UOL
华业集团

Together

For The Future

CONTENTS

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, Europe and North America.

With a track record of over 50 years, UOL strongly believes in delivering product excellence and quality service in all our 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 three acclaimed brands namely "Pan Pacific", PARKROYAL COLLECTION 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 us forward.

Vision

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

Mission

Driving Inspirations,
Fulfilling Aspirations

Core Values

Passion Drives Us

Innovation Defines Us

Enterprise Propels Us

Corporate Social
Responsibility Shapes Us

People, Our Leading Asset

ABOUT THIS REPORT

UOL's annual sustainability report covers performance data and related information on our material environmental, social and governance (ESG) issues for the period 1 January to 31 December 2019 (FY2019). This report should be read together with our website, which contains additional corporate sustainability information such as our Group Sustainability Governance Structure and Enterprise Risk Management Framework. For more information on our approach to sustainability, visit www.uol.com.sg/sustainability/our-approach.

The report covers the property development, property investments and hotel operations in Singapore, excluding those of listed United Industrial Corporation Limited ("UIC") but including the common associated and joint venture companies of UOL Group and UIC. UIC publishes its own sustainability report, which is available on its corporate website. Assets and revenue from operations covered in the report comprise approximately 44% of the Group's total assets and 34% of the Group's total revenue respectively as at 31 December 2019. We intend to expand the scope of reporting to include our overseas operations when an operation significantly contributes to our assets or profit i.e. more than 10%.

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.

We continue to independently assure our sustainability report to ensure the accuracy and reliability of its contents. For FY2019, 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 65 of this report.

We are committed to listening to our stakeholders. We welcome any feedback to help us improve our performance in sustainability and this report. Please send all feedback, questions and comments to Head, Corporate Communications & Investor Relations, at *sustainability@uol.com.sg*.

No hard copies of this report have been printed as part of our efforts to promote resource conservation. This report and previous reports are available on our website at www.uol.com.sg/sustainability/sustainability-reports.

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 impacts to sustain profitable growth.

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

UOL GROUP SUSTAINABILITY GOVERNANCE STRUCTURE

The Sustainability Steering Committee comprises the Group Chief Executive, Chief Executive Officer (PPHG) and other members of the Senior Management team. It makes key decisions, including materiality assessment. The Sustainability Steering Committee is supported by the Sustainability Working Committee, which comprises representatives across departments including Corporate Communications & Investor Relations, Finance, Human Resource, Investment, Legal & Secretariat, Marketing, Project Development, Property & Engineering and the Group's hotel subsidiary PPHG.

The governance structure of sustainability permeates functions and seniority, ensuring that sustainability is integrated both at operational and strategic levels.

MATERIALITY REVIEW AND STAKEHOLDER ENGAGEMENT

To ensure UOL's material issues remain relevant and significant to our business operations, we conducted a materiality review exercise in October 2018 and a stakeholder engagement survey in July 2019, facilitated by an external consultant. The materiality review examined UOL's 12 existing material issues, their targets and commitments to the United Nations (UN) Sustainable Development Goals (SDGs), local and global corporate sustainability reporting trends, sustainability reporting frameworks, as well as benchmarking against industry peers. The stakeholder engagement survey allowed our key stakeholders including guests, tenants, business partners, regulators and investors to review and determine the ESG issues that were most material to the Group. The survey results affirmed that UOL's 12 material issues remained important and relevant. The Board and Management also reviewed the survey results and agreed that the 12 material issues continued to be the Group's key issues of interest. We also renamed three material issues to be aligned with reporting trends: Corruption & Bribery, Data Privacy and Carbon Footprint were renamed to Anti-corruption & Anti-bribery, Data Protection and Climate Change respectively.

We have mapped our material issues against the SDGs in the following section. More details on our material issues are on our website at www.uol.com.sg/sustainability/materiality.

ALIGNMENT WITH SUSTAINABLE DEVELOPMENT GOALS

We align our sustainability efforts with nine SDGs most relevant to our business operations.

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 primary responsibility. Across our business, we have a strong focus on occupational health and safety.

HEALTH & SAFETY

- All main contractors engaged in our development projects are OHSAS 18001 or ISO 45001 certified.
- Our Food Safety Management System ensures food safety and hygiene in all our hotels.
- We actively consider users' needs, including people with disabilities and parents with young children in all our properties.
- We offer healthcare insurance to all our employees and strive for zero health and safety incidents in all our development projects.

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.

DIVERSITY & EQUAL OPPORTUNITIES

- We recruit, develop and reward our employees in a fair and inclusive manner.
- Female employees are well-represented in the Group.
- We offer paternity leave to working fathers regardless of their child's nationality, going above and beyond the Ministry of Manpower's requirements.

8 DECENT WORK AND ECONOMIC GROWTH

We recognise that people are our leading asset. Developing our employees' capabilities ensures that UOL maintains its competitive advantage.

TALENT ATTRACTION & RETENTION

- 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 individual and department.

SERVICE QUALITY

- We focus on the development of our human capital to ensure provision of service excellence in our hospitality business.

MARKET PRESENCE

- 88% of senior management positions in our hospitality business are filled by local staff, who are either Singapore citizens or Permanent Residents.

ECONOMIC PERFORMANCE

- Our financial success and sustained profitable growth create shared value for our various stakeholders and contribute to wider society.

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.

PRODUCT QUALITY

- We continue to employ innovative technologies such as Prefabricated Prefinished Volumetric Construction (PPVC) and advocate for Building Information Modelling (BIM) in our developments. These technologies improve the quality of our buildings and bring about positive social and environmental impacts.
- Avenue South Residence, our current residential project along Silat Avenue, will set a new world record for the tallest reinforced concrete structure for residential development using the PPVC method.

CLIMATE CHANGE

- We target to attain Green Mark Gold by the Building and Construction Authority (BCA) for the development of new investment properties in Singapore.

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

PRODUCT QUALITY AND CLIMATE CHANGE

- We support knowledge-sharing on innovation in building technologies such as PPVC and BIM.
- We incorporate biophilic design and green features, as well as conserve the environment in our development projects where possible.

We engage our key stakeholders on sustainable consumption and production to positively impact the value chains in our property investments, property development and hospitality.

CLIMATE CHANGE AND WATER CONSUMPTION

- In our property development business, all our main contractors are ISO 14001 certified.
- When selecting suppliers, we take into consideration environmental criteria such as ISO 14001 certification and Singapore Green Label to be environmentally friendly.
- We set targets for energy and water reductions across all our properties in Singapore.
- We eliminated single-use plastic straws and plastic bottled water across our hotel operations.

We are committed to combating climate change and its impact by regulating our GHG[1] emissions through the reduction of energy usage.

CLIMATE CHANGE

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

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

ANTI-CORRUPTION & ANTI-BRIBERY, COMPLIANCE & FAIR COMPETITION, AND DATA PROTECTION

- All employees are briefed on our Code of Business Conduct, which sets our stance against corruption.
- We respect the rights and interests of our employees, business partners, customers and the communities where we operate.
- Our Data Protection Policy and security procedures protect the personal data of our stakeholders.
- We comply with all relevant national and industry regulations.

We actively seek to form long lasting and strong partnerships, built on respect, trust and mutual benefit, with our stakeholders. Partnerships are necessary to achieve the SDGs and relevant to all our material issues.

- We engage external stakeholders such as the real estate and hospitality industries, government, regulators, and our suppliers including main contractors to promote sustainable practices.
- We are a member of the Real Estate Developers' Association of Singapore (REDAS) and Singapore Green Building Council.

[1] Greenhouse gas

2019
HIGHLIGHTS

UOL remained on the **iEdge SG ESG Indices** since its launch in 2016

Commercial properties and hospitality business **set new environmental targets for 2030** as they had exceeded some of their 2020 targets in advance

PARKROYAL COLLECTION Pickering was awarded **Leadership in Sustainable Design & Performance (Commercial Category)** at the SGBC-BCA Sustainability Leadership Awards 2019 and the hotel has continuously won prestigious awards since it opened in 2013

Commercial properties achieved a **17.7% reduction of energy intensity** by GFA[2] occupied compared with the base year of 2010

Pan Pacific Orchard will be the **first zero-waste hotel in Singapore** when it is targeted to open in 2021

Hospitality business achieved a **26.5% reduction of energy intensity** by guest night compared with the base year of 2013

Hospitality business **eliminated all single-use plastic straws and plastic bottled water** across its properties

Hospitality business achieved a **24.3% reduction of water intensity** by guest night compared with the base year of 2013
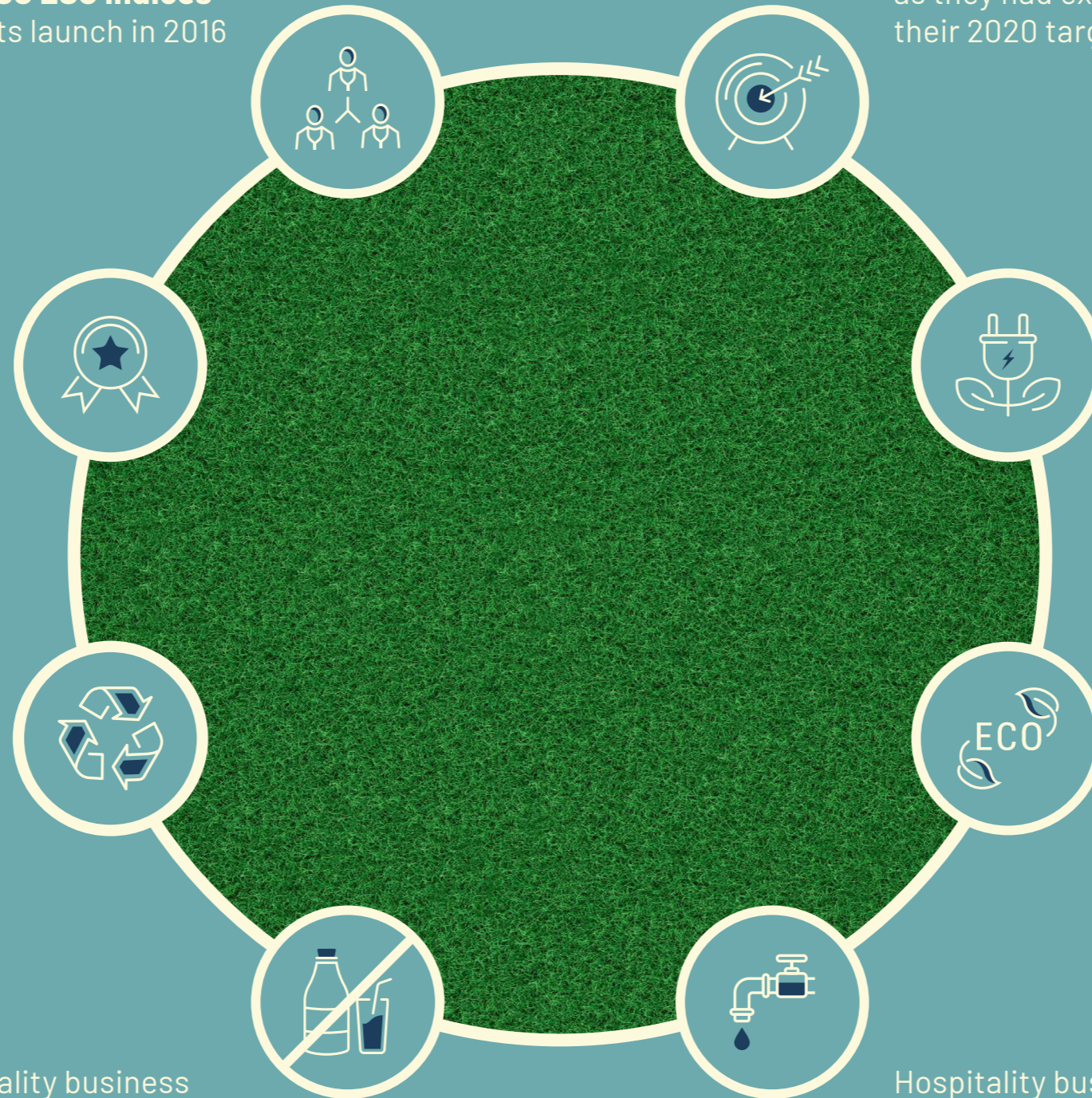
[2] Gross floor area

GROUP CHIEF EXECUTIVE STATEMENT

Dear Stakeholders

In 2019, the call for climate change action became even more urgent as the world witnessed significant extreme weather, rising sea levels and melting of polar ice caps. Singapore, as a low-lying island state, is very vulnerable to the effects of global warming. Our government had also pledged to do its part to mitigate climate change together with the international community at the United Nations Climate Action Summit last year.

At UOL, we are in the business of creating inclusive and green spaces that enhances the liveability and sustainability of Singapore. We take actions to mitigate the effects of climate change through advocating green architecture, adopting innovative construction technologies and embracing digital transformation, to reduce our impact on the environment, protect communities, and enhance resiliency of the real estate industry.

Our theme for this report is "Together for the Future". It envisions every Singaporean and every nation coming together to make conscious decisions and efforts to lower our carbon footprint.

BUILDING A RESILIENT CITY

As a developer, UOL also plays a key role in rejuvenating the cityscape. Avenue South Residence, a 56-storey development, sits on the doorstep of the Greater Southern Waterfront, which the government plans to be a seamless extension of the city and will open up new live-work-play opportunities. The development incorporates both greenery – with the preservation of mature trees along its boundary of the Rail Corridor, as well as heritage – with the retrofitting of conserved four-storey flats from the early days of public housing in Singapore. Avenue South Residence is our second project that deploys the prefabricated prefinished volumetric construction (PPVC) method, which helps minimising the impact of construction to the environment while increasing productivity and maintaining work safety. Upon completion, the development will be the world's tallest residential project that adopts the PPVC method.

In line with Singapore's "Year Towards Zero Waste" in 2019, UOL is committed to waste reduction through our operations. For our hospitality business, we are transforming Pan Pacific Orchard into the first zero-waste hotel in Singapore comprising 347 rooms along the Orchard Road shopping belt when it is targeted to open in 2021. Designed to include self-sustaining landscapes that rely minimally on energy and water resources, the iconic hotel will have low carbon footprint and be resource efficient, a testament that good design can also be good for the environment.

SUSTAINABILITY PERFORMANCE IN 2019

As our commercial properties and hospitality business had achieved some of our 2020 environmental targets in 2018, we set new long-term goals in 2019 for the year 2030.

During the year, our commercial properties achieved a 17.7% reduction in energy intensity by GFA occupied and a 14.9% reduction in water intensity by GFA occupied, compared with the base year of 2010. We aim to achieve a 25% reduction of energy intensity by GFA occupied and a 25% reduction of water intensity by GFA occupied by 2030, compared with the base year of 2010.

Our hospitality business achieved a 26.5% reduction in energy intensity by guest night and a 24.3% reduction in water intensity by guest night in 2019, compared with the base year of 2013. We target to attain a 30% reduction of energy intensity by guest night and a 28% reduction of water intensity by guest night by 2030, compared with the base year of 2013.

As most of our development projects are in their piling and structural construction stages, where diesel generators are the main source of energy, we recorded an increase of 39.3% in GHG emissions intensity by value of work completed and an increase of 4.8% in water intensity by value of work completed year-on-year.

We maintained a good safety record in 2019, with an accident frequency rate of 0.5, a decrease from 2018. We continue to strive for zero incidents at our workplaces, maintaining high standards of occupational health and safety standards across all development projects.

COMMITMENT TO STAKEHOLDERS

Stakeholder feedback is important to us when we develop our sustainability approach and initiatives, as we can better prioritise activities among the material issues critical to us. During the year, we conducted a stakeholder engagement exercise and the outcome showed that we are aligned with our stakeholders in our sustainability efforts.

TOGETHER FOR THE FUTURE

This year, the world is facing another extraordinary challenge posed by the COVID-19 outbreak that has taken a severe toll on the global economy. It has even changed the way we live, work and socialise.

In Australia, Pan Pacific Perth stepped forward and opened up its rooms to homeless people to protect them during this health crisis. Closer to home, PARKROYAL on Kitchener Road and PARKROYAL on Beach Road provided temporary accommodation for Malaysian workers who were affected by the lockdown in Malaysia, while Pan Pacific Singapore and PARKROYAL COLLECTION Pickering served as dedicated facilities for returning residents to serve their stay-home notices. UOL is committed to playing our part.

As we navigate this challenging period, the sustainability fundamentals have become even more important. I have confidence in the resilience of the Group to weather through this crisis together with our employees, business partners, customers and communities, for our future. We look forward to your continuous support as we strive to build a better and sustainable future together.

LIAM WEE SIN
Group Chief Executive
May 2020

Avenue South Residence (artist's impression) with two 56-storey towers will set a new record for tallest reinforced concrete PPVC residential development.

FIVE-YEAR PERFORMANCE OVERVIEW

INDICATOR	2019	2018	2017	2016	2015
ENVIRONMENT					
GFA* (m²)	387,706	387,539	402,363	401,975	402,012
Energy Consumption (MWh) (Numbers may not add up due to rounding errors)	124,118	124,480	130,412	134,316	131,607
Completed Buildings**	112,580	114,979	122,880	127,038	124,115
Development Projects	11,538	9,501	7,532	7,278	7,492
GHG Emissions (tonnes of CO_2e)	50,038	50,642	53,339	55,565	54,330
Completed Buildings**	46,828	47,817	51,138	53,416	52,069
Development Projects	3,210	2,825	2,201	2,149	2,261
Water Consumption (thousand m³)	1,018	984	1,060	1,110	1,110
Completed Buildings**	904	851	961	1,010	1,002
Development Projects	114	133	99	100	108
Building Energy Intensity By GFA (kWh/m²)	290.4	296.7	305.4	316.0	308.7
Building GHG Emissions Intensity By GFA (kg CO_2e/m²)	120.8	123.4	127.1	132.9	129.5
Building Water Intensity By GFA (m³/m²)	2.3	2.2	2.4	2.5	2.5
WORKPLACE HEALTH & SAFETY					
Development Projects					
OHSAS 18001 or ISO 45001 for Main Contractors	100%	100%	100%	100%	100%
Accident Frequency Rate	0.5	0.8	0.6	0.5	0.4
Accident Severity Rate	31.7	17.0	5.5	10.1	6.2
Hospitality					
Accident Frequency Rate	11.9	6.4	10.8	NA	NA
Accident Severity Rate	114.9	101.0	56.9	NA	NA
PEOPLE					
Group Turnover	26.4%	30.5%	32.0%	32.1%	34.5%
Property	16.9%	13.3%	10.1%	16.1%	15.4%
Hospitality	27.4%	32.1%	33.8%	33.4%	33.4%
Group Average Training Hours Per Employee	54.2	89.4	85.0	85.1	86.6
Property	27.4	34.2	24.7	26.7	23.8
Hospitality	56.7	94.6	90.0	89.5	92.1
COMPLIANCE					
Number of Significant Fines or Non-monetary Sanctions	0	0	0	0	0

* Group GFA changes from time to time. The change in 2019 is due to the change in GFA reported for United Square, which had part of its entrance area converted to form part of an existing restaurant unit.

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

ECONOMIC PERFORMANCE

Economic performance is a key focus for UOL. We recognise the interconnectivity that we have with many different stakeholders. The table below details our payments to suppliers, 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 for FY2019 on pages 14–15 and pages 26–39 respectively.
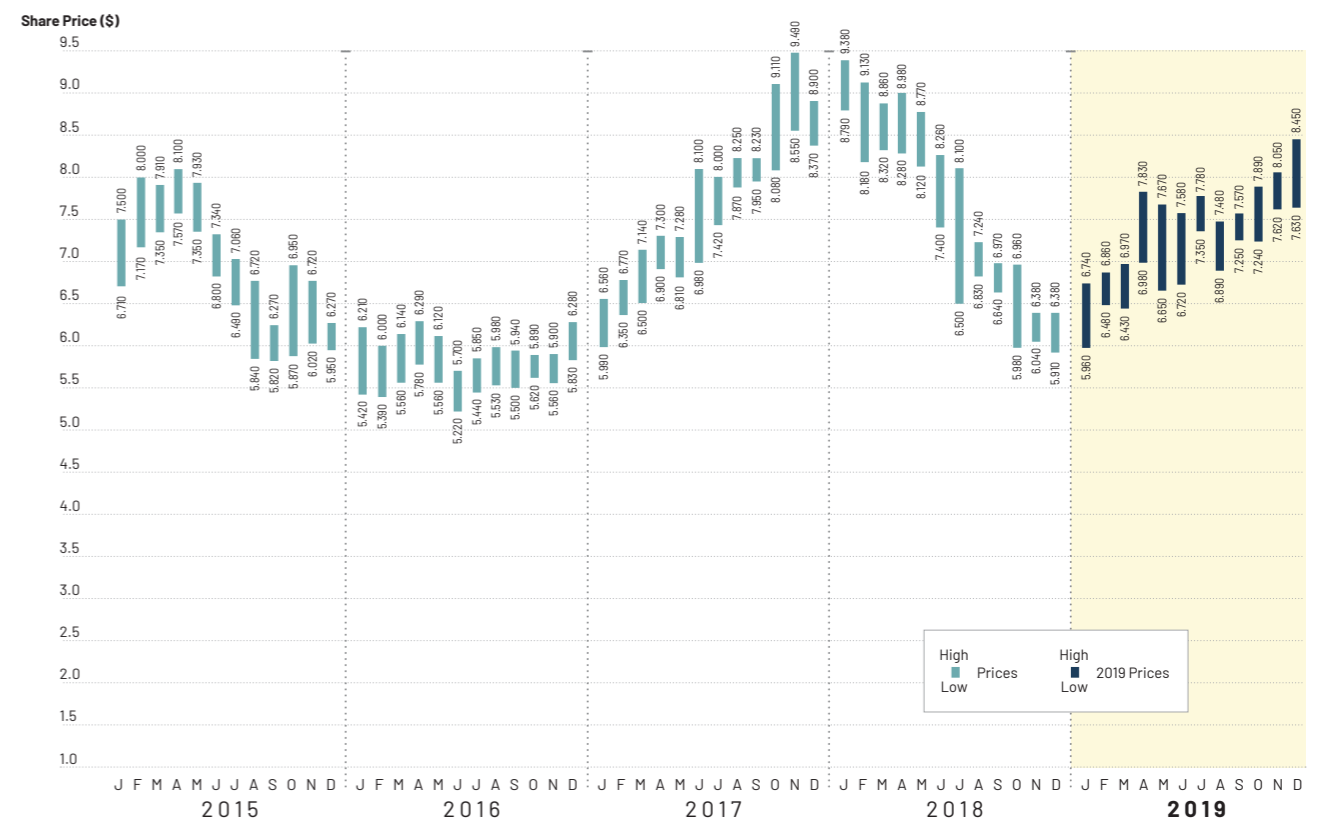
VALUE-ADDED STATEMENT

	2019 $'000	2018 (restated) $'000
Sales of goods and services	2,228,101	2,349,130
Purchase of materials and services	(1,324,164)	(1,413,798)
Gross value added	903,937	935,332
Share of profit of associated companies	6,019	5,442
Share of loss of joint venture companies	(3,770)	(2,837)
Income from investments and interest	67,368	62,149
Other gains/(losses)	28,124	(34,418)
Fair value gains on investment properties	220,331	149,279
Currency exchange differences	(4,561)	(699)
Total Value Added	**1,217,448**	**1,114,248**
Distribution of Value Added:		
To employees and directors		
Employees' salaries, wages and benefits	288,949	291,427
Directors' remuneration	3,023	3,364
	291,972	294,791
To government		
Corporate and property taxes	161,896	151,853
To providers of capital		
Interest expense	123,769	97,890
Dividend attributable to non-controlling interests	42,122	27,378
Dividend attributable to equity holders of the Company	147,543	147,418
	313,434	272,686
Total Value Added Distributed	**767,302**	**719,330**

FIVE-YEAR FINANCIAL PERFORMANCE FOR THE GROUP

	2019	2018 (restated)	2017	2016	2015
Revenue ($m)	2,283.3	2,397.3	2,114.4	1,440.7	1,278.7
PATMI ($m)	478.8	418.3	880.2	287.0	391.4
Gearing Ratio	0.30	0.28	0.21	0.24	0.27
Return On Equity (%)	4.9	4.3	10.0	3.5	5.0
Total Assets ($m)	20,653.8	20,620.4	19,632.5	11,558.1	11,501.3
Earnings Per Share (cents)	56.8	49.7	107.5	35.8	49.3

For a detailed breakdown of our 2019 financial results, please refer to the following sections in the UOL Annual Report 2019:

- Financial Highlights, pages 8-9
- Five-Year Financial Summary, pages 77-78
- Segmental Performance Analysis, pages 79-80

SHARE PRICE

Share Price ($)

Chart legend: High/Low Prices; High/Low 2019 Prices

Years: 2015, 2016, 2017, 2018, 2019 (monthly J F M A M J J A S O N D)

PARKROYAL COLLECTION Pickering is widely recognised as a leading green hotel.

Credit: Sebastien Nagy

Together

For The Environment

PRODUCT AND SERVICE QUALITY

INDICATOR	SCOPE	TARGET	STATUS
Value Chain Impact for Product Quality	Development Projects	All development projects to be CONQUAS-certified per year	**TARGET MET**

At UOL, we take innovative approaches to create award-winning buildings and hospitality services that exceed the expectations of our stakeholders. We also adopt sustainable practices and manage our operations in a customer-focused and resource-efficient manner.

We require all our development projects to be certified to the Construction Quality Assessment System (CONQUAS) by BCA. We continue to build on the success of our completed project, The Clement Canopy, by using innovative technologies such as PPVC for our current development project, Avenue South Residence. This building technology not only improves the quality of our buildings, but also creates positive social and environmental impacts such as improved workers' safety and reduced dust and noise at construction sites.

Employee development and training is a key factor in the provision of service excellence in our hospitality business. We closely monitor in-house guest satisfaction surveys and external reviews on multiple platforms, and benchmark our performance via an external Quality Assurance specialist. We also invest in new technologies and management systems to enhance service quality.

An Environmentally-Responsible Development that Conserves Heritage

Avenue South Residence (artist's impression) is directly connected to the Rail Corridor that allows residents to enjoy recreational activities.

Located along Silat Avenue and at the doorstep of Greater Southern Waterfront, Avenue South Residence consists of two towers of 56-storey residential apartments with five blocks of four-storey conserved Singapore Improvement Trust flats.

We are committed to the preservation of the existing conserved buildings, which serve as physical memories of early-day public housing in Singapore. Through adaptive reuse, key architectural façade and some structural elements will be retained in the buildings' retrofitting.

The two towers are oriented in the north-south direction to allow for natural cooling and airy living space, which can reduce energy consumption. The addition of sky gardens also serves to create a nature-immersed living environment. A unique feature of the development is its direct connection to the Rail Corridor that would encourage residents to be active outdoors and connected to the community. Seven mature trees were also conserved with the development along the Rail Corridor.

Leveraging our experience and expertise in PPVC, Avenue South Residence will set a new world record for tallest reinforced concrete PPVC development, surpassing our own record for the two 40-storey towers of The Clement Canopy, which was completed in March 2019. Through the PPVC method, we are able to provide a safer working environment for workers while reducing waste both on-site and off-site.

Improving Productivity and Enhancing Guest Experience Through Technology

Credit: Ministry of Communications and Information

Deputy Prime Minister Heng Swee Keat trying out the paperless check-in service at PARKROYAL on Kitchener Road when he visited the hotel on 25 February 2020 to find out how it was coping with the downtime in hospitality due to COVID-19.

In line with Singapore's Smart Nation vision, PPHG partnered the government agencies to contribute to the digital transformation of the hotel industry. Technology will not only further drive productivity and enhance guest experience, but also free employees from time-consuming and repetitive tasks, so that they can pursue higher value-added jobs.

Through the Tourism Innovation Challenge for Hotels programme launched by the Singapore Tourism Board (STB) and Singapore Hotel Association (SHA) in 2017, PPHG has since worked with participating solution providers to provide real-world environments to trial prototypes, with the potential to scale for wider industry adoption. PPHG also pledged to participate in the Hotel Job Redesign Initiative in 2019 launched by Workforce Singapore in a tripartite collaboration with STB, SHA and NTUC affiliates, to enhance job satisfaction among employees.

PARKROYAL on Beach Road piloted a year-long centralised predictive maintenance solution, which leveraged technology for the chiller and energy readings to be collected in real time and transmitted to the cloud database. Daily tedious and manual checks by its engineering team are no longer needed, and paper used to record readings has reduced from about 350 pages per chiller per year to zero. Following the successful implementation, PARKROYAL on Beach Road and the solution were featured in STB's Smart Hotel Technology Guide 2019, which helps hotels tap on data and smart technologies. The solution has since been rolled out to the rest of the Group's hospitality properties in Singapore.

PPHG implemented the Luggage Management System that uses QR codes to trace bags easily and shorten the waiting time.
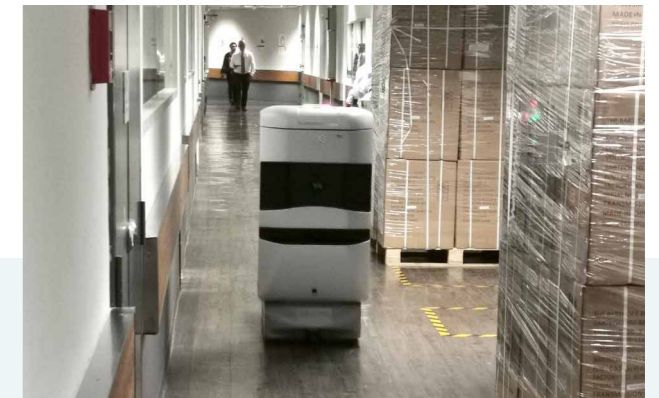
A delivery robot making its way back after transporting a load of linen to the housekeeping storeroom at Pan Pacific Singapore.

At Pan Pacific Singapore, the Luggage Management System was launched to trace and retrieve guest bags easily using QR codes. The hotel also has two autonomous delivery robots to transport linen to the housekeeping stores. MIKA, its digital concierge, provides general information to guests, including in-room dining order requests. Going green is not at the expense of convenience when guests can do e-registration upon check-in and their invoices will be issued via email upon check-out. Guests also have access to PressReader, which gives them access to thousands of magazines and newspapers online from around the world.

PARKROYAL on Kitchener Road also embarked on digital transformation and job redesign efforts in early 2019. Most rooms have now been refurbished with built-in rollaway beds for quicker response time. Technologies such as the Luggage Management System and paperless check-in service were deployed. Self-service check-in kiosks will also be introduced by the third quarter of 2020. With the current downtime experienced by the hospitality sector due to the COVID-19 outbreak, the hotel accelerated its transformation and made use of the government's job support scheme to raise the skills and capabilities of employees, and the quality of operations.

ENVIRONMENT

As a leading property developer, integrating environmental considerations throughout our business, from design to construction and operation, is central to our long-term success. We also monitor the environmental performance of our properties and improve the efficiency of our owned buildings through ongoing maintenance and fit-out.

BUILDING ENERGY & WATER CONSUMPTION

| INDICATOR	SCOPE	TARGET[3]	STATUS
Energy Intensity	Commercial Properties	25% reduction of energy intensity by GFA occupied by 2030 (Base year: 2010)	Ongoing
Energy Intensity	Hospitality	30% reduction of energy intensity by guest night by 2030 (Base year: 2013)	Ongoing

In 2019, the Group's energy consumption and GHG emissions were 112,580 MWh and 46,828 tonnes of CO_2 equivalent respectively, which was a reduction of 2.1% compared with 2018. Building energy includes electricity consumption from the grid, cooling consumption, piped gas and diesel used on-site.

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 has been consistently implementing initiatives to improve operational and resource efficiency, such as through installing Building Management Systems and other energy- and water-saving equipment. We continue to seek opportunities to help us achieve our targets, through process strengthening, digitalisation and control, chiller optimisation and retrofitting.

In 2019, we revised our previous 2020 energy intensity target for commercial properties as they exceeded the target of a 16% reduction in energy intensity with 2010 as the base year in 2018. A new long-term target was set to achieve a 25% reduction by 2030 with 2010 as the base year. Our commercial properties achieved a 17.7% reduction of energy intensity by GFA occupied in 2019.

We also set a new long-term energy target for our hospitality business to achieve a 30% reduction of energy intensity by guest night by 2030 compared with the base year of 2013. Our hospitality business achieved a 26.5% reduction in 2019.

BUILDING ENERGY CONSUMPTION
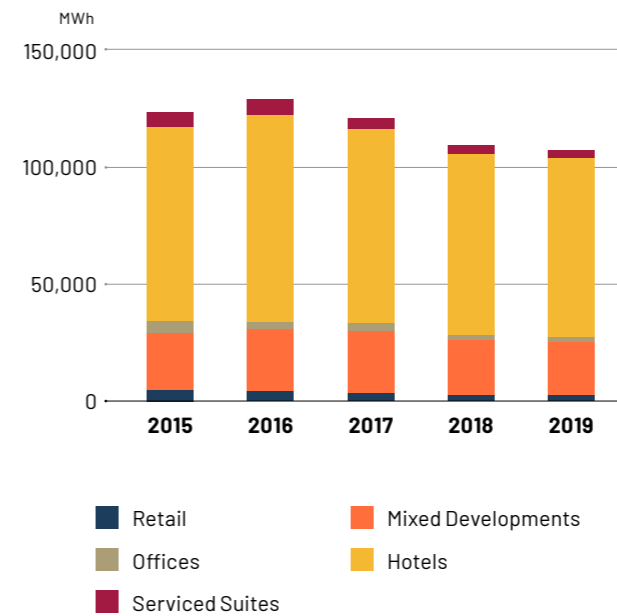
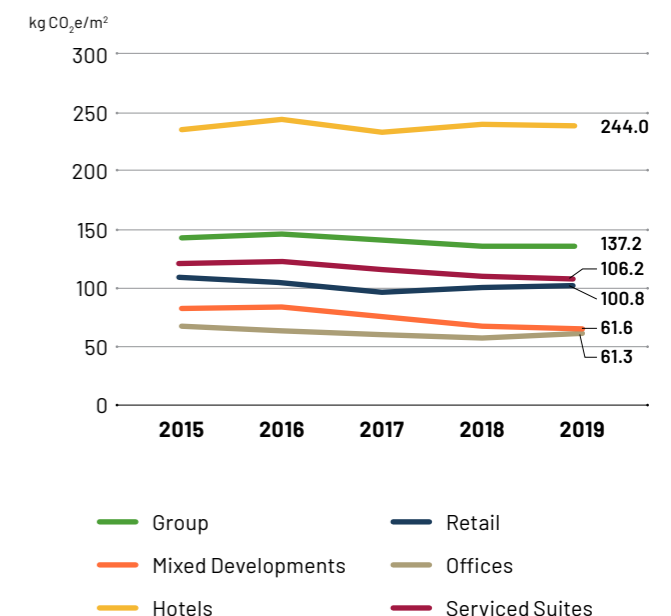## BUILDING ENERGY INTENSITY BY GFA OCCUPIED
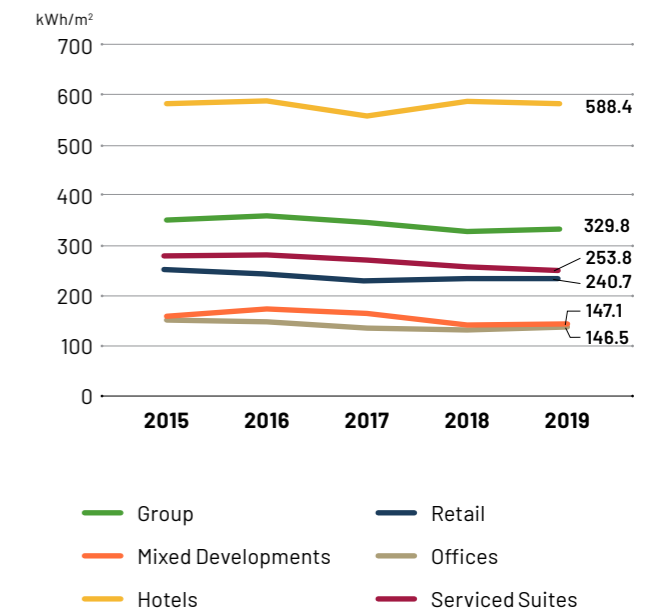
BUILDING GHG EMISSIONS
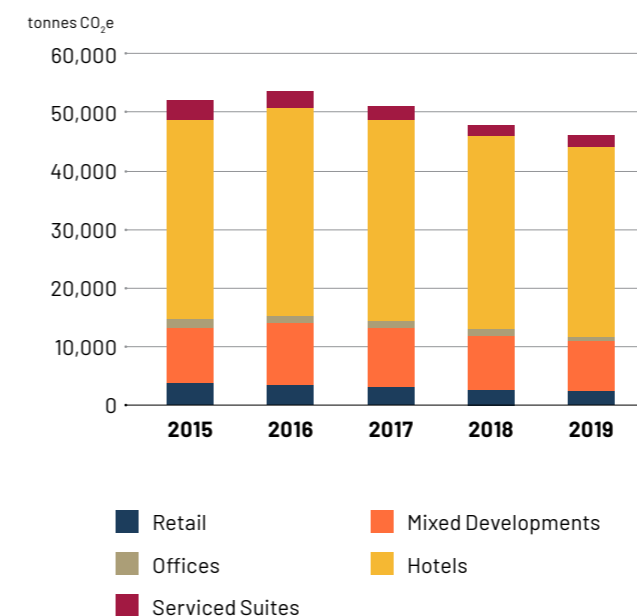
BUILDING GHG INTENSITY BY GFA OCCUPIED

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

| INDICATOR	SCOPE	TARGET[4]	STATUS
Water Intensity	Commercial Properties	25%* reduction of water intensity by GFA occupied by 2030 (Base year: 2010)	Ongoing
Water Intensity	Hospitality	28% reduction of water intensity by guest night and cubic metres / guest night by 2030 (Base year: 2013)	Ongoing

* We reviewed and revised the 2030 water intensity target from 30% as reported in UOL Annual Report 2019 to 25% at the time of publication of this report.

The Group's building water consumption was 904.3 thousand m³. Water used at all our properties is from municipal sources.

In 2019, we revised our previous 2020 water intensity targets for commercial properties and hospitality business as they exceeded their targets of 10% and 25% reductions by 2020 respectively in 2018. As such, we set new long-term targets for 2030.

In 2019, our commercial properties achieved a 14.9% reduction in water intensity by GFA occupied with 2010 as the base year. For our hospitality business, it achieved a 24.3% reduction in water intensity by guest night with 2013 as the base year.

BUILDING WATER CONSUMPTION
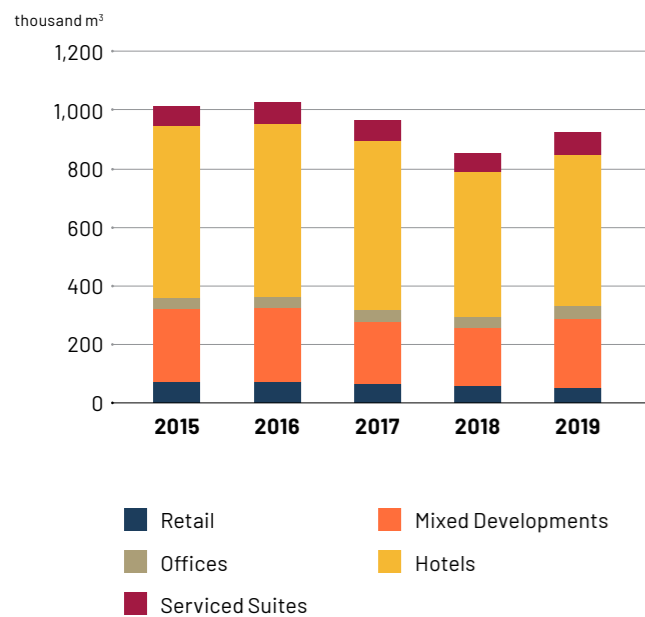
BUILDING WATER INTENSITY BY GFA OCCUPIED
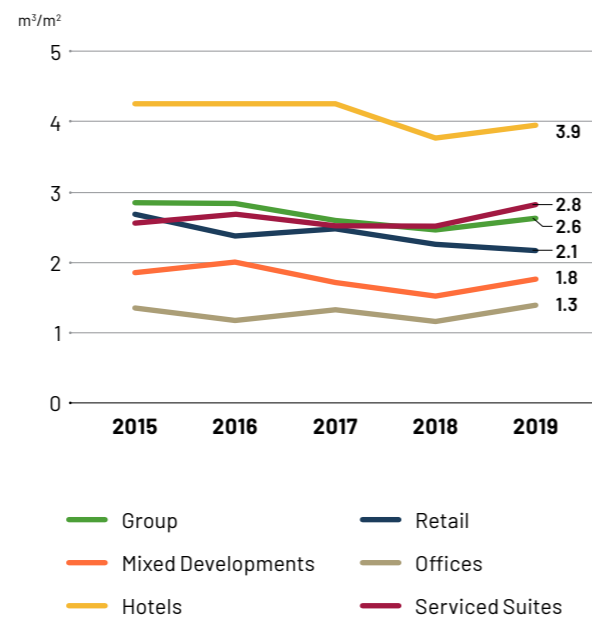
[4] Given the different nature of our businesses, the normalisation factors used in our energy and water targets for our commercial properties and hotel operations are GFA occupied and guest nights respectively. The intensity data for the Group is reported on a by GFA basis in Appendix A.

ENERGY AND WATER CONSUMPTION FOR DEVELOPMENT PROJECTS

INDICATOR	SCOPE	TARGET	STATUS
Climate Change and Water Consumption	Commercial Properties	Green Mark Gold for new development of investment properties in Singapore	Not applicable; no new developments in 2019
Value Chain Impact for Material Environmental Topics	Development Projects	All main contractors certified to ISO 14001 and Green and Gracious Builder certification per year	Target not met

DEVELOPMENT PROJECTS	2015	2016	2017	2018	2019
Electricity consumption (GJ)	6,077	4,888	4,515	6,866	3,122
Diesel consumed (GJ)	20,893	21,313	22,599	27,336	38,414
Total energy consumed (GJ)	26,970	26,201	27,114	34,202	41,536
Total GHG emissions (tonnes of CO_2e)	2,261	2,149	2,201	2,825	3,210
GHG intensity by value of work completed (kg CO_2e/$'000)	11.1	9.2	10.5	17.6	24.6
Total water consumed (m³)	107,890	100,099	98,866	132,911	113,630
Water intensity by value of work completed (m³/$'000)	0.5	0.4	0.5	0.8	0.9
Value of work completed ($'000)	203,130	233,943	209,678	160,511	130,706

We had seven ongoing development projects in 2019: Amber45, Avenue South Residence, Botanique at Bartley, MEYER HOUSE, The Tre Ver, The Clement Canopy and Pan Pacific Orchard.

In 2019, total energy consumed at our development projects was 41,536 GJ. Energy consumed mainly comes from electricity and diesel use. During the piling and structural stages of construction, main contractors rely on diesel for power generation and/or temporary power supply from SP PowerGrid for their electricity supply, as a permanent connection to the municipal supply has not yet been established. Five of our development projects were at those construction stages and this explained the increase in diesel and total energy consumption. As these projects progress over the next two years, energy consumption is expected to remain high.

Total GHG emissions was 3,210 tonnes of CO_2 equivalent, with a breakdown of 2,847 tonnes and 363 tonnes from Scope 1 and Scope 2 respectively. The GHG intensity by value of work completed was 24.6 kg of CO_2 equivalent per thousand dollars.

Total water consumption, which is from municipal sources, was 113.6 thousand m³ in 2019. We reduced water usage at our development projects by using wastewater from construction activities to wash trucks and other vehicles before they leave the construction sites, to minimise pollution to public road surfaces.

All our main contractors undertaking our projects in 2019 were certified to ISO 14001. They were also awarded the Green and Gracious Builder certification, with the exception of one main contractor that was a newly incorporated company. That main contractor targets to achieve the Green and Gracious Builder certification by the third quarter of 2020.

ENERGY CONSUMPTION FOR CORPORATE OFFICE

Our corporate office is located within one of our commercial properties. In 2019, our corporate office used 316.7 MWh of energy, a decrease from 331.3 MWh in 2018. GHG emissions also decreased by 4.4% from 139 tonnes of CO_2 in 2018 to 133 tonnes of CO_2 in 2019. The decrease in energy consumed was due to efforts to enhance staff awareness of methods to conserve energy in the office.

WASTE AND RESOURCE MANAGEMENT

We report waste and recycling data for all our commercial properties, hotels and serviced suites. In 2019, the Group recorded 7,362 tonnes of waste disposed with a breakdown of 3,781 tonnes and 3,581 tonnes from our commercial properties and hospitality business respectively.

Our commercial properties and hospitality business had 370.4 tonnes and 72.7 tonnes of waste for recycling respectively. Notably, our hospitality business recorded a reduction of 14.3% waste recycled due to its initiative to eliminate all single-use plastic straws and plastic bottled water across its properties by the end of 2019, resulting in less single-use plastics being sent for recycling.

Our First Zero-Waste Hotel

Pan Pacific Orchard (artist's impression) is being redeveloped into another iconic green hotel by the Group.

Pan Pacific Orchard is slated to be the first zero-waste hotel in Singapore when it is targeted to open in 2021.

Designed by award-winning architectural firm WOHA, the 347-key hotel will be a showcase of environmental sustainability, offering rooms with eco-friendly features and three levels of experiential sky gardens that will redefine the vertical sky-rise typology. The foliage will cover more than 300% of the hotel's land area.

As a zero-waste hotel, Pan Pacific Orchard's landscapes are designed to be self-sustaining and rely minimally on energy and water resources. Light, motion and rain sensors help regulate energy usage, while a rainwater harvesting system irrigates lower floors. Solar cells on the roof supplement the building's energy usage and power the gardens, thus saving energy. Other sustainable features of the hotel include a food waste management system that transforms kitchen waste into nutrient water for gardens, and water dispensers that eliminate the need for plastic bottled water.

Additionally, the design of the terraces optimises natural daylight and facilitates cross ventilation, reducing overall dependency on energy usage and creating a unique urban resort ambience with natural light and fresh air.

In January 2020, the hotel attained the BCA Green Mark Platinum, which is the highest rating in the certification standard.

Employees are encouraged to help the less fortunate through staff volunteering activities.

Together

For The Community

HEALTH & SAFETY

WORKPLACE SAFETY FOR DEVELOPMENT PROJECTS

| INDICATOR	SCOPE	TARGET	STATUS
Value Chain Impact for Health and Safety	Development Projects	All main contractors to be OHSAS 18001 or ISO 45001 certified per year	TARGET MET

We strive for zero health and safety incidents at all our development projects.

UOL tracks safety rates regularly at site meetings. As all main contractors are OHSAS 18001 or ISO 45001 certified, they have in-house safety requirements. Every project site has appointed safety supervisors and personnel who conduct regular safety briefings and checks.

In 2019, our contractors recorded one injury and a total of 69 lost days, including lost days carried over from an injury in 2018. We recorded a decrease in our accident frequency rate (AFR), from 0.8 in 2018 to 0.5 in 2019. However, the accident severity rate (ASR) increased from 17.0 in 2018 to 31.7 in 2019, due to a reduction in man-hours worked in 2019 that resulted in the impact of the lost days from injuries being more pronounced. Man-hours worked are dependent on the stages that development projects are in. As two projects were in the final construction stage and five others were in the piling and structural stages where manpower needs are low, man-hours worked in 2019 were substantially (58%) less compared with 2018.
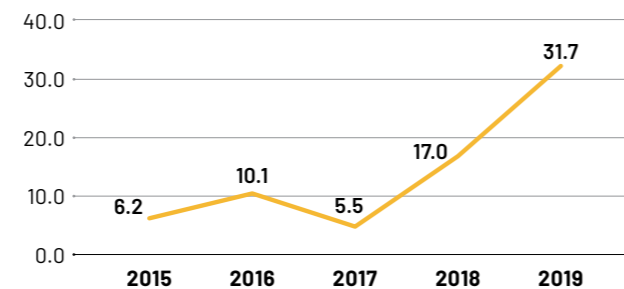
ACCIDENT FREQUENCY RATE
Number of injuries per million man-hours
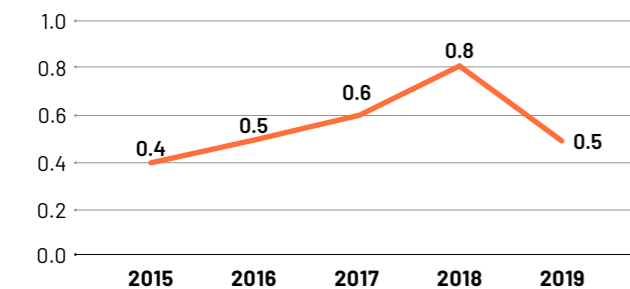
ACCIDENT SEVERITY RATE
Number of man-days lost per million man-hours

	MAIN CONTRACTORS		SUB-CONTRACTORS		TOTAL
	Male	Female	Male	Female	
No. of workplace fatalities	0	0	0	0	0
No. of non-fatal workplace injuries	0	0	1	0	1
No. of occupational diseases	0	0	0	0	0
No. of dangerous occurences/near misses	0	0	0	0	0
No. of lost days	0	0	69	0	69
Total no. of man-hours worked	757,028	85,810	1,335,930	0	2,178,768

WORKPLACE SAFETY FOR HOSPITALITY BUSINESS

We strive to provide a safe environment for our building occupants.

In 2019, there were 42 non-fatal workplace incidents in our hospitality business compared with 24 in 2018. As such, the AFR increased from 6.4 in 2018 to 11.9. Correspondingly, the number of lost man days from these incidents was higher than in 2018 and as such the ASR increased from 101.0 in 2018 to 114.9 in 2019.

	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	24	15	1	2	42
No. of occupational diseases	0	0	0	0	0
No. of dangerous occurences/near misses	0	0	0	0	0
No. of lost days	209	187	6	3	405
Total no. of man-hours worked	1,882,318	1,560,681	40,254	40,555	3,523,808

FOOD SAFETY & HYGIENE

For our hospitality business, food safety is a fundamental priority in ensuring the well-being of our guests.

We have a comprehensive Food Safety Management System (FSMS), which includes extensive food safety training along with external audits along the entire food chain, from receipt of raw produce, preparation to delivery. The FSMS serves to enhance 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 2019.

GUEST SAFETY & SECURITY

There were no substantiated issues concerning guest safety and security in 2019.

INCIDENT REPORTING

In 2019, we recorded 160 injuries across all of our buildings as compared with 53 injuries reported in 2018. This number included guests, tenants and visitors, as well as employees and contractors in our commercial properties.

PEOPLE

Our people are our greatest asset. We employed 1,777 people in Singapore in 2019; the vast majority (over 90%) are employed in the hospitality business. Our turnover rates for the property and hospitality businesses remain well below the respective national industry averages every year. The turnover rate of the property business increased slightly from 13.3% in 2018 to 16.9% in 2019, while the turnover rate of the hospitality business decreased from 32.1% in 2018 to 27.4% in 2019.

The Group recorded an absentee rate of 3.6% in 2019 (2.8% in 2018), or roughly an average of 8.2 days of sick leave per employee, based on a five-day work week. The absentee rate of our property business was 2.5% while that of our hospitality business was 4%.

TURNOVER RATE
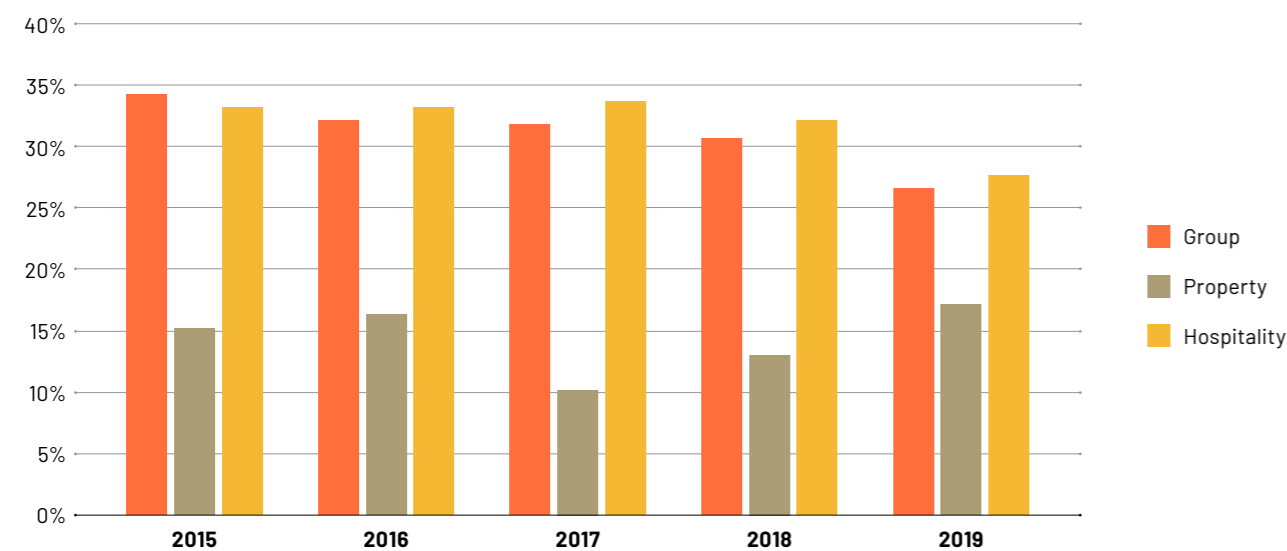
	2015	2016	2017	2018	2019
Group	34.5%	32.1%	32.0%	30.5%	26.4%
Property	15.4%	16.1%	10.1%	13.3%	16.9%
National Industry Average[5] (Real Estate Services)	37.2%	34.8%	32.4%	30.0%	30.0%
Hospitality	33.4%	33.4%	33.8%	32.1%	27.4%
National Industry Average[5] (Accommodation & Food Services)	48.0%	43.2%	43.2%	39.6%	40.8%

[5] Source: Ministry of Manpower Singapore, 31 March 2020.

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 16 nationalities across the Group.

We value gender diversity and believe we have a responsibility to contribute to a fair and productive society. We ensure commitment towards equal opportunities at all levels of the organisation. In our property business, 46% of Senior Management were female compared with 40% in 2018. In our hospitality business, 43% of Senior Management of our various business units were female compared with 48% in 2018.

We also recognise that our employees have family responsibilities. We seek to foster a supportive environment for employees with children and dependents. We offer paternity leave to working fathers whose children are not Singapore citizens, even though paternity leave is only applicable to employees whose children are Singapore citizens, under the Ministry of Manpower's regulation.

We recognise retiring employees as assets to our organisation and promote the redeployment of mature workers into the business. As at end December 2019, 20.1% of employees in our property business and 21.0% of employees in our hospitality business were above the age of 50.

We believe in leveraging and developing the skills of the people in our local communities. In 2019, Singapore Citizens and Permanent Residents constituted 96.2% of Senior Management and 97.7% of other employees in our property business, and 88.2% of Senior Management and 58.6% of other employees in our hospitality business. We continue to align ourselves with Singapore's national targets on diversity and inclusion in our workforce.
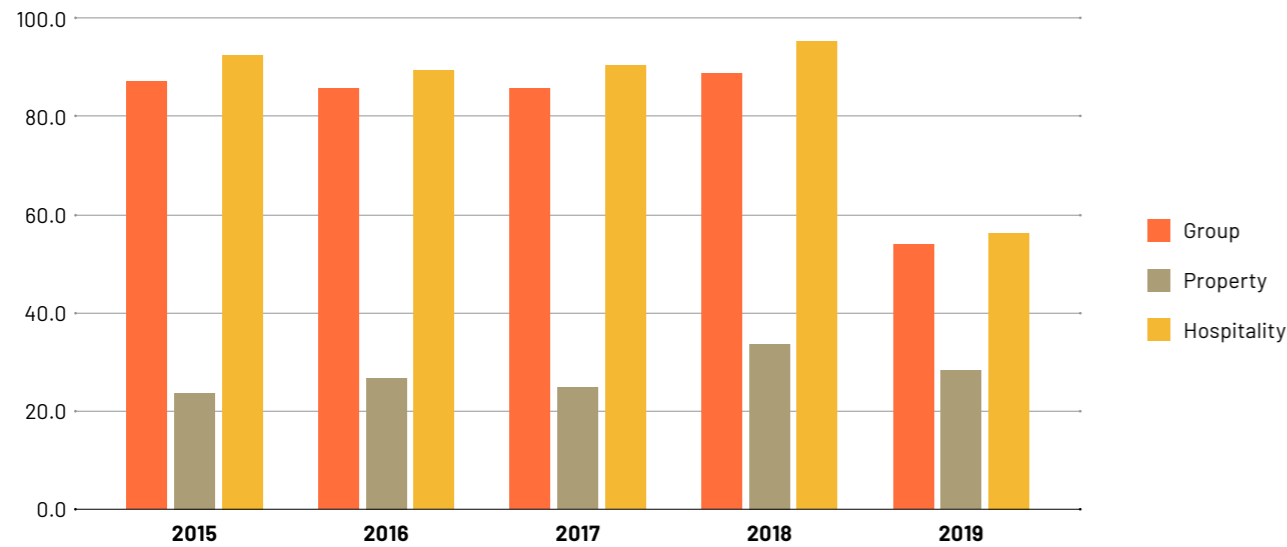
WORKFORCE BY GENDER

Male   Female
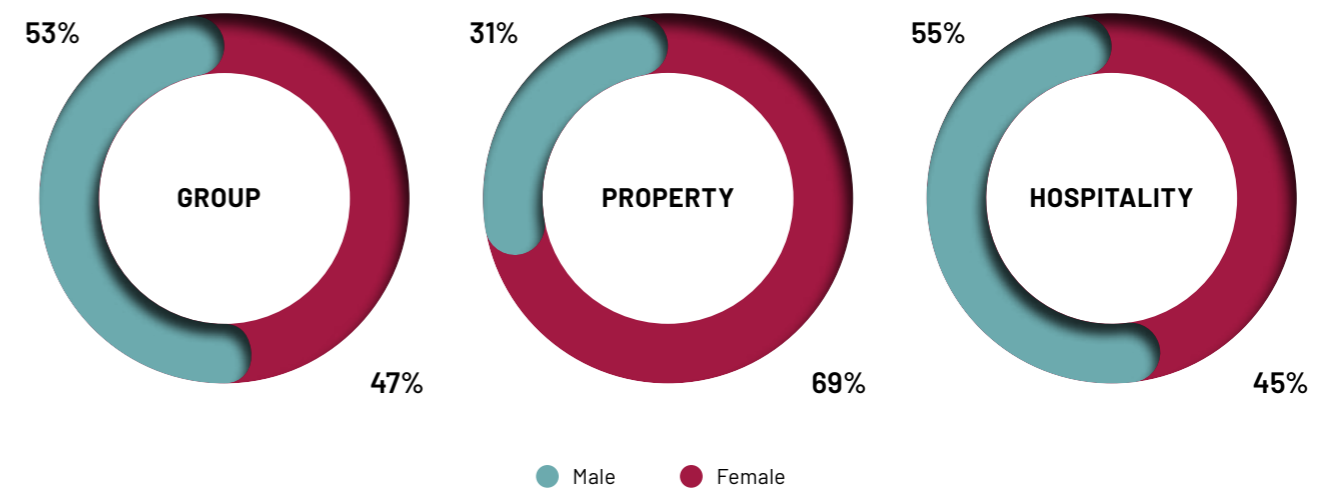
PEOPLE DEVELOPMENT

AVERAGE TRAINING HOURS PER EMPLOYEE

	2015	2016	2017	2018	2019
Group	86.6	85.1	85.0	89.4	54.2
Property	23.8	26.7	24.7	34.2	27.4
Hospitality	92.1	89.5	90.0	94.6	56.7

The Group recorded 54.2 hours of average training hours per employee in 2019, a decrease from 89.4 hours in 2018.

INDICATOR	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 27.4 hours, exceeding our target of 25 hours.

INDICATOR	SCOPE	TARGET	STATUS
Service Quality and Talent Attraction and Retention, through People Development	Hospitality	Average training hours per employee: 80 hours per year	Target not met

For our hospitality business, the average training hours per employee was 56.7 hours, compared with 94.6 hours in 2018. This decrease in training hours is attributed to the streamlining of the core Orientation/Service Culture Programme for new employees, from 3 days in 2018 to 2 days in 2019.

COMMUNITY

As a responsible business, we see it as part of our duty to give back to the society in which we operate. We focus our community efforts on children, youth, education, sports and the arts. Our community initiatives include donations, in-kind donations and staff volunteerism to deliver meaningful impact. Not only do these initiatives help the local community, but they also help our employees engage and benefit personally from helping others.

In 2019, UOL established the UOL Group - SUTD Scholarship in 2019 with the Singapore University of Technology and Design (SUTD) to support the Architecture and Sustainable Design degree programme. We also helped needy SUTD students through bursaries.

Since 2017, UOL has been sponsoring a therapy horse at Riding for the Disabled Association of Singapore to help people with physical and mental disabilities. In 2019, we extended our support by sponsoring a group of children with special needs for their riding therapy.

Besides supporting the disadvantaged financially, we encourage our employees to volunteer their time to help the less fortunate. During the year, employees participated in three staff volunteering activities with beneficiaries from Care Corner Student Care Centre, National Library Board's kidsREAD programme and AWWA Senior Community Home.

UOL has been a long-term supporter of the arts. Since 2014, we have been supporting Very Special Arts (VSA), which seeks to create and provide access and opportunities for people with disabilities through the arts. We regularly purchase paintings from the VSA artist community for display at our residential showflats and condominiums. We also provide opportunities for VSA artists to put up their works for sale whenever possible. In 2019, PPHG sponsored the venue for a series of art exhibitions held by VSA at Pan Pacific Singapore. PPHG also published "The Art of the Journey", an art book which brings together 170 pieces of artwork by 85 artists, including works from Singapore's Cultural Medallion recipients.

In addition to continuing our five-year sponsorship of a marble sculpture at Gardens by the Bay that began in 2018, we forged a new partnership with the Asian Civilisations Museum (ACM) to support its Saturdays@ACM and Weekend with ACM programmes. Under this programme, family-friendly activities will be held at ACM and UOL premises for three years. For giving towards heritage causes like this, UOL will be receiving the Patron of Heritage Awards 2019 by the National Heritage Board in 2020. We also received the Friend of the Arts Award at the Patron of the Arts Awards 2019 presented by the National Arts Council, in recognition of our support for the local arts scene.

PPHG also continued its Eat Well With Us (EWWU) programme launched in 2015 in partnership with the National Council of Social Service. In 2019, senior chefs from PPHG held 10 hands-on culinary sessions to impart skills and recipes to cooks from Social Service Agencies (SSAs) in Singapore, enabling them to create healthier and tastier meals for their residents. In 2019, EWWU benefitted more than 4,000 residents in 20 SSAs.

Our Commitment to Stakeholders During COVID-19

Frequent cleaning and disinfection are carried out for the well-being of our building occupants.

Separation markers for social distancing were put in place in UOL's premises.

The COVID-19 outbreak has widespread impact on the global and local economy. During this challenging time when businesses are affected, the Group remains committed to supporting our affected stakeholders.

With the retail sector being one of the hardest hit, UOL rolled out rental waivers, inclusive of full property tax rebates, to our retail tenants from March to July 2020. The Group also executed a comprehensive range of precautionary measures across our commercial properties. These included stepping up the frequency of cleaning of public areas, temperature screening, contact tracing and implementation of safe-distancing measures.

As the hospitality sector is also facing a downtime, our hotel subsidiary PPHG made use of the opportunity to send the employees for training to raise their skills and capabilities. This demonstrates our continual commitment to our employees to invest in training, so as to help them develop personally, and raise the quality of our hotel operations.

The Group has been following the government guidelines to ensure good hygiene and health standards for the well-being of our employees, tenants, visitors, shoppers and hotel guests. Social distancing measures, temperature checks, health and travel declarations, and frequent disinfection of buildings are being carried out. The Group has also implemented team segregation, staggered work timings and work-from-home arrangements for employees where necessary. Employees are also engaged and updated on the evolving situation and measures carried out by the Group.

Appreciation to Healthcare Workers

Our two malls, United Square and Velocity@Novena Square, are located near Health City Novena, where healthcare professionals are working hard in taking care of patients who are infected by COVID-19.

As a gesture of appreciation towards their effort and dedication during this challenging period, UOL launched a Healthcare Appreciative Package for 1,000 healthcare professionals. Each healthcare professional received $40 worth of shopping and dining vouchers for redemption at the participating mall outlets.

Promoting Heritage and Culture Through Partnership with ACM

Credit: Asian Civilisations Museum

Local artist Raymond Lau (in pink) was delighted to see how children added their own creativity to the landscape painting such as drawing dragons around the mountain and rainbow in the sky.

On 10 November 2019, Velocity@Novena Square attracted more than 8,000 people who had turned up to try their hand at Chinese ink painting at INKspired, a fringe event organised by ACM held in conjunction with its special exhibition on Chinese art held at the museum.

A large colourful wall painting formed the main backdrop of the activity booth. Mr Raymond Lau, an established and award-winning local artist, had created an outline with black ink to allow visitors to contribute their own interpretations of a landscape painting. Visitors also had fun dressing up as Chinese scholars, painting scholar figurines and carving rubber seals.

UOL sponsored the venue for INKspired as part of the three-year partnership that we have with ACM to support Saturdays@ACM and Weekends with ACM, a family-friendly programme held at ACM and UOL premises. With our malls as a community space, people can access culture and arts easily. ACM can also reach out to more people through fringe events held at our malls.

"We thank UOL for its support that will allow ACM to continue its efforts in formulating educational programmes fit for all ages to connect more closely with culture and the arts," said Mr Kennie Ting, Director, Asian Civilisations Museum & The Peranakan Museum.

AWARDS AND ACCOLADES

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

CORPORATE

UOL Group Limited

PropertyGuru Asia Property Awards Grand Final 2019
- Best Developer (Asia)

Singapore Excellence Awards 2019
- Top Developer

Asia Pacific Entrepreneurship Awards 2019
- Corporate Excellence

IR Magazine Awards South East Asia 2019
- Certificate for Excellence in Investor Relations

Asia Sustainability Reporting Rating 2019
- Silver Rank

Patron of the Arts Awards 2019
- Friend of the Arts

Brand Finance
- Top 100 Singapore Brands 2019 (#32)

Pan Pacific Hotels Group

Travel Weekly Asia Readers' Choice Awards 2019
- Best Regional Hotel Chain

TTG Travel Awards 2019
- Best Regional Hotel Chain

Singapore Business Review Management Excellence Awards 2019
- Team of the Year for Hospitality and Leisure

SERVICE EXCELLENCE

Pan Pacific Serviced Suites

DestinAsian Readers' Choice Awards 2019
- Top 5 Best Serviced Residence Brands

Pan Pacific Perth

DestinAsian Readers' Choice Awards 2019
- Top 10 Best Hotels and Resorts (Australia)

Pan Pacific Singapore

Forbes Travel Guide Awards 2019
- Four-Star Rating

PARKROYAL COLLECTION Pickering

World Travel Awards 2019
- Asia's Leading Green Hotel
- World's Leading Green City Hotel

PARKROYAL Melbourne Airport

World Travel Awards 2019
- Winner – Leading Airport Hotel (Oceania)

PARKROYAL Saigon

World Luxury Hotel Awards 2019
- Winner – Luxury Airport Hotel (Vietnam)

PRODUCT, DESIGN AND ARCHITECTURAL EXCELLENCE

Avenue South Residence

PropertyGuru Asia Property Awards Grand Final 2019
- Country Winner – Best High Rise Condo Interior Design (Asia)

International Property Awards (Asia Pacific) 2019
- Winner – Residential High-rise Architecture Singapore

MEYER HOUSE

PropertyGuru Asia Property Awards Grand Final 2019
- Regional Winner – Best Low Rise Condo Interior Design (Asia)
- Regional Winner – Best Condo Landscape Architectural Design (Asia)
- Country Winner – Best Luxury Condo Development (Asia)

PARKROYAL COLLECTION Pickering

SGBC–BCA Sustainability Leadership Awards 2019
- Leadership in Sustainable Design & Performance (Commercial Category)

Council on Tall Buildings and Urban Habitat 2019
- 50 Most Influential Buildings of the Last 50 Years

Principal Garden

FIABCI Singapore Property Awards 2019
- Winner – Residential (Mid-rise) Category

PropertyGuru Asia Property Awards 2019 (Singapore)
- Winner – Best Completed Private Condo Development

Singapore Excellence Awards 2019
- Top Development Award, Residential (Completed)

The Clement Canopy

PropertyGuru Asia Property Awards Grand Final 2019
- Country Winner – Best High Rise Condo Architectural Design (Asia)
- Country Winner – Best Condo Landscape Architectural Design (Asia)

Singapore Excellence Awards 2019
- Innovation Excellence Award, Residential (Completed)
- Landscape Excellence Award (Developer & Architect), Residential (Completed)

CONTRACTORS' SAFETY AWARDS

Amber45

RoSPA Health & Safety Awards 2019
- Gold Award

APPENDIX A: SUPPLEMENTARY SUSTAINABILITY DATA

Numbers may not add up due to decimal rounding.

A1: ENERGY & GHG EMISSIONS

	2019	2018	2017	2016	2015
BUILDING ENERGY CONSUMPTION (MWh)					
GROUP	112,580	114,979	122,880	127,038	124,115
Commercial Properties	29,497	30,183	34,093	35,813	35,256
Retail	5,758	5,859	6,430	6,958	7,006
Mixed Developments	19,994	20,230	23,546	24,501	23,773
Offices	3,745	4,093	4,118	4,354	4,477
Hospitality	83,083	86,796	88,787	91,225	88,859
Hotels	76,497	78,220	81,941	83,897	81,374
Serviced Suites	6,587	6,576	6,846	7,328	7,485
BUILDING ENERGY INTENSITY BY GFA (kWh/m²)					
GROUP	290.4	296.7	305.4	316.0	308.7
Commercial Properties	146.4	149.9	169.3	177.9	175.1
Retail	199.0	202.5	222.2	240.5	242.1
Mixed Developments	140.0	141.8	165.0	171.7	166.6
Offices	125.8	137.6	138.4	146.3	150.3
Hospitality	446.2	455.4	441.7	454.7	442.9
Hotels	490.4	501.5	479.7	492.3	477.5
Serviced Suites	218.1	217.7	226.7	242.6	247.8
BUILDING ENERGY INTENSITY BY GFA OCCUPIED (kWh/m²)					
GROUP	329.8	328.3	338.2	354.6	352.6
Commercial Properties	159.1	157.1	178.0	188.2	189.7
Retail	240.7	240.3	235.4	249.6	255.6
Mixed Developments	147.1	146.2	174.5	183.6	182.7
Offices	146.5	139.1	140.9	150.5	158.2
Hospitality	523.7	536.7	516.8	542.9	534.6
Hotels	588.4	589.9	557.0	589.7	582.2
Serviced Suites	253.8	258.9	277.1	284.6	283.2
BUILDING ENERGY INTENSITY BY GUEST NIGHT (kWh/guest night) (Hospitality only)					
Hospitality	53.4	53.6	52.1	58.8	60.1
Hotels	57.6	57.8	55.3	63.0	64.2
Serviced Suites	28.8	28.8	30.8	33.2	35.5

	2019	2018	2017	2016	2015
BUILDING GHG EMISSIONS (tonnes of CO_2e)					
GROUP	46,828	47,817	51,138	53,416	52,069
Commercial Properties	12,353	12,641	14,292	15,174	14,892
Retail	2,411	2,454	2,696	2,948	2,959
Mixed Developments	8,374	8,472	9,870	10,381	10,042
Offices	1,568	1,714	1,726	1,845	1,891
Hospitality	34,475	35,177	36,847	38,242	37,177
Hotels	31,717	32,424	33,981	35,142	34,018
Serviced Suites	2,757	2,753	2,866	3,100	3,158
BUILDING GHG EMISSIONS INTENSITY BY GFA (kg of CO_2e/m²)					
GROUP	120.8	123.4	127.1	132.9	129.5.6
Commercial Properties	61.3	62.8	71.0	75.4	73.9
Retail	83.3	84.8	93.2	101.9	102.3
Mixed Developments	58.6	59.4	69.2	72.8	70.4
Offices	52.7	57.6	58.0	62.0	63.5
Hospitality	185.2	188.9	183.3	190.6	185.3
Hotels	203.3	207.9	198.9	206.2	199.6
Serviced Suites	91.3	91.2	94.9	102.7	104.6
BUILDING GHG EMISSIONS INTENSITY BY GFA OCCUPIED (kg of CO_2e/m²)					
GROUP	137.2	136.6	140.8	149.1	147.9
Commercial Properties	66.6	65.8	74.6	79.8	80.1
Retail	100.8	100.6	98.7	105.7	108.0
Mixed Developments	61.6	61.2	73.1	77.8	77.2
Offices	61.3	58.3	59.0	63.8	66.8
Hospitality	221.0	222.6	214.5	227.6	223.7
Hotels	244.0	244.5	231.0	247.0	243.4
Serviced Suites	106.2	108.4	116.0	120.4	119.5
BUILDING GHG EMISSIONS INTENSITY BY GUEST NIGHT (kg of CO_2e/guest night) (Hospitality only)					
Hospitality	22.2	22.2	21.6	24.6	25.2
Hotels	23.9	24.0	22.9	26.4	26.8
Serviced Suites	12.1	12.0	12.9	14.1	15.0

A2: WATER

	2019	2018	2017	2016	2015
BUILDING WATER CONSUMPTION (thousand m³)					
GROUP	904	851	961	1,010	1,002
Commercial Properties	323	299	320	362	355
Retail	51	55	65	67	74
Mixed Developments	238	211	221	264	249
Offices	34	34	34	31	33
Hospitality	581	552	640	648	647
Hotels	508	490	579	577	579
Serviced Suites	73	63	61	71	68
BUILDING WATER INTENSITY BY GFA (m³/m²)					
GROUP	2.3	2.2	2.4	2.5	2.5
Commercial Properties	1.6	1.5	1.6	1.8	1.8
Retail	1.8	1.9	2.3	2.3	2.5
Mixed Developments	1.7	1.5	1.5	1.9	1.7
Offices	1.1	1.1	1.1	1.0	1.1
Hospitality	3.1	3.0	3.2	3.2	3.2
Hotels	3.3	3.1	3.4	3.4	3.4
Serviced Suites	2.4	2.1	2.0	2.3	2.3
BUILDING WATER INTENSITY BY GFA OCCUPIED (m³/m²)					
GROUP	2.6	2.4	2.6	2.8	2.8
Commercial Properties	1.7	1.6	1.7	1.9	1.9
Retail	2.1	2.2	2.4	2.4	2.7
Mixed Developments	1.8	1.6	1.6	2.0	1.9
Offices	1.3	1.1	1.2	1.1	1.2
Hospitality	3.7	3.5	3.7	3.9	3.9
Hotels	3.9	3.7	3.9	4.1	4.1
Serviced Suites	2.8	2.5	2.5	2.7	2.6
BUILDING WATER INTENSITY BY GUEST NIGHT (m³/guest night) (Hospitality only)					
Hospitality	0.4	0.3	0.4	0.4	0.4
Hotels	0.4	0.4	0.4	0.4	0.5
Serviced Suites	0.3	0.3	0.3	0.3	0.3

A3: WASTE

	2019	2018	2017	2016	2015
WASTE DISPOSAL (tonnes)					
GROUP	7,362	7,630	NA	NA	NA
Commercial Properties	3,781	3,833	NA	NA	NA
Retail	752	782	NA	NA	NA
Mixed Developments	2,786	2,799	NA	NA	NA
Offices	243	252	NA	NA	NA
Hospitality	3,581	3,796	4,131	4,730	4,044
Hotels	3,281	3,447	3,793	4,346	3,990
Serviced Suites	300	349	338	384	54
WASTE INTENSITY BY GFA (kg/m²)					
GROUP	19.0	19.7	NA	NA	NA
Commercial Properties	18.8	19.0	NA	NA	NA
Retail	26.0	27.0	NA	NA	NA
Mixed Developments	19.5	19.6	NA	NA	NA
Offices	8.2	8.5	NA	NA	NA
Hospitality	19.2	20.4	20.5	23.6	23.4
Hotels	21.0	22.1	22.2	25.5	23.4
Serviced Suites	9.9	11.6	11.2	12.7	NA
WASTE INTENSITY BY GUEST NIGHT (kg/guest night)					
Hospitality	2.3	2.4	2.4	3.0	3.1
Hotels	2.5	2.5	2.6	3.3	3.1
Serviced Suites	1.3	1.5	1.5	1.7	NA
WASTE RECYCLING (tonnes)					
GROUP	443.1	460.7	NA	NA	NA
Commercial Properties	370.4	375.9	NA	NA	NA
Retail	110.6	98.7	NA	NA	NA
Mixed Developments	259.0	277.1	NA	NA	NA
Offices	0.8	0.0	NA	NA	NA
Hospitality	72.7	84.8	120.2	147.3	149.1
Hotels	66.7	77.2	108.4	129.1	149.1
Serviced Suites	6.0	7.6	11.8	18.2	NA

A4: WORKFORCE STATISTICS

TOTAL NUMBER OF EMPLOYEES BY EMPLOYMENT CONTRACT, BY GENDER

	MALE	FEMALE
GROUP		
Permanent employees	917	818
Fixed term/temporary employees	23	19
PROPERTY		
Permanent employees	48	105
Fixed term/temporary employees	0	1
HOSPITALITY		
Permanent employees	869	713
Fixed term/temporary employees	23	18

TOTAL NUMBER OF EMPLOYEES BY EMPLOYMENT TYPE, BY GENDER

	MALE	FEMALE
GROUP		
Full-time employees	937	827
Part-time employees	3	10
PROPERTY		
Full-time employees	48	106
Part-time employees	0	0
HOSPITALITY		
Full-time employees	889	721
Part-time employees	3	10

A5: NEW HIRES, TURNOVER AND ABSENTEE RATES

TOTAL NUMBER AND RATE OF NEW EMPLOYEE HIRES BY AGE GROUP

	< 30 YEARS	30-50 YEARS	> 50 YEARS
GROUP			
No. of new hires	220	187	29
Rate of new hires (Denominator: total employees)	12.4%	10.5%	1.6%
Rate of new hires (Denominator: no. of employees in age group)	48.0%	19.7%	7.8%
PROPERTY			
No. of new hires	4	16	2
Rate of new hires (Denominator: total employees)	2.6%	10.4%	1.3%
Rate of new hires (Denominator: no. of employees in age group)	21.1%	15.4%	6.5%
HOSPITALITY			
No. of new hires	216	171	27
Rate of new hires (Denominator: total employees)	13.3%	10.5%	1.7%
Rate of new hires (Denominator: no. of employees in age group)	49.2%	20.3%	7.9%

TOTAL NUMBER AND RATE OF NEW EMPLOYEE HIRES BY GENDER

	MALE	FEMALE
GROUP		
No. of new hires	225	211
Rate of new hires (Denominator: total employees)	12.7%	11.9%
Rate of new hires (Denominator: no. of employees in gender category)	23.9%	25.2%
PROPERTY		
No. of new hires	5	17
Rate of new hires (Denominator: total employees)	3.2%	11.0%
Rate of new hires (Denominator: no. of employees in gender category)	10.4%	16.0%
HOSPITALITY		
No. of new hires	220	194
Rate of new hires (Denominator: total employees)	13.6%	12.0%
Rate of new hires (Denominator: no. of employees in gender category)	24.7%	26.5%

TOTAL NUMBER AND RATE OF EMPLOYEE TURNOVER BY AGE GROUP

	< 30 YEARS	30-50 YEARS	> 50 YEARS
GROUP			
No. of voluntary turnover	134	198	30
No. of non-voluntary turnover	51	40	17
No. of voluntary & non-voluntary turnover	185	238	47
Rate of voluntary & non-voluntary turnover (Denominator: total employees)	10.4%	13.4%	2.6%
Rate of voluntary & non-voluntary turnover (Denominator: no. of employees in age group)	40.4%	25.1%	12.6%
PROPERTY			
No. of voluntary turnover	3	17	4
No. of non-voluntary turnover	0	0	2
No. of voluntary & non-voluntary turnover	3	17	6
Rate of voluntary & non-voluntary turnover (Denominator: total employees)	1.9%	11.0%	3.9%
Rate of voluntary & non-voluntary turnover (Denominator: no. of employees in age group)	15.8%	16.3%	19.4%
HOSPITALITY			
No. of voluntary turnover	131	181	26
No. of non-voluntary turnover	51	40	15
No. of voluntary & non-voluntary turnover	182	221	41
Rate of voluntary & non-voluntary turnover (Denominator: total employees)	11.2%	13.6%	2.5%
Rate of voluntary & non-voluntary turnover (Denominator: no. of employees in age group)	41.5%	26.2%	12.0%

TOTAL NUMBER AND RATE OF EMPLOYEE TURNOVER BY GENDER

	MALE	FEMALE
GROUP		
No. of voluntary turnover	180	182
No. of non-voluntary turnover	58	50
No. of voluntary & non-voluntary turnover	238	232
Rate of voluntary & non-voluntary turnover (Denominator: total employees)	13.4%	13.1%
Rate of voluntary & non-voluntary turnover (Denominator: no. of employees in gender category)	25.3%	27.7%
PROPERTY		
No. of voluntary turnover	10	14
No. of non-voluntary turnover	1	1
No. of voluntary & non-voluntary turnover	11	15
Rate of voluntary & non-voluntary turnover (Denominator: total employees)	7.1%	9.7%
Rate of voluntary & non-voluntary turnover (Denominator: no. of employees in gender category)	22.9%	14.2%
HOSPITALITY		
No. of voluntary turnover	170	168
No. of non-voluntary turnover	57	49
No. of voluntary & non-voluntary turnover	227	217
Rate of voluntary & non-voluntary turnover (Denominator: total employees)	14%	13.4%
Rate of voluntary & non-voluntary turnover (Denominator: no. of employees in gender category)	25.4%	29.7%

ABSENTEE RATE BY GENDER

GROUP		
Overall absentee rate		3.6%
	MALE	**FEMALE**
Absentee rate by gender	3.4%	3.9%
PROPERTY		
Overall absentee rate		2.5%
	MALE	**FEMALE**
Absentee rate by gender	1.4%	2.9%
HOSPITALITY		
Overall absentee rate		3.7%
	MALE	**FEMALE**
Absentee rate by gender	3.5%	4.0%

A6: DIVERSITY & INCLUSION

PERCENTAGE OF EMPLOYEES PER EMPLOYMENT CATEGORY BY GENDER

	MALE	FEMALE
GROUP		
Non-Executive	61%	39%
Executive	45%	55%
Senior Management	56%	44%
PROPERTY		
Non-Executive	18%	82%
Executive	27%	73%
Senior Management	54%	46%
HOSPITALITY		
Non-Executive	61%	39%
Executive	48%	52%
Senior Management	57%	43%

PERCENTAGE OF EMPLOYEES PER EMPLOYMENT CATEGORY BY AGE GROUP

	< 30 YEARS	30-50 YEARS	> 50 YEARS
GROUP			
Non-Executive	35%	38%	27%
Executive	21%	65%	14%
Senior Management	0%	66%	34%
PROPERTY			
Non-Executive	27%	46%	27%
Executive	14%	72%	15%
Senior Management	0%	58%	42%
HOSPITALITY			
Non-Executive	35%	38%	27%
Executive	22%	64%	14%
Senior Management	0%	69%	31%

A7: TRAINING

AVERAGE TRAINING HOURS PER EMPLOYEE BY CATEGORY AND GENDER

	MALE	FEMALE
GROUP		
Overall average training hours	59.3	48.5
Non-Executive	69.6	65.2
Executive	54.7	40.2
Senior Management	15.0	27.8
PROPERTY		
Overall average training hours	29.3	26.6
Non-Executive	16.5	14.3
Executive	30.3	27.4
Senior Management	28.7	30.3
HOSPITALITY[6]		
Overall average training hours	60.9	51.6
Non-Executive	69.8	66.7
Executive	56.8	43.0
Senior Management	11.4	27.1

[6] 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 COLLECTION Pickering (former PARKROYAL on Pickering), and Pan Pacific Singapore. Pan Pacific Orchard was excluded as it closed for redevelopment on 1 April 2018.

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

2. Development projects: Refers to construction and redevelopment activities that took place in Singapore, including joint ventures with UIC.

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: 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.

   Occupancy rate for PARKROYAL on Kitchener Road in 2019 is calculated based on available rooms as the denominator. This denominator decreased from 2018 as the hotel is undergoing renovation, thus reducing the number of available rooms.

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 2019's Property Summary, pages 68-75.

9. GHG conversion is based on the Greenhouse Gas Protocol. Emission factors for electricity generation are sourced from the Energy Market Authority (EMA), 2019. Electricity Grid Emission Factor for 2018 was updated from EMA. Due to this, past year emission data for 2018 was restated based on figures from EMA, which had a slight (<1%) 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. Source of conversion factor from diesel in litres to kWh is the Carbon Disclosure Project. Technical Note. Conversion of fuel data to MWh, 2016.

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

    Waste recycled for United Square in 2Q, 3Q and 4Q 2019 was computed on the basis of estimation as the vendor that provided paper recycling services to United Square from May to October 2019 did not provide any invoices.

12. 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.

13. Waste intensity formula excludes waste recycled. Waste intensity for hospitality is derived by total number of guest nights for simplicity.

HEALTH AND SAFETY

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

    Coverage for development projects: Workplace accidents involving main contractors and sub-contractors.

    Coverage for hospitality: Workplace accidents involving 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. The new standard ISO 45001 will replace OHSAS 18001. Companies must migrate to the new standard by March 2021. Two main contractors for development projects were certified to the new ISO 45001 standard in 2019.

PEOPLE

19. 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.

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

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

22. A significant portion of the property development business is performed by our contractors during construction. Facilities management services are provided by UMS.

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

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

25. 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

26. 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

27. 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 areas.

APPENDIX C: RESTATEMENTS

REASONS FOR RESTATEMENT	
Electricity Grid Emission Factor for 2018 was updated from EMA. Due to this, past year emission data for 2018 was restated based on figures from EMA, which had a slight (<1%) difference from figures used previously.	A
Restatement of water consumption for Pan Pacific Serviced Suites Singapore.	B

ENVIRONMENT

BUILDINGS GRI 102-48

Description of data	Year	What was reported in SR2018	What it should be	Difference	Reason for restatement	What was reported in SR2018	What it should be	Difference	Reason for restatement
		Building GHG Emissions (tonnes of CO_2e)				**Building GHG Intensity by GFA (kg of CO_2e/m^2)**			
Group	2018	47,861	47,817	0.1%	A	123.5	123.4	0.1%	A
Commercial Properties	2018	12,653	12,641	0.1%	A				
Retail	2018	2,456	2,454	0.1%	A	84.9	84.8	0.1%	A
Mixed Developments	2018	8,481	8,472	0.1%	A				
Offices	2018	1,716	1,714	0.1%	A	57.7	57.6	0.2%	A
Hospitality	2018	35,208	35,177	0.1%	A	189.1	188.9	0.1%	A
Hotels	2018	32,452	32,424	0.1%	A	208.0	207.9	0.1%	A
Serviced Suites	2018	2,756	2,753	0.1%	A				
		Building GHG Intensity by GFA Occupied (kg of CO_2e/m^2)				**Building GHG Intensity by Guest Night (kg of CO_2e/guest night)**			
Group	2018	136.7	136.6	0.1%	A				
Retail	2018	100.7	100.6	0.1%	A				
Mixed Developments	2018	61.3	61.2	0.1%	A				
Hospitality	2018	222.8	222.6	0.1%	A	22.3	22.2	0.3%	A
Hotels	2018	244.7	244.5	0.1%	A				
Serviced Suites	2018	108.5	108.4	0.1%	A	12.1	12.0	0.5%	A
		Building Water Consumption (m^3)				**Building Water Intensity by GFA (m^3/m^2)**			
Group	2018	847	851	0.5%	B				
Hospitality	2018	548	552	0.8%	B	2.9	3.0	2.3%	B
Serviced Suites	2018	58	63	7.9%	B	1.9	2.1	9.1%	B
		Building Water Intensity by GFA Occupied (m^3/m^2)							
Serviced Suites	2018	2.3	2.5	7.1%	B				

APPENDIX D: GRI CONTENT INDEX

Materiality Disclosures — UOL Group Limited — GRI — May 2020 Service

'AR' refers to UOL Annual Report 2019, which is available on our website at www.uol.com.sg/investors-and-media/annual-reports.

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 DIRECT ANSWERS
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: www.uol.com.sg/about-uol/corporate-profile UOL Core Business: www.uol.com.sg/about-uol/uol-core-businesses
GRI 102 : General Disclosures 2016	102-3 Location of headquarters	About UOL: www.uol.com.sg/about-uol/corporate-profile
GRI 102 : General Disclosures 2016	102-4 Location of operations	AR 66-67 About UOL: www.uol.com.sg/about-uol/corporate-profile
GRI 102 : General Disclosures 2016	102-5 Ownership and legal form	About UOL: www.uol.com.sg/about-uol/corporate-profile
GRI 102 : General Disclosures 2016	102-6 Markets served	AR 66-67 About UOL: www.uol.com.sg/about-uol/corporate-profile
GRI 102 : General Disclosures 2016	102-7 Scale of the organization	33 AR 96 About UOL: www.uol.com.sg/about-uol/corporate-profile
GRI 102 : General Disclosures 2016	102-8 Information on employees and other workers	45 54
GRI 102 : General Disclosures 2016	102-9 Supply chain	Value Chain: www.uol.com.sg/sustainability/key-stakeholders
GRI 102 : General Disclosures 2016	102-10 Significant changes to the organization and its supply chain	There were no significant changes to the Group in 2019.
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: www.uol.com.sg/sustainability/our-approach Value Chain: www.uol.com.sg/sustainability/key-stakeholders
GRI 102 : General Disclosures 2016	102-13 Membership of associations	UOL is a member of the Real Estate Developers' Association of Singapore (REDAS) and Singapore Green Building Council.

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR DIRECT ANSWERS
Strategy		
GRI 102 : General Disclosures 2016	102-14 Statement from senior decision-maker	11-12
Ethics and Integrity		
GRI 102 : General Disclosures 2016	102-16 Values, principles, standards, and norms of behavior	2 Sustainability Governance: www.uol.com.sg/sustainability/our-approach
Governance		
GRI 102 : General Disclosures 2016	102-18 Governance structure	4 AR 16-21, 62 Sustainability Governance: www.uol.com.sg/sustainability/our-approach
Stakeholder Engagement		
GRI 102 : General Disclosures 2016	102-40 List of stakeholder groups	Stakeholder Engagement: www.uol.com.sg/sustainability/key-stakeholders
GRI 102 : General Disclosures 2016	102-41 Collective bargaining agreements	Approximately 33% of total employees in the Group are covered by collective bargaining agreements.
GRI 102 : General Disclosures 2016	102-42 Identifying and selecting stakeholders	Commitment to Stakeholders: www.uol.com.sg/sustainability/key-stakeholders
GRI 102 : General Disclosures 2016	102-43 Approach to stakeholder engagement	Stakeholder Engagement: www.uol.com.sg/sustainability/key-stakeholders
GRI 102 : General Disclosures 2016	102-44 Key topics and concerns raised	Stakeholder Engagement: 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 8, 66-75, 134-156
GRI 102 : General Disclosures 2016	102-46 Defining report content and topic Boundaries	Sustainability Governance: www.uol.com.sg/sustainability/our-approach Materiality: www.uol.com.sg/sustainability/materiality
GRI 102 : General Disclosures 2016	102-47 List of material topics	Materiality: www.uol.com.sg/sustainability/materiality
GRI 102 : General Disclosures 2016	102-48 Restatements of information	55
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 FY2018 was published on 28 May 2019.
GRI 102 : General Disclosures 2016	102-52 Reporting cycle	3
GRI 102 : General Disclosures 2016	102-53 Contact point for questions regarding the report	3
GRI 102 : General Disclosures 2016	102-54 Claims of reporting in accordance with the GRI Standards	3

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR DIRECT ANSWERS
GRI 102 : General Disclosures 2016	102-55 GRI content index	56-64
GRI 102 : General Disclosures 2016	102-56 External assurance	65-70
TOPIC SPECIFIC DISCLOSURES		
Economic Performance		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Materiality: www.uol.com.sg/sustainability/materiality
GRI 103 : Management Approach 2016	103-2 The management approach and its components	Our Approach: www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	Our Approach: www.uol.com.sg/sustainability/our-approach
GRI 201 : Economic Performance 2016	201-1 Direct economic value generated and distributed	15-16 AR 8-10
Market Presence		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	34 Materiality: www.uol.com.sg/sustainability/materiality People: www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	34 People: www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	34 People: www.uol.com.sg/sustainability/our-approach
GRI 202 : Market Presence 2016	202-2 Proportion of senior management hired from the local community	34
Anti-Corruption		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	AR 47-54 Materiality: www.uol.com.sg/sustainability/materiality Enterprise Risk Management: www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	AR 47-54 Enterprise Risk Management: www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	AR 47-54 Enterprise Risk Management: www.uol.com.sg/sustainability/our-approach
GRI 205 : Anti-Corruption 2016	205-1 Operations assessed for risks related to corruption	Enterprise Risk Management: 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.

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR DIRECT ANSWERS
Energy		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Materiality: www.uol.com.sg/sustainability/materiality Environment: www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	Environment: www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	Environment: www.uol.com.sg/sustainability/our-approach
GRI 302 : Energy 2016	302-1 Energy consumption within the organization	14, 23-24, 27, 41-42, 51-52 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	14, 26, 51-52
GRI 302 : Energy 2016	302-3 Energy intensity CRE1 Building energy intensity	14, 23-24, 41-42, 51-52
GRI 302 : Energy 2016	302-4 Reduction of energy consumption	23-24, 26-27, 51-52
Water		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Materiality: www.uol.com.sg/sustainability/materiality Environment: www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	Environment: www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	Environment: www.uol.com.sg/sustainability/our-approach
GRI 303 : Water 2016	303-1 Water withdrawal by source	14, 25-26, 43, 51-52
GRI Construction and Real Estate Sector Disclosure	CRE2 Building water intensity	14, 25-26, 43, 51-52
Emissions		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Materiality: www.uol.com.sg/sustainability/materiality Environment: www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	Environment: www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	Environment: www.uol.com.sg/sustainability/our-approach
GRI 305 : Emissions 2016	305-1 Direct (Scope 1) GHG emissions	14, 25-26, 51-53 Buildings Scope 1 GHG emissions: 2,110 tonnes of CO_2e.
GRI 305 : Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions	14, 25-26, 51-52 Buildings Scope 2 GHG emissions: 44,718 tonnes of CO_2e.
GRI 305 : Emissions 2016	305-4 GHG emissions intensity	14, 23-24, 26, 42, 51-53
GRI Construction and Real Estate Sector Disclosure	CRE3 GHG emissions intensity from building	14, 23-24, 26, 42, 51-53

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR DIRECT ANSWERS
Effluents and Waste		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Materiality: www.uol.com.sg/sustainability/materiality Environment: www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	Environment: www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	Environment: www.uol.com.sg/sustainability/our-approach
GRI 306 : Effluents and Waste 2016	306-2 Waste by type and disposal method	27, 44, 53 No hazardous waste was handled at our commercial properties or at our hospitality business. All waste disposed is sent for incineration, except for recycled waste.
Environmental Compliance		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Materiality: www.uol.com.sg/sustainability/materiality Environment (Environmental Policy and Management Systems): www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	Sustainability Governance: www.uol.com.sg/sustainability/our-approach Environment (Environmental Policy and Management Systems): www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	Sustainability Governance: www.uol.com.sg/sustainability/our-approach Environment (Environmental Policy and Management Systems): www.uol.com.sg/sustainability/our-approach
GRI 307 : Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	14
GRI Construction and Real Estate Sector Disclosure	CRE8 Type and number of sustainability certification, rating and labeling schemes for new construction, management, occupation and redevelopment	26
Supplier Environmental Assessment		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Materiality: www.uol.com.sg/sustainability/materiality Environment (Environmental Policy and Management Systems): www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	Value Chain: www.uol.com.sg/sustainability/key-stakeholders
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	Value Chain: 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: www.uol.com.sg/sustainability/key-stakeholders 26-27

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR DIRECT ANSWERS
Employment		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Materiality: www.uol.com.sg/sustainability/materiality **People (Talent Attraction and Retention):** www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	AR 63 **People (Talent Attraction and Retention):** www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	**People (Talent Attraction and Retention):** www.uol.com.sg/sustainability/our-approach
GRI 401 : Employment 2016	401-1 New employee hires and employee turnover	33, 46-48
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: www.uol.com.sg/sustainability/materiality **Health and Safety:** www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	AR 65 **Health and Safety:** www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	**Health and Safety:** 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	14, 31-32, 53
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	14

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR DIRECT ANSWERS
Training and Education		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Materiality: www.uol.com.sg/sustainability/materiality **People (People Development):** www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	**People (People Development):** www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	**People (People Development):** www.uol.com.sg/sustainability/our-approach
GRI 404 : Training and Education 2016	404-1 Average hours of training per year per employee	14, 35, 50, 54
GRI 404 : Training and Education 2016	404-3 Percentage of employees receiving regular performance and career development reviews	**People (Remuneration and Performance Appraisal):** www.uol.com.sg/sustainability/our-approach 91% of employees were given performance reviews at least once in 2019. Employees who did not receive performance reviews were new hires who were still on probation as of 31 December 2019.
Diversity and Equal Opportunity		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Materiality: www.uol.com.sg/sustainability/materiality **People (Diversity and Inclusion):** www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	**People (Diversity and Inclusion):** www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	**People (Diversity and Inclusion):** www.uol.com.sg/sustainability/our-approach
GRI 405 : Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	34, 49 AR 16-21
Non-discrimination		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Materiality: www.uol.com.sg/sustainability/materiality **People (Diversity and Inclusion):** www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	**People (Diversity and Inclusion):** www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	**People (Diversity and Inclusion):** 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 2019.

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR DIRECT ANSWERS
Local Communities		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Materiality: www.uol.com.sg/sustainability/materiality Community: www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	AR 65 Community: www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	Community: www.uol.com.sg/sustainability/our-approach
GRI 413 : Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	36-38 AR 65
Customer Health and Safety		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Materiality: www.uol.com.sg/sustainability/materiality Health and Safety: www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	Health and Safety: www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	Health and Safety: 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	14
Customer Privacy		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Enterprise Risk Management: www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	Enterprise Risk Management: www.uol.com.sg/sustainability/our-approach www.uol.com.sg/privacy-policy
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	Enterprise Risk Management: 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 2019.

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR DIRECT ANSWERS
Socioeconomic Compliance		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	AR 47-54 Materiality: www.uol.com.sg/sustainability/materiality Health and Safety: www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	AR 47-54 Health and Safety: www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	AR 47-54 Health and Safety: 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	14

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 2019 for the year ended 31 December 2019 (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; and

* With the exception of certain environmental and market presence factors, for which targets for the forthcoming year have not been set due to uncertainties attributed to COVID-19.

(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: 88.2% Property business: 96.2%
Energy	GRI 302-1 GRI 302-2	Energy consumption within and outside of the organisation	Completed buildings: 112,580 MWh Development projects: 11,538 MWh
	GRI 302-3 GRI CRE 1	Building energy intensity	290.4 kilowatt-hour per square metre (kWh/m²)
Water	GRI 303-1	Water withdrawal by source	Completed buildings: 904 thousand cubic metres (m³) Development projects: 114 thousand cubic metres (m³)
	GRI CRE 2	Building water intensity	2.3 m³/m²

MATERIAL TOPIC	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: 46,828 tonnes of CO_2e Development projects: 3,210 tonnes of CO_2e
	GRI 305-4 GRI CRE 3	GHG emissions intensity from buildings	120.8 kg CO_2e/m²
Effluents and Waste	GRI 306-2	Waste by type and disposal method	Waste disposal: 7,362 tonnes Waste recycled: 443.1 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	220	187	29
Rate of new hires*	48.0%	19.7%	7.8%
Number of voluntary and non-voluntary turnover	185	238	47
Rate of employee voluntary and non-voluntary turnover*	40.4%	25.1%	12.6%

By gender

GROUP	MALE	FEMALE
Number of new hires	225	211
Rate of new hires*	23.9%	25.2%
Number of voluntary and non-voluntary turnover	238	232
Rate of employee voluntary and non-voluntary turnover*	25.3%	27.7%

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

MATERIAL TOPIC	STANDARDS TOPIC-SPECIFIC DISCLOSURE		SELECTED GRI DISCLOSURES
Training and Education	GRI 404-1	Average hours of training per year per employee	54.2 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		DEVELOPMENT PROJECTS	HOSPITALITY
			Number of work-related fatalities	0	0
			Number of non-fatal work-related injuries	1	42
			Number of lost days	69	405
			Accident Frequency Rate (AFR)	0.5	11.9
			Accident Severity Rate (ASR)	31.7	114.9
	GRI CRE 6	Percentage of the organisation operating in verified compliance with an internationally recognised health and safety management system	OHSAS 18001 or ISO 45001 for Main Contractors: 100%		
Diversity and Equal Opportunity	GRI 405-1	Diversity of governance bodies and employees	**By age group**		

GROUP	< 30 YEARS OLD	30-50 YEARS OLD	> 50 YEARS OLD
Non-Executive	35%	38%	27%
Executive	21%	65%	14%
Senior Management	0%	66%	34%

By gender

GROUP	MALE	FEMALE
Non-Executive	61%	39%
Executive	45%	55%
Senior Management	56%	44%

BASIS FOR CONCLUSION

We conducted our limited assurance engagement in accordance with Singapore Standard on Assurance Engagements 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 behaviour.

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 and Rule 711B of the SGX Listing Manual, and the information and assertions contained within it;

- determining UOL's objectives in respect of sustainable development 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:

- inquiries of management to gain an understanding of UOL's processes for determining the material issues for UOL's key stakeholder groups;

- interviews with senior management and relevant staff at the corporate and selected business unit level concerning sustainability strategy and policies for material issues, and the implementation of these across the business;

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

- inquiries of 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;

- comparison of 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; and

- 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 2020

UOL 华业集团