

People

UOB's values guide us as we attract, develop and retain the best people to advise and to act in the best interests of our customers. We nurture our people through our development and welfare programmes. We are committed to creating an inclusive and diverse workplace where our people can realise their full professional potential in a meaningful and rewarding manner.



We are committed to developing our people's sense of belonging at UOB.

Our Employee Commitments

Our values give us a shared sense of identity and belonging, and our four employee commitments encourage us to keep raising the standards of our behaviour and performance in service of our customers.



Honourable

Do What is Right

We do what is right for all of our stakeholders and make decisions that are in the best interests of our organisation, our people and our customers.



Enterprising

Build Meaningful Careers

We encourage enterprise and ambition at all levels. We believe in bringing out the best in everyone through professional development and empowering people to take ownership of their career paths.



United

Make a Real Difference

Our unwavering commitment to upholding the UOB values is reflected in how our people serve customers and our communities with passion. We are here to make a real difference to shape our future and to add value to the lives we touch.



Committed

Lead by Positive Example

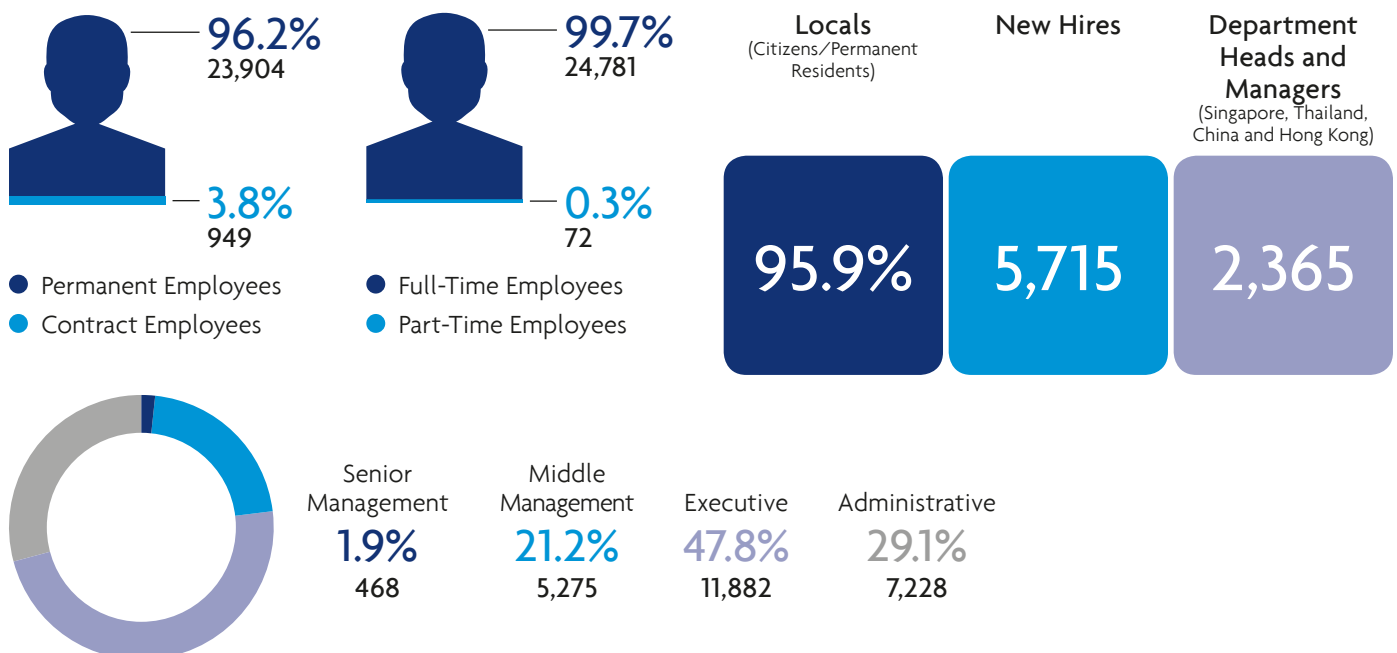
Our leaders act as role models, guiding teams to take on challenges and to take ownership of their actions. Together, we focus on enabling the success and advancement of individuals and teams.

2016 Highlights

- Reinforced the importance of living the UOB values by adding a values component to the Group-wide performance assessment structure;
- Invested \$19.6 million in our training programmes for our people;
- Helped our people to deepen their skills and to develop new skills through more than 900,000 training hours;
- Held the UOB 2020 Ideas Contest and Regional Hackathon to embed a culture of innovation;
- Equipped our people with core competencies and role-specific skills under our Group-wide competency framework;
- Created six segment and function-based Talent Management Councils to strengthen the Group's talent management process;
- Expanded our Management Associate Programme to include regional projects and overseas attachment opportunities;
- Provided \$11.2 million worth of healthcare and lifestyle benefits to our people to encourage healthy living;
- Honoured 80 colleagues from across the region at our inaugural UOB Customer Commitments Awards ceremony in recognition of their commitment to service excellence;
- Presented the UOB Dedication Awards to 270 employees in Singapore, four of whom were honoured for 50 years of service; and
- Received seven industry awards in Singapore, Hong Kong and China for our positive workplace practices.

Our People Profile

(as at 31 December 2016)



People

Doing What is Right

Upholding the Highest Professional and Ethical Standards

The UOB Code of Conduct sets out the principles of personal and professional conduct expected of our people. It also reflects the Bank's commitment to ensure merit-based, equal employment opportunities. It defines the standards we require to offer a safe working environment that is free from discrimination, bullying and harassment. All new employees upon joining UOB are informed of, and sign up to, their obligations and rights under the Code of Conduct. In Singapore, existing employees refresh their knowledge and renew their commitment through the completion of an e-learning module annually.

More information on our ethical standards and compliance practices can be found in the Regulators and Corporate Governance sections of this report.

Maintaining a Risk-Focused Organisational Culture

At UOB, our commitment to good governance and informed risk-based decision-making enables us to grow sustainably. To maintain a strong risk-focused culture across the organisation, we have put in place a comprehensive framework of policies, processes, methodologies and tools that will help us identify, measure, monitor and manage material risks and opportunities faced by the Group.

Ongoing training is integral to our efforts to promote risk awareness among our people. All employees are required to complete e-learning modules annually on topics related to the material risks of the Group. These topics include anti-money laundering, UK Bribery Act, Insider Trading and Market Misconduct, Banking Secrecy, Computer Misuse and Cybersecurity, IT Security and Fair Dealing. The UOB Group Risk Appetite Framework is also easily accessible on the intranet.

Where applicable, employees' key performance indicators also include risk control metrics. Areas of discussion during performance review sessions include audit, risk and compliance issues identified in internal and external audits, results of compliance reviews and internal audit ratings, significant regulatory breaches and control lapses, as well as customer survey results and customer complaints.

More information on our risk management strategy and approach can be found in the Risk Management section of this report.

Maintaining Workplace Safety and Health

Our people's health and safety are important to us. Our workplace safety policy and guidelines identify and address health and safety risks Group-wide.

In Singapore, our Workplace Safety and Health (WSH) Workgroup plans and implements various health and safety initiatives. The workgroup includes representation from various business and support units. WSH leaders, assistant leaders, managers and assistant managers are also nominated within each department to assist in making sure that every measure is

taken to eliminate health and safety risks. The representatives attend the risk management course approved by Singapore's Ministry of Manpower.

We are certified as BizSAFE Level 2 by the WSH Council.

Upholding Human Rights

We are committed to upholding internationally-accepted human rights principles, including those relating to non-discrimination, child labour, forced labour and freedom of association and collective bargaining.

Ensuring Freedom of Association

We respect our colleagues' lawful right to freedom of association and collective bargaining. The proportion of unionised to non-unionised employees in Singapore, Malaysia and Indonesia at the end of 2016 was 33.2 per cent, 87.7 per cent and 31.6 per cent respectively.

We also maintain mutually trusted and respectful relations with employee unions. In Singapore, we are engaged with three unions, namely The Singapore Bank Officers' Association, Singapore Bank Employees' Union and the Singapore Manual and Mercantile Workers Union. We are engaged with four unions in Malaysia and two in Indonesia.

Our management holds regular meetings with the union representatives to understand and to address their concerns. The collective bargaining agreements with our unions cover a range of topics related to wages and working conditions such as working hours, retirement age and re-employment, shift work, allowances, transport reimbursement, leave benefits, medical benefits, insurance benefits and grievance procedures.

Creating a Diverse and Inclusive Workplace

We have colleagues from 35 nationalities of different age groups across the Group. The diverse strengths of our people enrich our business competitiveness and enable us to be sensitive and attuned to the range of personal and business banking needs of our customers.

Offering Re-Employment to the Silver Workforce

Recognising the depth of knowledge and experience that our older colleagues bring to the workplace, we enable them to continue working with us beyond the statutory minimum retirement age. In Singapore, we re-hired 126 employees who were retiring in 2016. Their one-year employment contract is renewable every year, up to 31 December of the year when the employees turn 65. Half of this group were female.

Ensuring Gender Diversity

Females accounted for 61.9 per cent of our permanent employees as at the end of 2016 and 57.5 per cent of all the hires in 2016. In Senior Management and middle management roles, women made up 35.9 per cent and 52.1 per cent respectively. They also account for 47.4 per cent of department heads, who are Senior Management reporting directly to the Group CEO or a Country CEO, in Singapore, Thailand, China and Hong Kong.

Developing an Inclusive Workplace

At UOB, the practice of diversity extends beyond age and gender differences to include drawing on the range of different experiences and abilities that our colleagues can bring to the organisation.

In some areas, the work requires specific skills that best suit people with special abilities. As an example, Scan Hub is UOB's nerve centre for the checking, digitising and archiving of customer documents. Such work requires a sharp eye for detail, high-levels of concentration and an ability to work methodically. The extent of rigour and focus needed for certain roles in this function make the jobs well-suited for people with autism.



The UOB Scan Hub exemplifies UOB's inclusive employment initiatives.

As such, in partnership with the Autism Resource Centre's Employability and Employment Centre in Singapore, we redesigned work processes, modified the office environment and developed structured training programmes for people with autism to work at our Scan Hub operations centre in Singapore.

Since redesigning the roles and integrating the team at UOB Scan Hub, employee turnover has fallen while overall work productivity has risen. In 2016, UOB Scan Hub expanded its special needs workforce with three new hires. As at 31 December 2016, the team had 18 people with special needs, representing 40 per cent of the workforce of the department.

Building Meaningful Careers

Nurturing Our People Through Training and Career Development

Continuous employee training and development is a top priority at UOB. We have infused our values into our training programmes to ensure that our people have the right skills and mindset to build trust with colleagues and customers.

Just as we further our investments in technology across our regional network in service of the customer, we ensure that our people are equipped with the professional and leadership competencies, skills and knowledge they require to be 'future-ready'. This is done through on-the-job, self- and peer-based learning and workshops.

In 2016, we invested \$19.6 million in training our people. They completed about 910,000 training hours in total, which equates to an average of 37 hours for each employee. We also received

Training Expenditure

2016	2015	2014
Total (\$ million)		
19.6	20.9	19.4
Average per headcount (\$)		
788.9	835.9	774.0

Training Hours Per Headcount (Singapore)

2016	2015	2014
Male		
46.5	57.3	58.6
Female		
32.9	41.6	44.4

Training Hours Per Headcount in 2016 (Singapore)

Senior Management	Middle Management	Executive	Administrative
Male			
23.2	29.5	67.2	13.8
Female			
24.9	28.3	41.9	17.3

approximately \$3.0 million in training subsidies and grants from the governments of Singapore and Malaysia.

Developing Digital Capabilities

Encouraging enterprising thinking and acquiring digital skills are among our top training priorities as we strive to anticipate and to meet the needs of a new generation of increasingly tech-savvy customers.

In 2016, we held the UOB 2020 Ideas Contest for employees to submit innovative ideas on how UOB can harness technology to provide a better customer experience. We saw more than 200 submissions from teams formed by 600 employees across the Group. More than 20 of the teams were shortlisted to test their ideas on commercially-viable solutions for real-life banking challenges at our inaugural UOB 2020 Regional Hackathon in Singapore. The participants were guided on app design and how to pitch their ideas, while mentors from UOB provided advice on customer experience and business realities to challenge the teams.



Our colleagues from across the Group gathered in Singapore for a regional hackathon to develop their business ideas into potential digital banking solutions.

People

Deepening Role-Specific Skills

Our Group-wide competency framework – Strategise, Engage, Execute and Develop (SEED) – is the basis for a suite of courses to equip our people with the core competencies and skills they need to perform and to excel in their current roles. Under the SEED programme, employees are able to learn using tools and frameworks that they can refer to easily for their daily work. In 2016, 765 employees graduated from this programme.

During the year, our Channels, Personal Financial Services, Business Banking, Wholesale Banking, and Technology and Operations Training Academies provided business and role-specific skills training. For example in China, our Wholesale Banking Training Academy developed a job grade-specific training programme to equip relationship managers with the required knowledge and practical skills to serve their clients well. A highlight of the programme was having senior leaders provide guidance on business strategy and share their experience through case studies.

In Malaysia, we partnered the Asian Banking School, an affiliate of Bank Negara Malaysia, to launch the finance industry's first executive certification programme for small- and medium-sized enterprise (SME) bankers. The cost of this programme is covered by the Bank Negara Malaysia's Staff Training Fund, which was set up to address talent retention in the banking industry. We also worked with the Institut Teknologi Bandung in Indonesia to introduce a similar programme there to help our bankers gain a deeper understanding of business trends, the characteristics and needs of SMEs, and the financial solutions they require to manage their businesses.

In 2016, 76 of our colleagues from Malaysia also obtained various professional certifications from the Asian Institute of Chartered Bankers.

The UOB SUMMIT (Social, Unity, Motivation, Mastery, Innovation, Technology) programme, which was launched in 2015, complements UOB's employee training and development programme in Singapore. As part of this initiative, we reinvest the grants received under the Singapore government's Wage Credit Scheme into career and personal development courses for our people. In 2016, we enhanced the programme so that employees can also use the training credits for courses under the national SkillsFuture programme. Currently, more than 5,000 training places are available for courses on innovation, productivity, service excellence and IT.

Serving Customers with Special Needs

UOB takes an active role in championing a more inclusive society. We partner non-profit organisations dedicated to the welfare of persons with disabilities including SG Enable, Autism Resource Centre and Society for the Physically Disabled to review and to update our training programmes for customer service employees. These programmes are aimed at improving disability awareness so that our people can understand better the special needs of such customers and to provide a smooth and seamless banking experience for them in our branches. The training content spans the entire customer service journey, from first impressions to communication, account servicing and helping the customers with their mobility challenges in the branch.

Developing Our Leaders

Our talent management philosophy centres on developing leadership talent at all levels of the organisation. Our programmes focus on identifying, assessing, developing and deploying talent across the Group.

We have a mix of on-the-job experience-based development, learning through feedback and formal learning and education



The 2016 cohort of the UOB Management Associate Programme.

programmes. For early-career talent, the focus is on deepening functional and technical expertise while for senior leaders it includes improving people management, leadership skills and providing exposure to managing regional operations.

Grooming Fresh Graduates

Under our 16-month Management Associate Programme, we recruit fresh graduates from top universities in Singapore, Malaysia, Indonesia, Thailand, China and Hong Kong, and groom them to take on leadership and regional roles within UOB through accelerated training.

The 47 fresh graduates hired in 2016 worked on regional projects and had overseas attachment opportunities. Since the programme was launched in 2004, we have recruited 497 management associates, and nearly half of them are still in UOB Group, with many having progressed well in their careers and holding leadership positions.

Cultivating Leadership Skills

The UOB Leadership Academy plays an important role in the professional development of our high-potential colleagues. The Academy prepares our managers to implement and to manage change and to lead their teams more effectively. We also worked with SMU to incorporate a human-centred design framework that guides the participants at the Academy to develop business impact projects that improve the customer experience. The Academy's programmes are reviewed annually to ensure they stay relevant to the demands of our business and the needs of our customers. In 2016, 195 employees graduated from the UOB Leadership Academy.

Strengthening Our Talent Management Process

In 2016, we created six Talent Management (TM) Councils, comprising senior business leaders from across our businesses to strengthen our talent management process.

The TM Councils serve as advisory bodies to the respective segment and function heads, and are responsible for identifying, assessing, developing and deploying talent across the Group. They meet as part of our annual Group Organisation and People Review process to define the

development plans of the identified talent and to monitor and to discuss the progress of these employees regularly. The TM Councils also mentor selected employees.

Planning for Succession

Leadership succession is a key priority for UOB. We have implemented an organisation-wide accountability framework for succession planning and our Board of Directors, through its Nominating Committee, has oversight of all Senior Management talent and succession plans. The TM Councils and segment and function heads are delegated with accountability for their respective talent pools, while the Human Resources Committee has oversight of the Group's collective talent pool.

To ensure proactive planning, succession plans for key positions are developed and reviewed by the senior leadership team as well as at the Board level annually. Individual development plans are put in place to prepare successors. Succession planning is a core component of the Group Organisation and People Review process.

The integration of our talent management activities with the succession planning process helps ensure that we meet the critical leadership requirements of our business.

Managing Employee Performance

UOB is committed to an objective and fair performance management process to reward performance and to support people development. Our integrated performance management framework, which comprises four stages namely Plan, Engage, Appraise and Keep Track (PEAK), is aimed at promoting a meritocratic, performance excellence culture.

The PEAK framework enables employee-centric and business-focused dialogues between managers and employees to help achieve business as well as personal development goals. Employee goals are established at the start of the year. Throughout the year, managers engage in discussions with team members to review their progress and challenges. Performance Improvement Plans are also developed for the weaker performers.



The UOB Leadership Academy runs a suite of programmes designed to develop our employees' leadership skills.



People

Formal appraisals are conducted at the end of the year, during which employees are assessed based on the agreed key performance indicators and the competencies defined for their job grades. In 2016, a significant values component was added to the performance assessment structure to reinforce the importance of living the UOB values. All permanent employees participated in performance and career development reviews during the year.

In 2016, we also launched an online version of PEAK across the Group to enhance the performance management and personal development experience for our employees.

Making a Real Difference

Caring for Our People

We care about our people and are committed to looking after their well-being. As part of this commitment, we promote a healthy work-life balance because we appreciate that it leads to better productivity and happier colleagues.

Promoting Work-Life Harmony

Under our work-life harmony programme, full-time employees in Singapore, Malaysia, Indonesia and Hong Kong can opt for staggered working hours to suit their family or personal needs. We also offer family care and child care leave days which gives our people more flexibility in managing on the home front.

In Singapore in 2015, we doubled the paternity leave to two weeks. This was in addition to the shared parental leave we already offer, which allows fathers to share one week of leave with their spouse's maternity leave entitlement. In 2016, the number of our male colleagues who utilised their paternity leave rose by 26 per cent, and about 90 per cent of employees who returned to work after maternity or paternity leave, remained employed for at least 12 months upon return.

Providing Employee Benefits

Our permanent employees are entitled to a range of benefits, such as social security equivalent contributions, life insurance, accident insurance, annual leave, parental leave, staff loans, special allowances and reimbursements, as well as healthcare and retirement benefits. Our employee benefits, including those for contract and temporary employees, vary according to local regulations and market practices.

Encouraging Healthy Lifestyles

Our healthcare programme – Healthy Employees, Active Lifestyles (HEAL) – has comprehensive medical and healthcare coverage, as well as flexible wellness benefits for all full-time permanent employees. This programme was launched in Singapore in 2014 and extended to China in 2015.

Under the programme, employees receive HEAL dollars to spend on a wide range of health and wellness benefits for themselves and their dependents. Some of the benefits include health screenings, vaccinations, dental and optical treatments, gym memberships and health-related workshops.

In 2016, we provided \$11.2 million worth of HEAL benefits, compared with \$9.8 million in 2015. A total of \$31.3 million worth of HEAL benefits has been disbursed since the launch of the programme.

Our people also have access to a counselling helpline to seek help for stress or other challenges at work.

Recognising Our Employees' Dedication

To thank our people for their commitment and loyalty to UOB, we recognise and reward employees' long service at our UOB Dedication Awards. Awards are given to employees who have served 20, 30, 40 and 50 years across the Group. In 2016, 270 employees in Singapore received the award, four of whom were honoured for their 50 years of service.



UOB Deputy Chairman and CEO, Mr Wee Ee Cheong, thanking our employees at the UOB Dedication Awards ceremony for their years of service.

Engaging Our People

Employee engagement is integral to developing our people's sense of belonging at UOB. Through communication channels such as townhalls, dialogues and our intranet, we inform our people on matters of Group-wide importance, such as business developments, financial performance, organisational changes and new programmes and policies.



Our new intranet portal, MyUOB, enables all colleagues across our global network to connect and to collaborate with each other.

In 2016, we launched a new intranet portal, MyUOB, for all colleagues across our global network. It was designed to encourage colleagues to connect across teams and borders, to improve collaboration and to encourage creative thinking. To help streamline work processes, business teams use MyUOB collaboration sites to manage their work flows. There is also a high frequency of interaction among colleagues enabled by MyUOB's social features which enable our people to comment, to like and to share stories on a range of topics which encompass the full breadth of work-related, social and community activities at UOB.

For employees who enjoy team sport, the UOB Recreation Club organises a variety of games and tournaments annually. Our people are also highly involved in the volunteer events and workshops organised as part of the UOB Heartbeat Corporate Social Responsibility programme focusing on art, children and education.

More information on our community initiatives can be found in the Community section of this report.

Leading by Positive Example

Inspiring and Encouraging Service Excellence

In 2015, we launched the UOB Customer Commitments Awards, our first Group-wide employee recognition programme that aims to cultivate service leadership behaviour among all colleagues. The year-round programme covers six regional countries and overseas branches and is run by the Customer Advocacy and Service Quality team.



At our inaugural UOB Customer Commitments Awards ceremony, our employees from across the region were recognised for their service excellence.

Through the recognition of exemplary colleagues across the Group who best demonstrate our values and fulfil our customer commitments, we hope to inspire and encourage all employees toward service excellence.

In 2016, close to 80 colleagues were honoured at a regional awards ceremony held in Singapore for being role models. The colleagues from China, Hong Kong, Indonesia, Malaysia, Singapore and Thailand were presented with awards by our Deputy Chairman and CEO, Mr Wee Ee Cheong, Country CEOs and senior leaders.

Receiving Industry Recognition

In acknowledgement of our positive workplace practices, we were recognised with a Plaque of Commendation Award at the 2016 National Trades Union Congress May Day Awards for our contributions to Singapore's labour movement.

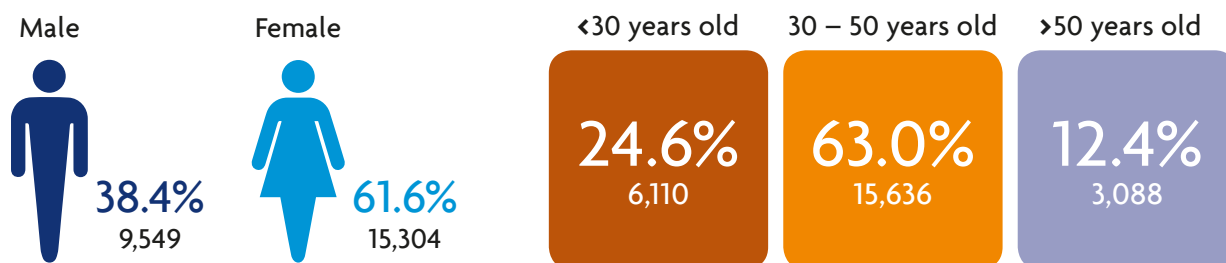
In Hong Kong, UOB was named one of the Best Companies to Work for in Asia by HR Asia in 2016. We also received the Family-Friendly Employers Award and the Award for Breastfeeding Support from the Hong Kong Family Council.

UOB (China) also won top human resource awards, including the Top 100 Employers and Excellence in HR Management Team at China's Employer Excellence Awards presented by 51job Limited; Top 100 Best Employers in China by Zhaopin Limited and Peking University; and the Most Valuable Case Study at the 2016 Best China Talent Development Awards organised by the Shanghai HR Union.

People

Diversity of Our People

(as at 31 December 2016)



	Permanent Employees	Contract Employees	< 30 years old	30 – 50 years old	> 50 years old
Male	38.1%	47.5%	41.5%	43.2%	49.6%
Female	61.9%	52.5%	58.5%	56.8%	50.4%

	Total New Hires	< 30 years old	30 – 50 years old	> 50 years old
Male	2,431 (42.5%)	41.5%	43.2%	49.6%
Female	3,284 (57.5%)	58.5%	56.8%	50.4%

	Senior management	Middle management	Executive	Administrative
Male	64.1%	47.9%	37.6%	31.2%
Female	35.9%	52.1%	62.4%	68.8%

Turnover rate	2016	2015	2014
Overall	20.6%	19.8%	23.1%
Male	24.1%	21.1%	25.8%
Female	18.4%	19.0%	21.5%

Community

Guided by our values of being Honourable, Enterprising, United and Committed, we believe in giving back to the communities where our people and our customers build their lives. With a deep understanding of the markets in which we operate, we are steadfast in our support of the social and economic development of these communities and invest in areas that create long-term value for them. Our programmes connect people, strengthen bonds and enrich lives in the areas of art, children and education.



Our employees and clients, together with our Deputy Chairman and CEO, Mr Wee Ee Cheong, helped to prepare hot meals for the needy at the UOB Commercial Banking Lunar New Year outreach event.

2016 Highlights

- Recognised as a Company of Good Founding Member in Singapore – a trailblazer in championing and driving corporate giving;
- Received the Corporate Pinnacle Award, the highest honour from the Community Chest, and the Distinguished Patron of the Arts Award from the National Arts Council for the 12th consecutive year in Singapore;
- Received the Outstanding Social Caring Award from the Social Enterprise Research Institute in Hong Kong;



Community

2016 Highlights (continued)

- Facilitated investments in energy and infrastructure development projects in Vietnam, Myanmar and China;
- Enabled enterprise and innovation through an alternative funding ecosystem for Asian startups and small- and medium-sized enterprises (SMEs);
- Championed Southeast Asian art and artists through the 35th UOB Painting of the Year (POY) competition, inclusive community-based art classes and exhibitions, and art outreach initiatives across the region;
- Established partnerships with art patrons such as ION Art in Singapore and Regal Hotels International in Hong Kong to make art more accessible to the community;
- Provided learning opportunities via scholarships, interest-free student loans, art education and financial literacy programmes across the region; and
- Supported our people as they volunteered more than 49,600 hours towards community initiatives in the region through our UOB Heartbeat Corporate Social Responsibility (CSR) programme.

Ensuring Sustainable Economic Growth

As a leading bank in Asia, we are committed to supporting sustainable business investment and long-term economic growth in all the markets in which we operate.

Encouraging Long-Term, Strategic Investments

As part of our sustainable business approach, we support investment which facilitates economic development, empowers local communities and improves lives.

- We focus on investing in sectors which aim to deliver long-term prosperity and progress. One such example is our support of strategic investments in the energy and infrastructure sectors.
 - In Vietnam, UOB Venture Management (UOBVM) has invested in one of the country's largest privately-owned hydropower companies, giving a boost to the country's renewable energy sector;
 - In Myanmar, we helped facilitate the financing of the construction of telecommunications towers and gas-fired power plants to help the country meet the infrastructural needs arising from its economic development;
 - In China, UOBVM (Shanghai) set up the RMB100 billion Sino-Singapore (Chongqing) Connectivity Private Equity Fund in partnership with three Chinese companies to invest in companies contributing to the infrastructural development of western China; and
 - Through UOBVM's Asia Impact Investment Fund, we offer our clients opportunities for social impact investing to help improve the living standards of certain communities in Southeast Asia and China.

- In addition to encouraging economic growth via direct investment, UOB is committed to helping Asian businesses work through the challenges of expanding beyond their home markets. Throughout the year, we partnered government agencies, trade associations and industry experts to help companies seize regional expansion opportunities. For example, we hosted our first investment and networking forum in Ho Chi Minh City to connect more than 200 Asian businesses to the business opportunities opening up in Vietnam.

Creating Economic Value

In the course of conducting our business, we also create direct and indirect economic value for our stakeholders. We provide livelihoods for more than 24,000 people across the 19 markets in which we operate. In 2016, we spent more than \$2 billion in employee compensation and benefits, which in turn contributed to spend within local economies. We also accrued \$669 million in income tax to various governments.

Wherever possible, we use local suppliers as part of our commitment to support the long-term development of local economies. In 2016, local suppliers in our main markets of operations – Singapore, Malaysia, Indonesia, Thailand, China and Hong Kong – accounted for 93.1 per cent of our total purchase value of \$1.32 billion.

Enabling Enterprise and Innovation

SMEs are the foundation of Asian economies. At UOB, we have a longstanding commitment to encourage such enterprises and to nurture their growth. With more than 80 years of experience in supporting SMEs, we have a deep understanding of the challenges and needs across their lifecycle – from startup to sustainable growth. We use our unique insight and expertise to offer a range of solutions to meet their business needs throughout.

- In 2016, we invested in a global equity crowdfunding platform, OurCrowd, which offers innovative Asian companies an alternative source of funding to help them develop viable business models and jumpstart their international expansion.
- Through InnoVen Capital, our joint venture with Temasek Holdings, we offer venture debt financing to startups in China, Southeast Asia and India in the areas of healthcare, clean technology and consumer services.
- In addition, through The FinLab, UOB's joint venture with SGInnovate, we provide extensive mentorship and guidance to FinTech startups through a 12-week accelerator programme. UOB's Senior Management mentored the first batch of eight startups, helping them to refine their business models and propositions.

Strengthening the Social Fabric



We received Community Chest's highest accolade, the Corporate Pinnacle Award, for our significant contributions to the community.

Giving back to the communities in which we operate is fundamental to our business philosophy. We believe the progress of a country, its economy and people rests on the strength of its social fabric, hence our commitment to support art, children and education for the long term.

As a champion of corporate giving, UOB was recognised in 2016 as a Founding Member of Company of Good, a programme developed by the National Volunteer and Philanthropy Centre in Singapore to empower companies to give more holistically. We also received the Community Chest's highest accolade, the Corporate Pinnacle Award, for our contribution of more than \$20 million to the Community Chest in 2015.

In addition to the wide range of community initiatives that we drive, we contributed \$4.5 million to the community in 2016 through our sponsorships, donations and scholarships, and funds raised by our employees and customers.

Connecting Communities Through Art

In 2016, UOB championed art in Southeast Asia through our flagship UOB POY competition, and through a holistic range of visual arts programmes, partnerships and outreach initiatives. In recognition of our long-term commitment to art, we were presented with the National Arts Council's Distinguished Patron of the Arts Award for the 12th consecutive year in Singapore.



The UOB Painting of the Year competition helps to discover and to nurture artists across Singapore, Indonesia, Malaysia and Thailand.

We champion Southeast Asian art and artists primarily through our annual UOB POY competition, which marked its 35th anniversary in 2016. The competition is the longest-running art competition in Singapore and one of the most prestigious in Southeast Asia.

The UOB POY is open to established and emerging artists, and is held in Singapore, Indonesia, Malaysia and Thailand. The most outstanding artwork from across the region is then presented with the UOB Southeast Asian Painting of the Year Award. 2016's winner was Indonesia's Mr Gatot Indrajati for his artwork *Right or Wrong My Home*, which depicted the resilience of Indonesians.

Through the UOB POY competition, we nurture artistic talents across the region by profiling winning artists and by providing them with opportunities to showcase their artworks. In 2016, we featured winning artists and their artworks in exhibitions, art outreach activities and through social media.

Community



We help to raise the profile of POY winning artists through social media (top) and widen the appreciation of art through exhibitions at the UOB Art Gallery (above).

The UOB POY competition also helps widen the appreciation of art within the community. In 2016, seven exhibitions were held at the UOB Art Gallery in Singapore, featuring artworks by UOB POY alumni artists and selected artworks from our 2,300-strong UOB Art Collection. In Indonesia, we organised UOB POY roadshows that brought art exhibitions and art talks to communities in Bandung and Yogyakarta. In Thailand, we held a roadshow for 21 art universities and colleges nationwide, as well as a UOB POY Workshop to facilitate the exchange of art knowledge and perspectives on Southeast Asian art.

In addition to our flagship art competition, we supported the development of the region's art scene through a range of art outreach initiatives. These included new and continued partnerships with art patrons, community-based art initiatives and art education programmes.

In 2016, we continued to bring the world's largest permanent display of modern Southeast Asian art to the community through the UOB Southeast Asia Gallery at the National Gallery Singapore, of which UOB is a founding partner.



UOB's art outreach initiatives included art demonstrations by UOB POY artists (top) and an art bazaar for children in Indonesia (above).

We also established new partnerships with art patrons who share our vision of encouraging the experience and appreciation of art in the community. In Singapore, we launched the *Create* initiative in partnership with ION Art, the art and design programme of the premium shopping and lifestyle mall ION Orchard. *Create* drew on Singaporeans' love for food to cultivate a deeper understanding of art through art-inspired culinary creations, food art workshops and an exhibition featuring UOB POY artists. A portion of the sales from the culinary creations and artworks was donated to our community partners, The Little Arts Academy and Rainbow Centre – Yishun Park School. We also donated to The Red Pencil, a non-profit organisation that helps children and families through art therapy.

In Hong Kong, UOB joined hands with Regal Hotels International to launch the “UOB Art Space uniquely @ REGAL” at Regal Airport Hotel, as part of our partnership to promote art through sustainable initiatives. The exhibitions are refreshed quarterly

and feature artworks from our art competitions, the UOB Art Collection and by young local artists.

The UOB Art Academy in Hong Kong, set up in 2015, continued to educate the general public on art, nurtured young artists and promoted cross-cultural art dialogue through art activities, exhibitions and competitions. We also published a charity book featuring the best entries from our 2016 UOB Connectivity Photography Award competition. Proceeds from the sale of the book went towards art workshops for underprivileged children.

In Indonesia, UOB organised an Art Bazaar which introduced children to art through a painting competition.

Making Art Accessible to All

As part of our UOB Heartbeat Art Workshops, we partner UOB POY alumni artists to customise art education programmes for children, including those who are underprivileged or have



We champion art through outreach initiatives such as the *Please Touch* initiative for visually impaired children in Thailand (top), UOB Heartbeat Art workshops, and partnerships such as the *Create* food art programme in Singapore and our “UOB Art Space uniquely @ REGAL” in Hong Kong.

Community

special needs. Each child is paired with a UOB Heartbeat employee volunteer to learn art techniques and to create their own artworks, guided by one of our UOB POY alumni artists. In 2016, we conducted seven such workshops in Singapore with beneficiaries from our community partners, including the Movement for the Intellectually Disabled of Singapore (MINDS) Towner School, Autism Resource Centre, Thye Hua Kwan Family Service Centre @ Bukit Panjang and the Association of Persons with Special Needs (APSN) Chaoyang School.

UOB also collaborated with Pathlight School, Singapore's first autism-focused school, for an exhibition at the UOB Art Gallery. Highlighting the importance of unity in a world of diversity, the *Sky Deep* exhibition featured artworks by 14 artists with autism. The proceeds from the sale of the paintings were given to Pathlight School and its artists. In Thailand, UOB organised the *Please Touch* initiative, comprising art sessions for visually-impaired children across four provinces, as well as an exhibition showcasing the tactile art pieces that they created. Through the auction of artworks by 12 renowned Thai artists, the exhibition raised THB669,000 to support the Art for All Foundation, which organises programmes for youth with disabilities and the disadvantaged.

Since 2010, we have partnered The Little Arts Academy, a non-profit organisation, to run the UOB Mini Monet Programme, an advanced level visual arts programme that provides support for talented young artists from financially-disadvantaged backgrounds. In 2016, 10 young artists graduated from the programme. Since 2009, UOB has also been supporting the Northlight School Visual Arts Programme, which provides opportunities for students to pursue their interest in art. In 2016, we sponsored an art education programme for kindergarten and primary school students, organised by the Hong Kong Society for Education in Art.



To help students achieve their full potential, we support a range of education initiatives including the UOB University Scholarship programme in Myanmar.

Preparing the Young for the Future

We support education initiatives that develop young minds and help them achieve their potential. As part of our efforts to give the younger generation a head start in life, we run university scholarship programmes and sponsor education initiatives, bursaries and book prizes for students.

- In 2016, the first cohort of awardees was selected for the Wee Cho Yaw Future Leaders Award, which aims to develop future leaders by providing tertiary education opportunities for underprivileged students. UOB contributed \$20 million towards the award, which was launched in 2015. The total endowment fund stands at \$50 million with a 1.5 times matching grant from the Singapore Government.
- Under the UOB University Scholarship programme in Myanmar, the Bank awarded scholarships to 15 undergraduates in 2016, bringing the total number of scholars under the programme to 30. This is the second year of the three-year scholarship programme, which was launched in partnership with the University of Yangon and Yangon University of Economics in 2015 as part of our commitment to help nurture local banking talent in Myanmar.
- UOB sponsored academic awards and book prizes for top-performing students at tertiary institutions in Singapore, and provided scholarships to 131 elementary and high school students in Indonesia.
- Since 2010, UOB Ho Chi Minh City Branch has offered interest-free student loans to the undergraduates of Vietnam National University, Hanoi. As at 2016, we have disbursed loans totaling VND6 billion, benefitting more than 1,300 students.
- As a corporate partner of Hong Kong University of Science and Technology, UOB Hong Kong's senior executives shared their knowledge on RMB internationalisation with the university's Master of Science students.

As a responsible financial institution, we believe strongly in equipping the community with life-long knowledge and skills in sound financial management. To help in this regard, we conduct regular financial literacy programmes across the region.

- In Indonesia, more than 100 university students learnt how to improve their financial knowledge and entrepreneurship skills in this era of digitalisation. We also organised financial education sessions for undergraduates of the University of Indonesia and Indonesia Banking School, as well as provided financial literacy sessions for children from Orphanage Mustaqim Jakarta. We collaborated with Otoritas Jasa Keuangan and other financial services institutions to share our knowledge in banking, insurance and financial services with elementary, junior and high school students of Darul Hikam.
- In Hong Kong, we collaborated with the Hong Kong Association of Banks to organise two financial management workshops for more than 100 students from Good Hope School and Pui To Middle School.
- In Thailand, we worked with the Thai Bankers' Association on its financial literacy programme for university students and provided volunteers who educated the students on financial management and saving. We also developed and distributed a *Retire in Style* handbook to help educate our customers in Thailand about the importance of wealth management and retirement planning.

Uniting Through UOB Heartbeat

The UOB Heartbeat CSR programme brings together employees, customers, business partners and UOB POY alumni artists to give back to the community. The UOB Heartbeat programme comprises various fundraising and outreach initiatives, including the UOB Heartbeat Run/Walk event, the UOB Commercial Banking Lunar New Year outreach event and the UOB Heartbeat Employee Volunteerism programme.

In 2016, employees across the region gave more than 49,600 volunteer hours to projects aligned to our CSR focus areas of art, children and education. They were involved in more than 50 volunteer projects across the region, including fundraising programmes,

financial literacy workshops and festive activities with beneficiaries. Volunteers also lent valuable support to our UOB Heartbeat Art Workshops, where they guided children in creating art.

A key focus of the UOB Heartbeat programme is the annual UOB Heartbeat Run/Walk, our flagship fundraising programme that brings together our employees, their families, customers and beneficiaries to raise funds for a good cause. In 2016, the UOB Heartbeat Run/Walk celebrated its 10th anniversary with more than 11,000 participants raising \$1.1 million across six markets. The donation helped improve the lives of children, including those with financial difficulties or special needs.



On 24 July 2016, our employees across six markets participated in the UOB Heartbeat Run/Walk event. Top to bottom: Singapore, China, Hong Kong, Indonesia, Malaysia and Thailand.

Community

Across the region, the beneficiaries included the Children's Cancer Foundation in Hong Kong, the Shelter Home for Children in Malaysia, and 1,600 children and youth in Singapore from MINDS Towner Gardens School, Pathlight School and Rainbow Centre – Yishun Park School.



Our Deputy Chairman and CEO, Mr Wee Ee Cheong, joined UOB Commercial Banking employees and clients to distribute meals at the Willing Hearts' soup kitchen in Singapore.

Every Lunar New Year, the UOB Commercial Banking teams across the region unite with our clients to help the community. In Singapore, our Deputy Chairman and CEO, Mr Wee Ee Cheong, led 60 employees and clients in preparing 5,000 hot meals



UOB Heartbeat volunteers reached out to the community through more than 50 community projects in the region.

for the needy and elderly at Willing Hearts' soup kitchen. They also raised \$1.16 million, which was donated to *The Straits Times* School Pocket Money Fund, *The Business Times* Budding Artists Fund, TOUCH Ubi Hostel and Willing Hearts.

Our community and volunteerism efforts extend across our network. In China, UOB volunteers visited two rural minority schools in the remote Sichuan mountain area, taking with them school and living supplies for the children. At Yi Hai Central School, a UOB-sponsored lacquerware class was set up to promote local traditional folk art and craft. More than 600 of the school's students also received winter uniforms and sports shoes.

In Brunei, we celebrated Hari Raya with beneficiaries from The Brunei Blind Association, while in Mumbai, India, we provided nutritious mid-day meals to more than 3,700 children with a contribution of INR2,777,531 through the Akshaya Patra Foundation.

In Hong Kong, we organised a charity photography workshop, where 20 secondary school and university students joined our employees to learn about portrait photography. The participants then used their new skills to take family portraits for 60 underprivileged families.

Through our wide range of art, education and sustainable business initiatives in 2016, we expressed our shared commitment towards making a difference to communities across the region.



Environment

We are committed to protecting the environment for the well-being of our people, customers and the wider community for the long term. Our approach is to reduce the environmental footprint of our operations across the Group, focusing on energy efficiency, waste management and resource conservation at our office buildings and branches.

2016 Highlights

- Received the Green Mark Gold^{Plus} Award for Existing Non-residential Buildings from the Building and Construction Authority Singapore, for UOB Plaza 2 in recognition of our energy-saving measures; and
- Recycled more than 12,000 kilogrammes (kg) of decommissioned office equipment in Singapore, more than double the amount in 2015.

Reducing Our Environmental Footprint

Operations at our office buildings and branches contribute the most to UOB's direct environmental impact. Besides promoting energy efficiency, we are also committed to conserving resources, including water and paper, and managing waste effectively.

In 2016, UOB Plaza 2 in Singapore achieved the Green Mark Gold^{Plus} Award for Existing Non-residential Buildings from the Building and Construction Authority (BCA) in recognition of our sustainability measures. These include the use of energy-efficient lighting, and carbon dioxide sensors and air filters at air handling units to regulate air quality. The annual energy consumption at UOB Plaza 2 has since been reduced by 30.7 per cent, which amounts to more than 2 million kilowatt-hours (kWh). This translates to annual savings of \$427,000.

UOB Plaza 2 is the third UOB building in Singapore, following UOB Plaza 1 (2013) and UOB Tower Block at Alexandra Road (2014), to receive the Green Mark award after its retrofit to consume less energy.

After the retrofit of the 66-storey UOB Plaza 1, one of the tallest buildings in Singapore, energy consumption decreased by 23 per cent, equivalent to 5.3 million kWh a year. This translates to annual savings of \$1.3 million. UOB Plaza 1 also won the 2015 ASEAN Energy Award in the Retrofitted Buildings category presented by the ASEAN Centre for Energy, an independent inter-governmental organisation that represents the 10 ASEAN member states' interests in the energy sector.

We have also reduced energy consumption by 24 per cent at our Alexandra Road building. This is equivalent to 1 million kWh a year and annual savings of \$243,000.

In Thailand, we have implemented energy-saving measures, including the switch to LED lighting, at our Sathon office building in Bangkok. This initiative, which started in 2015, has enabled us to lower our energy consumption and in turn, the related expenditure by 15.1 per cent or more than \$140,000, annually.

We also monitor the carbon dioxide gas emissions from our purchased electricity (Scope 2 emissions), and are using the Greenhouse Gas Protocol guidelines for the purpose of measuring and reporting. We also apply the respective grid emission factors in our key markets in the calculation of our overall carbon footprint.

We continue to find ways to be more energy-efficient in our operations, including those at our data centres which account for about one-third of our energy consumption.



Green Podium Roof

Environment

Our Green Features at UOB Plaza

Green Podium Roof

The green podium rooftop between UOB Plaza 1 and 2 reduces the heat island effect, which occurs when urban areas experience an increase in temperature due to sunlight on concrete. It also reduces the heat transmitted through the podium roof to the office space below. In addition, the glass roof panels allow natural light to illuminate the atrium at the ground level, reducing the need for lighting.

The podium roof also has a rainwater catchment area. The harvested rainwater is used for irrigation and reduces our reliance on fresh water.

Green Cover

We have created a 4,962 square metre green patch with various species of plants in the surrounding vicinity of UOB Plaza, adding to the greenery of our working environment.

Green Parking and Bicycle Bay

The basement carpark of UOB Plaza has allocated a priority Green Lot for hybrid or electric cars to encourage the use of such vehicles and in turn, to reduce carbon emission levels. We have also created sheltered bicycle parking lots, as well as shower and changing room facilities for cyclists, to promote the use of bicycles in place of cars.

Green Transport

UOB Plaza, located conveniently above the Raffles Place Mass Rapid Transit Station, is easily accessible by public transport. UOB Plaza 1 and 2 are also well-connected by sheltered and underground walkways to the surrounding buildings and nearby bus-stops.

Green Products

UOB Plaza's energy-efficient features extend to the use of products that have lower environmental impact. These include paint with low volatile organic compounds and certified Singapore Green Label Products such as toilet tissue rolls.



Green Cover (left), Green Podium Roof (centre), Green Parking (right)

Managing Our Resources Wisely

Water

We have installed water-efficient fittings in our three main office buildings in Singapore to optimise water use. All the three buildings have received the Water Efficiency Building Award from the Singapore Public Utilities Board in recognition of our commitment to save water. Our water efficiency improvement plan also includes initiatives such as private meters to monitor water usage.

Paper and Equipment

Our recyclable waste includes mainly paper and used or decommissioned technology equipment. In encouraging our employees to use paper judiciously, we have started monitoring paper use across our network to minimise consumption and to encourage recycling. In 2016, we recycled 490 tonnes of paper. We also recycled 12,032 kg of decommissioned office equipment in Singapore through a licensed waste management contractor. This is more than double the amount that was recycled in 2015 (5,303 kg).

We are planning to expand the waste management programme to our offices in other countries in 2017.

Increasing Environmental Awareness

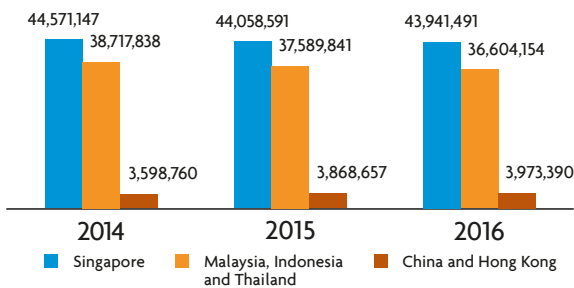
We organise a variety of programmes to increase awareness among our employees and office building tenants on protecting the environment and the effects of climate change. These programmes include exhibitions and complimentary distribution of potted plants to our employees and tenants. In Singapore, we also hold

regular meetings with tenants at UOB Plaza to encourage them to obtain the BCA Green Mark's Office Interior certification.

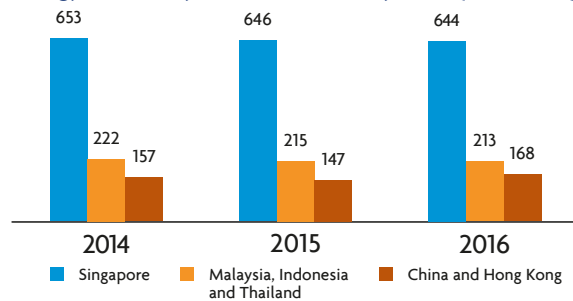
Annually at UOB Plaza 1 and 2, we also participated in the global Earth Hour campaign, which was initiated by the World Wildlife Fund in 2007, by turning off the lights for one hour to raise awareness about climate change.

Our Environmental Performance

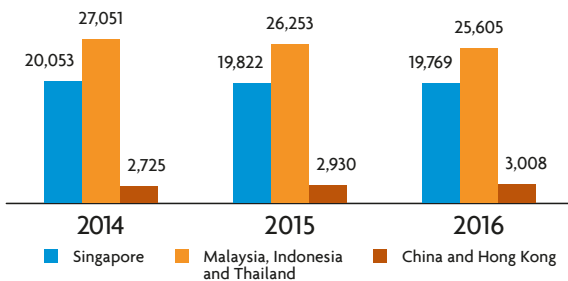
Electricity Use (kWh)



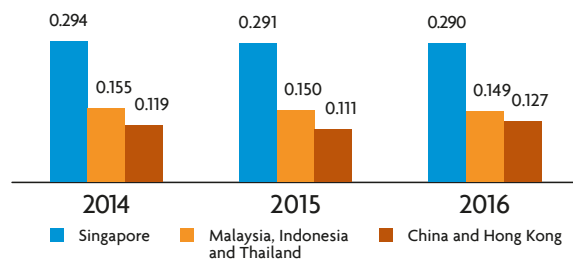
Energy Intensity from Electricity Use (kWh/m²)



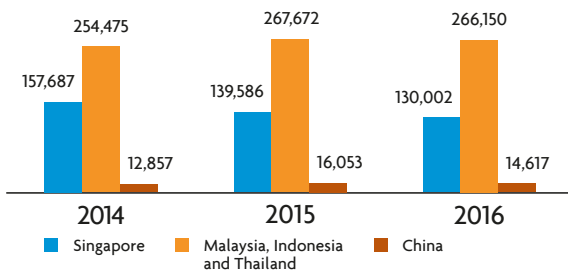
Carbon Dioxide Emissions from Electricity Use (tCO₂)



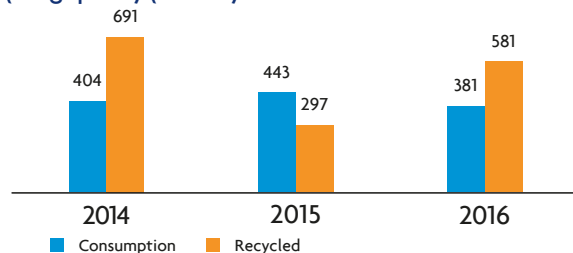
Carbon Dioxide Emission Intensity from Electricity Use (tCO₂/m²)



Water Consumption (m³)



Office Paper Consumption and Paper Recycled (Singapore) (Tonne)



General Waste Generated (Singapore Office Buildings) (Tonne)

