



MAKE IT BETTER

SUSTAINABILITY REPORT 2016

CONTENTS

04 ABOUT THIS REPORT

MAKE IT HAPPEN

07 GROUP CHIEF EXECUTIVE STATEMENT

10 2016 HIGHLIGHTS

12 FIVE-YEAR PERFORMANCE OVERVIEW

13 FINANCIAL HIGHLIGHTS

MAKE IT LAST

15 PRODUCT AND SERVICE QUALITY

17 ENVIRONMENT

MAKE IT COUNT

23 HEALTH AND SAFETY

25 PEOPLE

30 COMMUNITY

34 AWARDS AND ACCOLADES

36 **APPENDIX A:** SUPPLEMENTARY
SUSTAINABILITY DATA

40 **APPENDIX B:** NOTES FOR SUSTAINABILITY
PERFORMANCE DATA

45 **APPENDIX C:** RESTATEMENTS

48 **APPENDIX D:** GRI CONTENT INDEX

**THE FUTURE IS WHAT WE MAKE OF IT.
WE WILL MAKE IT BETTER,
BY MAKING A LASTING IMPACT.**

VISION

A robust property group dedicated to
creating value, shaping future.

MISSION

Driving Inspirations, Fulfilling Aspirations.

CORE VALUES

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

ABOUT THIS REPORT

From 2016 onwards, we will report on our approach for sustainability on our website www.uol.com.sg/sustainability. This report focuses on performance data and commentary of our material economic, environmental and social issues for the period 1 January to 31 December 2016^{G4-17}. The report is published annually, and is UOL's fourth sustainability report.

The report covers development and investment properties, as well as hospitality in Singapore. Assets and revenue from operations covered in the report comprise approximately 80% of the Group's total assets and 77% of the Group's total revenue respectively as at 31 December 2016. We intend to expand our scope of reporting to include our operations outside Singapore and will seek external assurance for future publications.

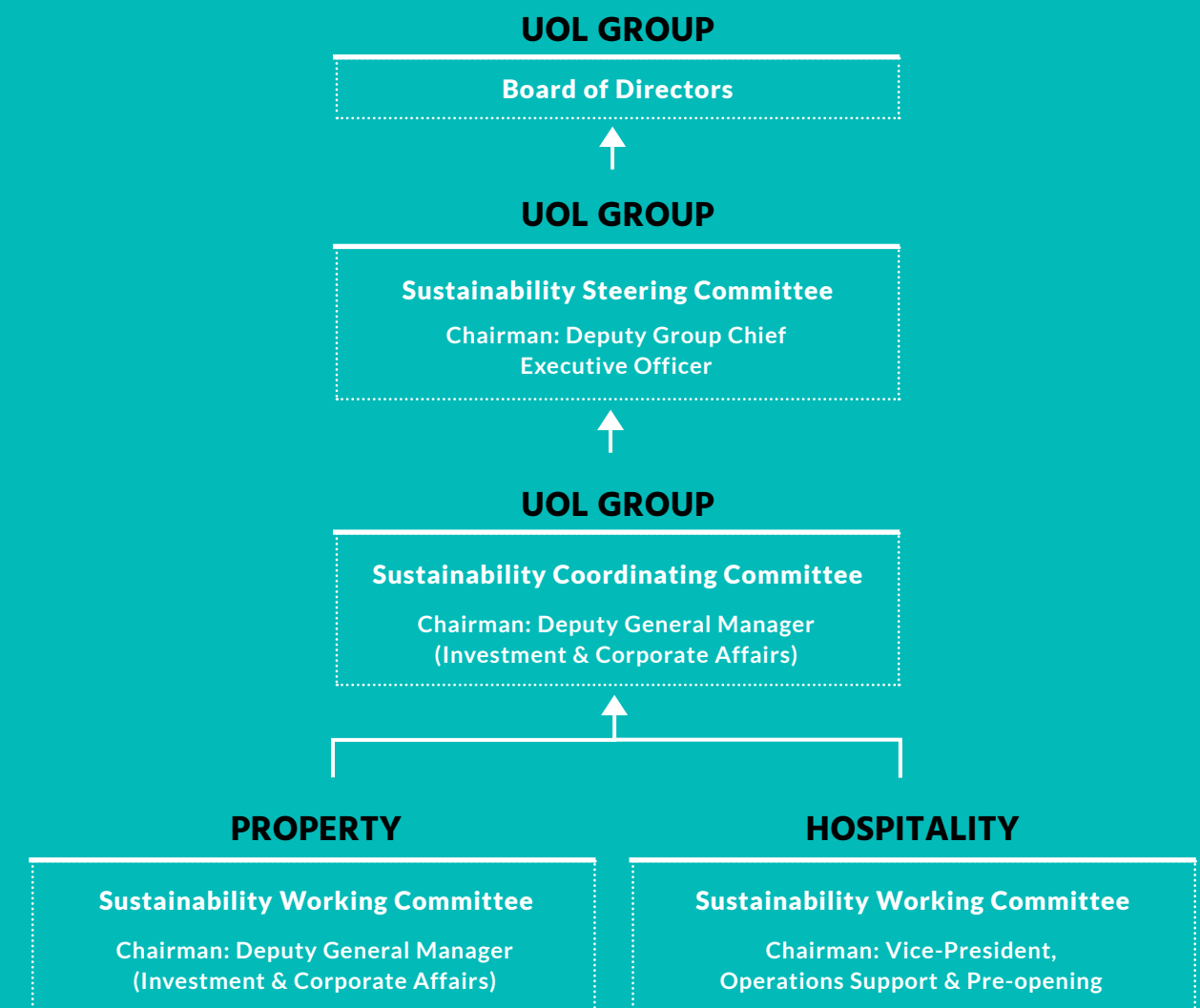
The report is prepared in accordance with GRI G4 Core Option of the Global Reporting Initiative (GRI) Guidelines, and includes consideration of the GRI Construction and Real Estate Sector Disclosures. Definitions and source of data measurements are indicated in Appendix B.

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

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

UOL GROUP SUSTAINABILITY GOVERNANCE STRUCTURE

As a developer with a strong legacy, we are committed to our vision of creating value, shaping future by conducting our business operations in a manner that practises high standards of corporate governance, and considers the environmental and social impact to sustain profitable growth. Our governance structure of sustainability permeates functions and seniority, ensuring that sustainability is integrated both at strategic and operational levels^{G4-18}.





Novena Square

GROUP CHIEF EXECUTIVE STATEMENT

Dear Stakeholders,

I am pleased to present our fourth sustainability report that focuses on our performance for the year.

We see increasing attention on environmental, social and governance issues, both globally and locally. In September 2016, Singapore ratified the Paris Agreement, committing to reduce its emissions intensity by 36% from 2005 levels by 2030. Earlier in February, the Singapore Budget 2017 was also lauded as the most environmentally conscious one thus far. The first carbon tax in Southeast Asia will be implemented by Singapore from 2019. Singapore is also on track to meet its existing commitment to reduce greenhouse gas (GHG) emissions by 16% by 2020.

Our vision of being a robust property group that creates value and shapes future will increasingly become more important as we continue to pursue a sustainable performance.

The Board has approved this report that covers the material issues and their performance indicators. The Board is supported by the Sustainability Steering Committee and Sustainability Coordinating Committee.

We are pleased that UOL was included in the inaugural SGX Sustainability Leaders Index by the Singapore Exchange (SGX) last year. This was testament to the company-wide efforts our colleagues had put in. PARKROYAL on Kitchener Road was also ranked among the Top 10 most energy efficient hotels in Singapore by the Building and Construction Authority for the second consecutive year.

Our commercial properties achieved a 8.1% reduction in building energy intensity with 2010 as the base year. For reduction in water intensity, our commercial properties achieved and exceeded their target of 10% by 2020 with a 11.5% reduction in 2016. Come 2017, we will revise the targets for energy and water intensities to include our retail mall OneKM, which became fully operational in 2015.

Recognising that water is a scarce resource, we introduced a water reduction target for our hospitality business in 2016. Our hospitality business set a one-year target of a 3% reduction for water intensity and it exceeded with a 5.3% decrease in 2016 compared with 2015. It also set a one-year target to reduce energy intensity by 3% in 2016, and exceeded the target with a 4% reduction from 2015 to 2016.

For development projects, we recorded a 17.4% GHG intensity reduction from 2015 to 2016. These are exciting times for development projects, as we are moving forward using new technologies such as prefabricated prefinished volumetric construction. We believe this construction method has several benefits for enhanced safety in a controlled environment and in reducing negative environmental impact. Our adoption of this technology will enable us to access development opportunities as the government is looking to increasingly require the adoption of such construction method in government land sales.

We maintained a good safety track record in 2016, with an accident frequency rate of 0.5 and accident severity rate of 10.1, both well below the respective national industry average of 1.7 and 159, which were reported in WSH Institute's Workplace Safety and Health Report 2016. We will continue to strive towards a workplace with zero incidences, maintaining focus on high occupational safety standards and engaging our contractors.

We have a responsibility to create a fair and respectful workplace, and believe a diversified team that supports gender equality, different age groups, backgrounds and skillsets, will bring forth broader and more enriching perspectives to the workplace. In 2016, we refreshed the learning and development programme around service excellence to attract, retain and nurture the best talent for our continued competitiveness. Group turnover rate decreased to 32.1% in 2016 from 34.7% in 2015.

Caring for our community is one of the five core values at UOL, and we are heartened to see more staff joining the pool of committed volunteers in meaningful activities in our communities, which brings us all closer together.

At UOL, we believe our commitment to the sustainability journey will foster innovation and make us more resilient in the future, so as to continue to create value for our stakeholders.

Gwee Lian Kheng
GROUP CHIEF EXECUTIVE
MAY 2017

2016 HIGHLIGHTS



PARKROYAL on
Pickering
was recognised as

ASIA'S LEADING GREEN HOTEL

at the prestigious
World Travel Awards
2016

UOL is one of the
24 companies that
made it to the

SGX SUSTAINABILITY LEADERS INDEX,

the flagship index of the
Sustainability series launched
by SGX in 2016



PARKROYAL on Kitchener Road
was ranked among the

TOP 10 MOST ENERGY EFFICIENT

hotels in Singapore for the
second consecutive year,
in the BCA Building Energy
Benchmarking Report 2016.



Embarked on the

WORLD'S TALLEST PREFABRICATED PREFINISHED VOLUMETRIC CONSTRUCTION

project for
The Clement Canopy



Moved towards

WEB-BASED REPORTING

as recommended by SGX,
which enables more timely
and efficient reporting



PPHG was
conferred the

COMMUNITY CHEST'S CORPORATE BRONZE AWARD

FIVE-YEAR PERFORMANCE OVERVIEW

INDICATOR 2012 2013 2014 2015 2016

ENVIRONMENT

Gross Floor Area (GFA) (m ²)	332,865	458,004	458,004	486,941	486,904
Energy Consumption (MWh) (Numbers may not add up due to rounding errors)	64,703	89,634	93,078	95,803	96,557
Completed Buildings*	56,789	84,886	84,238	88,311	89,279
Development Projects	7,914	4,748	8,841	7,492	7,278
GHG Emissions (tonnes of CO ₂ e)	30,301	39,566	39,022	40,365	40,671
Completed Buildings*	27,895	38,190	36,407	38,089	38,506
Development Projects	2,407	1,376	2,615	2,276	2,165
Water Consumption (thousand m ³)	877	1,058	1,082	1,116	1,111
Completed Buildings*	675	984	945	1,008	1,011
Development Projects	202	74	137	108	100
Building Energy Intensity by GFA (kWh/m ²)	170.6	185.3	183.9	181.4	183.4
Building GHG Intensity by GFA (kg of CO ₂ e/m ²)	83.8	83.4	79.5	78.2	79.1
Building Water Intensity by GFA (m ³ /m ²)	2.0	2.1	2.1	2.1	2.1

WORKPLACE HEALTH & SAFETY **

OHSAS 18001 for Main Contractors	n.a	87.5%	100%	100%	100%
Accident Severity Rate	71.7	5.8	66.6	6.2	10.1
Accident Frequency Rate	3.8	3.6	3.8	0.4	0.5

PEOPLE

Turnover	37.7%	36.8%	38.0%	34.7%	32.1%
Property	19.4%	16.1%	14.3%	15.4%	16.1%
Hospitality	39.4%	38.4%	39.8%	36.2%	33.4%
Average Training Hours per Employee	16.9	30.5	44.3	86.6	85.1
Property	17.2	15.5	27.8	23.8	26.7
Hospitality	16.9	31.9	45.7	92.1	89.5

COMPLIANCE

Incidents of non-compliance resulting in significant fines or sanctions	0	0	0	0	0
---	---	---	---	---	---

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

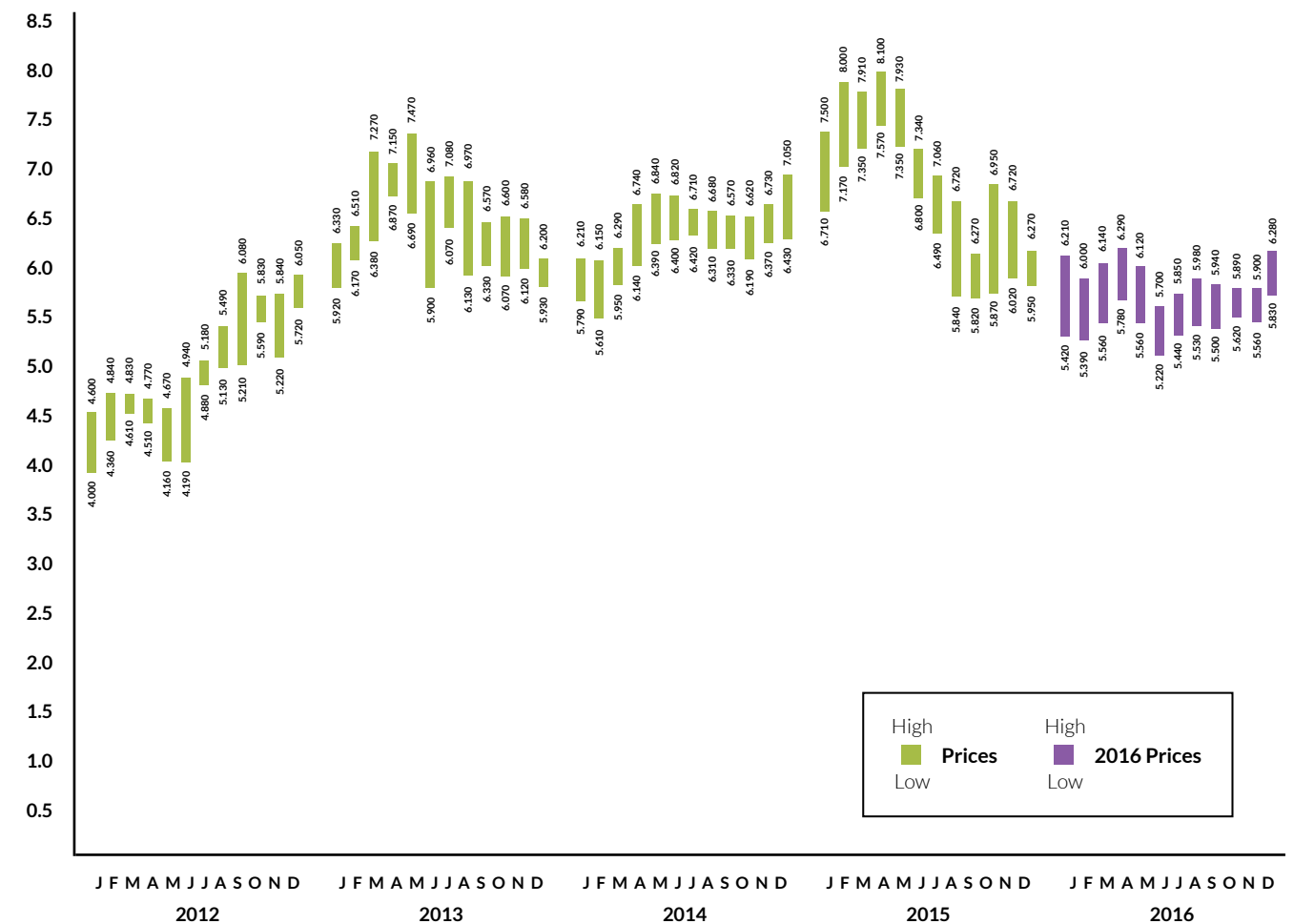
** For Development Projects only.

FINANCIAL HIGHLIGHTS

FIVE-YEAR FINANCIAL PERFORMANCE FOR THE GROUP 2012 2013 2014 2015 2016

REVENUE (\$M)	1145.8	1058.6	1360.7	1278.7	1,440.7
PATMI (\$M)	807.7	785.8	686	391.4	287.0
GEARING RATIO	0.28	0.28	0.34	0.27	0.24
RETURN ON EQUITY (%)	13.1	11.6	9.0	5.0	3.5
TOTAL ASSETS (\$M)	9,564.3	10,421.4	11,848.5	11,501.3	11,558.1
EARNINGS PER SHARE (CENTS)	105.06	102.01	88.00	49.39	35.82

SHARE PRICE (\$)



For a detailed breakdown of our 2016 financial results, please refer to the following sections in the UOL Annual Report 2016:

- Financial Highlights, page 8–9 • Chairman's Statement, page 16–17 • Five-year Financial Summary, page 72–73
- Segmental Performance Analysis, page 74–75 • Value-added Statement, page 76–77



Seventy Saint Patrick's

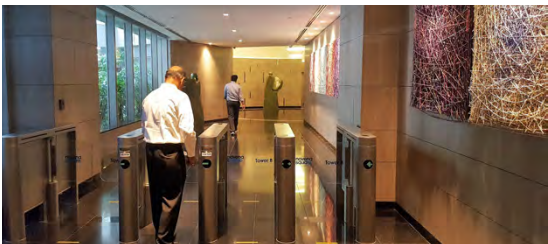
PRODUCT AND SERVICE QUALITY

We are dedicated towards innovative design in the buildings we develop. We also support knowledge-sharing on innovation in the industry through sponsorship of key events. For the third consecutive year, we sponsored the World Cities Summit 2016, where government leaders and industry experts convened to address challenges of liveable and sustainable cities.

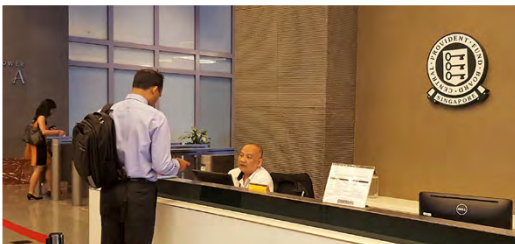
For our hospitality business, we continue to benchmark our performance using an external Quality Assurance specialist, in addition to close monitoring of satisfaction surveys and reviews on multiple platforms.

A WELCOMING GESTURE

UOL is committed to offering prompt and continuous support to our tenants' day-to-day business dealings and, over time, cultivate long-term relationships.



The lift lobby at Novena Square was given a facelift to keep our property looking fresh and current.



A dedicated security counter was set up for the CPF Board.

We want our tenants to feel comfortable with us by meeting or exceeding their expectations and business needs. In 2016, we enhanced the building security of Novena Square by installing a turnstile entrance and refurbishing the lift lobby to give the building a fresh and rejuvenated look, which was well received.

“We are pleased that the landlord invested in the refurbishment of the office lobby to make it more visually appealing and give it a little more style. It is now modern, bright and welcoming to staff and visitors,” said Mr Anthony Key, Vice President, Finance and Business Development Asia of World Fuel Services (Singapore) Pte Ltd.

We also went the extra mile to welcome our new tenant, the Central Provident Fund (CPF) Board. Through rounds of engagement sessions, we sought to have a clear understanding of the tenant’s concerns, in this case, enhanced security measures. We assisted in setting up a dedicated security counter for the CPF Board, in addition to the building’s security counter. We also allowed the CPF Board to utilise common area at the rooftop for its emergency generator.

EMBRACING SUSTAINABLE BUILDING TECHNOLOGIES

In support of the Singapore government’s push for productivity, UOL embraces the use of technology and engineering design to move towards sustainable construction method.



The Clement Canopy (artist’s impression) will be the tallest concrete prefabricated prefinished volumetric construction in the world* when it is completed in 2020.

THE CLEMENT CANOPY

In 2016, UOL embarked on our first prefabricated prefinished volumetric construction project for The Clement Canopy, a 505-unit condominium that comprises two 40-storey towers in Clementi. Through our appointed main contractor Dragages Singapore, we draw on the engineering innovation and global expertise in this technology of the award-winning Bouygues Group.

Cited as a “game changing” technology by the Building and Construction Authority (BCA), the prefabricated prefinished volumetric construction method involves designing construction to be done in a controlled factory environment as far as possible. Prefabricated concrete modules are prefinished, for example with cabinetry and painting works, before they are assembled on site.

With most of the work completed at the factory, manpower and materials can be more efficiently planned and deployed. The tradesmen can carry out their works in a sheltered manufacturing environment, improving quality control and site safety. Dust and noise pollution are also minimised on-site.

We are cognisant that the prefabricated prefinished volumetric construction technology is a relatively new process and as such, we actively engaged business partners and regulators early in the design and construction process to enable a smooth experience for all, including the nearby communities.

* Correct at time of publication.

ENVIRONMENT

BUILDING ENERGY CONSUMPTION

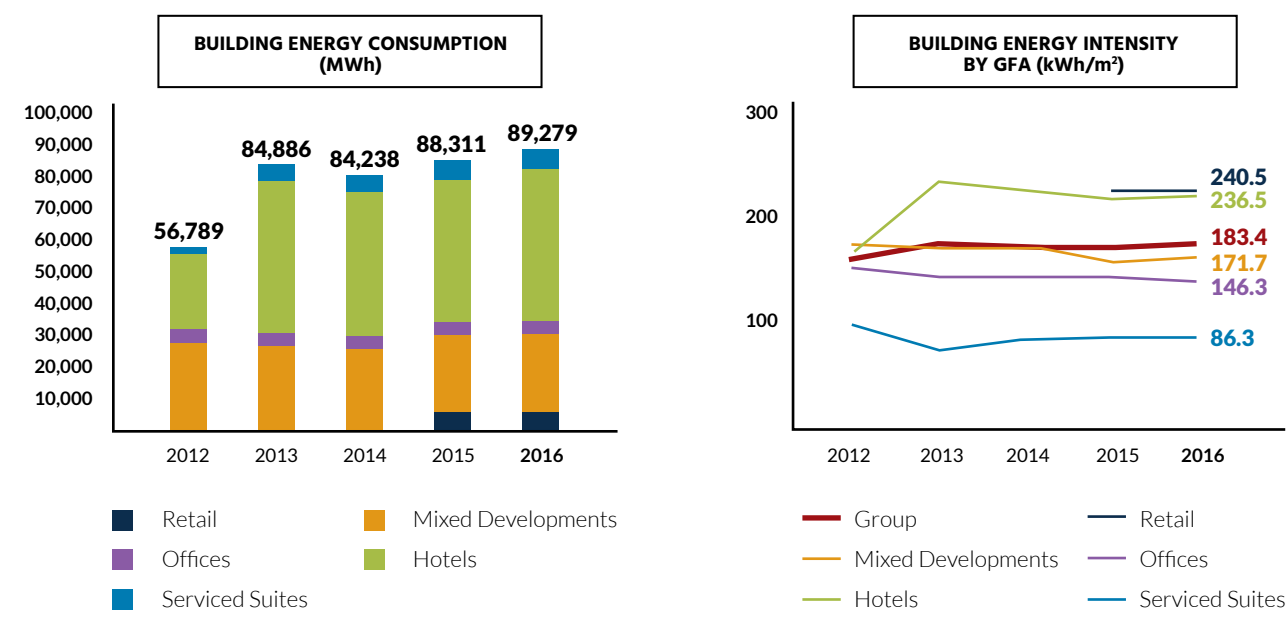
INDICATORS	SCOPE	TARGET	STATUS
ENERGY INTENSITY	Commercial Properties* (*Excludes OneKM)	16% reduction of energy intensity by GFA occupied by 2020 (Base year: 2010)	Ongoing
ENERGY INTENSITY	Hospitality	3% reduction of energy intensity by guest night by 2016 (Base year: 2015)	TARGET MET

For our commercial properties, we have since reduced our energy intensity by 8.1% in 2016 with 2010 as the base year. We had set a target to reduce energy intensity of older buildings which are more than 15 years old. Starting from 2017, we will revise the target to include our retail mall OneKM, which was fully operational in 2015. The energy consumption at OneKM was monitored over two years before setting the target.

Our hospitality business revised its yearly target in 2016 to 3% reduction in energy intensity by guest night for hotels and serviced suites from 2015 to 2016. Our energy intensity reduced by 4% from 2015 to 2016, exceeding our target.

PARKROYAL on Kitchener Road was ranked among the Top 10 most energy efficient hotels in Singapore for the second consecutive year, in the BCA Building Energy Benchmarking Report 2016.

In 2016, Group building energy consumption was 89,279 MWh and Group building GHG emissions was 38,506 tonnes of CO₂ equivalent. These included our retail mall OneKM.



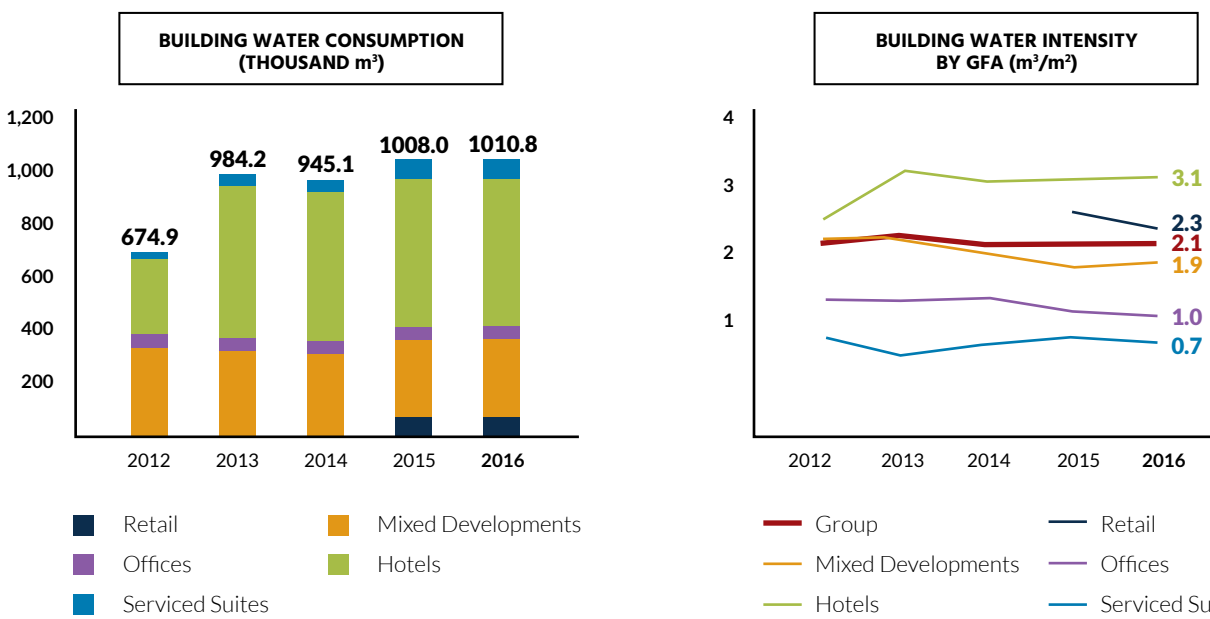
BUILDING WATER CONSUMPTION

INDICATORS	SCOPE	TARGET	STATUS
WATER INTENSITY	Commercial Properties* (*Excludes OneKM)	10% reduction of water intensity by GFA occupied by 2020 (Base year: 2010)	Ongoing
WATER INTENSITY	Hospitality	3% reduction of water intensity by 2016 (Base year: 2015)	TARGET MET

For our commercial properties, we have so far reduced our water intensity by 11.5% in 2016 compared with the base year 2010, thus exceeding our target. Our approach towards building water intensity for our commercial properties was similar to that for building energy intensity. We will revise the target in 2017 to include OneKM.

Our hospitality business introduced a one-year water intensity target for 2016 to achieve a 3% reduction. Our water intensity reduced by 5.3% from 2015 to 2016, exceeding our target.

In 2016, Group building water consumption was 1010.8 thousand m³, which included OneKM.



ENERGY AND WATER CONSUMPTION FOR DEVELOPMENT PROJECTS

INDICATORS	SCOPE	TARGET	STATUS
CARBON FOOTPRINT AND WATER CONSUMPTION	Commercial Properties	Green Mark Gold for new development of investment properties in Singapore	Not applicable, no new developments in 2016
VALUE CHAIN IMPACT FOR MATERIAL ENVIRONMENTAL ISSUES	Development Projects in Singapore	All main contractors to be certified for ISO 14001 and Green and Gracious Builder certification	TARGET MET

DEVELOPMENT PROJECTS

	2012	2013	2014	2015	2016
Electricity consumption (MWh)	1,315	597	1,539	1,688	1,358
Diesel consumed (MWh)	6,599	4,151	7,302	5,804	5,920
Total energy consumed (MWh)	7,914	4,748	8,841	7,492	7,278
Total GHG emissions (tonnes of CO ₂ e)	2,407	1,376	2,615	2,276	2,165
GHG intensity by value of work completed	19.0	13.1	13.0	11.2	9.3
Total water consumed (m ³)	202,440	74,253	136,880	107,890	100,099
Water intensity by value of work completed (m ³ /\$'000)	1.6	0.7	0.7	0.5	0.4
Value of work completed (\$'000)	126,485	105,108	201,091	203,130	233,943

Total energy consumption at our development projects was 7,278 MWh in 2016. The energy consumption, mainly from diesel and electricity use, resulted in a total of 2,165 tonnes of CO₂ equivalent GHG emissions. The GHG intensity, by value of work completed, was 9.3 in 2016, a 17.4 % reduction compared with 2015. Total water consumption was 100,099 m³ in 2016, of which 3% was recycled or reused. Wastewater was used to wash trucks and other vehicles before they left the construction sites to minimise pollution to the public road surfaces. Energy and water consumption figures per year are highly dependent on the phase of construction, where consumption is heaviest during the middle phase.

All main contractors undertaking our projects in 2016 were certified not only to ISO 14001, but also Green and Gracious Builder. The Green and Gracious Builder certification is awarded by BCA to contractors that have implemented a certain standard in environmental and social practices. Environmental aspects assessed include material use, GHG, water and air quality. All our main contractors were required to submit quarterly reports on energy and water consumption.

ENERGY CONSUMPTION FOR CORPORATE OFFICE

We track energy consumption for our corporate office, which is located within our commercial property. Our corporate office energy consumption was 292 MWh in 2016. Compared with 2015, this reflected an increase in GHG emissions of 5.8% to 126,094 kg of CO₂ equivalent. The increase could be due to prolonged testing of a new backup air conditioner in our data centre, which will be switched on automatically when the room temperature exceeds the limit. We have two computer room air conditioning (CRAC) units which alternate being turned on and off every 12 hours. We are currently monitoring and evaluating the performance of the CRAC units, while investing efforts to engage staff to enhance awareness of conservation initiatives.

WASTE AND RESOURCE MANAGEMENT

In 2016, we recorded 4,730 tonnes of waste disposed of in our hospitality business, and 147.3 tonnes of waste was recycled. We continue to work on improving coverage of waste reporting at all our hotels and serviced suites. In 2016, we achieved 92% coverage, which was more than doubled from four years ago.



Staff volunteers on an outing with CARE Singapore's StarKidz!

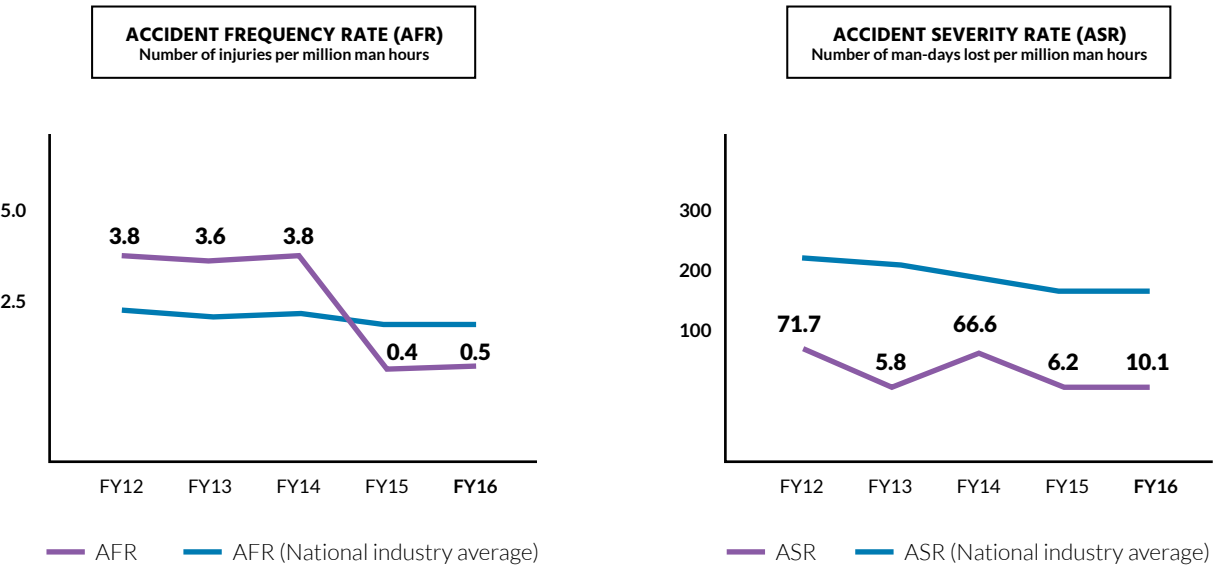
HEALTH AND SAFETY

WORKPLACE HEALTH AND SAFETY

INDICATORS	SCOPE	TARGET	STATUS
VALUE CHAIN IMPACT FOR HEALTH AND SAFETY	Development Projects	All main contractors to be OHSAS 18001 certified	TARGET MET

The accident frequency rate (AFR) and accident severity rate (ASR) increased slightly compared with 2015, while remaining well below the national construction industry average. AFR and ASR increased from 0.4 to 0.5 and 6.2 to 10.1 respectively, from 2015 to 2016. There were two incidents at our sites in 2016, one due to a sprained ankle and another due to a foot fracture, which incurred a total of 42 lost days.

	Main contractors	Sub-contractors
No. of workplace fatalities	0	0
No. of non-fatal workplace injuries	0	2
No. of occupational diseases	0	0
No. of dangerous occurrences	0	0
No. of near misses	0	0
No. of lost days	0	42
Total no. of man-hours worked	666,376	3,506,102



INCIDENT REPORTING

The number of injuries reported at all buildings was 94 in 2016, compared with 145 in 2015. Together, we will continue to strive to achieve an injury-free workplace and a safer environment at our buildings.

Number of injuries reported at all buildings	94
--	----

GUEST SAFETY & SECURITY

There were no substantiated issues concerning guest safety and security in 2016.

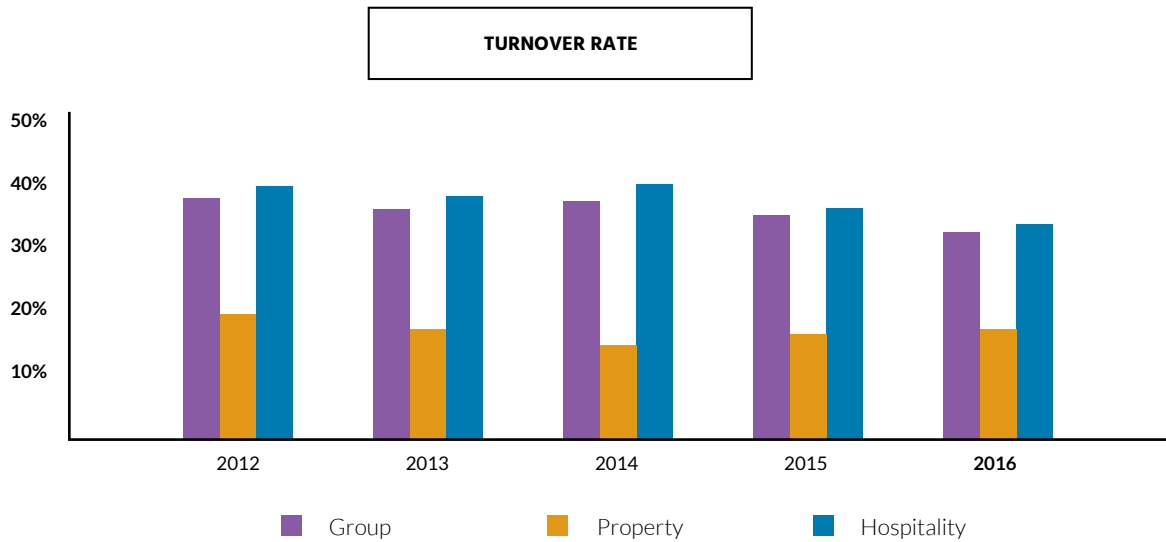
FOOD SAFETY & HYGIENE

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

PEOPLE

TALENT ATTRACTION AND RETENTION

In 2016, the Group has over 2000 employees in Singapore, with over 90% employed in our hospitality business. Our turnover rates in 2016 remained significantly below national industry averages. Further, turnover figures reflected a positive and decreasing trend over the past five years for both businesses.



TURNOVER RATE	2012	2013	2014	2015	2016
Group	37.7%	36.8%	38.0%	34.7%	32.1%
Property	19.4%	16.1%	14.3%	15.4%	16.1%
National industry average* (Real Estate Services)	39.6%	36.0%	40.8%	37.2%	34.8%
Hospitality	39.4%	38.4%	39.8%	36.2%	33.4%
National industry average* (Accommodation & Food Services)	51.6%	49.2%	51.6%	48.0%	43.2%

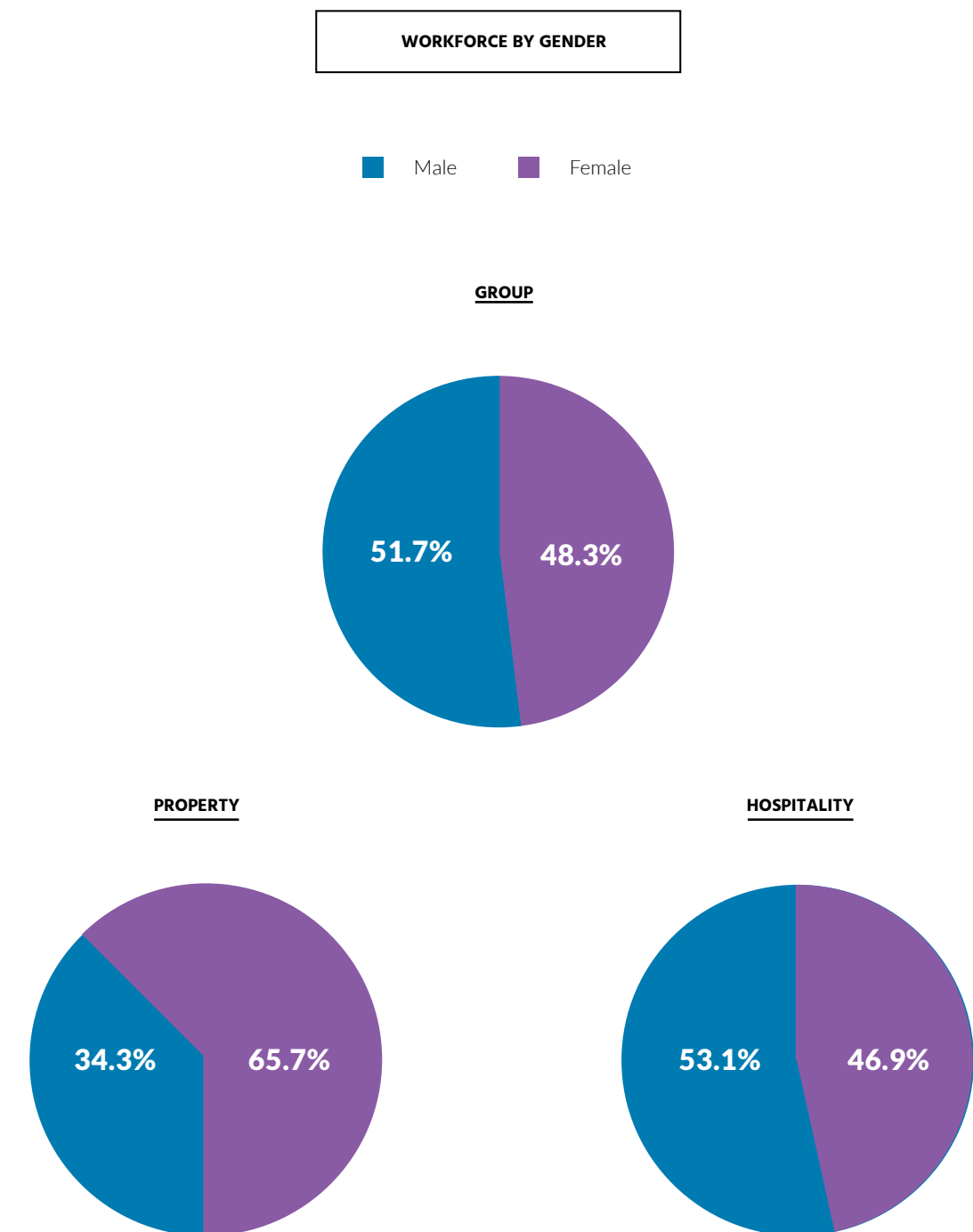
*Source: The Ministry of Manpower Labour Market Report 2016.

DIVERSITY AND INCLUSION

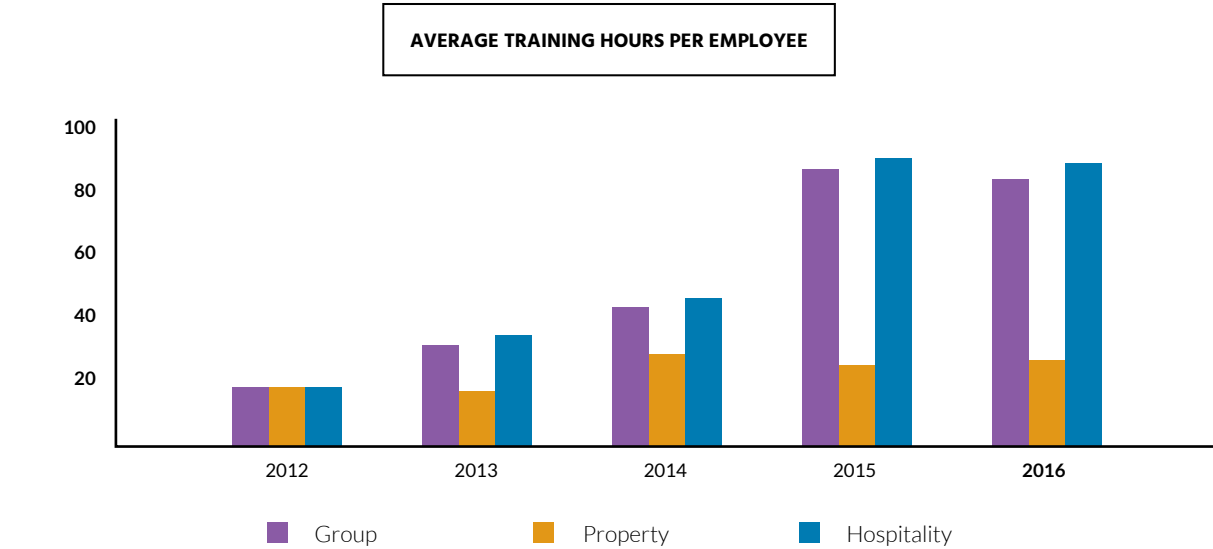
We believe that a diversified team with different age groups, backgrounds and skillsets will bring forth broader and more enriching perspectives to the workplace, especially for our hospitality business as diversity and inclusion is a material issue.

In our property business, females constituted 87% of new hires in 2016 and they were well represented in our Senior Management, where 32% were females. In our hospitality business, 51.2% of new hires in 2016 were females and they were represented with a healthy 45% presence in the Management teams of the various business units. We also continue to practise re-employment of matured workers as we value age diversity. During the year, 22% of employees in our property business and 20% of employees in our hospitality business were above the age of 50.

We tap the talent and skills of our local community. In 2016, in our property business, 98.6% of the employees and all of the Senior Management, were Singaporeans or Permanent Residents. A significant 80.5% of Senior Management, as well as 56.1% of the employees in our hospitality business, were Singaporeans or Permanent Residents as at end December 2016.



PEOPLE DEVELOPMENT



AVERAGE TRAINING HOURS PER EMPLOYEE	2012	2013	2014	2015	2016
Group	16.9	30.5	44.3	86.6	85.1
Property	17.2	15.5	27.8	23.8	26.7
Hospitality	16.9	31.9	45.7	92.1	89.5

The average training hours per employee for our property business was 26.7 hours and 89.5 hours for our hospitality business, such that average training hours for the Group was 85.1 hours.

INDICATORS	SCOPE	TARGET	STATUS
TALENT ATTRACTION AND RETENTION, THROUGH PEOPLE DEVELOPMENT	Property	Average training hours per employee for 2016: 25.2 hours	TARGET MET

Our property business had set targets to progressively raise training hours per employee since 2012. Our average training hours per employee in 2016 was 26.7 hours, surpassing our target of 25.2 hours.

INDICATORS	SCOPE	TARGET	STATUS
SERVICE QUALITY AND TALENT ATTRACTION AND RETENTION, THROUGH PEOPLE DEVELOPMENT	Hospitality	Average training hours per employee for 2016: 100 hours	TARGET NOT MET

In 2016, the average training hours per employee for our hospitality business fell slightly to 89.5 hours compared with 92.1 hours in 2015. This was due to the implementation of the Service Excellence 2.0 programme, which streamlined the overall training courses offered in 2016.

During the year, considering the multi-generational learner profile of our employees, we utilised a blended learning approach where programmes were offered via diverse platforms such as facilitated learning, e-learning and serious gaming. Further, in alignment with SkillsFuture, the national movement of life-long learning by the tripartite Council for Skills, Innovation and Productivity (CSIP) in Singapore, our hospitality business will be gearing towards new training initiatives in 2017. It will focus on the functional and professional development of our employees and further leadership development programmes for middle management level and above.

COMMUNITY

At UOL, supporting our community has become part of our culture. Here are some of the highlights of our community development initiatives.

We supported CARE Singapore for the sixth consecutive year, with a \$40,000 donation in 2016 to support its StarKidz! Programme. The programme aims to help improve the self-esteem of vulnerable children who struggle academically, so they can become responsible and confident adults. Based on feedback from the school teachers and parents, the students benefitted from the programme.

The organising of educational tours is a regular feature in UOL's activities with children from CARE Singapore. Through this platform, we also encourage our employees to volunteer their time to interact with the children and guide them towards good behaviour. In June 2016, a group of 11 UOL volunteers brought 23 children to the Singapore Philatelic Museum to discover local and global heritage through the museum's stamp collection. The children also had a shot at designing their own stamps. In November 2016, 17 UOL volunteers took 30 children to tour the NEWater Visitor Centre.

To nurture local young talent in our industry, we sponsored a group of architecture students from the National University of Singapore to display their architectural models at a public art event held in January, the Singapore Arts Club x Art After Dark.

For the silver generation, we continued to support AWWA Senior Community Home with our staff volunteering activities. In March 2016, we organised a farming outing, where 30 AWWA seniors and 19 UOL volunteers were introduced to vertical farming. We also held a festive Christmas lunch in November 2016 for 40 seniors at Jack's Place in our United Square shopping mall, joined by 17 UOL volunteers. In the spirit of giving, UOL staff also sponsored goodie bags for the seniors.

PPHG has been offering employment opportunities to people with disabilities, as well as internship opportunities for students with special needs. In 2016, PPHG was conferred the Corporate Bronze Award by the Community Chest for its contribution to the community.



The children and UOL volunteers worked together to find answers to a quiz at the Singapore Philatelic Museum.



Our UOL volunteer played his guitar while a senior sang along at the Christmas lunch organised for AWWA Senior Community Home.

A HEARTFELT THANK YOU TO OUR VOLUNTEERS

We have cultivated a pool of volunteers in UOL since our staff volunteerism programme started in 2011. Our Management lead by example by taking part in the same activities as the volunteers.



From left: Regina Goh (Senior Finance Executive), Suhailah Binte Bujang, Juliana Tan (Secretariat Assistant), Nora Ng (Senior Finance Executive) and Lee Cheng Jee were recognised by Deputy Group Chief Executive Officer Liam Wee Sin (third from right) for their volunteering efforts.

In 2016, our Management gave formal recognition and a token of appreciation to five most active UOL volunteers who have been committing themselves to the Group's staff volunteering activities since the programme started in 2011.

Some of them shared their thoughts on volunteering:

"The thought of giving back to the community motivates me to volunteer whenever there is an opportunity. Being a volunteer has helped to strengthen my relationships with colleagues, and raise awareness of the less fortunate among us."

- Suhailah Binte Bujang, Marketing Administrator

"I always feel a sense of achievement when I see the elderly and children enjoy themselves during the outings. Some of the elderly even remembered us when we returned for other activities. These activities also provide opportunities for colleagues from the different departments to interact with each other. We also bonded over the journey back to the office as we cracked jokes and shared our volunteering experience."

- Lee Cheng Jee, Senior Tax Manager

SUPPORTING WORLD FOOD DAY

In recognition of World Food Day, a global day of action against hunger, PPHG held a five-day fund raising drive and purchased 1,600 food parcels aimed at low-income households, the largest number ever received by The Food Bank Singapore (FBSG).

Our Senior Chefs created the food parcels filled with ingredients and recipes for wholesome meals. Over 84 PPHG volunteers distributed the food parcels, joined by FBSG, People's Association, West Coast GRC and Pioneer Constituency.

The launch event was led by Executive Chef Andy Oh as he conducted a cooking demonstration of Singapore's local delight laksa, which was served up with other chefs' recipes to 200 residents within the West Coast community. They were joined by Mr Cedric Foo, Adviser to Pioneer Grassroots Organisations, Mr Patrick Tay, BBM, Adviser to Boon Lay Grassroots Organisations and Ms Foo Mee Har, Adviser to Ayer Rajah Grassroots Organisations.

PPHG was delighted to partner FBSG in this food donation drive, which is aligned to the culinary theme of our corporate social responsibility initiative, Eat Well With Us, where we harness the collective experience of the Senior Chefs from our five Singapore hotels to enliven the meals served at our adopted charity homes.

"We are deeply fortunate to be able to work with PPHG to bring healthier food to more than 1,000 families on this special occasion. It is indeed a collaboration worth celebrating!" said Ms Nichol Ng, Chief Food Officer of FBSG.



PPHG chefs serving laksa to the residents.



A team of PPHG volunteers gearing up to distribute the food parcels to low-income households.

AWARDS AND ACCOLADES

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

CORPORATE

UOL GROUP LIMITED

BRAND FINANCE

- Top 100 Singapore Brands 2016 (#34)

PAN PACIFIC HOTELS GROUP LIMITED

COMMUNITY CHEST AWARDS 2016

- Corporate Bronze Award

CONTRACTORS' SAFETY AWARDS

PRINCIPAL GARDEN

RoSPA AWARD 2016

- Health & Safety (Gold)

THOMSON THREE

RoSPA AWARD 2016

- Health & Safety (Gold)

PRODUCT, DESIGN AND ARCHITECTURAL EXCELLENCE

PARKROYAL ON PICKERING

16TH SIA ARCHITECTURAL DESIGN AWARDS 2016

- Design Award – Commercial Projects

ARCHIPELAGO

FIABCI SINGAPORE PROPERTY AWARDS 2016

- Winner – Residential (Low-rise)

BOTANIQUE AT BARTLEY

BCA GREEN MARK AWARDS 2016

- Green Mark Gold^{Plus}

PRODUCT, DESIGN AND ARCHITECTURAL EXCELLENCE

PRINCIPAL GARDEN

INTERNATIONAL PROPERTY AWARDS 2016

- Best International Condominium
- Best International Residential Landscape Architecture
 - Best Condominium Asia Pacific
- Best Residential Landscape Architecture Asia Pacific

INTERNATIONAL PROPERTY AWARDS (ASIA PACIFIC) 2016

- 5-star – Condominium, Singapore
- 5-star – Residential High-rise Development, Singapore
- 5-star – Residential Landscape Architecture, Singapore
- Highly Commended – Residential High-rise Architecture, Singapore
- Highly Commended – Interior Design Show Home, Singapore

BCA GREEN MARK AWARDS 2016

- Green Mark Gold^{Plus}

SERVICE EXCELLENCE

PAN PACIFIC SERVICED SUITES

DESTINASIAN READERS' CHOICE AWARDS 2016

- Top 5 Best Serviced Residence Brand

PAN PACIFIC SERVICED SUITES BEACH ROAD

2016 WORLD LUXURY HOTEL AWARDS

- Country Winner – Luxury Serviced Apartments

PAN PACIFIC SERVICED SUITES ORCHARD

BUSINESS TRAVELLER ASIA-PACIFIC AWARDS 2016

- Best Serviced Residence in Asia-Pacific

WORLD TRAVEL AWARDS 2016

- Singapore's Leading Hotel Residences

PARKROYAL ON PICKERING

WORLD TRAVEL AWARDS 2016

- Asia's Leading Green Hotel

APPENDIX A: SUPPLEMENTARY SUSTAINABILITY DATA

A1: ENERGY & GREENHOUSE GAS EMISSIONS

BUILDING ENERGY CONSUMPTION (MWh)

	2012	2013	2014	2015	2016
Group	56,789	84,886	84,238	88,311	89,279
Commercial Properties	31,065	30,397	30,103	35,256	35,813
Retail Mall	n.a	n.a	n.a	7,006	6,958
Mixed Developments	26,358	25,916	25,630	23,773	24,501
Offices	4,707	4,481	4,473	4,477	4,354
Hospitality	25,724	54,488	54,134	53,055	53,466
Hotels	22,191	47,637	46,242	44,945	45,394
Serviced Suites	3,533	6,851	7,893	8,111	8,072

BUILDING ENERGY INTENSITY BY GFA (kWh/m²)

Group	170.6	185.3	183.9	181.4	183.4
Commercial Properties	180.1	176.3	174.6	175.1	177.9
Retail Mall	n.a	n.a	n.a	242.1	240.5
Mixed Developments	184.8	181.7	179.7	166.6	171.7
Offices	158.0	150.4	150.1	150.3	146.3
Hospitality	160.4	190.8	189.6	185.8	187.2
Hotels	177.5	248.1	240.9	234.1	236.5
Serviced Suites	99.8	73.2	84.3	86.7	86.3

BUILDING ENERGY INTENSITY BY GFA OCCUPIED (kWh/m²)

Group	213.0	223.6	209.2	207.0	207.2
Commercial Properties	184.3	179.8	181.3	189.7	188.2
Retail Mall	n.a	n.a	n.a	255.6	249.6
Mixed Developments	189.4	186.1	186.5	182.7	183.6
Offices	159.9	150.4	156.4	158.2	150.5
Hospitality	262.4	258.8	228.7	220.3	222.1
Hotels	337.2	323.8	294.2	284.2	283.0
Serviced Suites	109.7	108.0	99.3	98.1	100.5

BUILDING ENERGY INTENSITY BY GUEST NIGHT (kWh/guest night) (HOSPITALITY ONLY)

Hospitality	n.a	41.7	37.7	35.9	34.4
Hotels	n.a	41.3	37.3	35.5	34.1
Serviced Suites	n.a	44.4	39.7	38.5	36.6

BUILDING GHG EMISSIONS (tonnes of CO₂e)

Group	27,895	38,190	36,407	38,089	38,506
Commercial Properties	15,259	13,676	13,011	15,206	15,446
Retail Mall	n.a	n.a	n.a	3,022	3,001
Mixed Developments	12,947	11,660	11,077	10,253	10,567
Offices	2,312	2,016	1,933	1,931	1,878
Hospitality	12,636	24,514	23,397	22,883	23,060
Hotels	10,900	21,432	19,986	19,385	19,578
Serviced Suites	1,735	3,082	3,411	3,498	3,481

BUILDING GHG INTENSITY BY GFA (kg of CO₂e/m²)

Group	83.8	83.4	79.5	78.2	79.1
Commercial Properties	88.5	79.3	75.4	75.5	76.7
Retail Mall	n.a	n.a	n.a	104.4	103.7
Mixed Developments	90.8	81.7	77.6	71.9	74.1
Offices	77.6	67.7	64.9	64.8	63.1
Hospitality	78.8	85.8	81.9	80.1	80.8
Hotels	87.2	111.6	104.1	101.0	102.0
Serviced Suites	49.0	32.9	36.5	37.4	37.2

BUILDING GHG INTENSITY BY GFA OCCUPIED (kg of CO₂e/m²)

Group	104.6	100.6	90.4	89.3	89.3
Commercial Properties	90.5	80.9	78.3	81.8	81.2
Retail Mall	n.a	n.a	n.a	110.2	107.6
Mixed Developments	93.1	83.7	80.6	78.8	79.2
Offices	78.5	67.7	67.6	68.2	64.9
Hospitality	128.9	116.4	98.9	95.0	95.8
Hotels	165.7	145.7	127.1	122.6	122.0
Serviced Suites	53.9	48.6	42.9	42.3	43.3

BUILDING GHG INTENSITY BY GUEST NIGHT (kg of CO₂e/guest night) (HOSPITALITY ONLY)

Hospitality	n.a	18.8	16.3	15.5	14.9
Hotels	n.a	18.6	16.1	15.3	14.7
Serviced Suites	n.a	20.0	17.2	16.6	15.8

A2: WATER

BUILDING WATER CONSUMPTION (thousand m³)

	2012	2013	2014	2015	2016
Group	674.9	984.2	945.1	1008.0	1010.8
Commercial Properties	344.4	334.7	314.4	355.3	361.8
Retail Mall	n.a	n.a	n.a	73.7	67.2
Mixed Developments	306.1	298.0	275.9	248.6	264.1
Offices	38.3	36.8	38.6	32.9	30.6
Hospitality	330.5	649.4	630.7	652.8	649.0
Hotels	304.9	603.9	571.2	585.2	587.9
Serviced Suites	25.6	45.5	59.4	67.6	61.1

BUILDING WATER INTENSITY BY GFA (m³/m²)

	2012	2013	2014	2015	2016
Group	2.0	2.1	2.1	2.1	2.1
Commercial Properties	2.0	1.9	1.8	1.8	1.8
Retail Mall	n.a	n.a	n.a	2.5	2.3
Mixed Developments	2.1	2.1	1.9	1.7	1.9
Offices	1.3	1.2	1.3	1.1	1.0
Hospitality	2.1	2.3	2.2	2.3	2.3
Hotels	2.4	3.1	3.0	3.0	3.1
Serviced Suites	0.7	0.5	0.6	0.7	0.7

BUILDING WATER INTENSITY BY GFA OCCUPIED (m³/m²)

	2012	2013	2014	2015	2016
Group	2.5	2.6	2.3	2.4	2.3
Commercial Properties	2.0	2.0	1.9	1.9	1.9
Retail Mall	n.a	n.a	n.a	2.7	2.4
Mixed Developments	2.2	2.1	2.0	1.9	2.0
Offices	1.3	1.2	1.3	1.2	1.1
Hospitality	3.4	3.1	2.7	2.7	2.7
Hotels	4.6	4.1	3.6	3.7	3.7
Serviced Suites	0.8	0.7	0.7	0.8	0.8

BUILDING WATER INTENSITY BY GUEST NIGHT (m³/guest night) (HOSPITALITY ONLY)

	2012	2013	2014	2015	2016
Hospitality	n.a	0.5	0.4	0.4	0.4
Hotels	n.a	0.5	0.5	0.5	0.4
Serviced Suites	n.a	0.3	0.3	0.3	0.3

A3: WASTE (HOSPITALITY ONLY)

WASTE DISPOSAL (tonnes)

	2012	2013	2014	2015	2016
Hospitality	n.a	2,578	3,474	4,044	4,730
Hotels	n.a	2,578	3,474	3,990	4,346
Serviced Suites	n.a	n.a	n.a	54	384

WASTE INTENSITY BY GUEST NIGHT (kg/guest night)

	2012	2013	2014	2015	2016
Hospitality	n.a	5.3	3.0	3.1	3.2
Hotels	n.a	5.3	3.0	3.1	3.3
Serviced Suites	n.a	n.a	n.a	2.5	2.7

WASTE RECYCLED (tonnes)

	2012	2013	2014	2015	2016
Hospitality	n.a	n.a	177.1	165.3	147.3
Hotels	n.a	n.a	177.1	149.1	129.1
Serviced Suites	n.a	n.a	n.a	16.2	18.2

A4: TRAINING

AVERAGE TRAINING HOURS PER EMPLOYEE BY CATEGORY AND GENDER

2016

Group	Male	Female
Overall average training hours	88.9	81.0
Senior Management	20.4	30.5
Executive	78.5	60.9
Non-executive	107.5	116.0

Property	Male	Female
Overall average training hours	24.8	27.8
Senior Management	29.5	58.7
Executive	24.6	26.8
Non-executive	-	10.5

Hospitality	Male	Female
Overall average training hours	92.1	86.7
Senior Management	18.0	26.2
Executive	82.5	66.7
Non-executive	108.1	118.8

APPENDIX B: NOTES FOR SUSTAINABILITY PERFORMANCE DATA

GENERAL

1. **Buildings:** Refer to completed properties in Singapore. In line with the BCA Building Energy Benchmarking Report, buildings are included only when operations have stabilised and full year of data is available.
Retail: OneKM
Mixed Developments: Novena Square and United Square
Offices: Faber House and Odeon Towers
Hotels: PARKROYAL on Beach Road, PARKROYAL on Kitchener Road, PARKROYAL on Pickering, Pan Pacific Orchard and Pan Pacific Singapore
Serviced Suites: PARKROYAL Serviced Suites Beach Road, Pan Pacific Serviced Suites Beach Road and Pan Pacific Serviced Suites Orchard
2. **Corporate office:** Refers to electricity consumption at UOL corporate office, based on utility bills. Water data is unavailable, as water is not separately metered. Our corporate office sits within United Square, and forms a subset of the building energy and water figures reported.
3. **Development projects:** Refer to construction and redevelopment activities that took place in Singapore. Data from Spottiswoode Residences was excluded due to limitations of data collection; the exclusion affects data from 2010 to 2013. Data from 2010 to 2014 included Archipelago, a joint venture with United Industrial Corporation (UIC) where the contract was structured such that UIC had operational control of the development phase. In 2016, The Clement Canopy project in Clementi Avenue 1 commenced in Q3. Thomson Three and Seventy Saint Patrick's were completed in Q2 and Q3 respectively.

ENVIRONMENT

4. **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 gross floor area of the building. Generally, car parks are excluded from gross floor area computation.

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

Odeon Towers has a reduced GFA from 23,273 m² to 23,236 m² (reduced by 37 m²) effective 1 July 2015. This is a 0.2% change. We recognise this change in our reporting from 2016 onwards.

5. **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 below equation:

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

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

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

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

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

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

- 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 ($2,000 \div 4$).

6. **Building and development site details** including property type, gross floor area and occupancy rates are available in UOL Annual Report 2016's Property Summary, page 66–70.
7. **Greenhouse gas conversion** is based on the Greenhouse Gas (GHG) Protocol. Emission factors for electricity generation are sourced from the Energy Market Authority (EMA). Past year data was restated based on figures from EMA, which had a slight (<2%) difference from figures used previously.

8. **Waste intensity** is derived by total number of guest nights for simplicity, even though coverage is not complete. Coverage by guest nights has increased from 43% in 2013 to 92% in 2016. We are working on improving coverage of waste reporting.

HEALTH AND SAFETY

9. **Workplace health and safety data** include Development Projects only.
10. **Accident severity rate** is defined as the number of man-days lost to workplace accidents for every one million man-hours worked. The number of man-hours refers to main contractors' and sub-contractors' hours only, and excludes the Group's employees' hours. Workplace accidents must be reported to the Ministry of Manpower (MOM) if the accident results in hospitalisation for 24 hours or more or medical leave for three days, whether consecutive or not. Fatalities as a result of work must also be reported to MOM.
11. **Accident frequency rate** is defined as the number of workplace accidents for every one million man-hours worked.
12. **National industry figures** are obtained from the Workplace Safety and Health (WSH) Institute, an initiative driven by MOM and WSH Council.

APPENDIX C: RESTATEMENTS

PEOPLE

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

14. **Average training hours per employee** is derived using the formula below. In alignment with our property business, our hospitality business calculated average training hours per employee by gender, which was new in 2016.

$$\text{Average training hours per employee} = \frac{\text{Total training hours for the year}}{\text{Number of employees, as at 31 Dec}}$$

15. **Supervised workers** as defined by GRI, refer to hours worked by our hired main contractors; they amount to 4,172,478 hours in 2016.

DESCRIPTION OF DATA

(G4-22)

	REPORTED IN 2015	2015 (RESTATED)	REASON
2014 Building Energy Consumption (MWh)			Revisions in figures for energy and guest nights in source data from Pan Pacific Orchard from 2013, 2014 and 2015 upon internal verification
Group	84,214	84,238	
Hospitality	54,111	54,134	
Hotels	46,219	46,242	
2015 Building Energy Intensity by guest night (Hospitality only) (kWh/guest night)			
Hospitality	37.80	35.9	
Hotels	37.67	35.5	
2014 Building Energy Intensity by guest night (Hospitality only) (kWh/guest night)			
Hospitality	39.87	37.7	
Hotels	39.90	37.3	
2013 Building Energy Intensity by guest night (Hospitality only) (kWh/guest night)			
Hospitality	44.60	41.7	
Hotels	44.63	41.3	
2014 Building GHG Emissions (tonnes of CO ₂ e)			
Group	36,397	36,407	
Hospitality	23,387	23,397	
Hotels	19,976	19,986	
2014 Building GHG Intensity by guest night (Hospitality only) (tonnes of CO ₂ e/guest night)			
Hospitality	17.23	16.3	
Hotels	17.24	16.1	

(G4-22)

2014 Building Water Consumption (thousand m ³)			Revisions in figures for energy and guest nights in source data from Pan Pacific Orchard from 2013, 2014 and 2015 upon internal verification
Group	943.65	945.1	
Hospitality	629.22	630.7	
Hotels	569.79	571.2	
2013 Building Water Consumption (thousand m ³)			
Group	984.53	984.2	
Hospitality	649.80	649.4	
Hotels	604.30	603.9	
2015 Building Water Intensity by guest night (Hospitality only) (m ³ /guest night)			
Hospitality	0.47	0.4	
Hotels	0.49	0.5	
2014 Building Water Intensity by guest night (Hospitality only) (m ³ /guest night)			
Hospitality	0.46	0.4	
Hotels	0.49	0.5	
2013 Building Water Intensity by guest night (Hospitality only) (m ³ /guest night)			
Hospitality	0.53	0.5	
Hotels	0.57	0.5	
2015 Waste Disposal (tonnes)			
Hospitality	3,949	4,044	
Hotels	3,895	3,990	
2015 Waste Intensity by GFA (kg/guest nights)			
Hospitality	3.25	3.1	
Hotels	3.26	3.1	

(G4-22)

2014 Waste Intensity by GFA (kg/guest nights)			Revisions in figures for energy and guest nights in source data from Pan Pacific Orchard from 2013, 2014 and 2015 upon internal verification
Hospitality	3.19	3.0	
Hotels	3.19	3.0	
2013 Waste Intensity by GFA (kg/guest nights)			
Hospitality	3.76	5.3	Figures updated with GHG conversion factor for 2015
Hotels	3.76	5.3	
2015 Building GHG Emissions (kg of CO ₂ e)			
Group	38,168	38,089	
Commercial Properties	15,238	15,206	
Retail Mall	3,028	3,022	
Mixed Developments	10,275	10,253	
Offices	1,935	1,931	
Hospitality	22,930	22,883	
Hotels	19,425	19,385	
Serviced Suites	3,505	3,498	
2015 Building GHG Intensity by guest night (Hospitality only) (tonnes of CO ₂ e/guest night)			Unit corrected, and figure updated with GHG conversion factor for 2015
Hospitality	16.34	15.5	
Hotels	16.28	15.3	
Serviced Suites	16.64	16.6	
Corporate Office GHG emission reduction 2015 (CO ₂ e)	1,916 tonnes	1,912 kg	Miscommunication on source data
Hospitality business calculation method for total number of employees in 2015	Monthly average	As at 31 Dec	
2013 Development Projects diesel consumed (MWh)	4,551	4,151	Calculation error
2012 Development Projects diesel consumed (MWh)	7,234	6,599	
2013 Development Projects total energy consumed (MWh)	5,148	4,748	
2012 Development Projects total energy consumed (MWh)	8,550	7,914	
2015 Development Projects total GHG emissions (in tonnes of CO ₂ e)	2,280	2,276	Figures updated with 2015 GHG emission factor

APPENDIX D: GRI CONTENT INDEX

IN ACCORDANCE WITH GRI G4 CORE OPTION

'AR' refers to UOL Annual Report 2016

GENERAL STANDARD DISCLOSURES

GRI REFERENCE	DESCRIPTION	PAGE/RESPONSE
STRATEGY AND ANALYSIS		
G4-1	Statement from the most senior decision-maker of the organisation about the relevance of sustainability to the organisation and the organisation's strategy for addressing sustainability	7-9
ORGANISATIONAL PROFILE		
G4-3	Name of the organisation	UOL Group Limited
G4-4	Primary brands, products, and/or services	About UOL: https://www.uol.com.sg/about_uol/corporate_profile
G4-5	Location of organisation's headquarters	About UOL: https://www.uol.com.sg/about_uol/corporate_profile
G4-6	Number and names of countries where the organisation operates	AR 64-65, About UOL: https://www.uol.com.sg/about_uol/corporate_profile
G4-7	Nature of ownership and legal form	About UOL: https://www.uol.com.sg/about_uol/corporate_profile
G4-8	Markets served	AR 64-65, About UOL: https://www.uol.com.sg/about_uol/corporate_profile
G4-9	Scale of the organisation	25, AR 94
G4-10	Workforce statistics	26-27, 44
G4-11	Percentage of total employees covered by collective bargaining agreements	31% of total employees in the Group
G4-12	Description of organisation's supply chain	Value Chain: https://www.uol.com.sg/sustainability
G4-13	Significant changes during the reporting period	There are no significant changes related to our key material issues in 2016
G4-14	Application of precautionary approach or principle	The precautionary principle is embedded in our approach to sustainability
G4-15	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses	30, Diversity and Inclusion: https://www.uol.com.sg/sustainability people Sustainability Governance: https://www.uol.com.sg/sustainability
G4-16	Memberships of associations (such as industry associations) and national or international advocacy organisations	AR 23

GRI REFERENCE	DESCRIPTION	PAGE/RESPONSE
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES		
G4-17	Coverage of entities in relation to organisation's consolidated financial statements or equivalent documents	4
G4-18	Process for defining report content and Aspect Boundaries	5, Sustainability Governance: https://www.uol.com.sg/sustainability Materiality: https://www.uol.com.sg/sustainability
G4-19	Material Aspects identified	Materiality: https://www.uol.com.sg/sustainability
G4-20	Aspect Boundaries within the organisation for each material Aspect	Materiality: https://www.uol.com.sg/sustainability
G4-21	Aspect Boundaries outside the organisation for each material Aspect	Materiality: https://www.uol.com.sg/sustainability
G4-22	Restatements	45-47
G4-23	Significant changes from previous reporting periods in the Scope and Aspect Boundaries	No significant changes in Scope and Aspect Boundaries
STAKEHOLDER ENGAGEMENT		
G4-24	List of stakeholder groups engaged by the organisation	Stakeholder Engagement: https://www.uol.com.sg/sustainability
G4-25	Basis for identification and selection of stakeholders with whom to engage	Commitment To Stakeholders: https://www.uol.com.sg/sustainability
G4-26	Organisation's approach to stakeholder engagement	Stakeholder Engagement: https://www.uol.com.sg/sustainability
G4-27	Key topics and concerns raised through stakeholder engagement	Stakeholder Engagement: https://www.uol.com.sg/sustainability
REPORT PROFILE		
G4-28	Reporting period	4
G4-29	Date of most recent previous report	4
G4-30	Reporting cycle	4
G4-31	Contact point for questions regarding the report or its contents	4
G4-32	'In accordance' option	4
G4-33	Policy and current practice with regard to seeking external assurance of the report	4
GOVERNANCE		
G4-34	Governance structure of the organisation	AR 18-22, Sustainability Governance: https://www.uol.com.sg/sustainability
ETHICS AND INTEGRITY		
G4-56	Organisation's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics	3, Sustainability Governance: https://www.uol.com.sg/sustainability

GRI REFERENCE	DESCRIPTION	PAGE/RESPONSE
ECONOMIC		
Economic Performance		
DMA	Generic disclosures on Management Approach	Commitment To Stakeholders: https://www.uol.com.sg/sustainability
EC1	Direct economic value generated and distributed	13, AR 8-10
Market Presence		
DMA	Generic disclosures on Management Approach	26
EC6	Proportion of senior management hired from the local community at significant locations of operation	26
ENVIRONMENT		
Energy		
DMA	Generic disclosures on Management Approach	Environment: https://www.uol.com.sg/sustainability/environment
EN3	Energy consumption within the organisation	12, 17-18, 36
EN4	Energy consumption outside of the organisation	12, 20
EN5 CRE1	Building energy intensity	12, 17-18, 36
EN6	Reduction of energy consumption	18, 36
EN7	Reductions in energy requirements of products and services	20
Water		
DMA	Generic disclosures on Management Approach	Environment: https://www.uol.com.sg/sustainability/environment
EN8	Total water withdrawal by source	12, 38
EN10	Percentage and total volume of water recycled and reused	20
CRE2	Building water intensity	12, 19-20, 38
Emissions		
DMA	Generic disclosures on Management Approach	Environment: https://www.uol.com.sg/sustainability/environment
EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	12, 20
EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	12, 17-18, 37
EN18 CRE3	Greenhouse gas (GHG) emissions intensity from buildings	12, 18, 20, 37
EN19	Reduction of greenhouse gas (GHG) emissions	12, 18, 20, 37

GRI REFERENCE	DESCRIPTION	PAGE/RESPONSE
Waste		
DMA	Generic disclosures on Management Approach	Environment: https://www.uol.com.sg/sustainability/environment
EN23	Total weight of waste by type and disposal method	21, 39
Compliance		
DMA	Generic disclosures on Management Approach	Sustainability Governance: https://www.uol.com.sg/sustainability Environmental Policy And Management Systems: https://www.uol.com.sg/sustainability/environment
EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	12
Supplier Environmental Assessment		
DMA	Generic disclosures on Management Approach	21
EN32	Percentage of new suppliers that were screened using environmental criteria	21
SOCIAL		
Labour Practices and Decent work		
Employment		
DMA	Generic disclosures on Management Approach	Talent Attraction And Retention: https://www.uol.com.sg/sustainability/people
LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region	25-26
LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	Talent Attraction And Retention: https://www.uol.com.sg/sustainability/people
Occupational Health & Safety		
DMA	Generic disclosures on Management Approach	Health and Safety: https://www.uol.com.sg/sustainability/people
LA6	Type of injury and rates of injury, occupational diseases, lost day and absenteeism, and total number of work-related fatalities, by region and by gender	23-24
CRE6	Percentage of the organisation operating in verified compliance with an internationally recognised health and safety management system	12, 23

GRI REFERENCE	DESCRIPTION	PAGE/RESPONSE
Training & Education		
DMA	Generic disclosures on Management Approach	29, People Development: https://www.uol.com.sg/sustainability/people
LA9	Average hours of training per year per employee by gender, and by employee category	12, 28, 39
LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	Talent Attraction And Retention: https://www.uol.com.sg/sustainability/people
Diversity & Equal opportunity		
DMA	Generic disclosures on Management Approach	Talent Attraction And Retention: https://www.uol.com.sg/sustainability/people
LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	26-27, AR 18-22
Supplier Assessment for Labour Practices		
DMA	Generic disclosures on Management Approach	Construction Workers Welfare: https://www.uol.com.sg/sustainability/people
LA14	Percentage of new suppliers that were screened using labour practises criteria	21
HUMAN RIGHTS		
Non-discrimination		
DMA	Generic disclosures on Management Approach	Diversity and Inclusion: https://www.uol.com.sg/sustainability/people
HR3	Total number of incidents of discrimination and corrective	NIL
SOCIETY		
Local Communities		
DMA	Generic disclosures on Management Approach	30-31, Community: https://www.uol.com.sg/sustainability/community
SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programmes	The scope of this report, Singapore operations, is considered as one operation.
Anti-corruption		
DMA	Generic disclosures on Management Approach	AR 49-53, Sustainability Governance: https://www.uol.com.sg/sustainability
SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	All departments are assessed by Internal Audit department for these risks, with the exception of Internal Audit department which does not assess itself.

GRI REFERENCE	DESCRIPTION	PAGE/RESPONSE
SO4	Communication and training on anti-corruption policies and procedures	NIL
SO5	Confirmed incidents of corruption and actions taken	Sustainability Governance: https://www.uol.com.sg/sustainability
Anti-competitive behaviour		
DMA	Generic disclosures on Management Approach	Anti-competition is a component in our compliance management, and also reflected in our code of business conduct.
SO7	Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes	NIL
Compliance		
DMA	Generic disclosures on Management Approach	AR 49-53, Sustainability Governance: https://www.uol.com.sg/sustainability
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations"	NIL
PRODUCT RESPONSIBILITY		
Customer Health & Safety		
DMA	Generic disclosures on Management Approach	Health and Safety: https://www.uol.com.sg/sustainability/people
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes	NIL
Service Quality		
DMA	Generic disclosures on Management Approach	15, Product and Service Quality: https://www.uol.com.sg/sustainability/product_and_service_quality
PR5	Results of surveys measuring customer satisfaction	35
Compliance		
DMA	Generic disclosures on Management Approach	AR 49-53, Health and Safety: https://www.uol.com.sg/sustainability/people
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	NIL

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

Company Registration No.: 196300438C

101 Thomson Road, #33-00 United Square, Singapore 307591

Tel: (65) 6255 0233 Fax: (65) 6252 9822

www.uol.com.sg

