demonstrates our commitment

to ensure that sustainability goals are integrated into our business strategies and objectives.



All candidates for board membership are identified based on their qualifications, expertise, and experience. Additionally, candidates' alignment with the organisation's mission, values, and strategic priorities is assessed. The selection process may involve recommendations from existing board members, executive leadership, or external stakeholders.

We recognise that how we manage risk is important for ensuring our business continues to operate smoothly and to the highest standards. We continuously strive to improve our performance by regularly monitoring, assessing, and reviewing key risks, including those related to ESG, that could materially impact our business in line with the Enterprise Risk Management (ERM) practice. Moreover, we have developed an enterprise risk register that includes ESG risk.

# BUSINESS ETHICS

LuLu Group is dedicated to upholding the highest standards of business ethics, establishing trust with our stakeholder groups, and adhering to all national and international laws and regulations.

As a result, we have implemented or are working to implement policies that will outline our commitment to incorporating ethical practices throughout our business. All our policy commitments are communicated to workers, business partners, and other relevant parties through various channels and methods to ensure clear understanding and alignment with organisational values and objectives.

We have robust internal policies in place that are designed to guide our operations, ensure we adhere to ethical standards, and promote a positive workplace culture. These internal policies have not been made publicly available but include an ESG policy, anti-bribery and corruption policy and procedure, and our employee Code of Conduct. Our group level ESG policy encompasses our commitments to key focus areas, spanning environment, social aspects, and governance.

Our organisation operates with zero tolerance for corruption. Some areas, such as Kuwait, have already adopted corruption risk assessment processes which include the evaluation of all operations, mandates, functions, and stakeholders for possible involvement in corrupt schemes. Any risks identified from these processes are analysed to determine the likelihood of occurrence and impact so that any major risks can be addressed.

As a testament to our anti-corruption efforts, there have been no instances of corruption in the past three years.

We strive to ensure that our activities and operations respect human rights and adhere to all relevant laws in our countries of operation, and we are proud to use our influence and capabilities to help people and communities in the areas in which we operate. We are also working hard to identify and reduce sustainability-related risks. Sustainability-related risks and opportunities are evaluated through ESG reporting, GHG emissions monitoring, ESG risk register, stakeholder engagement initiatives, and ESG training programmes.

At LuLu Group, we have recently updated our Code of Conduct for employees, and we expect every employee to adhere to the expected work behaviour outlined in this code. The code covers various topics such as business ethics, protecting the organisation's assets, data privacy and confidentiality, anti-bribery, and anti-corruption. Training and general awareness messages are provided to every employee during the onboarding process to foster a culture of integrity within our organisation.

There have been no incidents of non-compliance with laws and regulations during the reporting period.

ANTI-CORRUPTION	UNIT	2020	2021	2022
Corruption incidents	#	0	0	0
Percentage of operations assessed for risks related to corruption	%	100	100	100

### Conflicts of Interest

At LuLu Group, we are committed to maintaining integrity within our organisation and are vigilant in identifying and addressing all conflicts of interest that arise to ensure honesty and fairness throughout our operations. We actively encourage our stakeholders to disclose any situations that could pose such conflicts including but not limited to financial interests or personal relationships.

The highest governance body oversees critical concerns, providing guidance and support for navigating any complex situations that may arise. Various channels are in place to report such concerns, depending on the nature and urgency of the issues. In 2022, no formal critical concerns were reported.

### Human Rights

LuLu Group has the utmost respect for human rights, taking all necessary steps to ensure we foster an inclusive workplace environment that provides a safe space for everyone. As an organisation, we value diversity and respect the fundamental rights and freedoms of individuals. As a result, we have implemented a robust Human Rights Policy that enshrines these rights within our organisation and outlines our commitment to providing equal opportunities, preventing discrimination, and fostering a safe and respectful work culture.

Our Human Rights Policy applies to the entire Group's operations. This includes all employees, contractors, temporary workers, vendors, customers, and visitors, and applies across all locations in which we operate. Moreover, we provide training to all our employees to ensure the strictest compliance with this policy. In 2022 we provided 152,934 trainings hours on human rights.

**23%** increase in employee training hours on human rights in 2022 on a yearly basis.

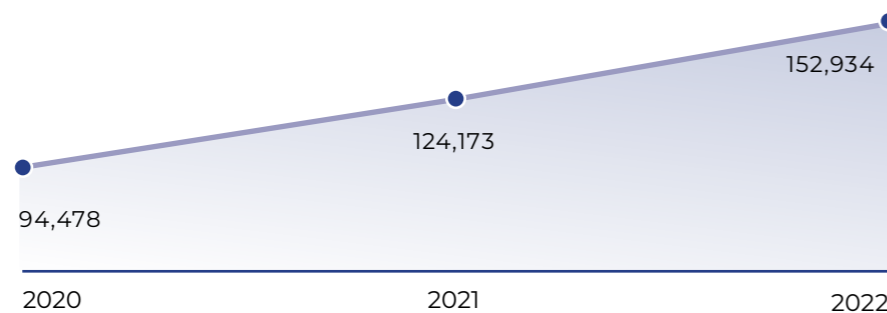
Our Human Rights Policy has been developed in line with international human rights principles. It aligns with the UN Global Compact and UN Guiding Principles on Business and Human Rights. We are dedicated to fostering an inclusive and respectful working environment. We prohibit discrimination of any kind, ensure equal opportunity, emphasise cultural sensitivity, provide reasonable accommodation, offer training, and establish reporting mechanisms without retaliation. These commitments are mandated throughout all facets of our operations to ensure compliance with international human rights standards.

Human Rights	Unit	2020	2021	2022
Employee training hours on human rights	#	94,478	124,173	152,934
Incidents of discrimination reported	#	0	0	0

Note: The data is for the scope of operations included in current reporting period.



EMPLOYEE TRAINING HOURS ON HUMAN RIGHTS



# RESPONSIBLE SUPPLY CHAIN

LuLu Group recognises that a responsible supply chain is pivotal to upholding ethical standards, mitigating risks, and ensuring we maintain our reputation as a responsible and ethical business.

We make every effort to ensure that all the companies within our supply chain comply with labour laws, environmental regulations, and ethical practices, and demonstrate a commitment to social responsibility and sustainability. By doing so, we aim to foster trust with our customers and stakeholders, resulting in enhanced brand loyalty and market competitiveness.

LuLu Group sources all goods and services from reputable organisations. Moreover, we actively promote sourcing goods from local suppliers and producers to support our local communities and reduce GHG emissions. By integrating ESG screening criteria into our procurement strategies, we aim to address sustainability challenges and foster long-term value creation.

### Procurement

LuLu Group has undertaken various measures to ensure that we maintain the high standards of safety and quality that are associated with our brand. These measures ensure that we only deal with reputed suppliers who can regularly provide high quality products for our customers. Moreover, we intend to engage with producers and suppliers that operate sustainably, and we have invested in a third-party agency to engage with suppliers in raising standards related to product safety, quality, health, and environmental performance. Our suppliers are informed of the high expectations we have through such engagements. Additionally, our ESG Policy covers our commitments towards sustainable sourcing.

Our international entities outside of the MENA region conduct sourcing and consolidating operations for food and non-food products from Europe, Africa, Asia and North America. Although a significant amount of goods displayed in our retail outlets are procured from around the world, priority is always given to the local suppliers and producers. In 2022, 87% of our total purchase spending was allocated to local suppliers.

**87%** of our total purchase spending was allocated to local suppliers.

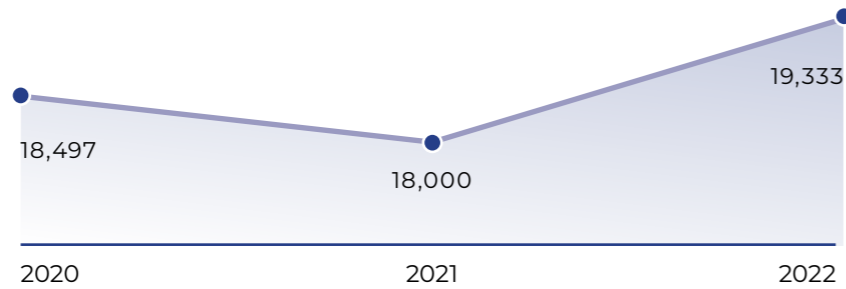


Procurement spending	Unit	2020	2021	2022
Total procurement spending	million AED	21,149	20,601	22,196
Procurement spending on local suppliers*	million AED	18,497	18,000	19,333
Local suppliers engaged*	#	10,464	10,729	10,759

\*Local suppliers refer to the local suppliers of each individual sourcing office and operating country offices.



PROCUREMENT SPENDING ON LOCAL SUPPLIERS (MILLION AED)



# DATA PRIVACY AND SECURITY

LuLu Group places a high priority on data privacy and security, acknowledging the importance of safeguarding the privacy and security of our stakeholders' sensitive information. This is paramount to ensuring we maintain trust with our stakeholder groups, while also protecting against security breaches and reputation damage.

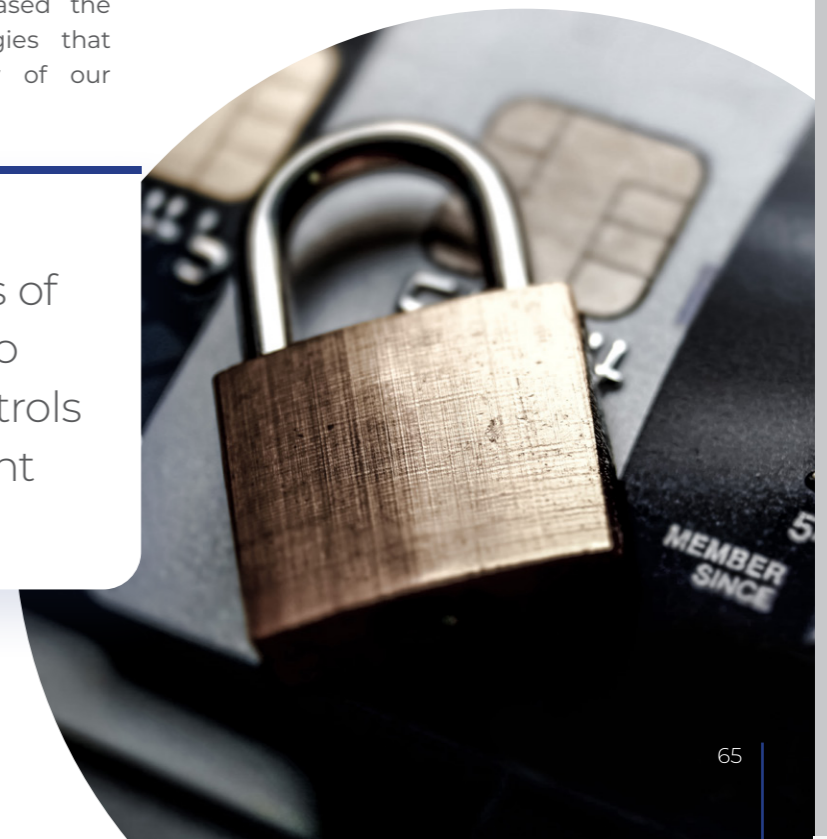
Our Information Technology (IT) department is responsible for security management and the implementation of all security measures related to data privacy, ensuring the smooth operation of the business. The IT department develops, implements, and maintains information systems, all hardware, software, and networks that are essential for the day-to-day operations of our business. The department also operates awareness sessions on data privacy and security for our employees, both upon hiring and as an annual refresher, to ensure that we operate a secure work environment.

The onset of e-commerce and the increased use of digital payments have increased the need for enhanced security strategies that safeguard the privacy and security of our

customers. To meet these needs, we have implemented global and national security standards throughout our operations to protect customers' financial information, including:

- Implementing procedures to adopt, implement and maintain relevant cyber security controls
- Obtaining the Payment Card Industry Data Security Standard (PCI-DSS) v3.2.1 certification for relevant Group entities that involve processing payment information of end customers.

PCI-DSS certification achieved for 9 regions of our retail operations to enhance security controls and minimize payment card fraud.



We also engage the services of a third party to conduct annual external audits for General IT controls, PCI-DSS, maintaining the PCI-DSS practice and certificate renewal; as well as security monitoring and an external vulnerability assessment. Internal audits are conducted every quarter to ensure we remain PCI-DSS compliant. Additionally, we are in the process of adopting a data privacy and security policy.

In 2022, we implemented an extended detection and response (XDR) solution, which is Palo Alto Cortex XDR. By doing so, we aim to strengthen our security operations and enhance the incident

management process by leveraging advanced AI-enabled techniques. This cutting-edge technology enables us to streamline the incident management process and reduce the time taken to address and resolve security incidents. This will allow us to seamlessly manage security incidents, predict malicious behaviour, and rapidly eliminate threats targeting our sensitive information.

LuLu Group is proud to report that there have been no incidents of data breaches or losses during this reporting period. In addition, there have been no attempted cyber-attacks or actual cyber-attacks in the organisation.



# APPENDIX A.

## GRI CONTENT INDEX

<b>Statement of use</b>	LuLu Group International has reported the information cited in this GRI content index for the period 1st January 2022 to 31st December 2022 in accordance with the GRI Standards.
<b>GRI 1 used</b>	GRI 1: Foundation 2021
<b>Applicable GRI Sector Standard(s)</b>	None

GRI Standard/ Other Source	Disclosure	Location or Direct Answer	Omission	
			Reason	Explanation
<b>General disclosures</b>				
GRI 2: General Disclosures 2021	2-1 Organizational details	Page 6-9	A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.	
	2-2 Entities included in the organization's sustainability reporting	Page 1		
	2-3 Reporting period, frequency and contact point	Page 1		
	2-4 Restatements of information	NA		
	2-5 External assurance	Report not assured externally		
	2-6 Activities, value chain and other business relationships	Page 6		
	2-7 Employees	Page 34		
	2-8 Workers who are not employees	Page 34		
	2-9 Governance structure and composition	Page 60	Information incomplete	Due to confidentiality concerns, the information on governance composition has been withheld from the ESG report, ensuring the protection of sensitive data.
	2-10 Nomination and selection of the highest governance body	Page 60		
	2-11 Chair of the highest governance body	Page 60		
	2-12 Role of the highest governance body in overseeing the management of impacts	Page 60		
	2-13 Delegation of responsibility for managing impacts	Page 60		

GRI Standard/ Other Source	Disclosure	Location or Direct Answer	Omission	
			Reason	Explanation
GRI 2: General Disclosures 2021	2-14 Role of the highest governance body in sustainability reporting	Page 4, 60		
	2-15 Conflicts of interest	Page 62		
	2-16 Communication of critical concerns	Page 40-41		
	2-17 Collective knowledge of the highest governance body	Page 60		
	2-18 Evaluation of the performance of the highest governance body	Not disclosed	Confidentiality constraints	Due to confidentiality concerns, this information has been withheld from the ESG report, ensuring the protection of sensitive data.
	2-19 Remuneration policies	Not disclosed	Confidentiality constraints	While not widely prevalent in the UAE, we appreciate the significance of reporting such information and recognize its inherent value.
	2-20 Process to determine remuneration	Not disclosed	Confidentiality constraints	While not widely prevalent in the UAE, we appreciate the significance of reporting such information and recognize its inherent value.
	2-21 Annual total compensation ratio	Not disclosed	Confidentiality constraints	While not widely prevalent in the UAE, we appreciate the significance of reporting such information and recognize its inherent value.
	2-22 Statement on sustainable development strategy	Page 2, 4-5		
	2-23 Policy commitments	Page 5, 24, 61, 62		
	2-24 Embedding policy commitments	Page 5, 24, 61, 62		
	2-25 Processes to remediate negative impacts	Page 40, 53, 54		
	2-26 Mechanisms for seeking advice and raising concerns	Page 18, 40, 41, 62		
	2-27 Compliance with laws and regulations	Page 61		
	2-28 Membership associations	Page 12		
	2-29 Approach to stakeholder engagement	Page 17, 18		

GRI Standard/ Other Source	Disclosure	Location or Direct Answer	Omission	
			Reason	Explanation
GRI 2: General Disclosures 2021	2-30 Collective bargaining agreements	Not disclosed	Legal prohibitions	In accordance with country's laws and regulations for labour unions.
<b>Material topics</b>				
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Page 19-20		
	3-2 List of material topics	Page 19-20		
<b>Procurement</b>				
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 63-64		
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Page 64		
<b>Business Ethics</b>				
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 61-62		
GRI 205: Anti-Corruption 2016	205-1 Operations assessed for risks related to corruption	Page 61		
	205-2 Communication and training about anti-corruption policies and procedures	Page 62		
	205-3 Confirmed incidents of corruption and actions taken	Page 62		
<b>Energy</b>				
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 26-28		
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Page 27		
	302-2 Energy consumption outside of the organization	Not disclosed	Information unavailable	Data is not monitored.
	302-3 Energy intensity	Page 27		
	302-4 Reduction of energy consumption	Page 25-27	Information unavailable	
	302-5 Reductions in energy requirements of products and services	Not disclosed	Information unavailable	Data is monitored but requires further analysis.
<b>Water and effluents</b>				
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 31		
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Page 31		
	303-2 Management of water discharge-related impacts	Page 31		

GRI Standard/ Other Source	Disclosure	Location or Direct Answer	Omission	
			Reason	Explanation
GRI 303: Water and Effluents 2018	303-3 Water withdrawal	Not disclosed	Not applicable	We record water consumption based on the water supplied by third-party entities or municipalities in the respective regions, lacking details on the specified water sources for withdrawal.
	303-4 Water discharge	Not disclosed	Not applicable	Due to applicable provisions in the respective geographies of operation, we do not have ability to collect and report data on water discharge.
	303-5 Water consumption	Page 31		
<b>Climate Change/Emissions</b>				
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 26-28		
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Page 28		
	305-2 Energy indirect (Scope 2) GHG emissions	Page 28		
	305-3 Other indirect (Scope 3) GHG emissions	Not disclosed	Information unavailable	Data is monitored but requires further analysis.
	305-4 GHG emissions intensity	Page 28		
	305-5 Reduction of GHG emissions	Page 27-28		
	305-6 Emissions of ozone-depleting substances (ODS)	Not disclosed	Information unavailable	Data is not monitored.
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Not disclosed	Information unavailable	Data is not monitored.
<b>Food Waste</b>				
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 29-30		
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Page 29-30		
	306-2 Management of significant waste-related impacts	Page 29-30		
	306-3 Waste generated	Page 29	Information incomplete	Data is monitored at regional level. However, consolidating it at the group level requires careful consideration and coordination.

GRI Standard/ Other Source	Disclosure	Location or Direct Answer	Omission	
			Reason	Explanation
GRI 306: Waste 2020	306-4 Waste diverted from disposal	Page 29-30	Information incomplete	Data is monitored at regional level. However, consolidating it at the group level requires careful consideration and coordination.
	306-5 Waste directed to disposal	Page 29-30	Information incomplete	Data is monitored at regional level. However, consolidating it at the group level requires careful consideration and coordination.
<b>Packaging Waste</b>				
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 29-30		
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Page 29-30		
	306-2 Management of significant waste-related impacts	Page 29-30		
	306-3 Waste generated	Page 29-30	Information incomplete	Data is monitored at regional level. However, consolidating it at the group level requires careful consideration and coordination.
	306-4 Waste diverted from disposal	Page 29-30	Information incomplete	Data is monitored at regional level. However, consolidating it at the group level requires careful consideration and coordination.
	306-5 Waste directed to disposal	Page 29-30	Information incomplete	Data is monitored at regional level. However, consolidating it at the group level requires careful consideration and coordination.
<b>Employment</b>				
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 34-38		

GRI Standard/ Other Source	Disclosure	Location or Direct Answer	Omission	
			Reason	Explanation
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Page 35-36	Information incomplete	Due to confidentiality constraints, information on employee turnover is not reported.
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 37		
	401-3 Parental leave	Page 37		
<b>Health and Safety</b>				
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 47-48		
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Page 48		
	403-2 Hazard identification, risk assessment, and incident investigation	Page 48		
	403-3 Occupational health services	Page 48		
	403-4 Worker participation, consultation, and communication on occupational health and safety	Page 47-48		
	403-5 Worker training on occupational health and safety	Page 47-48		
	403-6 Promotion of worker health	Page 47-48		
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Not disclosed	Information unavailable	The data measurement systems at the Group level are currently being established.
	403-8 Workers covered by an occupational health and safety management system	Not disclosed	Information unavailable	The data measurement systems at the Group level are currently being established.
	403-9 Work-related injuries	Not disclosed	Information unavailable	The data measurement systems at the Group level are currently being established.
	403-10 Work-related ill health	Not disclosed	Information unavailable	The data measurement systems at the Group level are currently being established.














GRI Standard/ Other Source	Disclosure	Location or Direct Answer	Omission	
			Reason	Explanation
<b>Training and Development</b>				
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 42-46		
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Page 46		
	404-2 Programs for upgrading employee skills and transition assistance programs	Page 43-44		
	404-3 Percentage of employees receiving regular performance and career development reviews	Not disclosed	Information unavailable	Data is not monitored currently.
<b>Workforce Empowerment</b>				
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 34, 39		
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Page 39-41		
	405-2 Ratio of basic salary and remuneration of women to men	Not disclosed	Confidentiality constraints	Information cannot be disclosed due to restrictions from internal policies.
<b>Non-discrimination</b>				
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 40, 62		
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Page 62		
<b>Local communities</b>				
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 55-57		
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Page 55-57		
	413-2 Operations with significant actual and potential negative impacts on local communities	Page 55-57		
<b>Healthy and High-Quality Products</b>				
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 49-51		
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Page 49-51		
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Page 50		
<b>Marketing and labeling</b>				
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 50-51		

GRI Standard/ Other Source	Disclosure	Location or Direct Answer	Omission	
			Reason	Explanation
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Page 50-54		
	417-2 Incidents of non-compliance concerning product and service information and labeling	0		
	417-3 Incidents of non-compliance concerning marketing communications	0		
<b>Data Privacy and Security</b>				
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 65-66		
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 66		



# APPENDIX B.

## ALIGNMENT WITH UN SDGS

UN SDG	GRI Standards Disclosure	Reference to Section	Page Number/s
SDG 2: Zero Hunger	 GRI 413-2	Community Development	Page 55-57
SDG 3: Good Health and Well-Being	 GRI 305, 401, 403	Managing Energy and Climate Change Health and Safety at Work	Page 26-28, 47-48
SDG 4: Quality Education	 GRI 404	Training and Development	Page 42-46
SDG 5: Gender Equality	 GRI 401, 404, 406	Diversity and Inclusion Business Ethics	Page 39-41, 61-62
SDG 6: Clean Water and Sanitation	 GRI 303	Water Management	Page 31
SDG 7: Affordable and Clean Energy	 GRI 302	Environmental Management Managing Energy and Climate Change	Page 24-25, 26-28
SDG 8: Decent Work and Economic Growth	 GRI 403, 404, 302, 401	Our People	Page 34-38
SDG 12: Responsible Consumption and Production	 GRI 302, 303, 305, 306	Managing Energy and Climate Change Circular Economy	Page 26-28, 29-30
SDG 13: Climate Action	 GRI 302, 305	Managing Energy and Climate Change	Page 26-28
SDG 14: Life Below Water	 GRI 305	Managing Energy and Climate Change	Page 26-28
SDG 15: Life on Land	 GRI 305	Managing Energy and Climate Change	Page 26-28
SDG 16: Peace, Justice and Strong Institutions	 GRI 2-9, 2-10, 2-11, 2-12, 2-23, 205, 416-2, 417-2, 417-3, 418-1	Responsible Supply Chain	Page 63-64
SDG 17: Partnerships for the Goals	 N/A	Memberships of Associations	Page 12

# APPENDIX C.

## SASB INDEX

LuLu Group's sustainability information is aligned with SASB guidance for Multiline and Specialty Retailers & Distributors. The index below provides topic disclosures that are material to LuLu Group.

Topic	Code	Metric	Unit	Page number(s) and/or direct answers
Energy Management in Retail & Distribution	CG-MR-130a.1	(1) Total energy consumed	Gigajoules (GJ)	Page 27
		(2) percentage grid electricity	Percentage (%)	Page 27
		(3) percentage renewable	Percentage (%)	In UK, more than 20% of electricity comes from on-site renewable energy source
Data Security	CG-MR-230a.1	Description of approach to identifying and addressing data security risks	n/a	Page 65
	CG-MR-230a.2	(1) Number of data breaches	Number	0
		(2) Percentage that are personal data breaches	Percentage (%)	0
		(3) Number of customers affected	Number	Page 65-66
Workforce Diversity & Inclusion	CG-MR-330a.1	Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management and (c) all other employees	Percentage (%)	Page 39
	CG-MR-330a.2	Total amount of monetary losses as a result of legal proceedings associated with employment discrimination	AED	Not Available
Product Sourcing, Packaging & Marketing	CG-MR-410a.3	Discussion of strategies to reduce the environmental impact of packaging	n/a	Page 29-30
Activity Metric	CG-MR-000.A	Number of: (1) retail locations	Number	219 stores
		Number of: (2) distribution centres	Number	20 warehousing units
	CG-MR-000.B	Total area of: (1) retail space	Square metres (m <sup>2</sup> )	1,194,581
		Total area of: (2) distribution centres	Square metres (m <sup>2</sup> )	430,817



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