

Rising in Solidarity



Contents

Introduction

- 02 About This Report
- 03 2020 Highlights
- 04 Group Chief Executive Statement
- 06 UOL's COVID-19 Response
- 07 Our Sustainability Commitment
- 08 UOL Sustainability Framework
- 09 Alignment with United Nations Sustainable Development Goals and GRI Standards
- 13 Five-Year Sustainability Performance

Environmental

- 14 Environment
- 21 Product and Service Quality

Social

- 22 Health and Safety
- 25 People
- 29 Community

Governance

- 31 Enterprise Risk Management
- 33 Economic Performance

References

- 35 Awards and Accolades
- 36 Appendix A: Supplementary Sustainability Data
- 45 Appendix B: Notes for Sustainability Performance Data
- 49 Appendix C: GRI Content Index
- 57 Independent Limited Assurance Report

Scan here to view
UOL's approach
to sustainability



About Us

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

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

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

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

Vision

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

Mission

Driving Inspirations,
Fulfilling Aspirations

Core Values

Passion Drives Us
Innovation Defines Us
Enterprise Propels Us
Corporate Social
Responsibility Shapes Us
People, Our Leading Asset

Cover:

The wooden structures are a reinterpretation of UOL's flagship developments, including Pan Pacific Orchard, Avenue South Residence, PARKROYAL COLLECTION Pickering, United Square and Odeon Towers.

About This Report^{GRI 102-45}

UOL's annual sustainability report covers performance data and related information on our material environmental, social and governance (ESG) issues for the period 1 January to 31 December 2020 (FY2020).

The report covers the property development, property investments and hotel operations in Singapore, excluding those of listed Singland but including the common associated and joint venture companies of UOL Group and Singland. Singland publishes its own sustainability report, which is available on its corporate website. Assets and revenue from operations covered in the report comprise approximately 44% of the Group's total assets and 41% of the Group's total revenue respectively as at 31 December 2020. We intend to expand the scope of reporting to include our overseas operations when an operation significantly contributes to our assets or profit i.e. more than 10%.

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

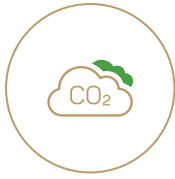
Data for this report is compiled via a central data management system, which was implemented during the year to further streamline data collection and improve accountability. As we increase transparency and disclosure, it is important that the growing amount of data we report is compiled efficiently and accurately. Having robust and comparable data is integral for us to monitor performance against targets.

For FY2020, KPMG was engaged to provide limited assurance using Singapore Standard on Assurance Engagements (SSAE) 3000 to ensure alignment of the report with SGX Sustainability Reporting requirements under Listing Rules 711A and 711B. The assurance statement can be found on page 57 of this report.

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

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

2020 Highlights



Commercial and hospitality properties set short- and long-term targets for the reduction of greenhouse gas (GHG) emissions for 2021 and 2030



Hospitality business doubled its average training hours per employee to 119 year-on-year to upskill and reskill employees



UOL secured its first green loan for the redevelopment of Pan Pacific Orchard into a biophilic hotel



UOL was awarded BCA Green Mark Champion at the BCA Green Mark Awards 2020



PARKROYAL COLLECTION Marina Bay was certified BCA Green Mark Gold



UOL and PPHG were each named as Champion of Good by the National Volunteer & Philanthropy Centre



UOL was named Patron of the Arts by National Arts Council, mainly for supporting disadvantaged arts groups and special needs communities



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

Group Chief Executive Statement

Dear Stakeholders

The theme for this report is "Rising in Solidarity". As the Chinese proverb goes: 人心齐,泰山移 (*Ren Xin Qi, Tai Shan Yi*) - as long as we unite as one, we can overcome all difficulties.

We now live in a different world. The COVID-19 pandemic had disrupted lives and global economies in an unprecedented manner last year and it continues to have a profound impact on the way we live, work and play.

It is in difficult times like these that our ability to stay true to our mission and values is of utmost importance.

Putting People and Sustainability at the Core

Guided by our core values, we stepped up swiftly to implement measures to keep our key stakeholders safe and sustain business operations at the height of the outbreak.

We implemented split-team and work-from-home arrangements through the use of digital tools for the Group's employees, to safeguard their health and safety. To protect our PPHG frontline employees, safe distancing measures were strictly enforced to minimise their interactions with guests. As the overall well-being of our people was a priority, there were regular employee engagement sessions and virtual mental health courses to keep them engaged and connected.

We offered rental support to tenants, including a relief package of over \$50 million in rental rebates, when their businesses were impacted by the pandemic. The amount also included the property tax rebates from the government. When construction activities came to a halt for our residential projects during the Circuit Breaker period, we continued to pay our main contractors to help cover their overheads.

To keep our guests safe, we rolled out the Pan Pacific Cares programme to enhance hygiene and sanitisation standards at all our hotels and serviced suites. We also attained the SG Clean quality mark for our hospitality properties.

Our community is very much part of this ecosystem, hence we placed emphasis on caring for the disadvantaged groups. We increased our efforts in giving support to needy students and underprivileged arts group, and provided over 20,000 meals to low-income families with children when their access to free and subsidised meals were disrupted during the Circuit Breaker period. As a tribute to our healthcare professionals, we sponsored shopping vouchers from our malls and complimentary stays at our hotels during the year to thank them for their tireless efforts.

Against the challenging backdrop, PPHG affirmed its commitment to inclusive hiring at the President's Challenge Enabling Employment Pledge 2020. In 2021, we will welcome about 10 new hires, joining our existing talent pool of about 30 persons with disabilities in our Singapore hospitality properties.

Building a Green Future

In line with the Singapore Green Plan 2030, UOL reaffirmed its commitment to building a greener city. In January 2020, we launched PARKROYAL COLLECTION, a new hospitality brand, which is characterised by eco-friendly practices. Our PARKROYAL COLLECTION Pickering is an internationally-acclaimed green hotel, while PARKROYAL COLLECTION Marina Bay reopened in end of 2020 as a "garden in a hotel". During the year, we also secured our first green loan of \$120 million to redevelop Pan Pacific Orchard into the first zero-waste hotel in Singapore.

In our quest to rejuvenate our portfolio of assets, we received in-principle approval from the Urban

Redevelopment Authority under the Strategic Development Initiative (SDI) scheme to redevelop Faber House, a commercial property, into a 250-key green hotel that will add vibrancy to Orchard Road. We will also be redeveloping 333 North Bridge Road and part of Odeon Towers into a standalone seven-storey office building. The new building will feature biophilic design elements such as garden terraces and vertical greenery.

For our existing commercial and hospitality properties, we continue to incorporate green features where feasible, and make them environmentally friendly through maintenance and retrofits. Early this year, United Square received Green Mark Gold^{Plus} certification. Such efforts are aligned with the government's plan to achieve at least 80% of all buildings in Singapore to be Green Mark certified by 2030. I am happy to share that UOL was recognised as BCA Green Mark Champion 2020 for attaining a substantial number of Green Mark buildings at Gold level or higher.

Sustainability Performance in 2020

During the year, the Group set short- and long-term goals for the reduction of GHG emissions across our properties. Our commercial properties aim to achieve a 0.9% reduction of absolute GHG emissions for 2021 (base year: 2019) and 25% reduction of GHG emissions intensity by GFA occupied by 2030 (base year: 2010). Our hospitality properties set a target to achieve 2.4% reduction of absolute GHG emissions for 2021 (base year: 2019) and a 30% reduction of GHG emissions intensity by guest night by 2030 (base year: 2013).

In 2020, we recorded non-standard energy, water and waste data compared with pre-pandemic levels, due to the disruptions to our operations brought on by COVID-19. The Group remains on track to achieving our long-term 2030 environmental targets. We will continue to identify opportunities to increase resource efficiency.

We maintained a good safety record at the workplace in 2020 with no fatalities. In order to maintain high standards of occupational health and safety standards across all our operations, we strive for zero incidents at the workplace.

The hospitality sector was the hardest hit with travel restrictions in place globally. But we leveraged the downtime and government job support schemes to enhance the skill sets of our employees from PPHG. During the year, the training hours of our hospitality group doubled year-on-year to an average of 119 training hours per employee. We will continue to ensure we meet our employees' training needs.

Sustainability is Our Commitment

We have developed a sustainability framework that communicates our strategies in addressing a range of ESG challenges such as climate change and business conduct. Our corporate culture is a core part of these strategies. We will continue to innovate and leverage technology to build a better environment and create more value for our stakeholders and future generations.

We would like to thank our employees, business partners, customers and community for their support of UOL's efforts throughout our sustainability journey. Building on our strong foundation, we will continue to work together with our stakeholders to steer towards a sustainable future.

Liam Wee Sin
Group Chief Executive
May 2021

UOL's COVID-19 Response

The COVID-19 pandemic resulted in disruptions to businesses and supply chains worldwide. More than that, it has changed the way we live, work and play. UOL stands with all our stakeholders and has been providing the necessary assistance to enable all of us to get through this crisis together.

Standing in Solidarity with Our Partners



- Provided over \$50 million rental rebates* to retail tenants
- Introduced virtual events to support businesses, such as livestream events for malls, virtual showflats and interactive virtual events for hotels
- Continued to pay main contractors for overhead costs even when on-site work was suspended during the Circuit Breaker period
- One of the first hospitality groups in Singapore to have our hotels serve as Government Quarantine Facilities and house guests who were on Stay-Home Notice, and Pan Pacific Perth opened up its rooms to homeless people to protect them

Prioritising Our Customers' and Guests' Health and Well-being



- Ramped up safety and hygiene measures, with increased frequency of cleaning and application of antimicrobial coating in lifts across all commercial and hospitality properties
- Implemented Pan Pacific Cares programme to enhance hygiene and sanitation measures in line with World Health Organization's standards
- All of our hotels and serviced suites were certified SG Clean

Staying Connected with Our Shareholders and Investors



- Provided regular business updates to keep shareholders and investors updated
- Leveraged digital platforms to engage shareholders and investors through Annual General Meeting, earnings calls, post-results luncheons, and one-on-one meetings
- Met with over 100 institutional shareholders and investors through participation in several virtual investor conferences and meetings

Caring for Our Employees



- Developed employees through upskilling and reskilling to keep skill sets relevant during downtime
- Senior Management remained connected with employees through virtual townhall meetings and engagement sessions
- Provided care kits with items such as masks, thermometers and hand sanitisers to employees
- Organised health talks to support well-being of employees

Extending a Helping Hand to Our Community



- Supported needy students with bursaries
- Provided over 20,000 meals to low-income families
- Provided monetary support to disadvantaged arts group
- Employees volunteered time to bring festive cheer to vulnerable seniors
- Gave away \$40,000 worth of UOL shopping and dining vouchers, 25,000 complimentary hotel stays, and 3,500 meals to healthcare workers

* Inclusive of Singland's rental rebates and government's property tax rebates.

Our Sustainability Commitment

Board Statement

UOL is committed to our vision of creating value and shaping future for our stakeholders by sustaining our business growth that focuses on environmental and social impacts.

The Board reviews ESG matters as fundamental factors in UOL's strategic business plans. It also oversees the management of materiality issues, as well as their targets and performance.

UOL Group Sustainability Governance Structure

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

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

Materiality GRI 102-46

The Group identified 12 key material issues that are pertinent to our businesses and significant to our stakeholders by benchmarking against industry peers and reviewing the Global Reporting Initiative (GRI) Standards framework, including the Construction and Real Estate Sector Supplement. We also aligned our material issues with the United Nations Sustainable Development Goals (SDGs) and GRI Standards found on page 9 of this report.

UOL Sustainability Framework

Led by Group Chief Executive, the UOL Sustainability Framework was developed in-house to guide us to remain focused on creating value and shaping future for our stakeholders in a responsible and structured manner. The UOL Sustainability Framework has been approved by the Board.



Alignment with United Nations Sustainable Development Goals and GRI Standards

Our sustainability efforts are aligned with nine SDGs most relevant to our business operations. The table below outlines how the SDGs are mapped against our material issues, as well as the GRI Standards that we report on.



As a provider of living, working and leisure spaces, promoting good health and well-being of our workforce, customers and guests is our primary responsibility. Across our business, we have a strong focus on occupational health and safety.

UOL Material Issues and Contribution

GRI Standards

Health & Safety

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

GRI 401 : Employment 2016
GRI 403 : Occupational Health and Safety 2018
GRI 416 : Customer Health and Safety 2016
CRE6 : Percentage of the organisation operating in verified compliance with an internationally recognised health and safety management system



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.

UOL Material Issues and Contribution

GRI Standards

Diversity & Equal Opportunities

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

GRI 401 : Employment 2016
GRI 404 : Training and Education 2016
GRI 405 : Diversity and Equal Opportunity 2016
GRI 406 : Non-discrimination 2016



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

UOL Material Issues and Contribution	GRI Standards
<p>Economic Performance</p> <ul style="list-style-type: none"> Our sustained profitable growth creates shared value for our various stakeholders and contributes to wider society. <p>Market Presence</p> <ul style="list-style-type: none"> Over 90% of Senior Management positions in our property and hospitality businesses are filled by local staff, who are either Singapore Citizens or Permanent Residents. <p>Talent Attraction & Retention</p> <ul style="list-style-type: none"> We are committed to developing the full potential of our workforce. We provide flexible work arrangements in the form of part-time work, based on the needs of the individual and department. <p>Service Quality</p> <ul style="list-style-type: none"> We focus on the development of our human capital to ensure provision of service excellence in our hospitality business. 	<p>GRI 201 : Economic Performance 2016</p> <p>GRI 202 : Market Presence 2016</p> <p>GRI 401 : Employment 2016</p> <p>GRI 404 : Training and Education 2016</p> <p>GRI 405 : Diversity and Equal Opportunity 2016</p> <p>GRI 406 : Non-discrimination 2016</p>



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

UOL Material Issues and Contribution	GRI Standards
<p>Product Quality</p> <ul style="list-style-type: none"> We continue to employ innovative technologies such as Prefabricated Prefinished Volumetric Construction (PPVC) and advocate for Building Information Modelling (BIM) in our developments. These technologies improve the quality of our buildings and bring about positive social and environmental impacts. Avenue South Residence, our current residential project located on the doorstep of the Greater Southern Waterfront, will set a new world record for the tallest reinforced concrete structure for residential development using the PPVC method when it is completed. <p>Climate Change</p> <ul style="list-style-type: none"> We target to attain Green Mark Gold by the Building and Construction Authority (BCA) for the development of new investment properties in Singapore. 	<p>CRE8 : Type and number of sustainability certification, rating and labeling schemes for new construction, management, occupation and redevelopment</p>



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

UOL Material Issues and Contribution

GRI Standards

Product Quality and Climate Change

- We support knowledge-sharing on innovation in building technologies such as PPVC and BIM.
- We incorporate biophilic design and green features, as well as conserve the environment in our development projects where possible.
- We are recognised as BCA Green Mark Champion.
- We secured our first green loan to partially finance the redevelopment of Pan Pacific Orchard into a green hotel.

CRE8 : Type and number of sustainability certification, rating and labeling schemes for new construction, management, occupation and redevelopment



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

UOL Material Issues and Contribution

GRI Standards

Climate Change and Water Consumption

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

GRI 302 : Energy 2016
GRI 303 : Water and Effluents 2018
GRI 305 : Emissions 2016
GRI 306 : Effluents and Waste 2016
CRE1 : Building energy intensity
CRE2 : Building water intensity
CRE3 : GHG emissions intensity from building
GRI 308 : Supplier Environmental Assessment 2016



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

UOL Material Issues and Contribution

GRI Standards

Climate Change

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

GRI 302 : Energy 2016
GRI 305 : Emissions 2016
CRE1 : Building energy intensity
CRE3 : GHG emissions intensity from building



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

UOL Material Issues and Contribution

GRI Standards

Anti-corruption & Anti-bribery, Compliance & Fair Competition, and Data Protection

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

GRI 205 : Anti-Corruption 2016

GRI 307 : Environmental Compliance 2016

GRI 418 : Customer Privacy 2016

GRI 419 : Socioeconomic Compliance 2016



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

UOL Material Issues and Contribution

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

Five-Year Sustainability Performance

Indicator	2020	2019 ¹	2018	2017	2016
Environment					
Gross Floor Area (GFA)² (m²)	460,784	387,769	387,539	402,363	401,975
Energy Consumption (MWh) (Numbers may not add up due to rounding errors)	115,787	119,647	124,480	130,412	134,316
Completed Buildings ³	106,695	108,109	114,979	122,880	127,038
Development Projects	9,092	11,538	9,501	7,532	7,278
GHG Emissions (Scope 1 & 2) (tonnes of CO₂e)	45,298	48,165	50,642	53,339	55,565
Completed Buildings ³	42,747	44,955	47,817	51,138	53,416
Development Projects	2,551	3,210	2,825	2,201	2,149
Water Consumption (megalitres)	755	1,018	984	1,060	1,110
Completed Buildings ³	678	904	851	961	1,010
Development Projects	77	114	133	99	100
Building Energy Intensity By GFA (kWh/m²)	231.6	279.5	296.7	305.4	316.0
Building GHG Emissions Intensity By GFA (kg CO₂e/m²)	92.8	116.2	123.4	127.1	132.9
Building Water Intensity By GFA (m³/m²)	1.5	2.3	2.2	2.4	2.5
Workplace Health & Safety					
Development Projects					
OHSAS 18001 or ISO 45001 for Main Contractors	100%	100%	100%	100%	100%
Rate of recordable work-related injuries (per million hours worked) ⁴	0.36	NA	NA	NA	NA
Rate of high-consequence work-related injuries (per million hours worked) ⁴	0.00	NA	NA	NA	NA
Hospitality					
Rate of recordable work-related injuries (per million hours worked) ⁴	12.08	NA	NA	NA	NA
Rate of high-consequence work-related injuries (per million hours worked) ⁴	0.00	NA	NA	NA	NA
People					
Group Turnover	30.1%	26.4%	30.5%	32.0%	32.1%
Property	18.9%	16.9%	13.3%	10.1%	16.1%
Hospitality	31.2%	27.4%	32.1%	33.8%	33.4%
Group Average Training Hours Per Employee	109.9	54.2	89.4	85.0	85.1
Property	10.4	27.4	34.2	24.7	26.7
Hospitality	119.0	56.7	94.6	90.0	89.5
Compliance					
Number of Significant Fines or Non-monetary Sanctions	0	0	0	0	0

¹ Some 2019 figures have been restated due to the exclusion of tenant electricity consumption data and tenant GFA from our hospitality properties. ^{GRI 102-48}

² Group GFA changes from time to time. The change in 2020 is due to the inclusion of PARKROYAL COLLECTION Marina Bay, which was in operation for three months in 2020 and was closed for major renovations from March to November 2020.

³ Completed buildings refer to completed properties in Singapore, including retail, mixed developments, offices, hotels and serviced suites.

⁴ As of FY2020, we now report our safety data in accordance with the GRI 403: Occupational Health and Safety 2018 Standard. We no longer report previous years' Accident Frequency Rate and Accident Severity Rate, as the Ministry of Manpower (MOM) has stopped disclosing the industry figures since 2019.

Environment

As a leading property developer, environmental sustainability is integral to our long-term success. UOL is committed to greening our urban habitat and integrates environmental considerations throughout our business, from design to construction and operation. We also monitor the environmental performance of our properties and improve the efficiency of our owned buildings through ongoing maintenance and retrofits. We deploy robot cleaners in United Square and KINEX to increase resource efficiency and avail manpower for other needs, such as disinfection of areas in the buildings.

Our hospitality business launched the PARKROYAL COLLECTION brand in January 2020, where hotels are characterised by eco-friendliness and sustainability. This brand is led by the multiple award-winning PARKROYAL COLLECTION Pickering and the newly opened PARKROYAL COLLECTION Marina Bay, which is BCA Green Mark Gold-certified. The latter is fitted with low-emissivity glass that lets in natural light while minimising solar heat and ultraviolet rays, as well as recycling bins in every guest room, among others.

The COVID-19 pandemic has had extensive and adverse impact on businesses globally. In 2020, our hotel operations were affected significantly due to international travel restrictions. Our shoppers' footfall faced challenges due to the Circuit Breaker period and ongoing safe distancing measures. Our development projects experienced manpower shortages and project delays as construction work came to a halt in Singapore at the peak of the outbreak. As a result of these disruptions, our businesses recorded non-standard energy, water and waste data in 2020 compared with pre-pandemic levels.

Building Energy Consumption and GHG Emissions

UOL recognises the challenges of climate change action and our responsibility to do our part by reducing the carbon footprint of our properties. As a demonstration of our commitment to mitigate the impact of climate change, we have set targets for GHG emissions reductions (Scope 1 and Scope 2) for both our commercial and hospitality properties. Their GHG emissions intensity reduction targets are the same as the respective energy intensity reduction targets because the large bulk of energy consumption is from electricity.

Our commercial and hospitality properties also set short-term targets for reductions in energy and water consumption and GHG emissions for 2021. Our annual short-term targets will be reviewed regularly to keep up to date with the latest developments.

Indicator	Scope	Target ⁵	Status
Energy	Commercial Properties	25% reduction of energy intensity by GFA occupied by 2030 (Base year: 2010)	Ongoing
		0.9% reduction of absolute energy consumption for 2021 (Base year: 2019) ⁶	Ongoing
GHG Emissions	Commercial Properties	25% reduction of GHG emissions intensity by GFA occupied by 2030 (Base year: 2010)	Ongoing
		0.9% reduction of absolute GHG emissions for 2021 (Base year: 2019) ⁶	Ongoing
Energy	Hospitality Properties	30% reduction of energy intensity by guest night by 2030 (Base year: 2013)	Ongoing
		2.4% reduction of absolute energy consumption for 2021 (Base year: 2019) ⁶	Ongoing
GHG Emissions	Hospitality Properties	30% reduction of GHG emissions intensity by guest night by 2030 (Base year: 2013)	Ongoing
		2.4% reduction of absolute GHG emissions for 2021 (Base year: 2019) ⁶	Ongoing

In 2020, the Group's energy consumption and GHG emissions were 106,695 MWh and 42,747 tonnes of CO₂ equivalent respectively, which represented reductions of 1.3% and 4.9% respectively, compared with 2019. Building energy includes electricity consumption from the grid, cooling consumption, piped gas and diesel used on-site. While energy intensity and GHG emissions intensity decreased at most of our buildings, our serviced suites recorded increases compared with 2019, given the lower occupancy rates due to the COVID-19 pandemic.⁷ We remain on track to achieving our long-term targets. Our commercial properties recorded a 23.0% reduction of energy intensity by GFA occupied and a 38.5% reduction of GHG emissions intensity by GFA occupied, with 2010 as the base year, while our hospitality properties recorded a 13.9% reduction of energy intensity by guest nights and a 20.6% reduction of GHG emissions intensity by guest night, with 2013 as the base year.

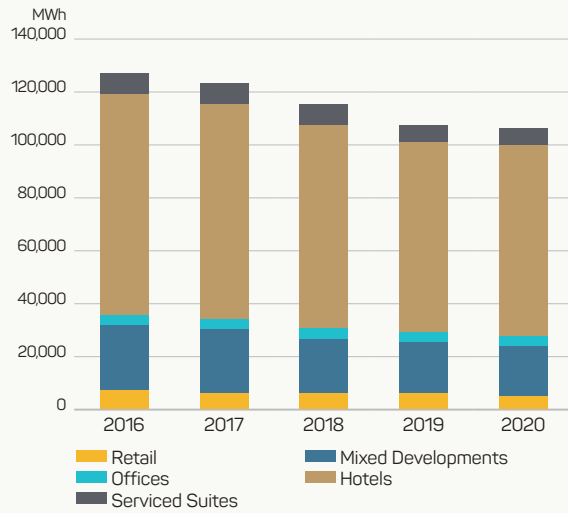
Given the nature of their operations, our hotels have the highest energy and water consumption, and are the largest contributor to the Group's building energy and water consumption. Our hospitality business has been consistently implementing initiatives to improve operational and resource efficiency, such as through installing Building Management Systems and other energy- and water-saving equipment. We continue to seek opportunities to help us achieve our targets, through digitalisation chiller optimisation and retrofitting.

⁵ Given the different nature of our businesses, the normalisation factors used in our energy intensity and water intensity targets for our commercial properties and hotel operations are GFA occupied and guest nights respectively. The intensity data for the Group is reported on a by GFA basis in Appendix A.

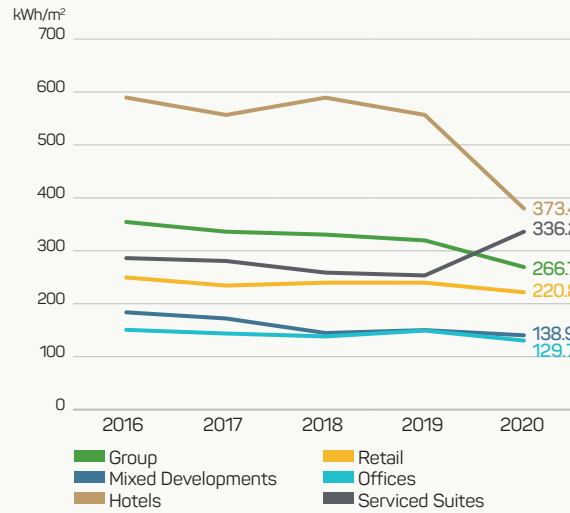
⁶ Short-term targets for 2021 were based on projected absolute consumption rather than intensity, as intensity denominators (GFA occupied and number of guest nights) were expected to continue experiencing significant fluctuations with the evolving pandemic situation and related regulations. 2019 was used as the base year as 2020 performance data was impacted due to the pandemic. Given the unprecedented times, we are reviewing internal intensity metrics in line with the new normal.

⁷ While occupancy rates decreased due to the pandemic, energy was still used to provide lighting and ventilation for building occupants' comfort. As energy intensity is based on energy consumed by guest nights and by GFA occupied, this resulted in higher energy intensities of serviced suites in 2020.

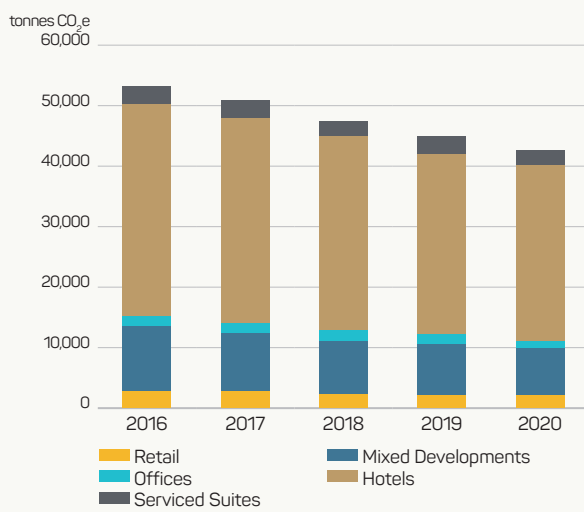
Building Energy Consumption



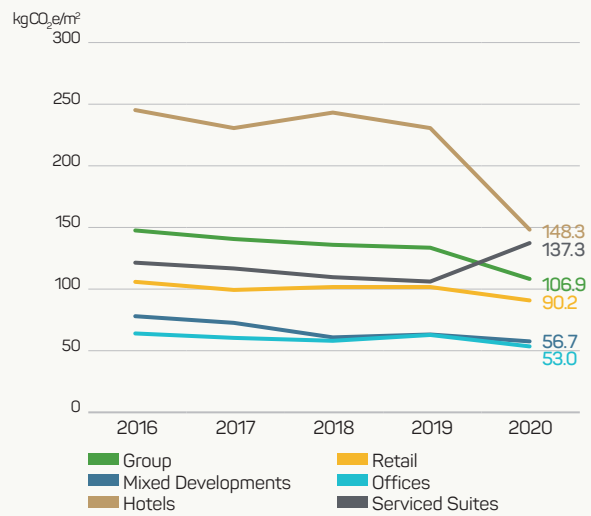
Building Energy Intensity by GFA Occupied



Building GHG Emissions



Building GHG Emissions Intensity by GFA Occupied



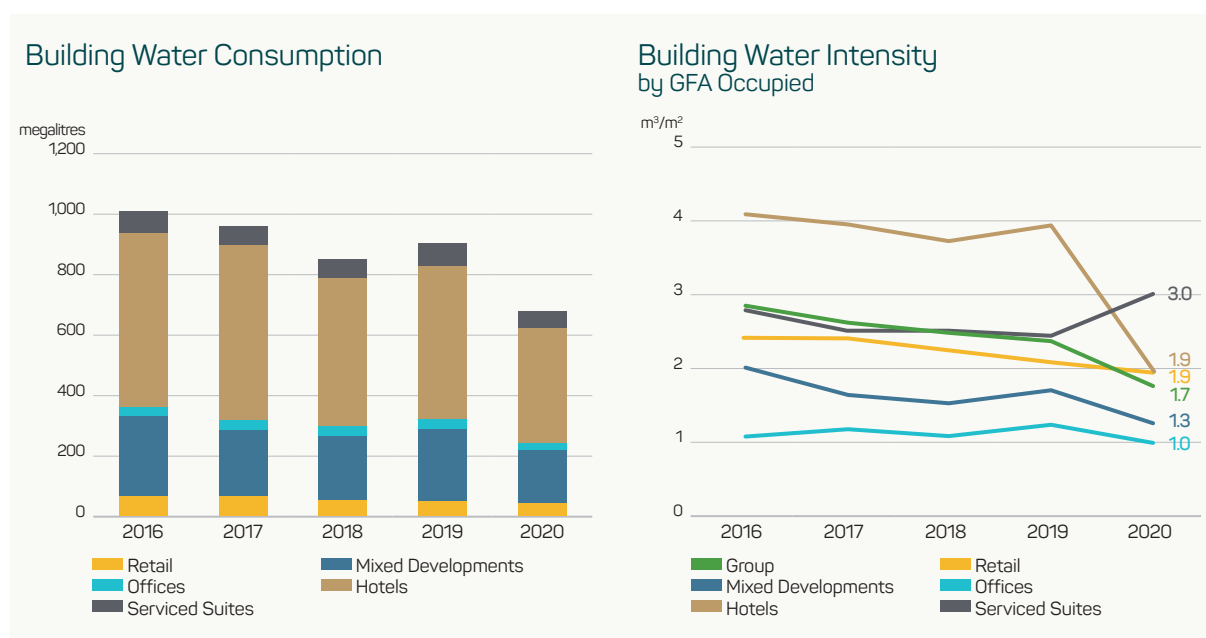
Building Water Consumption

Indicator	Scope	Target ⁸	Status
Water	Commercial Properties	25% reduction of water intensity by GFA occupied by 2030 (Base year: 2010)	Ongoing
		0.9% reduction of absolute water consumption for 2021 (Base year: 2019) ⁹	Ongoing
Water	Hospitality Properties	28% reduction of water intensity by guest night by 2030 (Base year: 2013)	Ongoing
		2.7% reduction of absolute water consumption for 2021 (Base year: 2019) ⁹	Ongoing

The Group's building water consumption was 678 megalitres. Water used at all our properties is from municipal sources and discharged into public sewers, in accordance with local regulations.

We recognise that robust water management is important to enhance the efficiency and resilience of our properties. We regularly track our water consumption, review water management plans and implement water-saving features where areas of improvement are identified. For instance, Novena Square is currently undergoing upgrades to install water-saving taps and flushing systems.

In 2020, our commercial properties recorded a 36.1% reduction of water intensity by GFA occupied with 2010 as the base year. Our hospitality properties recorded a 30.4% reduction of water intensity by guest night with 2013 as the base year. While most of our buildings recorded decreases in water intensity, our serviced suites recorded an increase in water intensity compared with 2019, given the lower occupancy rates due to the COVID-19 pandemic.¹⁰



⁸ Given the different nature of our businesses, the normalisation factors used in our energy and water targets for our commercial properties and hotel operations are GFA occupied and guest nights respectively. The intensity data for the Group is reported on a per GFA basis in Appendix A.

⁹ Short-term targets for 2021 were based on projected absolute consumption rather than intensity as intensity denominators (GFA occupied and number of guest nights) were expected to continue experiencing significant fluctuations with the evolving pandemic and related regulations. 2019 is used as the base year as 2020 performance data was impacted due to the COVID-19 pandemic. Given the unprecedented times, we are reviewing internal intensity metrics in line with the new normal.

¹⁰ While occupancy rates decreased due to the pandemic, water was still used to operate common facilities. As water intensity is based on water consumed by guest nights and by GFA occupied, this resulted in higher water intensities of serviced suites in 2020.

Energy and Water Consumption and GHG Emissions for Development Projects

Indicator	Scope	Target	Status
Climate Change and Water Consumption	Commercial Properties	Green Mark Gold for new development of investment properties in Singapore	Not applicable; no new developments in 2020
Value Chain Impact for Material Environmental Topics	Development Projects	All main contractors certified to ISO 14001 and Green and Gracious Builder certification	Target Met

Development Projects	2016	2017	2018	2019	2020
Electricity consumption (GJ)	4,888	4,515	6,866	3,122	2,848
Diesel consumed (GJ)	21,313	22,599	27,336	38,414	29,882
Total energy consumed (GJ)	26,201	27,114	34,202	41,536	32,730
Total GHG emissions (tonnes of CO ₂ e)	2,149	2,201	2,825	3,210	2,551
GHG intensity by value of work completed (kg CO ₂ e/\$'000)	9.2	10.5	17.6	24.6	19.2
Total water consumed (megalitres)	100.0	98.9	132.9	113.6	77.4
Water intensity by value of work completed (m ³ /\$'000)	0.4	0.5	0.8	0.9	0.6
Value of work completed (\$'000)	233,943	209,678	160,511	130,706	132,730

During the year, we had six ongoing development projects, namely Amber45, Avenue South Residence, Clavon, MEYER HOUSE, The Tre Ver, and Pan Pacific Orchard.

In 2020, total energy consumed at our development projects was 2,848 GJ. Energy consumed mainly comes from electricity and diesel use.

Total GHG emissions was 2,551 tonnes of CO₂ equivalent, with a breakdown of 2,227 tonnes and 323 tonnes from Scope 1 and Scope 2 respectively. The GHG intensity by value of work completed was 19.2 kg of CO₂ equivalent per thousand dollars.

Total water consumption, which is from municipal sources, was 77.4 megalitres in 2020. Water used is discharged via public sewers or public drains, in accordance with local regulations. We reduce water usage at our development projects by using wastewater from construction activities to wash trucks and other vehicles before they leave the construction sites, to minimise pollution to public road surfaces.

All our main contractors undertaking our projects in 2020 were certified to ISO 14001. They were also awarded the Green and Gracious Builder certification.

Energy Consumption and GHG Emissions for Corporate Office

The Group's corporate office is located within one of our commercial properties. In 2020, our corporate office used 243.2 MWh of energy, a decrease from 316.7 MWh in 2019. GHG emissions also decreased by 25.1% from 133 tonnes of CO₂ in 2019 to 99 tonnes of CO₂ in 2020.

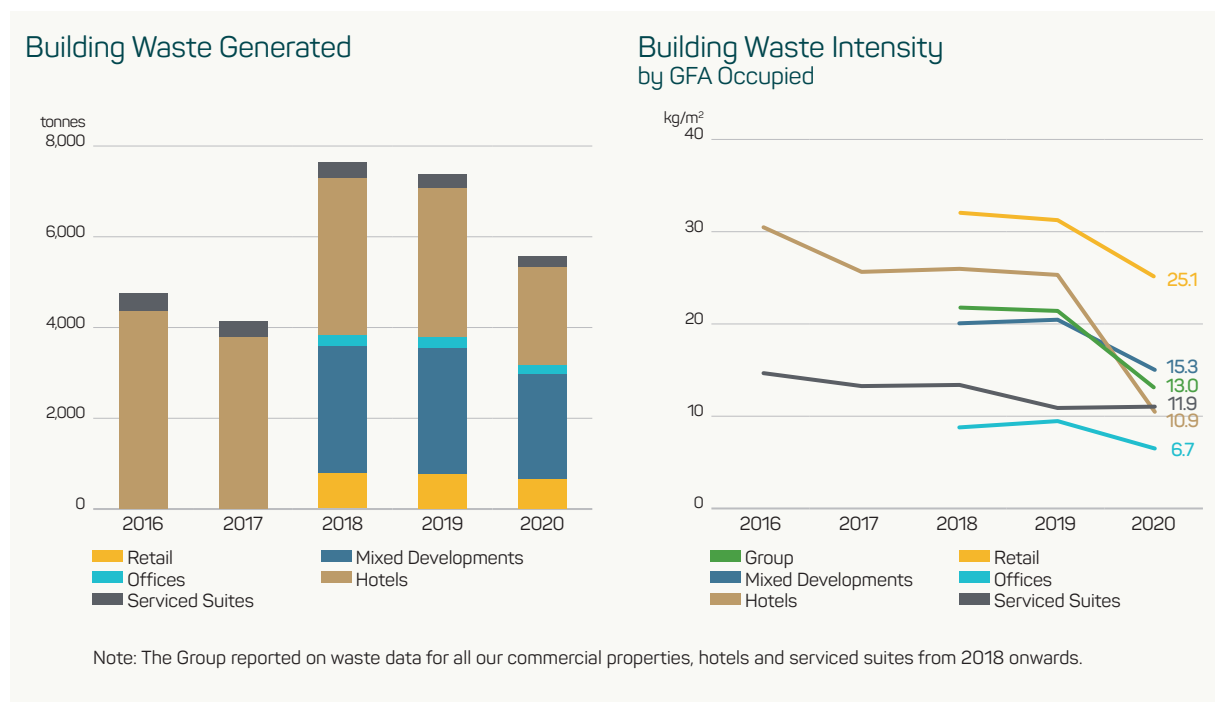
Waste and Resource Management

In 2020, the Group generated a total of 5,553 tonnes of waste. We recorded 5,199 tonnes of waste disposed, with a breakdown of 2,849 tonnes and 2,350 tonnes from our commercial properties and hospitality properties respectively.

Building waste intensity by GFA occupied was 13.0 kg/m², a 39.7% decrease from 2019.

Our commercial properties and hospitality properties also sent 300.2 tonnes and 54.3 tonnes of waste for recycling respectively.

In 2020, our hospitality business pledged support for the World Wildlife Fund (WWF)'s Plastic ACTION (PACT) initiative. Water filters in the taps of guest rooms were installed at some of our hotels for guests to obtain drinking water directly from taps, thus eliminating the need for plastic bottles. This feature will be progressively rolled out to the rest of our hospitality properties. In addition, plastic straws, plastic bottled water and several in-room amenities were removed from our hotels. Our goal is to eliminate all single-use plastic from our hotel operations in 2021.



An Advocate of Green Initiatives

In February 2021, the Singapore government declared climate change a global emergency and a threat to mankind. In the same month, the government unveiled the Singapore Green Plan 2030, a “whole-of-nation” movement to advance sustainable development. Key goals of the Singapore Green Plan 2030 include greening 80% of all buildings and creating more green spaces, among others.

UOL has been a supporter of the government’s vision for a liveable and sustainable Singapore. We are conscientious in reducing our environmental impact through managing our energy and water consumption, including their reduction targets and GHG emissions reduction targets. To achieve our targets, we continuously invest in innovation, conduct ongoing maintenance and retrofitting, and install other energy- and water-saving equipment to optimise resource efficiency. We also do our part to reduce waste and increase recycling. All single-use plastic straws and plastic bottled water have been eliminated from our hospitality properties since 2019.



UOL Group Chief Executive Liam Wee Sin (right) received the Green Mark Champion trophy on behalf of the Group from BCA's Environmental Sustainability Group Director Ang Kian Seng (left) at the UOL office.

Sustainability and green architecture have always been the hallmark of UOL’s development projects. UOL has completed many projects that place strong emphasis on green features such as PARKROYAL COLLECTION Pickering and PARKROYAL on Kitchener Road, which have won BCA Green Mark Platinum awards. UOL hopes such efforts will serve as green prototypes to make Singapore a sustainable city. We are setting a new benchmark through the redevelopment of Pan Pacific Orchard, which was awarded BCA Green Mark Platinum and will be the first zero-waste green hotel in Singapore. The Group also secured our first green loan of \$120 million to partially finance the redevelopment of the hotel.

For our sustainability efforts, the Group was recognised as a Green Mark Champion in 2020 by BCA. This award is Singapore’s highest environmental certification recognising developers with excellent achievements in environmental sustainability and strong commitment towards corporate social responsibility, and requires developers to have a substantial number of Green Mark buildings at Gold level and higher. To date, more than 10 of our Singapore properties have been recognised by the BCA Green Mark scheme.

UOL actively engages with the government, industry associations and peers to advance sustainability in the real estate sector. We were a Silver Sponsor for BCA’s International Built Environment Week 2020 and a member of the Singapore Green Building Council. In March 2021, our Pan Pacific Orchard was featured in an informative video by the Ministry of National Development, which highlighted the national targets of the Singapore Green Building Masterplan to make the urban environment more green and sustainable.

We endeavour to continue leading by example with our initiatives in greening urban habitats and improve lives.

Product and Service Quality

Indicator	Scope	Target	Status
Value Chain Impact for Product Quality	Development Projects	All development projects to be CONQUAS-certified	Target Met
Service Quality	Hospitality Business	Maintain Guest Satisfaction Scores of 80% and above across all hotels annually	Target Met

At UOL, we are committed to delivering quality products and services to our stakeholders, with a focus on customers, innovation and sustainability practices.

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

We believe good buildings add value not just to the property but also to the quality of life. Our latest development project, Clavon, is a next-generation product designed in response to changing lifestyles, incorporating work-from-home elements, smart home features and technology solutions to ensure a safe living environment.

UOL values the strong relationships and mutual trust we have built up with our contractors over the years. In 2020, the construction industry faced a series of challenges due to the pandemic. We remained committed to supporting our contractors as they faced labour shortages and persistent project delays. We continued to keep to the payment schedule even when on-site work was suspended by the government during and after the Circuit Breaker period. We proactively engaged with our contractors and assured them of our support, even before the government enacted the COVID-19 (Temporary Measures) Act.

In our hospitality business, employee development and training is a key factor in the provision of service excellence. We closely monitor in-house guest satisfaction surveys and external reviews on multiple platforms, and benchmark our performance via an external Quality Assurance specialist. We also invest in new technologies and management systems to enhance service quality, such as the installation of room control units in our hotels, which drives energy efficiency and perform proactive maintenance, and enables guests to enjoy personalised comfort and convenience. In 2020, we maintained guest satisfaction scores of 80% and above across all our hotels.

The pandemic has also changed the way businesses engage customers, who are spending more time online due to safe distancing measures. The Group responded quickly to the changing landscape and adapted our digital marketing strategies across our businesses. With our latest development project Clavon, the Group held a virtual sales launch for the first time. We continued to engage prospective buyers through the rollout of virtual showflats for our other launched projects, Avenue South Residence and Amber45. We held our first UOLive-eGSS livestream event across our three malls in September 2020 as part of the virtual Great Singapore Sale, where retailers showcased products with exclusive deals. On the hospitality front, our hotels hosted interactive virtual events such as wedding fairs, wine tasting, and cocktail and cooking classes. We also launched EzyMeet, a virtual meeting package inclusive of refreshments and stationery, to cater to customers conducting virtual meetings.

Health and Safety

We are committed to creating a safe and healthy environment. We strive for zero incidents at the workplace.

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 or ISO 45001 certified	Target Met

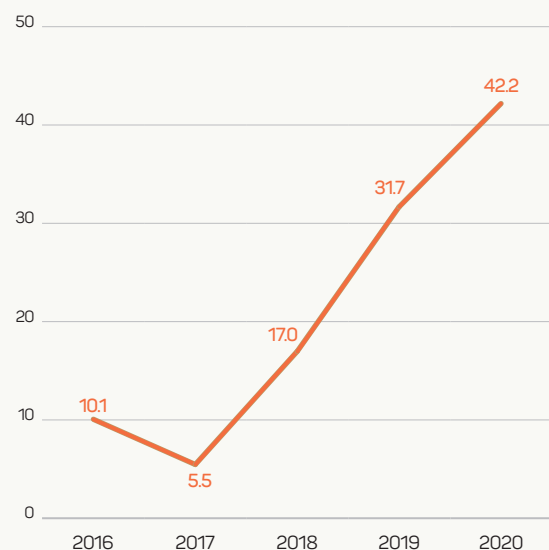
We are committed to working closely with our contractors to provide a safe environment for all workers at our project sites.

UOL tracks safety rates regularly at site meetings. As all main contractors are OHSAS 18001 or ISO 45001 certified, they have in-house safety requirements. Every project site has appointed safety supervisors and personnel who conduct regular safety briefings, checks, and training on basic worksite safety, as well as specific work-related hazards.

In 2020, our contractors recorded one injury and a total of 118 lost days, with a recordable work-related injury rate of 0.36 per million hours worked¹¹. Our lost day rate increased from 31.7 in 2019 to 42.2 in 2020, due to the large number of lost days resulting from the single work-related injury which included days away from work.

Lost Day Rate

Number of man-days lost per million hours worked



	Main Contractors		Sub-contractors		Total
	Male	Female	Male	Female	
No. of workplace fatalities	0	0	0	0	0
No. of recordable work-related injuries	1	0	0	0	1
No. of high-consequence work-related injuries	0	0	0	0	0
No. of occupational diseases	0	0	0	0	0
No. of dangerous occurrences/ near misses	0	0	0	0	0
No. of lost days	118	0	0	0	118
Total no. of man hours worked	1,078,968	33,166	1,679,424	2,134	2,793,692

¹¹ In FY2020, we started reporting our safety data according to the GRI 403: Occupational Health and Safety 2018 Standard. We no longer report Accident Frequency Rate and Accident Severity Rate as per previous years, as MOM has stopped disclosing the industry figures since 2019. Accident Severity Rate is now reported as Lost Day Rate, in accordance with GRI Standards' nomenclature.

Workplace Safety for Hospitality Business

Our employees' safety at work is a key priority to us. This focus on safety and health has become particularly heightened with the onset of the pandemic.

We were one of the first few hospitality groups in Singapore to have our hotels serve as Government Quarantine Facilities and house guests who were on Stay-Home Notice. We worked closely with government agencies and maintained round-the-clock communication with the guests to coordinate monitoring and management of guests for their safety and the safety of our staff. To protect our frontline staff who serve these guests, interactions with guests have been greatly reduced, and done so at a distance with limited contact. Staff conducting check-ins don a full set of personal protective equipment, while all meals and linen replacements are placed outside guests' room doors.

In 2020, there were 41 recordable work-related injuries for our hospitality business compared with 42 work-related injuries in 2019. The rate of recordable work-related injuries was 12.08 per million hours worked.

	Employees		Other workers (e.g. contractors)		Total
	Male	Female	Male	Female	
No. of workplace fatalities	0	0	0	0	0
No. of recordable work-related injuries	19	21	1	0	41
No. of high-consequence work-related injuries	0	0	0	0	0
No. of occupational diseases	1	2	0	0	3
No. of dangerous occurrences/ near misses	0	0	0	0	0
No. of lost days	165	216	0	0	381
Total no. of man hours worked	1,850,479	1,499,730	19,163	25,964	3,395,336

Food Safety and Hygiene

Food safety is fundamental to the well-being of our hotel guests.

Our comprehensive Food Safety Management System (FSMS) includes extensive food safety training along with external audits along the entire food chain, from receipt of raw produce, preparation to delivery. The FSMS serves to enhance our existing procedures and helps cultivate best-practice in our food safety culture.

Our hotels maintained our track record for food safety. A marginal number of cases were reported and thoroughly investigated with laboratory tests, where possible. No indications of contamination were found in any of the samples in 2020.

Safety and Security of Building Occupants

The safety and well-being of our guests, shoppers, tenants and building occupants are important to us.

Our hospitality business responded swiftly to the pandemic with the rollout of the Pan Pacific Cares programme, which is our commitment to ensure the safety and welfare of our guests and employees through heightened levels of hygiene and sanitisation. Under this initiative, our hotels implemented various measures required by local government authorities and elevated protocols recommended by the World Health Organization. We partnered with established healthcare and infection prevention specialist Diversey to introduce best-in-class cleaning and infection prevention solutions across our hotels. In addition to standard protocols such as safe distancing, thermal scanning and contactless payment, elevated measures included deep cleaning of our properties with the fully biodegradable, healthcare grade Oxivir disinfectant, five-fold increase in cleaning frequency, and using ultraviolet lights to inspect all disinfected and sanitised guestrooms. For additional safety, all guests receive a care pack comprising surgical masks, hand sanitisers and disinfectant wipes upon check-in.

All of our hotels and serviced suites have also obtained the SG Clean quality mark, a certification that the properties meet government-stipulated sanitation and hygiene standards.

There were no substantiated issues concerning guests' physical safety and security in 2020.

Our commercial properties also ramped up on health and safety measures. We kept our tenants informed of government advisories and measures implemented by building management via circulars. We installed acrylic shields at customer service and reception counters, increased disinfection frequency, and applied antimicrobial coating to high-touch points such as lifts to further reduce transmission risk through contact with contaminated surfaces. We also introduced an online food ordering platform to provide convenience to shoppers and reduce physical contact, while boosting sales of our food and beverage tenants.

Incident Reporting

In 2020, we recorded 50 injuries across all of our buildings as compared with 160 injuries reported in 2019. This number included guests, tenants and visitors, as well as employees and contractors in our commercial properties, hotels and serviced suites.

People

Our people are our greatest asset. We employed about 2,000 people in Singapore in 2020; the vast majority (over 90%) are employed in the hospitality business. Our turnover rates for the property and hospitality businesses remain below the respective national industry averages every year. The turnover rate of the property business increased from 16.9% in 2019 to 18.9% in 2020, while the turnover rate of the hospitality business increased from 27.4% in 2019 to 31.2% in 2020. As part of efforts to protect employees and livelihoods during this global crisis, pay cuts were applied only to the Group's Senior Management in 2020.

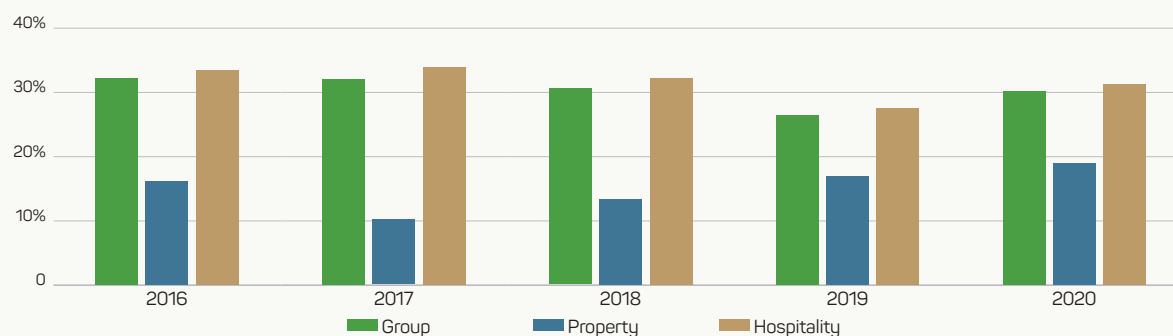
Throughout this pandemic, our people have displayed agility, resilience and dedication to their jobs. When Singapore raised the DORSCON level to Orange in February 2020, the Group responded swiftly to implement safe distancing measures and organise employees into split teams to minimise disruptions to business operations. In April 2020, when the Circuit Breaker period began, our employees quickly adapted to working from home. When some of our hotels experienced manpower shortages due to border closures, corporate staff voluntarily helped out with the operations and housekeeping in the hotels.

During the year, the Group prioritised employee well-being and stepped up on communication and engagement with employees. All employees received care kits with items such as masks for protection. Especially for the hospitality business where the employees have more interactions with guests and customers, disposable masks are replenished monthly for them. Engagement and health talks to support the mental well-being of our employees to adapt to new habits like remote working were also organised by the Group. In addition, the property business adopted telemedicine and an Employee Assistance Programme, which provides a confidential hotline with a healthcare provider to support employees' mental and emotional well-being.

The Group recognises the importance of maintaining employee engagement even as a large proportion of communications has shifted online. The Senior Management engaged employees regularly through virtual townhall meetings, engagement sessions and Intranet to provide timely updates about the company and keep employees motivated.

The Group recorded an absentee rate of 4.7% in 2020 (3.6% in 2019), or roughly an average of 12.22 days of sick leave per employee, based on a five-day work week. The absentee rate of our property business was 1.4% while that of our hospitality business was 5.0%.

Turnover Rate



	2016	2017	2018	2019	2020
Group	32.1%	32.0%	30.5%	26.4%	30.1%
Property	16.1%	10.1%	13.3%	16.9%	18.9%
National industry average ¹² (Real Estate Services)	34.8%	32.4%	30.0%	30.0%	19.2%
Hospitality	33.4%	33.8%	32.1%	27.4%	31.2%
National industry average ¹² (Accommodation & Food Services)	43.2%	43.2%	39.6%	40.8%	42.0%

Diversity and Inclusion

We believe in the importance of diversity and inclusivity. A diverse work environment will enrich our perspectives and attract high-calibre candidates from the widest talent pool. Our workforce consists of 22 nationalities across the Group.

We value gender diversity and believe we have a responsibility to contribute to a fair and productive society. We ensure commitment towards equal opportunities at all levels of the organisation. In our property business, 50% of Senior Management were female compared with 46% in 2019. In our hospitality business, 50% of Senior Management of our various business units were female compared with 43% in 2019.

We seek to foster a supportive environment for employees with children and dependents. We offer paternity leave to working fathers whose children are not Singapore citizens, even though paternity leave is only applicable to employees whose children are Singapore Citizens, under MOM's regulation.

We recognise mature and experienced employees as assets to our organisation and promote the redeployment of retiring workers into the business. As at 31 December 2020, 25.9% of employees in our property business and 24.4% of employees in our hospitality business were above the age of 50.

PPHG is a pioneer of inclusive hiring in Singapore's hospitality sector. We hire about 30 persons with disabilities (PWDs) across our Singapore properties, and collaborate with SG Enable to offer on-site training opportunities to PWDs. As we expand our talent pool of PWDs and formulate a career retention strategy for them, some of our employees were sent for a certification programme with SG Enable to equip them with the skills and knowledge to take on coaching responsibilities.

On 11 March 2020, in conjunction with the President's Challenge 2020, PPHG launched the central kitchen programme at the Enabling Village, an integrated community space that provides services for PWDs. President Halimah Yacob was the guest-of-honour. Partnering social service agency Extra-Ordinary People and social enterprise Samsui Kitchen, the programme is designed to address manpower challenges in the culinary team while enabling employment for PWDs. The central kitchen initiative supplies dim sum items to restaurants under PPHG. At the same event, PPHG made a pledge to commit to inclusive hiring through the President's Challenge Enabling Employment Pledge launched by the President.

¹² Source: Ministry of Manpower Singapore, 16 March 2021.

Indicator	Scope	Target	Status
Market Presence	Property Business	50% or more of Senior Management positions to be filled by locals	Target Met
	Hospitality Business	50% or more of Senior Management positions to be filled by locals	Target Met

We believe in leveraging and developing the skills of the people in our local communities. In 2020, Singapore Citizens and Permanent Residents constituted 96.7% of Senior Management and 100% of other employees in our property business, and 91.3% of Senior Management and 63.3% of other employees in our hospitality business.

Workforce by Gender

Group



Property

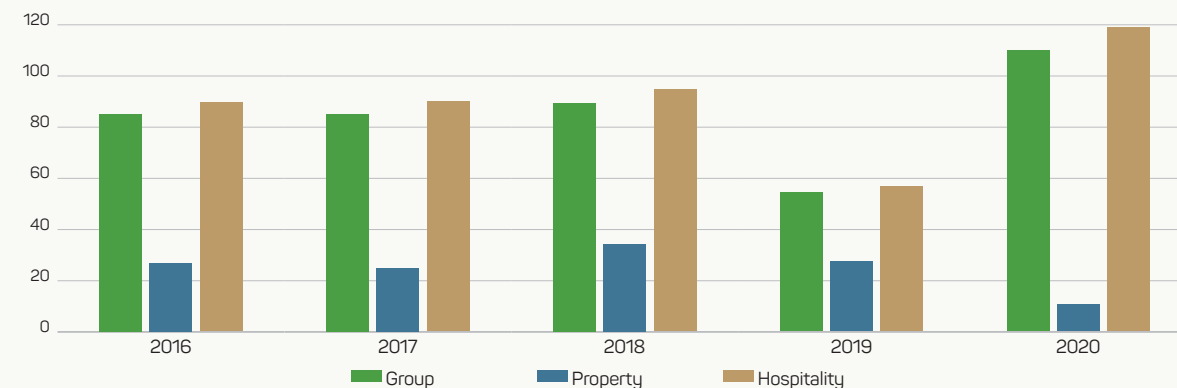


Hospitality



People Development

Average Training Hours per Employee



	2016	2017	2018	2019	2020
Group	85.1	85.0	89.4	54.2	109.9
Property	26.7	24.7	34.2	27.4	10.4
Hospitality	89.5	90.0	94.6	56.7	119.0

Indicator	Scope	Target	Status
Talent Attraction and Retention through People Development	Property Business	Average training hours per employee: 25 hours per year	Target Not Met
		Average training hours per employee: 12.5 hours per year for 2021	Ongoing
Service Quality and Talent Attraction and Retention, through People Development	Hospitality Business	Average training hours per employee: 80 hours per year	Target Met
		Average training hours per employee: 64 hours per year for 2021	Ongoing

In 2020, due to the COVID-19 pandemic and restrictions imposed on physical gatherings, UOL took the opportunity to build organisational capabilities in agility and resilience, as well as to accelerate digital awareness. In addition, we worked with vendors to redesign training programmes so that the course activities and discussions could be offered virtually, albeit in a much shortened duration. This led to an average of 10.4 training hours per employee during the year.

Our hospitality business utilised the downtime during the pandemic to upskill and reskill employees, with the support of government training grants and vendors' increased provision of physical training in virtual format. We sent about 60% of our local employees for SkillsFuture courses to enhance their skill sets, leveraging government grants such as the Enhanced Training Support Package (ETSP) and the Place-and-Train Program for Hotel Industry (PnT). In 2020, our hospitality business also launched an e-learning academy, U@Pan Pacific, offering over 160 academic courses and 12 professional certifications to provide continuous development opportunities for all employees through online learning. As a result, our hospitality business delivered 119.0 average training hours per employee in 2020. Overall, the Group recorded 109.9 average training hours per employee in 2020, an increase from 54.2 hours in 2019.

We have set new targets for our property and hospitality businesses' average training hours per employee in 2021. This is in view of the ongoing pandemic, where employees' training will largely continue to be conducted virtually.

Community

It is our duty as a responsible business to give back to the society in which we operate. We focus our community efforts on children, youth, education, sports and the arts. Our community initiatives include donations, in-kind donations and staff volunteerism to deliver meaningful impact. Not only do these initiatives help the local community, but they also help to build team bonding and collaboration in the Group.

In spite of the challenging business environment in 2020, we continued to extend care and support to the community and groups affected by the pandemic.

The Group believes in investing in the education of future generations. To ensure that learning was not disrupted during this period, we stepped up on our efforts to support beneficiaries like Care Corner Student Care Centre, Institute of Technical Education and Ngee Ann Polytechnic. We provided financial assistance through bursaries to help the needy students to cover their programme fees, transport and meals. We also continued our partnership with the Singapore University of Technology and Design (SUTD) to support local students from the Architecture and Sustainable degree programme under the UOL Group – SUTD Scholarship. In a joint effort with PPHG, the Group provided over 20,000 meals to low-income families with children, when their access to free or subsidised meals in schools were disrupted during the extended Circuit Breaker period in May 2020.

In 2020, the Group was conferred the Patron of the Arts award by the National Arts Council, mainly for supporting disadvantaged arts groups and special needs communities in the local arts scene. During the year, UOL continued to support Very Special Arts Singapore by helping to defray its operating costs when fund-raising activities proved challenging during the difficult year. UOL's three malls also partnered with Extra-Ordinary People, a charity which supports youth with special needs, to enable shoppers to redeem exclusive premiums of art pieces created by the trainees from the Cerebral Palsy Alliance Singapore. We also gave royalty fees to the trainees to support their journey ahead.

We extended our care to other vulnerable and disadvantaged groups in 2020. To show our support to migrant workers who had been impacted by the pandemic, our hotel pastry chefs baked 600 bread rolls for workers residing at Kranji Lodge 1. At the height of the pandemic, Pan Pacific Perth in Australia was one of the first to open its rooms to shelter the homeless.

To appreciate healthcare workers for their hard work and sacrifice, UOL gave away \$40,000 worth of shopping and dining vouchers redeemable at United Square and Velocity@Novena to those working in Health City Novena. Under PPHG's Healthcare Employees Recognition & Ovation (HERO) initiative, frontline healthcare workers from three national healthcare groups were given 25,000 complimentary stays at the Group's five hotels in Singapore. In partnership with the Ministry of Culture, Community and Youth, PPHG also provided meals to 500 healthcare workers in Alexandra Hospital, Ng Teng Fong General Hospital and KK Women's and Children's Hospital.

PPHG participated in the inaugural #SeeltBlue movement which was part of the global #MakeltBlue campaign to thank frontline healthcare workers for their sacrifices during the pandemic. Together with other iconic buildings in Singapore, our hotel facades were lit up in blue every Thursday evening from May to June 2020.

Beyond donations and campaigns, we sought out business opportunities that allowed us to also support small local businesses. We worked with them to design staycation packages with customised experiences to capture domestic market demand. For example, PARKROYAL on Beach Road, located in the culturally rich precinct of Kampong Glam, partnered with small local businesses in the vicinity to curate experiences that showcase the different facets of Singaporean culture and heritage.

The Group actively encourages employees to volunteer their time to serve the community. During the Christmas festive season, UOL volunteers packed and delivered goodie bags to 140 residents of the AWWA Senior Community Home to bring them some cheer. PPHG also participated in Community Chest's Fú Dài 2020, where volunteers packed and distributed festive bags to vulnerable seniors and families.

For the Group's ongoing community efforts, UOL and PPHG were each named as Champion of Good 2020, which is a national recognition award by the National Volunteer & Philanthropy Centre (NVPC) for corporate giving and engaging stakeholders on a collaborative giving journey. The Group also pledged our support to NVPC's SG Cares Giving Week, a national movement to encourage individual giving. UOL shared our giving stories and helped raise the campaign's awareness on our malls' social media platforms, while PPHG volunteers delivered a desk bell performance with some beneficiaries at the campaign's closing performance.



UOL contributed to Care Corner Student Care Centre's bursary fund so that the needy students could continue to attend the after-school care programme.

Credit: Care Corner Singapore Ltd



PPHG joined the #SeeltBlue movement by lighting up our hotel facades in blue.

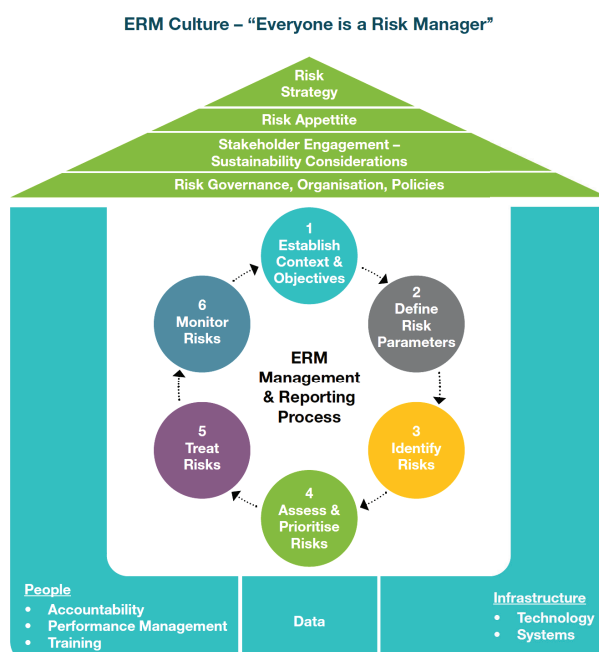
Enterprise Risk Management

The Board has overall responsibility for the governance of risk. To pursue a sustainable long-term growth path, the Board recognises the importance of, and is responsible for, ensuring that Management designs, implements and monitors a sound system of risk management and internal controls as part of good governance. The Audit and Risk Committee (“ARC”) assists the Board in carrying out the Board’s responsibilities of overseeing the Group’s risk profile, and the adequacy and effectiveness of the risk management framework and policies, as well as the internal control system.

At the Management level, the Group Risk Management Committee (“GRMC”), chaired by the Group Chief Executive and comprising the Senior Management staff from both the property and hospitality businesses, reports to the ARC on a half-yearly basis or more frequently as needed. The GRMC highlights significant risk issues, both existing and emerging, for discussion with the ARC and the Board, taking into account the immediate operating environment and the next half-year prospects. In addition, the GRMC oversees the direction, implementation and running of the enterprise-wide risk management across the Group.

The Group has established an Enterprise Risk Management (“ERM”) Framework, which aims to increase the confidence in the Group’s strategies, businesses and operations, through assurance that key risks are properly and systematically addressed. For a comprehensive risk identification and assessment, an integrated top-down and bottom-up risk review process is in place. Business functions undertake and perform their self-assessment of key risks and mitigating measures, which are aggregated for reporting. The GRMC examines them, in conjunction with the Group’s top tier risks and deliberates on any potential significant threats at both the strategic and operational level. New or emerging concerns highlighted from these forums are addressed in consultation with business owners for further assessment and follow up actions. This ongoing dialogue with relevant stakeholders facilitates a more robust and relevant ERM within the Group.

Management sets the appropriate tone at the top and continuously reinforces the “risk-aware” culture within the Group. With the belief that risk management is every employee’s responsibility, Management works towards embedding risk management principles in the day-to-day decision-making and business processes. To promote risk awareness and enhance risk management knowledge, Senior Management staff in both the property and hospitality businesses actively participate in regular ERM discussions, training and workshops to acquire and maintain an adequate understanding of ERM concepts, methodologies and tools to enable them to manage risks in their respective areas of work.



Code of Business Conduct

Our Code of Business Conduct (CBC) sets out expectations of employees in relation to issues such as fraud, bribery, conflicts of interests, anti-competitive conduct, harassment, health, safety and environment. It directs employees to consult their Heads of Department or Human Resource representatives in case of queries or issues. All employees are required to review and affirm their compliance with the CBC annually.

Anti-corruption and Anti-bribery

UOL adopts a zero-tolerance stance towards fraud and corruption.

All new hires are briefed on the CBC, which states our firm position against fraud and corruption. The Board, through its Audit & Risk Committee (ARC), has in place processes to monitor and address any fraud or corruption issues. For contracts with key suppliers and contractors, they are required to acknowledge that UOL does not tolerate corruption and/or fraud and they shall comply with all applicable laws and regulations.

The Internal Audit (IA) department assesses all company departments for the risk of corruption and bribery.

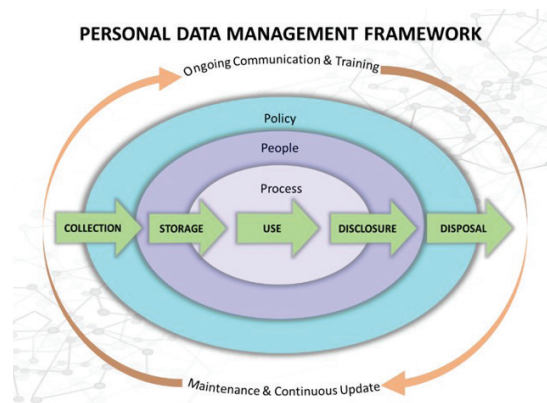
Whistle-blowing Policy

In relation to the CBC, a whistle-blowing policy is in place to encourage and provide a channel for employees and external parties dealing with employees to report, in good faith and confidence, concerns about possible fraud, improprieties in financial reporting and other matters. Contact details of the Head, Group Internal Audit are disclosed on the corporate website. He is responsible for investigating any concerns raised and reporting findings to the ARC, independent of Management.

Data Protection

The Personal Data Management Framework comprises policies and processes that cover the lifecycle of each personal data type within UOL. It also defines the roles and responsibilities of the people to manage personal data properly. To develop a sustainable Personal Data Management Framework, the policies and processes undergo regular review and update, while personal data related communications and trainings are conducted on an ongoing basis.

The Data Protection Policy, which is available on our corporate website, sets out how UOL collects, uses and discloses personal data of various parties dealing with the company. It adheres to the provisions set out in the Singapore Personal Data Protection Act. Additionally, in the hospitality sector, we recognise the responsibility that comes with collection of personal and financial data, such as online reservations, rewards programmes and credit card transactions. Robust security procedures are put in place to enhance data protection.



Economic Performance

UOL recognises the interconnectivity that we have with many different stakeholders and operates responsibly in the economy.

During the year, we engaged our shareholders and the investment community virtually through various platforms such as the Annual General Meeting, earnings calls, post-results luncheons, conferences and one-on-one meetings. In 2020, the Group provided operational updates including the impact of the pandemic on the Group's business in the first quarter and third quarter of the year.

The table below details our payments to suppliers, employees, governments and providers of capital. For more information on our business performance and plans, please refer to the Chairman's Statement and Operation Highlights sections in the UOL Annual Report 2020 on pages 14–15 and pages 26–39 respectively.

Value-Added Statement

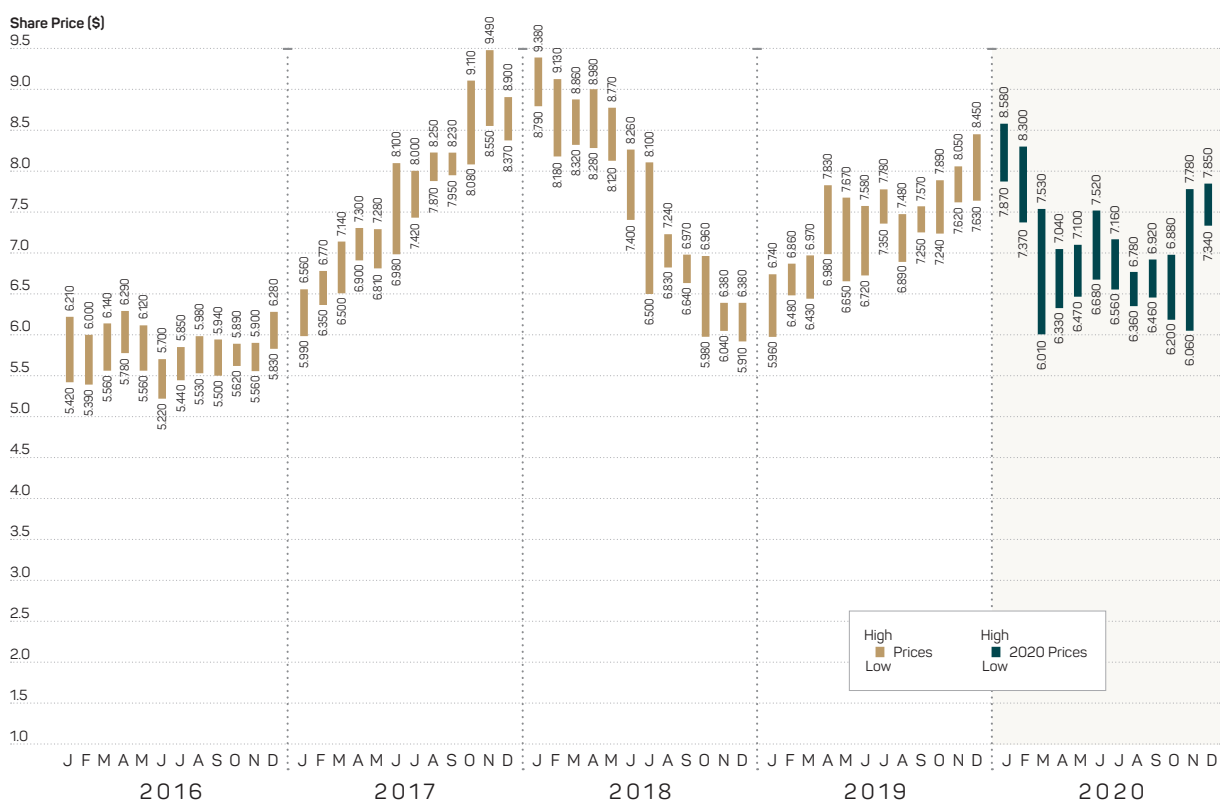
	2020 \$'000	2019 \$'000
Sales of goods and services	1,928,112	2,228,101
Purchase of materials and services	(1,079,263)	(1,324,164)
Gross value added	848,849	903,937
Share of (loss)/profit of associated companies	(7,671)	6,019
Share of loss of joint venture companies	(1,929)	(3,770)
Income from investments and interest	61,083	67,368
Other (losses)/gains	(41,212)	28,124
Fair value (losses)/gains on investment properties	(293,295)	220,331
Currency exchange differences	499	(4,561)
Total Value Added	566,324	1,217,448
Distribution of Value Added:		
To employees and directors		
Employees' salaries, wages and benefits	212,017	288,949
Directors' remuneration	2,947	3,023
	214,964	291,972
To government		
Corporate and property taxes	81,065	161,896
To providers of capital		
Interest expense	85,080	123,769
Dividend attributable to non-controlling interests	42,642	42,122
Dividend attributable to equity holders of the Company	147,626	147,543
	275,348	313,434
Total Value Added Distributed	571,377	767,302

Five-Year Financial Performance for the Group	2020	2019	2018	2017	2016
Revenue (\$m)	1,977.1	2,283.3	2,397.3	2,114.4	1,440.7
PATMI (\$m)	13.1	478.8	418.3	880.2	287.0
Gearing Ratio	0.29	0.30	0.28	0.21	0.24
Return On Equity (%)	0.1	4.9	4.3	10.0	3.5
Total Assets (\$m)	20,373.5	20,653.8	20,620.4	19,632.5	11,558.1
Earnings Per Share (cents)	1.6	56.8	49.7	107.5	35.8

For a detailed breakdown of our 2020 financial results, please refer to the following sections in the UOL Annual Report 2020:

- Financial Highlights, pages 8–9
- Five-year Financial Summary, pages 83–84
- Segmental Performance Analysis, pages 85–86

Share Price



Awards and Accolades

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

Corporate

UOL Group Limited

BCA Green Mark Awards 2020

- Green Mark Champion Award

Champions of Good 2020 by National Volunteer & Philanthropy Centre

- Champion of Good

Patron of the Arts Awards 2020 by National Arts Council

- Patron of the Arts

EdgeProp Singapore Excellence Awards 2020

- Top Developer

Brand Finance

- Top 100 Singapore Brands
2020 (#32)

Pan Pacific Hotels Group

Champions of Good 2020 by National Volunteer & Philanthropy Centre

- Champion of Good

Community Chest Awards 2020

- Volunteer Partner Award

World Travel Awards 2020

- Asia's Leading Lifestyle
Hotel Brand
- China's Leading Lifestyle
Hotel Brand

Product, Design and Architectural Excellence

Avenue South Residence

PropertyGuru Asia Property Awards Grand Final 2020

- Country Winner – Best High
Rise Condo Architectural
Design (Asia)

International Property Awards (Asia Pacific) 2020

- Winner – Residential
High-Rise Development
Singapore

EdgeProp Singapore Excellence Awards 2020

- People's Choice Award
(Residential)

Clavon

PropertyGuru Asia Property Awards Grand Final 2020

- Country Winner –
Best High Rise Condo
Architectural Design (Asia)

MEYER HOUSE

International Property Awards (Asia Pacific) 2020

- Winner – Apartment/
Condominium Singapore

EdgeProp Singapore Excellence Awards 2020

- Top Luxury Development
(Residential)
- Showflat Excellence
(Uncompleted – Central)

Principal Garden

EdgeProp Singapore Excellence Awards 2020

- Landscape Excellence
(Completed – Central)

BCA Construction Excellence Awards 2020

- Excellence Award
(Residential Buildings,
\$1,800/m² and Above)

The Clement Canopy

EdgeProp Singapore Excellence Awards 2020

- Design Excellence
(Completed – Non-central)

Pan Pacific Orchard

BCA Green Mark Awards 2020

- Green Mark Platinum Award

Pan Pacific Singapore

BCA Green Mark Awards 2020

- Green Mark Gold Award

PARKROYAL COLLECTION Pickering

World Travel Awards 2020

- Asia's Leading Green Hotel
- World's Leading Green City
Hotel

Hotel Investment Conference Asia Pacific (HICAP) Sustainable Hotel Awards 2020

- Winner - Sustainable Design

Service Excellence

Pan Pacific Singapore

World Travel Awards 2020

- Singapore's Leading
Business Hotel

Forbes Travel Guide Awards 2020

- Four-Star Rating

Contractors' Safety Awards

MEYER HOUSE

Workplace Safety and Health Awards 2020

- Safety & Health Award
Recognition for Projects
(SHARP) category

RoSPA Health & Safety Awards 2020

- Gold Award

Amber45

Workplace Safety and Health Awards 2020

- Safety & Health Award
Recognition for Projects
(SHARP) category

Appendix A: Supplementary Sustainability Data

Numbers may not add up due to decimal rounding.

A1: Energy & GHG Emissions

	2020	2019*	2018	2017	2016
Building Energy Consumption (MWh)					
Group	106,695	108,109	114,979	122,880	127,038
Commercial Properties	27,596	29,497	30,183	34,093	35,813
Retail	5,280	5,758	5,859	6,430	6,958
Mixed Developments	18,811	19,994	20,230	23,546	24,501
Offices	3,505	3,745	4,093	4,118	4,354
Hospitality	79,099	78,612	86,796	88,787	91,225
Hotels	72,998	72,025	78,220	81,941	83,897
Serviced Suites	6,100	6,588	6,576	6,846	7,328
Building Energy Intensity by GFA (kWh/m²)					
Group	231.6	279.5	296.7	305.4	316.0
Commercial Properties	136.9	146.4	149.9	169.3	177.9
Retail	182.5	199.0	202.5	222.2	240.5
Mixed Developments	131.7	140.0	141.8	165.0	171.7
Offices	117.8	125.8	137.6	138.4	146.3
Hospitality	305.1	424.4	455.4	441.7	454.7
Hotels	319.2	465.6	501.5	479.7	492.3
Serviced Suites	199.6	215.5	217.7	226.7	242.6
Building Energy Intensity by GFA Occupied (kWh/m²)					
Group	266.7	317.4	328.3	338.2	354.6
Commercial Properties	148.1	159.1	157.1	178.0	188.2
Retail	220.8	240.7	240.3	235.4	249.6
Mixed Developments	138.9	147.1	146.2	174.5	183.6
Offices	129.7	146.5	139.1	140.9	150.5
Hospitality	370.3	506.6	536.7	516.8	542.9
Hotels	373.4	558.6	589.9	557.0	589.7
Serviced Suites	336.2	250.9	258.9	277.1	284.6
Building Energy Intensity by Guest Night (kWh/guest night) (Hospitality only)					
Hospitality	62.6	50.5	53.6	52.1	58.8
Hotels	66.2	54.3	57.8	55.3	63.0
Serviced Suites	38.0	28.8	28.8	30.8	33.2
Building GHG Emissions (Scope 1) (tonnes of CO₂e)					
Group	824	2,110	2,222	NA	NA
Commercial Properties	0	0	0	NA	NA
Retail	0	0	0	NA	NA
Mixed Developments	0	0	0	NA	NA
Offices	0	0	0	NA	NA
Hospitality	824	2,110	2,222	NA	NA
Hotels	823	2,106	2,218	NA	NA
Serviced Suites	1	4	4	NA	NA

* Some 2019 figures have been restated due to the exclusion of tenant electricity consumption data and tenant GFA from our hospitality properties. GRI 102-48

References

	2020	2019*	2018	2017	2016
Building GHG Emissions (Scope 2) (tonnes of CO₂e)					
Group	41,923	42,845	45,596	NA	NA
Commercial Properties	11,273	12,353	12,641	NA	NA
Retail	2,157	2,411	2,454	NA	NA
Mixed Developments	7,684	8,374	8,472	NA	NA
Offices	1,432	1,568	1,714	NA	NA
Hospitality	30,650	30,492	32,955	NA	NA
Hotels	28,160	27,738	30,206	NA	NA
Serviced Suites	2,489	2,754	2,749	NA	NA
Building GHG Emissions (Scope 1 & 2) (tonnes of CO₂e)					
Group	42,747	44,955	47,817	51,138	53,416
Commercial Properties	11,273	12,353	12,641	14,292	15,174
Retail	2,157	2,411	2,454	2,696	2,948
Mixed Developments	7,684	8,374	8,472	9,870	10,381
Offices	1,432	1,568	1,714	1,726	1,845
Hospitality	31,474	32,602	35,177	36,847	38,242
Hotels	28,984	29,844	32,424	33,981	35,142
Serviced Suites	2,491	2,758	2,753	2,866	3,100
Building GHG Emissions Intensity by GFA (kg of CO₂e/m²)					
Group	92.8	116.2	123.4	127.1	132.9
Commercial Properties	55.9	61.3	62.8	71.0	75.4
Retail	74.5	83.3	84.8	93.2	101.9
Mixed Developments	53.8	58.6	59.4	69.2	72.8
Offices	48.1	52.7	57.6	58.0	62.0
Hospitality	121.4	176.0	188.9	183.3	190.6
Hotels	126.7	192.9	207.9	198.9	206.2
Serviced Suites	81.5	90.2	91.2	94.9	102.7
Building GHG Emissions Intensity by GFA Occupied (kg of CO₂e/m²)					
Group	106.9	132.0	136.6	140.8	149.1
Commercial Properties	60.5	66.6	65.8	74.6	79.8
Retail	90.2	100.8	100.6	98.7	105.7
Mixed Developments	56.7	61.6	61.2	73.1	77.8
Offices	53.0	61.3	58.3	59.0	63.8
Hospitality	147.3	210.1	222.6	214.5	227.6
Hotels	148.3	231.5	244.5	231.0	247.0
Serviced Suites	137.3	105.0	108.4	116.0	120.4
Building GHG Emissions Intensity by Guest Night (kg of CO₂e/guest night) (Hospitality only)					
Hospitality	24.9	21.0	22.2	21.6	24.6
Hotels	26.3	22.5	24.0	22.9	26.4
Serviced Suites	15.5	12.1	12.0	12.9	14.1

* Some 2019 figures have been restated due to the exclusion of tenant electricity consumption data and tenant GFA from our hospitality properties. GRI 102-48

A2: Water

	2020	2019*	2018	2017	2016
Building Water Consumption (megalitres)					
Group	678	904	851	961	1,010
Commercial Properties	244	323	299	320	362
Retail	45	51	55	65	67
Mixed Developments	173	238	211	221	264
Offices	26	34	34	34	31
Hospitality	434	581	552	640	648
Hotels	380	508	490	579	577
Serviced Suites	54	73	63	61	71
Building Water Intensity by GFA (m³/m²)					
Group	1.5	2.3	2.2	2.4	2.5
Commercial Properties	1.2	1.6	1.5	1.6	1.8
Retail	1.6	1.8	1.9	2.3	2.3
Mixed Developments	1.2	1.7	1.5	1.5	1.9
Offices	0.9	1.1	1.1	1.1	1.0
Hospitality	1.7	3.1	3.0	3.2	3.2
Hotels	1.7	3.3	3.1	3.4	3.4
Serviced Suites	1.8	2.4	2.1	2.0	2.3
Building Water Intensity by GFA Occupied (m³/m²)					
Group	1.7	2.7	2.4	2.6	2.8
Commercial Properties	1.3	1.7	1.6	1.7	1.9
Retail	1.9	2.1	2.2	2.4	2.4
Mixed Developments	1.3	1.8	1.6	1.6	2.0
Offices	1.0	1.3	1.1	1.2	1.1
Hospitality	2.0	3.7	3.5	3.7	3.9
Hotels	1.9	3.9	3.7	3.9	4.1
Serviced Suites	3.0	2.8	2.5	2.5	2.7
Building Water Intensity by Guest Night (m³/guest night) (Hospitality only)					
Hospitality	0.3	0.4	0.3	0.4	0.4
Hotels	0.3	0.4	0.4	0.4	0.4
Serviced Suites	0.3	0.3	0.3	0.3	0.3

* Some 2019 figures have been restated due to the exclusion of tenant electricity consumption data and tenant GFA from our hospitality properties. GRI 102-48

A3: Waste

	2020	2019*	2018	2017	2016
Waste Disposal (tonnes)					
Group	5,199	7,362	7,630	NA	NA
Commercial Properties	2,849	3,781	3,833	NA	NA
Retail	599	752	782	NA	NA
Mixed Developments	2,068	2,786	2,799	NA	NA
Offices	182	243	252	NA	NA
Hospitality	2,350	3,581	3,796	4,131	4,730
Hotels	2,134	3,281	3,447	3,793	4,346
Serviced Suites	216	300	349	338	384
Waste Intensity by GFA (kg/m²)					
Group	11.3	19.0	19.7	NA	NA
Commercial Properties	14.1	18.8	19.0	NA	NA
Retail	20.7	26.0	27.0	NA	NA
Mixed Developments	14.5	19.5	19.6	NA	NA
Offices	6.1	8.2	8.5	NA	NA
Hospitality	9.1	19.3	20.4	20.5	23.6
Hotels	9.3	21.2	22.1	22.2	25.5
Serviced Suites	7.1	9.8	11.6	11.2	12.7
Waste Intensity By Guest Night (kg/guest night)					
Hospitality	1.9	2.3	2.4	2.4	3.0
Hotels	1.9	2.5	2.5	2.6	3.3
Serviced Suites	1.3	1.3	1.5	1.5	1.7
Waste Recycling (tonnes)					
Group	354.4	443.1	460.7	NA	NA
Commercial Properties	300.2	370.4	375.9	NA	NA
Retail	46.7	110.6	98.7	NA	NA
Mixed Developments	252.6	259.0	277.1	NA	NA
Offices	0.8	0.8	0.0	NA	NA
Hospitality	54.3	72.7	84.8	120.2	147.3
Hotels	47.7	66.7	77.2	108.4	129.1
Serviced Suites	6.5	6.0	7.6	11.8	18.2

* Some 2019 figures have been restated due to the exclusion of tenant electricity consumption data and tenant GFA from our hospitality properties. ^{GRI 102-48}

A4: Workforce Statistics

Total Number of Employees by Employment Contract, by Gender

	Male	Female
Group		
Permanent employees	858	817
Fixed term/temporary employees	17	13
Property		
Permanent employees	41	101
Fixed term/temporary employees	0	1
Hospitality		
Permanent employees	817	716
Fixed term/temporary employees	17	12

Total Number of Employees by Employment Type, by Gender

	Male	Female
Group		
Full-time employees	872	824
Part-time employees	3	6
Property		
Full-time employees	41	102
Part-time employees	0	0
Hospitality		
Full-time employees	831	722
Part-time employees	3	6

A5: New Hires, Turnover and Absentee Rates

Total Number and Rate of New Employee Hires by Age Group

	<30 years	30-50 years	>50 years
Group			
No. of new hires	32	41	12
Rate of new hires (Denominator: total employees)	1.9%	2.4%	0.7%
Rate of new hires (Denominator: no. of employees in age group)	9.9%	4.2%	2.9%
Property			
No. of new hires	3	8	5
Rate of new hires (Denominator: total employees)	2.1%	5.6%	3.5%
Rate of new hires (Denominator: no. of employees in age group)	60.0%	7.9%	13.5%
Hospitality			
No. of new hires	29	33	7
Rate of new hires (Denominator: total employees)	1.9%	2.1%	0.4%
Rate of new hires (Denominator: no. of employees in age group)	9.1%	3.8%	1.8%

Total Number and Rate of New Employee Hires by Gender

	Male	Female
Group		
No. of new hires	36	49
Rate of new hires (Denominator: total employees)	2.1%	2.9%
Rate of new hires (Denominator: no. of employees in gender category)	4.1%	5.9%
Property		
No. of new hires	2	14
Rate of new hires (Denominator: total employees)	1.4%	9.8%
Rate of new hires (Denominator: no. of employees in gender category)	4.9%	13.7%
Hospitality		
No. of new hires	34	35
Rate of new hires (Denominator: total employees)	2.2%	2.2%
Rate of new hires (Denominator: no. of employees in gender category)	4.1%	4.8%

Total Number and Rate of Employee Turnover by Age Group

	<30 years	30-50 years	>50 years
Group			
No. of voluntary turnover	148	161	43
No. of non-voluntary turnover	63	62	37
No. of voluntary & non-voluntary turnover	211	223	80
Rate of voluntary & non-voluntary turnover (Denominator: total employees)	12.4%	13.1%	4.7%
Rate of voluntary & non-voluntary turnover (Denominator: no. of employees in age group)	65.5%	23.1%	19.1%

Total Number and Rate of Employee Turnover by Age Group

	<30 years	30-50 years	>50 years
Property			
No. of voluntary turnover	5	2	4
No. of non-voluntary turnover	3	10	3
No. of voluntary & non-voluntary turnover	8	12	7
Rate of voluntary & non-voluntary turnover (Denominator: total employees)	5.6%	8.4%	4.9%
Rate of voluntary & non-voluntary turnover (Denominator: no. of employees in age group)	160.0%	11.9%	18.9%
Hospitality			
No. of voluntary turnover	143	159	39
No. of non-voluntary turnover	60	52	34
No. of voluntary & non-voluntary turnover	203	211	73
Rate of voluntary & non-voluntary turnover (Denominator: total employees)	13.0%	13.5%	4.7%
Rate of voluntary & non-voluntary turnover (Denominator: no. of employees in age group)	64.0%	24.4%	19.2%

Total Number and Rate of Employee Turnover by Gender

	Male	Female
Group		
No. of voluntary turnover	202	150
No. of non-voluntary turnover	92	70
No. of voluntary & non-voluntary turnover	294	220
Rate of voluntary & non-voluntary turnover (Denominator: total employees)	17.2%	12.9%
Rate of voluntary & non-voluntary turnover (Denominator: no. of employees in gender category)	33.6%	26.5%
Property		
No. of voluntary turnover	5	6
No. of non-voluntary turnover	6	10
No. of voluntary & non-voluntary turnover	11	16
Rate of voluntary & non-voluntary turnover (Denominator: total employees)	7.7%	11.2%
Rate of voluntary & non-voluntary turnover (Denominator: no. of employees in gender category)	26.8%	15.7%
Hospitality		
No. of voluntary turnover	197	144
No. of non-voluntary turnover	86	60
No. of voluntary & non-voluntary turnover	283	204
Rate of voluntary & non-voluntary turnover (Denominator: total employees)	18.1%	13.1%
Rate of voluntary & non-voluntary turnover (Denominator: no. of employees in gender category)	33.9%	28.0%

Absentee Rate by Gender

Group		
Overall absentee rate	4.7%	
	Male	Female
Absentee rate by gender	5.2%	4.2%
Property		
Overall absentee rate	1.4%	
	Male	Female
Absentee rate by gender	1.4%	1.4%
Hospitality		
Overall absentee rate	5.0%	
	Male	Female
Absentee rate by gender	5.3%	4.6%

A6: Diversity & Inclusion

Percentage of Employees per Employment Category by Gender

	Male	Female
Group		
Non-Executive	58%	42%
Executive	47%	53%
Senior Management	50%	50%
Property		
Non-Executive	20%	80%
Executive	23%	77%
Senior Management	50%	50%
Hospitality		
Non-Executive	58%	42%
Executive	51%	49%
Senior Management	50%	50%

Percentage of Employees per Employment Category by Age Group

	<30 years	30-50 years	>50 years
Group			
Non-Executive	30%	39%	31%
Executive	15%	67%	18%
Senior Management	0%	61%	39%
Property			
Non-Executive	0%	60%	40%
Executive	5%	78%	17%
Senior Management	0%	47%	53%
Hospitality			
Non-Executive	30%	39%	31%
Executive	16%	66%	18%
Senior Management	0%	65%	35%

A7: Training

Average Training Hours per Employee by Category and Gender

	Male	Female
Group		
Overall average training hours	119	100
Non-Executive	143	146
Executive	115	85
Senior Management	24	41
Property		
Overall average training hours	9	11
Non-Executive	0	16
Executive	12	11
Senior Management	5	10
Hospitality		
Overall average training hours	124	113
Non-Executive	144	148
Executive	121	100
Senior Management	29	50

Appendix B: Notes for Sustainability Performance Data

General

1. Buildings

Mixed Developments: Novena Square and United Square

Offices: Faber House and Odeon Towers

Retail: KINEX

Hotels: PARKROYAL on Beach Road, PARKROYAL on Kitchener Road, PARKROYAL COLLECTION Pickering (former PARKROYAL on Pickering), PARKROYAL COLLECTION Marina Bay and Pan Pacific Singapore. PARKROYAL COLLECTION Marina Bay was in operation for three months in 2020 and closed for major renovations from March to November 2020. Pan Pacific Orchard was excluded as it was closed for redevelopment on 1 April 2018.

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

2. Development projects: Refers to construction and redevelopment activities that took place in Singapore, including joint ventures with Singland.
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 in United Square and forms a subset of the building energy and water figures reported.

Environment

4. Coverage within building: Data from tenants is excluded for all properties.
5. District Cooling: The BCA Energy Benchmarking Report excludes properties with district cooling, which can form a significant part of the energy consumption. Pan Pacific Singapore and PARKROYAL COLLECTION Marina Bay use district cooling technology.
6. GFA and GFA occupied: We report our energy, GHG emissions, water, and waste intensity figures by GFA and GFA occupied.

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

In our Commercial Properties, GFA computation includes common areas as well as tenant areas, due to the buildings' central air conditioning systems.

For Hotels and Serviced Suites, GFA computation methodology was updated in 2020 to exclude tenant area as tenant area is small and not all properties have tenants. 2019 data for Hotels and Serviced Suites has been restated to exclude tenant area from GFA. ^{GRI 102-48}

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

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

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

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

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

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

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

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

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

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

8. Building and development site details including property type, area and occupancy rates are available in UOL Annual Report 2020's Property Summary, pages 74-81.
9. GHG conversion is based on the Greenhouse Gas Protocol. Emission factors for electricity generation are sourced from the Energy Market Authority (EMA), 2020. Greenhouse Gas Protocol Emission Factors from Cross Sector Tools, March 2017 were used for diesel conversions.
10. Source of conversion factor from diesel in litres to kWh is the Carbon Disclosure Project. Technical Note. Conversion of fuel data to MWh, 2016.
11. Waste data for Mixed Developments, Offices and Retail properties include all users of the buildings.
12. Waste data for Hotels and Serviced Suites includes guests, but excludes retail and F&B tenants, except for PARKROYAL on Beach Road, where waste data includes disposal from PARKROYAL Serviced Suites Singapore and tenants at The Plaza, as these properties share the same disposal receptacle.
13. Waste intensity formula excludes waste recycled. Waste intensity for hospitality is derived by total number of guest nights for simplicity.

Health and Safety

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

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

Coverage for hospitality: Workplace accidents involving all employees and contractors at hotels and serviced suites.

15. Recordable work-related injury is defined as work-related injury or ill health that results in any of the following: death, days away from work, restricted work or transfer to another job, medical treatment beyond first aid, or loss of consciousness; or significant injury or ill health diagnosed by a physician or other licensed healthcare professional, even if it does not result in death, days away from work, restricted work or job transfer, medical treatment beyond first aid, or loss of consciousness.

Recordable work-related injury rate = (Number of recordable work-related injuries (excluding fatalities) / Number of hours worked) x 1,000,000

High-consequence work-related injury is defined as a work-related injury that results in a fatality or in an injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within 6 months.

High-consequence work-related injury rate = (Number of high-consequence work-related injuries (excluding fatalities) / Number of hours worked) x 1,000,000

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

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

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

17. Data collected for recordable work-related injuries follows the regulations by MOM that were in effect before September 2020 on reporting workplace accidents. Workplace accidents are reported 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. Data collection for FY2021 onwards will be updated in line with the changes to MOM's Work Injury Compensation Act that came into effect in September 2020.

18. Lost days are calculated on the basis of calendar days at UOL and scheduled workdays at PPHG.

Lost day rate = (Number of lost days) / (Number of hours worked) x 1,000,000

19. The new standard ISO 45001 will replace OHSAS 18001. Companies must migrate to the new standard by March 2021.

People

20. While UOL Management Services (UMS) is a wholly-owned subsidiary, the working relationship is such that UMS is considered to be a contractor supplying facility management services to UOL. As such, figures reported for our property business exclude UMS as employees and instead report figures relating to UMS under contractors, where applicable.
21. There are no significant variations in the total number of employees for both our property and hospitality businesses.

22. Scheduled workdays is calculated by 5 days x 52 weeks minus actual public holidays, actual annual leave and actual parental leave.
23. A significant portion of the property development business is performed by our contractors during construction. Facilities management services are provided by UMS.
24. Average training hours per employee = Total training hours for the year/Number of employees as at 31 December.
25. The definition of Senior Management is 'Assistant General Manager and above' for the property business, whereas for the hospitality business, it is 'Vice President and above, Executive Committee Member and Head of Department'.

Community

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

Compliance

27. Scope of number of significant fines or non-monetary sanctions includes:
 - Non-compliance with environmental laws and regulations.
 - Incidents of non-compliance concerning the health and safety impacts of products and services.
 - Substantiated complaints concerning breaches of customer privacy and losses of customer data.
 - Non-compliance with laws and regulations in the social and economic areas.

Appendix C: GRI Content Index

In Accordance with GRI Standards Core Option

'AR' refers to UOL Annual Report 2020, which is available on our website at www.uol.com.sg/investors-and-media/annual-reports.

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

GRI Standard	Disclosure Number and Title	Page Number(s), URLs, and/or Direct Answers
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 Business: https://www.uol.com.sg/about-uol/uol-core-businesses/
GRI 102 : General Disclosures 2016	102-3 Location of headquarters	About UOL: https://www.uol.com.sg/about-uol/corporate-profile
GRI 102 : General Disclosures 2016	102-4 Location of operations	AR 72-73 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 72-73 About UOL: https://www.uol.com.sg/about-uol/corporate-profile
GRI 102 : General Disclosures 2016	102-7 Scale of the organisation	33-34 AR 102 About UOL: https://www.uol.com.sg/about-uol/corporate-profile
GRI 102 : General Disclosures 2016	102-8 Information on employees and other workers	40, 47-48
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	There were no significant changes to the Group in 2020.
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	UOL is a member of the Real Estate Developers' Association of Singapore (REDAS) and Singapore Green Building Council.

References

GRI Standard	Disclosure Number and Title	Page Number(s), URLs, and/or Direct Answers
Strategy		
GRI 102 : General Disclosures 2016	102-14 Statement from senior decision-maker	4-5
Ethics and Integrity		
GRI 102 : General Disclosures 2016	102-16 Values, principles, standards, and norms of behavior	1 Sustainability Governance: https://www.uol.com.sg/sustainability/our-approach
Governance		
GRI 102 : General Disclosures 2016	102-18 Governance structure	7 AR 16-20, 66 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	UOL has no employees covered by collective bargaining agreements; PPHG has approximately 29% of employees covered by collective bargaining agreements.
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	2 AR 8, 72-81, 140-164
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	13, 36-39, 45
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	2
GRI 102 : General Disclosures 2016	102-51 Date of most recent report	UOL's Sustainability Report for FY2019 was published on 22 May 2020.
GRI 102 : General Disclosures 2016	102-52 Reporting cycle	2
GRI 102 : General Disclosures 2016	102-53 Contact point for questions regarding the report	2
GRI 102 : General Disclosures 2016	102-54 Claims of reporting in accordance with the GRI Standards	2
GRI 102 : General Disclosures 2016	102-55 GRI content index	49-56
GRI 102 : General Disclosures 2016	102-56 External assurance	57-60

GRI Standard	Disclosure Number and Title	Page Number(s), URLs, and/or Direct Answers
TOPIC SPECIFIC DISCLOSURES		
Economic Performance		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Materiality: https://www.uol.com.sg/sustainability/materiality
GRI 103 : Management Approach 2016	103-2 The management approach and its components	Our Approach: https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	Our Approach: https://www.uol.com.sg/sustainability/our-approach
GRI 201 : Economic Performance 2016	201-1 Direct economic value generated and distributed	33-34 AR 8-10
Market Presence		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	27 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	27 People: https://www.uol.com.sg/sustainability/our-approach/
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	27 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	27
Anti-Corruption		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	AR 48-58 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 48-58 Enterprise Risk Management: https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	AR 48-58 Enterprise Risk Management: https://www.uol.com.sg/sustainability/our-approach
GRI 205 : Anti-Corruption 2016	205-1 Operations assessed for risks related to corruption	Enterprise Risk Management: https://www.uol.com.sg/sustainability/our-approach For the property business, 12 out of 13 departments are assessed by the Internal Audit (IA) department, the only exception being IA department itself. Information on significant risks related to corruption is commercially sensitive.

GRI Standard	Disclosure Number and Title	Page Number(s), URLs, and/or Direct Answers
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	13, 15-16, 19, 36-37, 45-46 UOL's energy consumption consists of a small percentage of non-renewable fuel.
GRI 302 : Energy 2016	302-2 Energy consumption outside of the organisation	13, 18, 45-46
GRI 302 : Energy 2016	302-3 Energy intensity CRE1 Building energy intensity	13, 15-16, 36-37, 45-46
GRI 302 : Energy 2016	302-4 Reduction of energy consumption	15-16, 45-46
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 and Effluents 2018	303-1 Interactions with water as a shared resource	Environment: https://www.uol.com.sg/sustainability/our-approach
GRI 303 : Water and Effluents 2018	303-2 Management of water discharge-related impacts	Environment: https://www.uol.com.sg/sustainability/our-approach
GRI 303 : Water and Effluents 2018	303-3 Water withdrawal	13, 17-18, 38, 45-46
GRI Construction and Real Estate Sector Disclosure	CRE2 Building water intensity	13, 17-18, 38, 45-46
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	13, 18, 36, 45-46
GRI 305 : Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions	13, 18, 37, 45-46
GRI 305 : Emissions 2016	305-4 GHG emissions intensity	13, 16, 18, 37, 45-46
GRI Construction and Real Estate Sector Disclosure	CRE3 GHG emissions intensity from building	13, 16, 37, 45-46

References

GRI Standard	Disclosure Number and Title	Page Number(s), URLs, and/or Direct Answers
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	19, 39, 46 No hazardous waste was handled at our commercial properties or hospitality properties. All waste disposed is sent for incineration, except for recycled waste.
Environmental Compliance		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Materiality: 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	13
GRI Construction and Real Estate Sector Disclosure	CRE8 Type and number of sustainability certification, rating and labeling schemes for new construction, management, occupation and redevelopment	18
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	18-19 Value Chain: https://www.uol.com.sg/sustainability/key-stakeholders

References

GRI Standard	Disclosure Number and Title	Page Number(s), URLs, and/or Direct Answers
Employment		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Materiality: https://www.uol.com.sg/sustainability/materiality People (Talent Attraction and Retention): https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	AR 68 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	25-26, 41-42
GRI 401 : Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Benefits - including complimentary basic health screening - are provided to full-time employees. Benefits to temporary or part-time employees differ from full-time employees and vary between the property and hospitality businesses.
Occupational Health and Safety		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Materiality: https://www.uol.com.sg/sustainability/materiality Health and Safety: https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	AR 70-71 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 2018	403-1 Occupational health and safety management system	22 Health and Safety: https://www.uol.com.sg/sustainability/our-approach
GRI 403 : Occupational Health and Safety 2018	403-2 Hazard identification, risk assessment, and incident investigation	Health and Safety: https://www.uol.com.sg/sustainability/our-approach
GRI 403 : Occupational Health and Safety 2018	403-3 Occupational health services	Health and Safety: https://www.uol.com.sg/sustainability/our-approach
GRI 403 : Occupational Health and Safety 2018	403-4 Worker participation, consultation, and communication on occupational health and safety	Health and Safety: https://www.uol.com.sg/sustainability/our-approach
GRI 403 : Occupational Health and Safety 2018	403-5 Worker training on occupational health and safety	22 Health and Safety: https://www.uol.com.sg/sustainability/our-approach
GRI 403 : Occupational Health and Safety 2018	403-6 Promotion of worker health	25 Health and Safety: https://www.uol.com.sg/sustainability/our-approach
GRI 403 : Occupational Health and Safety 2018	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health and Safety: https://www.uol.com.sg/sustainability/our-approach Value Chain: https://www.uol.com.sg/sustainability/key-stakeholders
GRI 403 : Occupational Health and Safety 2018	403-9 Work-related injuries	13, 22-23, 47
GRI Construction and Real Estate Sector Disclosure	CRE6 Percentage of the organisation operating in verified compliance with an internationally recognised health and safety management system	13

GRI Standard	Disclosure Number and Title	Page Number(s), URLs, and/or Direct Answers
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	13, 28, 44, 48
GRI 404 : Training and Education 2016	404-3 Percentage of employees receiving regular performance and career development reviews	People (Remuneration and Performance Appraisal): https://www.uol.com.sg/sustainability/our-approach Over 95% of UOL employees and over 99% of PPHG employees were given performance reviews at least once in 2020. Employees who did not receive performance reviews were new hires who were still on probation as of 31 December 2020.
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	26-27, 48 AR 16-20
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 2020.
Local Communities		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Materiality: https://www.uol.com.sg/sustainability/materiality Community: https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-2 The management approach and its components	AR 71 Community: https://www.uol.com.sg/sustainability/our-approach

References

GRI Standard	Disclosure Number and Title	Page Number(s), URLs, and/or Direct Answers
Local Communities		
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	29-30 AR 68-71
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	23-24 Health and Safety: https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	23-24 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	13
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/data-protection-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 2020.
Socioeconomic Compliance		
GRI 103 : Management Approach 2016	103-1 Explanation of the material topic and its Boundary	AR 48-57 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 48-57 Health and Safety: https://www.uol.com.sg/sustainability/our-approach
GRI 103 : Management Approach 2016	103-3 Evaluation of the management approach	AR 48-57 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	13

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Independent Limited Assurance Report

To the Directors of UOL Group Limited

Conclusion

We were engaged by the Board of Directors of UOL Group Limited (the Group) to provide limited assurance on the accompanying UOL Sustainability Report 2020 for the year ended 31 December 2020 (the Report), and the selected Global Reporting Initiative Sustainability Reporting Standards disclosures (Selected GRI Disclosures) as identified below.

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

- (a) the Report has not described the sustainability practices on a comply-or-explain basis with reference to the following components as listed under Rule 711B of the Singapore Exchange's (SGX) Listing Manual;
 - Material environmental, social and governance factors;
 - Policies, practices and performance;
 - Targets;
 - Sustainability reporting framework; and
 - Board statement
- (b) the Selected GRI Disclosures as identified in the table below, are not calculated, in all material respects, in accordance with the relevant topic-specific disclosures requirements in the GRI Standards: Core Option.

Material topic	GRI Standards topic-specific disclosure	Selected GRI disclosures
Market Presence	GRI 202-2	Proportion of senior management hired from the local community Property business: 96.7% Hospitality business: 91.3%
Energy	GRI 302-1 GRI 302-2	Energy consumption within and outside of the organisation Completed buildings: 106,695 MWh Development projects: 9,092 MWh
	GRI 302-3 GRI CRE 1	Building energy intensity 231.6 kilowatt-hour per square metre (kWh/m ²)
Water	GRI 303-3	Water withdrawal Completed buildings: 678 megalitres (ML) Development projects: 77 megalitres (ML)
	GRI CRE 2	Building water intensity 1.5 m ³ /m ²
Emissions	GRI 305-1 GRI 305-2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas (GHG) emissions Completed buildings: 42,747 tonnes of CO ₂ e Development projects: 2,551 tonnes of CO ₂ e
	GRI 305-4 GRI CRE 3	GHG emissions intensity from buildings 92.8 kg CO ₂ e/m ²

References

Material topic	GRI Standards topic-specific disclosure		Selected GRI disclosures			
Effluents and Waste	GRI 306-2	Waste by type and disposal method	Waste disposal: 5,199 tonnes Waste recycled: 354.4 tonnes			
Employment	GRI 401-1	New employee hires and employee turnover	By age group			
			Group	<30 years old	30-50 years old	>50 years old
			Number of new hires	32	41	12
			Rate of new hires*	9.9%	4.2%	2.9%
			Number of voluntary and non-voluntary turnover	211	223	80
			Rate of employee voluntary and non-voluntary turnover*	65.5%	23.1%	19.1%
			By gender			
			Group	Male	Female	
			Number of new hires	36	49	
			Rate of new hires*	4.1%	5.9%	
			Number of voluntary and non-voluntary turnover	294	220	
			Rate of employee voluntary and non-voluntary turnover*	33.6%	26.5%	
			* Denominator: number of employees in age group / gender category			
Training and Education	GRI 404-1	Average hours of training per year per employee	109.9 hours per year per employee			
Occupational Health and Safety	GRI 403-2	Types of injury and rates of injury, occupational diseases, lost days, absenteeism, and number of work-related fatalities		Development Projects	Hospitality	
			Number of work-related fatalities	0	0	
			Number of high-consequence work-related injuries (excluding fatalities)	0	0	
			Number of recordable work-related injuries	1	41	
			Number of lost days	118	381	
			Rate of high-consequence work-related injuries	0	0	
			Rate of recordable work-related injuries	0.36	12.08	
	GRI CRE 6	Percentage of the organisation operating in verified compliance with an internationally recognised health and safety management system	OHSAS 18001 or ISO 45001 for Main Contractors: 100%			

Material topic	GRI Standards topic-specific disclosure	Selected GRI disclosures			
Diversity and Equal Opportunity	GRI 405-1	Diversity of governance bodies and employees	By age group		
			Group	<30 years old	30-50 years old
					>50 years old
			Non-Executive	30%	39%
			Executive	15%	67%
			Senior Management	0%	61%
					39%
			By gender		
			Group	Male	Female
			Non-Executive	58%	42%
			Executive	47%	53%
			Senior Management	50%	50%

Basis for Conclusion

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

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

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

Responsibilities of Management

Management is responsible for:

- preparing and presenting the Report in accordance with the GRI Standards and Rule 711B of the SGX Listing Manual, and the information and assertions contained within it;
- determining UOL's objectives in respect of sustainable development performance and reporting, including the identification of stakeholders and material issues;
- establishing and maintaining appropriate internal control systems that enable the preparation and presentation of the Report and the selected GRI disclosures that are free from material misstatement, whether due to fraud or error;
- preventing and detecting fraud and for identifying and ensuring that the Group complies with laws and regulations applicable to its activities; and
- ensuring that staff involved with the preparation and presentation of the Report are properly trained, information systems are properly updated and that any changes in reporting encompass all significant reporting units.

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

Auditors' Responsibilities

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

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

- inquiries of management to gain an understanding of UOL's processes for determining the material issues for UOL's key stakeholder groups;
- interviews with senior management and relevant staff at the corporate and selected business unit level concerning sustainability strategy and policies for material issues, and the implementation of these across the business;
- interviews with relevant staff at the corporate and business unit level responsible for providing the information in the Report;
- inquiries of the design and implementation of the systems and methods used to collect and report on the GRI Disclosures, including the aggregation of the reported information;
- comparison of the GRI Disclosures presented in the Report to corresponding information in the relevant underlying sources to determine whether all the relevant information contained in such underlying sources has been appropriately included in the GRI Disclosures; and
- reading the information presented in the Report to determine whether it is in line with our overall knowledge of, and experience with, the sustainability performance of the Group.

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

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

Restriction on use

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

The logo for KPMG LLP, featuring a stylized blue signature above the text "KPMG LLP" in a bold, black, sans-serif font.

*Public Accountants and
Chartered Accountants*

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28 April 2021



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