Craving
Communities

UOL SUSTAINABILITY REPORT 2018

UOL 华业集团

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VISION
A robust property and hospitality group dedicated to creating value, shaping future

MISSION
Driving Inspirations, Fulfilling Aspirations

CORE VALUES
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Enterprise Propels Us
Corporate Social Responsibility Shapes Us
People, Our Leading Asset

ABOUT US

UOL Group Limited (UOL) is one of Singapore's leading public-listed property companies with total assets of about $20 billion. We have a diversified portfolio of development and investment properties, hotels and serviced suites in Asia, Oceania and North America.

With a track record of over 50 years, UOL strongly believes in delivering product excellence and quality service in all its business ventures. Our unwavering commitment to architectural and quality excellence is reflected in all our developments, winning us prestigious prizes such as the FIABCI Prix d'Excellence Award, Aga Khan Award for Architecture, Urban Land Institute Awards for Excellence and President's Design Award.

UOL, through hotel subsidiary Pan Pacific Hotels Group Limited (PPHG), owns two acclaimed brands namely "Pan Pacific" and PARKROYAL. PPHG currently owns and/ or manages over 30 hotels in Asia, Oceania and North America with over 10,000 rooms. Our Singapore-listed property subsidiary, United Industrial Corporation Limited (UIC), owns an extensive portfolio of prime commercial assets and hotels in Singapore.

UOL values and recognises our people as the leading asset. The culture of competitiveness, commitment, competency, creativity, collaboration and caring, shapes our people and drives the company forward.

Instagram-worthy spot at KINEX.

Cover: Wall climbing at Velocity@Novena Square.

ABOUT THIS REPORT

This report communicates performance data and related information for our material environmental, social and governance (ESG) issues for the period 1 January to 31 December 2018 (FY2018). This is our sixth annual sustainability report.

For more information on our approach to sustainability, visit our website www.uol.com.sg.

This report has been prepared in accordance with the GRI Standards: Core option, and includes consideration of the GRI Construction and Real Estate Sector Disclosures. The report also complies with requirements of the Singapore Exchange Securities Trading Limited (SGX-ST) Listing Rules Practice Note 7.6 Sustainability Reporting Guide. Definitions and source of data measurements are indicated in Appendix B.

The report covers our property development, property investments and hotel operations in Singapore, excluding those of listed United Industrial Corporation ("UIC") but including the common associated and joint venture companies of UOL Group and UIC. Assets and revenue from operations covered in the report comprise approximately 54% of the Group's total assets and 52% of the Group's total revenue respectively as at 31 December 2018[1]. We intend to expand the scope of reporting to include our overseas operations when such operation significantly contributes to our assets or profit i.e. more than 10%.

UIC publishes its own sustainability report, which is available on its corporate website.

Our sustainability report continues to be externally assured to ensure the accuracy and reliability of the contents. For FY2018, KPMG was engaged to provide limited assurance using SSAE 3000 to ensure alignment of the report with SGX Sustainability Reporting requirements under Listing Rules 711A and 711B. The assurance statement can be found on page 67 of this report.

We welcome your feedback to help us improve our performance in sustainability and meet stakeholder expectations. If you have comments, please send them to sustainability@uol.com.sg.

No hard copies of this report have been printed as part of our efforts to promote resource conservation.

OUR SUSTAINABILITY COMMITMENT

BOARD STATEMENT

UOL is committed to our vision of creating value, shaping future by conducting our business operations in a manner that practises high standards of corporate governance, and considers the environmental and social impact to sustain profitable growth.

The principal responsibilities of the Board include reviewing UOL's strategic business plans, taking into account the environmental, social and governance issues which could impact the business. Since 2016, the Board oversees the monitoring and management of material sustainability issues and their performance indicators. The Board also approves the annual sustainability report.

SUSTAINABILITY GOVERNANCE STRUCTURE

The Board is supported by the Sustainability Steering Committee and Sustainability Coordinating Committee. The steering committee comprises the Group Chief Executive, Chief Executive Officer (Hotels) and other members of the Senior Management team. It makes key decisions, including materiality assessment.

The steering committee is supported by two working committees, representing the property business and hospitality arm respectively. They include representatives across departments including Corporate Communications & Investor Relations, Finance, Human Resource, Investment, Legal & Secretariat, Marketing, Project Development, Property & Engineering and Hotel Operations. Each business has the autonomy to develop targets and plans, with due consideration to each unique operating environment. Industry benchmarking of environmental and social performance is conducted at least annually. The governance structure of sustainability permeates functions and seniority, ensuring that sustainability is integrated both at strategic and operational levels.

[1] GRI 102-45

SUSTAINABLE DEVELOPMENT GOALS

In 2015, all 193 member states of the United Nations (including Singapore) adopted the Sustainable Development Goals (SDGs). The 17 SDGs set out a path to 'end extreme poverty, fight inequality and injustice, and protect our planet' by 2030. The private sector will play an important role in delivering the SDGs, through doing business responsibly, innovation and collaboration. We align our sustainability efforts to the following SDGs.

3 GOOD HEALTH AND WELL-BEING

As a provider of living, working and leisure spaces, promoting good health and well-being of our workforce, customers and guests is our responsibility. We also focus on occupational health and safety.

- We actively consider users' needs in all our properties.
- All main contractors engaged in our development projects are OHSAS 18001 certified.

5 GENDER EQUALITY

Gender diversity is important to us in attracting and retaining talent. We also recognise our shared responsibility in fostering a more productive and equal society.

- We recruit, develop and reward our employees in a fair and inclusive manner.

8 DECENT WORK AND ECONOMIC GROWTH

We recognise that People are our leading asset. Developing our employees' capabilities ensures that we remain competitive.

- We are committed to developing the full potential of our workforce.
- We provide flexible work arrangements in the form of part-time work, based on the needs of the department and individual.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

We are dedicated towards incorporating innovative design and quality excellence in the buildings we develop. We promote sustainable practices across our businesses.

- We are one of the early adopters of PPVC[2] and advocates for BIM[3] in our developments.
- Avenue South Residence, our new residential project along Silat Avenue, will set a new world record for the tallest reinforced concrete structure for residential development using the PPVC method.
- We target to attain BCA Green Mark Gold for new development of our investment properties in Singapore.

11 SUSTAINABLE CITIES AND COMMUNITIES

We actively consider sustainable design in all our properties. We explore ways to preserve the environment's inherent character and cultural heritage wherever we operate.

- We support knowledge-sharing on innovation in the industry through events such as the biennial World Cities Summit.
- We incorporated biophilic design and conserved existing raintrees for our residential project The Tre Ver, and included green features for Pan Pacific Orchard that we are redeveloping.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

We engage our key stakeholders on sustainable consumption and production to positively impact the construction and hospitality industry value chain.

- For property development, all our main contractors are OHSAS 18001 and ISO 14001 certified.

13 CLIMATE ACTION

We are committed to combating climate change and its impact by regulating our GHG emissions through the reduction of energy and water usage.

- We have set targets for energy reduction across all our properties in Singapore.
- We adopt environmental management system practices to regularly measure, monitor and review performance.

16 PEACE AND JUSTICE STRONG INSTITUTIONS

We have a zero tolerance stance towards fraud and corruption. We are committed to conducting our business with integrity and in compliance with all applicable laws.

- Our Code of Business Conduct sets our expectations for our employees.
- We respect the rights and interests of our employees, business partners, customers and the communities where we operate.

17 PARTNERSHIPS FOR THE GOALS

We actively seek to form long lasting and strong partnerships, built on respect, trust and mutual benefit, with our stakeholders.

- We engage external stakeholders such as the real estate and hospitality industries, government, regulators and our suppliers including main contractors, to promote sustainable practices.

[2] Prefabricated Prefinished Volumetric Construction
[3] Building Information Modelling

2018 HIGHLIGHTS

UOL remained on the **iEdge SG ESG Indices** (formerly known as the SGX Sustainability Indices) since its launch in 2016

UOL achieved a **6.4% reduction in total GHG[4] emissions** (excludes development projects) year-on-year
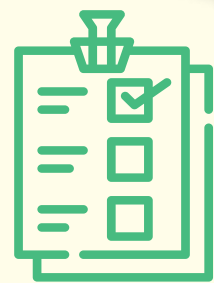
Hospitality business launched **Food Safety Management System** across hotels and serviced suites

Exceeded 2020 water intensity reduction targets for both commercial and hospitality properties, **two years in advance**

Commercial properties **exceeded target with 18.8% reduction of energy intensity** by GFA[5] occupied compared with the base year of 2010

Hospitality business was **on track** in meeting its target by achieving a **26.3% reduction of energy intensity** by guest night compared with the base year of 2013

Novena Square was awarded **BCA Green Mark Gold[Plus] Award** following retrofitting

Hospitality business **launched new employee training roadmap** to cover a wider range of modules and skills

Reported waste for the first time from all commercial properties

[4] Greenhouse gas

[5] Gross floor area

GROUP CHIEF EXECUTIVE STATEMENT

Dear Stakeholders

The government has recently unveiled key plans in creating a more sustainable, inclusive and green city with community spaces for all to enjoy under the Draft Master Plan 2019. Besides rejuvenating familiar places, there will be a focus on creating capacity for the future. Part of this vision is the push towards a car-lite nation.

As a leading property developer, UOL plays a crucial role in supporting the rejuvenation of Singapore, while considering the different passions of our communities, the impact on the environment and our contributions to the economy when we manage our business operations. For this report, we have chosen the theme "Craving Communities" to reflect our continued drive towards a more inclusive and sustainable city.

SUSTAINABILITY PERFORMANCE IN 2018

Singapore designated 2018 as the Year of Climate Action. We are pleased that our commercial properties and hospitality business achieved some of our environmental targets in 2018.

During the year, our commercial properties achieved an 18.8% reduction in building energy intensity by GFA occupied, compared with the base year of 2010. For reduction in water intensity by GFA occupied, our commercial properties achieved and exceeded their target of 10% by 2020 with a 24.1% reduction in 2018 compared with the base year of 2010.

Our hospitality business is on track towards meeting the target of 27% reduction in energy intensity by guest night by 2020 compared with the base year of 2013, having achieved a 26.3% reduction in 2018. Our hospitality business also achieved a 29.8% reduction in water intensity by guest night in 2018, compared with the base year of 2013, exceeding our target of 25% reduction by 2020.

As most of our development projects are in their peak construction stages, we recorded an increase of 67.6% in GHG emissions intensity by value of work completed and an increase of 65.6% of water intensity by value of work completed year-on-year.

During the year, we recorded an accident frequency rate of 0.8, a slight increase from 2017 but below the national industry average of 1.5. We will continue to work towards a workplace with zero incidences, maintaining focus on high occupational safety standards and engaging our contractors.

COMMITMENT TO GREEN DEVELOPMENTS AND INCLUSIVE SPACES

We are committed to green design. The Tre Ver is a 729-unit condominium facing the Kallang River and built into the surrounding landscape. Pan Pacific Orchard is a new-built green 350-key hotel featuring three unique levels of experiential sky gardens that will redefine the vertical sky-rise typology. A built design that integrates nature has a positive impact on residents and guests.

Our properties provide spaces for people to come together to work and live a healthy lifestyle. In 2018, we rebranded our mall located in Paya Lebar as KINEX. The mall now offers experiential appeal and community-centric activities such as free workshops and performances to inject life into the area, which is earmarked as one of the commercial hubs to be developed outside the city centre.

We also support social inclusion through our various corporate social responsibility initiatives with partners like Very Special Arts Singapore.

A SUSTAINABLE FUTURE FOR EVERYONE

Supporting and caring for our community is part of our culture and we will continue to devote resources in this area. We are pleased to see continued commitment amongst our employees in volunteering their time to engage the underprivileged through the activities that we organised for our community partners.

Our employees have always been at the core of our business success. It is our responsibility to create a conducive, fair and respectful workplace for our employees to feel valued at work. We also embrace diversity and individual differences to bring forth broader and more enriching perspectives to the workplace.

At UOL, we believe the journey towards sustainability and the management of environmental, social and governance issues will help foster innovation, make us more resilient and build value for all our stakeholders. We look forward to your continuous support as we strive towards a sustainable business for current and future generations.

LIAM WEE SIN
GROUP CHIEF EXECUTIVE
MAY 2019

Novena Square attained Green Mark Gold^Plus conferred by the Building and Construction Authority in 2018.

FIVE-YEAR PERFORMANCE OVERVIEW

INDICATOR	2018	2017	2016	2015	2014
ENVIRONMENT					
GFA* (m²)	387,539	402,363	401,975	402,012	373,075
Energy Consumption (MWh)	124,480	130,412	134,316	131,607	129,681
Completed Buildings**	114,979	122,880	127,038	124,115	120,840
Development Projects	9,501	7,532	7,278	7,492	8,841
GHG Emissions (tonnes of CO_2e)	50,686	53,339	55,565	54,330	53,963
Completed Buildings**	47,861	51,138	53,416	52,069	51,356
Development Projects	2,825	2,201	2,149	2,261	2,606
Water Consumption (thousand m³)	980	1,060	1,110	1,110	1,078
Completed Buildings**	847	961	1,010	1,002	941
Development Projects	133	99	100	108	137
Building Energy Intensity By GFA (kWh/m²)	296.7	305.4	316.0	308.7	323.9
Building GHG Emissions Intensity By GFA (kg CO_2e/m²)	123.5	127.1	132.9	129.5	137.7
Building Water Intensity By GFA (m³/m²)	2.2	2.4	2.5	2.5	2.5
WORKPLACE HEALTH & SAFETY					
Development Projects					
OHSAS 18001 For Main Contractors	100%	100%	100%	100%	100%
Accident Frequency Rate	0.8	0.6	0.5	0.4	3.8
Accident Severity Rate	17.0	5.5	10.1	6.2	66.6
Hospitality					
Accident Frequency Rate	6.4	10.8	NA	NA	NA
Accident Severity Rate	101.0	56.9	NA	NA	NA
PEOPLE					
Turnover	30.5%	32.0%	32.1%	34.5%	41.4%
Property	13.3%	10.1%	16.1%	15.4%	14.3%
Hospitality	32.1%	33.8%	33.4%	33.4%	40.3%
Average Training Hours Per Employee	89.4	85.0	85.1	86.6	44.3
Property	34.2	24.7	26.7	23.8	27.8
Hospitality	94.6	90.0	89.5	92.1	45.7
COMPLIANCE					
Number of Significant Fines or Non-monetary Sanctions	0	0	0	0	0

*   Group GFA changes from time to time as we sell and buy property. The change in 2018 was mainly due to the redevelopment of Pan Pacific Orchard and the change in GFA reported for serviced suites.

**   Completed buildings refer to completed properties in Singapore, including retail, mixed developments, offices, hotels and serviced suites.

ECONOMIC PERFORMANCE

UOL operates in the economy in a responsible manner, recognising the financial interconnectivity we have with many different stakeholders. Our value-added statement below was reproduced from UOL Annual Report 2018 and detailed our payments to suppliers (as "purchase of materials and services"), employees, governments and providers of capital.

For more information on our business performance and plans, please refer to the Chairman's Statement and Operation Highlights sections of our Annual Report on pages 16-17 and pages 26-39 respectively.

VALUE-ADDED STATEMENT

	2018 $'000	2017 (restated) $'000
Sales of goods and services	2,349,130	2,084,603
Purchase of materials and services	(1,398,587)	(1,122,672)
Gross value added	950,543	961,931
Share of profit of associated companies	5,442	101,227
Share of profit of joint venture companies	125	16,383
Income from investments and interest	62,149	37,733
Other (losses)/gains	(34,418)	518,149
Fair value gains on investment properties	149,279	15,593
Currency exchange differences	(699)	3,701
Total Value Added	**1,132,421**	**1,654,717**
Distribution of Value Added: **To employees and directors**		
Employees' salaries, wages and benefits	291,429	225,687
Directors' remuneration	3,364	3,203
	294,793	228,890
To government		
Corporate and property taxes	154,608	97,650
To providers of capital		
Interest expense	97,890	61,859
Dividend attributable to non-controlling interests	27,378	3,775
Dividend attributable to equity holders of the Company	147,418	120,716
	272,686	186,350
Total Value Added Distributed	**722,087**	**512,890**

FIVE-YEAR FINANCIAL PERFORMANCE FOR THE GROUP

FIVE-YEAR FINANCIAL PERFORMANCE FOR THE GROUP	2018	2017 (restated)	2016	2015	2014
Revenue ($M)	2,397.3	2,114.4	1,440.7	1,278.7	1,360.7
PATMI ($M)	433.7	880.2	287.0	391.4	686.0
Gearing Ratio	0.28	0.21	0.24	0.27	0.34
Return On Equity (%)	4.5	10.0	3.5	5.0	9.0
Total Assets ($M)	20,663.7	19,632.5	11,558.1	11,501.3	11,848.5
Earnings Per Share (Cents)	51.5	107.5	35.8	49.4	88.0

For a detailed breakdown of our 2018 financial results, please refer to the following sections in the UOL Annual Report 2018:

- Financial Highlights, pages 10-11
- Five-year Financial Summary, pages 73-74
- Segmental Performance Analysis, pages 75-76

SHARE PRICE
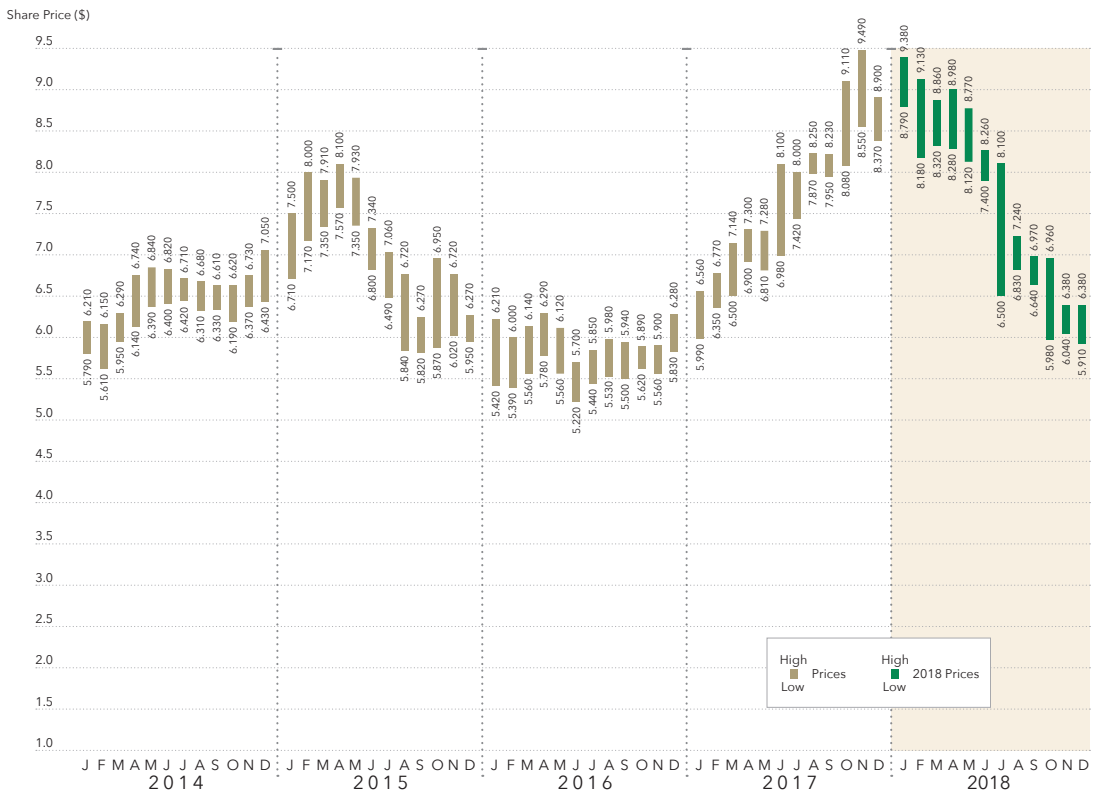
Closer to Nature

Pan Pacific Orchard (artist's impression)
will be redeveloped into a green hotel.

PRODUCT AND SERVICE QUALITY

Driven by our passion and commitment to deliver quality products and services to our stakeholders, we proactively integrate innovation and creativity into the buildings we develop, adopt sustainable practices and manage our operations in a customer-focused, resource-efficient manner.

For our property development, we continue to employ innovative technologies such as PPVC. Our second PPVC project is Avenue South Residence, a 56-storey twin towers at Silat Avenue that will set a new world record for tallest reinforced concrete PPVC residential development. This will surpass our own record for The Clement Canopy that was completed in March 2019. We also adopted biophilic design by incorporating green elements into buildings, to support a natural and sustainable living environment. (See case study on page 17.)

For our hospitality business, we closely monitor in-house guest satisfaction surveys, and external reviews on multiple platforms. We continue to benchmark our performance via an external Quality Assurance specialist. Employee development and training is a key factor in the provision of service excellence in hospitality business. Please refer to the People Development section for our initiatives on enhancing service quality.
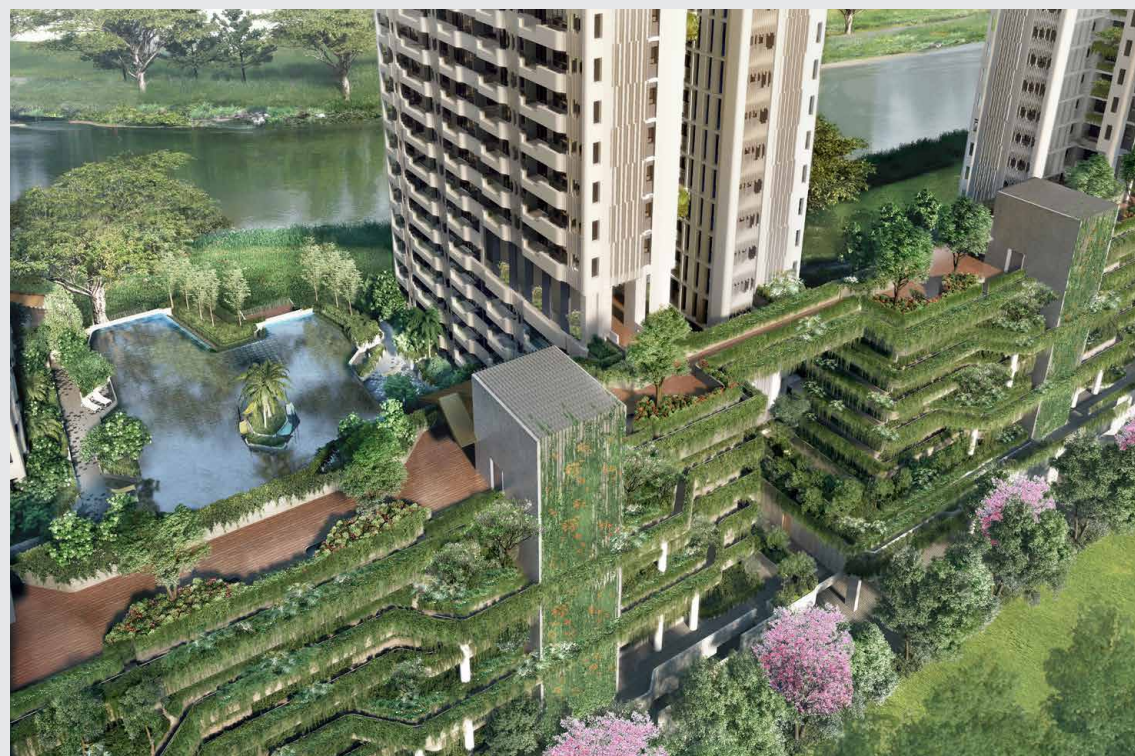
The Tre Ver's (artist's impression) biophilic design can improve the health and well-being of its residents.

INCORPORATING NATURE INTO HOMES

The Tre Ver is a 729-unit residential development at Potong Pasir Avenue 1 overlooking the Kallang River.

True to the concept of biophilic design, the development is built into the surrounding natural landscape, with sky terraces for all nine towers and airy living spaces in all units, including green foyers for some residential units. Twelve existing mature raintrees along the river were conserved and integrated with a 200m-long recreational deck within the development. A variety of other amenities are set against the landscaped terraces and water cascades, under the continuous raintree canopy.

The orientation and configuration of the residential blocks are designed to maximise space, which enhances the natural lighting and cross-ventilation of the whole development. Designed by award-winning WOHA Architects, "breathing architecture" is integrated within the development, giving residents a good feeling that they are connecting with nature.

By incorporating these design considerations, The Tre Ver provides a high-rise natural home amidst the humid tropical climate of Singapore.

KINEX offers a new level of experiential shopping after the rebranding.

A permanent pop-up retail concept was introduced to refresh brand and product experiences.

REBRANDED MALL TO INJECT MORE EXPERIENTIAL APPEAL AND COMMUNITY ACTIVITIES

To keep up with the changing retail landscape, OneKM in Paya Lebar was rebranded to KINEX to become an experiential and community-centric mall that promotes social activities and interactions in August 2018.

KINEX's new tagline, "Let's Play", encompasses a variety of lifestyle and community-based facilities, activities and events. A major attraction of KINEX will be the first-of-its-kind indoor retail theme park operated by Invade Industry, the company behind co-making space MOX. It offers a wide range of interesting, independent lifestyle brands, trendy workshops, events and a café. The mall also features a permanent pop-up retail concept where products and services are updated regularly. The Green Collective SG, Singapore's first green lifestyle concept store, also opened at KINEX, offering eco-friendly products and services as well as experiential workshops.

Ms Jesline Goh, Chief Investment and Asset Officer, said: "The retail landscape is changing and as a mall owner, we continually look at ways to redefine and rethink the shopper experience to stay relevant. With e-commerce and social media, retail spaces need to evolve to bring about unique experiences that consumers cannot find online. KINEX – a combination of kinetics and experience, aims to bring the community together through creating and collaborating with retailers on fresh experiential concepts to constantly captivate shoppers."

To better engage and connect with our shoppers, in December 2018, we launched our first customer loyalty platform for our three malls – United Square, Velocity@Novena Square and KINEX. Known as U-POPP, which stands for UOL's Power of Purchase Program, members get to redeem rewards and earn loyalty points at our three malls. The initiative allows us to access shoppers' preferences to understand them better and provide better service.

ENVIRONMENT

We recognise that our business operations will have an impact on the environment. Environmental and efficiency considerations are therefore factored in from design, to construction and operation. We also monitor the environmental performance of our properties and improve the resource-efficiency of our managed buildings through ongoing maintenance and fit-out.

For its environmentally-friendly features, Novena Square was conferred the BCA Green Mark Gold[Plus] award.

BECOMING MORE ECO-FRIENDLY

Novena Square, comprising two office blocks and a retail mall, was first opened in 2000.

In our commitment to reducing the environmental impact of existing buildings, in 2018, Novena Square went through an extensive retrofitting to improve water and energy efficiencies. Some new features were also added to encourage shoppers and tenants to reduce their carbon footprint. The initiatives included:

- retrofitting the chiller plant system for better efficiency
- installing motion sensors and energy efficient lighting
- using smart metering system to monitor water consumption
- using fit flow regulators in taps to regulate water flow and minimise wastage
- building dedicated bicycle lots
- making priority parking lots available for hybrid or electric vehicles
- installing carpark guidance system to direct drivers to the nearest available parking lot

The positive outcome of the retrofitting was seen by the significant increase in our resource use efficiency. The energy consumption by GFA occupied of Novena Square reduced by 22.8% in 2018 compared with 2017, while the water consumption per GFA occupied reduced by 8.8% in 2018 compared with 2017.

For its green effort, Novena Square was awarded Green Mark Gold[Plus] for an Existing Non-Residential Building by the Building and Construction Authority.

BUILDING ENERGY AND WATER CONSUMPTION

Indicators	Scope	Target[6]	Status
Energy Intensity	Commercial Properties	16% reduction of energy intensity by GFA occupied by 2020 (Base year: 2010)	**TARGET MET**
Energy Intensity	Hospitality	27% reduction of energy intensity by guest night by 2020 (Base year: 2013) (long-term target)	Ongoing
		2% reduction of energy intensity by guest night by 2018 (Base year: 2017) (short-term target)	Target not met

In 2018, our commercial properties achieved an 18.8% reduction of energy intensity by GFA occupied compared with the base year of 2010, thus exceeding our target of 16% reduction by 2020 by nearly two years in advance. We recorded a reduction of 1.2% and 16.2% year-on-year in energy intensity by GFA occupied for our offices and mixed development buildings respectively.

Our hospitality business is on track towards meeting its target of 27% reduction in energy intensity by guest night by 2020 compared with the base year of 2013, having achieved a 26.3% reduction in 2018.

In 2018, while our hospitality business achieved a 4.5% reduction in total energy consumed compared with 2017, the energy intensity by guest night increased by 2.8% compared with 2017. Therefore, we did not meet our year-on-year target of 2% reduction. This was mainly due to the disproportionate decrease in guest nights versus energy use.

Overall, the Group's energy consumption and GHG emissions were 114,979 MWh and 47,861 tonnes of CO_2 equivalent respectively in 2018. This was a reduction of 6.4% from 2017 in both energy consumption and GHG emissions.

Building energy includes electricity consumption from the grid, cooling consumption, piped gas and diesel used onsite. Given the nature of their operations, our hotels have the highest energy and water consumption, and are the largest contributor to the Group's building energy and water consumption.

Our hospitality business continues to focus on initiatives to improve operational efficiency across its properties including, for example, installing Building Management Systems and centralised digital chiller plant systems to improve monitoring of consumption and utility data, and upgrading electrical fan motors and switchboards to more energy-efficient variants.

[6] Given the different nature of our businesses, the normalisation factors used in our energy and water targets for our commercial properties and hospitality are GFA occupied and guest nights respectively. The intensity data for the Group is reported on a per GFA basis in Appendix A.

BUILDING ENERGY CONSUMPTION

MWh

BUILDING ENERGY INTENSITY BY GFA OCCUPIED

kWh/m²

589.9
328.3
258.9
240.3
146.2
139.1

Legend: Group, Retail, Offices, Serviced Suites, Mixed Developments, Hotels

BUILDING GHG EMISSIONS

tonnes CO₂e

BUILDING GHG EMISSIONS INTENSITY BY GFA OCCUPIED

kgCO₂e/m²

244.7
136.7
108.5
100.7
61.3
58.3
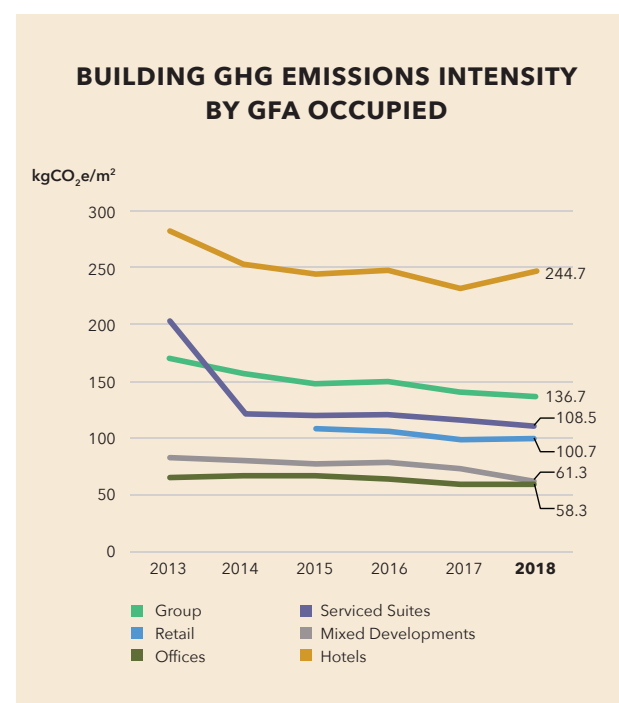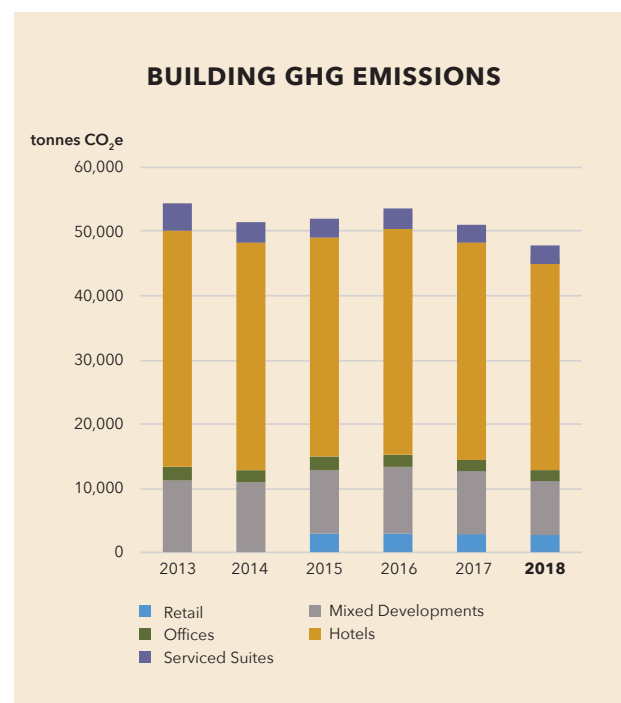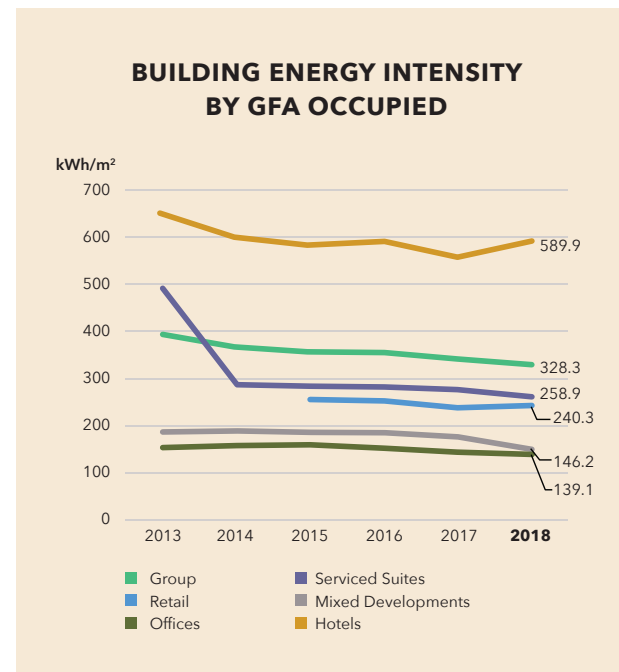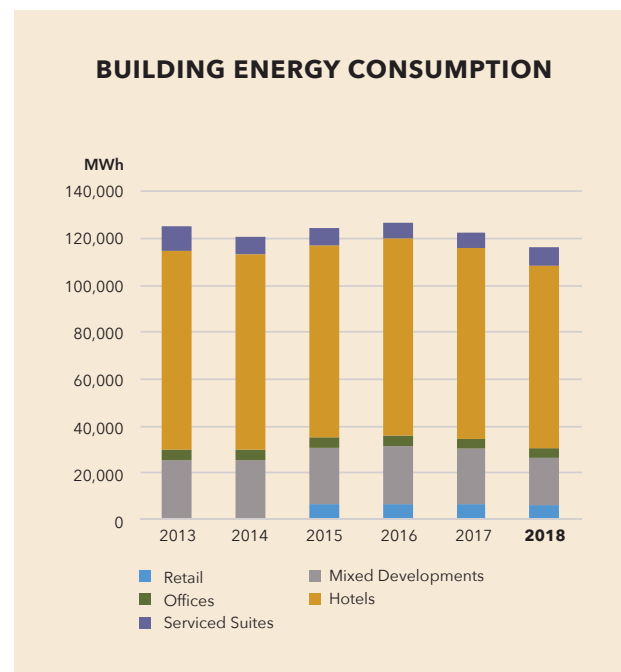
In 2018, our commercial properties achieved a 24.1% reduction in water intensity by GFA occupied, compared with the base year of 2010, thus exceeding our target of 10% reduction by 2020.

Our hospitality business achieved a 29.8% reduction in water intensity by guest night in 2018, compared with the base year of 2013, thus exceeding our target of 25% reduction by 2020. We also achieved our year-on-year target of 2% reduction of water intensity by guest night

Indicators	Scope	Target [7]	Status
Water Intensity	Commercial Properties	10% reduction of water intensity by GFA occupied by 2020 (Base year: 2010)	**TARGET MET**
Water Intensity	Hospitality	25% reduction of water intensity by guest night & cubic metres/ guest night by 2020 (Base year: 2013) (long-term target)	**TARGET MET**
		2% reduction of water intensity by guest night by 2018 (Base year: 2017) (short-term target)	**TARGET MET**

with a water intensity reduction of 7.9% in 2018 compared with 2017. This was a result from our daily water monitoring and tracking initiatives, installation of constant flow regulators at the water basins and shower facilities in guest rooms, and usage of harvested rainwater for non-potable water consumption.

In 2018, the Group's building water consumption was 846.7 thousand m³. Water used at all our properties is from municipal sources.

BUILDING WATER CONSUMPTION

thousand m³

Legend: Retail, Offices, Serviced Suites, Mixed Developments, Hotels

BUILDING WATER INTENSITY BY GFA OCCUPIED

m³/m²

3.7
2.4
2.3
2.2
1.5
1.1

Legend: Group, Retail, Offices, Serviced Suites, Mixed Developments, Hotels

[7] Given the different nature of our businesses, the normalisation factors used in our energy and water targets for our commercial properties and hospitality are GFA occupied and guest nights respectively. The intensity data for the Group is reported on a per GFA basis in Appendix A.
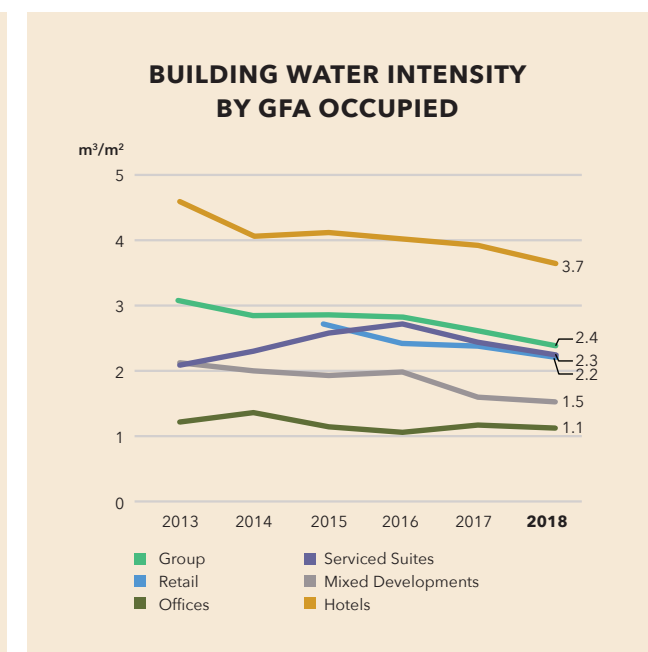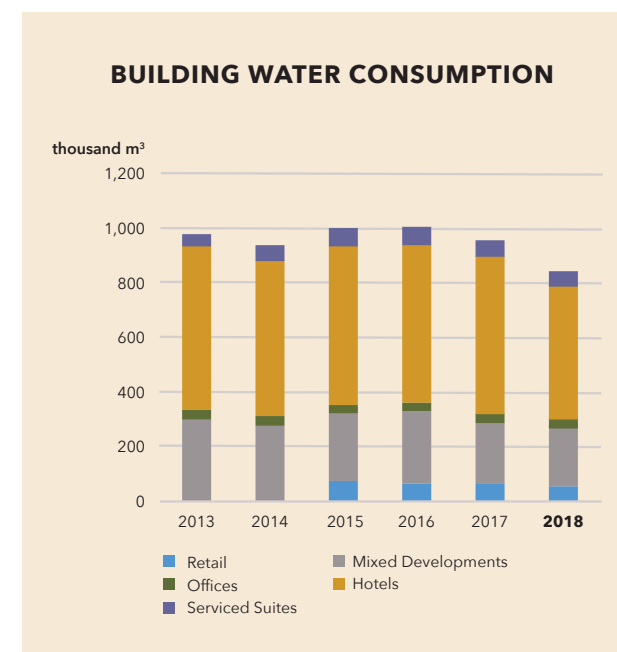
ENERGY AND WATER CONSUMPTION FOR DEVELOPMENT PROJECTS

Indicators	Scope	Target	Status
Carbon Footprint and Water Consumption	Commercial Properties	Green Mark Gold for new development of investment properties in Singapore	Not applicable; no new developments in 2018
Value Chain Impact for Material Environmental Topics	Development Projects in Singapore	All main contractors certified to ISO 14001 and Green and Gracious Builder	**TARGET MET**

Development Projects	2018	2017	2016	2015	2014
Electricity Consumption (GJ)	6,866	4,515	4,888	6,077	5,541
Diesel consumed (GJ)	27,336	22,599	21,313	20,893	26,286
Total Energy consumed (GJ)	34,202	27,114	26,201	26,970	31,827
Total GHG emissions (tonnes of CO_2e)	2,825	2,201	2,149	2,261	2,606
GHG Intensity by value of work completed (kg CO_2e/$'000)	17.6	10.5	9.2	11.1	13.0
Total water consumed (m³)	132,911	98,866	100,099	107,890	136,880
Water intensity by value of work completed (m³/$'000)	0.8	0.5	0.4	0.5	0.7
Value of work completed ($'000)	160,511	209,678	233,943	203,130	201,091

Energy and water consumption figures per year are highly dependent on the phase of construction. Consumption is typically heaviest during the middle phase of development projects. Development projects active during 2018 included The Clement Canopy, Principal Garden, The Tre Ver, Botanique at Bartley and Pan Pacific Orchard.

In 2018, total energy consumed at our development projects was 34,202 GJ (or 34.2 TJ). Energy consumed mainly comes from electricity and diesel use (the latter when a connection to the municipal supply has not yet been established). Total GHG emissions was 2,825 tonnes of CO_2 equivalent, with a breakdown of 2,026 tonnes and 799 tonnes from Scope 1 and Scope 2 respectively. The GHG intensity by tonnes value of work completed was 17.6 of CO_2 equivalent per thousand dollars.

Total water consumption from municipal sources was 132.9 thousand m³ in 2018. One of our initiatives to reduce water use at our development projects is to use wastewater from construction activities to wash trucks and other vehicles before they leave the construction sites. These vehicles are washed to minimise pollution to the public road surfaces.

All main contractors undertaking our projects in 2018 were certified to ISO 14001 and Green and Gracious Builder.

Contractors are awarded The Green and Gracious Builder certification by the BCA for meeting high standards in environmental and social practices including material use, GHG emissions, water use and air quality.

ENERGY CONSUMPTION FOR CORPORATE OFFICE

Our corporate office is located within one of our commercial properties. In 2018, the corporate office used 331.3 MWh of energy, an increase from 315.7 MWh in 2017. GHG emissions also increased by 4.9% from 132.4 tonnes of CO_2 in 2017 to 138.9 tonnes in 2018. The increase in energy consumed was due to the increase in our corporate office headcount.

WASTE AND RESOURCE MANAGEMENT

For the first time in 2018, we reported on waste and recycling from all of our commercial properties, hotels and serviced suites.

In 2018, the Group recorded 7,629.6 tonnes of waste disposed with a breakdown of 3,833.4 tonnes and 3,796.2 tonnes from our commercial properties and hospitality business respectively.

Our commercial properties sent 375.9 tonnes of waste for recycling, while our hospitality business sent 84.8 tonnes.

Connecting Communities

Staff volunteering activity organised for
Care Corner Student Care Centre.

HEALTH AND SAFETY

WORKPLACE SAFETY FOR DEVELOPMENT PROJECTS

Indicators	Scope	Target	Status
Value Chain Impact For Health And Safety	Development Projects	All main contractors to be OHSAS 18001 certified	TARGET MET

For all our development projects, we strive for zero health and safety incidents.

We recorded a slight increase in our accident frequency rate (AFR), from 0.6 in 2017 to 0.8 in 2018, which is below the national industry average of 1.5. The accident severity rate (ASR) increased from 5.5 in 2017 to 17.0 in 2018, while remaining significantly lower than the national industry average of 115. Our contractors recorded a total of four injuries resulting in 88 lost days, with no injuries involving female staff of contractors in 2018.

ACCIDENT FREQUENCY RATE (AFR)
Number of injuries per million
man hours worked

- AFR
- AFR (National industry average)

ACCIDENT SEVERITY RATE (ASR)
Number of man-days lost
per million man hours worked

- ASR
- ASR (National industry average)
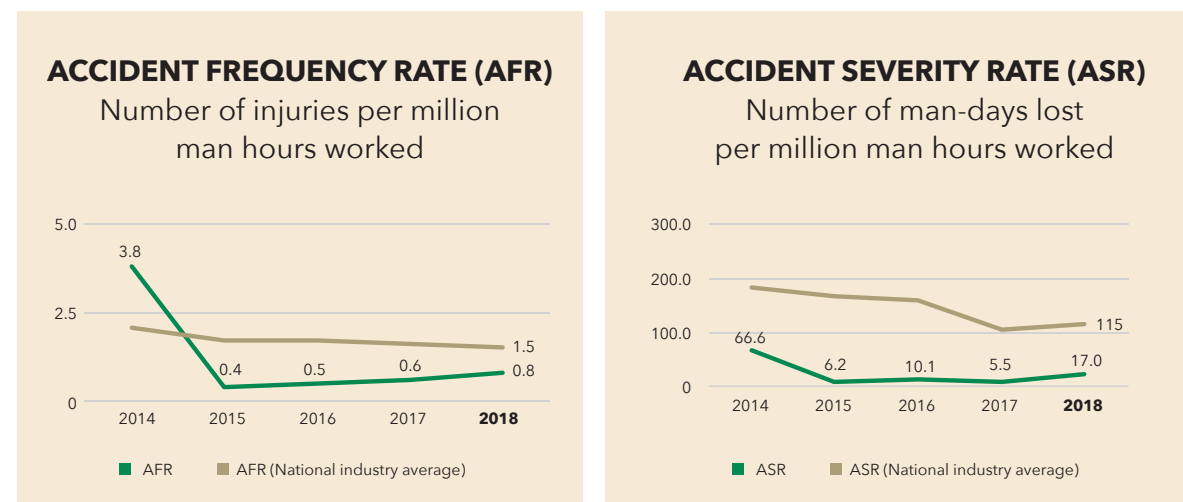
	Main Contractors		Sub-contractors		Total
	Male	Female	Male	Female	
No. of workplace fatalities	0	0	0	0	0
No. of non-fatal workplace injuries	2	0	2	0	4
No. of occupational diseases	0	0	0	0	0
No. of dangerous occurences/near misses	0	0	0	0	0
No. of lost days	35	0	53	0	88
Total no. of man hours worked	1,781,358	213,341	3,178,490	2,070	5,175,259

WORKPLACE SAFETY FOR HOSPITALITY BUSINESS

In 2017, in order to increase comparability, we aligned our hospitality workplace safety reporting with the GRI requirements and the other parts of our business. In 2018, there were 24 non-fatal workplace incidents in our hospitality business compared with 45 in 2017. As such, the AFR decreased from 10.8 in 2017 to 6.4 in 2018. However, the number of lost man days from these incidents was higher than in 2017 and as such the ASR increased from 56.9 in 2017 to 101.0 in 2018.

	Employees		Other workers (e.g. contractors)		Total
	Male	Female	Male	Female	
No. of workplace fatalities	0	0	0	0	0
No. of non-fatal workplace injuries	17	7	0	0	24
No. of occupational diseases	0	0	0	0	0
No. of dangerous occurences/near misses	0	0	0	0	0
No. of lost days	338	41	0	0	379
Total no. of man hours worked	1,965,282	1,687,340	52,852	45,177	3,750,651

FOOD SAFETY AND HYGIENE

Ensuring the safety and security and enhancing the well-being of guests in our hospitality business is a fundamental priority.

To highlight this commitment, our hospitality business launched a comprehensive Food Safety Management System (FSMS) in 2018. The programme includes extensive food safety training along with external audits along the entire food chain, from receipt of raw produce, preparation to delivery. The programme enhances our existing procedures and helps cultivate best practice in our food safety culture.

Our hotels maintained our track record for food safety. A marginal number of cases were reported and thoroughly investigated with laboratory tests, where possible. No indications of contamination were found in any of the samples in 2018.

GUEST SAFETY AND SECURITY

There were no substantiated issues concerning guest safety and security in 2018.

INCIDENT REPORTING

The number of injuries reported at all buildings was 53 (124 in 2017) in 2018. This included guests, tenants and visitors, as well as employees and contractors in our commercial properties.

PEOPLE

In 2018, the Group employed 1,827 persons in Singapore, with over 90% employed in the hospitality business. In terms of employees leaving the business in 2018, the turnover rate of the property business increased from 10.1% in 2017 to 13.3% in 2018, while the turnover rate of the hospitality business decreased from 33.8% in 2017 to 32.1%. However, over the last five years, the turnover rate for the Group has steadily decreased with turnover rates for the property and hospitality businesses remaining below the respective national industry averages every year.

The Group recorded an absentee rate of 2.8% in 2018 (unchanged from 2017), or roughly an average of 7.3 days of sick leave per employee based on a five-day work week. The absentee rate of our property business was 2.7% while that of the hospitality business was 2.8%.

TURNOVER RATE
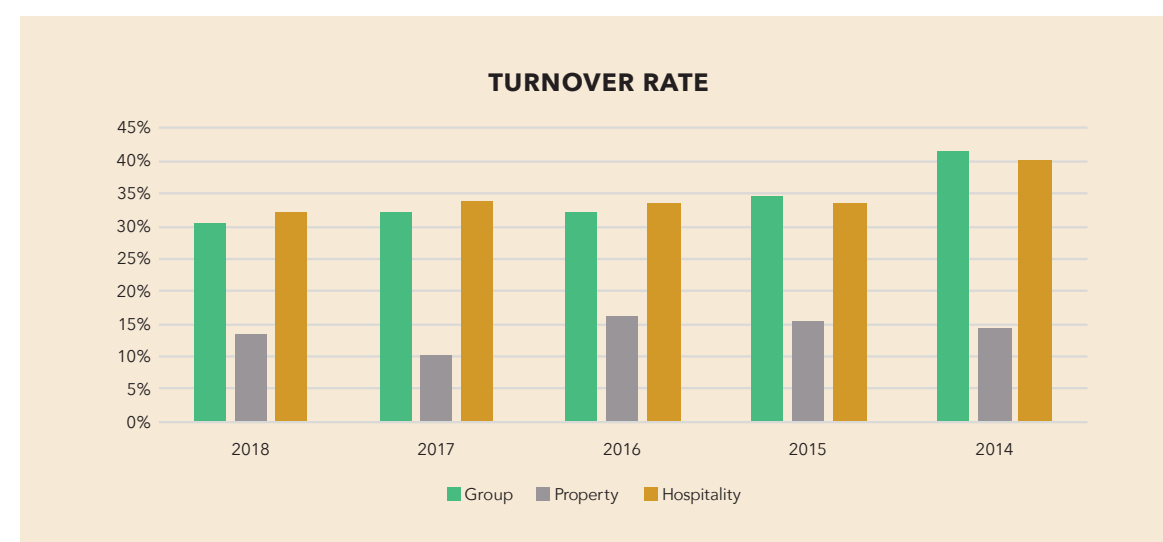
	2018	2017	2016	2015	2014
Group	30.5%	32.0%	32.1%	34.5%	41.4%
Property	13.3%	10.1%	16.1%	15.4%	14.3%
National industry average[8] (Real Estate Services)	30.0%	32.4%	34.8%	37.2%	40.8%
Hospitality	32.1%	33.8%	33.4%	33.4%	40.3%
National industry average[8] (Accommodation & Food Services)	39.6%	43.2%	43.2%	48.0%	51.6%

DIVERSITY AND INCLUSION

We believe a diverse work environment will enrich our perspectives and attract high-calibre candidates from the widest talent pool. Our workforce consists of nearly 20 nationalities across the Group.

In our property business, 40% of Senior Management were female, while 60% were male (44% female and 56% male in 2017). In our hospitality business, 48% of Senior Management of our various business units were female, while 52% were male (45% female and 55% male in 2017).

We continue to promote the redeployment of mature workers into the business. As at end December 2018, 22.2% of employees in our property business and 19.8% of employees in our hospitality business were above the age of 50.

We also foster a supportive and encouraging environment for our employees with children and dependents. The Group offers paternity leave to working fathers whose child is not a Singapore citizen, even though paternity leave is only applicable to employees whose child is a Singapore citizen under the Ministry of Manpower's regulation.

We believe in leveraging and developing the skills of the people in our local communities. In 2018, 96.7% of Senior Management and 97.7% of other employees in our property business were Singaporeans or Permanent Residents, while 86.5% of Senior Management and 55.6% of other employees in our hospitality business were Singaporeans or Permanent Residents. We align ourselves with Singapore's national targets on diversity and inclusion in our workforce.

WORKFORCE BY GENDER

GROUP — Male 52%, Female 48%

PROPERTY — Male 34%, Female 66%

HOSPITALITY — Male 54%, Female 46%

[8] Source: Ministry of Manpower Singapore, 14 March 2019.

PEOPLE DEVELOPMENT

AVERAGE TRAINING HOURS PER EMPLOYEE

Legend: ■ Group ■ Property ■ Hospitality
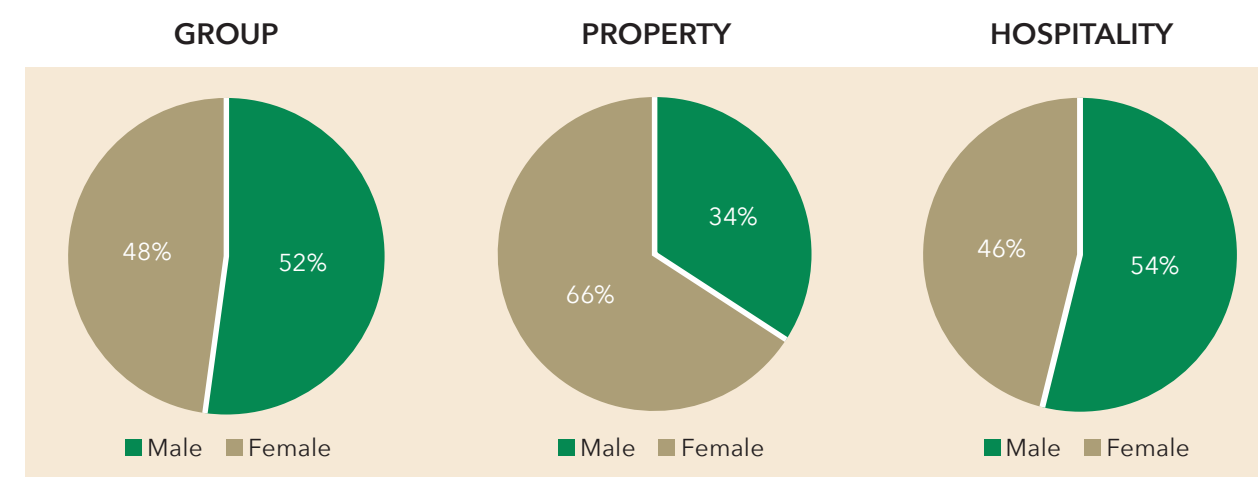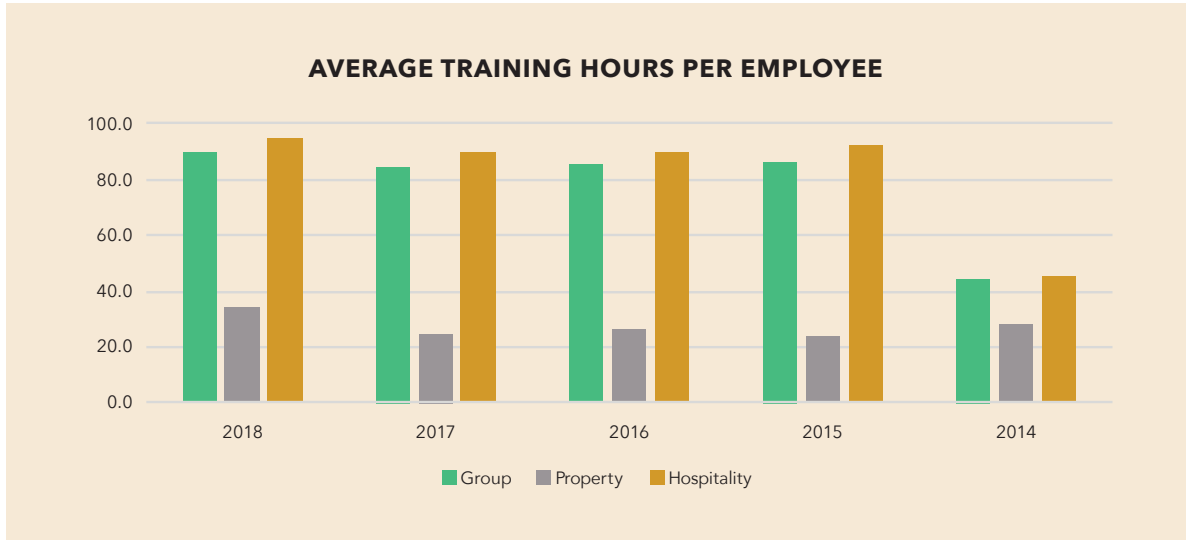
	2018	2017	2016	2015	2014
Group	89.4	85.0	85.1	86.6	44.3
Property	34.2	24.7	26.7	23.8	27.8
Hospitality	94.6	90.0	89.5	92.1	45.7

The Group recorded 89.4 hours of average training hours per employee in 2018, an increase from 85.0 hours in 2017.

Indicators	Scope	Target	Status
Talent attraction and retention through people development	Property	Average training hours per employee: 25 hours per year	TARGET MET

The average training hours per employee for our property business was 34.2 hours, exceeding our target of 25 hours.

Indicators	Scope	Target	Status
Service quality and talent attraction and retention, through people development	Hospitality	Average training hours per employee: 80 hours per year	TARGET MET

For our hospitality business, the average training hours per employee was 94.6 hours, exceeding our target of 80 hours. The increase in training hours could be attributed to the new training framework with a refresher focus implemented in 2018, where all employees in our hospitality business received training on a range of courses. Topics such as service skills, service mindset and service culture were included in the 2018 training modules.

COMMUNITY

Our community efforts provide opportunities for us to engage with and give back to the society in which we operate. The initiatives include cash donations, in-kind donations and staff volunteerism to deliver meaningful impact.

UOL supports Care Corner Student Care Centre, which provides before-and-after-school care for students. The programme is also available to underprivileged children. In 2018, UOL sponsored the replacement of ceiling fans in its two centres, so that the children can learn and grow in a comfortable environment.

For the second year, UOL donated to KK Women's and Children's Hospital Health Fund to support its Art Therapy Programme to benefit young patients from low-income families. We also continued to support the Riding for the Disabled Association (RDA) Singapore with a sponsorship to help in its mission to provide free horse-riding therapy to children and adults with physical and mental disabilities. The horses were also brought to United Square for our shoppers to interact with the horses and contribute to RDA Singapore's fundraising effort. During the year, UOL supported Gardens by the Bay by adopting a sculpture, Watching Clouds, for five years.

UOL employees are encouraged to volunteer their time to help the less fortunate through staff volunteering activities. Two activities were organised during the year for the children from Care Corner Student Care Centre and the elderly from AWWA Senior Community Home.

Throughout the year, PPHG continued to further its "Eat Well With Us" initiative, with the Senior Chefs imparting their culinary skills and recipes to the resident cooks at charity homes. A pioneer of inclusive hiring in Singapore's hospitality sector, PPHG collaborates with community partners such as SG Enable to offer students with special needs internships and employment at its hotels. PPHG also contributed to the welfare of caregivers by providing design expertise to Enabling Village's Caregivers Pod, a dedicated multi-functional space for caregivers to organise peer support sessions and gatherings.

For its community contributions, PPHG was conferred the People's Association Community Spirit Award and recognised as Champion of Good by the National Volunteer & Philanthropy Centre for the first time.

UOL supported RDA Singapore's mission to provide free horse-riding therapy to people with disabilities. (Credit: RDA Singapore)

UOL volunteers brought Christmas cheer to 40 elderly from AWWA Senior Community Home by lunching and shopping with them at Velocity@Novena Square.
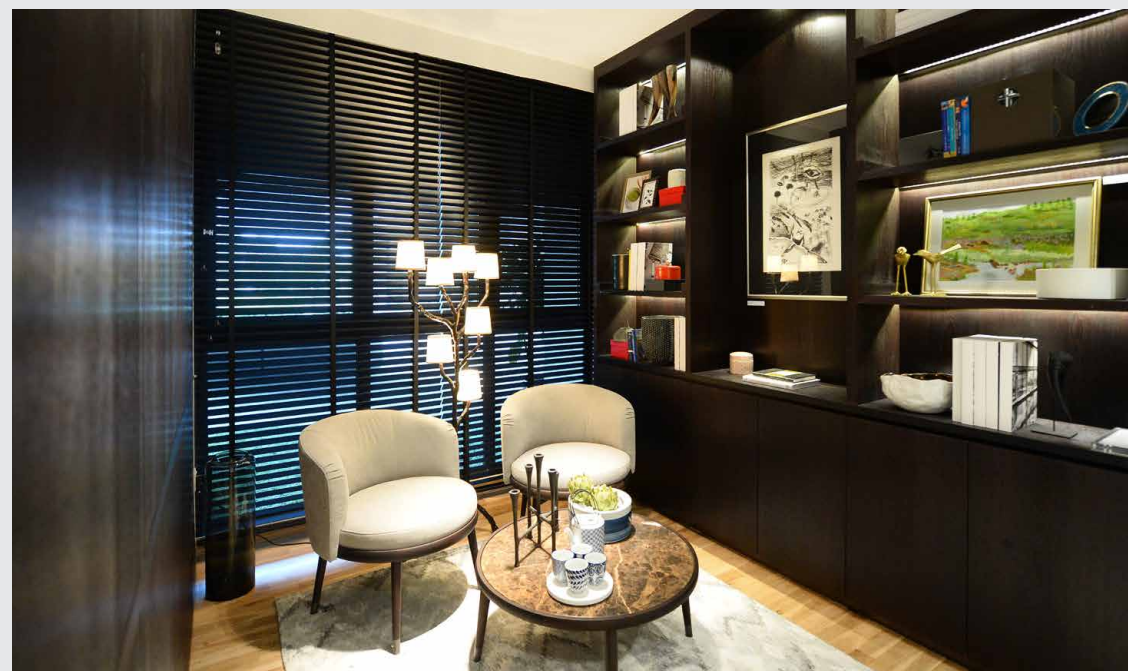
UOL has been purchasing VSA paintings for its residential showflats.

SUSTAINABLE EFFORT TO BRING ARTS TO OUR SPACES

UOL acknowledges the close relationship between art and design. Since 2014, UOL has been supporting Very Special Arts (VSA) Singapore, which aims to help artists with disabilities to integrate into the society.

UOL regularly purchases paintings from VSA to support its artists and help them to engage with a wider social community. To date, we have purchased over 30 VSA paintings for display in our residential showflats. In 2017, PPHG also collaborated with VSA to produce a rendered drawing based on an aerial photo of Kampong Glam, which is in the vicinity of PARKROYAL on Beach Road. Today, the artwork occupies a place at the Front Desk in the hotel lobby.

Wherever possible, we also provide opportunities for VSA artists to showcase their works. In June 2018, we dedicated a space for VSA when we held our first community event in Bishan. In support of the charity's fundraising efforts, our management took the lead and purchased some of their paintings. PPHG was also a venue sponsor for VSA to hold its art exhibitions at Pan Pacific Singapore in 2017 and 2018.

CREATING VIBRANT SPACES FOR COMMUNITIES TO CONNECT AND THRIVE

As one of the largest property developers in Singapore, UOL supports the nation's vision for a more liveable and sustainable Singapore. Besides building quality homes and giving back to society, UOL is committed to building a more vibrant and inclusive society where people can connect and foster a strong community spirit.

In June 2018, we organised our first community festival, Craving Communities, at a large open field in Bishan to engage our local community. The two-day event featured a line-up of local gourmet food, free craft workshops, a flea market, games, live band performances, as well as an open-air movie screening in the evening. VSA was also offered a space to raise funds through the sale of its paintings. There was a strong turnout from members of the public, and even Member of Parliament for Bishan-Toa Payoh GRC Chong Kee Hiong came to visit.

Mr Liam Wee Sin, Group Chief Executive, said: "The idea is we create spaces for communities and they must be inclusive. At the same time, we satisfy the cravings that Singaporeans have, which include a love for good food, a healthy lifestyle and of course, a quality home."

In September 2018, a month-long Craving Communities event was organised at KINEX, which focuses on creating experiential appeal and community activities after the mall's rebranding. The outdoor plaza was transformed into a lively carnival, featuring popular street food from around the world, live music, band performances, and a flea market. There was also a series of free craft workshops for children and adults, making sure there was something for everyone.

Craving Communities has since become a signature UOL event at our malls and property launches as a form of greater community engagement.

The first Craving Communities event by UOL was held in Bishan to engage the community with food and entertainment.

A series of craft workshops was organised by KINEX.

PPHG volunteers were happy that they brought smiles to the beneficiaries at Gardens by the Bay.

A COURSE FOR A CAUSE

Between July and August 2018, a record $75,000 was collected by PPHG, together with its payment partner Mastercard, towards a good cause.

A percentage of the dining bills at eight restaurants within our hotels in Singapore was donated to six Day Activity Centres (DACs) operated by Autism Association Singapore, Cerebral Palsy Alliance Singapore, Metta Welfare Association, and St Andrew's Autism Centre. These centres help adults with disabilities maximise their independence and provide welcome respite to caregivers.

To celebrate the achievement, PPHG collaborated with Singapore's eco-artist Didier Ng to create an art installation at Gardens by the Bay. Under Didier's guidance, PPHG volunteers and the beneficiaries from the DACs co-created a snowman-themed artwork using waste plastic bottles and discarded fabrics. In addition, PPHG hosted a Christmas outing for 150 beneficiaries to view their artwork and spend meaningful time with their families.

The snowmen installation was a team effort from the beneficiaries and PPHG volunteers.

AWARDS AND ACCOLADES

A complete list of awards won by the Group can be found on **https://www.uol.com.sg/about-uol/awards/**

CORPORATE

UOL GROUP LIMITED
Brand Finance
- Top 100 Singapore Brands 2018 (#32)

PAN PACIFIC HOTELS GROUP LIMITED

Travel Weekly Asia Readers' Choice Awards 2018
- Best Regional Hotel Chain

National Volunteer & Philanthropy Centre
- Champions of Good 2018

TTG Travel Awards 2018
- Best Regional Hotel Chain

CONTRACTORS' SAFETY AWARDS

SEVENTY SAINT PATRICK'S
- BCA Construction Excellence Award - Award

THOMSON THREE
- BCA Construction Excellence Award - Merit

PRODUCT, DESIGN AND ARCHITECTURAL EXCELLENCE

AMBER45
PropertyGuru Asia Property Awards (Singapore) 2018
- Winner - Best Luxury Condo Interior Design
- Highly Commended - Best Luxury Condo Development

RIVERBANK@FERNVALE
FIABCI Singapore Property Awards 2018
- Winner - Residential (Mid-rise)

PRODUCT, DESIGN AND ARCHITECTURAL EXCELLENCE

THE CLEMENT CANOPY
Singapore Excellence Awards 2018
- Top Development Award
  (Uncompleted - Non-Central)
- Landscape Excellence Award
  (Uncompleted - Non-Central)

NOVENA SQUARE
BCA Green Mark Awards 2018
- Green Mark Gold^{Plus}

PAN PACIFIC ORCHARD
**International Property Awards
(Asia Pacific) 2018**
- 5-star - Best New Hotel Construction
  & Design Singapore
- 5-star - Best Hotel Architecture
  Singapore

THE TRE VER
**International Property Awards (Asia
Pacific) 2018**
- Winner - Residential High-rise
  Architecture, Singapore
- Winner - Residential High-rise
  Development, Singapore

**PropertyGuru Asia Property Awards
(Singapore) 2018**
- Highly Commended - Best Private
  Condo Landscape Architectural Design
- Highly Commended - Best Private
  Condo Interior Design
- Highly Commended - Best Private
  Condo Architectural Design
- Highly Commended - Best Private
  Condo Development

SERVICE EXCELLENCE

PAN PACIFIC SERVICED SUITES
**DestinAsian Readers' Choice
Awards 2018**
- Top 5 Serviced Residence Brands

PARKROYAL ON PICKERING
World Travel Awards 2018
- The World's Leading Green City Hotel
- Asia's Leading Green Hotel

APPENDIX A: SUPPLEMENTARY SUSTAINABILITY DATA

Numbers may not add up due to decimal rounding.

A1: ENERGY & GHG EMISSIONS

Building Energy Consumption (MWh)	2018	2017	2016	2015	2014
GROUP	114,979	122,880	127,038	124,115	120,840
Commercial Properties	30,183	34,093	35,813	35,256	30,103
Retail	5,859	6,430	6,958	7,006	NA
Mixed Developments	20,230	23,546	24,501	23,773	25,630
Offices	4,093	4,118	4,354	4,477	4,473
Hospitality	84,796	88,787	91,225	88,859	90,737
Hotels	78,220	81,941	83,897	81,374	83,351
Serviced Suites	6,576	6,846	7,328	7,485	7,386
Building Energy Intensity By GFA (kWh/m²)					
GROUP	296.7	305.4	316.0	308.7	323.9
Commercial Properties	149.9	169.3	177.9	175.1	174.6
Retail	202.5	222.2	240.5	242.1	NA
Mixed Developments	141.8	165.0	171.7	166.6	179.7
Offices	137.6	138.4	146.3	150.3	150.1
Hospitality	455.4	441.7	454.7	442.9	452.3
Hotels	501.5	479.7	492.3	477.5	489.1
Serviced Suites	217.7	226.7	242.6	247.8	244.5
Building Energy Intensity By GFA Occupied (kWh/m²)					
GROUP	328.3	338.2	354.6	352.6	364.2
Commercial Properties	157.1	178.0	188.2	189.7	181.3
Retail	240.3	235.4	249.6	255.6	NA
Mixed Developments	146.2	174.5	183.6	182.7	186.5
Offices	139.1	140.9	150.5	158.2	156.4
Hospitality	536.7	516.8	542.9	534.6	547.6
Hotels	589.9	557.0	589.7	582.2	595.7
Serviced Suites	258.9	277.1	284.6	283.2	286.7
Building Energy Intensity By Guest Night (kWh/guest night) (Hospitality only)					
Hospitality	53.6	52.1	58.8	60.1	63.1
Hotels	57.8	55.3	63.0	64.2	67.3
Serviced Suites	28.8	30.8	33.2	35.5	37.2

Building GHG Emissions (tonnes of CO_2e)	2018	2017	2016	2015	2014
GROUP	47,861	51,138	53,416	52,069	51,356
Commercial Properties	12,653	14,292	15,174	14,892	12,875
Retail	2,456	2,696	2,948	2,959	NA
Mixed Developments	8,481	9,870	10,381	10,042	10,962
Offices	1,716	1,726	1,845	1,891	1,913
Hospitality	35,208	36,847	38,242	37,177	38,481
Hotels	32,452	33,981	35,142	34,018	35,322
Serviced Suites	2,756	2,866	3,100	3,158	3,159
Building GHG Emissions Intensity By GFA (kg of CO_2e/m^2)					
GROUP	123.5	127.1	132.9	129.5	137.7
Commercial Properties	62.8	71.0	75.4	73.9	74.7
Retail	84.9	93.2	101.9	102.3	NA
Mixed Developments	59.4	69.2	72.8	70.4	76.8
Offices	57.7	58.0	62.0	63.5	64.2
Hospitality	189.1	183.3	190.6	185.3	191.8
Hotels	208.0	198.9	206.2	199.6	207.3
Serviced Suites	91.2	94.9	102.7	104.6	104.6
Building GHG Emissions Intensity By GFA Occupied (kg of CO_2e/m^2)					
GROUP	136.7	140.8	149.1	147.9	154.8
Commercial Properties	65.8	74.6	79.8	80.1	77.5
Retail	100.7	98.7	105.7	108.0	NA
Mixed Developments	61.3	73.1	77.8	77.2	79.8
Offices	58.3	59.0	63.8	66.8	66.9
Hospitality	222.8	214.5	227.6	223.7	232.2
Hotels	244.7	231.0	247.0	243.4	252.4
Serviced Suites	108.5	116.0	120.4	119.5	122.6
Building GHG Emissions Intensity By Guest Night (m^3/guest night) (Hospitality only)					
Hospitality	22.3	21.6	24.6	25.2	26.8
Hotels	24.0	22.9	26.4	26.8	28.5
Serviced Suites	12.1	12.9	14.1	15.0	15.9

A2: WATER

Building Water Consumption (Thousand m^3)	2018	2017	2016	2015	2014
GROUP	847	961	1,010	1,002	941
Commercial Properties	299	320	362	355	314
Retail	55	65	67	74	NA
Mixed Developments	211	221	264	249	276
Offices	34	34	31	33	39
Hospitality	548	640	648	647	627
Hotels	490	579	577	579	567
Serviced Suites	58	61	71	68	59
Building Water Intensity By GFA (m^3/m^2)					
GROUP	2.2	2.4	2.5	2.5	2.5
Commercial Properties	1.5	1.6	1.8	1.8	1.8
Retail	1.9	2.3	2.3	2.5	NA
Mixed Developments	1.5	1.5	1.9	1.7	1.9
Offices	1.1	1.1	1.0	1.1	1.3
Hospitality	2.9	3.2	3.2	3.2	3.1
Hotels	3.1	3.4	3.4	3.4	3.3
Serviced Suites	1.9	2.0	2.3	2.3	2.0
Building Water Intensity By GFA Occupied (m^3/m^2)					
GROUP	2.4	2.6	2.8	2.8	2.8
Commercial Properties	1.6	1.7	1.9	1.9	1.9
Retail	2.2	2.4	2.4	2.7	NA
Mixed Developments	1.5	1.6	2.0	1.9	2.0
Offices	1.1	1.2	1.1	1.2	1.3
Hospitality	3.5	3.7	3.9	3.9	3.8
Hotels	3.7	3.9	4.1	4.1	4.1
Serviced Suites	2.3	2.5	2.7	2.6	2.3
Building Water Intensity By Guest Night (m^3/guest night) (Hospitality only)					
Hospitality	0.3	0.4	0.4	0.4	0.4
Hotels	0.4	0.4	0.4	0.5	0.5
Serviced Suites	0.3	0.3	0.3	0.3	0.3

A3: WASTE

Waste Disposal (tonnes)	2018	2017	2016	2015	2014
GROUP	7,630	NA	NA	NA	NA
Commercial Properties	3,833	NA	NA	NA	NA
Retail	782	NA	NA	NA	NA
Mixed Developments	2,799	NA	NA	NA	NA
Offices	252	NA	NA	NA	NA
Hospitality	3,796	4,131	4,730	4,044	3,474
Hotels	3,447	3,793	4,346	3,990	3,474
Serviced Suites	349	338	384	54	NA
Waste Recycling (tonnes)					
GROUP	460.7	NA	NA	NA	NA
Commercial Properties	375.9	NA	NA	NA	NA
Retail	98.7	NA	NA	NA	NA
Mixed Developments	277.1	NA	NA	NA	NA
Offices	0.0	NA	NA	NA	NA
Hospitality	84.8	120.2	147.3	149.1	177.1
Hotels	77.2	108.4	129.1	149.1	177.1
Serviced Suites	7.6	11.8	18.2	NA	NA
Waste Intensity By GFA (kg/m²)					
GROUP	19.7	NA	NA	NA	NA
Commercial Properties	19.0	NA	NA	NA	NA
Retail	27.0	NA	NA	NA	NA
Mixed Developments	19.6	NA	NA	NA	NA
Offices	8.5	NA	NA	NA	NA
Hospitality	20.4	20.5	23.6	23.4	20.4
Hotels	22.1	22.2	25.5	23.4	20.4
Serviced Suites	11.6	11.2	12.7	NA	NA
Waste Intensity By Guest Night (kg/guest night)					
Hospitality	2.4	2.4	3.0	3.1	3.0
Hotels	2.5	2.6	3.3	3.1	3.0
Serviced Suites	1.5	1.5	1.7	NA	NA

A4: WORKFORCE STATISTICS

TOTAL NUMBER OF EMPLOYEES BY EMPLOYMENT CONTRACT, BY GENDER

Group	Male	Female
Permanent employees	951	872
Fixed term/temporary employees	2	2
Property	**Male**	**Female**
Permanent employees	54	103
Fixed term/temporary employees	0	1
Hospitality	**Male**	**Female**
Permanent employees	897	769
Fixed term/temporary employees	2	1

TOTAL NUMBER OF EMPLOYEES BY EMPLOYMENT TYPE, BY GENDER

Group	Male	Female
Full-time employees	952	873
Part-time employees	1	1
Property	**Male**	**Female**
Full-time employees	54	104
Part-time employees	0	0
Hospitality	**Male**	**Female**
Full-time employees	898	769
Part-time employees	1	1

A5: NEW HIRES, TURNOVER AND ABSENTEE RATES

TOTAL NUMBER AND RATE OF NEW EMPLOYEE HIRES BY AGE GROUP

Group	<30 years	30-50 years	>50 years
No. of new hires	264	180	24
Rate of new hires (Denominator: total number of employees)	14.4%	9.9%	1.3%
Rate of new hires (Denominator: no. of employees in age group)	54.2%	18.5%	6.6%
Property	**<30 years**	**30-50 years**	**>50 years**
No. of new hires	7	19	1
Rate of new hires (Denominator: total number of employees)	4.4%	12.0%	0.6%
Rate of new hires (Denominator: no. of employees in age group)	38.9%	18.1%	2.9%
Hospitality	**<30 years**	**30-50 years**	**>50 years**
No. of new hires	257	161	23
Rate of new hires (Denominator: total number of employees)	15.4%	9.6%	1.4%
Rate of new hires (Denominator: no. of employees in age group)	54.8%	18.5%	7.0%

TOTAL NUMBER AND RATE OF NEW EMPLOYEE HIRES BY GENDER

Group	Male	Female
No. of new hires	232	236
Rate of new hires (Denominator: total number of employees)	12.7%	12.9%
Rate of new hires (Denominator: no. of employees in gender category)	24.3%	27.0%
Property	**Male**	**Female**
No. of new hires	8	19
Rate of new hires (Denominator: total number of employees)	5.1%	12.0%
Rate of new hires (Denominator: no. of employees in gender category)	14.8%	18.3%
Hospitality	**Male**	**Female**
No. of new hires	224	217
Rate of new hires (Denominator: total number of employees)	13.4%	13.0%
Rate of new hires (Denominator: no. of employees in gender category)	24.9%	28.2%

TOTAL NUMBER AND RATE OF EMPLOYEE TURNOVER BY AGE GROUP

Group	<30 years	30-50 years	>50 years
No. of voluntary turnover	176	175	27
No. of non-voluntary turnover	117	36	26
No. of voluntary & non-voluntary turnover	293	211	53
Rate of voluntary & non-voluntary turnover (Denominator: total number of employees)	16.0%	11.5%	2.9%
Rate of voluntary & non-voluntary turnover (Denominator: no. of employees in age group)	60.2%	21.6%	14.5%
Property	**<30 years**	**30-50 years**	**>50 years**
No. of voluntary turnover	6	13	1
No. of non-voluntary turnover	1	0	0
No. of voluntary & non-voluntary turnover	7	13	1
Rate of voluntary & non-voluntary turnover (Denominator: total number of employees)	4.4%	8.2%	0.6%
Rate of voluntary & non-voluntary turnover (Denominator: no. of employees in age group)	38.9%	12.4%	2.9%
Hospitality	**<30 years**	**30-50 years**	**>50 years**
No. of voluntary turnover	170	162	26
No. of non-voluntary turnover	116	36	26
No. of voluntary & non-voluntary turnover	286	198	52
Rate of voluntary & non-voluntary turnover (Denominator: total number of employees)	17.1%	11.9%	3.1%
Rate of voluntary & non-voluntary turnover (Denominator: no. of employees in age group)	61.0%	22.8%	15.8%

TOTAL NUMBER AND RATE OF EMPLOYEE TURNOVER BY GENDER

Group	Male	Female
No. of voluntary turnover	201	177
No. of non-voluntary turnover	74	105
No. of voluntary & non-voluntary turnover	275	282
Rate of voluntary & non-voluntary turnover (Denominator: total number of employees)	15.1%	15.4%
Rate of voluntary & non-voluntary turnover (Denominator: no. of employees in gender category)	28.9%	32.3%
Property	**Male**	**Female**
No. of voluntary turnover	6	14
No. of non-voluntary turnover	0	1
No. of voluntary & non-voluntary turnover	6	15
Rate of voluntary & non-voluntary turnover (Denominator: total number of employees)	3.8%	9.5%
Rate of voluntary & non-voluntary turnover (Denominator: no. of employees in gender category)	11.1%	14.4%
Hospitality	**Male**	**Female**
No. of voluntary turnover	195	163
No. of non-voluntary turnover	74	104
No. of voluntary & non-voluntary turnover	269	267
Rate of voluntary & non-voluntary turnover (Denominator: total number of employees)	16.1%	16.0%
Rate of voluntary & non-voluntary turnover (Denominator: no. of employees in gender category)	29.9%	34.7%

ABSENTEE RATE BY GENDER

Group		
Overall Absentee Rate		**2.8%**
Absentee rate by gender	Male	Female
	2.7%	2.9%
Property		
Overall Absentee Rate		**2.7%**
Absentee rate by gender	Male	Female
	2.7%	2.7%
Hospitality		
Overall Absentee Rate		**2.8%**
Absentee rate by gender	Male	Female
	2.7%	2.9%

A6: DIVERSITY & INCLUSION

PERCENTAGE OF EMPLOYEES PER EMPLOYMENT CATEGORY BY GENDER

Group	Male	Female
Non-Executive	59%	41%
Executive	46%	54%
Senior Management	54%	46%
Property	**Male**	**Female**
Non-Executive	36%	64%
Executive	27%	73%
Senior Management	60%	40%
Hospitality	**Male**	**Female**
Non-Executive	60%	40%
Executive	48%	52%
Senior Management	52%	48%

PERCENTAGE OF EMPLOYEES PER EMPLOYMENT CATEGORY BY AGE GROUP

Group	<30 years	30-50 years	>50 years
Non-Executive	36%	39%	25%
Executive	22%	64%	14%
Senior Management	0%	67%	33%
Property	**<30 years**	**30-50 years**	**>50 years**
Non-Executive	27%	36%	36%
Executive	13%	71%	16%
Senior Management	0%	60%	40%
Hospitality	**<30 years**	**30-50 years**	**>50 years**
Non-Executive	36%	39%	25%
Executive	23%	63%	13%
Senior Management	0%	70%	30%

A7: TRAINING

AVERAGE TRAINING HOURS PER EMPLOYEE BY CATEGORY AND GENDER

Group	Male	Female
Overall average training hours	91.5	87.1
Non-Executive	93.8	92.7
Executive	90.4	83.6
Senior Management	82.0	84.7
Property	**Male**	**Female**
Overall average training hours	39.6	31.3
Non-Executive	0.5	7.0
Executive	40.3	31.2
Senior Management	47.1	46.7
Hospitality [9]	**Male**	**Female**
Overall average training hours	94.6	94.6
Non-Executive	94.6	94.6
Executive	94.6	94.6
Senior Management	94.6	94.6

[9] Data for average training hours by employee category and gender is unavailable, so we apply an average to obtain the figures.

APPENDIX B: NOTES FOR SUSTAINABILITY PERFORMANCE DATA

GENERAL

1. Buildings

   Mixed Developments: Novena Square and United Square

   Offices: Faber House and Odeon Towers

   Retail: KINEX

   Hotels: PARKROYAL on Beach Road, PARKROYAL on Kitchener Road, PARKROYAL on Pickering, and Pan Pacific Singapore. Pan Pacific Orchard was excluded as it was closed for redevelopment on 1 April 2018.

   Serviced Suites: PARKROYAL Serviced Suites Singapore, Pan Pacific Serviced Suites Beach Road, and Pan Pacific Serviced Suites Orchard

2. Development projects: Refer to construction and redevelopment activities that took place in Singapore, including joint ventures with UIC. Data for 2014 included Archipelago, a joint venture with UIC where the contract was structured such that UIC had operational control of the development phase. Riverbank@Fernvale was completed in 1Q2017.

3. Corporate office: Refers to electricity consumption at UOL's corporate office, based on utility bills. Water data is unavailable, as water is not separately metered. Our corporate office sits within United Square, and forms a subset of the building energy and water figures reported.

ENVIRONMENT

4. Coverage within building: Energy data from tenants is excluded for Mixed Developments, Offices and Retail properties. Energy data reported for Hotels and Serviced Suites includes areas owned and managed by PPHG, except for Pan Pacific Singapore where data includes retail and F&B tenants.

5. District cooling: The BCA Energy Benchmarking Report excludes properties with district cooling, which can form a significant part of the energy consumption. One of our hotels, Pan Pacific Singapore, uses district cooling technology.

6. GFA and GFA occupied: We report our energy, GHG emissions, water, and waste intensity figures by GFA and GFA occupied.

   We adopt BCA's definition for GFA. All covered floor areas of a building, except otherwise exempted, uncovered areas for commercial uses, are deemed the GFA of the building. Generally, car parks are excluded from GFA computation.

   GFA occupied is calculated by occupancy rate (simple average of monthly occupancy rates) multiplied by GFA.

   Odeon Towers has a reduced GFA from 23,273 m^2 to 23,236 m^2 (reduced by 37 m^2 or 0.2%) effective 1 July 2015. We recognise this change in our reporting from 2016 onwards.

   The GFA for PARKROYAL Serviced Suites Singapore was updated in 2018 to reflect improved data. The new GFA was applied to historical years (where relevant).

7. Guest night: We adopt the definition from EarthCheck, a leading tourism benchmarking group. Guest night includes i) guests/staff staying overnight, ii) day/banquet guests and iii) non-resident restaurant guests, as illustrated in the equation below:

    Guest night = Overnight guests/staff + (Day/banquet guests ÷ 3) + (Non-resident restaurant guests ÷ 4)

    i)   Guests/staff staying overnight: The number of guests staying overnight equals the number people staying over each night (including complimentary stays and staff that live on-site), added up over the year.

         Example: Two people sharing a room for three nights is equal to 6 guest nights (2 x 3)

    ii) Day guests: Day guests represent the number of non-resident day guests (for example, the number of people turning up to use on-site facilities such as a spa, golf course, MICE or business centre, but do not stay overnight) added up over the year.

         Day guests would also include delegates attending day conferences and/or functions. Please note that 'Day guests' does not include restaurant covers.

         Example: Over the year, a hotel's fitness centre received an additional 3,750 non-resident users. This would be equivalent to 1,250 guest nights (3,750 ÷ 3).

    iii) Non-resident restaurant guests: Non-resident restaurant guests represent the number of non-resident day guests (for example, the number of people turning up to dine at F&B outlets/restaurants, but do not stay overnight) added up over the Benchmarking period (typically 365 days).

         Example: Over the year, a hotel's restaurants/F&B outlets received an additional 2,000 non-resident restaurant users. This would be equivalent to 500 guest nights (2,000 ÷ 4).

8. Building and development site details including property type, area and occupancy rates are available in UOL Annual Report 2018's Property Summary, pages 64-71.

9. GHG conversion is based on the Greenhouse Gas Protocol. Emission factors for electricity generation are sourced from the Energy Market Authority (EMA), 2018. Electricity Grid Emission Factor for 2016 - 2017 were updated from the EMA. Due to this, past year emission data for 2016 and 2017 were restated based on figures from EMA, which had a slight (<2%) difference from figures used previously. Greenhouse Gas Protocol Emission Factors from Cross Sector Tools, March 2017 were used for diesel conversions. The Global Warming Potential of CH_4 and N_2O is not considered because its effect on the overall emissions is insignificant.

10. Waste data for Mixed Developments, Offices and Retail properties include all users of the buildings.

11. Waste data for Hotels and Serviced Suites includes guests, but excludes retail and F&B tenants, except for PARKROYAL on Beach Road, where waste data includes disposal from PARKROYAL Serviced Suites Singapore and tenants at The Plaza, as these properties share the same disposal receptacle.

12. Waste intensity for hospitality is derived by total number of guest nights for simplicity.

13. Source of conversion factor from diesel in litres to kWh is the Carbon Disclosure Project. Technical Note. Conversion of fuel data to MWh, 2016.

HEALTH AND SAFETY

14. Workplace health and safety data include development projects and hospitality.

    Coverage for development projects: workplace accidents to main contractors and sub-contractors

    Coverage for hospitality: workplace accidents to all employees and contractors at hotels and serviced suites

15. Accident frequency rate is defined as the number of workplace accidents for every one million man-hours worked.

16. Number of man-hours worked in safety data reported:

    Development projects: The number of man-hours includes main contractors' and sub-contractors' hours.

    Hospitality: The number of man-hours includes employees' and contractors' hours.

17. Workplace accidents must be reported to the Ministry of Manpower (MOM) if the accident results in hospitalisation for 24 hours or more or medical leave for three days, whether consecutive or not. Fatalities as a result of work must also be reported to MOM.

18. National industry figures are obtained from the Workplace Safety and Health (WSH) Institute, an initiative driven by MOM and WSH Council.

19. The new standard ISO 45001 will replace OHSAS 18001. Companies must migrate to the new standard by March 2021. One of the main contractors for a development project in 2018 has been certified to the new ISO 45001 standard.

PEOPLE

20.   While UOL Management Services (UMS) is a wholly-owned subsidiary, the working relationship is such that UMS is considered to be a contractor supplying facility management services to UOL. As such, figures reported for our property business exclude UMS as employees and instead report figures relating to UMS under contractors, where applicable.

21.   There are no significant variations in the total number of employees for both our property and hospitality businesses.

22.   Scheduled workday is calculated by 5 days x 52 weeks minus actual public holidays, actual annual leave and actual parental leave.

23.   A significant portion of the property development business is performed by our contractors during construction. Facilities management services are provided by UOL Management Services.

24.   Training figures for 2012 to 2015 do not include the corporate office of our hospitality business. These figures are provided in 2016 and onwards.

25.   Average training hours per employee = Total training hours for the year / Number of employees as at 31 December.

26.   For employee age classification, our property business defines employee age by birth date, whereas our hospitality business defines employee age by calendar year. We intend to align the classifications in future.

27.   The definition of Senior Management is 'Assistant General Manager and above' for the property business, whereas for the hospitality business, it is 'Vice President and above, Executive Committee Member and Head of Department'.

COMMUNITY

28.   We track our community contributions internally and currently do not report on it externally, as this report is focused on our key material topics.

COMPLIANCE

29.   Scope of number of significant fines or non-monetary sanctions includes:

- Non-compliance with environmental laws and regulations.

- Incidents of non-compliance concerning the health and safety impacts of products and services.

- Substantiated complaints concerning breaches of customer privacy and losses of customer data.

- Non-compliance with laws and regulations in the social and economic area.

APPENDIX C: RESTATEMENTS

Reasons for restatement	
Electricity Grid Emission Factor for 2016 - 2017 were updated from EMA.	A
Update of GFA for PARKROYAL Serviced Suites Singapore.	B

ENVIRONMENT

BUILDINGS[10]

Description of data	Year	What was reported in SR2017	What it should be	Difference	Reason for restatement	What was reported in SR2017	What it should be	Difference	Reason for restatement
		GFA (m²)				GFA Occupied (m²)			
GROUP	2017	414,976	402,363	3.0%	B	373,353	363,318	2.7%	B
Hospitality	2017	213,624	201,011	5.9%	B	181,848	171,812	5.5%	B
Serviced Suites	2017	42,816	30,203	29.5%	B	34,744	24,708	28.9%	B
GROUP	2016	414,589	401,975	3.0%	B	369,028	358,275	2.9%	B
Hospitality	2016	213,237	200,623	5.9%	B	178,782	168,029	6.0%	B
Serviced Suites	2016	42,816	30,203	29.5%	B	36,503	25,749	29.5%	B
GROUP	2015	414,626	402,012	3.0%	B	363,060	352,023	3.0%	B
Hospitality	2015	213,237	200,623	5.9%	B	177,239	166,202	6.2%	B
Serviced Suites	2015	42,816	30,203	29.5%	B	37,464	26,427	29.5%	B
GROUP	2014	385,689	373,075	3.3%	B	342,508	331,751	3.1%	B
Hospitality	2014	213,237	200,623	5.9%	B	176,446	165,689	6.1%	B
Serviced Suites	2014	42,816	30,203	29.5%	B	36,515	25,758	29.5%	B
GROUP	2013	385,689	373,075	3.3%	B	330,515	321,486	2.7%	B
Hospitality	2013	213,237	200,623	5.9%	B	161,485	152,456	5.6%	B
Serviced Suites	2013	42,816	30,203	29.5%	B	30,649	21,620	29.5%	B

[10] GRI 102-48

Description of data	Year	Building GHG Emissions (tonnes of CO_2e)				Building GHG Intensity by GFA (kg of CO_2e/m^2)			
		What was reported in SR2017	What it should be	Difference	Reason for restatement	What was reported in SR2017	What it should be	Difference	Reason for restatement
GROUP	2017	51,738	51,138	1.2%	A	124.7	127.1	-1.9%	A, B
Commercial Properties	2017	14,469	14,292	1.2%	A	71.9	71.0	1.2%	A
Retail	2017	2,729	2,696	1.2%	A	94.3	93.2	1.2%	A
Mixed Developments	2017	9,993	9,870	1.2%	A	70.0	69.2	1.2%	A
Offices	2017	1,748	1,726	1.2%	A	58.7	58.0	1.2%	A
Hospitality	2017	37,269	36,847	1.1%	A	174.5	183.3	-5.1%	A, B
Hotels	2017	34,368	33,981	1.1%	A	201.2	198.9	1.1%	A
Serviced Suites	2017	2,901	2,866	1.2%	A	67.8	94.9	-40.0%	A, B
GROUP	2016	53,501	53,416	0.2%	A	129.0	132.9	-3.0%	A, B
Commercial Properties	2016	15,199	15,174	0.2%	A	75.5	75.4	0.2%	A
Retail	2016	2,953	2,948	0.2%	A	102.1	101.9	0.2%	A
Mixed Developments	2016	10,398	10,381	0.2%	A	72.9	72.8	0.2%	A
Offices	2016	1,848	1,845	0.2%	A	62.1	62.0	0.2%	A
Hospitality	2016	38,301	38,242	0.2%	A	179.6	190.6	-6.1%	A, B
Hotels	2016	35,196	35,142	0.2%	A	206.5	206.2	0.2%	A
Serviced Suites	2016	3,105	3,100	0.2%	A	72.5	102.7	-41.5%	A, B
GROUP	2015					125.6	129.5	-3.1%	B
Hospitality	2015					174.3	185.3	-6.3%	B
Serviced Suites	2015					73.8	104.6	-41.8%	B
GROUP	2014					133.2	137.7	-3.4%	B
Hospitality	2014					180.5	191.8	-6.3%	B
Serviced Suites	2014					73.8	104.6	-41.8%	B
GROUP	2013					141.0	145.7	-3.4%	B
Hospitality	2013					192.4	204.5	-6.3%	B
Serviced Suites	2013					100.5	142.4	-41.8%	B

Description of data	Year	Building GHG Intensity by GFA Occupied (kg of CO_2e/m^2)			
		What was reported in SR2017	What it should be	Difference	Reason for restatement
GROUP	2017	138.6	140.8	-1.6%	A, B
Commercial Properties	2017	75.6	74.6	1.2%	A
Retail	2017	99.9	98.7	1.2%	A
Mixed Developments	2017	74.0	73.1	1.2%	A
Offices	2017	59.8	59.0	1.2%	A
Hospitality	2017	204.9	214.5	-4.6%	A, B
Hotels	2017	233.6	231.0	1.1%	A
Serviced Suites	2017	83.5	116.0	-38.9%	A, B
GROUP	2016	145.0	149.1	-2.8%	A, B
Commercial Properties	2016	79.9	79.8	0.2%	A
Retail	2016	105.9	105.7	0.2%	A
Mixed Developments	2016	77.9	77.8	0.2%	A
Offices	2016	63.9	63.8	0.2%	A
Hospitality	2016	214.2	227.6	-6.2%	A, B
Hotels	2016	247.4	247.0	0.2%	A
Serviced Suites	2016	85.1	120.4	-41.5%	A, B
GROUP	2015	143.4	147.9	-3.1%	B
Hospitality	2015	209.8	223.7	-6.6%	B
Serviced Suites	2015	84.3	119.5	-41.8%	B
GROUP	2014	149.9	154.8	-3.2%	B
Hospitality	2014	218.1	232.2	-6.5%	B
Serviced Suites	2014	86.5	122.6	-41.8%	B
GROUP	2013	164.5	169.1	-2.8%	B
Hospitality	2013	254.1	269.1	-5.9%	B
Serviced Suites	2013	140.4	199.0	-41.8%	B

Description of data	Year	What was reported in SR2017	What it should be	Difference	Reason for restatement
		Building GHG Intensity by Guest Night (kg of CO_2e/guest night)			
Hospitality	2017	21.9	21.6	1.1%	A
Hotels	2017	23.2	22.9	1.1%	A
Serviced Suites	2017	13.1	12.9	1.2%	A
Hospitality	2016	24.7	24.6	0.2%	A
Hotels	2016	26.4	26.4	0.2%	A
Serviced Suites	2016	14.1	14.1	0.2%	A

Description of data	Year	What was reported in SR2017	What it should be	Difference	Reason for restatement	What was reported in SR2017	What it should be	Difference	Reason for restatement
		Building Energy Intensity by GFA (kWh/m²)				**Building Energy Intensity by GFA Occupied (kWh/m²)**			
GROUP	2017	296.1	305.4	-3.1%	B	329.1	338.2	-2.8%	B
Hospitality	2017	415.6	441.7	-6.3%	B	488.2	516.8	-5.8%	B
Serviced Suites	2017	159.9	226.7	-41.8%	B	197.0	277.1	-40.6%	B
GROUP	2016	306.4	316.0	-3.1%	B	344.3	354.6	-3.0%	B
Hospitality	2016	427.8	454.7	-6.3%	B	510.3	542.9	-6.4%	B
Serviced Suites	2016	171.2	242.6	-41.8%	B	200.8	284.6	-41.8%	B
GROUP	2015	299.3	308.7	-3.1%	B	341.9	352.6	-3.1%	B
Hospitality	2015	416.7	442.9	-6.3%	B	501.4	534.6	-6.6%	B
Serviced Suites	2015	174.8	247.8	-41.8%	B	199.8	283.2	-41.8%	B
GROUP	2014	313.3	323.9	-3.4%	B	352.8	364.2	-3.2%	B
Hospitality	2014	425.5	452.3	-6.3%	B	514.2	547.6	-6.5%	B
Serviced Suites	2014	172.5	244.5	-41.8%	B	202.3	286.7	-41.8%	B
GROUP	2013	325.2	336.2	-3.4%	B	379.4	390.1	-2.8%	B
Hospitality	2013	445.6	473.6	-6.3%	B	588.4	623.2	-5.9%	B
Serviced Suites	2013	246.7	349.8	-41.8%	B	344.7	488.6	-41.8%	B

Description of data	Year	What was reported in SR2017	What it should be	Difference	Reason for restatement	What was reported in SR2017	What it should be	Difference	Reason for restatement
		Building Water Intensity by GFA (m³/m²)				**Building Water Intensity by GFA Occupied (m³/m²)**			
GROUP	2017	2.3	2.4	-3.1%	B	2.6	2.6	-2.8%	B
Hospitality	2017	3.0	3.2	-6.3%	B	3.5	3.7	-5.8%	B
Serviced Suites	2017	1.4	2.0	-41.8%	B	1.8	2.5	-40.6%	B
GROUP	2016	2.4	2.5	-3.1%	B	2.7	2.8	-3.0%	B
Hospitality	2016	3.0	3.2	-6.3%	B	3.6	3.9	-6.4%	B
Serviced Suites	2016	1.6	2.3	-41.8%	B	1.9	2.7	-41.8%	B
GROUP	2015	2.4	2.5	-3.1%	B	2.8	2.8	-3.1%	B
Hospitality	2015	3.0	3.2	-6.3%	B	3.7	3.9	-6.6%	B
Serviced Suites	2015	1.6	2.3	-41.8%	B	1.8	2.6	-41.8%	B
GROUP	2014	2.4	2.5	-3.4%	B	2.7	2.8	-3.2%	B
Hospitality	2014	2.9	3.1	-6.3%	B	3.6	3.8	-6.5%	B
Serviced Suites	2014	1.4	2.0	-41.8%	B	1.6	2.3	-41.8%	B
GROUP	2013	2.5	2.6	-3.4%	B	3.0	3.0	-2.8%	B
Hospitality	2013	3.0	3.2	-6.3%	B	4.0	4.2	-5.9%	B
Serviced Suites	2013	1.1	1.5	-41.8%	B	1.5	2.1	-41.8%	B

PROJECTS[11]

Description of data	Year	What was reported in SR2017	What it should be	Difference	Reason for restatement
Total GHG Emissions (in tonnes of CO_2e)	2017	2,207	2,201	0.3%	A
Total GHG Emissions (in tonnes of CO_2e)	2016	2,156	2,149	0.3%	A

CORPORATE OFFICE[11]

Description of data	Year	What was reported in SR2017	What it should be	Difference	Reason for restatement
Corporate Office GHG emissions (tonnes of CO_2)	2017	134	132	1.2%	A

APPENDIX D: GRI CONTENT INDEX

IN ACCORDANCE WITH GRI STANDARDS: CORE OPTION

'AR' refers to UOL Annual Report 2018

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

GRI Standard	Disclosure	Page Number(s) and/or URL(s)
GRI 101: Foundation 2016		
General Disclosures		
ORGANISATION PROFILE		
GRI 102 : General Disclosures 2016	102-1 Name of the organization	UOL Group Limited
GRI 102 : General Disclosures 2016	102-2 Activities, brands, products, and services	**About UOL:** https://www.uol.com.sg/about-uol/corporate-profile **UOL Core Business:** https://www.uol.com.sg/about-uol/uol-core-businesses/
GRI 102 : General Disclosures 2016	102-3 Location of headquarters	**About UOL:** https://www.uol.com.sg/about-uol/corporate-profile
GRI 102 : General Disclosures 2016	102-4 Location of operations	AR 62-63 **About UOL:** https://www.uol.com.sg/about-uol/corporate-profile
GRI 102 : General Disclosures 2016	102-5 Ownership and legal form	**About UOL:** https://www.uol.com.sg/about-uol/corporate-profile
GRI 102 : General Disclosures 2016	102-6 Markets served	AR 62-63 **About UOL:** https://www.uol.com.sg/about-uol/corporate-profile
GRI 102 : General Disclosures 2016	102-7 Scale of the organization	29 AR 92 **About UOL:** https://www.uol.com.sg/about-uol/corporate-profile
GRI 102 : General Disclosures 2016	102-8 Information on employees and other workers	42 51
GRI 102 : General Disclosures 2016	102-9 Supply chain	**Value Chain:** https://www.uol.com.sg/sustainability/key-stakeholders
GRI 102 : General Disclosures 2016	102-10 Significant changes to the organisation and its supply chain	On 13 June 2018, the Group's interest in UIC crossed 50% and UIC became a subsidiary of the Company pursuant to Section 5 of the Companies Act (Cap 50). The income statement for the financial year ended 31 December 2018 includes the consolidated results of the UIC Group.
GRI 102 : General Disclosures 2016	102-11 Precautionary Principle or approach	The precautionary principle is embedded in our approach to sustainability.
GRI 102 : General Disclosures 2016	102-12 External initiatives	**Our Approach:** https://www.uol.com.sg/sustainability/our-approach **Value Chain:** https://www.uol.com.sg/sustainability/key-stakeholders
GRI 102 : General Disclosures 2016	102-13 Membership of associations	Nil

GRI Standard	Disclosure	Page Number(s) and/or URL(s)
STRATEGY		
GRI 102 : General Disclosures 2016	102-14 Statement from senior decision-maker	9-10
ETHICS AND INTEGRITY		
GRI 102 : General Disclosures 2016	102-16 Values, principles, standards, and norms of behavior	2 **Sustainability Governance:** https://www.uol.com.sg/sustainability/our-approach
GOVERNANCE		
GRI 102 : General Disclosures 2016	102-18 Governance structure	4 AR 18-22, 58 **Sustainability Governance:** https://www.uol.com.sg/sustainability/our-approach
STAKEHOLDER ENGAGEMENT		
GRI 102 : General Disclosures 2016	102-40 List of stakeholder groups	AR 59 **Stakeholder Engagement:** https://www.uol.com.sg/sustainability/key-stakeholders
GRI 102 : General Disclosures 2016	102-41 Collective bargaining agreements	30% of total employees in the Group.
GRI 102 : General Disclosures 2016	102-42 Identifying and selecting stakeholders	**Commitment to Stakeholders:** https://www.uol.com.sg/sustainability/key-stakeholders
GRI 102 : General Disclosures 2016	102-43 Approach to stakeholder engagement	**Stakeholder Engagement:** https://www.uol.com.sg/sustainability/key-stakeholders
GRI 102 : General Disclosures 2016	102-44 Key topics and concerns raised	**Stakeholder Engagement:** https://www.uol.com.sg/sustainability/key-stakeholders
REPORTING PRACTICE		
GRI 102 : General Disclosures 2016	102-45 Entities included in the consolidated financial statements	3 AR 10 AR 62-71 AR 132-160
GRI 102 : General Disclosures 2016	102-46 Defining report content and topic Boundaries	**Sustainability Governance:** https://www.uol.com.sg/sustainability/our-approach/ **Materiality:** https://www.uol.com.sg/sustainability/materiality/
GRI 102 : General Disclosures 2016	102-47 List of material topics	**Materiality:** https://www.uol.com.sg/sustainability/materiality/
GRI 102 : General Disclosures 2016	102-48 Restatements of information	52-56
GRI 102 : General Disclosures 2016	102-49 Changes in reporting	No significant changes in Scope and Topic Boundaries.
GRI 102 : General Disclosures 2016	102-50 Reporting period	3
GRI 102 : General Disclosures 2016	102-51 Date of most recent report	UOL Group's Sustainability Report for FY2017 was published on 31 May 2018.
GRI 102 : General Disclosures 2016	102-52 Reporting cycle	3

GRI Standard	Disclosure	Page Number(s) and/or URL(s)
REPORTING PRACTICE (CONTINUED)		
GRI 102 : **General Disclosures 2016**	**102-53 Contact** **point for questions** **regarding the report**	3
GRI 102 : **General Disclosures 2016**	**102-54 Claims of report-** **ing in accordance with** **the GRI Standards**	3 UOL Group is using the globally recognised GRI Standards as reporting framework to benchmark our performance, and to continuously drive best practices for sustainability in a manner that is relevant to our stakeholders.
GRI 102 : **General Disclosures 2016**	**102-55 GRI content index**	57-66
GRI 102 : **General Disclosures 2016**	**102-56 External** **assurance**	67-72
Topic Specific Disclosures		
ECONOMIC PERFORMANCE		
GRI 103 : Management **Approach 2016**	**103-1 Explanation** **of the material topic** **and its Boundary**	Materiality: https://www.uol.com.sg/sustainability/materiality
GRI 103 : Management **Approach 2016**	**103-2 The management** **approach and** **its components**	Our Approach: https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management **Approach 2016**	**103-3 Evaluation of the** **management approach**	Our Approach: https://www.uol.com.sg/sustainability/our-approach/
GRI 201 : Economic **Performance 2016**	**201-1 Direct economic** **value generated a** **nd distributed**	13-14 AR 10-12
MARKET PRESENCE		
GRI 103 : Management **Approach 2016**	**103-1 Explanation** **of the material topic** **and its Boundary**	30 Materiality: https://www.uol.com.sg/sustainability/materiality People: https://www.uol.com.sg/sustainability/our-approach/
GRI 103 : Management **Approach 2016**	**103-2 The** **management approach** **and its components**	30 People: https://www.uol.com.sg/sustainability/our-approach/
GRI 103 : Management **Approach 2016**	**103-3 Evaluation of the** **management approach**	30 People: https://www.uol.com.sg/sustainability/our-approach/
GRI 202 : Market **Presence 2016**	**202-2 Proportion** **of senior management** **hired from the** **local community**	30

GRI Standard	Disclosure	Page Number(s) and/or URL(s)
ANTI-CORRUPTION		
GRI 103 : Management **Approach 2016**	**103-1 Explanation** **of the material topic** **and its Boundary**	AR 46-51 **Materiality:** https://www.uol.com.sg/sustainability/materiality **Enterprise Risk Management:** https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management **Approach 2016**	**103-2 The** **management approach** **and its components**	AR 46-51 **Enterprise Risk Management:** https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management **Approach 2016**	**103-3 Evaluation of the** **management approach**	AR 46-51 **Enterprise Risk Management:** https://www.uol.com.sg/sustainability/our-approach
GRI 205 : **Anti-Corruption 2016**	**205-1 Operations** **assessed for risks** **related to corruption**	**Enterprise Risk Management:** https://www.uol.com.sg/sustainability/our-approach For the property business, 12 out of 13 departments are assessed by the Internal Audit (IA) department, the only exception being IA department itself. Information on significant risks related to corruption is commercially sensitive.
ENERGY		
GRI 103 : Management **Approach 2016**	**103-1 Explanation** **of the material topic** **and its Boundary**	**Materiality:** https://www.uol.com.sg/sustainability/materiality **Environment:** https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management **Approach 2016**	**103-2 The** **management approach** **and its components**	**Environment:** https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management **Approach 2016**	**103-3 Evaluation of the** **management approach**	**Environment:** https://www.uol.com.sg/sustainability/our-approach
GRI 302 : Energy 2016	**302-1 Energy** **consumption within** **the organization**	12 20-21 23-24 38-39 48-49 UOL's energy consumption consists of a small percentage of non-renewable fuel.
GRI 302 : Energy 2016	**302-2 Energy** **consumption outside** **of the organization**	12 23 48-49
GRI 302 : Energy 2016	**302-3 Energy intensity**	12 20-21 23-24 38-39 48-49
GRI Construction and Real **Estate Sector Disclosure**	**CRE1 Building energy** **intensity**	12 20-21 23-24 38-39 48-49
GRI 302 : Energy 2016	**302-4 Reduction of** **energy consumption**	20-21 23-24 48-49

GRI Standard	Disclosure	Page Number(s) and/or URL(s)
WATER		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Materiality: https://www.uol.com.sg/sustainability/materiality Environment: https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	Environment: https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	Environment: https://www.uol.com.sg/sustainability/our-approach
GRI 303 : Water 2016	303-1 Water withdrawal by source	12 21-24 40 48-49
GRI Construction and Real Estate Sector Disclosure	CRE2 Building water intensity	12 21-24 40 48-49
EMISSIONS		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Materiality: https://www.uol.com.sg/sustainability/materiality Environment: https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	Environment: https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	Environment: https://www.uol.com.sg/sustainability/our-approach
GRI 305 : Emissions 2016	305-1 Direct (Scope 1) GHG emissions	12 23-24 48-49 Buildings Scope 1 GHG emissions: 2,222 tonnes of CO_2e
GRI 305 : Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions	12 20-24 39 48-49 Buildings Scope 2 GHG emissions: 45,639 tonnes of CO_2e
GRI 305 : Emissions 2016	305-4 GHG emissions intensity	12 20-24 39 48-49
GRI Construction and Real Estate Sector Disclosure	CRE3 GHG emisions intensity from building	12 20-24 39 48-49

GRI Standard	Disclosure	Page Number(s) and/or URL(s)
EFFLUENTS AND WASTE		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Materiality: https://www.uol.com.sg/sustainability/materiality Environment: https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	Environment: https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	Environment: https://www.uol.com.sg/sustainability/our-approach
GRI 306 : Effluents and Waste 2016	306-2 Waste by type and disposal method	24 41 No hazardous waste was handled at our commercial properties or at our hospitality business. All waste disposed is sent for incineration.
ENVIRONMENTAL COMPLIANCE		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Materiality: https://www.uol.com.sg/sustainability/materiality Environment (Environmental Policy And Management Systems): https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	Sustainability Governance: https://www.uol.com.sg/sustainability/our-approach Environment (Environmental Policy And Management Systems): https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	Sustainability Governance: https://www.uol.com.sg/sustainability/our-approach Environment (Environmental Policy And Management Systems): https://www.uol.com.sg/sustainability/our-approach
GRI 307 : Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	12
SUPPLIER ENVIRONMENTAL ASSESSMENT		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Materiality: https://www.uol.com.sg/sustainability/materiality Environment (Environmental Policy And Management Systems): https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	Value Chain: https://www.uol.com.sg/sustainability/key-stakeholders
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	Value Chain: https://www.uol.com.sg/sustainability/key-stakeholders
GRI 308 : Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Value Chain: https://www.uol.com.sg/sustainability/key-stakeholders For Development Projects, all main contractors undertaking our projects in 2018 were certified to ISO 14001 and Green and Gracious Builder.

GRI Standard	Disclosure	Page Number(s) and/or URL(s)
EMPLOYMENT		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Materiality: https://www.uol.com.sg/sustainability/materiality **People (Talent Attraction And Retention):** https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	AR 59 **People (Talent Attraction And Retention):** https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	**People (Talent Attraction And Retention):** https://www.uol.com.sg/sustainability/our-approach
GRI 401 : Employment 2016	401-1 New employee hires and employee turnover	29 43-45
GRI 401 : Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Benefits - including complimentary basic health screening - are provided to full-time employees. Benefits to temporary or part-time employees differ from full-time employees and vary between the property and hospitality businesses.
OCCUPATIONAL HEALTH AND SAFETY		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Materiality: https://www.uol.com.sg/sustainability/materiality **Health and Safety:** https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	AR 60 **Health and Safety:** https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	**Health and Safety:** https://www.uol.com.sg/sustainability/our-approach
GRI 403 : Occupational Health and Safety 2016	403-2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	12 26-28 50
GRI Construction and Real Estate Sector Disclosure	CRE6 Percentage of the organization operating in verified compliance with an internationally recognised health and safety management system	12

GRI Standard	Disclosure	Page Number(s) and/or URL(s)
TRAINING AND EDUCATION		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Materiality: https://www.uol.com.sg/sustainability/materiality **People (People Development):** https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	**People (People Development):** https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	**People (People Development):** https://www.uol.com.sg/sustainability/our-approach
GRI 404 : Training and Education 2016	404-1 Average hours of training per year per employee	12 31 47 51
GRI 404 : Training and Education 2016	404-3 Percentage of employees receiving regular performance and career development reviews	**People (Remuneration and Performance Appraisal):** https://www.uol.com.sg/sustainability/our-approach/ All employees, except those yet to complete their probation, were given performance reviews at least once in 2018.
DIVERSITY AND EQUAL OPPORTUNITY		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Materiality: https://www.uol.com.sg/sustainability/materiality **People (Diversity and Inclusion):** https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	**People (Diversity and Inclusion):** https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	**People (Diversity and Inclusion):** https://www.uol.com.sg/sustainability/our-approach
GRI 405 : Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	30 46 AR 18-22
NON-DISCRIMINATION		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Materiality: https://www.uol.com.sg/sustainability/materiality **People (Diversity and Inclusion):** https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	**People (Diversity and Inclusion):** https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	**People (Diversity and Inclusion):** https://www.uol.com.sg/sustainability/our-approach
GRI 406 : Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	There were no known incidents of discrimination in 2018.

GRI Standard	Disclosure	Page Number(s) and/or URL(s)
LOCAL COMMUNITIES		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	**Materiality:** https://www.uol.com.sg/sustainability/materiality **Community:** https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	**AR 61** **Community:** https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	**Community:** https://www.uol.com.sg/sustainability/our-approach
GRI 413 : Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	**32-35** **AR 61**
CUSTOMER HEALTH AND SAFETY		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	**Materiality:** https://www.uol.com.sg/sustainability/materiality **Health and Safety:** https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	**Health and Safety:** https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	**Health and Safety:** https://www.uol.com.sg/sustainability/our-approach
GRI 416 : Customer Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	**12**
CUSTOMER PRIVACY		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	**Enterprise Risk Management:** https://www.uol.com.sg/sustainability/our-approach/
GRI 103 : Management Approach 2016	103-2 The management approach and its components	**Enterprise Risk Management:** https://www.uol.com.sg/sustainability/our-approach/ https://www.uol.com.sg/privacy-policy/
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	**Enterprise Risk Management:** https://www.uol.com.sg/sustainability/our-approach/
GRI 418 : Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	There were no reported breaches of customer privacy in 2018.

GRI Standard	Disclosure	Page Number(s) and/or URL(s)
SOCIOECONOMIC COMPLIANCE		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	**AR 46-51** **Materiality:** https://www.uol.com.sg/sustainability/materiality **Health and Safety:** https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	**AR 46-51** **Health and Safety:** https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	**AR 46-51** **Health and Safety:** https://www.uol.com.sg/sustainability/our-approach
GRI 419 : Socioeconomic Compliance 2016	419-1 Non-compliance with laws and regulations in the social and economic area	**12**

INDEPENDENT LIMITED ASSURANCE REPORT

To the Directors of UOL Group Limited

CONCLUSION

We were engaged by the Board of Directors of UOL Group Limited (the Group) to provide limited assurance on the accompanying UOL Sustainability Report for the year ended 31 December 2018 (the Report), and the selected Global Reporting Initiative Sustainability Reporting Standards disclosures (Selected GRI Disclosures) as identified below.

Based on the evidence we obtained from the procedures performed as described in the Auditors' Responsibilities section of our report, nothing has come to our attention that causes us to believe that:

(a)   the Report has not described the sustainability practices on a comply-or-explain basis with reference to the following components as listed under Rule 711B of the Singapore Exchange's (SGX) Listing Manual;

- Material environmental, social and governance factors;
- Policies, practices and performance;
- Targets;
- Sustainability reporting framework; and
- Board statement;

(b)   the Selected GRI Disclosures as identified in the table below, are not calculated, in all material respects, in accordance with the relevant topic-specific disclosures requirements in the GRI Standards: Core Option.

Material topic	GRI Standards topic-specific disclosure		Selected GRI disclosures
Market Presence	GRI 202-2	Proportion of senior management hired from the local community	Hospitality business: 86.5% Property business: 96.7%
Energy	GRI 302-1 GRI 302-2	Energy consumption within and outside of the organisation	Completed buildings: 114,979 MWh Development projects: 9,501 MWh
	GRI 302-3 GRI CRE1	Building energy intensity	296.7 kilowatt-hour per square metre (kWh/m²)
Water	GRI 303-1	Water withdrawal by source	Completed buildings: 847 thousand cubic metres (m³) Development projects: 133 thousand cubic metres (m³)
	GRI CRE2	Building water intensity	2.2 m³/m²

Material topic	GRI Standards topic-specific disclosure		Selected GRI disclosures
Emissions	GRI 305-1 GRI 305-2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas (GHG) emissions	Completed buildings: 47,861 tonnes of CO_2e Development projects: 2,825 tonnes of CO_2e
	GRI 305-4 GRI CRE3	GHG emissions intensity from buildings	123.5 kg of CO_2e/m^2
Effluents and Waste	GRI 306-2	Waste by type and disposal method	Waste disposal: 7,630 tonnes Waste recycled: 460.7 tonnes
Employment	GRI 401-1	New employee hires and employee turnover	By age group

By age group

Group	<30 years old	30-50 years old	>50 years old
Number of new hires	264	180	24
Rate of new hires*	54.2%	18.5%	6.6%
Number of voluntary and non-voluntary turnover	293	211	53
Rate of employee voluntary and non-voluntary turnover*	60.2%	21.6%	14.5%

By gender

Group	Male	Female
Number of new hires	232	236
Rate of new hires*	24.3%	27.0%
Number of voluntary and non-voluntary turnover	275	282
Rate of employee voluntary and non-voluntary turnover*	28.9%	32.3%

*Denominator: number of employees in age group/ gender category

Material topic	GRI Standards topic-specific disclosure		Selected GRI disclosures
Training and Education	GRI 404-1	Average hours of training per year per employee	89.4 hours per year per employee

Material topic	GRI Standards topic-specific disclosure		Selected GRI disclosures
Occupational Health and Safety	GRI 403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	See table below
	GRI CRE6	Percentage of the organisation operating in verified compliance with an internationally recognised health and safety management system	OHSAS 18001 for Main Contractors: 100%
Diversity and Equal Opportunity	GR1 405-1	Diversity of governance bodies and employees	See tables below

	DP	H
Number of workplace fatalities	0	0
Number of non-fatal workplace injuries	4	24
Accident Frequency Rate (AFR)	0.8	6.4
Accident Severity Rate (ASR)	17.0	101.0

DP: Development Projects
H: Hospitality

By gender

Group	Male	Female
Non-Executive	59%	41%
Executive	46%	54%
Senior Management	54%	46%

By age group

Group	<30 years old	30-50 years old	>50 years old
Non-Executive	36%	39%	25%
Executive	22%	64%	14%
Senior Management	0%	67%	33%

BASIS FOR CONCLUSION

We conducted our limited assurance engagement in accordance with Singapore Standard on Assurance Engagement 3000 Assurance Engagements other than Audits or Reviews of Historical Financial Information (SSAE 3000). Our responsibilities are further described in the Auditors' Responsibilities section of our report.

We have complied with the independence and other ethical requirements of the Accounting and Corporate Regulatory Authority (ACRA) Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities (ACRA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Our firm applies Singapore Standard on Quality Control 1 and, accordingly, maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

RESPONSIBILITIES OF MANAGEMENT

Management is responsible for:

- Preparing and presenting the Report in accordance with the GRI Standards: Core Option and Rule 711B of the SGX Listing Manual, and the information and assertions contained within it;

- Determining UOL's objectives in respect of sustainability performance and reporting, including the identification of stakeholders and material issues;

- Establishing and maintaining appropriate internal control systems that enable the preparation and presentation of the Report and the selected GRI disclosures that are free from material misstatement, whether due to fraud or error;

- Preventing and detecting fraud and for identifying and ensuring that the Group complies with laws and regulations applicable to its activities; and

- Ensuring that staff involved with the preparation and presentation of the Report are properly trained, information systems are properly updated and that any changes in reporting encompass all significant reporting units.

The directors' responsibilities include overseeing the Group's sustainability reporting process.

AUDITORS' RESPONSIBILITIES

Our responsibility is to carry out a limited assurance engagement in accordance with SSAE 3000 and to express a conclusion based on the work performed. SSAE 3000 requires that we plan and perform the engagement to obtain limited assurance about whether the Report is free from material misstatement. The extent of our work performed depends on our professional judgement and our assessment of the engagement risk.

A limited assurance engagement consists of making inquiries, primarily of persons responsible for the preparation of information presented in the Report, and applying analytical and other evidence gathering procedures, as appropriate. These procedures included:

- Interviews with relevant staff at the corporate and business unit level responsible for providing the information in the Report.

- Visits to offices and properties operating in Singapore selected on the basis of a risk analysis including the consideration of both quantitative and qualitative criteria.

- Enquires about the design and implementation of the systems and methods used to collect and report on the GRI Disclosures, including the aggregation of the reported information.

- Comparing the GRI Disclosures presented in the Report to corresponding information in the relevant underlying sources to determine whether all the relevant information contained in such underlying sources has been appropriately included in the GRI Disclosures.

- Reading the information presented in the Report to determine whether it is in line with our overall knowledge of, and experience with, the sustainability performance of the Group.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Due to the inherent limitations of any internal control structure it is possible that errors or irregularities in the information presented in the Report may occur and not be detected. Our engagement is not designed to detect all weaknesses in the internal controls over the preparation and presentation of the Report, as the engagement has not been performed continuously throughout the period and the procedures performed were undertaken on a test basis.

RESTRICTION ON USE

This report has been prepared for the Directors of UOL Group Limited for the purpose of providing an assurance conclusion on the Report and Selected GRI Disclosures and may not be suitable for another purpose. We disclaim any assumption of responsibility for any reliance on this report, to any person other than the Directors of UOL Group Limited, or for any other purpose than that for which it was prepared.

KPMG LLP
Public Accountants and
Chartered Accountants

Singapore
15 May 2019

UOL
华业集团