



The Next Level

SUSTAINABILITY REPORT 2017

CONTENTS

- 03 ABOUT US
- 04. ABOUT THIS REPORT

GROWING RESPONSIBLY

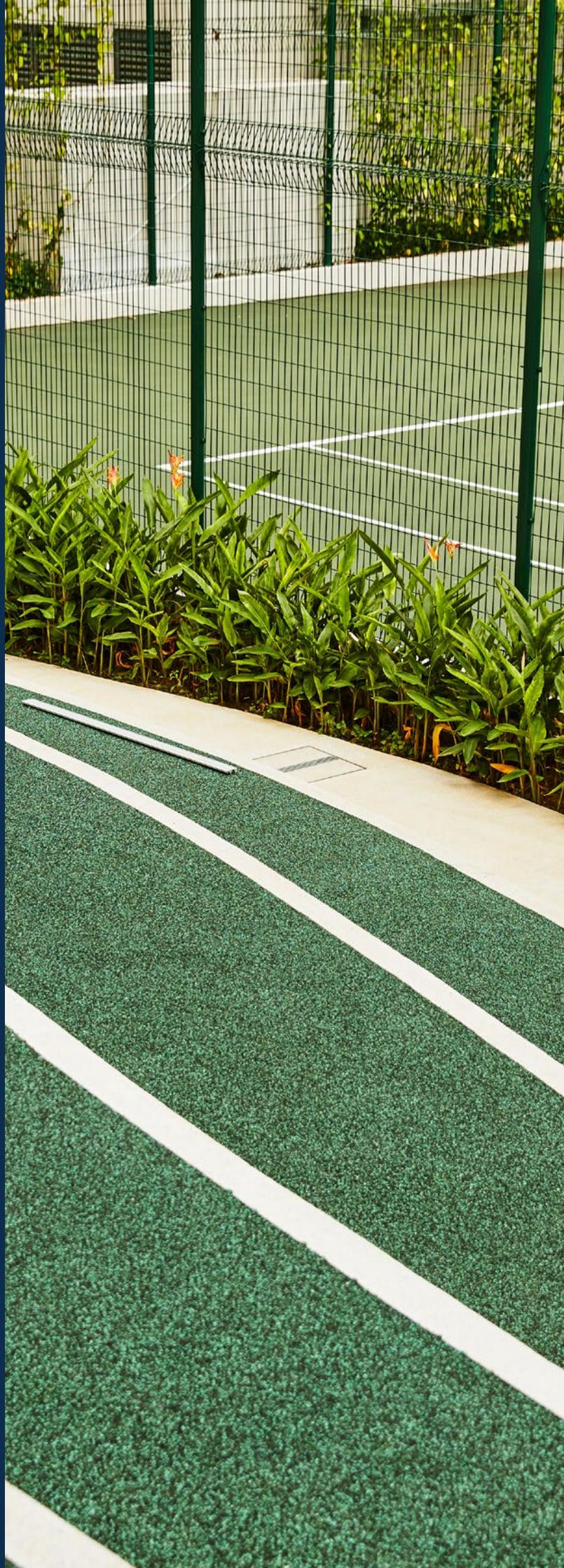
- 06. GROUP CHIEF EXECUTIVE STATEMENT
- 10. 2017 HIGHLIGHTS
- 12. SUSTAINABLE DEVELOPMENT GOALS
- 15. FIVE-YEAR PERFORMANCE OVERVIEW
- 16. ECONOMIC PERFORMANCE

SEEING RESULTS

- 18. PRODUCT AND SERVICE QUALITY
- 23. ENVIRONMENT

TOUCHING LIVES

- 28. HEALTH AND SAFETY
- 32. PEOPLE
- 38. COMMUNITY
- 40. AWARDS AND ACCOLADES
- 42. APPENDIX A: SUPPLEMENTARY SUSTAINABILITY DATA
- 51. APPENDIX B: NOTES FOR SUSTAINABILITY PERFORMANCE DATA
- 54. APPENDIX C: RESTATEMENTS
- 58. APPENDIX D: GRI CONTENT INDEX
- 67. INDEPENDENT LIMITED ASSURANCE REPORT





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 US

UOL Group Limited (UOL) is one of Singapore's leading public-listed property companies with an extensive portfolio of development and investment properties, hotels and serviced suites.

With a track record of over 50 years, UOL strongly believes in delivering product excellence and quality service in all our business ventures.

Our list of property development projects includes residential units, office towers and shopping malls, hotels and serviced suites.

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 our hotel subsidiary Pan Pacific Hotels Group Limited (PPHG), owns two acclaimed brands namely "Pan Pacific" and PARKROYAL. PPHG now owns and/or manages over 30 hotels in Asia, Oceania and North America with over 10,000 rooms in its portfolio.

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

ABOUT THIS REPORT

Our approach for sustainability is described on our website <https://www.uol.com.sg/sustainability/our-approach>. This report focuses on performance data and commentary of our material environmental, social and governance issues for the period 1 January to 31 December 2017. The report is published annually, and is UOL's fifth sustainability report. Our sustainability report for FY2016 was published on 31 May 2017.

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

The report covers the property development and property investments businesses, as well as hotel operations in Singapore, excluding those arising from the accounting of United Industrial Corporation Limited ("UIC") as a subsidiary. Assets and revenue from operations covered in the report comprise approximately 57% of the Group's total assets and 58% of the Group's total revenue respectively as at 31 December 2017¹. The coverage had decreased compared to FY2016 due to the consolidation of UIC's figures into the annual report. UIC reports on sustainability separately at <http://www.uic.com.sg/investor-relations/sustainability-report>, and meets both SGX and GRI requirements. We intend to expand our scope of reporting to include our overseas operations when an operation significantly contributes to our assets or profit i.e. more than 10%.

We engaged KPMG to perform limited assurance using SSAE 3000 for review of our performance data for material aspects reported, alignment with SGX Sustainability Reporting requirements under Listing Rules 711A and 711B and the GRI Standards: Core option. The assurance statement can be found on page 67 of this report.

We welcome your feedback to help us improve our performance in sustainability and meet stakeholder's expectations. Please send your feedback to Mr Tan Kian Siew, Deputy General Manager (Corporate Affairs), Chairman of the Sustainability Coordinating Committee, at sustainability@uol.com.sg.

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

UOL GROUP SUSTAINABILITY GOVERNANCE STRUCTURE

As a property company with a strong legacy, we are committed to our vision of creating value, shaping future by conducting our business operations in a manner that practises high standards of corporate governance, and considers the environmental and social impact to sustain profitable growth. Our governance structure of sustainability permeates functions and seniority, ensuring that sustainability is integrated at both strategic and operational levels.

The principal responsibilities of the Board include reviewing UOL's strategic business plans, taking into account sustainability (environmental, social and governance) issues. Since 2016, the Board oversees the monitoring and management of key material issues and their performance indicators, and approves the annual sustainability report. The Board is supported by the Sustainability Steering Committee and Sustainability Coordinating Committee.







Growing Responsibly

GROUP CHIEF EXECUTIVE STATEMENT

Dear Stakeholders,

Focus on environmental, social and governance issues has gained greater momentum both locally and globally in recent years. The Singapore government, which ratified the Paris Agreement in 2016, demonstrated its commitment to combat climate change by declaring 2018 as the Year of Climate Action and announced a carbon tax of \$5 per tonne of GHG emissions imposed from 2019, with the intention of raising it to between \$10 and \$15 per tonne by 2030. The tax will be imposed on primary emitters producing 25,000 tonnes or more of GHG emissions in a year, and is expected to be passed down at least partially to households and companies consuming electricity.

In line with the global demand for ESG disclosures, sustainability reporting will also be required from this year onwards by the Singapore Exchange (SGX).

The Board, supported by the Sustainability Steering Committee and Sustainability Coordinating Committee, oversees the management of key material issues and their performance indicators, and has approved this report. For the first time, our report is externally assured to have met requirements of both SGX and also the Global Reporting Initiative (GRI). In 2017, we are also pleased to maintain our inclusion in the SGX Sustainability Leaders Index.

Our vision of being a robust property group that creates value and shapes the future will increasingly become more important as Singapore places greater emphasis on sustainability. We strongly believe in leveraging new construction technologies to improve sustainability through employing them in our projects and sharing our knowledge in prefabricated prefinished volumetric construction (PPVC) and Building Information Modelling (BIM) with the real estate community.

Our commercial properties achieved a 7.9% reduction in building energy intensity by gross floor area (GFA) occupied, compared to the base year of 2010. For reduction in water intensity by GFA occupied, our commercial properties achieved and exceeded their target of 10% by 2020 with a 18.4% reduction in 2017 compared to the base year of 2010.

Our hospitality business exceeded our target by achieving a 28.3% reduction of energy intensity by guest night compared to the base year of 2013. For reduction in water intensity by guest night, our hospitality business met our target by achieving an 23.8% reduction in water intensity by guest night, compared to the base year of 2013. We believe we are on track towards our long-term target, and will continue to adopt best practices to achieve it.

As most of our development projects are in their peak construction stages, we recorded an increase of 14.2% in GHG emissions intensity, and an increase of 10.2% of water intensity from 2016 to 2017. We are closely monitoring the environmental footprint of our development projects and have adopted technologies such PPVC to reduce the environmental footprint of our construction activities.

We maintained a good safety track record in 2017, with an accident frequency rate of 0.6 and accident severity rate of 5.5, both well below the respective national industry averages of 1.6 and 104. We will continue with our initiatives towards a workplace with zero incidences, maintaining focus on high occupational safety standards and engaging our contractors.

We have a responsibility to create a fair and respectful workplace, and believe a diversified team that supports gender equality, different age groups, backgrounds and skillsets, will bring forth broader and more enriching perspectives to the workplace. For our hospitality business, we will revamp the Service Excellence 2.0 programme and rebrand it as Project Atlas to focus on service culture, leadership and self-development programmes this year. Group turnover rate decreased slightly from 32.1% in 2016 to 32.0% in 2017.

Supporting and caring for our community has become part of our culture. We are pleased to see continued commitment amongst our staff in volunteering their time to give back to the community.

At UOL, we believe that the journey towards sustainability will foster innovation and future-proof us against ESG risks, so as to continue to create value for all our stakeholders. We look forward to your continuous support as we strive towards a sustainable future beyond generations.

Gwee Lian Kheng
Group Chief Executive
May 2018

2017 HIGHLIGHTS



UOL maintained our leadership position as one of 28 constituents in the **SGX Sustainability Leaders Index**

Aligned our efforts to global issues through **Sustainable Development Goals (SDGs)**



Achieved all targets for 2017
- for energy, water, safety, training and compliance

PPHG won Best Regional Hotel Chain at Travel Weekly Asia's **Reader's Choice Awards for 2017 (Service Quality)**



Supported technological advancement through knowledge-sharing on PPVC, advocating for BIM, and implementing Smart Nation initiatives at our properties



Contributed towards inclusive hiring with Pan Pacific Singapore becoming first hotel in Singapore to pilot SG Enable's School-to-Work Transition Programme

Improved report quality through **independent assurance**



Transitioned to **GRI Standards**

SUSTAINABLE DEVELOPMENT GOALS

SDGS FOR UOL	UOL'S IMPACT AND CONTRIBUTION
<p>SDG 3: Good Health and Well-being</p>	<p>As a provider of living, working and leisure spaces, promoting good health and well-being of our workforce and customers is our responsibility. We have a strong focus on occupational health and safety and offer healthcare insurance to all our employees. We actively consider users' needs, including people with disabilities and parents with young children in our developments, properties and hotels. We integrate appropriate features where relevant, drawing reference to the Code on Accessibility 2013 by the Building and Construction Authority (BCA).</p>
<p>SDG 5: Gender Equality</p>	<p>Gender diversity is important to us in attracting and retaining talent. We also recognise our shared responsibility in fostering a more productive and equal society. We recruit, develop and reward our employees in a fair and inclusive manner, as demonstrated by our pledge in support of The Tripartite Alliance for Fair Employment Practices (TAFEP). We also provide flexible work arrangements in the form of part-time work, which are considered and adjusted based on the needs of the department and individual.</p>
<p>SDG 8: Decent Work and Economic Growth</p>	<p>Developing our employees' capabilities ensures that UOL maintains a competitive advantage. We recognise that people are our leading asset and a key focus in executing our strategy, in both our lean property development business as well as our service-oriented hospitality business. Through our People Development and Health and Safety policies, we are committed to developing the full potential of our close to 2000-strong workforce, and providing them a safe and healthy work environment.</p>
<p>SDG 9: Industry, Innovation and Infrastructure</p>	<p>We are dedicated towards incorporating innovative design and quality excellence in the buildings we develop. For example, we are one of the early adopters of PPVC and advocate for BIM. These technologies not only improve the quality of our buildings, but also reap positive social and environmental impact such as improved workers safety, and reduced dust and noise at construction sites.</p> <p>We promote sustainable practices in our hospitality business as well, through sharing and encouraging other companies to hire employees with disabilities and using local produce where possible.</p>

SUSTAINABLE DEVELOPMENT GOALS

SDGS FOR UOL	UOL'S IMPACT AND CONTRIBUTION
<p>SDG 11: Sustainable Cities and Communities</p>	<p>We actively consider sustainable design in all our development and investment properties, and hotels. We are also committed to advancing local talent. In a densely populated and vibrant city like Singapore, we focus on designing buildings with features to reduce GHG emissions, and explore ways to preserve the environment's inherent character and cultural heritage. We are also mindful of users' needs, including people with disabilities and parents with young children.</p> <p>We also support knowledge-sharing on innovation in the industry through events such as the biennial World Cities Summit, where government leaders and industry experts convene to address challenges of liveable and sustainable cities. As an early adopter of technologies, we are also privileged to have government leaders and regulators requesting for sharing of innovative solutions that we have implemented, such as our use of PPVC for The Clement Canopy.</p>
<p>SDG 12: Responsible Consumption and Production</p>	<p>We engage our key stakeholders on sustainable consumption and production to positively impact the construction and hospitality industry value chain. In our property development business, all our main contractors are OHSAS 18001 and ISO 14001 certified. We also actively review and monitor the safety and environmental performances of main contractors at the selection and project implementation phases. As our hospitality business consumes large quantities of products, we can influence our suppliers with our preference for environmentally-friendly and socially-conscious products that are also commercially feasible. We apply various criteria including ISO 14001 certification, Forest Stewardship Council (FSC) certification, FSC Chain-of-Custody certification and Singapore Green Label.</p>

SUSTAINABLE DEVELOPMENT GOALS

SDGS FOR UOL	UOL'S IMPACT AND CONTRIBUTION
<p>SDG 13: Climate Action</p>	<p>UOL is committed to combat climate change and its impact by regulating GHG emissions through the reduction of energy and water usage. We play our part by managing our carbon footprint in response to climate change concerns, and prepare our business to operate effectively in a low-carbon scenario. We have set targets for energy reduction across all our properties in Singapore, and adopt systematic environmental management systems to regularly measure and drive performance. We also aim to positively impact the wider industry, for example, by requiring our main contractors to be ISO 14001 certified.</p>
<p>SDG 16: Peace, Justice and Strong Institutions</p>	<p>UOL adopts a zero tolerance stance towards fraud and corruption. Through our Code of Business Conduct (CBC) which sets out expectations of employees in relation to issues such as fraud, bribery, conflicts of interests, anti-competitive conduct, harassment, health, safety and environment, we are committed to conduct our business with integrity and in compliance with all applicable laws. We respect the rights and interests of our employees, our business partners, customers and the communities where we operate. We support diversity and elimination of discrimination in all our operations.</p>
<p>SDG 17: Partnerships for the Goals</p>	<p>We actively seek to form long lasting and strong partnerships, forged on respect, trust and mutual benefit, with our stakeholders. In our description of the SDGs above, we illustrate how we engaged external stakeholders such as the building and hospitality industries, government, regulators and our suppliers including main contractors to promote sustainable practices. An example is our move to incorporate smart facilities in our developments, in response to the call by the government to move towards a Smart Nation.</p>

FIVE-YEAR PERFORMANCE OVERVIEW

INDICATOR	2017	2016	2015	2014	2013
ENVIRONMENT					
Gross Floor Area (GFA) (m²)	414,976	414,589	414,626	385,689	385,689
Energy Consumption (MWh) (Numbers may not add up due to rounding errors)	130,412	134,316	131,607	129,681	130,159
Completed Buildings*	122,880	127,038	124,115	120,840	125,411
Development Projects	7,532	7,278	7,492	8,841	4,748
GHG Emissions (tonnes of CO₂e)	53,945	55,656	54,330	53,963	55,734
Completed Buildings*	51,738	53,501	52,069	51,356	54,364
Development Projects	2,207	2,156	2,261	2,606	1,370
Water Consumption (thousand m³)	1,060	1,110	1,110	1,078	1,054
Completed Buildings*	961	1,010	1,002	941	980
Development Projects	99	100	108	137	74
Building Energy Intensity by GFA (kWh/m²)	296.1	306.4	299.3	313.3	325.2
Building GHG Emissions Intensity by GFA (kg CO₂e/m²)	124.7	129.0	125.6	133.2	141.0
Building Water Intensity by GFA (m³/m²)	2.3	2.4	2.4	2.4	2.5
WORKPLACE HEALTH & SAFETY**					
Development Projects					
OHSAS 18001 for Main Contractors	100%	100%	100%	100%	87.5%
Accident Frequency Rate	0.6	0.5	0.4	3.8	3.6
Accident Severity Rate	5.5	10.1	6.2	66.6	5.8
Hospitality					
Accident Frequency Rate	10.8	NA	NA	NA	NA
Accident Severity Rate	56.9	NA	NA	NA	NA
PEOPLE					
Turnover	32.0%	32.1%	34.5%	41.4%	41.5%
Property	10.1%	16.1%	15.4%	14.3%	16.1%
Hospitality	33.8%	33.4%	33.4%	40.3%	40.2%
Average Training hours per Employee	85.0	85.1	86.6	44.3	30.5
Property	24.7	26.7	23.8	27.8	15.5
Hospitality	90.0	89.5	92.1	45.7	31.9
COMPLIANCE					
Incidents of non-compliance resulting in significant fines or sanctions	0	0	0	0	0

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

** For Development Projects and Hospitality only

ECONOMIC PERFORMANCE

We operate in the economy in a responsible manner, recognising our interconnectivity with our stakeholders. Our value-added statement is reproduced below, and records our payments to suppliers (as “purchase of materials and services”), employees, governments and providers of capital.

More information on our business performance and plans can be found in the Chairman’s Statement and Operation Highlights sections of our Annual Report on pages 16-17 and pages 26-40 respectively.

VALUE-ADDED STATEMENT

	2017 \$'000	2016 \$'000
Sales of goods and services	2,073,384	1,410,558
Purchase of materials and services	(1,106,331)	(879,057)
Gross value added	967,053	531,501
Share of profit of associated companies	103,158	130,849
Share of profit of joint venture companies	14,461	1,087
Income from investments and interest	37,733	35,587
Other gains/(losses)	524,615	(23,275)
Fair value gains/(losses) on investment properties	15,593	(9,700)
Currency exchange differences	3,701	(1,036)
Total Value Added	1,666,314	665,013
Distribution of Value Added:		
To employees and directors		
Employees’ salaries, wages and benefits	225,687	186,132
Directors’ remuneration	3,203	2,996
	228,890	189,128
To government		
Corporate and property taxes	98,477	76,087
To providers of capital		
Interest expense	61,859	57,233
Dividend attributable to non-controlling interests	3,775	2,000
Dividend attributable to equity holders of the Company	120,716	119,416
	186,350	178,649
Total Value Added Distributed	513,717	443,864

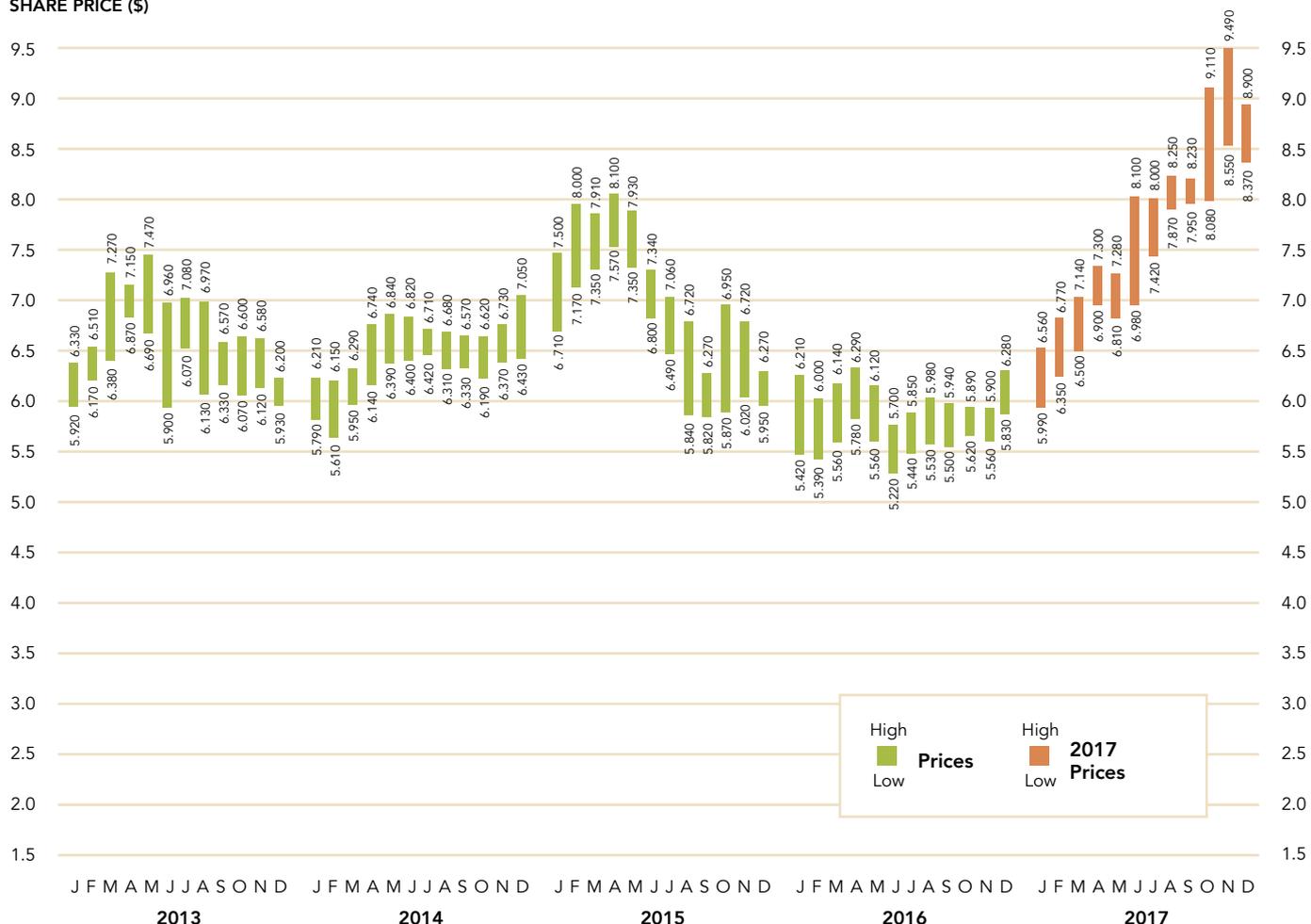
**FIVE-YEAR FINANCIAL
PERFORMANCE FOR THE GROUP**

	2017	2016	2015	2014	2013
REVENUE (\$M)	2,103.2	1,440.7	1,278.7	1,360.7	1,058.6
PATMI (\$M)	891.0	287.0	391.4	686.0	785.8
GEARING RATIO	0.21	0.24	0.27	0.34	0.28
RETURN ON EQUITY (%)	10.1	3.5	5.0	9.0	11.6
TOTAL ASSETS (\$M)	19,623.4	11,558.1	11,501.3	11,848.5	10,421.4
EARNINGS PER SHARE (CENTS)	108.82	35.82	49.39	88.00	102.01

For a detailed breakdown of our 2017 financial results, please refer to the following sections in the UOL Annual Report 2017:
 Financial Highlights, page 10-11
 Five-year Financial Summary, page 76-77
 Segmental Performance Analysis, page 78-79

SHARE PRICE AND TURNOVER

SHARE PRICE (\$)





One Bishopgate Plaza, London, UK



Seeing Results

PRODUCT AND SERVICE QUALITY

We are dedicated towards incorporating design and technology in the buildings we develop. We also support knowledge-sharing on innovation in the industry. One example of an innovative technology is BIM, which we illustrate in a case study in this report. At the BIM Symposium 2017 organised by the Real Estate Developers' Association of Singapore, Mr Liam Wee Sin, Deputy Group Chief Executive Officer, spoke on the crucial role technologies such as BIM can play in improving productivity and quality to help create sustainable and smart buildings to transform cities and industries. In 2018, we will continue to execute and hone our capabilities in PPVC, BIM and Smart Nation technologies for our property business.

For our hospitality business, we continue to benchmark our performance using an external Quality Assurance specialist, in addition to close monitoring of satisfaction surveys and reviews on multiple platforms. Our planned initiatives to continuously improve our Service Quality can be found under the People Development section, as training is the key factor to achieving enhanced service excellence.

EMBRACING TECHNOLOGIES FOR SAFE AND EFFICIENT CONSTRUCTION, AND STRENGTHENING PARTNERSHIPS

One Bishopsgate Plaza, London, UK

BIM has become an exciting development that the Building and Construction Authority (BCA) has identified to be a "key technology to improve productivity and level of integration across various disciplines across the entire construction value chain"². BCA is actively encouraging BIM, including through its S\$250 million Construction Productivity and Capability Fund (CPCF)³.

At its simplest, BIM is a 3D modelling tool. This departure from traditional two-dimensional technical drawings enables sophisticated and early identification of problems, for example through its clash detection feature. Clash detection prevents problems that would otherwise be discovered during the assembly stage, such as misalignments of different components.

The full potential of BIM is harnessed when it is used as an integrated design and documentation tool. A building project involves multiple partners – architects, developers, engineers, main contractors and sub-contractors. With BIM, information from all disciplines can be incorporated in a single shared model, which is a game changer in improving project coordination and reducing information losses. However, currently in Singapore, BIM adoption is not widespread enough for this to be implemented across the value chain.

Our international footprint means that we gain hands-on experience from markets advanced in BIM use like London, with our mixed development project One Bishopsgate Plaza.

By using BIM and prefabrication together, we enhance the quality and confidence in what we build. The precise information from BIM allows for more construction work to be undertaken off-site in a controlled manner. BIM reduces conflicts and raises confidence in building plans. Accurate fabrication of materials reduces waste while pre-assembly can save time. Sizing of components is accurate and complex designs can be modelled prior to prefabrication. For example, repetitive components can be fabricated off-site in a controlled environment where testing and inspections can also be carried out prior to bringing the assemblies to site.

We are fabricating bathroom pods for One Bishopsgate Plaza's hotel and residential components, which are fully assembled in Italy, tapping into the skilled workforce there. Each pod comprises all interior finishes – integrated servicing, such as underfloor heating, drainage, electrical and ventilation systems, and all sanitary ware accessories and interior fixings such as towel rails, mirrors and shower doors. Prefabricating in Italy is not reliant on the site conditions in London and with BIM the accuracy of modelling means there are very few errors. Additional software can be used for visualisation, walk-throughs, tracking along the production line and testing and commissioning prior to shipping. Final visual inspections in the factory will highlight defects that can all be cleared before shipping, hence dramatically reducing rework on site. Each pod is tracked along the production line via software that is developed for mobile tablets. QR codes are used to track the various stages in the process.

BIM greatly facilitates tighter coordination between teams. We have relied on BIM and in-house software to coordinate the design, and to track the sequencing of construction and readiness for delivery. This process adds to the ability to have accurate reporting on progress and informs the construction manager if there are bottlenecks.

Working on this full BIM development project has greatly enhanced our expertise in the field. As an early adopter of BIM technology, we are poised to take advantage of opportunities to utilise BIM to work on projects in Singapore, when it becomes more prevalent.

² <https://www.bca.gov.sg/bim/bimlinks.html>

³ <https://www.bcaa.edu.sg/what-we-offer/academic-programmes?CourseId=3a4425c2-3230-6ef1-b0a0-ff0000a28c6c>

SUPPORTING TECHNOLOGICAL ADVANCEMENT THROUGH KNOWLEDGE-SHARING

The Clement Canopy

As an early adopter in building technologies, we welcome the opportunity to share our experiences for the advancement of the industry.

We reported in our previous sustainability report that we have embarked on our first PPVC project for The Clement Canopy, a 505-unit condominium that comprises two 40-storey towers in Clementi Avenue 1. Adopting PPVC improves workers' safety with reduced exposure working at heights, and also reduces dust and noise levels on site. Besides PPVC, our main contractor Dragages Singapore Pte Ltd also employs BIM to study the PPVC modules interfaces as well as the coordination of the mechanical and electrical installation within and between each module.

We are encouraged that our stakeholders are keen to learn more about our experiences with PPVC. In September 2017, we hosted Mr Lawrence Wong, Minister for National Development and Government Parliamentary Committee members Mr Chong Kee Hiong, Er Dr Lee Bee Wah and Mr Louis Ng at The Clement Canopy's site. On 14 November 2017, at the request of BCA, Dragages Singapore hosted international delegates from Australia, Austria, Canada, Japan, Netherlands, New Zealand, Norway, Scotland, Sweden and the USA.



Visit by Minister for National Development and Government Parliamentary Committee members

SMART NATION: ENHANCED TECHNOLOGY USE FOR RESIDENTS AND SHOPPERS

The Clement Canopy and OneKM

UOL supports the move in Singapore towards a Smart Nation with initiatives across our properties and developments. For our residential development project, The Clement Canopy, residents will be able to invite their friends who can access the condominium with ease through an e-invite system, which facilitates and reduces security's duties. In addition, residents can make use of the condominium application to enjoy the discounts offered by many online delivery companies. For added convenience, The Clement Canopy also offers control of front door lock, control of air-conditioning on/off switch and booking of facilities remotely from anywhere via a smart phone application.

UOL has started to roll out initiatives at our malls that are aligned with the move towards a smart cashless society with contactless payment. Our retail mall OneKM offers an online carpark rebate redemption scheme for shoppers' convenience. The carpark redemption is done via the mall's website where shoppers fill in their details and submit a photo of one or more receipts. The concierge will then process the redemption received, allowing shoppers to drive out free of charge once the process is completed.

The aim of the scheme is to allow ease of shopping at our malls, especially for shoppers who may be in the midst of dining and do not have time to visit the concierge. It is one of our retail malls' online initiatives to meet the changing needs of shoppers and to be more efficient in our work processes. In addition, we hope to reduce the reliance on paper tickets and adopt more sustainable practices.



An Internet of Things wall at The Clement Canopy's showflat displays the Smart Nation initiatives that will be incorporated for the project

ENVIRONMENT

BUILDING ENERGY & WATER CONSUMPTION

Given the different nature of our businesses, the normalisation factors used in our energy and water targets for our commercial properties and hospitality business are GFA occupied and guest nights respectively. Notwithstanding, intensity data for the Group is available on a by GFA basis in Appendix A.

Hotels have the highest energy and water intensities based on property types, and also form the largest contributor to our building energy and water consumption. In 2017, we set our target to reduce energy and water intensity by guest night by 27% and 25% respectively from 2013

to 2020, inclusive of both years. This target applies to our hospitality business, which includes hotels and serviced suites.

In 2017, we had incorporated OneKM, our retail mall, into our target for commercial properties. Despite the higher energy intensity for a retail property type compared to offices and mixed developments, we decided to face the challenge in maintaining 16% reduction of energy intensity by GFA occupied from 2010 to 2020, inclusive of both years.

INDICATORS	SCOPE	TARGET	STATUS
Energy Intensity	Commercial Properties	16% reduction of energy intensity by GFA occupied by 2020 (Base year: 2010)	Ongoing
Energy Intensity	Hospitality	27% reduction of energy intensity by guest night by 2020 (Base year: 2013)	TARGET MET
		2% reduction of energy intensity by guest night by 2017 (Base year: 2016)	TARGET MET

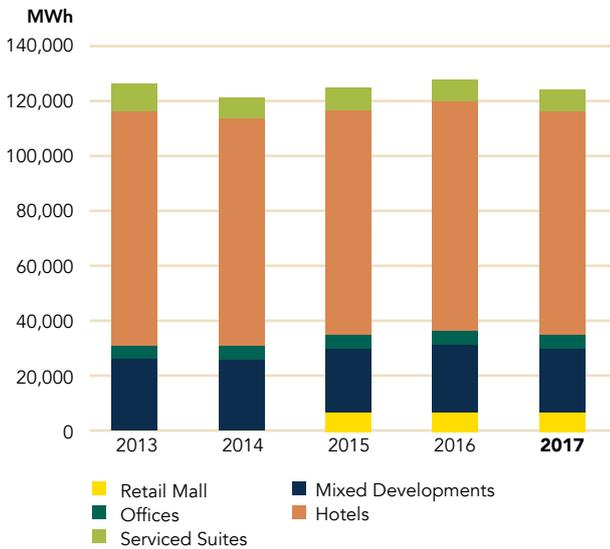
The Group's building energy consumption and GHG emissions were 122,880 MWh and 51,738 tonnes of CO₂e equivalent respectively in 2017. The main source of energy use at our buildings was from electricity, with a slight contribution from diesel.

In 2017, our commercial properties achieved a 7.9% reduction of energy intensity by GFA occupied compared to the base year of 2010. Comparing energy intensity by GFA occupied between 2016

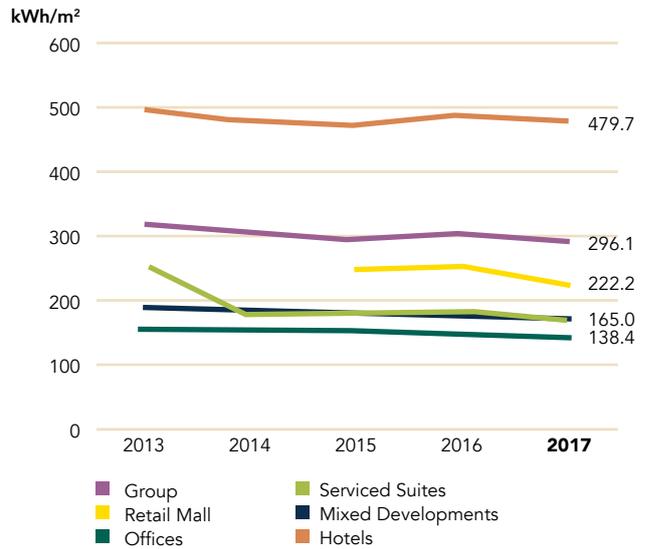
and 2017, reduction across commercial property types ranged between 5.0% and 6.4%.

Our hospitality business achieved a 28.3% reduction of energy intensity by guest night in 2017 compared to the base year of 2013, exceeding our target of 27% reduction by 2020. Compared to 2016, energy intensity of our hospitality business was reduced by 11.3% on a by guest night basis, which exceeded our year-on-year target of 2%.

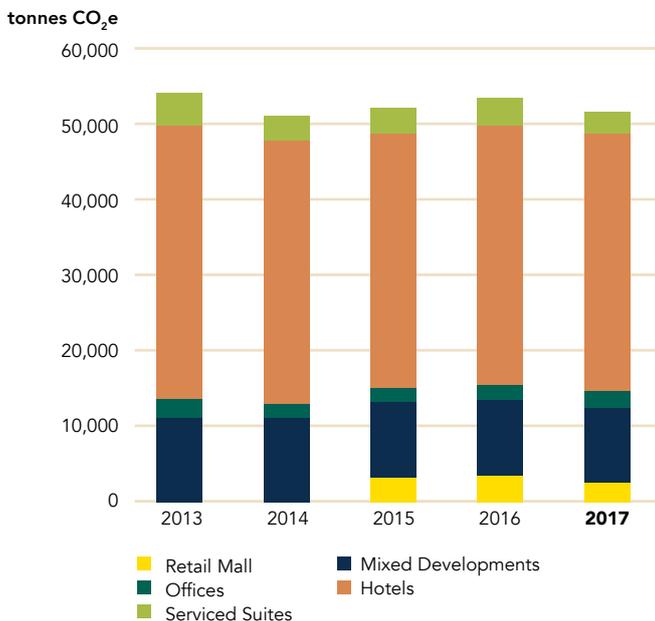
BUILDING ENERGY CONSUMPTION



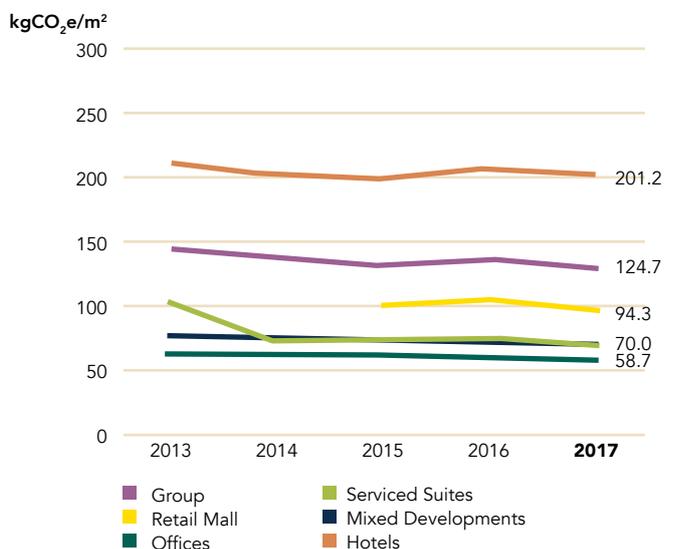
BUILDING ENERGY INTENSITY BY GFA



BUILDING GHG EMISSIONS



BUILDING GHG EMISSIONS INTENSITY BY GFA



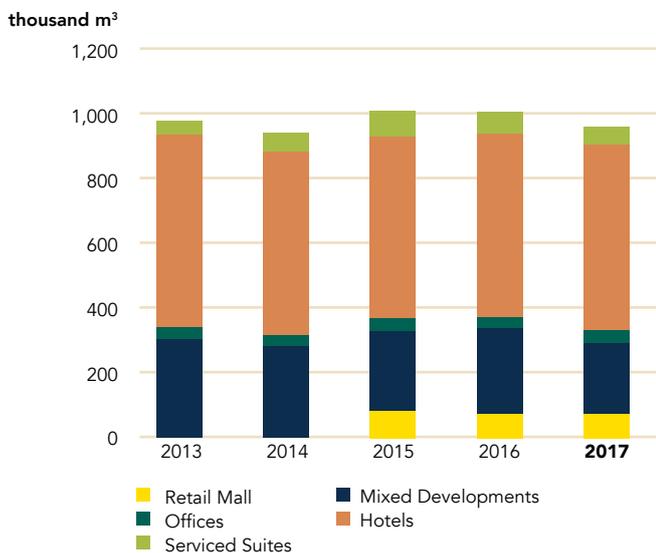
INDICATORS	SCOPE	TARGET	STATUS
Water Intensity	Commercial Properties	10% reduction of water intensity by GFA occupied by 2020 (Base year: 2010)	TARGET MET
Water Intensity	Hospitality	25% reduction of water intensity by guest night and cubic metres/guest night by 2020 (Base year: 2013)	Ongoing
		2% reduction of water intensity by guest night by 2017 (Base year: 2016)	TARGET MET

The Group’s building water consumption was 960.5 thousand m³ in 2017. Water used at all our properties is from the municipal source.

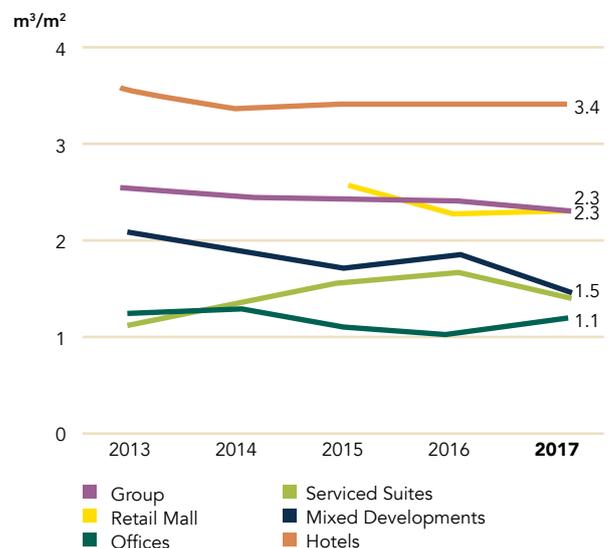
Our commercial properties achieved a 18.4% reduction in water intensity by GFA occupied in 2017, compared to the base year of 2010. This exceeded our target of 10%. As such, we will be placing greater focus on achieving our energy intensity targets.

Our hospitality business achieved a 23.8% reduction in water intensity by guest night in 2017, compared to the base year of 2013, on track towards meeting our target of 25% reduction by 2020. We achieved our year-on-year target of 2% reduction of water intensity by guest night with a water intensity reduction of 9.9% in 2017 compared to 2016.

BUILDING WATER CONSUMPTION



BUILDING WATER INTENSITY BY GFA



ENERGY AND WATER CONSUMPTION FOR DEVELOPMENT PROJECTS

INDICATORS	SCOPE	TARGET	STATUS
Carbon Footprint and Water Consumption	Commercial Properties	Green Mark Gold for new development of investment properties in Singapore	Not applicable, no new developments in 2017
Value Chain Impact for Material Environmental Topics	Development Projects in Singapore	All main contractors for ISO 14001 and Green and Gracious Builder certification	TARGET MET

	2017	2016	2015	2014	2013
Electricity consumption (GJ)	4,515	4,888	6,077	5,541	2,151
Diesel consumed (GJ)	22,599	21,313	20,893	26,286	14,943
Total energy consumed (GJ)	27,114	26,201	26,970	31,827	17,094
Total GHG emissions (tonnes of CO₂e)	2,207	2,156	2,261	2,606	1,370
GHG emissions intensity by value of work completed (kg CO₂e/\$'000)	10.5	9.2	11.1	13.0	13.0
Total water consumed (m³)	98,866	100,099	107,890	136,880	74,253
Water intensity by value of work completed (m³/\$'000)	0.5	0.4	0.5	0.7	0.7
Value of work completed (\$'000)	209,678	233,943	203,130	201,091	105,108

For development projects, energy and water consumption figures per year are highly dependent on the phase of construction, where consumption is heaviest during the middle phase.

Total energy consumption at our development projects was 27.1 TJ in 2017. The energy consumption stemmed from diesel and electricity use. Scope 1 and Scope 2 GHG emissions were 1,675 and 532 tonnes of CO₂ equivalent respectively, adding up to a total of 2,207 tonnes of CO₂ equivalent of GHG emissions in 2017. The GHG emissions intensity by value of work completed was 10.5 kg of CO₂ equivalent per thousand dollars.

Total water consumption was 98.9 thousand m³ in 2017. We seek to reduce

water use at our development projects, such as using waste water to wash trucks and other vehicles before they leave the construction sites to minimise pollution to the public road surfaces.

All main contractors undertaking our projects in 2017 were certified to ISO 14001 and Green and Gracious Builder. The Green and Gracious Builder certification is awarded by BCA to contractors that have implemented a certain standard in environmental and social practices. Contractors are assessed on environmental aspects, including material use, GHG emissions, water use and air quality. All our main contractors are required to submit quarterly reports on energy and water consumption to us.

ENERGY CONSUMPTION FOR CORPORATE OFFICE

We track energy consumption for our corporate office, which is located within our commercial property. Our corporate office energy consumption was 315.7 MWh in 2017. Compared with 2016, this reflected an

increase in GHG emissions of 8.0% to 134.0 tonnes of CO₂. The increase was largely attributed to an increase in office space and consumption of existing space.

WASTE AND RESOURCE MANAGEMENT

In 2017, we recorded 4,131 tonnes of waste disposed of in our hospitality business, and 120.2 tonnes of waste was recycled. Coverage of our waste

reporting stood at 92% by GFA. We will continue to work on improving coverage of waste reporting at all our hotels and serviced suites.



UOL volunteers helped children from CARE Singapore build their dream catcher at the Come Get Wild With Us event at United Square



Touching Lives

HEALTH AND SAFETY

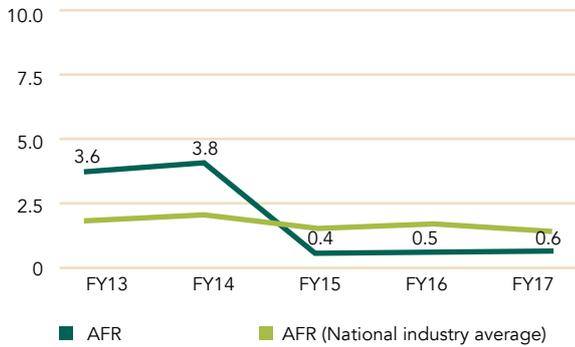
WORKPLACE SAFETY FOR DEVELOPMENT PROJECTS

INDICATORS	SCOPE	TARGET	STATUS
Value Chain Impact for Health and Safety	Development Projects	All main contractors to be OHSAS 18001 certified	TARGET MET

Construction work for our development projects poses the greatest risk to safety. The accident frequency rate (AFR) increased marginally from 0.5 in 2016 to 0.6 in 2017, while remaining below the national industry average of 1.6. The accident severity rate (ASR) decreased from 10.1 in 2016 to 5.5 in 2017, significantly lower than the national industry average of 104. There were a total of three injuries resulting in 29 lost days, and there were no injuries to female contractors in 2017.

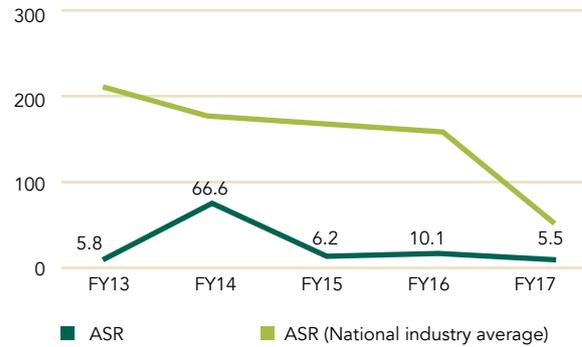
ACCIDENT FREQUENCY RATE (AFR)

Number of injuries per million man-hours



ACCIDENT SEVERITY RATE (ASR)

Number of man-days lost per million man-hours



	MAIN CONTRACTORS	SUB-CONTRACTORS
No. of workplace fatalities	0	0
No. of non-fatal workplace injuries	0	3
No. of occupational diseases	0	0
No. of dangerous occurrences/near misses	0	0
No. of lost days	0	29
Total no. of man-hours worked	1,763,775	3,512,894

WORKPLACE SAFETY FOR HOSPITALITY

We have been reporting on occupational health and safety incidents for our hospitality business since its inclusion in 2016, under the Incident Reporting section. In 2017, for greater comparability and transparency, we reported on the figures

separately in line with GRI requirements. The AFR and ASR were 10.8 and 56.9 respectively in 2017. Moving forward in 2018, we intend to review best practices on safety amongst our peers to enhance our workplace safety practices.

WORKPLACE INCIDENCES

	EMPLOYEES		OTHER WORKERS e.g. contractors		TOTAL
	MALE	FEMALE	MALE	FEMALE	
No. of workplace fatalities	-	-	-	-	-
No. of non-fatal workplace injuries	26	11	3	5	45
No. of occupational diseases	-	-	-	-	-
No. of dangerous occurrences/near misses	-	-	-	-	-
No. of lost days	145	72	12	7	236
Total no. of man-hours worked	2,145,625	1,847,182	83,588	74,697	4,151,092

FOOD SAFETY & HYGIENE

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.

GUEST SAFETY & SECURITY

There were no substantiated issues concerning guest safety and security in 2017.

INCIDENT REPORTING

The number of injuries reported at all buildings was 124 in 2017. This included guests, tenants and visitors as well as employees and contractors.

PEOPLE

INTEGRATING UOL VALUES IN PERFORMANCE APPRAISALS



To reinforce their understanding of the Competency Framework and apply it at interviews, our colleagues Jenny Swee and Foo Say Twang (both on the right) interviewed the job applicant (played by the trainer on the left) during a role-play exercise.

We strongly believe that the quality of our people defines the organisation. We developed **Six Cs (Competitive, Committed, Competent, Creative, Collaborative and Caring)**, which are qualities and attributes that depict our unique UOL culture. These values are based on behavioural evidence of what we do day to day, not aspiration based.

The 6Cs serve to guide us in recruiting and developing talents. These qualities shape our attitude and behaviour, and are demonstrated in our work conduct and interaction with each other. In 2017, with the assistance of a global executive search firm, the 6Cs have been incorporated into our Competency Framework, performance appraisals and recruitment interviews. The 6Cs are articulated as below:

*We are **Competitive**. We have an enterprising spirit, and are focused and driven. We are agile and responsive to stakeholders' needs and market changes. We embrace challenges and have the will and resilience to succeed.*

*We are **Committed**. We are passionate and have a high level of ownership and self-accountability. We take responsibility for our conduct and outcomes. We are thorough and timely.*

*We are **Competent**. We take pride in quality work and professional excellence. We are proficient and knowledgeable in our areas of expertise. We are effective and have strong execution capabilities. We seek pragmatic solutions.*

*We are **Creative**. We are innovative and receptive to new ideas, opportunities and ways of doing things. We aspire to create value for the organisation.*

*We are **Collaborative**. We work as a team and leverage each other's strengths. We look for common ground and seek to understand each other's perspectives. We are objective and strive for win-win outcomes.*

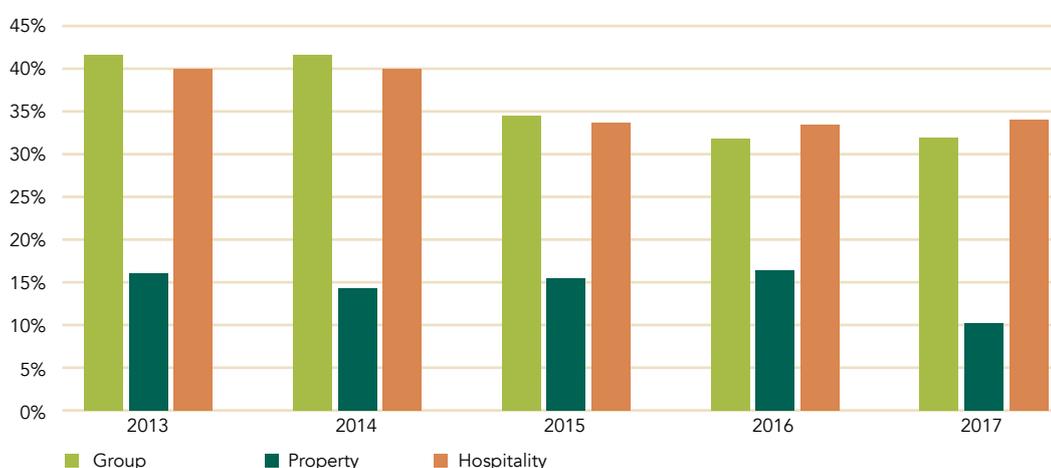
*We are **Caring**. We value our people, treating them fairly and with respect. We endeavour to contribute to the community and build a sustainable environment.*

In 2017, the Group had 1,953 employees in Singapore, with over 90% employed in our hospitality business. Reviewing the trend over the past five years, the turnover rate for both the property and hospitality businesses recorded a general trend of decrease. Each year, the turnover rates remained below respective national industry averages. Compared to 2016, the turnover rate for our property business decreased from 16.1% to

10.1% in 2017. The turnover rate for our hospitality business increased slightly from 33.4% in 2016 to 33.8% in 2017.

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

TURNOVER RATE



	2017	2016	2015	2014	2013
Group	32.0%	32.1%	34.5%	41.4%	41.5%
Property	10.1%	16.1%	15.4%	14.3%	16.1%
National industry average* (Real Estate Services)	33.6%	34.8%	37.2%	40.8%	36.0%
Hospitality	33.8%	33.4%	33.4%	40.3%	40.2%
National industry average* (Accommodation & Food Services)	43.2%	43.2%	48.0%	51.6%	49.2%

*Source: The Ministry of Manpower Labour Market Report 2017.

DIVERSITY AND INCLUSION

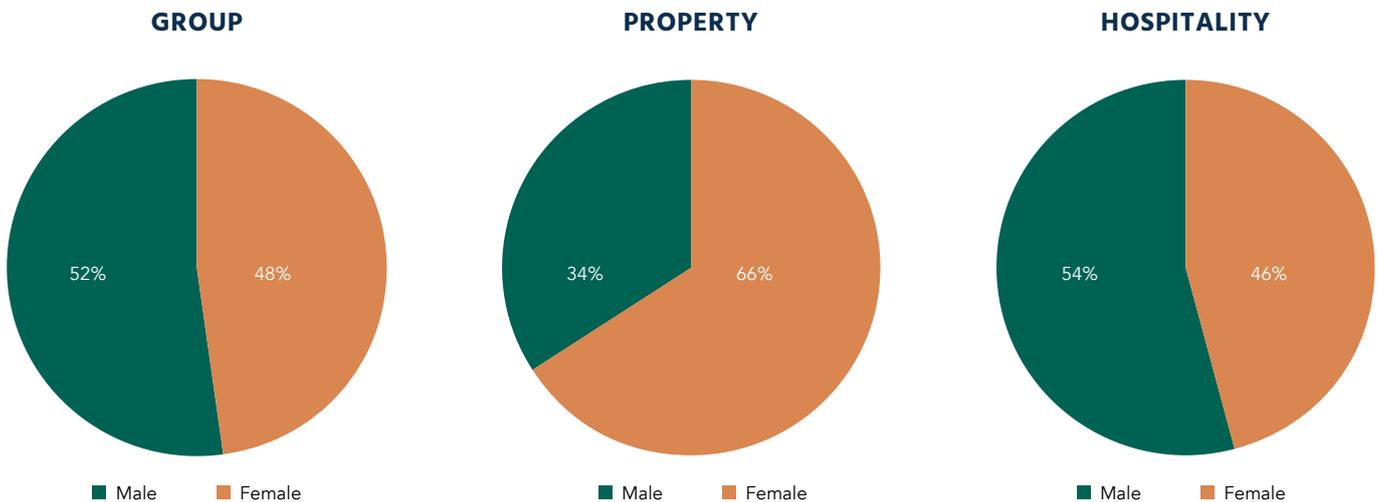
As diversity and inclusion is a material issue, particularly for our hospitality business, we believe that supporting workplace diversity will enrich our perspectives and attract high-calibre candidates from the widest talent pool. We can draw from the expertise of a workforce with nearly 20 nationalities across the Group.

In our hospitality business, 45% of the Senior Management of various business units were female while 55% were male. In our property business, 44% of Senior Management were female while 56% were male. We also continued to practice the re-employment of mature workers. In 2017, 22.8% of employees in our property business and 19.4% of employees in our

hospitality business were above the age of 50. We encourage and provide a supportive environment for our employees with children. All employees in our property and hospitality businesses were entitled to parental leave.

We leverage and develop skills in our local community. In our hospitality business, 79.1% of Senior Management and 53.5% of the employees were Singaporeans or Permanent Residents as at end December 2017. In our property business, all of the Senior Management and 98.0% of the employees were Singaporeans or Permanent Residents as at end December 2017. We align ourselves with Singapore's national targets on diversity and inclusion in our workforce.

WORKFORCE BY GENDER



FOSTERING INCLUSION AT OUR WORKPLACE, AND BEYOND

As part of our commitment to diversity and inclusion, PPHG organised a highly successful seminar on “Fostering Inclusion at the Workplace” in collaboration with presenting partners United Overseas Bank (UOB), SG Enable and Central Singapore Community Development Council. SG Enable is an agency dedicated to enabling persons with disabilities and building an inclusive society. Graced by then-Minister for Trade and Industry (Industry) Mr S Iswaran, the event was attended by 160 business leaders and human resource practitioners from more than 80 companies, including leading hospitality players Marina Bay Sands, Grand Hyatt Singapore and Raffles Hotel Singapore.

Through the seminar, it is hoped that sharing of best practices by PPHG and UOB will encourage other business leaders in the industry to join them in inclusive hiring. Pan Pacific Singapore was the first hotel in Singapore to pilot SG Enable’s School-to-Work Transition Programme (S2W), which offers customised training pathways and work options for students with disabilities who have the potential to work.

Two memorable success stories from the programme are 18-year-old Noramira Mohd Amin and 19-year-old Brenda Tay Wan Ying, who both have intellectual disabilities. Over several months of patient training from their supervisors and team mates, they were offered full-time employment at the hotels under PPHG.



Noramira (left) and Brenda shared that their work has helped them grow in confidence

Noramira and Brenda are two of more than 30 individuals with disabilities who had undergone training at the hotels under PPHG in Singapore. The trainees have shown good progress to date, with a total of four converted to full-time roles.

Leaders at the seminar concluded that employees with disabilities widen the talent pool, and build brand loyalty and engagement. For some, a more diverse workplace has led to flourishing creativity and higher employee satisfaction.

We are committed to enabling individuals with disabilities by providing them with meaningful and sustainable employment opportunities. We encourage like-minded companies to join us to promote an inclusive and diverse workplace. We are pioneering new initiatives for the hospitality sector towards the full integration of employees with disabilities into the workplace. In view of the successful pilot run and our ongoing job mapping, we will continue working with SG Enable to roll out the School-to-Work programme in all five of our Singapore hotels in 2018, with the aim of preparing 20 trainees for employment by the end of 2018.

PEOPLE DEVELOPMENT

AVERAGE TRAINING HOURS PER EMPLOYEE



	2017	2016	2015	2014	2013
Group	85.0	85.1	86.6	44.3	30.5
Property	24.7	26.7	23.8	27.8	15.5
Hospitality	90.0	89.5	92.1	45.7	31.9

Average training hours per employee for the Group was 85.0 hours in 2017.

INDICATORS	SCOPE	TARGET	STATUS
Talent Attraction and Retention through People Development	Property	Average training hours per employee: 25 hours per year	TARGET MET

For our property business, average training hours per employee was 24.7 hours, which we consider to have met our target of 25 hours. In 2018, we seek to continue training for our employees, including on sustainability issues such as on the upcoming carbon tax in Singapore.

INDICATORS	SCOPE	TARGET	STATUS
Service Quality and Talent Attraction and Retention, through People Development	Hospitality	Average training hours per employee: 80 hours per year	TARGET MET

The average training hours per employee for our hospitality business in 2017 was 90.0 hours, exceeding our target of 80 hours. In 2017, we developed a training roadmap throughout each level of our employees' careers for each hospitality property, as well as for the corporate office. This will be implemented in 2018, where employees will receive training on a wider range of high-quality courses guided by the roadmap. Further, in 2018, we plan to revamp our training programme addressing topics such as service skills, service mindset, service culture and service leadership, for employee and leadership levels.

COMMUNITY

Our community development initiatives provide opportunities for our employees to give back to the society in which we operate.

In 2017, we supported CARE Singapore's StarKidz! Programme through our staff volunteerism efforts. This programme aims to help improve the self-esteem of vulnerable children who struggle academically, so they can become responsible and confident adults.

In June 2017, 23 UOL volunteers brought 26 children from the programme to the Army Museum of Singapore. The museum provides an insight into the history of the Singapore Army, and honours the contribution of soldiers and their families. The children visited the SAFTI Military Institute and saw real soldiers in training, which we hope inspired a sense of discipline and purpose in the children.

We also hosted 22 children from CARE Singapore and 30 students from Pathlight School at our Come Get Wild With Us event at United Square in August 2017. We transformed the mall atrium into an experiential tropical rainforest, complete with lush foliage and live exotic animals.

In addition to staff volunteerism, we also provided sponsorships and donations to help fund programmes run by charitable organisations in our immediate community in Novena/Thomson.

We supported the Riding for the Disabled Association of Singapore (RDA Singapore) by sponsoring one of its horses, which provide horse-riding therapy to children and adults with physical and mental disabilities. In June 2017, we also brought the horses from RDA Singapore to United Square to generate awareness for the organisation.

To help needy children improve their physical, mental and emotional well-being, we also made a donation to the Art Therapy Programme at KK Women's and Children's Hospital. The free sessions support the young patients' recovery through the creative process of making art, helping them better manage their inner feelings and strengthening their resilience.

In our hospitality business, PPHG has been offering employment opportunities to people with disabilities, as well as internship opportunities for students with special needs. For more information, please refer to the case study under the Diversity and Inclusion section on page 35.

We also expanded the reach of our Eat Well With Us initiative from four to ten charity homes in 2017. First launched in 2015 by PPHG in conjunction with National Council of Social Service, senior chefs from PPHG's Singapore hotels and Si Chuan Dou Hua Restaurant impart culinary recipes and tips to the homes' resident cooks, enabling them to prepare tastier and nutritious meals for their residents. The recipes considered the homes' budgets and the dietary needs of the beneficiaries, such as children and the elderly.



UOL volunteers on an outing to Army Museum of Singapore with children from CARE Singapore

SUSTAINABLE FOOD FOR GOOD

As part of our commitment to care for our wider community, PPHG continued the Eat Well Do Good initiative which started in 2016. Partnering with The Food Bank Singapore in support of World Food Day, a global day of action against hunger, we harnessed the collective experience of the senior chefs from our five Singapore hotels, who created special dishes made from ingredients which were sourced locally from Comcrop, a high-tech rooftop farm, and other local farms in Singapore.

Comcrop's urban farming methods greatly reduce the distance food crops have to travel, which means fresher and more nutritious products. The dishes were featured at the hotels' restaurants, where diners joined our chefs in doing good, as we donated a portion of sales proceeds from 15 July to 15 August 2017 to purchase wholesome food bundles for 1,722 low-income households.

We continue to support local farmers on an ongoing basis, sourcing local produce for our buffet dishes and catering menus. Through our support of local produce, we hope that diners and peers will be encouraged to understand our food sources and have access to nutritious and quality produce.

PPHG is also stepping up efforts to address food waste through food preparation and leftovers. We use "forward-planning" of menus which helps operations, and reduces food waste, thereby reducing our carbon footprint. PARKROYAL on Beach Road employs a system which monitors reservations and the availability of its F&B outlets in real-time. The culinary team has access to the system to align its market list according to demand, which leads to better management of our food inventory. In a similar fashion, food preparation is closely tailored to the reservation covers received daily at Pan Pacific Orchard, where food for the buffet counters are cooked when requested and replenished according to demand.

PARKROYAL on Kitchener Road has found innovative ways of recycling food, such as using unconsumed bread from the breakfast buffet to make Bread Butter Pudding as a dessert item for dinner. The hotel's Executive Chef Low Hoe Kiat famously created the signature Slow-braised Pumpkin Crab in Claypot with the pumpkins used as decorations for Halloween!

We order according to the size of the event as far as possible. At Pan Pacific Singapore, we channel unconsumed pastries from events to the associates' cafeteria. We are looking to better manage food waste at our hotels in various ways, such as food waste digester machines which can convert solid food waste materials into either liquid nutrient or reusable water. PARKROYAL on Beach Road is currently piloting such a machine and we are looking at how this can work for the rest of the hotels in Singapore, in particular for the largest, 790-room Pan Pacific Singapore.



AWARDS AND ACCOLADES

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

CORPORATE

UOL Group Limited

BRAND FINANCE

Top 100 Singapore Brands 2017 (#47)

Pan Pacific Hotels Group Limited

TRAVEL WEEKLY ASIA READERS' CHOICE AWARDS 2017

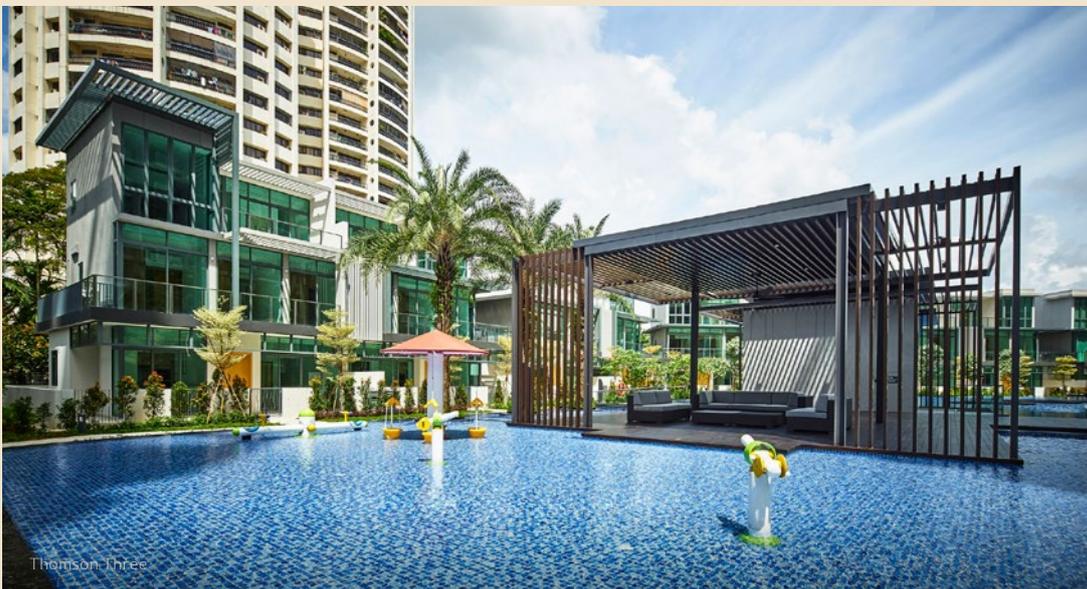
Best Regional Hotel Chain

CONTRACTORS' SAFETY AWARDS

Principal Garden

WORKPLACE SAFETY AND HEALTH AWARDS

Safety and Health Award Recognition for Projects category



PRODUCT, DESIGN AND ARCHITECTURAL EXCELLENCE

Seventy Saint Patrick's

FIABCI SINGAPORE PROPERTY AWARDS 2017

Winner – Residential (Low-rise) category

Thomson Three

FIABCI SINGAPORE PROPERTY AWARDS 2017

Winner – Residential (Mid-rise) category

The Clement Canopy

INTERNATIONAL PROPERTY AWARDS (ASIA PACIFIC) 2017

Winner – Residential High-rise Architecture, Singapore

5-star – Best Residential Landscape Architecture, Singapore

SERVICE EXCELLENCE

PARKROYAL on Pickering

WORLD TRAVEL AWARDS 2017

Asia's Leading Green Hotel

Pan Pacific Serviced Suites Orchard

BUSINESS TRAVELLER ASIA-PACIFIC AWARDS 2017

2nd runner-up – Best Serviced Residence in Asia-Pacific

APPENDIX A: SUPPLEMENTARY SUSTAINABILITY DATA

A1: ENERGY & GREENHOUSE GAS EMISSIONS

	2017	2016	2015	2014	2013
BUILDING ENERGY CONSUMPTION (MWh)					
Group	122,880	127,038	124,115	120,840	125,411
Commercial Properties	34,093	35,813	35,256	30,103	30,397
Retail Mall	6,430	6,958	7,006	NA	NA
Mixed Developments	23,546	24,501	23,773	25,630	25,916
Offices	4,118	4,354	4,477	4,473	4,481
Hospitality	88,787	91,225	88,859	90,737	95,014
Hotels	81,941	83,897	81,374	83,351	84,450
Serviced Suites	6,846	7,328	7,485	7,386	10,564
BUILDING ENERGY INTENSITY BY GFA (kWh/m²)					
Group	296.1	306.4	299.3	313.3	325.2
Commercial Properties	169.3	177.9	175.1	174.6	176.3
Retail Mall	222.2	240.5	242.1	NA	NA
Mixed Developments	165.0	171.7	166.6	179.7	181.7
Offices	138.4	146.3	150.3	150.1	150.4
Hospitality	415.6	427.8	416.7	425.5	445.6
Hotels	479.7	492.3	477.5	489.1	495.5
Serviced Suites	159.9	171.2	174.8	172.5	246.7
BUILDING ENERGY INTENSITY BY GFA OCCUPIED (kWh/m²)					
Group	329.1	344.3	341.9	352.8	379.4
Commercial Properties	178.0	188.2	189.7	181.3	179.8
Retail Mall	235.4	249.6	255.6	NA	NA
Mixed Developments	174.5	183.6	182.7	186.5	186.1
Offices	140.9	150.5	158.2	156.4	150.4
Hospitality	488.2	510.3	501.4	514.2	588.4
Hotels	557.0	589.7	582.2	595.7	645.5
Serviced Suites	197.0	200.8	199.8	202.3	344.7
BUILDING ENERGY INTENSITY BY GUEST NIGHT (kWh/guest night) (HOSPITALITY ONLY)					
Hospitality	52.1	58.8	60.1	63.1	72.7
Hotels	55.3	63.0	64.2	67.3	73.2
Serviced Suites	30.8	33.2	35.5	37.2	68.5

**APPENDIX A:
SUPPLEMENTARY SUSTAINABILITY DATA**

	2017	2016	2015	2014	2013
BUILDING GHG EMISSIONS (tonnes of CO₂e)					
Group	51,738	53,501	52,069	51,356	54,364
Commercial Properties	14,469	15,199	14,892	12,875	13,338
Retail Mall	2,729	2,953	2,959	NA	NA
Mixed Developments	9,993	10,398	10,042	10,962	11,372
Offices	1,748	1,848	1,891	1,913	1,966
Hospitality	37,269	38,301	37,177	38,481	41,026
Hotels	34,368	35,196	34,018	35,322	36,723
Serviced Suites	2,901	3,105	3,158	3,159	4,302
BUILDING GHG EMISSIONS INTENSITY BY GFA (kg of CO₂e/m²)					
Group	124.7	129.0	125.6	133.2	141.0
Commercial Properties	71.9	75.5	73.9	74.7	77.3
Retail Mall	94.3	102.1	102.3	NA	NA
Mixed Developments	70.0	72.9	70.4	76.8	79.7
Offices	58.7	62.1	63.5	64.2	66.0
Hospitality	174.5	179.6	174.3	180.5	192.4
Hotels	201.2	206.5	199.6	207.3	215.5
Serviced Suites	67.8	72.5	73.8	73.8	100.5
BUILDING GHG EMISSIONS INTENSITY BY GFA OCCUPIED (kg of CO₂e/m²)					
Group	138.6	145.0	143.4	149.9	164.5
Commercial Properties	75.6	79.9	80.1	77.5	78.9
Retail Mall	99.9	105.9	108.0	NA	NA
Mixed Developments	74.0	77.9	77.2	79.8	81.7
Offices	59.8	63.9	66.8	66.9	66.0
Hospitality	204.9	214.2	209.8	218.1	254.1
Hotels	233.6	247.4	243.4	252.4	280.7
Serviced Suites	83.5	85.1	84.3	86.5	140.4
BUILDING GHG EMISSIONS INTENSITY BY GUEST NIGHT (kg of CO₂e/guest night) (HOSPITALITY ONLY)					
Hospitality	21.9	24.7	25.2	26.8	31.4
Hotels	23.2	26.4	26.8	28.5	31.8
Serviced Suites	13.1	14.1	15.0	15.9	27.9

APPENDIX A: SUPPLEMENTARY SUSTAINABILITY DATA

A2: WATER

2017 2016 2015 2014 2013

BUILDING WATER CONSUMPTION

(thousand m³)

Group	960.5	1,009.7	1,002.3	941.1	979.8
Commercial Properties	320.4	361.8	355.3	314.4	334.7
Retail Mall	65.4	67.2	73.7	NA	NA
Mixed Developments	220.9	264.1	248.6	275.9	298.0
Offices	34.2	30.6	32.9	38.6	36.8
Hospitality	640.1	647.9	647.0	626.7	645.1
Hotels	578.7	577.4	578.6	567.3	599.6
Serviced Suites	61.4	70.5	68.4	59.4	45.5

BUILDING WATER INTENSITY BY GFA

(m³/m²)

Group	2.3	2.4	2.4	2.4	2.5
Commercial Properties	1.6	1.8	1.8	1.8	1.9
Retail Mall	2.3	2.3	2.5	NA	NA
Mixed Developments	1.5	1.9	1.7	1.9	2.1
Offices	1.1	1.0	1.1	1.3	1.2
Hospitality	3.0	3.0	3.0	2.9	3.0
Hotels	3.4	3.4	3.4	3.3	3.5
Serviced Suites	1.4	1.6	1.6	1.4	1.1

BUILDING WATER INTENSITY BY GFA OCCUPIED

(m³/m²)

Group	2.6	2.7	2.8	2.7	3.0
Commercial Properties	1.7	1.9	1.9	1.9	2.0
Retail Mall	2.4	2.4	2.7	NA	NA
Mixed Developments	1.6	2.0	1.9	2.0	2.1
Offices	1.2	1.1	1.2	1.3	1.2
Hospitality	3.5	3.6	3.7	3.6	4.0
Hotels	3.9	4.1	4.1	4.1	4.6
Serviced Suites	1.8	1.9	1.8	1.6	1.5

	2017	2016	2015	2014	2013
BUILDING WATER INTENSITY BY GUEST NIGHT					
(m³/guest night) (HOSPITALITY ONLY)					
Hospitality	0.4	0.4	0.4	0.4	0.5
Hotels	0.4	0.4	0.5	0.5	0.5
Serviced Suites	0.3	0.3	0.3	0.3	0.3

A3: WASTE (HOSPITALITY ONLY)

	2017	2016	2015	2014	2013
WASTE DISPOSAL					
(tonnes)					
Hospitality	4,131	4,730	4,044	3,474	1,792
Hotels	3,793	4,346	3,990	3,474	1,792
Serviced Suites	338	384	54	NA	NA
WASTE INTENSITY BY GUEST NIGHT					
(kg/guest night)					
Hospitality	2.5	3.0	3.2	3.0	3.7
Hotels	2.6	3.3	3.1	3.0	3.7
Serviced Suites	1.9	1.7	NA	NA	NA
WASTE RECYCLING					
(tonnes)					
Hospitality	120.2	147.3	165.3	177.1	NA
Hotels	108.4	129.1	149.1	177.1	NA
Serviced Suites	11.8	18.2	16.2	NA	NA

APPENDIX A: SUPPLEMENTARY SUSTAINABILITY DATA

A4: WORKFORCE STATISTICS

TOTAL NUMBER OF EMPLOYEES BY EMPLOYMENT CONTRACT, BY GENDER

GROUP	MALE	FEMALE
Permanent employees	1012	923
Fixed term/temporary employees	9	9

PROPERTY	MALE	FEMALE
Permanent employees	50	97
Fixed term/temporary employees	1	1

HOSPITALITY	MALE	FEMALE
Permanent employees	962	826
Fixed term/temporary employees	8	8

TOTAL NUMBER OF EMPLOYEES BY EMPLOYMENT TYPE, BY GENDER

GROUP	MALE	FEMALE
Full-time employees	1022	930
Part-time employees	0	1

PROPERTY	MALE	FEMALE
Full-time employees	51	98
Part-time employees	0	0

HOSPITALITY	MALE	FEMALE
Full-time employees	971	832
Part-time employees	-	1

A5: NEW HIRES, TURNOVER AND ABSENTEE RATES

TOTAL NUMBER AND RATE OF NEW EMPLOYEE HIRES BY AGE GROUP

GROUP	<30 YEARS	30-50 YEARS	>50 YEARS
No. of new hires	342	216	28
Rate of new hires (Denominator: total number of employees)	17.5%	11.1%	1.4%
Rate of new hires (Denominator: no. of employees in age group)	57.1%	22.3%	7.3%

PROPERTY	<30 YEARS	30-50 YEARS	>50 YEARS
No. of new hires	12	9	0
Rate of new hires (Denominator: total number of employees)	8.1%	6.0%	0.0%
Rate of new hires (Denominator: no. of employees in age group)	57.1%	9.6%	0.0%

HOSPITALITY	<30 YEARS	30-50 YEARS	>50 YEARS
No. of new hires	330	207	28
Rate of new hires (Denominator: total number of employees)	18.3%	11.5%	1.6%
Rate of new hires (Denominator: no. of employees in age group)	57.1%	23.6%	8.0%

APPENDIX A: SUPPLEMENTARY SUSTAINABILITY DATA

TOTAL NUMBER AND RATE OF NEW EMPLOYEE HIRES BY GENDER

GROUP	MALE	FEMALE
No. of new hires	295	291
Rate of new hires (Denominator: total number of employees)	15.1%	14.9%
Rate of new hires (Denominator: no. of employees in gender category)	28.9%	31.2%

PROPERTY	MALE	FEMALE
No. of new hires	7	14
Rate of new hires (Denominator: total number of employees)	4.7%	9.4%
Rate of new hires (Denominator: no. of employees in gender category)	13.7%	14.3%

HOSPITALITY	MALE	FEMALE
No. of new hires	288	277
Rate of new hires (Denominator: total number of employees)	16.0%	15.4%
Rate of new hires (Denominator: no. of employees in gender category)	29.7%	33.2%

TOTAL NUMBER AND RATE OF EMPLOYEE TURNOVER BY AGE GROUP

GROUP	<30 YEARS	30-50 YEARS	>50 YEARS
No. of voluntary turnover	188	218	27
No. of non-voluntary turnover	108	50	33
No. of voluntary & non-voluntary turnover	296	268	60
Rate of voluntary & non-voluntary turnover (Denominator: total number of employees)	15.2%	13.7%	3.1%
Rate of voluntary & non-voluntary turnover (Denominator: no. of employees in age group)	49.4%	27.6%	15.6%

PROPERTY	<30 YEARS	30-50 YEARS	>50 YEARS
No. of voluntary turnover	4	8	1
No. of non-voluntary turnover	0	1	1
No. of voluntary & non-voluntary turnover	4	9	2
Rate of voluntary & non-voluntary turnover (Denominator: total number of employees)	2.7%	6.0%	1.3%
Rate of voluntary & non-voluntary turnover (Denominator: no. of employees in age group)	19.0%	9.6%	5.9%

HOSPITALITY	<30 YEARS	30-50 YEARS	>50 YEARS
No. of voluntary turnover	184	210	26
No. of non-voluntary turnover	108	49	32
No. of voluntary & non-voluntary turnover	292	259	58
Rate of voluntary & non-voluntary turnover (Denominator: total number of employees)	16.2%	14.4%	3.2%
Rate of voluntary & non-voluntary turnover (Denominator: no. of employees in age group)	50.5%	29.6%	16.6%

APPENDIX A: SUPPLEMENTARY SUSTAINABILITY DATA

TOTAL NUMBER AND RATE OF EMPLOYEE TURNOVER BY GENDER

GROUP	MALE	FEMALE
No. of voluntary turnover	202	231
No. of non-voluntary turnover	108	83
No. of voluntary & non-voluntary turnover	310	314
Rate of voluntary & non-voluntary turnover (Denominator: total number of employees)	15.9%	16.1%
Rate of voluntary & non-voluntary turnover (Denominator: no. of employees in gender category)	30.4%	33.7%

PROPERTY	MALE	FEMALE
No. of voluntary turnover	4	9
No. of non-voluntary turnover	1	1
No. of voluntary & non-voluntary turnover	5	10
Rate of voluntary & non-voluntary turnover (Denominator: total number of employees)	3.4%	6.7%
Rate of voluntary & non-voluntary turnover (Denominator: no. of employees in gender category)	9.8%	10.2%

HOSPITALITY	MALE	FEMALE
No. of voluntary turnover	198	222
No. of non-voluntary turnover	107	82
No. of voluntary & non-voluntary turnover	305	304
Rate of voluntary & non-voluntary turnover (Denominator: total number of employees)	16.9%	16.9%
Rate of voluntary & non-voluntary turnover (Denominator: no. of employees in gender category)	31.4%	36.5%

ABSENTEE RATE BY GENDER

GROUP

Overall Absentee Rate	2.8%	
Absentee rate by gender	MALE	FEMALE
	2.8%	2.9%

PROPERTY

Overall Absentee Rate	2.7%	
Absentee rate by gender	MALE	FEMALE
	2.3%	2.9%

HOSPITALITY

Overall Absentee Rate	2.8%	
Absentee rate by gender	MALE	FEMALE
	2.8%	2.9%

A6: DIVERSITY & INCLUSION

PERCENTAGE OF EMPLOYEES PER EMPLOYMENT CATEGORY BY GENDER

GROUP	MALE	FEMALE
Non-Executive	59%	41%
Executive	45%	55%
Senior Management	55%	45%

PROPERTY

PROPERTY	MALE	FEMALE
Non-Executive	25%	75%
Executive	30%	70%
Senior Management	56%	44%

HOSPITALITY

HOSPITALITY	MALE	FEMALE
Non-Executive	59%	41%
Executive	47%	53%
Senior Management	55%	45%

PERCENTAGE OF EMPLOYEES PER EMPLOYMENT CATEGORY BY AGE GROUP

GROUP	<30 YEARS	30-50 YEARS	>50 YEARS
Non-Executive	42%	34%	24%
Executive	24%	62%	14%
Senior Management	0%	71%	29%

PROPERTY

PROPERTY	<30 YEARS	30-50 YEARS	>50 YEARS
Non-Executive	33%	33%	33%
Executive	16%	68%	16%
Senior Management	0%	56%	44%

HOSPITALITY

HOSPITALITY	<30 YEARS	30-50 YEARS	>50 YEARS
Non-Executive	42%	34%	24%
Executive	26%	61%	13%
Senior Management	0%	75%	25%

APPENDIX A: SUPPLEMENTARY SUSTAINABILITY DATA

A7: TRAINING

AVERAGE TRAINING HOURS PER EMPLOYEE BY CATEGORY AND GENDER

GROUP	MALE	FEMALE
Overall average training hours	87.4	82.4
Non-Executive	105.9	115.0
Executive	75.5	62.8
Senior Management	21.2	43.3

PROPERTY	MALE	FEMALE
Overall average training hours	27.1	23.4
Non-Executive	6.3	12.6
Executive	25.3	19.8
Senior Management	35.3	54.4

HOSPITALITY	MALE	FEMALE
Overall average training hours	90.6	89.3
Non-Executive	106.4	117.5
Executive	79.9	70.6
Senior Management	17.8	40.6

GENERAL

1. Buildings:

Mixed Developments: Novena Square and United Square

Offices: Faber House and Odeon Towers

Retail Mall: OneKM

Hotels: PARKROYAL on Beach Road, PARKROYAL on Kitchener Road, PARKROYAL on Pickering, Pan Pacific Orchard and Pan Pacific Singapore

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. Data from Spottiswoode Residences was excluded due to limitations of data collection; the exclusion affected data from 2010 to 2013. Data from 2010 to 2014 included Archipelago, a joint venture with UIC where the contract was structured such that UIC had operational control of the development phase. Riverbank@Fernvale was completed in Q1 2017.
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 buildings: Data from tenants was excluded for Mixed Developments, Offices and Retail Mall. Data for Hotels and Serviced Suites also excluded tenants, with the exception of JTB at Pan Pacific Singapore, whose consumption is not separately monitored or measured.
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 adopted BCA's definition for GFA. All covered floor areas of a building, except otherwise exempted, uncovered areas for commercial uses, are deemed the gross floor area of the building. Generally, car parks were excluded from gross floor area computation.

We also report by GFA occupied basis. GFA occupied is calculated by occupancy rate (simple average of monthly occupancy rates) multiplied by gross floor area.

Odeon Towers has a reduced GFA from 23,273 m² to 23,236 m² (reduced by 37 m²) effective 1 July 2015. This is a 0.2% change. We recognised this change in our reporting from 2016 onwards.
7. Guest night: We adopted the definition from EarthCheck, a leading tourism benchmarking group. Guest night included i) guests/staff staying overnight, ii) day/banquet guests and iii) non-resident restaurant guests, as illustrated in the below equation:

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, gross floor area and occupancy rates are available in UOL Annual Report 2017's Property Summary, page 66–74.
9. GHG conversion is based on the Greenhouse Gas Protocol. Emission factors for electricity generation are sourced from the Energy Market Authority (EMA), 2017. Electricity Grid Emission Factor for 2013 - 2016 were updated from the Energy Market Authority (EMA) as additional information on heat generation by co-generation plants was available from 2012 onwards. Due to this, past year emission data for 2013 to 2016 was restated based on figures from EMA, which had a slight (<2%) difference from figures used previously. Greenhouse Gas Protocol Emission Factors from Cross Sector Tools, March 2017 were used for diesel conversions. The gases included in the conversion of diesel are CO₂, CH₄ and N₂O.
10. Waste intensity is derived by total number of guest nights for simplicity, even though coverage is not complete. Guest nights of PARKROYAL Serviced Suites Beach Road are excluded from the waste intensity calculations. Waste figures of PARKROYAL on Beach Road included an immaterial contribution from The Plaza as data is not separable due to a shared compactor bin. Coverage by guest nights has increased from 43% in 2013 to 92% in 2017. We are working on improving coverage of waste reporting.

HEALTH AND SAFETY

11. Workplace health and safety data included Development Projects and Hospitality only.
12. Accident frequency rate is defined as the number of workplace accidents for every one million man-hours worked.
13. Accident severity rate is defined as the number of man-days lost to workplace accidents for every one million man-hours worked. The number of man-hours refers to main contractors' and sub-contractors' hours only, and excludes the Group's employees' hours in safety data reported for Development Projects. The number of man-hours from contractors and employees in our hospitality business are included in safety data reported for Hospitality. 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. For comparability, minor first-aid injuries are excluded from data reported, and are tracked for 2 out of 5 development projects in 2017.
14. National industry figures were obtained from the Workplace Safety and Health (WSH) Institute, an initiative driven by MOM and WSH Council.

PEOPLE

15. 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 excluded UMS as employees and instead report figures relating to UMS under contractors, where applicable.
16. There were no significant variations in the total number of employees for both our property and hospitality businesses.
17. Scheduled workdays is calculated by 5 days x 52 weeks minus actual public holidays, actual annual leave and actual parental leave.
18. A significant portion of the property development business is performed by our contractors during construction. Facilities management services were provided by UOL Management Services Pte Ltd; see also note 15.
19. Training figures for 2012 to 2015 did not include the corporate office of our hospitality business. These figures are provided in 2016 and onwards.
20. Average training hours per employee = Total training hours for the year / Number of employees as at 31 December 2017.

COMMUNITY

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

APPENDIX C: RESTATEMENTS

REASONS FOR RESTATEMENT

Electricity Grid Emission Factor for 2013 - 2016 were updated from the Energy Market Authority (EMA) as additional information on heat generation by co-generation plants was available from 2012 onwards. Due to this, past year emission data for 2013 to 2016 was restated based on figures from EMA, which had a slight (<2%) difference from figures used previously.

A

Internal auditing for hospitality business uncovered discrepancies in the GFA values.

B

Incorrect data entries, uncovered during the external audit.

C

DESCRIPTION OF DATA	YEAR	WHAT WAS REPORTED IN SR2016	WHAT IT SHOULD BE	REASON FOR RESTATEMENT	WHAT WAS REPORTED IN SR2016	WHAT IT SHOULD BE	REASON FOR RESTATEMENT
---------------------	------	-----------------------------	-------------------	------------------------	-----------------------------	-------------------	------------------------

PEOPLE⁴

Turnover rate

DESCRIPTION OF DATA	YEAR	WHAT WAS REPORTED IN SR2016	WHAT IT SHOULD BE	REASON FOR RESTATEMENT	WHAT WAS REPORTED IN SR2016	WHAT IT SHOULD BE	REASON FOR RESTATEMENT
Hospitality Business	2013	38.4%	40.2%	B			
Hospitality Business	2014	39.8%	40.3%	B			
Hospitality Business	2015	36.2%	33.4%	B			
Hospitality Business	2016	33.4%	33.4%	B			

ENVIRONMENT⁴

Building Energy Consumption (MWh)

Building Energy Intensity by GFA (kWh/m²)

Group	Year	Building Energy Consumption (MWh)	Building Energy Intensity by GFA (kWh/m ²)	Reason for Restatement
Group	2013	84,886	125,411	C
	2014	84,238	120,840	C
	2015	88,311	124,115	C
	2016	89,279	127,038	C
Hospitality Business	2013	54,488	95,014	C
	2014	54,134	90,737	C
	2015	53,055	88,859	C
	2016	53,466	91,225	C
Hotels	2013	47,637	84,450	C
	2014	46,242	83,351	C
	2015	44,945	81,374	C
	2016	45,394	83,897	C
Serviced Suites	2013	6,851	10,564	C
	2014	7,893	7,386	C
	2015	8,111	7,485	C
	2016	8,072	7,328	C

DESCRIPTION OF DATA	YEAR	WHAT WAS REPORTED IN SR2016	WHAT IT SHOULD BE	REASON FOR RESTATEMENT	WHAT WAS REPORTED IN SR2016	WHAT IT SHOULD BE	REASON FOR RESTATEMENT
---------------------	------	-----------------------------	-------------------	------------------------	-----------------------------	-------------------	------------------------

ENVIRONMENT⁴

Building Energy Intensity by GFA occupied (kWh/m ²)					Building Energy Intensity by guest night (Hospitality Business only) (kWh/guest night)		
Group	2013	223.6	379.4	B			
	2014	209.2	352.8	B			
	2015	207.0	341.9	B			
	2016	207.2	344.3	B			
Hospitality Business	2013	258.8	588.4	B	41.7	72.7	B
	2014	228.7	514.2	B	37.7	63.1	B
	2015	220.3	501.4	B	35.9	60.1	B
	2016	222.1	510.3	B	34.4	58.8	B
Hotels	2013	323.8	645.5	B	41.3	73.2	B
	2014	294.2	595.7	B	37.3	67.3	B
	2015	284.2	582.2	B	35.5	64.2	B
	2016	283.0	589.7	B	34.1	63.0	B
Serviced Suites	2013	108.0	344.7	B	44.4	68.5	B
	2014	99.3	202.3	B	39.7	37.2	B
	2015	98.1	199.8	B	38.5	35.5	B
	2016	100.5	200.8	B	36.6	33.2	B

Building GHG Emissions (tonnes of CO ₂ e)					Building GHG Emissions Intensity by GFA (kg of CO ₂ e/m ²)		
Group	2013	38,190	54,364	A	83.4	141.0	A, B
	2014	36,407	51,356	A	79.5	133.2	A, B
	2015	38,089	52,069	A	78.2	125.6	A, B
	2016	38,506	53,501	A	79.1	129.0	A, B
Property Business	2013	13,676	13,338	A	79.3	77.3	A
	2014	13,011	12,875	A	75.4	74.7	A
	2015	15,206	14,892	A	75.5	73.9	A
	2016	15,446	15,199	A	76.7	75.5	A
Retail	2015	3,022	2,959	A	104.4	102.3	A
	2016	3,001	2,953	A	103.7	102.1	A
Mixed Development	2013	11,660	11,372	A	81.7	79.7	A
	2014	11,077	10,962	A	77.6	76.8	A
	2015	10,253	10,042	A	71.9	70.4	A
	2016	10,567	10,398	A	74.1	72.9	A
Offices	2013	2,016	1,966	A	67.7	66.0	A
	2014	1,933	1,913	A	64.9	64.2	A
	2015	1,931	1,891	A	64.8	63.5	A
	2016	1,878	1,848	A	63.1	62.1	A
Hospitality Business	2013	24,514	41,026	A	85.8	192.4	A, B
	2014	23,397	38,481	A	81.9	180.5	A, B
	2015	22,883	37,177	A	80.1	174.3	A, B
	2016	23,060	38,301	A	80.8	179.6	A, B

⁴102-48

APPENDIX C: RESTATEMENTS

DESCRIPTION OF DATA	YEAR	WHAT WAS REPORTED IN SR2016	WHAT IT SHOULD BE	REASON FOR RESTATEMENT	WHAT WAS REPORTED IN SR2016	WHAT IT SHOULD BE	REASON FOR RESTATEMENT
ENVIRONMENT⁴							
Building GHG Emissions (tonnes of CO₂e)				Building GHG Emissions Intensity by GFA (kg of CO₂e/m²)			
Hotels	2013	21,432	36,723	A	111.6	215.5	A, B
	2014	19,986	35,322	A	104.1	207.3	A, B
	2015	19,385	34,018	A	101.0	199.6	A, B
	2016	19,578	35,196	A	102.0	206.5	A, B
Serviced Suites	2013	3,082	4,302	A	32.9	100.5	A, B
	2014	3,411	3,159	A	36.5	73.8	A, B
	2015	3,498	3,158	A	37.4	73.8	A, B
	2016	3,481	3,105	A	37.2	72.5	A, B

Building GHG Emissions Intensity by GFA occupied (kg of CO₂e/m²)					Building GHG Emission Intensity by guest night (Hospitality Business only) (kg of CO₂e/guest night)		
Group	2013	100.6	164.5	A, B			
	2014	90.4	149.9	A, B			
	2015	89.3	143.4	A, B			
	2016	89.3	145.0	A, B			
Property Business	2013	80.9	78.9	A			
	2014	78.3	77.5	A			
	2015	81.8	80.1	A			
	2016	81.2	79.9	A			
Retail	2015	110.2	108.0	A			
	2016	107.6	105.9	A			
Mixed Development	2013	83.7	81.7	A			
	2014	80.6	79.8	A			
	2015	78.8	77.2	A			
	2016	79.2	77.9	A			
Offices	2013	67.7	66.0	A			
	2014	67.6	66.9	A			
	2015	68.2	66.8	A			
	2016	64.9	63.9	A			
Hospitality Business	2013	116.4	254.1	A, B	18.8	31.4	A, B
	2014	98.9	218.1	A, B	16.3	26.8	A, B
	2015	95.0	209.8	A, B	15.5	25.2	A, B
	2016	95.8	214.2	A, B	14.9	24.7	A, B
Hotels	2013	145.7	280.7	A, B	18.6	31.8	A, B
	2014	127.1	252.4	A, B	16.1	28.5	A, B
	2015	122.6	243.4	A, B	15.3	26.8	A, B
	2016	122.0	247.4	A, B	14.7	26.4	A, B
Serviced Suites	2013	48.6	140.4	A, B	20.0	27.9	A, B
	2014	42.9	86.5	A, B	17.2	15.9	A, B
	2015	42.3	84.3	A, B	16.6	15.0	A, B
	2016	43.3	85.1	A, B	15.8	14.1	A, B

⁴102-48

DESCRIPTION OF DATA	YEAR	WHAT WAS REPORTED IN SR2016	WHAT IT SHOULD BE	REASON FOR RESTATEMENT	WHAT WAS REPORTED IN SR2016	WHAT IT SHOULD BE	REASON FOR RESTATEMENT
ENVIRONMENT⁴							
Building Water Consumption (thousand m³)				Building Water Intensity by GFA (m³/m²)			
Group	2013	984.2	979.8	C	2.1	2.5	B, C
	2014	945.1	941.1	C	2.1	2.4	B, C
	2015	1,008.0	1,002.3	C	2.1	2.4	B, C
	2016	1,010.8	1,009.7	C	2.1	2.4	B, C
Hospitality Business	2013	649.4	645.1	C	2.3	3.0	B, C
	2014	630.7	626.7	C	2.2	2.9	B, C
	2015	652.8	647.0	C	2.3	3.0	B, C
	2016	649.0	647.9	C	2.3	3.0	B, C
Hotels	2013	603.9	599.6	C	3.1	3.5	B, C
	2014	571.2	567.3	C	3.0	3.3	B, C
	2015	585.2	578.6	C	3.0	3.4	B, C
	2016	587.9	577.4	C	3.1	3.4	B, C
Serviced Suites	2013	45.5	45.5	C	0.5	1.1	B, C
	2014	59.4	59.4	C	0.6	1.4	B, C
	2015	67.6	68.4	C	0.7	1.6	B, C
	2016	61.1	70.5	C	0.7	1.6	B, C
Building Water Intensity by GFA occupied (m³/m²)				Building Water Intensity by guest night (Hospitality Business only) (m³/guest night)			
Group	2013	2.6	3.0	B, C			
	2014	2.3	2.7	B, C			
	2015	2.4	2.8	B, C			
	2016	2.3	2.7	B, C			
Hospitality Business	2013	3.1	4.0	B, C	0.5	0.5	B, C
	2014	2.7	3.6	B, C	0.4	0.4	B, C
	2015	2.7	3.7	B, C	0.4	0.4	B, C
	2016	2.7	3.6	B, C	0.4	0.4	B, C
Hotels	2013	4.1	4.6	B, C	0.5	0.5	B, C
	2014	3.6	4.1	B, C	0.5	0.5	B, C
	2015	3.7	4.1	B, C	0.5	0.5	B, C
	2016	3.7	4.1	B, C	0.4	0.4	B, C
Serviced Suites	2013	0.7	1.5	B, C	0.3	0.3	B, C
	2014	0.7	1.6	B, C	0.3	0.3	B, C
	2015	0.8	1.8	B, C	0.3	0.3	B, C
	2016	0.8	1.9	B, C	0.3	0.3	B, C
Total GHG emissions (in tonnes of CO₂e)				GHG Emissions Intensity by value of work completed (kg CO₂e/\$'000)			
Development Projects	2013	1,376	1,370	A	13.1	13.0	A
	2014	2,615	2,606	A	13.0	13.0	A
	2015	2,276	2,261	A	11.2	11.1	A
	2016	2,165	2,156	A	9.3	9.2	A



IN ACCORDANCE WITH GRI STANDARDS: CORE OPTION

'AR' refers to UOL Annual Report 2017

GRI CONTENT INDEX

GRI STANDARD DISCLOSURE PAGE NUMBER(S) AND/OR URL(S)

**GRI 101: FOUNDATION 2016
GENERAL DISCLOSURES**

Organisation Profile

GRI 102 : General Disclosures 2016	102-1 Name of the organisation	UOL Group Limited
GRI 102 : General Disclosures 2016	102-2 Activities, brands, products, and services	About UOL https://www.uol.com.sg/about-uol/corporate-profile UOL Core Businesses: https://www.uol.com.sg/about-uol/uol-core-businesses/
GRI 102 : General Disclosures 2016	102-3 Location of headquarters	About UOL: https://www.uol.com.sg/about-uol/corporate-profile
GRI 102 : General Disclosures 2016	102-4 Location of operations	AR 64-65 About UOL: https://www.uol.com.sg/about-uol/corporate-profile
GRI 102 : General Disclosures 2016	102-5 Ownership and legal form	About UOL: https://www.uol.com.sg/about-uol/corporate-profile
GRI 102 : General Disclosures 2016	102-6 Markets served	AR 64-65 About UOL: https://www.uol.com.sg/about-uol/corporate-profile
GRI 102 : General Disclosures 2016	102-7 Scale of the organisation	33 AR 97 About UOL: https://www.uol.com.sg/about-uol/corporate-profile
GRI 102 : General Disclosures 2016	102-8 Information on employees and other workers	46 53
GRI 102 : General Disclosures 2016	102-9 Supply chain	Value Chain: https://www.uol.com.sg/sustainability/key-stakeholders
GRI 102 : General Disclosures 2016	102-10 Significant changes to the organisation and its supply chain	On 31 August 2017, the Group completed the acquisition of 60 million shares in United Industrial Corporation Limited ("UIC") from a wholly owned subsidiary of Haw Par Corporation Limited. Following this acquisition, UIC Group has been accounted as a subsidiary of UOL Group in accordance with the Financial Reporting Standards ("FRS") 110 Consolidated Financial Statements and hence the income statement for the financial year ended 31 December 2017 includes the consolidated results of the UIC Group after that date.
GRI 102 : General Disclosures 2016	102-11 Precautionary Principle or approach	The precautionary principle is embedded in our approach to sustainability
GRI 102 : General Disclosures 2016	102-12 External initiatives	Our Approach: https://www.uol.com.sg/sustainability/our-approach Value Chain: https://www.uol.com.sg/sustainability/key-stakeholders
GRI 102 : General Disclosures 2016	102-13 Membership of associations	In 2017, UOL was a Gold member of Global Compact Network Singapore, the local chapter of the United Nations Global Compact network

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)
Strategy		
GRI 102 : General Disclosures 2016	102-14 Statement from senior decision-maker	7-9
Ethics and Integrity		
GRI 102 : General Disclosures 2016	102-16 Values, principles, standards, and norms of behavior	3 Sustainability Governance: https://www.uol.com.sg/sustainability/our-approach
Governance		
GRI 102 : General Disclosures 2016	102-18 Governance structure	5 AR 18-22 Sustainability Governance: https://www.uol.com.sg/sustainability/our-approach
Stakeholder Engagement		
GRI 102 : General Disclosures 2016	102-40 List of stakeholder groups	Stakeholder Engagement: https://www.uol.com.sg/sustainability/key-stakeholders
GRI 102 : General Disclosures 2016	102-41 Collective bargaining agreements	32% of total employees in the Group
GRI 102 : General Disclosures 2016	102-42 Identifying and selecting stakeholders	Commitment to Stakeholders: https://www.uol.com.sg/sustainability/key-stakeholders
GRI 102 : General Disclosures 2016	102-43 Approach to stakeholder engagement	Stakeholder Engagement: https://www.uol.com.sg/sustainability/key-stakeholders
GRI 102 : General Disclosures 2016	102-44 Key topics and concerns raised	Stakeholder Engagement: https://www.uol.com.sg/sustainability/key-stakeholders
Reporting Practice		
GRI 102 : General Disclosures 2016	102-45 Entities included in the consolidated financial statements	AR 10 AR 65-74 AR 126-148 4
GRI 102 : General Disclosures 2016	102-46 Defining report content and topic Boundaries	Sustainability Governance: https://www.uol.com.sg/sustainability/our-approach/ Materiality: https://www.uol.com.sg/sustainability/materiality/
GRI 102 : General Disclosures 2016	102-47 List of material topics	Materiality: https://www.uol.com.sg/sustainability/materiality/
GRI 102 : General Disclosures 2016	102-48 Restatements of information	54-57
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	4
GRI 102 : General Disclosures 2016	102-51 Date of most recent report	4
GRI 102 : General Disclosures 2016	102-52 Reporting cycle	4
GRI 102 : General Disclosures 2016	102-53 Contact point for questions regarding the report	4
GRI 102 : General Disclosures 2016	102-54 Claims of reporting in accordance with the GRI Standards	4 UOL Group is using the globally recognised GRI Standards as reporting framework to benchmark our performance, and to continuously drive best practices for sustainability in a manner that is relevant to our stakeholders
GRI 102 : General Disclosures 2016	102-55 GRI content index	58-66
GRI 102 : General Disclosures 2016	102-56 External assurance	67-73

APPENDIX D: GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)
TOPIC SPECIFIC DISCLOSURES		
Economic Performance		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Materiality: https://www.uol.com.sg/sustainability/materiality
GRI 103 : Management Approach 2016	103-2 The management approach and its components	https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	https://www.uol.com.sg/sustainability/our-approach/
GRI 201 : Economic Performance 2016	201-1 Direct economic value generated and distributed	16-17 AR 10-12
Market Presence		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	34 Materiality: https://www.uol.com.sg/sustainability/materiality People: https://www.uol.com.sg/sustainability/our-approach/
GRI 103 : Management Approach 2016	103-2 The management approach and its components	34 People: https://www.uol.com.sg/sustainability/our-approach/
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	34 People: https://www.uol.com.sg/sustainability/our-approach/
GRI 202 : Market Presence 2016	202-2 Proportion of senior management hired from the local community	34
Anti-Corruption		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	AR 48-53 Materiality: https://www.uol.com.sg/sustainability/materiality Enterprise Risk Management: https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	AR 48-53 Enterprise Risk Management: https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	AR 48-53 Enterprise Risk Management: https://www.uol.com.sg/sustainability/our-approach
GRI 205 : Anti- Corruption 2016	205-1 Operations assessed for risks related to corruption	Enterprise Risk Management: https://www.uol.com.sg/sustainability/our-approach For the property business, 12 out of 13 departments are assessed by the Internal Audit (IA) department, the only exception being IA department itself.
GRI 205 : Anti- Corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	Enterprise Risk Management: https://www.uol.com.sg/sustainability/our-approach All employees are required to sign a Code of Business Conduct which sets out the Group's zero tolerance policy towards fraud, and review and affirm their compliance annually

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)
Energy		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Materiality: https://www.uol.com.sg/sustainability/materiality Environment: https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	Environment: https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	Environment: https://www.uol.com.sg/sustainability/our-approach
GRI 302 : Energy 2016	302-1 Energy consumption within the organisation	15 23-24 26-27 42-43 51-52
GRI 302 : Energy 2016	302-2 Energy consumption outside of the organisation	15 26-27 51-52
GRI 302 : Energy 2016	302-3 Energy intensity CRE1 Building energy intensity	15 23-24 26-27 42-43 51-52
GRI 302 : Energy 2016	302-4 Reduction of energy consumption	23-24 27 51-52
Water		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Materiality: https://www.uol.com.sg/sustainability/materiality Environment: https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	Environment https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	Environment: https://www.uol.com.sg/sustainability/our-approach
GRI 303 : Water 2016	303-1 Water withdrawal by source	15 25-27 44-45 51-52
	CRE2 Building water intensity	15 25-27 44-45 51-52

APPENDIX D: GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)
Emissions		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Materiality: https://www.uol.com.sg/sustainability/materiality Environment: https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	Environment: https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	Environment: https://www.uol.com.sg/sustainability/our-approach
GRI 305 : Emissions 2016	305-1 Direct (Scope 1) GHG emissions	15 26-27 51-52
GRI 305 : Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions	15 24-27 43 51-52
GRI 305 : Emissions 2016	305-4 GHG emissions intensity CRE3 GHG emissions intensity from building	15 24-27 43 51-52
Effluents and Waste		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Materiality: https://www.uol.com.sg/sustainability/materiality Environment: https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	Environment: https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	Environment: https://www.uol.com.sg/sustainability/our-approach
GRI 306 : Effluents and Waste 2016	306-2 Waste by type and disposal method	27 45
Environmental Compliance		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Materiality: https://www.uol.com.sg/sustainability/materiality Environment (Environmental Policy And Management Systems): https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	Sustainability Governance: https://www.uol.com.sg/sustainability/our-approach Environment (Environmental Policy And Management Systems): https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	Sustainability Governance: https://www.uol.com.sg/sustainability/our-approach Environment (Environmental Policy And Management Systems): https://www.uol.com.sg/sustainability/our-approach
GRI 307 : Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	15

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)
Supplier Environmental Assessment		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Materiality: https://www.uol.com.sg/sustainability/materiality Environment (Environmental Policy And Management Systems): https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	Value Chain: https://www.uol.com.sg/sustainability/key-stakeholders
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	Value Chain: https://www.uol.com.sg/sustainability/key-stakeholders
GRI 308 : Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Value Chain: https://www.uol.com.sg/sustainability/key-stakeholders For Development Projects, all main contractors undertaking our projects in 2017 were certified to ISO 14001 and Green and Gracious Builder
Employment		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Materiality: https://www.uol.com.sg/sustainability/materiality People (Talent Attraction And Retention): https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	People (Talent Attraction And Retention): https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	People (Talent Attraction And Retention): https://www.uol.com.sg/sustainability/our-approach
GRI 401 : Employment 2016	401-1 New employee hires and employee turnover	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	People (Talent Attraction And Retention): https://www.uol.com.sg/sustainability/our-approach
Occupational Health and Safety		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Materiality: https://www.uol.com.sg/sustainability/materiality Health and Safety: https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	Health and Safety: https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	Health and Safety: https://www.uol.com.sg/sustainability/our-approach
GRI 403 : Occupational Health and Safety 2016	403-2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	15 29-31 53
	CRE6 Percentage of the organisation operating in verified compliance with an internationally recognised health and safety management system	15

APPENDIX D: GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)
Training and Education		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Materiality: https://www.uol.com.sg/sustainability/materiality People (People Development): https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	People (People Development): https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	People (People Development): https://www.uol.com.sg/sustainability/our-approach
GRI 404 : Training and Education 2016	404-1 Average hours of training per year per employee	15 36-37 50 53
GRI 404 : Training and Education 2016	404-3 Percentage of employees receiving regular performance and career development reviews	People (Remuneration and Performance Appraisal): https://uol.com.sg/sustainability/our-approach/ All employees, except those yet to complete their probation, were given performance reviews at least once in 2017
Diversity and Equal Opportunity		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Materiality: https://www.uol.com.sg/sustainability/materiality People (Diversity and Inclusion): https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	People (Diversity and Inclusion): https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	People (Diversity and Inclusion): https://www.uol.com.sg/sustainability/our-approach
GRI 405 : Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	34 49 AR 18-22
Non-discrimination		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Materiality: https://www.uol.com.sg/sustainability/materiality People (Diversity and Inclusion): https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	People (Diversity and Inclusion): https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	People (Diversity and Inclusion): https://www.uol.com.sg/sustainability/our-approach
GRI 406 : Non- discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	There were no known incidents of discrimination in 2017

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)
Local Communities		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Materiality: https://www.uol.com.sg/sustainability/materiality Community: https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	Community: https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	Community: https://www.uol.com.sg/sustainability/our-approach
GRI 413 : Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	38-39
Customer Health and Safety		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Materiality: https://www.uol.com.sg/sustainability/materiality Health and Safety: https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	Health and Safety: https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	Health and Safety: https://www.uol.com.sg/sustainability/our-approach
GRI 416 : Customer Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	15
Customer Privacy		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Enterprise Risk Management: https://www.uol.com.sg/sustainability/our-approach/
GRI 103 : Management Approach 2016	103-2 The management approach and its components	Enterprise Risk Management: https://www.uol.com.sg/sustainability/our-approach/ https://www.uol.com.sg/privacy-policy/
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	Enterprise Risk Management: https://www.uol.com.sg/sustainability/our-approach/
GRI 418 : Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	There were no reported breaches of customer privacy in 2017.

APPENDIX D: GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)
Socioeconomic Compliance		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	AR 48-53 Materiality: https://www.uol.com.sg/sustainability/materiality Health and Safety: https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	AR 48-53 Health and Safety: https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	AR 48-53 Health and Safety: https://www.uol.com.sg/sustainability/our-approach
GRI 419 : Socioeconomic Compliance 2016	419-1 Non-compliance with laws and regulations in the social and economic area	15

Disclaimer: While every effort is made to provide accurate and complete information, UOL Group Limited does not warrant or represent that the information in this brochure is free from errors or omissions or is suitable for your intended use. UOL Group Limited including its directors, officers or employees shall not be liable for any damage or loss of any kind, howsoever caused, arising out of your access to, or inability to access, this report or from your reliance on any information provided here. This report does not constitute financial or other professional advice. If financial or other professional advice is required, services of a competent professional should be sought.

INDEPENDENT LIMITED ASSURANCE REPORT

CONCLUSION

To the Directors of UOL Group Limited

We were engaged by the Board of Directors of UOL Group Limited (the Group) to provide limited assurance on the accompanying UOL Sustainability Report 2017 for the year ended 31 December 2017 (the Report), and the selected Global Reporting Initiative Sustainability Reporting Standards disclosures (Selected GRI Disclosures) as identified below.

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

- (a) the Report has not described the sustainability practices on a comply-or-explain basis with reference to the following components as listed under Rule 711B of the Singapore Exchange's (SGX) Listing Manual;
 - Material environmental, social and governance factors;
 - Policies, practices and performance;
 - Targets;
 - Sustainability reporting framework; and
 - Board statement;
- (b) the Report is not presented, in all material respects, in accordance with the Global Reporting Initiative Sustainability Reporting Standards (GRI Standards); and
- (c) 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.

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: 79.1% Property business: 100%																					
Energy	GRI 302-1 GRI 302-2	Energy consumption within and outside the organisation	130,412 megawatt-hour (MWh)																					
	GRI 302-3 GRI CRE1	Building energy intensity	296.1 kilowatt-hour per square metre (kWh/m ²)																					
Water	GRI 303-1	Water withdrawal by source	1,060 thousand cubic metres (m ³)																					
	GRI CRE2	Building water intensity	2.3 m ³ /m ²																					
Emissions	GRI 305-1 GRI 305-2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas (GHG) emissions	53,945 tonnes of CO ₂ e																					
	GRI 305-4 GRI CRE3	GHG emissions intensity from buildings	124.7 kg of CO ₂ e/m ²																					
Effluents and Waste	GRI 306-2	Waste by type and disposal method	Waste disposal: 4,131 tonnes Waste recycled: 120.2 tonnes (Hospitality only)																					
Employment	GRI 401-1	New employee hires and employee turnover	<p>By gender:</p> <table border="1"> <thead> <tr> <th></th> <th>Male</th> <th>Female</th> </tr> </thead> <tbody> <tr> <td>Number of new employee hires</td> <td>295</td> <td>291</td> </tr> <tr> <td>Number of employee turnover</td> <td>310</td> <td>314</td> </tr> </tbody> </table> <p>By age group:</p> <table border="1"> <thead> <tr> <th></th> <th><30 years</th> <th>30-50 years</th> <th>>50 years</th> </tr> </thead> <tbody> <tr> <td>Number of new employee hires</td> <td>342</td> <td>216</td> <td>28</td> </tr> <tr> <td>Number of employee turnover</td> <td>296</td> <td>268</td> <td>60</td> </tr> </tbody> </table>		Male	Female	Number of new employee hires	295	291	Number of employee turnover	310	314		<30 years	30-50 years	>50 years	Number of new employee hires	342	216	28	Number of employee turnover	296	268	60
	Male	Female																						
Number of new employee hires	295	291																						
Number of employee turnover	310	314																						
	<30 years	30-50 years	>50 years																					
Number of new employee hires	342	216	28																					
Number of employee turnover	296	268	60																					

MATERIAL TOPIC	GRI STANDARDS TOPIC-SPECIFIC DISCLOSURE		SELECTED GRI DISCLOSURES																	
Training and Education	GRI 404-1	Average hours of training per year per employee	<table border="1"> <thead> <tr> <th></th> <th>Male</th> <th>Female</th> </tr> </thead> <tbody> <tr> <td>Overall</td> <td>87.4</td> <td>82.4</td> </tr> <tr> <td>Non-Executive</td> <td>105.9</td> <td>115.0</td> </tr> <tr> <td>Executive</td> <td>75.5</td> <td>62.8</td> </tr> <tr> <td>Senior Management</td> <td>21.2</td> <td>43.3</td> </tr> </tbody> </table>		Male	Female	Overall	87.4	82.4	Non-Executive	105.9	115.0	Executive	75.5	62.8	Senior Management	21.2	43.3		
	Male	Female																		
Overall	87.4	82.4																		
Non-Executive	105.9	115.0																		
Executive	75.5	62.8																		
Senior Management	21.2	43.3																		
Occupational Health and Safety	GRI 403-2	Types of injury and rates of injury, occupational diseases, lost days and number of work-related fatalities	<table border="1"> <thead> <tr> <th></th> <th>DP</th> <th>H</th> </tr> </thead> <tbody> <tr> <td>Number of workplace fatalities</td> <td>0</td> <td>0</td> </tr> <tr> <td>Number of non-fatal workplace injuries</td> <td>3</td> <td>45</td> </tr> <tr> <td>Accident Frequency Rate (AFR)</td> <td>0.6</td> <td>10.8</td> </tr> <tr> <td>Accident Severity Rate (ASR)</td> <td>5.5</td> <td>56.9</td> </tr> </tbody> </table> <p>DP: Development Projects H: Hospitality</p>		DP	H	Number of workplace fatalities	0	0	Number of non-fatal workplace injuries	3	45	Accident Frequency Rate (AFR)	0.6	10.8	Accident Severity Rate (ASR)	5.5	56.9		
	DP	H																		
Number of workplace fatalities	0	0																		
Number of non-fatal workplace injuries	3	45																		
Accident Frequency Rate (AFR)	0.6	10.8																		
Accident Severity Rate (ASR)	5.5	56.9																		
	GRI CRE6	Percentage of the organisation operating in verified compliance with an internationally recognised health and safety management system	OHSAS 18001 for Main Contractors: 100%																	

MATERIAL TOPIC	GRI STANDARDS TOPIC-SPECIFIC DISCLOSURE		SELECTED GRI DISCLOSURES			
Diversity and Equal Opportunity	GR1 405-1	Diversity of governance bodies and employees	By gender:			
				Male	Female	
			Non-Executive	59%	41%	
			Executive	45%	55%	
			Senior Management	55%	45%	
			By age group:			
				<30 years	30-50 years	>50 years
			Non-Executive	42%	34%	24%
			Executive	24%	62%	14%
			Senior Management	0%	71%	29%

BASIS FOR CONCLUSION

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

We have complied with the independence and other ethical requirements of the Accounting and Corporate Regulatory Authority (ACRA) *Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities* (ACRA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional 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 group level and selected property 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.
- Visits to offices and properties operating in Singapore selected on the basis of a risk analysis including the consideration of both quantitative and qualitative criteria.
- Enquires about the design and implementation of the systems and methods used to collect and report on the GRI Disclosures, including the aggregation of the reported information.
- Comparing the GRI Disclosures presented in the Report to corresponding information in the relevant underlying sources to determine whether all the relevant information contained in such underlying sources has been appropriately included in the GRI Disclosures.
- Reading the information presented in the Report to determine whether it is in line with our overall knowledge of, and experience with, the sustainability performance of the Group.

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

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

RESTRICTION ON USE

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



KPMG LLP
Public Accountants and
Chartered Accountants

Singapore
10 May 2018



Company Registration No.: 196300438C

101 Thomson Road, #33-00 United Square, Singapore 307591
Tel: (65) 6255 0233 Fax: (65) 6252 9822

www.uol.com.sg