



UOB Sustainability Report 2022

Building the Sustainable Future of ASEAN



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About This Report

United Overseas Bank Limited (UOB) has been committed to creating long-term value for our customers, our colleagues and our communities since 1935. In building a sustainable business over time and across borders, we engage our stakeholders constructively and regularly. This enables us to align our strategies with what is important to them and for them to have a deeper appreciation of how we contribute to enterprise, innovation and economic growth across the region.

In this UOB Sustainability Report 2022, our seventh annual report, we explain our sustainability approach, objectives and performance in the context of the year's operating environment. We also share how we create value for our stakeholders over the short, medium and long term, which is integral to our corporate purpose.

This report is approved by the UOB Board of Directors and is prepared in accordance with:

- the Singapore Exchange (SGX) Securities Trading Limited Mainboard Listing Rules 711A and 711B on Sustainability Reporting, as well as Practice Note 7.6 Sustainability Reporting Guide issued in June 2016;
- the SGX Core ESG Metrics published in December 2021;
- the Global Reporting Initiative (GRI) Standards 2021 by the Global Sustainability Standards Board;
- the GRI G4 Financial Services Sector Disclosures document issued in 2008 and refreshed in May 2013;
- the Sustainability Accounting Standards Board (SASB) Financials Sector Standards on Commercial Banks, Consumer Finance and Mortgage Finance published in October 2018;
- the Monetary Authority of Singapore's (MAS) Green Finance Industry Taskforce's Financial Institutions Climate-related Disclosure Document published in May 2021;
- the MAS Guidelines on Environmental Risk Management for Banks published in December 2020;
- the Guidelines on Responsible Financing issued in October 2015 (revised June 2018) by The Association of Banks in Singapore; and
- the Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) issued in June 2017 and updated in October 2021.

This report also serves as our Communication on Progress (CoP) for the United Nations Global Compact.

In aligning with the GRI Standards, we have applied the following reporting principles:

- Accuracy;
- Balance;
- Clarity;
- Comparability;
- Completeness;
- Sustainability context;
- Timeliness; and
- Verifiability.

This report is externally assured against the GRI Standards for sustainability reporting. The assurance, provided by Ernst & Young LLP, validates the accuracy and reliability of figures and statements in this report that are related to the subject matters agreed as per the Assurance Statement. The assurance is in accordance with International Standard on Assurance Engagements (ISAE) 3000 Other Than Audits or Reviews of Historical Financial Information. The scope of work and conclusions can be found in the Assurance Statement on page 154 to 168.

This report should be read in conjunction with the UOB Annual Report 2022 and other related disclosures. Throughout the report, links to the relevant resources are provided for the convenience of our readers.

Unless otherwise stated, this report covers the period from 1 January to 31 December 2022 and includes all UOB divisions, and banking and investment management subsidiaries within the Group. The report is published on 23 March 2023 and is available online at www.UOBgroup.com. No copies were printed.

All figures in this report are in Singapore dollars unless otherwise specified. Certain figures in this report may not add up to the respective totals due to rounding.

We welcome your feedback and suggestions at Sustainability@UOBgroup.com.

Please scan the QR code to view the UOB Annual Report 2022.





Our 2022 Snapshot

Drive Growth Sustainably



Net zero by 2050
commitment made for six sectors



\$25 billion
in total sustainable financing to corporates



UOB Transition Finance Framework
established to support companies in decarbonisation



UOB Sustainability Compass
rolled out to help SMEs kickstart their sustainability journey



\$10 billion
in total assets under management in ESG-focused investments

Keep Customers at the Centre



91%
of customer complaints resolved within established standards



Zero
material issues in relation to data confidentiality and privacy



75%
digitally-enabled individual customers with monthly active rate of 38%



UOB SME app
launched for SMEs to transact and gain personalised insights on an interactive dashboard



The Greentech Accelerator
launched to connect SMEs and corporates to green innovations

Develop Professionals of Principle¹



37%
of our senior management are women



94%
of our colleagues hired locally



\$26 million
invested in employee training and development



790,000 square feet
of total office space transformed into high-performance workplaces



SG Clean certification
achieved for all our buildings and branches in Singapore

Uphold Corporate Responsibility



Best Risk Management - Gold
received at the Singapore Corporate Awards 2022



Zero
cases of significant non-compliance in relation to bribery, corruption or fraud



Zero
material information security incidents



Carbon neutrality
maintained for our operational footprint



\$9 million
in monetary and in-kind contributions raised for the community

¹ Excludes employees from Citigroup in Malaysia and Thailand, where relevant.



Deputy Chairman and CEO's Statement



Sustainability is a strategic area on which we are focusing our efforts to create real impact, as part of our promise to do right by our stakeholders. It is fundamental to UOB's corporate purpose and we want to be a responsible financial steward to help individuals, companies and communities build the future of ASEAN.

Forging our net zero future

In 2022, we saw progress in climate action around the world as more countries and companies set targets to achieve net zero carbon emissions. Even as topics such as climate change and net zero take centre stage, global events have brought home the importance of issues including food and energy security, and supply chain resilience.

At UOB, we have laid out a comprehensive roadmap for our net zero commitment and targets for six focus sectors in the energy and built environment ecosystems. These sectors are critical to the transition of the economies and industries in Southeast Asia. They also account for 60 per cent of our corporate lending portfolio and the majority of our Scope 3 financed emissions.

We are also mindful that as we pursue decarbonisation, we need to ensure a just transition for continued socioeconomic growth in our region, given the diverse economic and social needs.

To these ends, we have adopted internationally-recognised regional pathways relevant to our key markets. This will enable us to help drive an orderly and just transition so that lives and livelihoods can continue to improve, particularly in our home region.

Driving growth sustainably

It is critical that we support our customers in sustainable development.

In 2022, we launched the UOB Transition Finance Framework with the aim to help companies in carbon-intensive, hard-to-abate sectors with their transition plans. We actively promote green and sustainability-linked finance to our corporate clients seeking growth opportunities. We are well on track to achieve our sustainable finance portfolio target of \$30 billion by 2025.

Small- and medium-sized enterprises (SMEs) are the bedrock of our economies, but they also need the most help in their sustainable transition. To support them, we rolled out the UOB Sustainability Compass to offer SMEs a customised, step-by-step guide on starting and advancing their sustainability journeys. For individuals, we help UOB EVOL cardholders to offset their household electricity carbon footprint when they charge their utilities bills to their credit card.

We also made progress in addressing climate-related risks and opportunities against our Task Force on Climate-related Financial Disclosures (TCFD) adoption roadmap. In this year's Sustainability Report, we have enhanced our disclosures on climate-related risks, including our improved stress testing modelling for physical and transition risks.

Keeping customers at the centre

The FinLab, our innovation accelerator, continues to play its role to connect SMEs in the region to digital solution providers in areas such as business transformation and sustainability innovation. The Greentech Accelerator, a global programme launched in 2022, helps address companies' environmental-related needs. It also supports innovative greentech solution providers in terms of funding, advisory, mentorship and networking opportunities.

With customers' interests at the heart of all that we do, we focus on creating positive experiences for them. During the year, we introduced an Auto-Save feature on the TMRW digital banking app in Indonesia to help our customers earn higher interest on their savings account balances. This is powered by artificial intelligence and machine learning, technologies that we leverage while ensuring the principles of fairness, ethics, accountability and transparency.



Deputy Chairman and CEO's Statement

Across the region, we introduced a new branch concept, Wellness@UOB, to engage customers through mental and physical wellness activities. This is part of our ongoing branch transformation to provide personalised services focused on our customers' holistic wellness.

Developing professionals of principle

We introduced The UOB Way in 2022 to strengthen our people culture and to build employee pride. It embodies our people philosophy of care, growth and trust, so our people feel included, recognised and valued for their diverse strengths and contributions.

As part of expanding our talent pool to tap on a wider set of valuable skills and experience, our Gig+U employment scheme supports retirees and women who have left the workforce to take on flexible work.

Training and development are key to UOB's care for our people's professional and personal growth. In 2022, we launched the Group Technology and Operations (GTO) Academy for our 5,000-strong GTO workforce to be upskilled and certified. It adds to our existing suite of functional academies and Group-wide learning and development programmes that focus on building competencies for the future.

Even as we recover from the pandemic, hybrid ways of working offer a dynamic work environment that supports work-life balance for our people. As at the end of 2022, we have transformed a total of 790,000 square feet of office space into high-performance workplaces, where productivity, agility and ergonomics are key to ensuring that our people can perform at their best.

Upholding corporate responsibility

At UOB, strong risk management and business ethics are the building blocks on which we stand firm in our stewardship role to safeguard our customers' assets, to drive socioeconomic growth and to contribute to the well-being of the community and the environment.

We maintained operational carbon neutrality in 2022. This was a result of ongoing efforts to reduce energy consumption and to use renewable energy sources, supplemented by carbon offsets to address a small balance of our carbon emissions. Eight of our wholly-owned buildings are certified green and we will continue our work to achieve the recognition for all UOB buildings by 2030.

We resumed holding an in-person UOB Global Heartbeat Run/Walk event in 2022. This annual flagship event, where our colleagues and their families, as well as our customers come together to raise funds for the underprivileged, was well attended. During the year, we clocked close to 45,000 hours of volunteering and raised more than \$9.2 million in monetary and in-kind contributions across the Group.

Building the sustainable future of ASEAN

We are making good progress in our integration of Citigroup's consumer banking businesses in Indonesia, Malaysia, Thailand and Vietnam. This transformational deal expanded our retail operations and enabled us to create greater value for our enlarged base of seven million customers to date. We are also strengthening our regional capabilities with new local sustainability offices being set up across our banking subsidiaries.

To deepen the awareness and competencies of our more than 28,000 colleagues, we rolled out a Group-wide Sustainability 101 training module, available in local languages in our key markets. This will be followed by structured and tailored training based on the needs of different business and support units.

Transformative change in sustainability can only take place when there are ambitious, coordinated and collective efforts across all levels of government, economy and society. It is our responsibility to build a sustainable future for generations to come. At UOB, we want to create meaningful value and positive impact for the people around us, by working with our colleagues, customers and other stakeholders. I believe that we can, and we will, catalyse and enable change.

Wee Ee Cheong

Deputy Chairman and Chief Executive Officer

February 2023



Our Commitment to Net Zero

Asia, particularly Southeast Asia, is one of the areas most vulnerable to climate change. As a leading financial institution operating in this region, UOB is steadfast in being a positive force in the fight against climate change. Our commitment to net zero by 2050 is grounded in the need for a just transition that continues to support socioeconomic growth and improve energy access across the diverse economies in the region, in tandem with decarbonisation.

Our commitment and targets

As a start, we have covered two key carbon-emitting ecosystems, namely energy and the built environment. These span six focus sectors that are material contributors to greenhouse gas (GHG) emissions regionally and account for about 60 per cent of UOB's corporate lending portfolio.

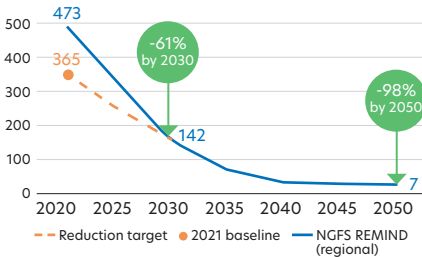
The six sectors are among the most important for decarbonisation. In particular, oil, gas and coal, which are the supply of fossil fuels, are responsible for 73 per cent of direct emissions globally. The power, automotive, real estate and steel sectors, through downstream usage of electricity, passenger cars, iron, steel and buildings, account for 67 per cent of emissions arising from fossil fuel combustion. Our targets in these sectors reflect our ambition to facilitate this change end to end.

Energy



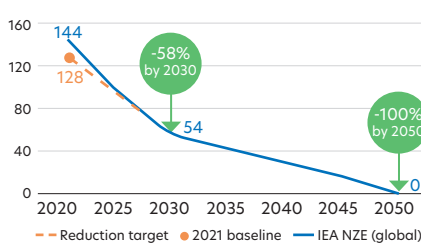
Power

Emissions baseline and targets kgCO₂/MWh



Automotive

Emissions baseline and targets gCO₂/vehicle-km



Oil and gas

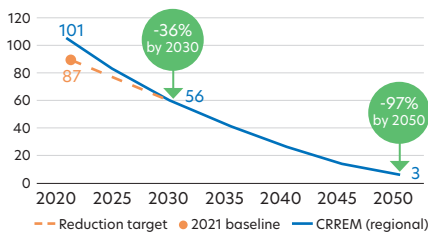
No new project financing for upstream oil and gas projects approved for development after 2022

Built Environment



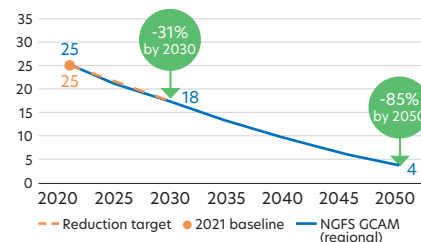
Real estate

Emissions baseline and targets kgCO₂/m²



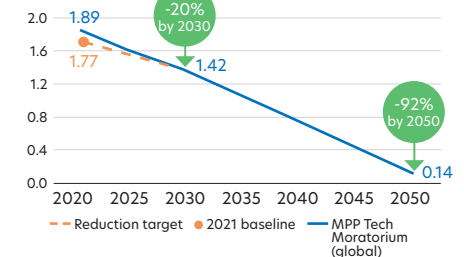
Construction

Emissions baseline and targets tCO₂/\$ million



Steel

Emissions baseline and targets tCO₂/tonne



Note on reference pathways:

- NGFS REMIND: Network for Greening the Financial System's Regional Model of Investment and Model Development
- IEA NZE: International Energy Agency's Net Zero Emissions by 2050
- CRREM: Carbon Risk Real Estate Monitor
- NGFS GCAM: Network for Greening the Financial System's Global Change Assessment Model
- MPP: Mission Possible Partnership



Our Commitment to Net Zero

Our principles for prioritising sectors

- 1 Emissions materiality**
 Focus on 'brown' sectors with highest GHG emissions and criticality for achieving climate goals
- 2 Sector abatement horizon**
 Focus on sectors with largest expected decline in GHG emissions in coming years
- 3 Portfolio materiality**
 Cover sectors representing a significant portion of UOB's corporate loan book, where we have the greatest potential to effect change

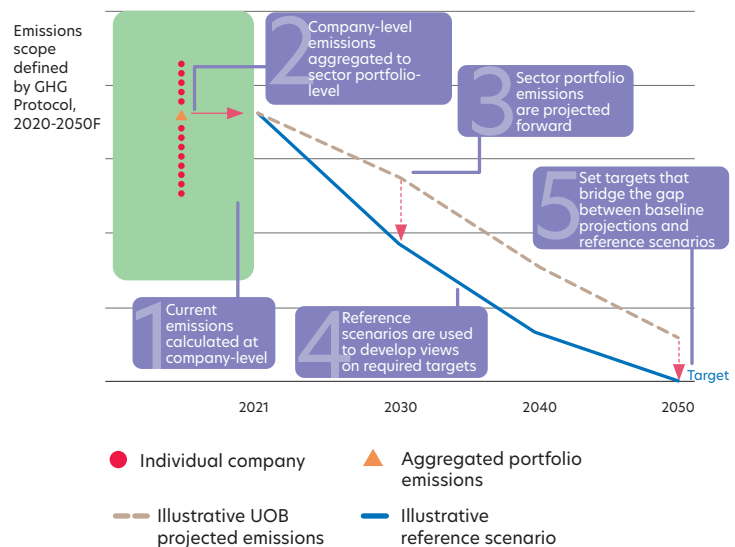
We are guided by the science in setting our net zero targets and have based our targets on internationally-recognised climate models. In consideration of structural differences across the region, we have extracted regional pathways for some targets that represent fair contributions of our key markets.

Our approach is in line with the guidance from the Glasgow Financial Alliance for Net Zero (GFANZ) on how financial institutions should set targets and use sectoral pathways in alignment with the Paris Agreement and the 1.5°C global warming trajectory outlined by the Intergovernmental Panel on Climate Change. We have applied standards by the Partnership for Carbon Accounting Financials (PCAF) to account for the GHG emissions associated with our financed portfolio. Our data selection priority is also in line with PCAF's guidance, with limited deviations where necessary to reflect the reality of emissions data availability.

Our five-step approach to target-setting

For our focus sectors, we:

1. calculated emissions at the company-level for each of our clients;
2. aggregated our clients' emissions to create a UOB sector average weighted by our exposure to each of those clients;
3. projected those emissions, taking into account the company's plans, national commitments and possible technological developments;
4. established reference scenarios with a science-based pathway to net zero by 2050; and
5. set targets for 2030 and 2050 that bridge the gap between our projections and the reference scenario after quantifying the set of portfolio actions we will need to take.





Our Commitment to Net Zero

Our decarbonisation commitment is contingent on:

- our clients achieving fully their decarbonisation strategies and transition plans;
- industries evolving to meet full-stated government plans, such as the phase-out of internal combustion engine vehicles and the adoption of electric vehicles; and
- power grid decarbonisation occurring in line with national energy plans, which will have an impact on Scope 2 emissions in other sectors, especially real estate.

As a commercial bank, we see our role as a catalyst and enabler to influence the real economy towards net zero. We are embedding our net zero targets in our business strategies and operations as we actively engage our clients across the region, to support them on setting their net zero plans or on making their existing net zero plans more ambitious, as well as through transition financing. We will also direct more financing towards green projects and activities, and away from those that emit the most carbon.

We seek to expand the scope of our targets to include new sectors and sub-sectors as data and climate scenarios become available.

Find Out More

 [UOB's commitment to net zero](#)

 [Sustainable Banking](#)

Memberships

- Member of the Net-Zero Banking Alliance
- Member of GFANZ





Our Approach

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Sustainability Strategy

At UOB, our sustainability strategy is underpinned by our corporate purpose and mirrors our business approach of balancing growth with responsibility. Our strategy takes into account the influence and impact our decisions and actions may have on our stakeholders and the environment. It also ensures that we remain economically relevant through managing environmental, social and governance (ESG) risks and opportunities practically and in line with market realities.

Board statement on sustainability

The Board is committed to building on the Bank's rich heritage to continue creating long-term value for all its stakeholders. It guides Management in prioritising, formulating and driving the sustainability strategy.

Together with Management and with feedback from external stakeholders, the Board considers and identifies the material ESG risks and opportunities that are relevant to the long-term success of the Bank.

The Board is cognisant of national agendas and stays updated on sustainability-related developments. It recognises the important role of financial institutions in facilitating action against climate change and customers' transition to more sustainable businesses and solutions. These are taken into account when shaping the sustainability strategy of the Bank, ensuring that the Bank is responding effectively to developments in the market and stakeholders' expectations.

The Bank's values of Honour, Enterprise, Unity and Commitment underpin UOB's sustainability strategy. They will continue to guide its people, policies and processes to ensure the long-term interests of its stakeholders are met and the performance of UOB sustained.

In our focus on creating sustainable value for our stakeholders, we align our long-term business strategies with their interests. We believe in sustainable development that meets the needs of the present without compromising the ability of future generations to meet their own needs. This entails respect for the environment, human rights, labour rights, decent work and economic growth, data privacy and business ethics. To ensure that our programmes and initiatives take root and grow, we comply with the ESG-related laws and regulations in each of our key markets.

Our Group Sustainability Framework supports business decision-making at all levels by providing guidance on how to manage sustainability-related risks and business opportunities in the context of direct and indirect impact to the environment, society and the economy. Underpinned by various relevant policies which define our commitments and guide our approach to conducting business in a sustainable manner, the Group Sustainability Framework is reviewed annually and approved by our Board.

We are guided by five principles that act as a compass for how we address the material risks and opportunities which may impact our customers, colleagues, investors, suppliers and the communities in which we operate. As one of Asia's largest banks, UOB has a duty to contribute to the region's long-term economic, social and environmental well-being. We also recognise that good corporate governance is essential for embedding sustainable business practices across the Group. This long-term, responsible approach is our heritage and is central to our business strategy and activities.



Sustainability Strategy

Our guiding principles

- 1 Forge a sustainable future with our customers**
Engage our customers proactively to influence their sustainability practices for greater long-term resilience
- 2 Aligned to business strategy and stakeholder interests**
Stay economically relevant by pursuing sustainable growth strategies
- 3 Pragmatic and progressive**
Implement sustainability programmes to manage ESG risks and opportunities sensibly, in line with market and competitive realities
- 4 Regulatory compliance as the baseline**
Align our sustainability approach with ESG policies and guidelines of governments in our key markets
- 5 Values-driven**
Based on our longstanding and distinct values

Just as our business strategy hinges on doing what is right for our customers, our sustainability strategy informs our engagement with our stakeholders and how we can help them in their own practices for positive outcomes in the long run. We are cognisant of the direct environmental and social impact of our own operations and have set objectives and targets toward mitigating this impact. We are also aware that our lending and funding activities have significant potential to affect the environment,

society and the economy indirectly, in both positive and negative ways. Therefore, we are constantly enhancing our mechanisms to ensure our customers and suppliers comply with all applicable local, national and international legislations, including those intended to safeguard environmental and social well-being. Further, we encourage them to adopt suitable best practices that are aligned with internationally-recognised guidelines, codes and standards.



Sustainability Strategy

Our sustainability strategy

Promote United Nations Sustainable Development Goals with our stakeholders



Drive Growth Sustainably

- Contribute economically to the progress of our communities
- Embed environmental, social and governance risk in our approach to risk management
- Integrate social and environmental considerations into our credit evaluation and approval processes
- Adopt and promote climate-resilient practices to support our customers in their transition to a low carbon economy
- Develop and provide sustainable financing and sustainable investment solutions



Keep Customers at the Centre

- Protect customer data and privacy through secure and robust systems and practices
- Ensure Fair Dealing
- Create intuitive and impactful customer experiences
- Make banking simpler, smarter and safer through ethical use of technology and data
- Make banking more accessible and inclusive
- Support businesses across all stages of growth



Develop Professionals of Principle

- Develop high-performing teams and future-focused individuals
- Promote work-life harmony
- Encourage volunteerism and advocacy for social and environmental causes
- Ensure employee engagement and satisfaction
- Ensure workplace health, safety and well-being
- Embrace diverse abilities and strengths



Uphold Corporate Responsibility

- Maintain highest standards of governance and risk culture
- Ensure regulatory compliance
- Protect the financial system against abuse
- Incorporate sustainability principles into our procurement practices
- Manage direct environmental impact and encourage environmental stewardship
- Champion social development in art, children and education

Rooted in our values of Honour, Enterprise, Unity and Commitment

We refine our sustainability strategy continually through engaging internal and external stakeholders, including employees, regulators, investors and customers. We also consider global issues, aligning ourselves with the

United Nations Sustainable Development Goals (UN SDGs), as well as our stakeholders' expectations in appreciation of what is material to them and the context of the countries in which we operate.



Sustainability Strategy

Alignment with the UN SDGs and Global Compact

The UN SDGs, or Global Goals, set the global agenda for sustainable development by 2030 and call for action by both the public and private sectors. UOB's strategy and reporting are aligned with the 17 UN SDGs.

We recognise that while UOB is better placed to contribute directly to a sub-set of the Global Goals, the broadening scope of our sustainable financing, responsible investing and impact investment activities and their corresponding positive impact enable us to align with all the Global Goals.

UOB also became a participant of the United Nations Global Compact in 2021. As a signatory, we support the Ten Principles of the Global Compact in the areas of human rights, labour, environment and anti-corruption. We are committed to integrating these principles into our culture, business strategy and daily operations.

UOB Sustainable Bond Framework

The [UOB Sustainable Bond Framework](#), launched in March 2021, governs the issuance of any debt instruments, by UOB and our banking subsidiaries, in relation to our financing of green and social projects that contribute to the UN SDGs.

The framework covers:

- green bonds to finance and/or to refinance eligible green assets;
- social bonds to finance and/or to refinance eligible social assets; or
- sustainability bonds to finance and/or to refinance a mix of eligible green assets and eligible social assets.

It is in line with:

- the International Capital Market Association Green Bond Principles, Social Bond Principles and the Sustainability Bond Guidelines; and
- the ASEAN Green Bond Standards, Social Bond Standards and Sustainability Bond Standards.

Sustainalytics, an independent ESG research, ratings and analytics firm, provided the [Second Party Opinion on the UOB Sustainable Bond Framework](#).

In July 2022, we published our [first UOB Sustainability Bond Allocation and Impact Report](#) to provide details of our US\$1.5 billion sustainability bond issued in April 2021. The report shared the allocation of proceeds and the asset portfolio's distribution by geography and sector as at 31 March 2022, as well as the positive impact generated.

Ernst & Young LLP provided the independent limited assurance for both the UOB Sustainable Bond Framework and the UOB Sustainability Bond Allocation and Impact Report.

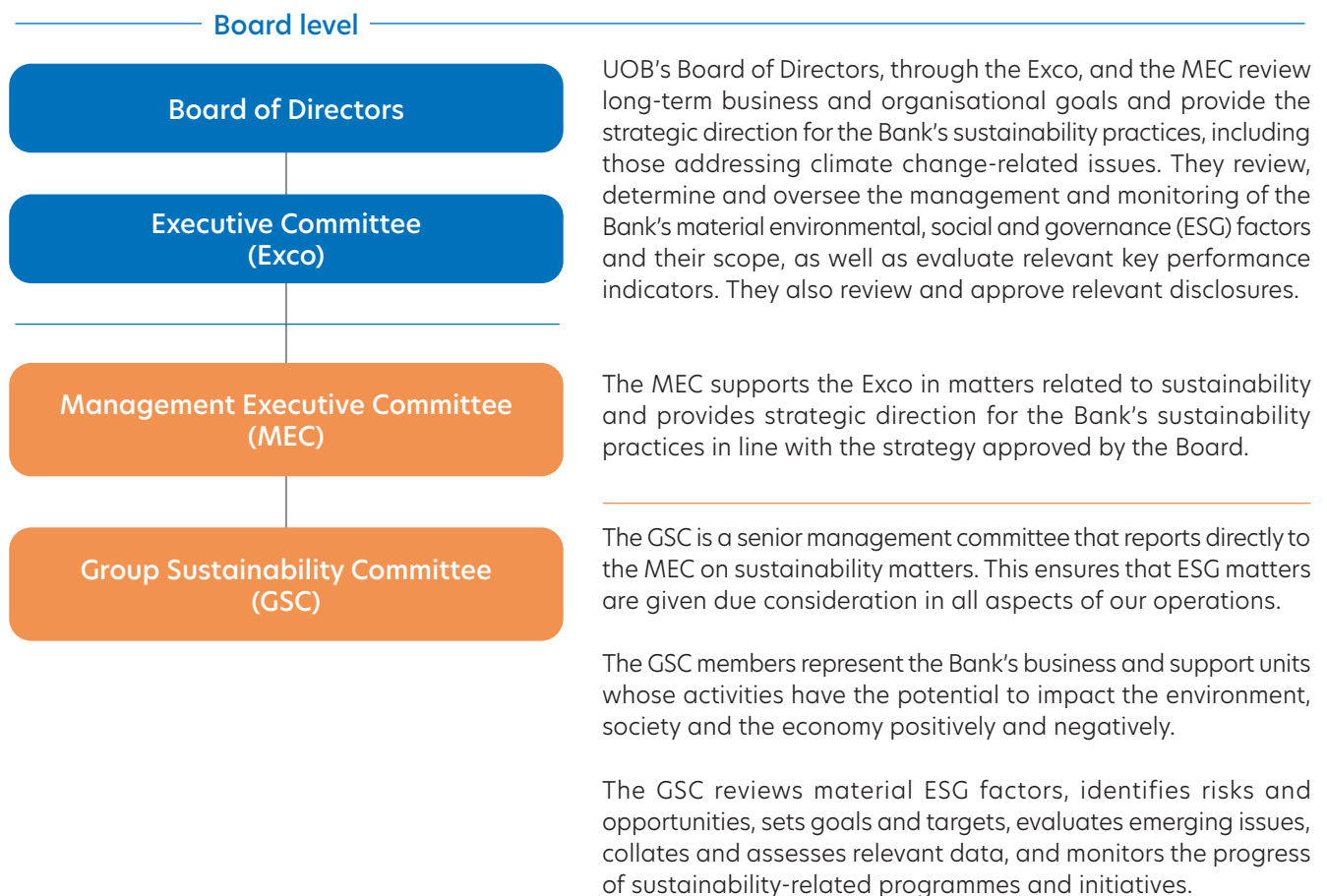




Sustainability Governance

Sustainability is the responsibility of all UOB employees. As part of our commitment to sustainable and responsible growth, we identify, assess and manage social and environmental risks, challenges, impact and opportunities. This is carried out within a robust governance framework, underpinned by policies and guidelines that define our commitment and guide our approach to conducting business.

Our governance structure



Similar structures are set up within banking subsidiaries to ensure that our sustainability strategy and objectives are effectively being implemented in our markets. In addition, the management teams of the UOB entities are responsible for appraising the relevant sustainability issues in their respective domains and for taking appropriate steps to ensure that customers and suppliers also meet relevant policy requirements, wherever applicable.

Further, we are setting up a Sustainability Advisory Panel to provide external perspectives and independent advice to our Board and Management on various aspects of our sustainability strategy, targets and initiatives. This approach will enable us to benefit from different areas of expertise and best practice ideas.



Sustainability Governance

Training


In 2022, we rolled out mandatory Sustainability 101 training for all our employees globally. The e-learning module is available in local languages for colleagues in our key markets. As at 31 December 2022, close to 100 per cent of our employees completed the training. From 2023, all new joiners are required to complete the training within one month of their onboarding.

During the year, all our Board directors also completed the requisite training on sustainability, including the Environmental, Social and Governance Essentials module under the Singapore Institute of Directors' Listed Entity Directors Programme, as well as climate change issues and net zero. Our Board and Management also received training on anti-money laundering/countering the financing of terrorism and sanctions, anti-fraud, anti-bribery and anti-corruption.

Remuneration

Our employees' remuneration is linked to our sustainability performance. Variable pay pool is based on the performance against the Group's Balanced Scorecard, which includes ESG risk as part of the Group Risk Appetite Statement, as well as sustainability-related key performance indicators (KPIs). Sustainability metrics are also integrated into the KPIs and appraisal process for colleagues from relevant functions.

Find Out More

 [Corporate Governance, UOB Annual Report 2022](#)

 [TCFD reporting](#)





Stakeholder Engagement

Constructive dialogue and collaboration with our stakeholders are important to UOB creating and maintaining meaningful and mutually-beneficial relationships. Through continual stakeholder engagement, we are informed of changing trends, developments and expectations, thereby keeping ourselves open to possibilities and focused on staying relevant to our stakeholders.

We regularly seek our stakeholders' views and expectations through conversations, collaboration and research. By taking an inclusive approach, we hope they in turn will have a deeper understanding of our purpose, practices and performance. This approach contributes to our continual review of our strategy, policies and programmes. In addition, we also carefully consider feedback from institutional investors and analysts, regulators and non-governmental organisations (NGOs) regarding the environmental, social and governance (ESG) factors that are material to the Bank.



Colleagues

- CEO communications to all colleagues on regular and topical subjects (quarterly, and as and when appropriate)
- Head of Group Human Resources' communications to all colleagues on employee-related initiatives (as and when appropriate)
- One-on-one sessions with managers (regularly)
- Online and mobile employee portal with informative, collaborative and social features (ongoing)
- Performance reviews (half-yearly)
- Employee engagement surveys (annually)
- Town hall meetings (annually)
- Training and workshops (ongoing)
- 'Speak Up' initiative for colleagues to raise issues for action and resolution (ongoing)



Customers

- Interactions at branches (ongoing)
- Face-to-face meetings (ongoing)
- Contact Centre services (ongoing)
- Post-transaction customer surveys (ongoing)
- Marketing and advertising campaigns (ongoing)
- Website and social media channels and campaigns (ongoing)
- Events and seminars, including workshops on sustainability (as and when appropriate)



Community

- Support of national movements to build inclusive communities (ongoing)
- Fundraising events (annually)
- Regional art competitions (annually)
- Collaborations with customers, business partners, art institutions, social service organisations and Community Development Councils (ongoing)
- Art roadshows and outreach programmes (as and when appropriate)
- Education programmes for children (ongoing)
- Financial literacy programmes (as and when appropriate)
- Donations in cash or in kind to support causes related to art, children and education (as and when appropriate)
- Employee volunteerism (ongoing)



Suppliers

- Requests for quotations and proposals (as and when appropriate)
- Vendor briefings (as and when appropriate)
- Purchase agreements (as and when appropriate)
- Performance reviews (annually or prior to contract expiry)



Stakeholder Engagement



Governments and regulators

- Regular meetings and engagement (as and when appropriate)
- Consultations with regulatory bodies (as and when appropriate)
- Annual and sustainability reports (annually)
- Audit reports (ongoing)



Other financial institutions, and industry and trade associations

- Participation in industry associations (ongoing)
- Industry-wide workgroups and meetings (as and when appropriate)
- Forums and conferences (as and when appropriate)



Investors and analysts

- Financial reporting and results briefings (quarterly)
- Periodic meetings with rating agencies (at least once a year)
- General meetings with shareholders (annually)
- Annual and sustainability reports (annually)
- SGXNet announcements (as and when appropriate)
- Presentations, conferences and roadshows (ongoing)
- UOB Corporate Day (annually)
- Feedback from analyst surveys (ongoing)
- Feedback from institutional investors and analysts on our ESG performance (ongoing)



Media

- News releases and media statements (ongoing)
- In-person and online conversations (ongoing)
- Media briefings and conferences (as and when appropriate)
- Media interviews (as and when appropriate)
- Social media platforms (ongoing)
- Economic and market research reports and white papers (as and when appropriate)



NGOs

- Face-to-face meetings and conference calls (as and when appropriate)
- Conferences and seminars (as and when appropriate)
- Cooperation in joint programmes (ongoing)



Material ESG Factors

UOB’s most significant impacts on the economy, environment and society are reflected in our material environmental, social and governance (ESG) factors. We conduct materiality assessments and stakeholder consultations on a continual basis to ensure that these material factors are in context of our operating environment, business and operations, as well as regulatory and stakeholder expectations.

Materiality assessment

In 2022, we embarked on a materiality assessment exercise with our key stakeholder groups, both internal and external, to gather their feedback on the ESG factors most important to UOB and that have the greatest impact on them. We adopted an integrated approach of analysing both quantitative and qualitative research to gain a holistic overview of stakeholder expectations. Through surveys and one-on-one interviews, we prioritised factors that are critical to the continued success of our business and sustainable development of the wider community. Increasingly interconnected, our material ESG factors inform our strategic decision making and guide us in our practices, stakeholder engagement and reporting.

| Stage | What we did |
|----------------------------|--|
| Identify and review | Advised by an independent sustainability consultancy, we conducted stakeholder mapping to identify our key stakeholder groups, including our Board and senior management, employees, investors and analysts, as well as customers. |
| | Following a review of the material ESG factors reported in 2021, we grouped factors of common key themes within our operating context and streamlined them from 22 to 14 material factors. This was to ensure clearer articulation of what matters to us and our stakeholders, and to make information more accessible. |
| Prioritise | Through online surveys, stakeholders were asked to score the 14 ESG factors based on significance and impact. Qualitative feedback from one-on-one interviews was also taken into consideration in developing our materiality matrix. Based on the importance to UOB and impact on our stakeholders, we categorised the ESG factors into Critical, Very Important and Important. |
| | The material ESG factors and materiality matrix were reviewed and approved by our Group Sustainability Committee, Management Executive Committee and Board. |

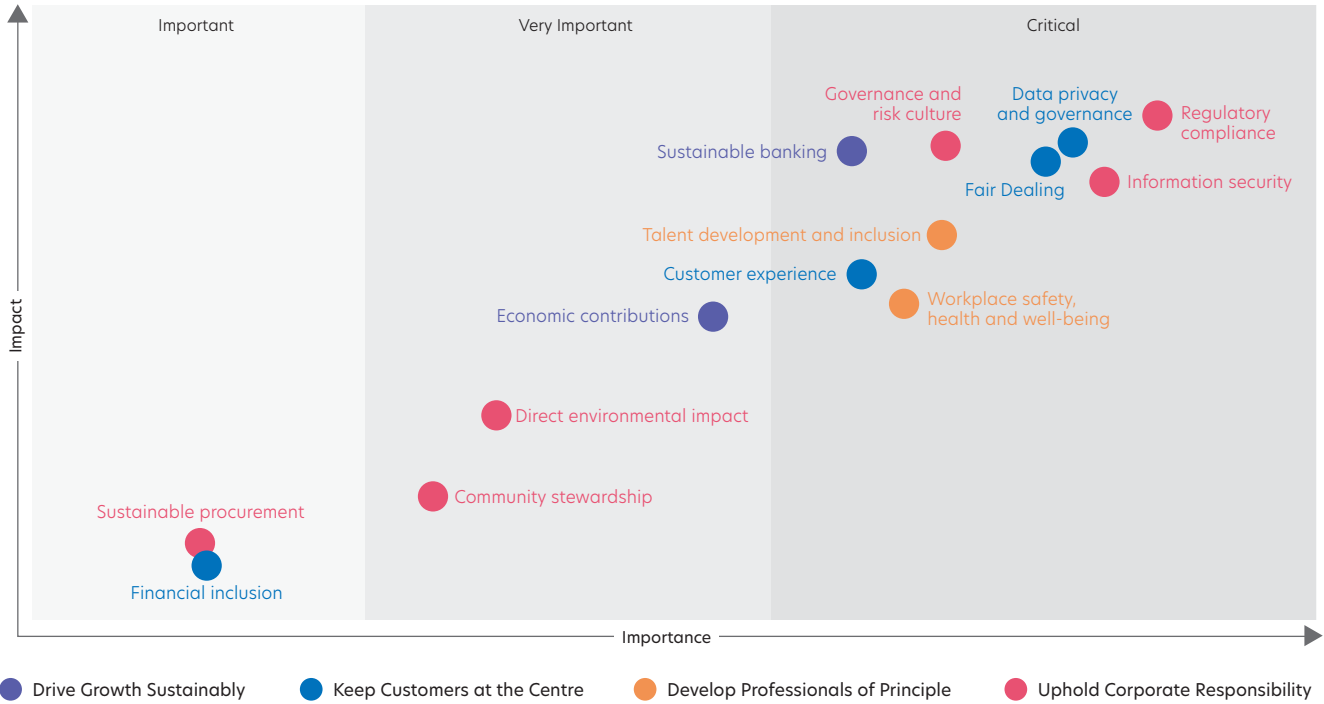
Undertaken by an independent third party, the materiality assessment showed that critical and essential elements of banking, including regulatory compliance, information security, data privacy, governance and risk culture, remained at the top of our stakeholders’ radar.

Sustainable banking and direct environmental impact rose both in terms of importance and impact, reflecting stakeholder expectations of UOB, our business and operations amid the growing call for climate action. In addition, we saw greater focus on social impact, particularly regarding workplace safety, health and well-being and community stewardship.



Material ESG Factors

Materiality matrix





Material ESG Factors

| Material ESG factor | Impact boundary | Priority | Strategic objectives | Interested stakeholders | Key responses and/or value creation in 2022 |
|-------------------------------------|-----------------|----------|--|-------------------------|--|
| Drive Growth Sustainably | | | | | |
| Economic contributions | ■ | Critical | <ul style="list-style-type: none"> Contribute economically to the progress of our communities | | <ul style="list-style-type: none"> Distributed \$8.5 billion in payments that flowed to stakeholders, such as colleagues, suppliers, investors, authorities and local communities Supported job creation, with 93.9 per cent local employee representation |
| Sustainable banking | ■ | Critical | <ul style="list-style-type: none"> Embed ESG risk in our approach to risk management Integrate social and environmental considerations into our credit evaluation and approval processes Adopt and promote climate-resilient practices to support our customers in their transition to a low carbon economy Develop and provide sustainable financing and sustainable investment solutions | | <ul style="list-style-type: none"> Committed to net zero by 2050, including the support of our clients in their decarbonisation Enhanced our responsible financing sector policies in oil and gas, thermal coal and animal protein Extended \$25 billion in total sustainable financing to corporates Rolled out the UOB Transition Finance Framework to support clients in hard-to-abate sectors Piloted the Green and Sustainable Deposits solution to help clients contribute to positive impact through their funds Launched the UOB Sustainability Compass to help small- and medium-sized enterprises (SMEs) kickstart their sustainability journey Enabled UOB EVOL cardholders in Singapore to offset their household electricity carbon footprint Channelled \$10 billion in total assets under management to ESG-focused investments |
| Keep Customers at the Centre | | | | | |
| Fair Dealing | ■ | Critical | <ul style="list-style-type: none"> Ensure Fair Dealing | | <ul style="list-style-type: none"> Resolved at least 90 per cent of customer complaints within the established standards Reviewed UOB TMRW Design Principles to ensure no dark patterns are used Promoted financial literacy actively among the public through the media and community outreach |
| Data privacy and governance | ■ | Critical | <ul style="list-style-type: none"> Protect customer data and privacy through secure and robust systems and practices Protect the financial system against abuse | | <ul style="list-style-type: none"> Maintained zero material issues in relation to data confidentiality and privacy Enhanced our processes and controls to ensure continued robustness and relevance |

▲ Impact outside the organisation

■ Impact within and outside the organisation

● Impact within the organisation



Colleagues



Customers



Community



Suppliers



Governments and regulators



Other financial institutions, and industry and trade associations



Investors and analysts



Media



Non-governmental organisations



Material ESG Factors

| Material ESG factor | Impact boundary | Priority | Strategic objectives | Interested stakeholders | Key responses and/or value creation in 2022 |
|---|-----------------|-----------|--|-------------------------|---|
| Customer experience | ■ | Critical | <ul style="list-style-type: none"> Create intuitive and impactful customer experiences Make banking simpler, smarter and safer through ethical use of technology and data | | <ul style="list-style-type: none"> Launched UOB SME app to help SMEs transact and gain personalised insights on an interactive dashboard Achieved 75 per cent digitally-enabled individual customers with a monthly active rate of 38 per cent Launched Auto-Save savings feature on TMRW digital banking app in Indonesia for customers to earn higher interest on their account balances |
| Financial inclusion | ■ | Important | <ul style="list-style-type: none"> Make banking more accessible and inclusive Support businesses across all stages of growth | | <ul style="list-style-type: none"> Launched The Greentech Accelerator to connect SMEs and corporates to green innovations Opened about 600 Shariah-compliant bank accounts for university students in Malaysia, providing them access to financial management tools, free Takaful protection cover and other banking services Continued to support businesses promoting access to finance and uplifting communities living at the 'Base of Pyramid' through our Asia Impact Investment Funds |
| Develop Professionals of Principle | | | | | |
| Talent development and inclusion | ● | Critical | <ul style="list-style-type: none"> Develop high-performing teams and future-focused individuals Ensure employee engagement and satisfaction Embrace diverse abilities and strengths | | <ul style="list-style-type: none"> Invested \$25.9 million in employee training and development programmes Expanded our Gig+U programme to include women in addition to retirees Employed colleagues from 49 nationalities across the Group Supported employment for 30 people with disabilities at the UOB Scan Hub in Singapore |
| Workplace safety, health and well-being | ● | Critical | <ul style="list-style-type: none"> Promote work-life harmony Ensure workplace health, safety and well-being | | <ul style="list-style-type: none"> Transformed a total of 790,000 square feet in office space into high-performance workplaces Achieved SG Clean certification for all our buildings and branches in Singapore Supported colleagues in Shanghai, China with various care measures during the pandemic |

▲ Impact outside the organisation

■ Impact within and outside the organisation

● Impact within the organisation



Colleagues



Customers



Community



Suppliers



Governments and regulators



Other financial institutions, and industry and trade associations



Investors and analysts



Media



Non-governmental organisations



Material ESG Factors

| Material ESG factor | Impact boundary | Priority | Strategic objectives | Interested stakeholders | Key responses and/or value creation in 2022 |
|--|-----------------|----------------|---|-------------------------|---|
| Uphold Corporate Responsibility | | | | | |
| Governance and risk culture | ■ | Critical | <ul style="list-style-type: none"> Maintain highest standards of governance and risk culture | | <ul style="list-style-type: none"> Maintained a majority independent Board and had two female directors Launched the Risk Culture and Conduct e-Handbook to inculcate and reinforce risk culture principles among our colleagues |
| Regulatory compliance | ■ | Critical | <ul style="list-style-type: none"> Ensure regulatory compliance Protect the financial system against abuse | | <ul style="list-style-type: none"> Maintained zero cases of significant non-compliance in relation to bribery, corruption or fraud Helped our customers prevent fraud losses of more than \$11.6 million |
| Information security | ■ | Critical | <ul style="list-style-type: none"> Protect customer data and privacy through secure and robust systems and practices Make banking simpler, smarter and safer through ethical use of technology and data Protect the financial system against abuse | | <ul style="list-style-type: none"> Maintained zero material information security incidents Registered with the Singapore Infocomm Media Development Authority's SMS Sender ID Registry to protect consumers from the surge in SMS-related scams Joined the Advisory Panel of Cyber Youth Singapore (CYS) and joined the CYS SEED Sponsorship Programme |
| Direct environmental impact | ■ | Very Important | <ul style="list-style-type: none"> Manage direct environmental impact and encourage environmental stewardship | | <ul style="list-style-type: none"> Maintained operational carbon neutrality for our Scope 1, Scope 2 and Scope 3 emissions Remained on track to achieve our 2030 reduction targets for energy use intensity and Scope 2 emissions intensity Achieved green building certifications for eight of our 14 wholly-owned buildings |
| Sustainable procurement | ■ | Important | <ul style="list-style-type: none"> Incorporate sustainability principles into our procurement practices | | <ul style="list-style-type: none"> Had 98 per cent of suppliers in Singapore acknowledge our Group Supplier Sustainability Principles Established the Sustainable Procurement Guidelines to minimise negative ESG impacts from Corporate Real Estate Services' procured products and services |
| Community stewardship | ■ | Very important | <ul style="list-style-type: none"> Champion social development in art, children and education Encourage volunteerism and advocacy for social and environmental causes Encourage environmental stewardship | | <ul style="list-style-type: none"> Raised more than \$9.2 million in monetary and in-kind contributions for communities in need Clocked more than 44,800 hours of volunteering, averaging 1.6 hours per employee across the Group |

▲ Impact outside the organisation

■ Impact within and outside the organisation

● Impact within the organisation



Colleagues



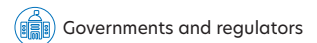
Customers



Community



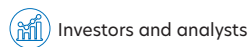
Suppliers



Governments and regulators



Other financial institutions, and industry and trade associations



Investors and analysts



Media



Non-governmental organisations



Drive Growth Sustainably

- 24 Economic Contributions
- 26 Sustainable Banking



Economic Contributions

UOB’s global network spans 19 countries and territories, with our economic contributions including payments to stakeholders such as our colleagues, suppliers, investors, authorities and local communities. The manner in which our economic value is distributed has the potential to impact the economy and society at large.

Our approach

We contribute to the wider economy by creating jobs for employees, sourcing from suppliers of products and services, supporting local communities, promoting inclusive financing, and paying taxes to governments and dividends to shareholders.

To create long-term value for all our stakeholders, we have frameworks, policies, guidelines and procedures in place to ensure that we remain responsible and disciplined in how we drive growth. Among these is our approach to responsible tax management.

UOB is committed to complying with the tax laws and regulations across the countries and territories in which we operate. We file our tax returns accurately and in a timely manner, and fulfil our tax obligations appropriately.

UOB takes a low tolerance approach towards tax risk. Tax risk is managed through the Tax Risk Management and Governance Framework which is based on the following principles:

- Undertake transactions which are grounded in commercial realities;
- Consistently consider tax implications before implementing our business plans;
- File our tax returns accurately and in a timely manner, and fulfil our tax obligations appropriately;

- Employ experienced and qualified in-house tax professionals; and
- Seek professional advice from third-party advisers and consult with tax authorities on transactions with significant tax uncertainty.

The Group Chief Financial Officer has oversight of tax responsibilities with support from the Head of Group Tax.

Find Out More

[UOB's approach to responsible tax management](#)

Our targets

- Maintain zero material cases of non-compliance with regard to tax management.
 - This was achieved in 2022.
- Maintain local procurement spend above 85 per cent to support local suppliers.
 - Purchases from local suppliers accounted for 92.8 per cent of our total purchases in 2022.
- Maintain local employee representation above 90 per cent.
 - Local employee representation was 93.9 per cent in 2022.



Economic Contributions

2022 highlights



In 2022, we generated total income of

\$11.6 billion,

of which we distributed \$8.5 billion in payments that flowed to stakeholders, such as colleagues, suppliers, investors, authorities and local communities.

These included



\$1.2 billion
accrued in income tax;



\$9.2 million
in monetary and in-kind contributions to the community; and



\$3.0 billion
in employee compensation and benefits;



\$2.1 billion
in dividends to shareholders.



\$2.2 billion
in purchases from more than **8,400** suppliers;

Memberships

- Chair of The Association of Banks in Singapore's Standing Committee on Tax
- Member of the Asia Securities Industry & Financial Markets Association



CONTRIBUTION TO THE UN SDGs





Sustainable Banking

UOB is committed to helping businesses advance responsibly and enabling sustainable lifestyles through the provision of sustainable banking products, from financing to investments. We also address the environmental, social and governance (ESG) risks and opportunities of our business, including those in relation to climate change. This enables us to support our customers in the transition to a net zero economy and in turn, improve the resilience of our portfolio.

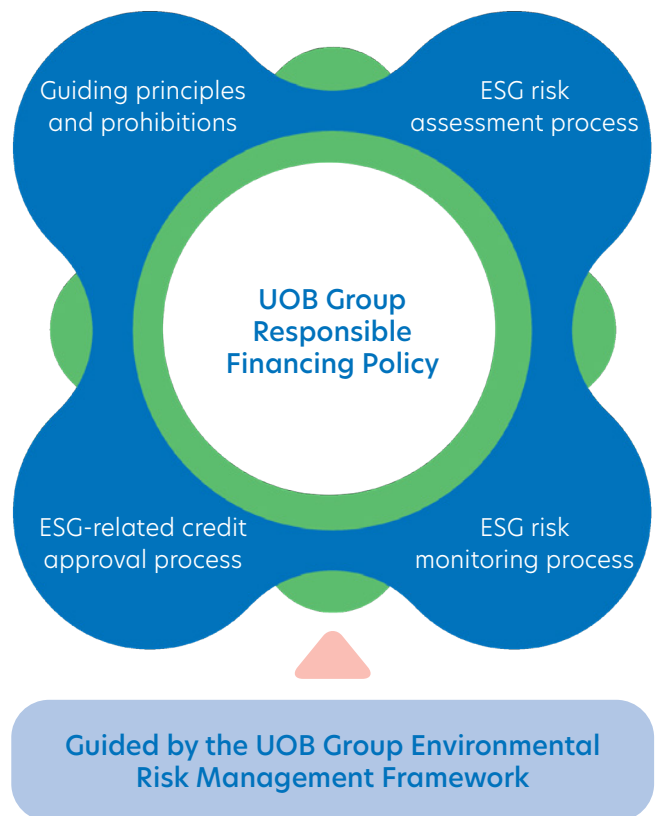
Our approach

UOB has embedded sustainability in our long-term business strategy, aligning with the United Nations Sustainable Development Goals (UN SDGs), the Paris Agreement and national goals of the jurisdictions in which we operate. As we push forward on our journey in building the sustainable future of ASEAN, we are committed to managing ESG risks prudently. We recognise that we have an important role to play in helping shape responsible actions from our customers through our financing and investing activities, as well as the banking solutions we offer.

Responsible financing

Established in 2015, our Group Responsible Financing Policy integrates the principles of *The Association of Banks in Singapore (ABS) Guidelines on Responsible Financing* into our credit evaluation and approval processes, and applies to all borrowing customers of Group Wholesale Banking and to the Bank’s capital market underwriting activities. The policy is guided by our Group Environmental Risk Management (ENRM) Framework and embedded within UOB Group’s corporate credit policy. It is reviewed annually and approved by the Group Credit Committee under the oversight of the Board Risk Management Committee.

Our responsible financing sector policies set out mandatory requirements and recommendations on managing the ESG risks of our lending portfolio in areas such as human rights, labour and working conditions, pollution prevention, resource efficiency, community health and safety, as well as biodiversity conservation. These risks are applicable throughout the financing life cycle.





Sustainable Banking

Our responsible financing journey



Key milestones

| | | | |
|---|--|---|---|
| <ul style="list-style-type: none"> • Launched the Group Responsible Financing Policy. • Began to incorporate ESG clauses into Letters of Offer. | <ul style="list-style-type: none"> • Enhanced ESG monitoring and reporting to improve oversight of potential controversies. • Implemented ESG risk classification to better manage ESG risk in portfolio. • Adopted the ABS Haze Diagnostics Checklist as transboundary haze pollution shrouded the region. | <ul style="list-style-type: none"> • Strengthened due diligence process with enhanced checklist and climate-related questions. • Tightened our stance in thermal coal mining, coal-fired power and palm oil sectors. • Established the Group ENRM Framework and published responsible financing sector policies. • All employees in relevant roles completed an industry-wide e-learning module on responsible financing. | <ul style="list-style-type: none"> • Announced our net zero commitment and targets for six sectors, including committing to exit financing for the thermal coal sector by 2039 and to cease new project financing for upstream oil and gas projects approved for development after 2022. • Adopted the ABS Environmental Risk Questionnaire (ERQ) to further strengthen our approach on climate risk assessment and engagement with corporate customers on the identification of environmental risks and sustainable financing opportunities. • Conducted Group-wide ESG risk assessment capacity-building workshops with a strong focus on climate risk management. |
|---|--|---|---|



Sustainable Banking

We review our portfolio's ESG risk exposure periodically. As at 31 December 2022, all applicable borrowers underwent the ESG risk assessment with relevant risks adequately managed and mitigated.

In 2022, there were 24 borrowers under heightened monitoring due to ESG concerns, of which 11 were escalated. These accounted for less than one per cent of our total non-bank loan portfolio. We also exited relationships with two borrowers due to ESG considerations.

ESG assessment performed in 2022



8,000+

customers were assessed



400+

customers required enhanced ESG due diligence



<1%

of our total non-bank loan portfolio was under heightened ESG monitoring

Portfolio exposure

We did not have a significant concentration in any of the eight ESG-sensitive sectors defined by the [ABS Guidelines on Responsible Financing](#), namely agriculture, forestry, chemicals, infrastructure, defence, mining and metals, energy from fossil fuels and waste management. Collectively, these sectors accounted for approximately nine per cent of our total loan portfolio.



<1%

exposure to palm oil sector

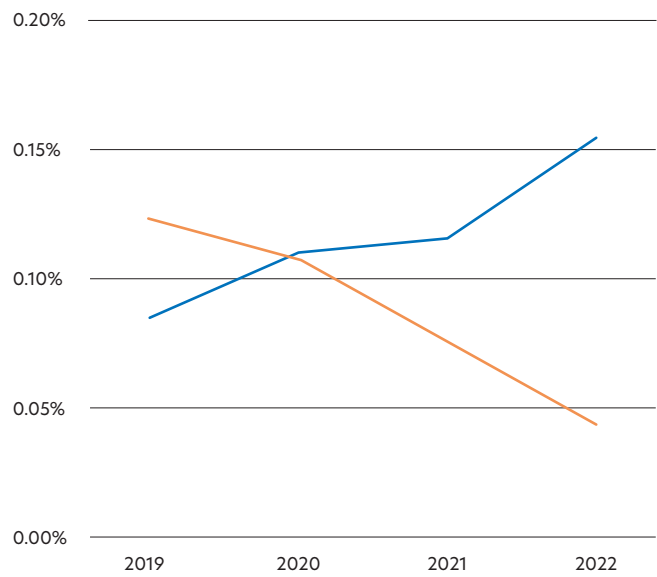


<0.1%

exposure to thermal coal mining sector

in relation to total non-bank loans

Exposure to coal-fired power generation versus renewable energy (in relation to total non-bank loans)



— Coal-fired power plants — Renewable energy



Sustainable Banking

Equator Principles (EP) – Managing environmental and social risks

UOB is a signatory to the EP, a risk management framework used by financial institutions globally for determining, assessing and managing environmental and social risks in projects. The EP requirements are integrated into our Group Responsible Financing Policy for Group-wide implementation.

Since the adoption of the EP in August 2021 till the end of 2022, we were mandated to finance seven EP transactions, all of which were project finance transactions.

| No. | Project name | Sector | Country | Category | Year of financial close |
|-----|--------------------------------------|----------------|-----------|----------|-------------------------|
| 1 | Project Augustus | Mining | Indonesia | A | 2022 |
| 2 | Project Sharon | Oil & Gas | Australia | B | 2021 |
| 3 | North East Link PPP Project | Infrastructure | Australia | B | 2022 |
| 4 | Large-scale Solar 4 (LSS4) Project | Power | Malaysia | B | 2022 |
| 5 | Perak Tengah LSS4 Project | Power | Malaysia | B | 2022 |
| 6 | Juru 15MW | Power | Malaysia | B | 2022 |
| 7 | Thailand Residential Rooftop Project | Power | Thailand | C | 2022 |

Note:

- Category A – Projects with potential significant adverse environmental and social risks and/or impacts that are diverse, irreversible or unprecedented.
- Category B – Projects with potential limited adverse environmental and social risks and/or impacts that are few in number, generally site-specific, largely reversible and readily addressed through mitigation measures.
- Category C – Projects with minimal or no adverse environmental and social risks and/or impacts.

Find Out More

 [UOB's Group ENRM Framework, Group Responsible Financing Policy and sector policies](#)



Sustainable Banking

Financing businesses' sustainable growth

UOB supports businesses in the transition to a low carbon economy, helping them to stay relevant and competitive for the long term. To help simplify access to sustainable financing for companies looking to build resilient businesses, we have in place sustainable finance umbrella frameworks that are aligned to internationally-recognised standards, principles and guidelines, including the Loan Market

Association/Asia Pacific Loan Market Association Green Loan Principles and Sustainability Linked Loan Principles.

These frameworks, which obtained independent second-party opinions, set out the eligible projects or activities that qualify for green and sustainability-linked loans and bonds, trade finance and other retail banking products.

Sustainable Finance Framework for Green Building Developers and Owners



Covers both green and sustainability-linked financing for global real estate financing across eight asset classes:



Smart City Sustainable Financing Framework



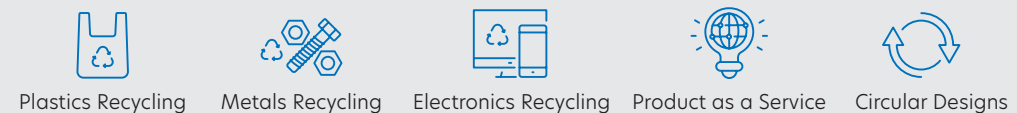
Supports companies contributing to the creation of sustainable and smart cities through the following:



Green Financing for Circular Economy



Supports companies in the 3Rs (renew, reuse and reduce) businesses. Potential applications:





Sustainable Banking

Green and Sustainable Trade Finance and Working Capital



Supports the needs of companies for shorter term financing (<1 year) using a 'principles-based' approach.

Eligibility:



Pure-play green companies or green projects



Companies with recognised, sustainable industry certifications



Transition Finance Framework



Supports the transition of the energy intensive, fossil fuels/brown sectors and 'hard-to-abate' sectors.



Oil, Gas & Chemicals



Transportation and Logistics



Fossil Fuels Power Generation



Metals & Mining



Carbon Capture and Storage (CCS)/ Carbon Capture, Utilisation and Storage (CCUS)



Carbon Credits/ Offsets



Under these frameworks, we provide a suite of sustainable financing solutions, particularly three ecosystem solutions designed to meet the end-to-end needs within specific sectors, to support our clients in capturing opportunities that contribute to the UN SDGs.

In 2022, we extended \$8.2 billion in sustainable financing to corporates, bringing our total portfolio to \$25.0 billion as at the end of the year.

U-Solar

Launched in 2019, U-Solar is Asia's first integrated financing platform that connects businesses and individuals to service providers to drive the development and adoption of solar power.

Available in Indonesia, Malaysia, Singapore and Thailand, U-Solar simplifies access to sustainable financing for solar project developers, engineering, procurement and construction contractors, and leading equipment suppliers.

Residential, commercial and industrial end-users can also take up financing solutions for solar panel installations and maintenance.

Since launch, U-Solar has benefitted more than 200 companies and 1,700 homeowners, helping to reduce more than 359,000 tonnes of greenhouse gas (GHG) emissions, equivalent to more than 77,000 passenger cars taken off the road for a year or almost six million tree seedlings grown over 10 years.

U-Energy

Launched in 2020, U-Energy is Asia's first integrated financing platform that drives the development and adoption of energy efficiency projects for buildings and homes.

Available in Indonesia, Malaysia, Singapore and Thailand, U-Energy connects energy service companies (ESCOs) with end-customers to offer solutions for common energy efficiency projects. With our flexible green financing



Sustainable Banking

options, building owners can opt for a direct purchase or the 'energy-as-a-service' model. For homeowners, UOB offers a zero per cent interest instalment plan of up to three years when UOB credit cards are used as the mode of payment for their energy efficiency retrofitting projects.

Across the region, we have a total of 31 ESCO partners collectively promoting greater efficiency in energy consumption.

to expand into ASEAN, as well as work with dealers and charging infrastructure providers to offer exclusive packages to end-customers.

Our efforts to promote and support the EV sector are in line with our target to reduce the carbon emissions intensity of our automotive portfolio by 58 per cent by 2030.

Amping up U-Energy with M&V

In 2022, UOB extended \$10.8 million of green loans to support Measurement & Verification (M&V) in two energy efficiency retrofitting projects for the upgrading of the air-conditioning system in Singapore's Changi Airport. Upon completion, the upgraded system will achieve 30 per cent increase in energy efficiency, equivalent to a reduction of more than 6,000 tonnes of carbon dioxide-equivalent in GHG emissions annually. This works out to energy savings of approximately 15.8 gigawatt-hours (GWh) per year, or the energy consumed by around 3,500 four-room flats over a year.

The green loans were provided under Enterprise Singapore's Enterprise Financing Scheme-Green. M&V was also one of the partners that joined UOB's U-Energy 80GWh Energy-Saving Race, which encourages building owners to take on green financing for their energy efficiency projects.

U-Drive

Launched in 2021, U-Drive is our integrated green financing solution for the electric vehicle (EV) ecosystem. It connects the EV value chain - from automotive brand owners, dealers and EV charging infrastructure providers to end-users, helping to drive the development and adoption of green transportation.

Available in Singapore and Thailand, U-Drive provides a comprehensive range of green banking facilities, including term loans, trade financing, dealer stock financing and end-user financing of EVs and charging equipment. Beyond financing, we also offer foreign direct investment advisory to EV original equipment manufacturers seeking

Launch of U-Drive in Thailand

In 2022, we launched U-Drive in Thailand, with partners including EV distributor, Rêver Automotive, as well as EV charging infrastructure providers, Big Phaisan Project, Energy Absolute, Espro Noodoe and Schneider Electric.

With green loan facilities from UOB, Rêver Automotive was also able to have greater working capital flexibility in managing its sales and inventory. The company further tapped on our distributor financing programme so that its dealers could obtain UOB's loans more easily for their purchase of EVs.



"We are pleased to work with UOB Thailand as our key financial partner as we enter the passenger EV space in Thailand. The financing support under U-Drive has enabled us to meet our working capital needs more effectively for greater speed to market."

Mr Pratarnwong Phornprapha
Chief Executive Officer (CEO), Rêver Automotive

[Find Out More](#)

UOB's sustainable financing solutions for businesses



Sustainable Banking

Enabling consumers' sustainable lifestyle choices

Individuals also have a role in contributing to sustainable development. Being sustainable is a way of life – how we live, work, play, learn, commute, interact and connect. As such, we offer a range of sustainable banking solutions to help our customers create positive impact through their everyday choices.

Our Secured Loans Green Product Framework and Eligibility Guide, which we co-created with Sustainalytics, guide the development of new sustainable banking solutions for individual customers, particularly secured loan products, and set the criteria for green classification. Launched in 2022, the framework currently applies in UOB's key ASEAN markets and is reviewed on an annual basis.



We offer green home and car loans to help consumers take up more environmentally-friendly options in their purchases.

For example, the UOB Go Green Home Loan is designed to help homebuyers in Singapore lower their ownership costs when purchasing a property awarded with the Green Mark certification from the Building and Construction Authority Singapore. Green home loans accounted for almost 10 per cent of total home loan sales in Singapore in 2022.

As part of our U-Drive programme, we also offer the UOB Go Green Car Loan, bundled with three renewable energy certificates (RECs), in Singapore for the purchase of electric cars. In 2022, we awarded 378 RECs, equivalent to more than 154 tonnes of carbon dioxide emissions being absorbed by close to 7,700 raintrees.

We also collaborated with SP Group to offer new customers three months of free charging (capped at 500 kilowatt-hours) at SP Mobility's public charging points. Green car loans contributed to 15 per cent of total car loan sales in 2022.

Drawing from our success in offering green home and car loans in Singapore, we are studying the feasibility of launching similar programmes in our regional markets. For example in Vietnam, we entered a partnership with an EDGE-certified property development to offer

zero-interest loans until handover of the units. We also offer preferential loan packages to finance electric and hybrid cars, disbursing about VND2.6 billion in 2022.

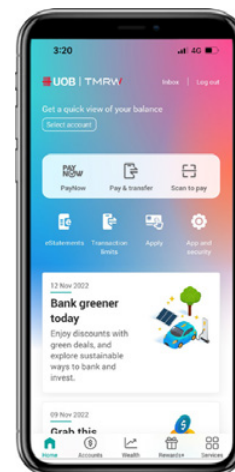


The UOB EVOL Card is ASEAN's first bio-sourced credit card which enables customers to enjoy cashback and privileges at eco-conscious merchants. Each UOB EVOL Card:

- is made of 82 per cent plant-based polylactic acid material from non-edible corn;
- saves 4.48 grams of polyvinyl chloride (PVC); and
- produces 10 grams less in carbon dioxide emissions.

Through our partnership with SP Group, UOB EVOL cardholders can also offset their household electricity carbon footprint for free by charging their utilities bills to their credit card.

In addition, we launched the Sustainable Banking feature within our UOB TMRW digital banking app in 2022 to help our customers in Singapore easily access our range of green solutions and deals, as well as to receive eco-friendly tips for greener lifestyle choices.





Sustainable Banking

Facilitating sustainable investments

Ensuring sustainable investing practices is part of our fiduciary duty to our customers. We integrate considerations into our research, selection and investment processes as part of managing risks and optimising returns for the long term.

Our Sustainable Investing Working Group oversees the integration of ESG considerations into the way we select providers, provide investment advice, develop our investment strategies, and set standards for our product due diligence. The process is rooted in our Risk-First wealth advisory approach, which helps our customers protect their assets before building their wealth.



Our range of sustainable investment products for our wealth management customers include unit trusts, structured products and equities, and green bonds. We partner reputable product specialists to screen, score, provide and monitor sustainable investment products. To this end, product providers must have operationalised policies and processes in place and/or adopt or align to globally-recognised standards such as the UN-supported Principles for Responsible Investment (PRI), Taskforce on Climate-related Financial Disclosures (TCFD), Sustainability Accounting Standards Board (SASB) and CDP. In working with these specialists, we ensure that we incorporate robust and industry-leading criteria and methodologies when identifying sustainable investment solutions.

As at the end of 2022, our assets under management (AUM) in ESG-focused investment products were \$815.5 million.

Unit trusts

In the selection of ESG-focused unit trusts, we take into consideration:

- the fund manager's expertise in managing ESG portfolios;
- the incorporation of ESG factors in the fund's investment process; and
- the ability of the fund manager to perform well against its benchmark and peers.

The unit trusts we offer in Singapore include bond funds, multi-asset funds and equity funds:

- United Smart Sustainable Singapore Bond Fund;
- United Sustainable Credit Income Fund;
- United Sustainable Equity Solution Fund;
- UOBAM Sustainable Equity Indonesia;
- AB Sustainable Global Thematic;
- Allianz Global Sustainability Fund;
- BlackRock GF ESG Multi-Asset;
- BNP Paribas Energy Transition;
- BNP Paribas Sustainable Thematic Select; and
- Schroder ISF Global Climate Change Equity.

Structured products and equities

We offer structured notes linked to the equities of companies with strong ESG ratings, focusing on themes that may impact the global economy and which are often environmental or social in nature. These also include companies that aim to help protect the environment by supporting clean energy and resource conservation projects.

Bonds

We offer green bonds selected from the Bloomberg Barclays MSCI Global Green Bond Index, which has been voted the best index for the fifth year running by *Environmental Finance*, a leading news and analysis service for sustainable investing and green financing. The index ensures proper screening and monitoring of the use of proceeds, as well as adherence to industry-standard Green Bond Principles. Index constituents are rigorously assessed on the ongoing environmental impact of the projects, among other factors, for which the green bond proceeds are used.



Sustainable Banking

We also screen green bonds using our internal risk assessment framework to assess their financial fundamentals, including probability of default, fair value and technical analysis indicators. The additional layer of screening ensures that we only offer our customers the highest-quality green bonds for the best risk-adjusted rewards and stable cash flow outcomes.

Find Out More

 [UOB's sustainable banking solutions for consumers](#)

UOB Asset Management (UOBAM) - Enabling accessible sustainable investments

UOBAM is UOB's wholly-owned subsidiary that develops, manages and offers unit trusts across Asia. As an active asset manager, UOBAM believes that we have a fiduciary duty to allocate capital into sustainable investments and to be active owners of investments.

UOBAM is a signatory to the UN-supported PRI, the Singapore Stewardship Principles for Responsible Investors, as well as a member of the Asia Investor Group on Climate Change (AIGCC). This reflects our commitment and purpose to creating value for our investors and communities as well as helping them achieve their sustainable investment goals and aspirations.

In addition to our ENRM Framework, we have in place our Sustainable Investment Framework, which guides the incorporation of ESG considerations into our fundamental analysis and investment approach across asset classes via:

- integration - explicitly and systematically including ESG issues in investment analysis and decisions to better manage risks and improve returns of investments; and
- screening - applying filters to lists of potential investments to rule companies in or out of contention for investment, based on best-in-class and negative screening approaches.

We use various ESG data and metrics, including ratings provided by independent research agencies and other relevant information, such as news reports, to assess if particular ESG factors may be material to a company and result in any positive or negative impacts. To derive the company's real-time ESG performance, UOBAM will then employ our proprietary ESG evaluation model to weigh the significance of these data sets, conducting appropriate sector-specific adjustments as needed.

The framework also includes our Environmental Policy, which incorporates environmental-related risks in our investment decision-making processes. Recognising that Asia remains heavily reliant on conventional sources of energy and there is a need for an orderly and just transition, our policy sets the following requirements:

- exclusion of companies that derive ≥ 20 per cent of their revenue from thermal coal mining and/or power generation, and do not have transition plans; and
- limitation to 10 per cent of total portfolio weight for companies that derive ≥ 20 per cent of their revenue from thermal coal mining and/or power generation but have policies and initiatives in place to transition to cleaner energy sources.

Beyond climate change, we consider issues including water risk, deforestation and biodiversity loss, labour rights and human rights as part of our holistic ESG assessment.

Active Ownership

Our Active Ownership Policy facilitates our engagement with portfolio companies, proxy voting and escalation strategies. We engage companies on a range of thematic and material ESG issues that can affect them in the long run and ensure that they are well prepared to mitigate these issues. Equipped with deep and insightful understanding of the region's unique economic, political, and social landscapes, our regional and local ESG teams are able to engage companies effectively on ESG themes, issues and controversies. We also encourage them to improve the quality of their disclosures and monitor their sustainability progress, which in turn enables us to continually build on our insights and enhance our overall scoring methodology.

We also work closely with other stakeholders as needed to enhance the efficacy of our engagement efforts. For example, we participate actively in AIGCC's initiatives, including the Asian Utilities Engagement Programme, Engagement and Policy Working Group, Physical Risks and Resilience Working Group and Paris Aligned Investment Working Group, stepping up our collaborations to drive climate action.

In 2022, we engaged 19 per cent of our portfolio companies in our ESG-focused funds.

In addition, in Singapore, we work with the Institutional Shareholder Services (ISS) Proxy Exchange on proxy voting, taking into consideration internationally-recognised, sustainability-related standards in support of ESG resolutions.



Sustainable Banking

While we have authorised ISS to vote on our behalf, we retain full discretion over all voting decisions and reserve the right to vote contrary to the recommendations of ISS.

Governance

UOBAM's sustainability governance structure provides oversight and accountability on the implementation of our ENRM Framework, Sustainable Investment Framework, Environmental Policy and Active Ownership Policy, all of which are reviewed annually.



In 2022, we completed the build-up of our dedicated ESG network across all investment offices in Singapore, Indonesia, Malaysia, Taiwan, Thailand and Vietnam.

Our strong network of ESG analysts provide us the capacity to further our sustainability capabilities and drive innovative sustainability solutions locally that are suitable to each market.

Find Out More

[UOBAM's Sustainable Investment and Active Ownership approach](#)

UOB Venture Management (UOBVM) - Supporting portfolio companies in creating positive impact

UOBVM is UOB's wholly-owned subsidiary focused on providing private equity investments to privately-held companies mainly in Southeast Asia and Greater China. UOBVM is firmly committed to responsible investment practices in relation to our fund management activities, having integrated ESG considerations into our investment approach since 2004.

A signatory to the UN-supported PRI and the Operating Principles for Impact Management, UOBVM carefully assesses ESG risks pre-investment to help our portfolio companies identify potential issues and mitigating action plans, which are then tracked post-investment in line with our ESG Policy. We take a proactive approach to encouraging our portfolio companies to improve their consideration of ESG risks and factors, providing necessary advisory and support to help them realise this objective. We also focus on capacity building, honing our internal expertise and working closely with our investors and stakeholders to enhance collective capabilities.

Our ESG Policy is reviewed periodically and approved by UOBVM's ESG Committee under the oversight of the Board of UOBVM.

In 2022, UOBVM established the ENRM Framework in compliance with the [MAS Guidelines on Environmental Risk Management for Asset Managers](#). This framework covers the governance, policies and control processes to manage material environmental risks in relation to UOBVM's private equity activities.

We conduct annual ESG training for our investment professionals to ensure that they are kept updated on our framework, policy and processes, as well as the latest industry developments and best practices.

As at 31 December 2022, UOBVM's AUM in ESG-focused and social impact funds, including the ASEAN China Investment Funds (ACIF) and the Asia Impact Investment Funds (AIIF), amounted to more than \$1.4 billion.



Sustainable Banking

ASEAN China Investment Funds (ACIF)

Now in the fifth series, the ACIF invest in promising private companies across ASEAN and China to unlock their growth potential, focusing on the themes of Industry 4.0, happiness, well-being, technology and green technology/supply chain.

Supporting healthcare self-reliance

An ACIF portfolio company, PT Etana Biotechnologies Indonesia (Etana) develops and provides high-quality, affordable and innovative biopharmaceutical products to treat a range of metabolic, autoimmune and other major life-threatening diseases, including cancer. Etana works proactively with major hospital groups, doctors' associations and Indonesia's national pharmaceutical licensing agency and social health programme to ensure that people from all walks of life have access to life-saving and life-enhancing drugs that were previously unavailable or difficult to access across the archipelago.

In 2022, Indonesian President Joko Widodo officiated the opening of Etana's high-end biopharmaceutical factory. The factory will produce essential biological drugs and vaccines to meet domestic needs and support the Indonesian government's goal of healthcare self-reliance. For example, as the first pharmaceutical company in ASEAN to have mRNA technology, Etana will manufacture the first locally-produced COVID-19 mRNA vaccine in Indonesia. The company has also successfully licensed for sale in Indonesia a monoclonal antibody drug for cancer treatment, made available at affordable prices.





Sustainable Banking

Asia Impact Investment Funds (AIIF)

Focusing on double bottom-line returns, the AIIF support companies that generate positive social outcomes and financial returns by improving the well-being and livelihoods of the 'Base of Pyramid' (BoP) communities (referring to people living on US\$3,000 or less a year). Some of the key impact sectors that the AIIF focus on include access to finance, education, agriculture and healthcare. As at 31 December 2022, around 25 million low-income individuals¹ benefitted from the positive impact generated by the AIIF's portfolio companies since our investments.

Driving positive social impact through education

Invested by both the ACIF and AIIF, Ruangguru Pte Ltd (Ruangguru) is a leading technology-enabled education provider in Indonesia that aims to provide improved access to quality and affordable education for students and working professionals across Indonesia. The company's digital learning platforms also provides affordable education to students in Thailand and Vietnam.



As at the end of 2022:

- More than 20 million students from low-income families benefitted from Ruangguru's online learning content; and
- More than 32 per cent of working professionals saw an increase in income, while more than 23 per cent were promoted or secured a better job, after completing Ruangguru's skill development and work preparation programmes.

The Ruangguru Academy Scholarship programme is targeted at students who dropped out of school due to financial or other issues. The customised tutoring programme assists these students to obtain the high school-equivalent Paket C diploma, continue with tertiary education and/or acquire new skills to enter the workforce.

"Ruangguru holds an important role in my study and my journey to enrol in public university. Ruangguru is a bridge that allowed me to reach my dream, which is to get accepted in the faculty of law. Thank you Ruangguru for accompanying me as I continue to strive and move forward."

Mr Sandi Kurniawan

Growing up, Sandi did not know how to read and write. After moving to Jakarta, he joined a community learning centre to catch up on his education. His grit won him the Ruangguru Academy Scholarship and exclusive online tutoring for the public university entrance test. Sandi has since successfully enrolled in the Semarang State University's law faculty.

¹ Figures have not been pro-rated for the portion of UOBVM's contribution and are based on data reported by the portfolio companies.



Sustainable Banking

Enabling the largest vocational training platform for farmers

An AIF portfolio company, Shenzhen Tiantian Xuenong Network Technology Co., Ltd (TTXN) provides quality, affordable agricultural training for farmers across China through its e-learning platform. There are more than 80 commercial crops covered across 50,000 courses, ranging from micro, short five-minute videos to extensive programmes that award professional certificates and qualifications. Through these courses, the company provides farmers with access to practical skills in areas including crop cultivation, pest control and fertilisation. With enhanced cultivation and farming skills, farmers can improve their production and in turn, their livelihoods and incomes.



Our targets

-  Build a sustainable finance portfolio of \$30 billion by 2025.
 - ↳ We achieved \$25.0 billion as at the end of 2022.
-  Ensure all relevant colleagues are trained in responsible financing, sustainable finance and climate change risks and opportunities by 2023 to support our customers in the transition to net zero.
 - ↳ Majority of our colleagues in relevant roles across the Group completed capacity-building programmes on sustainable finance and climate change risk assessment in 2022.
-  Broaden our physical risk assessment in 2023 as part of our continued efforts to strengthen our approach on climate scenario analysis and stress testing.

2022 highlights

Co-leading industry efforts in managing environmental risk

In support of the transition to a low carbon economy, UOB co-led industry efforts on the development of the ABS ERQ in 2022. It is the first industry standard that sets a consistent baseline for banks in Singapore to engage corporate clients on environmental risk issues and to collect relevant data. We have integrated the ERQ in our Group-wide ESG risk assessment process to further drive the engagement with our corporate clients in line with our net zero commitment and targets.

Enhancing our responsible financing sector policies

Our sector policies set out the Bank's mandatory ESG requirements and recommendations for our clients. In 2022, we further enhanced our sector-specific positions in the following three sectors:



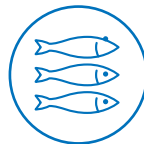
Oil and gas (O&G)

We commit to no new project financing for upstream O&G projects approved for development after 2022.



Thermal coal

We commit to exit financing for the thermal coal sector by 2039.



Animal protein

We will not provide financing to companies involved in

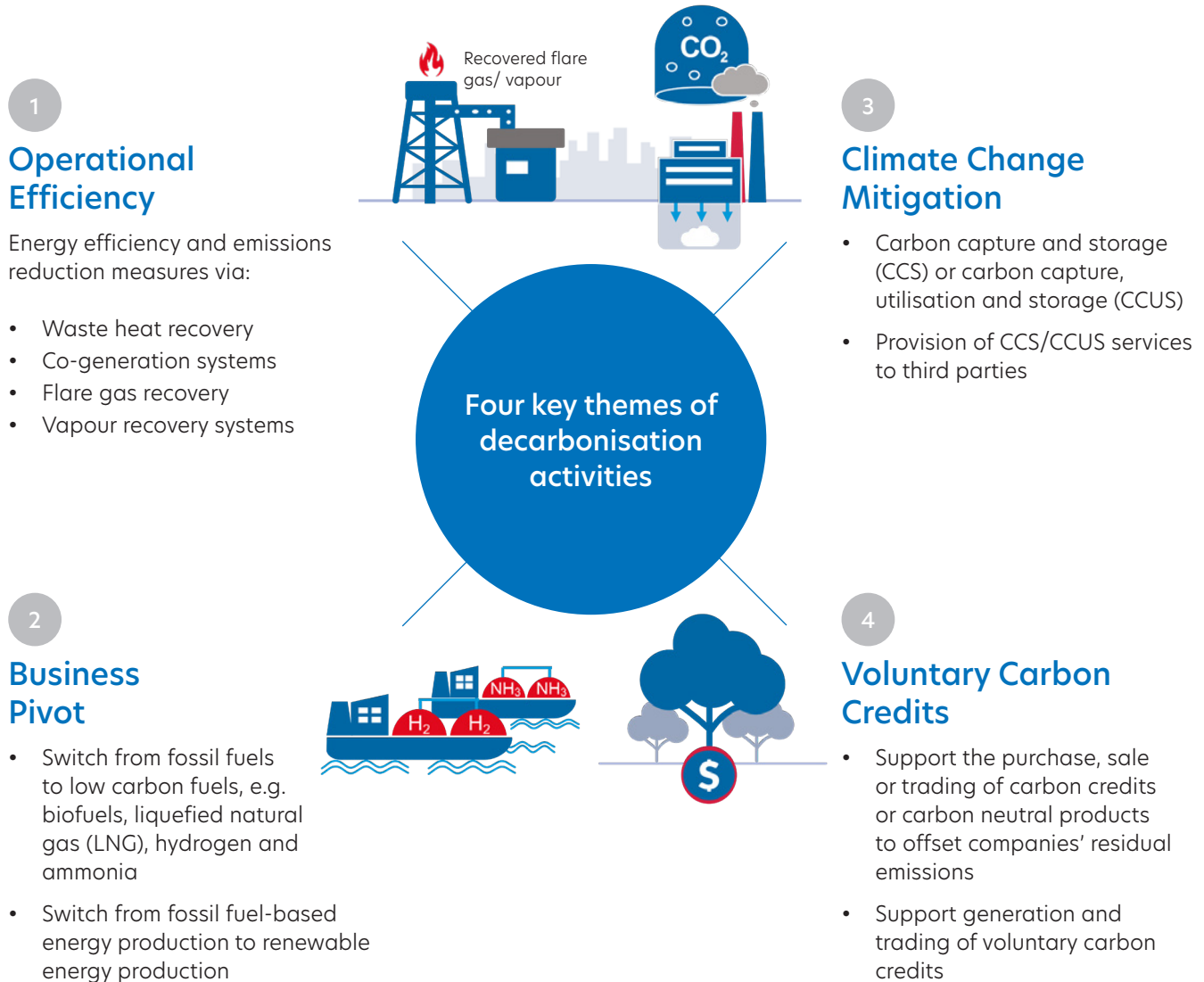
- fishing with the use of explosives or cyanide; and
- conducting illegal, unreported and unregulated (IUU) fishing or using vessels known to have conducted IUU fishing.



Sustainable Banking

Supporting clients in their net zero transition

Companies in carbon-intensive, fossil fuel-based and hard-to-abate sectors face many challenges in their decarbonisation journeys. As such, in 2022, we launched the UOB Transition Finance Framework (TFF) to help companies – project owners, contractors, suppliers, buyers and users – in these sectors access financing for their energy transition plans in the following areas:



The UOB TFF is our fifth sustainable finance umbrella framework. Like our other frameworks, it was developed with support from the Monetary Authority of Singapore's (MAS) Green and Sustainability-Linked Loans Grant Scheme. ISS, an internationally-recognised second party opinion provider, reviewed and ensured that the TFF is aligned with globally-accepted market principles, including International Capital Market Association's *Climate Transition Finance Handbook*.



Sustainable Banking

Notable sustainable financing deals

- Dual tranche HK\$8 billion two-year and CNH3 billion three-year social bond offering by Hong Kong Mortgage Corporation, the world's first social bond issuance denominated in both Hong Kong dollars and offshore Chinese yuan (acted as joint lead manager and joint bookrunner)
- Series of green bonds in US dollars, Singapore dollars and offshore Chinese yuan issued by Agricultural Bank of China, Bank of China and Industrial and Commercial Bank of China (acted as joint lead manager and joint bookrunner)
- US\$100 million five-year digital sustainability-linked bond by Singtel, Singapore's largest foreign currency digital bond (acted as lead manager)
- US\$150 million sustainability-linked loan to Formosa Ha Tinh, UOB's largest sustainable financing deal in Taiwan to date
- Green and sustainable trade finance to Kimly Construction through Doxa Connex, an online procurement-to-pay platform

Helping companies make positive impact through Green and Sustainable Deposits

In 2022, we piloted our Green and Sustainable Deposits solution with GIC. The solution is designed to help our corporate and institutional clients channel their funds to projects and activities with positive impact. Deposits will be deployed to loans that support green real estate, renewable energy, energy efficiency, smart city infrastructure and the circular economy under UOB's sustainable finance frameworks.

Clients with significant deposits will receive an impact report that highlights the use and impact of their funds, which will in turn enable them to quantify their contributions to sustainable development.

Providing direction for SMEs through the UOB Sustainability Compass

For many small- and medium-sized enterprises (SMEs), implementing sustainability in their business can be a big challenge. To help SMEs kickstart their sustainability journey, we launched the UOB Sustainability Compass, through which companies only need to complete a short questionnaire to receive a customised, step-by-step guide on how to set up sustainable business models and practices. They will also receive information on regulations, standards and certifications that affect their sectors, as well as sustainable financing solutions to take their business to the next stage of growth.



“As one of the largest transportation providers in Singapore, we are aware of the urgent need to address carbon emission levels and evolve our business strategies to achieve sustainability goals. ...Through the UOB Sustainability Compass, we have generated our company’s sustainability report in under five minutes, with comprehensive insights on our ESG journey.”

Ms Voo Choon Ling

Deputy Managing Director, Woodlands Transport



Sustainable Banking

Offering more sustainable fund solutions across the region

UOBAM continued to promote sustainable investing with the launch of ESG-focused unit trusts in various markets in 2022. These included:

- EAFE Plus Fund (Malaysia)**
 A retail concentrated growth fund with ESG considerations that are firmly built into the broader process of fundamental analysis with the aim to maximise long-term returns.
- United Sustainable Thematic Select Fund (Thailand)**
 A retail fund, launched in collaboration with BNP Paribas, which invests in multi-asset global sustainable equity and sustainable bond funds.
- United Global Sustainable Infrastructure Equity (Thailand)**
 A retail fund focusing on equity securities of companies related to infrastructure businesses around the world and with guidelines for sustainable business practices by diversifying investments into various regions.
- United Vietnam ESG Equity Fund (Vietnam)**
 First ESG open-ended fund in Vietnam specialising in listed companies with good ESG profiles. The fund focuses on stocks that adopt the ESG standards, make strong commitments and focus on driving sustainable development.

As at the end of 2022, UOBAM's total AUM in ESG-focused funds were \$8.2 billion.

Training and building internal capacity

Strengthening our internal capacity on ESG risk management remains a key focus. All colleagues in relevant roles are trained on our Group Responsible Financing Policy and processes via mandatory training and annual capacity building programmes.

In 2022, we conducted a series of Group-wide Responsible Financing Training Workshops focusing on climate risk management and UOB's own ESG risk management processes and requirements. The workshops formed an important training component to support the implementation of the ABS ERQ and received strong participation from approximately 1,800 colleagues in relevant roles across the region.

The Board and Management, including the Group Sustainability Committee (GSC), also received training on areas such as climate change and net zero to stay updated on key developments.

During the year, UOBAM's Sustainability Academy also launched the Essentials of Climate Investing course offered by Robeco and training on net zero and climate change risks and opportunities, with the aim to deepen understanding of how investments play a role in climate action.

Engaging stakeholders to drive collective action

We continue to engage with our stakeholders, including customers, colleagues, regulators, investors, community and non-governmental organisations, to keep abreast of evolving expectations and industry developments. This enables us to ensure deeper integration of sustainability considerations into our strategy and programmes.

During the year, we continued our active involvement in the MAS Green Finance Industry Taskforce (GFIT) and supported the development of a series of sustainable finance e-learning courses by ABS and the Asia Sustainable Finance Initiative (ASFI) Academy.

We also remained active in knowledge exchange through various sustainability and related events, such as the UN Climate Change Conference (COP 27), Point Zero Forum, Singapore Fintech Festival and Asia Risk Congress. We also held a forum titled 'Innovating for a Sustainable Tomorrow', bringing together business leaders and key decision makers to discuss the impact of global and regional trends on decarbonisation within the real economy.



In addition, UOBAM participated in various events, collaborating with organisations such as the Singapore Exchange Academy, GRESB, Tiger Brokers, Malaysia's Joint Committee on Climate Change, Universiti Brunei Darussalam, InvesNow, Thaipublica, Soochow University and UOB Kay Hian on seminars to share insights into sustainable investing.



Sustainable Banking

TCFD reporting

Climate change is one of the most complex and defining issues of our time and there is a critical need for the world to reach net zero by 2050 in alignment with the Paris Agreement and the 1.5°C trajectory outlined by the Intergovernmental Panel on Climate Change (IPCC). As a leading financial institution in the region, we are committed to strengthening our portfolio resilience and to being a positive force in the fight against climate change.

Governance

Board's oversight of climate change-related issues

Climate change is a priority for our senior leaders. As part of UOB's sustainability governance structure, our Board provides oversight of climate change-related issues through the Executive Committee (Exco), with support from our Management and relevant business units. The Board receives twice-yearly updates on climate-related topics. These include, but are not limited to, regulatory developments, internal policies, direct environmental impact through our operations, indirect impact through our financing and investment activities, our initiatives to support our customers on their sustainability journey, as well as sustainability reporting disclosures.

Other Board Committees may also receive reports related to climate change-related risks and opportunities that come under their respective charters. The Board and relevant Board Committees consider climate change-related risks and opportunities in the context of our guiding principles and sustainability strategy pillars.

Climate change-related issues are integrated into the following sustainability governance mechanisms:

- strategy review;
- guidance on major plans of action;
- review and guidance on risk management policies;
- monitoring of implementation and performance of objectives;
- oversight of progress against goals and targets for addressing climate change-related issues; and
- review and approval of climate change-related disclosures in our annual reporting.

Amid the growing call for companies to demonstrate their prudent management of climate risk as well as demonstrate their commitment to net zero emissions by 2050, UOB announced our net zero commitment in October 2022 with endorsement from our Board. As part of this process, the Board reviewed and approved the principles for sector prioritisation, including emissions materiality, abatement horizon and portfolio materiality for each of the six sectors, namely power, automotive, O&G, real estate, construction and steel.

Management's role in addressing climate change-related issues

The Management Executive Committee (MEC) supports the Exco on climate change-related matters and provides strategic direction for our sustainability practices. The MEC is responsible for:

- guiding the development of ESG-related policies, including those related to climate change;
- managing and monitoring climate change-related risks and opportunities; and
- overseeing the progress, performance and reporting on climate change-related issues.

The GSC, which comprises senior management from business and support units across the Bank, identifies climate-related risks and opportunities and assesses emerging issues. The wide representation ensures that climate change-related issues - whether identified by ourselves, investors, customers, regulators and other stakeholders - are integrated into our decision-making, and addressed at the highest levels.

In 2022, the GSC provided the Exco updates on our sustainability strategy in the following areas:

- emerging climate change issues;
- UOB's direct environmental impact;
- enhancements to the Group Responsible Financing Policy; and
- our roadmap on implementing the TCFD recommendations to support our customers and other stakeholders in sustainable development.



Sustainable Banking

Implementing action to address climate change-related issues

The TCFD working group, which was established in 2019 under the GSC, is a cross-functional working group responsible for reporting and driving the implementation of disclosures in line with TCFD recommendations.

Together with the GSC, the working group ensures that UOB maintains a robust and integrated platform for governing, implementing and monitoring climate change-related targets and strategies. The working group comprises senior representatives who have specific responsibilities in the implementation of our overall sustainability strategy to address climate change-related issues. These representatives are from:

- Group Risk Management;
- Group Corporate Sustainability Office;
- Group Strategy and Transformation;
- Group Wholesale Banking;
- Group Retail;
- Group Finance and Corporate Services; and
- UOB’s key overseas subsidiaries.

We are also guided by our Group Sustainability Framework, which is implemented through relevant policies and guidelines, including our Group Responsible Financing Policy that governs our review and approval of customer transactions in environmentally- and/or socially-sensitive sectors. Our financing teams work with customers to address climate change-related challenges and opportunities, and when necessary, also work in collaboration with non-governmental organisations, certification bodies and other mutual stakeholders.

Internally, to manage our direct environmental impact, our Corporate Real Estate and Services unit has a specialised energy and sustainability team that works to mitigate our environmental footprint and to realise our green building targets. Our Sustainable Procurement Working Group oversees our indirect impact by ensuring that material suppliers act in compliance with our Group Supplier Sustainability Principles. In addition, we have dedicated environment specialists that work full-time on our initiatives in the relevant business units, ensuring ownership of the Bank’s sustainability goals across our organisation.

Find Out More

- [Sustainability Governance](#)
- [Direct Environmental Impact](#)
- [Sustainable Procurement](#)

Strategy

Climate risks, both transition and physical, can manifest through various risk drivers and materialise at different time horizons. As one of the regions most at risk to climate change globally, ASEAN is vulnerable to the growing intensity and magnitude of extreme physical weather events.

While chronic physical risk is expected to materialise in the long term, acute physical risk is event-driven and may manifest in the shorter term, evidenced by the physical risk events witnessed in the past few years such as the severe floods in Malaysia and Thailand.

The economic, environmental and social impacts resulting from climate change threaten to undo decades of developmental progress. As climate mitigation and adaptation measures scale up, these may also result in unintended consequences. Notably, while phasing out fossil fuels is a critical step to curb temperature rise, it may threaten energy security if implemented too abruptly.





Sustainable Banking

Key climate-related risks and potential impact identified over various time horizons

| Classification | Risk drivers | Examples of potential impacts | Expected time horizon |
|-----------------|--|--|----------------------------|
| Transition risk | Policy and legal <ul style="list-style-type: none"> Policy or regulatory changes to mitigate climate change impacts and to encourage shift towards renewable energy sources. E.g. implementation of carbon pricing, tighter energy efficiency standards and more stringent regulation of products and services Exposure to environmental litigations amid increased stakeholder expectations | Policy changes such as the phase-out of internal combustion engine vehicles and single-use plastics, or the Extended Producer Responsibility that could lead to structural business disruption and loss of competitiveness of our clients | Short / medium term |
| | | Growing adoption of carbon pricing in the region may increase operating cost, particularly for heavy emitters, potentially leading to credit deterioration of our clients | Short / medium term |
| | | Development of regional and national Green Taxonomies may restrict heavy emitters' access to funding | Short / medium term |
| Technology | Technological improvements or innovations may lead to rapid changes in costs of production, competitiveness, and demand-supply dynamics of certain sectors and necessitate the write-off of existing assets and increased capital expenditure | Technological advances have improved the viability and cost competitiveness of green technologies, such as electric vehicles and solar/wind energy, which could disrupt demand for fossil fuel-based businesses and trigger early write-offs | Short / medium / long term |
| | | Investment in technology, and research and development expenditure to reduce emission or to improve energy efficiency could stress the balance sheets of affected clients | Short / medium / long term |



Sustainable Banking

| Classification | Risk drivers | Examples of potential impacts | Expected time horizon | |
|--|---------------|---|--|--|
| Transition risk | Market | Increased volatility and uncertainty in market trends and signals caused by changing customer behaviours, increased cost of raw materials, etc. | Shift in consumer preferences towards more sustainable products and services could lead to demand destruction for higher-carbon businesses and increased costs to adapt to market trends | Short / medium term |
| | | | Sourcing restrictions for carbon-intensive raw materials and surge in demand for critical minerals needed for EV batteries could lead to increased volatility and costs | Short / medium term |
| | Reputation | Increased expectations and scrutiny from consumers, regulators, communities and other stakeholders on climate and emissions reduction | Reduced demand for products/services, availability of funding to stigmatised sectors and our counterparties, as well as the ability to attract/retain talent | Short / medium / long term |
| | | | Banks may face heightened scrutiny and reputational impact from financing/ investing in unsustainable businesses, insufficient progress in meeting emissions reduction commitment and greenwashing | Short / medium / long term |
| | | | Litigations associated with greenwashing or misrepresentation of green/sustainability credentials | Short / medium / long term |
| | Physical risk | Acute | Increased severity and frequency of extreme weather events, such as heat waves, typhoons, floods and bushfires | More frequent and severe climate events, such as floods and droughts, in ASEAN could disrupt operations and damage physical assets, resulting in lower revenues, increased recovery/insurance costs and asset value impairment |
| Increased frequency and severity of heat waves could have wide-ranging economic effects including damage to infrastructure, crop failure and lower labour productivity | | | | Short / medium / long term |
| Chronic | | Long-term shift in climate patterns, such as temperature rise, sea level rise and sustained lower average precipitation | Shifts in climate, such as rainfall patterns, rising temperatures and sea levels could result in reduced crop outputs, affecting food production and security, as well as deterioration in living and working conditions | Long term |
| | | | Decrease in asset values in vulnerable regions, such as coastal areas in ASEAN that are susceptible to flooding | Long term |

Note on materialisation timeline:
 Short term: <3 years; Medium term: 3-10 years; Long term: >10 years



Sustainable Banking

To better assess our portfolio resilience under various plausible outcomes, we continued to strengthen our capability in climate scenario analysis, building on our efforts over the past few years. We partnered an internationally-recognised consultancy to enhance our methodology to holistically assess the impact of both transition and physical risks on borrowers’ financial performance, taking into consideration the differentiated responses and drivers for different sectors (See [Appendix – Climate Scenario Analysis Methodology](#)).

Our assessment covered the following long-term scenarios referencing the 2021 Network for Greening the Financial System (NGFS) Phase II scenarios:

| | Orderly Transition | Disorderly Transition | No Additional Policies |
|-------------------------|--|--|--|
| NGFS reference | Net zero 2050 scenario Stringent climate policies and innovation that limit the impact of physical risks and allow for gradual economic adjustment | Delayed transition scenario Concerted climate policy actions will commence only in 2031 causing an abrupt structural shift in the global economy. Physical risk will be slightly elevated but remain limited overall | Current policies scenario Due to business as usual, the materialisation of acute and chronic physical risks will result in permanent impact on both labour and capital productivity, and consequently on economic output |
| Transition risks | Moderate | Moderate to high | Limited |
| Nature of transition | Early and orderly | Delayed and disorderly | Only policies in place as at the end of 2021 |
| Physical risks | Limited | Limited | High |

The scenarios were applied on our Corporate, Sovereign, Banks, Retail Mortgage and Auto portfolios, which accounted for more than 90 per cent of UOB’s total exposures. In particular, the assessment for our Corporate portfolio focused on six sectors most relevant to climate risk, namely fossil fuels, utilities, heavy industries, building and construction, transportation and agriculture². Top borrowers in each of these sectors were subject to bottom-up analyses using granular data such as production outputs, business mix and detailed asset locations. Using our credit rating models, the financial impact under each scenario on the borrowers’ credit rating was simulated.

While we saw relatively milder impact under the ‘No Additional Policies’ scenario, this could be due to the assessment horizon until 2050 that does not cover the second half of this century, when impacts from physical risks are expected to be more pronounced. In addition, this may also be attributed to data, scenarios and methodological limitations, with climate scenario analysis still relatively nascent despite significant progress made the past few years.

Overall, average change in projected credit risk profile of our assessed portfolios over time was not significant across all the three scenarios. Stress impact was mainly contributed by some sectors in the Corporate portfolio, notably O&G and agriculture, triggered by the transition pathways under the ‘Orderly Transition’ and ‘Delayed Transition’ scenarios.

² Sectors identified in “A climate stress-test of the financial system”, by Battiston et al, 27 March 2017. These were also adapted by the MAS in the 2022 Industry-wide Stress Test exercise.

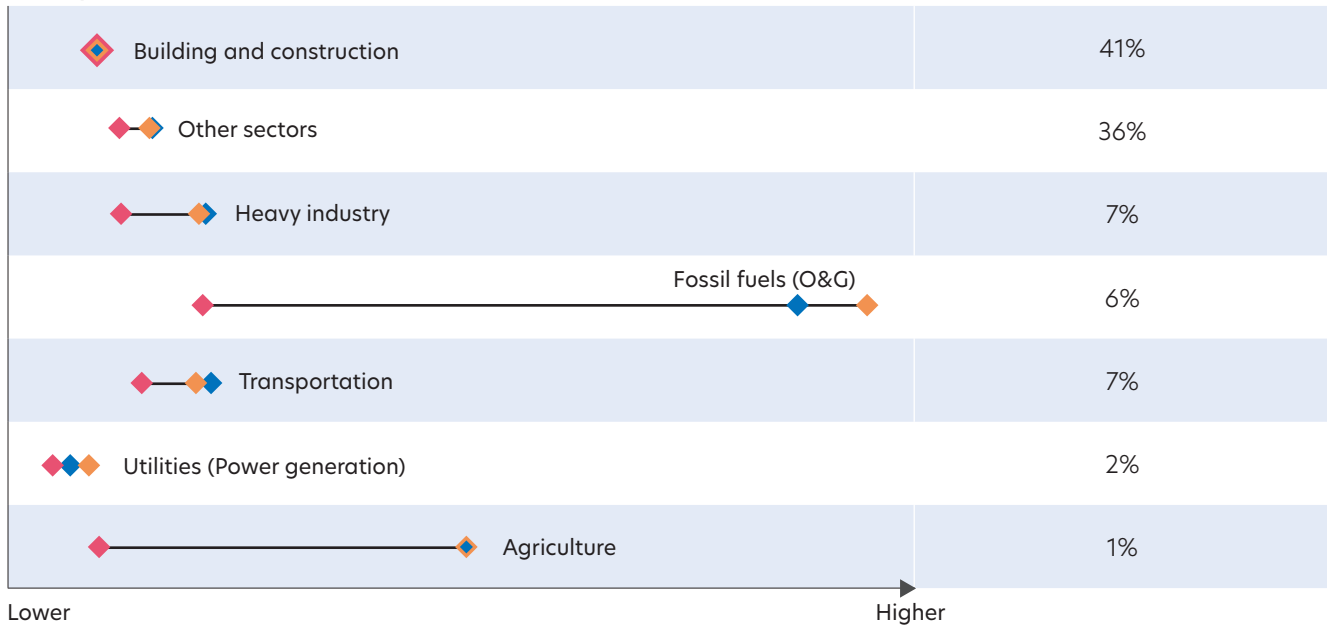


Sustainable Banking

Scenario analysis results for our Corporate portfolio by sector

Projected impact of climate change on credit risk profiles of Corporate sectors

UOB's corporate exposure as at December 2022



Relative impact (projected 2050 probability of default as a multiplier of 2021 level)

◆ Orderly Transition
 ◆ Disorderly Transition
 ◆ No Additional Policies

In recognition of the common industry challenges associated with climate risk assessment such as data availability, we will continue to work with regulators, industry associations, consultants and climate specialists to progress collectively to a more robust approach as methodologies and tools evolve and mature.

As a responsible lender, we are cognisant of the key role we play to help channel the resources needed and to support our clients in seizing climate-related opportunities on their decarbonisation journey. In October 2022, we published [our net zero commitment](#), detailing key opportunities for us to support our customers in building a sustainable ASEAN through a just and equitable transition to a low carbon future.





Sustainable Banking

We identified climate opportunities across six focus sectors in two key carbon-emitting ecosystems – energy and built environment. These opportunities have already materialised in some markets and are expected to continue growing as more segments of the economy start decarbonising in the medium to long term.

Identified climate-related opportunities across sectors

| Ecosystem | Focus sector | Opportunities |
|--------------------------|--------------|--|
| Energy | Power | Working with power generation companies and equipment manufacturers to adopt decarbonisation targets and increase financing for new renewable energy projects |
| | Automotive | Working with equipment manufacturers, dealers, and financial leasing companies to support EV supply chains and increase financing for EV-focused businesses and activities |
| | O&G | Working with companies in hard-to-abate sectors to finance renewable energy, low emissions fuel alternatives, emissions reduction technologies, efficiency improvements in refining and other processes |
| Built environment | Real estate | Working with property developers, operators, investment companies and real estate investment trusts (REITs) to encourage the adoption of energy efficiency standards for buildings and to finance more energy-efficient buildings and installation of renewable energy and energy efficiency retrofits |
| | Construction | Working with companies engaged in construction and demolition to encourage the deployment of low-carbon construction processes, to improve their emissions intensity profile and to finance installation of on-site renewable energy |
| | Steel | Supporting crude steel and fabricated metal producers and traders to encourage the shift towards electric arc furnace production methods, to research and develop new technologies and to improve plant efficiencies |

To harness these opportunities, we will increase our engagement with our clients on climate change and transition, as well as develop tools to facilitate better monitoring and reporting as part of our net zero commitment.

Find Out More

[UOB's commitment to net zero](#)





Sustainable Banking

Risk management

Climate risks are complex and transverse in nature, and may potentially translate into known financial risk types for banks including credit risk, market risk, liquidity risk and operational risk. We have assessed the various climate risk transmission channels using either a qualitative or quantitative approach, and considered potential credit risk impact to be the most material.

Climate risk is identified, assessed, managed and monitored through our Group ENRM Framework, which is approved by the Board Risk Management Committee.

In 2022, no material climate-related financial losses were incurred, either through our corporate lending activities or damage to the Bank’s assets and associated business disruptions. Minor physical damages were adequately insured.

Climate risk assessment

| Secondary risk | Transition risk | | | Physical risk | | |
|----------------|-----------------------|--------------------------|-----------------------|-----------------------|--------------------------|-----------------------|
| | Short term (<3 years) | Medium term (3-10 years) | Long term (>10 years) | Short term (<3 years) | Medium term (3-10 years) | Long term (>10 years) |
| Credit | Low | Moderate | Moderate | Low | Low | Moderate |
| Market | Low | Low | Low | Low | Low | Low |
| Liquidity | Low | Low | Low | Low | Low | Low |
| Operational | Low | Low | Low | Low | Low | Moderate |

Legend:
■ Low ■ Moderate ■ High

We manage **credit risk** associated with climate and ESG risk through our Group Responsible Financing Policy, which covers risk identification, assessment, mitigation and monitoring. Sectors with inherently higher ESG risk are subject to enhanced due diligence with sector-specific requirements. Based on our climate scenario analysis, the impact of transition and physical risk was not expected to be material in the short term, but may manifest more prominently in the longer term.

Banks may be exposed to **market risk** arising from the increase in volatility in investments and potential declines in valuations, due to impacts from severe physical climate events and shifts in investor preferences, particularly in carbon-intensive sectors. However, the short-dated nature of such exposures suggest that the impact is likely to be contained. Our trading desks conduct stress testing daily using scenarios depicting various climate events. These scenarios have a horizon of 10 days as trading activities are reactive to short-term market movements and portfolio exposures are rebased frequently.

Liquidity risk stems from the inability to raise funds to meet the Bank’s obligations due to various factors including those relating to climate change. Acute physical risk events may cause widespread physical damage and lead to a surge in client’s deposit withdrawals to finance damage repair and demand for emergency loans. In addition, decarbonisation of the economy over time may lead to difficulty in liquidating liquid assets issued by carbon-intensive corporates held by the Bank. However, this portfolio forms a limited part of our overall liquid assets. UOB manages both short-term and long-term liquidity implications of climate risk through stress testing.

Extreme weather events may also result in **operational risk** through disruptions to business continuity, due to adverse impact on the Bank’s infrastructure, systems, processes and employees. The risk is particularly relevant to UOB given our footprint in ASEAN, a region commonly associated with elevated physical risk. To mitigate this, our key critical facilities are equipped with high resiliency and critical systems are built with high availability.



Sustainable Banking

UOB's business continuity plans set out the recovery strategies, action plans and resources needed following a crisis to recover critical business processes within an expected timeframe and to a planned acceptable level that minimises significant impact to the Bank, as well as to restore our operations to normalcy. We have in place a Business Continuity Management and Crisis Management Framework, and recovery efforts are overseen by a Business Continuity Management Task Force that reports directly to the Group Recovery Plan's Crisis Management Team headed by our Group CEO.

Banks have generally made more progress in integrating environmental risk, including climate risk, into credit and reputational risk management processes and less so in other risk areas³. As such, we will continue to strengthen our understanding of the manifestations of climate risk in non-credit risk types and will direct our efforts towards strengthening our risk management approach. This includes progressing towards quantitative assessments of potential climate risk impacts over longer time horizons.

We expect that as climate risk becomes increasingly mainstream, methodology, data quality and availability will continue to improve, leading to more accurate and insightful assessment outcomes in the future. We are committed to continuing our engagement with regulators, industry associations and climate specialists, as well as actively participating in and supporting various initiatives such as the ASFI, the MAS Project Greenprint and the MAS GFIT to improve our capabilities in climate risk management.

Further, as our business and operations span multiple jurisdictions, we will closely monitor international developments such as the UN Climate Change Conference, the Basel Committee on Banking Supervision's (BCBS) initiative on climate risk management, as well as new initiatives by the NGFS and local regulators. This will enable us to stay ahead of potential new regulatory requirements and to keep abreast of best industry risk management practices.

Management of wider environmental and nature risks

Scientific research suggests that climate change and nature loss are intertwined and cannot be addressed independently. Climate change events such as rise in temperature and changes in precipitation patterns have a range of impacts on nature⁴. The importance of nature and its health is increasingly recognised, particularly as half of the global economic activity is assessed to be moderately or highly dependent on natural capital or the world's stock of natural assets.

For example, the building and construction sector, one of the major emitters globally, depends heavily on nature to provide materials for building such as sand, iron ore for steel, and limestone for cement. Therefore, there is increased urgency to address nature loss alongside efforts to support the global transition to net zero.

In 2022, UOB, together with several financial institutions in Singapore, participated in a [pilot study organised by Global Canopy](#) on the implementation of the Taskforce on Nature-related Financial Disclosures (TNFD) beta framework within the palm oil sector. Insights into the current practices, barriers and challenges experienced during the pilot contributed to further refinement of the framework.

³ Source: *Information Paper on Environmental Risk Management (Banks)*, MAS, May 2022, and *Climate-related financial risks - measurement methodologies*, BCBS, April 2021.

⁴ Source: *Integrating climate and nature: The rationale for financial institutions*, University of Cambridge Institute for Sustainability Leadership, 2022.



Sustainable Banking

Metrics and targets

In 2022, we established our financed emissions baseline, setting science-based targets and commitments for six focus sectors. Our approach is in line with the guidance from the Glasgow Financial Alliance for Net Zero (GFANZ) and we have applied standards by the Partnership for Carbon Accounting Financials (PCAF) to account for the greenhouse gas emissions associated with our financed portfolio.

Energy



Power

Reduce emissions intensity by 61% by 2030 and 98% by 2050



Automotive

Reduce emissions intensity by 58% by 2030 and net zero by 2050



Oil and gas

No new project financing for upstream oil and gas projects approved for development after 2022

Built Environment



Real estate

Reduce emissions intensity by 36% by 2030 and 97% by 2050



Construction

Reduce emissions intensity by 31% by 2030 and 85% by 2050



Steel

Reduce emissions intensity by 20% by 2030 and 92% by 2050

In determining our clients' emissions, three key design decisions were made:

1. Emissions metric

With our goal to achieve net zero and to support sustainable growth, our primary objective is to support more economic output for lower emissions. As such, our targets are to reduce emissions intensity, or reduced emissions per unit of sector output.

Where possible, we have used physical-based emissions intensity metrics, such as emissions per tonne of crude steel produced for the steel sector, and per square metre of floor space for the real estate sector, to reflect the direct relationship between the emissions-generating activity and the resulting emissions. Where data on physical activities were not available, for instance within the construction sector, we have used a revenue-based emissions intensity metric in this initial target-setting exercise. For fossil fuels, we have set policy restrictions rather than targets, in recognition that the path to net zero for these sectors is more about a managed phase-down and less about reducing emissions intensity. There is also the critical priority to limit new supply so that price incentives for the switch to alternatives are maintained.

These approaches are tailored to our selected sectors and we are supporting net zero through our portfolio by making progress against our targets.

2. Value chain inclusion

Within each of our selected sectors, we focus on the parts of the value chain that generate the most emissions and where we have the most material exposure and influence on the emissions level. These decisions are made on a sector-by-sector basis, taking into account what is practical. In some instances, we have focused on areas that have the best available data; in others we have focused only on certain parts of the value chain in order to maintain comparability within the sector and with the available reference scenarios.



Sustainable Banking

3. Emissions scope

We have focused on the most material scopes of emissions for each sector and the emissions within the control of the clients for which we are setting targets, while ensuring that the scope included in our baseline is the same as defined by the science-based reference scenarios.

After we have calculated the emissions data for each client, we aggregated the data to form an overall sector-level emissions baseline based on the weight of the exposure in our portfolio:

$$\text{Emissions intensity} = \sum_i \frac{\text{Exposure}_i}{\text{Total sector portfolio exposure}} \times \text{Emissions intensity}_i$$

where i is a borrower or investee company in each sector.

When creating the weighted averages, we aggregate the emissions data at an overall sectoral level and include the following products in the calculation of exposure:

- business lending;
- specialised lending, including project finance;
- investment securities; and
- debt capital markets underwriting.

Selecting reference scenarios

To understand the required levels of emissions intensity reductions, we have relied on science-based models that chart out the most credible pathways to net zero by 2050 across sectors and countries. These are from Integrated Assessment Models, including International Energy Agency Net Zero Emissions by 2050 Scenario (IEA NZE), NGFS - REMIND and NGFS - Global Change Assessment Model (GCAM), or specialised industry research bodies such as Carbon Risk Real Estate Monitor (CRREM) for the real estate sector and Mission Possible Partnership (MPP) for the steel sector.

We have considered the appropriate and best available pathway on a sector-by-sector basis and in view of the following:

- ensuring scientific credibility and alignment with 1.5°C warming by 2050;
- ensuring an appropriate level of regional granularity for our portfolio. As we operate across Southeast Asia, we need to ensure that we select pathways that are realistic and fair for the emerging economies in which we operate as well as the developed countries we serve. Where possible, we have derived a region-specific net zero pathway that extract the scientific projections for our markets;
- ensuring the right level of sector granularity, especially in highly heterogenous sectors such as real estate, for which we have adopted an industry-specific pathway; and
- adopting pathways that assume continued economic growth and which do not overly rely on reduced growth or unrealistic assumptions around carbon removal to achieve net zero by 2050.

We recognise that the science of sector-based prescriptions towards net zero is an emerging and uncertain field. Of the scenarios we consider, the steel reference scenario from MPP was published in late 2021, while the IEA NZE scenario was published in mid-2021.

As actual circumstances and government policies shift, or when technologies come to the fore or fail to deliver the impact expected, new reference pathways will likely be needed.

Our approach will need to evolve with the science. To ensure comparability, we will continue to report against the targets until there is a pressing need for new reference pathways. This will likely happen several times between now and 2050.

Find Out More

[UOB's commitment to net zero](#)



Sustainable Banking

Recognition and awards

- Maintained our leading position among ASEAN banks on the Worldwide Fund for Nature's Sustainable Banking Assessment 2022
- Best Bond Adviser in ASEAN at *The Asset Triple A Country Awards for Sustainable Finance 2022*
- Best Wealth Manager for Impact Investing, Asia and Singapore at the *The Asset Triple A Private Capital Awards 2022*
- ESG Program of the Year - Silver at *Asian Banking & Finance Retail Banking Awards 2022*
- Environmental Products House of the Year - UOBAM at the *Energy Risk Asia Awards 2022*
- Best Institutional House and Best Investor Education in Brunei at *Asia Asset Management Best of the Best Country Awards 2022*

Membership

- Signatory to the Net-Zero Banking Alliance
- Member of the GFANZ
- Signatory to EP
- Member of the MAS GFIT's Risk Management Workstream and Green and Sustainable Trade Finance Solutions Working Group
- Supporter of the TCFD
- Collaborated in the ASFI
- Signatory of UN PRI - UOBAM, UOBVM and UOB Global Capital
- Supporter of the Singapore Stewardship Principles for Responsible Investors - UOBAM and UOBVM
- Participant of WWF RESPOND - UOBAM
- Member of the Investment Management Association of Singapore - UOBAM
- Member of the AIGCC - UOBAM
- Member of the Greennode Technical Advisory Group, an ESG bond database initiated by the Singapore Exchange and Temasek - UOBAM
- Member of the [Ceres' Valuing Water Finance Initiative](#) - UOBAM
- Member of Bank Negara Malaysia's Joint Committee on Climate Change - UOBAM
- Member of Bank Negara Malaysia's Climate Change Principle-Based Taxonomy Implementation Group - UOBAM
- Secretary-general and member of the Association of Investment Management Companies (Thailand)'s ESG Committee - UOBAM
- Member of the Brunei Capital Market Associations - UOBAM
- Signatory of the Operating Principles for Impact Management - UOBVM



CONTRIBUTION TO THE UN SDGs





Keep Customers at the Centre

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Fair Dealing

At UOB, we put our customers first and it is on this foundation that we have developed our business and will continue to grow. What is not right for our customers is not right for us. Fair Dealing is at the heart of every decision and recommendation that we make at UOB. This is achieved through conscious and concerted efforts across our entire franchise.

Our approach

The principles of Fair Dealing reflect UOB's time-tested values of Honour, Enterprise, Unity and Commitment, and are not bound by business or geography. In particular, our value of Honour underpins our [commitment to delivering the five Fair Dealing Outcomes](#) as set out in the Monetary Authority of Singapore's (MAS) Guidelines on Fair Dealing. From the boardroom to our branches, we put our customers and their financial goals first by:



Offering products and services that are suitable for them;



Ensuring our employees give quality advice and appropriate recommendations;



Providing clear, relevant and timely information so that customers can make informed financial decisions; and



Dealing with feedback in an independent, effective and prompt manner.

We embed these principles in the way we design our investment products and services, our marketing and sales strategies and approaches, through to our after-sales care. By consistently putting these principles into practice, we provide suitable financial services and solutions to customers and ensure long-term business sustainability.

Fair Dealing is the responsibility of everyone at UOB, regardless of our individual roles. This duty is embodied in the [UOB Code of Conduct](#). We have in place frameworks, policies and guidelines to ensure that we always aim for and achieve the Fair Dealing Outcomes.

The Group Policy for Financial Advisory Services and Sale of Investment Products is an overarching policy that dictates the minimum standards on our provision of financial advisory services and the sale of investment products, including but not limited to:

- competency of sales representatives;
- due diligence for product suitability;
- fair and transparent disclosures to customers on areas such as key product and investment risks, as well as relevant fees, charges and penalties; and
- guidelines for product information and advertisements to ensure clarity, relevance and fairness.

Reviewed and approved by the Operational Risk Management Committee on an annual basis, the policy ensures that we have a consistent practice for dealing with our customers fairly.

The Fair Dealing Guidelines Committee (FDGC), comprising senior management appointed by our Chief Executive Officer, is responsible for ensuring Fair Dealing Outcomes for our customers. The Board and Management provide oversight through the Board Risk Management Committee and the Risk and Capital Committee respectively.



Fair Dealing

Under the FDGC's leadership and guidance, the Bank has been, over the years, proactively driving the implementation of various new and/or improved controls and process refinement initiatives aimed at improving the standards of achieving Fair Dealing Outcomes. These include:

- mandatory training on MAS Fair Dealing for all employees;
- regular 'Tone from the Top' communications to reinforce the importance of embracing Fair Dealing principles in all that we do;
- the UOB Customer Commitments Awards programme to recognise colleagues who uphold and fulfil our customer commitments;
- the Art of Service Recovery Programme, which aims to equip employees with the skillsets to address customers' concerns effectively, to deliver service recovery and in turn, increase customer satisfaction; and
- the MAS Fairness, Ethics, Accountability and Transparency (FEAT) and Fair Dealing Outcome Five Workshop, which brings together cross-functional teams from across the Group to discuss key insights into customer concerns and to proactively identify service gaps and improvement areas.

UOB is committed to complying with all laws and regulations, including those pertaining to environmental, social and economic impact, product and service information and labelling, as well as marketing communications which includes advertising, promotion and sponsorship. In 2022, there was no material fine, penalty or sanction imposed on the Bank for non-compliance in relation to any of the above areas.

Practising Fair Dealing at Group Wholesale Banking and Global Markets

Group Wholesale Banking and Global Markets (GM) are responsible for developing and providing customised financial products and treasury solutions across asset classes to help customers meet their investment, liability and risk management needs.

In ensuring Fair Dealing, dealers and sales representatives adhere to the [Foreign Exchange \(FX\) Global Code](#), which sets out global principles of good FX practices that promote the integrity and effective functioning of the wholesale FX market.

GM dealers and sales representatives are also guided by the [Singapore Guide to Conduct and Market Practices for the Wholesale Financial Markets](#), also commonly referred to as "The Blue Book", which aims to foster high conduct standards and practices to ensure fair and equitable relationships among market participants.

In addition to the MAS Fair Dealing training, regular training sessions on product due diligence and client suitability assessments are held for sales representatives. Designed for non-accredited investors, the client suitability assessment process enables sales representatives to identify and understand the customer's profile and investment objectives, before providing recommendations on any financial and investment products. This is to help customers make informed investment decisions.



Fair Dealing

Our targets

- Maintain 100 per cent completion of mandatory training on MAS Fair Dealing by employees.
 - This was achieved in 2022.

2022 highlights

Avoiding dark patterns in our digital banking services

As more of our customers increasingly use digital banking channels, we recognise the importance of treating our customers fairly and avoiding the use of dark patterns. Dark user experience patterns are interfaces that subtly trick users, either deliberately or accidentally, into doing things they do not mean to do.

In 2022, the TMRW Digital Group conducted awareness training on what dark patterns are and how to identify and prevent them. The team updated the UOB TMRW Design Principles to avoid dark patterns in customer communications and in the naming of products and features.

In addition, we monitor customer complaints and feedback to identify instances where customers think they may be subject to dark patterns. This enables us to continuously enhance our solutions and features.

We maintain our customers' trust in us by ensuring that our products and services are clear and fair, and are designed with our customers' interests at heart.

Sharing financial tips through the media

To promote financial literacy among the public, we frequently share financial tips through channels such as mainstream media and social media. In 2022, UOB hosted a 'Rethink Your Wealth' series in *The Sunday Times* in Singapore to address consumers' questions about managing their finances.

The fortnightly series featured topics such as:

- financial awareness and literacy for the young;
- importance of investing early for greater financial stability;
- addressing one's financial fears as a part of good money management;
- common financial planning mistakes;
- personalisation of investment portfolios to suit risk appetites and financial goals; and
- wealth protection in an inflationary and rising interest rate environment.

Promoting financial literacy in China

In conjunction with the World Consumer Rights Day on 15 March 2022, the Customer Experience and Advocacy team hosted a series of activities in China aimed at helping the public deepen their financial knowledge. For example, we organised a community outreach session for an elderly community in Shanghai, distributing educational materials and explaining in person how they can evaluate the credibility of a fundraising activity or an investment company.

Our colleagues also helped the elderly learn how to identify potential risks and scams simply by scanning a QR code by UOB China to watch anti-scam videos and to obtain anti-scam advisory. More than 200 senior residents received the materials and scanned our QR code to obtain more information.



CONTRIBUTION TO THE UN SDGs





Data Privacy and Governance

Protecting personal data and privacy is integral to how we conduct business at UOB. As digital economies expand beyond borders and innovative uses of data develop, it becomes increasingly important to recognise and respect the privacy and rights of our customers. We safeguard the confidentiality and security of our customers' information by implementing robust privacy measures, meeting industry best practices and complying with relevant laws and regulations. Through these efforts, we ensure that data privacy is embedded in the services we provide and in every aspect of our operations.

Our approach

Data protection is interwoven into various UOB policies and guidelines, which apply Group-wide and are approved by senior management committees. They include the [UOB Code of Conduct](#), reviewed annually by the Bank's Human Resources Committee, as well as the following policies reviewed annually by the Operational Risk Management Committee (ORMC):

- the Group Information Technology Security Management and Cyber Resiliency Policy;
- the Group Operational Risk Management Policy; and
- the Enterprise Data Governance Policy.

In Singapore, we also have in place the Personal Data Protection Policy, which sets out the structure for compliance with the Singapore Personal Data Protection Act 2012. This policy is reviewed annually by the ORMC. Further, the Guidelines on Responding to Personal Data Breaches and the Standard Operating Measures for Data Leakage Crisis/Non-Crisis Management provide the Bank with a roadmap for handling data breaches. Similar policies and guidelines are implemented in our subsidiaries in relevance to local regulations and compliance requirements.

Our policies and processes reflect our respect of our customers' interests and preferences. We are committed to honouring their privacy rights, including providing:

- channels for feedback such as email, online contact forms and phone hotline;
- access to and correction of personal data, as well as issue resolution.

We also have processes in place to ensure timely resolution of grievances.

UOB's Privacy Notices, privacy and security practices and the contact details of the Bank's Data Protection Officer are publicly available online on the [UOB Privacy and Security webpage](#).

Through regular mandatory training, we ensure that our people understand the importance of upholding data privacy and are kept abreast of the Bank's policies and processes.

UOB's Personal Data Protection Policy Principles

- Personal data must only be collected and used for purposes the customer has consented to, or as may be permitted by law;
- Personal data is used responsibly in accordance with our ethical standards and corporate values;
- Access and disclosure are subject to strict controls;
- Integrity and security of personal data are paramount; and
- Personal data that is no longer required for legal or business purposes must be anonymised or destroyed, in accordance with document retention policies.

Find Out More

[Customer Experience](#)

[Information Security](#)



Data Privacy and Governance

Data protection at all levels

Line data protection officers at functional and business levels in Singapore and locally-appointed officers at overseas locations report to the Franchise Data Protection Officers in Singapore, who in turn report to the ORMC. These officers ensure compliance with local regulations and Group requirements, as well as assist in the investigation of alleged breaches as and when required.

Group Operational Risk Management, as well as the Data Protection Office under Group Legal, review any incidents and consider whether the incidents need to be reported and/or affected persons notified. Breach reporting and data leakage protocols are clear, and are designed to ensure timely breach management and mitigation of harm to data subjects. Post-incident action plans are pursued to closure to address any weaknesses in process that resulted in the incidents.

Data ethics and quality

UOB's Enterprise Data Governance and Quality team from the Data Management Office (DMO) governs the data life cycle from creation and consumption to eventual deletion. This function brings together subject-matter experts from across UOB to focus on the continual improvement of data health, powered by innovations in processes and technology.

Our multi-disciplinary Data Ethics taskforce formulates and guides the integration of the Monetary Authority of Singapore's (MAS) Fairness, Ethics, Accountability and Transparency (FEAT) principles in the design and validation of the Bank's key artificial intelligence (AI) and analytical models.

UOB's Data Management Committee provides oversight on data quality and data governance and privacy initiatives. This committee comprises senior representatives from DMO, Group Technology and Operations, Group Compliance, Group Risk Management, Group Human Resources, Group Finance and Corporate Services, as well as the business segments and functions.

Our targets

-  Complete the operationalisation of the MAS FEAT principles across the Group by 2023.
-  Maintain zero material issues in relation to data confidentiality and privacy.
 -  This was achieved in 2022.

2022 highlights

UOB is a founding member of the MAS Veritas Consortium, which was set up to strengthen internal governance around the financial industry's application of AI and the management and use of data. Following the release of the MAS FEAT principles, UOB collaborated with the MAS and its partners to develop the methodology to assess Fairness in Veritas Phase 1 through a use case on credit risk scoring.

The methodology was extended to cover all FEAT principles in Veritas Phase 2 and UOB was one of the financial institutions that developed the Ethics and Accountability assessment methodology, applying it to customer marketing and insurance fraud detection. UOB is also a lead member in MAS' initiative to develop the open-source toolkit to facilitate the adoption of the Veritas Fairness methodology.

In 2022, we incorporated the Veritas Phase 2 methodology and the Fairness open-source toolkit into our Data Ethics Governance processes. We also showcased the integration of these processes in Veritas Phase 3.

To ensure continued robustness and relevance to the developing global regulatory landscape, emerging data privacy laws and internal business sensitivities, we also:

- enhanced the External Data Sharing Guidelines, in alignment with The Association of Banks in Singapore's (ABS) Data Sharing Handbook to govern and facilitate the process for the Bank's data sharing with ecosystem partners;
- enhanced the Cross-border Data Management Guidelines, which governs and facilitates the process for the Bank's internal cross-border data management in accordance with banking regulations, privacy laws, country regulations and business confidentiality;



Data Privacy and Governance

- tightened the breach reporting process to ensure that appropriate attention is given to data leakage incidents, especially in circumstances where there may be significant impact on the Bank or our customers;
- included the enforcement of data governance controls under the Key Risk and Control Self-Assessment programme;
- incorporated Data Protection by Design into our system development methodology process;
- implemented a centralised online portal for personal data breach reporting, assessment and monitoring; and
- improved our processes for the maintenance of the Bank's personal data inventory.

In 2022, we organised briefings for our people to raise their awareness of data privacy and protection laws, as well as escalation protocols for data breaches.

We also conducted training sessions and workshops that were tailored to business and support units' specific job functions and activities.

During the year, there were no legal proceedings taken against UOB in respect of any data privacy breach, nor any fine or other sanction imposed on the Bank by the Singapore Personal Data Protection Commission (PDPC). We made all notifications to the PDPC on time.

Recognition and awards

- [Asia-Pacific Economic Cooperation \(APEC\) Cross Border Privacy Rules certification](#), with UOB as the first bank in Singapore to be awarded. We are also the only bank to be awarded both the [Data Protection Trustmark](#) and the APEC Cross Border Rules certifications by the Infocomm Media Development Authority of Singapore.

Memberships

- Founding member of the MAS Veritas Consortium
- Chair of the ABS Standing Committee on Data Management
- Chair of the ASEAN Bankers' Association Interoperable Data Taskforce and led a taskforce in creating the ASEAN Banking Interoperable Data Framework, which aims to facilitate cross-border data flow among ASEAN's banks in a safe and secure manner



CONTRIBUTION TO THE UN SDGs





Customer Experience

UOB is committed to doing what is right for our customers, who are at the core of our business. Through our omni-channel approach, we seek to meet their diverse needs, using technologies such as artificial intelligence (AI) and data analytics, to gain better insights into their preferences and to provide highly personalised solutions. By actively engaging our customers, we can create positive experiences, foster deeper trust with them and remain relevant and competitive.

Our approach

At UOB, we offer our customers choices in how they bank with us, whether it is at our branches or through our self-banking, internet or mobile banking channels. To make banking seamless, simpler, smarter and safer for them, we invest continually in our technology capabilities such as AI and data analytics. We also employ an array of methods to understand better our customers' needs and preferences, and how they use our products and services.

Ensuring customer satisfaction

Our Group Customer Experience and Advocacy function monitors key performance indicators and metrics relating to customer experience at both the strategic and operational levels. Regular updates are presented to the Group Chief Executive Officer (CEO), country CEOs, senior management as well as relevant committees such as the Fair Dealing Guidelines Committee, the Operational Risk Management Committee and the Board Risk Management Committee. These updates relate to customers' Net Promoter Scores (NPS) for Group Retail, Group Wholesale Banking and Global Markets, Contact Centre and our branches, as well as customer complaint indicators and end-to-end service measures.

We actively listen to customers across the life cycles of our products and services. Through our Voice of Customer programmes and activities, we manage customer insights and testing to improve customer satisfaction and loyalty.

We have cross-functional teams in place to develop, refine and implement improvement initiatives using the consolidated customer insights drawn from internal and external sources. UOB's Art of Service Recovery Programme equips our colleagues with the skills to resolve customer complaints and to turn challenging situations into positive outcomes. We conduct a review and root-cause analysis for every customer feedback that we receive. With the help of the relevant business and/or support unit, we address the concerns of each customer and identify areas for improvement.

Our continuous improvement is also guided by the NPS and Customer Satisfaction Score, which are tracked throughout the year. Through industry surveys such as the Customer Satisfaction Index of Singapore (CSISG) and findings from our external consultants, we are able to obtain an independent gauge of the level of satisfaction among our customers as well as their changing needs. We use information and insights from these sources to enhance the customer experience and to develop products and services that enable us to serve our customers better.

In 2022, we:

- achieved mean Customer Experience (CX) scores of 8.3 for Group Wholesale Banking and Global Markets, and 8.2 for Group Retail;
- improved our NPS from 38.0 per cent to 45.9 per cent for Group Retail; and
- improved our CSISG score to 75.1 from 74.7 in the previous year, with UOB ranked first among peer banks.



Customer Experience

Our targets

- 🎯 Maintain 75 per cent digitally-enabled individual customers with a monthly active rate of more than 35 per cent.
 - ➡ We achieved 75 per cent digitally-enabled individual customers with a monthly active rate of 38 per cent in 2022.
- 🎯 Maintain mean CX scores for Group Retail, Group Wholesale Banking and Global Markets of above 7.0, based on a zero to 10-point scale.
 - ➡ We achieved mean scores of 8.3 for Group Wholesale Banking and Global Markets, and 8.2 for Group Retail.
- 🎯 Continue to resolve at least 90 per cent of general customer complaints within five days across the Group.
 - ➡ This was achieved across all our seven key markets in 2022, with 91 per cent of complaints in Singapore resolved within the established standards.

2022 highlights

Incorporating wellness into our branch experience

We launched **Wellness@UOB** in 2022 to imbue the banking experience with a focus on holistic wellness for our customers. In Singapore, we launched six wellness concept branches, at which our customers can enjoy access to wellness activities, from health screenings to yoga classes. We also have branch colleagues who are Wellness Advocates, trained to provide basic wellness guidance to our customers. During the year, more than 10,000 customers visited our wellness booths, and we interacted with more than 1,000 attendees at our monthly wellness events.

Beyond Singapore, we also held wellness activities such as health screenings, financial wellness talks and yoga classes at our branches in Indonesia, Malaysia, Thailand and Vietnam.





Customer Experience

Enhancing our branch services through our new feedback platform

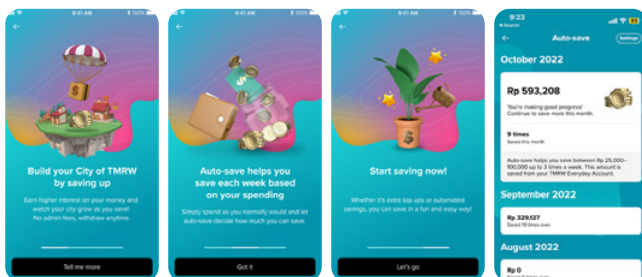
In 2022, we launched a digital platform at our branches in Singapore to gather customer feedback in real time. Customers can scan a QR code at the counter to provide immediate feedback on their branch experience. The platform creates dynamic questionnaires, with questions contextualised and customised to customers' preceding responses. It enables us to obtain more insightful and actionable feedback on each customer experience, and in turn to address any potential areas of concern more effectively. We also tap such customer insights to design the experience journey for new branch models. We plan to roll out this initiative progressively at our branches in other countries.

Delivering personalised solutions and insights through UOB TMRW

UOB TMRW is our all-in-one digital banking app built around our customers' needs to enable them to bank, to pay and to play. In 2022, we rolled out a suite of enhanced features and services, such as dynamic login screens, easier navigation and customisable visual themes in Singapore.

In Indonesia, we launched Auto-Save, an AI-driven, automated and self-adjustable savings feature on the TMRW digital banking app. The first of its kind in ASEAN, Auto-Save leverages machine learning models to analyse and predict customers' transactions and spending patterns, so as to identify and sweep surplus cash automatically into their saving accounts. With this feature, customers can earn higher interest while ensuring sufficient balances in their current accounts for any required transactions.

Auto-Save is powered by the advanced AI and data analytics solutions of our long-term partner, Personetics, whom we also work with on delivering personalised insights to our customers on our digital banking app. In 2022, we served more than 113 million personalised insights across the region, 55 per cent more than 2021.



[Find Out More](#)

Personalising Banking for Every Unique Customer, UOB Annual Report 2022

Driving digital connectivity for businesses across the region

In 2022, we made a significant push to support our corporate clients through digital solutions, such as UOB Infinity and the new UOB SME app.

UOB Infinity

UOB Infinity is our online banking platform for companies, on which they can manage their banking needs, transact and track payments in real time, all on a single platform. To date, UOB Infinity has been rolled out in 10 markets.

In Singapore and Hong Kong, we also rolled out financial supply chain management (FSCM) capabilities so that our corporate clients can connect digitally with their suppliers, buyers and distributors to exchange and to validate trade documents, and in turn obtain financing quickly and smoothly. This feature will be launched progressively in other countries.

“FSCM on UOB Infinity has empowered us to undertake a series of transactions seamlessly. It has also digitalised our financial management processes, enabling faster input and exchange of information. The automated processing of our invoices and requests has led to faster turnaround time. We look to achieve further digitalisation in the future.”

Ms Michelle Fang

Finance Director, CR Construction Company

UOB SME app

We launched the UOB SME app in Singapore, Malaysia and Vietnam in 2022 to help small- and medium-sized enterprises (SMEs) transact on the go securely. Through the app, SMEs can access solutions including financing, as well as business management tools that help them achieve greater efficiency in areas such as human resources, payroll, logistics and digital marketing.



Customer Experience

SMEs will also be able to view their cash flow data on an interactive dashboard, set personalised foreign currency watchlists with instant alerts, and obtain customised insights and information on relevant industry events. The UOB SME app can also be accessed on desktop.

“Being in the retail industry means that my business is more susceptible to movement restrictions and border closures, as we have seen in the pandemic in the last two years. I am always on the go, managing multiple shop outlets. With the UOB SME app, I can view my cash flow on an interactive dashboard that shows the last six months of my business’ performance. Having my cash flow position readily available provides me with greater control, and therefore confidence, in making decisions for my business.”

Mr Kelvyn Chee
CEO and Founder, Decks

Find Out More

Connecting Businesses to Frontiers in ASEAN and Beyond,
UOB Annual Report 2022

Financial Inclusion

Recognition and awards

- Ranked third in ASEAN (excluding Singapore) and second in Singapore on Coalition Greenwich's Greenwich Share Leader 2022 league table for Asian Large Corporate Trade Finance; also recognised as a Greenwich Quality Leader in Indonesia
- Best Customer Experience among banking and insurance brands on Forrester's 2022 Singapore Customer Experience Index (CX Index™)
- Best Hybrid Customer Experience - Branch at *The Digital Banker's* Digital CX Awards 2022
- Best Digital Bank in Southeast Asia, Singapore and Thailand at *The Digital Banker's* Global Retail Banking Innovation Awards 2022
- Most Innovative Digital Bank in Indonesia, Singapore and Thailand at the *International Finance Awards* 2022

Memberships

- Founding member of SGTradex, a data exchange that facilitates the digitalisation of supply chains



CONTRIBUTION TO THE UN SDGs





Financial Inclusion

Even as education standards and income levels continue to rise with growing affluence, many individuals and businesses, particularly in Southeast Asia, still lack access to affordable financial products and services. UOB is committed to empowering the underbanked and underserved through digital innovation and customer education. The rapid advances in technology and prevalent use of mobile banking have also driven the need for digital financial inclusion so that various segments of the community can progress together.

Our approach

UOB is committed to making our banking products and services accessible and affordable to consumers and businesses across segments. We do this through our close to 500 branches and offices, owned and shared network of more than 1.1 million self-service banking machines (including automated teller machines (ATMs)), as well as digital banking channels. We seek to be holistic in our approach to financial inclusion, taking into consideration the unique socioeconomic factors in each of our markets.

Across UOB, our colleagues are equipped with the skills and knowledge to serve the needs of a diverse customer base, including those who may be physically or visually impaired. In Singapore, we continue to innovate and optimise our services while actively engaging senior citizens to help them learn about and use digital banking solutions. In Malaysia, we offer Islamic banking solutions to help meet the local demand for Shariah-compliant financial services.

We also support businesses across all stages of growth. To help small- and medium-sized enterprises (SMEs) access bank financing, we harness technology to assess their creditworthiness and to process loans more quickly and accurately. In addition, through UOB Venture Management's (UOBVM) private equity financing, we facilitate better access to finance for micro-entrepreneurs.

Advocating digital financial inclusion

As the digitalisation of financial services continues, it is important that no one is excluded in their day-to-day lives from the benefits and opportunities provided by technology. However, the fast pace of technological advancement has resulted in some groups of people being left behind. We actively engage our customers and the wider community, especially senior citizens, to help them become digitally ready and understand how digital banking products and services can make their lives more convenient.

1. Equipping employees with digital skills

- We have enrolled more than 1,000 branch colleagues in the Career Conversion Programme, which we launched in 2017 in collaboration with Workforce Singapore and The Institute of Banking and Finance Singapore.
- About 90 per cent of branch colleagues in Singapore have completed the programme and deepened their digital skillsets.

2. Educating customers on the use of digital services

- Digital Advocates at our branches in Singapore are on-site to guide less digitally-savvy customers on how to use the UOB TMRW app for their daily banking activities.
- We help educate our customers on the latest scam tactics and share tips on how they can protect themselves.

3. Offering resources for digital readiness efforts

- We work with the Infocomm Media Development Authority and other partners to promote digital awareness and adoption in Singapore.





Financial Inclusion

Supporting SMEs in accessing bank financing and in digitalisation

Access to bank financing can be a challenge for many SMEs and UOB has in place various solutions to address this funding gap. We also support SMEs on their growth journey through digital transformation and sustainability innovation programmes offered by The FinLab, our innovation accelerator.

UOB Business Loan

Offered in Singapore, the UOB Business Loan is available to locally-incorporated companies with less than three years in operation or with low sales turnover. It offers a short tenor cash advance loan or a longer tenor working capital loan, and the entire application process is digital and straight-through to offer companies ease and convenience when seeking funding.

UOB BizMerchant

UOB BizMerchant is a small-ticket financing solution for online businesses operating on e-commerce platforms, such as Lazada, Sendo, Shopee and Qoo10, and which may not be able to access bank financing due to a lack of financial records for credit assessment. Our credit underwriting engine applies analytics to gain insights into the business' transactions and credit behaviour. In addition to the digital application process, we offer a pre-qualified programme to reduce the turnaround time for loan approvals. As at the end of 2022, close to 1,000 SMEs in Indonesia, Singapore, Thailand and Vietnam benefitted from UOB BizMerchant, with our total loans amounting to \$15 million.

UOB BizSmart

UOB BizSmart is a suite of integrated business solutions that enables SMEs to automate their key operating processes, from accounting and inventory management to online sales and marketing. By linking their UOB BizSmart Account to their UOB bank account, SMEs can reconcile their financial transactions and obtain insights into their projected cash positions, top customers, suppliers and account receivables and payables on the UOB SME app. As at the end of 2022, more than 28,000 SMEs in Indonesia, Malaysia, Singapore and Thailand benefitted from UOB BizSmart since its launch in 2016.

Sustainability Innovation Programme (SIP)

Launched in 2021, The FinLab's SIP aims to promote greater awareness and adoption of sustainable business practices, especially in energy efficiency and decarbonisation, among SMEs. More than 400 SMEs participated in the 2022 programme and learnt more about how they could

tap technology and leverage UOB's ecosystem solutions, U-Solar, U-Energy, and U-Drive, for more sustainable business practices.



The Greentech Accelerator (GTA)

Launched in 2022 by The FinLab, the GTA focuses on supporting high-growth greentech solution providers by connecting them to SMEs and corporates to solve problem statements in the areas of energy efficiency, zero-waste supply chain, carbon management and reporting. More than 150 applications from more than 40 countries were received for the three-month programme, with 12 greentech firms qualifying for total funding of up to \$150,000 for commercialisation of their solutions.

[Find Out More](#)

[The FinLab](#)

Offering Shariah-compliant financing - an alternative to conventional banking

At its core, the purpose of Islamic banking is to generate equitable, fair returns, with activities guided by the virtues of Shariah that promote ethical, communal and socially-responsible values. It is a viable alternative to conventional banking in many parts of the world. Since the launch of the Islamic Banking Window in Malaysia in 2016, we have been offering Islamic banking products and services, including:

- banking solutions and subsidised digital business solutions to small businesses;
- green and sustainable banking solutions to medium and large companies;
- trade and foreign currency solutions for companies' cross-border transactions;
- BancaTakaful solutions with fire or property protection coverage for both individuals and businesses; and
- worksite marketing solutions for companies and their employees, covering complimentary Takaful coverage for account holders, and special rates for fixed deposits and home financing packages.



Financial Inclusion

We also support Bank Negara Malaysia's vision for Value-based Intermediation, which promotes good banking practices and encourages sustainable consumer behaviours.

In 2022, we opened about 600 accounts for university students, providing them access to financial management tools, free Takaful protection cover from RM1500 to RM10,000, and other free banking services. We also engaged about 2,000 participants in financial literacy initiatives to share knowledge on financial management and how to combat financial scams.

UOB Venture Management (UOBVM) – Supporting access to finance via portfolio companies

UOBVM's Asia Impact Investment Funds (AIIF) seek to contribute to poverty alleviation and to improve the livelihoods of those at the 'Base of Pyramid (BoP)' living on US\$3,000 or less a year.

One of the AIIF's key target areas is access to finance, focusing on high-growth companies in Southeast Asia that promote financial inclusion for marginalised groups, such as smallholder farmers and women micro-entrepreneurs. Through the efforts of AIIF's portfolio companies, more than 1.63 million low-income individuals have gained better access to finance to build or invest in agricultural activities or small businesses.

How microfinance supports women-led entrepreneurship

Amartha, an AIIF portfolio company, was founded in 2010 as an impact-driven microfinance marketplace providing access to capital for the underserved or unbanked women micro-entrepreneurs in Indonesia's rural communities. As at the end of 2022, Amartha supported more than 1.47 million women in their businesses across 51,000 villages in the country.

Beyond lending, Amartha also offers services such as Amartha Plus, an online platform that empowers communities with group buying and connects them with e-commerce platforms for better prices. In addition, Amartha has developed an Inclusive Finance Framework to improve financial literacy and financial planning skills of its borrowers, with the aim to provide financial products such as savings accounts, micro-insurance and micro-leasing over time to help them in financial management.

Siti's cloth-weaving business in Klaten, Central Java

Siti's passion is to design woven fabrics, having learnt the skill of weaving from her late mother. Motivated to improve her family's income, she was determined to open a cloth-weaving business. Siti was introduced to Amartha by her children and received funding to kickstart her business.

Assisted by five women from her neighbourhood, Siti can produce up to 400 pieces of woven cloth every month. She accepts orders for Muslim uniforms, written batik and woven jackets. Other than fabrics, Siti also designs her own looms.



Siti has the same mission as Amartha, which is to help more women in her neighbourhood uplift their livelihoods. Every week, she teaches weaving to the women in her area, with a number of them even opening their own weaving businesses and ordering looms made by Siti.

"I don't want to work for myself; I want my neighbours and children to feel the impact I've made."

Ms Siti

[Find Out More](#)

[UOB Venture Management – Supporting portfolio companies in creating positive impact](#)



Financial Inclusion

Our targets

- Maintain 100 per cent completion of the 'Cultivating a Diverse & Service Inclusive Workplace' and 'Managing a Diverse Service Environment' courses by branch colleagues in Singapore.
 - This was achieved in 2022.

2022 highlights

Bringing the mobile branch to our customers in Thailand

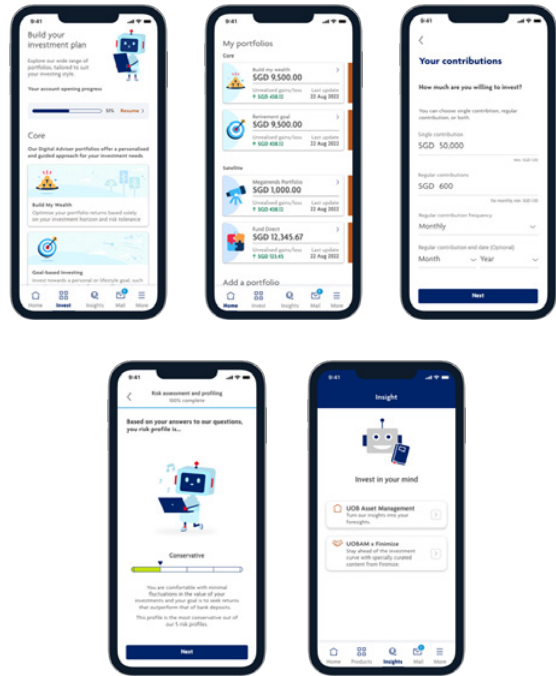


Launched in 2022, our mobile branch in Thailand was set up to increase customer accessibility to our banking services beyond our brick-and-mortar bank branches in the country. Moving across different community, residential and workplace locations every few months, the mobile branch supports outreach to new individual customers. After customers open an account with UOB, they can access our digital banking services conveniently.

Making investing simpler and smarter for retail investors

In 2022, UOB Asset Management (UOBAM) launched the SimpleInvest Solution in Malaysia with the aim to reduce the barrier of entry for retail investors and to provide them with an opportunity to start investing from as low as RM1,000 into UOBAM's trademark funds.

The SimpleInvest Solution consists of two unique, actively-managed funds, namely the United Simple Income Select and United Simple Growth Select, which are tailored to suit investors with different risk appetites and financial goals.



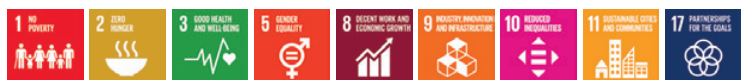
In Singapore, we also enhanced the [UOBAM Invest mobile app](#), which now enables retail investors to invest in up to 10 personalised portfolios depending on their financial goals, risk appetite and investment horizon. These portfolios are dynamically generated and it only takes as little as \$1 for investors to start investing using the app. Investors can also benefit from UOBAM's investment expertise and risk-based approach that are trusted by institutional investors.

Recognition and awards

- Highly Acclaimed, Best ATM Innovation at *The Digital Banker's* Global Retail Banking Innovation Awards 2022
- Best Robo Advisory Initiative Winner at *The Digital Banker's* Global Retail Banking Innovation Awards 2022



CONTRIBUTION TO THE UN SDGs





Develop Professionals of Principle

71 Talent Development and Inclusion
79 Workplace Safety, Health and Well-being



Talent Development and Inclusion

Our people are our greatest asset and we are dedicated to empowering our colleagues to make a positive difference. We do this by building an inclusive organisation that encourages the best from our colleagues, and by developing them through professional development programmes. This way, we also ensure that we attract and retain talent with the right skillsets and values.

Our approach

Our people are key to UOB's performance and success. To help them stay relevant, competitive and fulfilled, we are committed to an environment where our people feel recognised and valued. Guided by The UOB Way, our culture fosters the principles of care, growth and trust for our people.

Every employee has a responsibility to uphold the [UOB Code of Conduct](#), through which we impress upon all colleagues the importance of maintaining the highest professional and ethical standards in their interactions with customers, colleagues and members of the communities in which we operate. The Code of Conduct is available in local languages for our colleagues in our key markets.

UOB is an equal opportunity employer and our approach to diversity and inclusion is an important element in our strategy to attract, to develop and to retain talent for the Group. Diversity provides our organisation with the ability to draw upon different experiences and perspectives, and fosters innovative thinking to solve business challenges for sustainable growth. Under our Recruitment Policy, we practice non-discriminatory hiring, with all hiring decisions based on each individual's merit and suitability for the role in accordance with business needs, job requirements and qualifications.

Respect of human rights is central to a safe and harmonious working environment in which all our colleagues are encouraged to develop their skills and rewarded on the basis of individual and team performance. We sharpen our people's skillsets and mindsets through a wide range of technical and personal development programmes, and offer internal career opportunities and access to coaching as essential components of our approach to creating a dynamic and engaged workforce.

Our Human Resources Policy sets out the principles for managing various aspects of human resource management, such as:

- strategy and planning;
- hiring;
- performance management;
- talent management;
- learning and development; and
- career development.

The policy is reviewed annually and approved by the Human Resources Committee.

Find Out More

[Workplace Safety, Health and Well-being](#)



Talent Development and Inclusion

Our Code of Conduct and upholding human rights

UOB is committed to building a safe, nurturing and inclusive workplace where all colleagues are treated respectfully, professionally and are given equal opportunity based on merit. We promote work-life harmony and an environment free from discrimination, bullying and harassment. We also take guidance from internationally-accepted human rights principles and standards such as Universal Declaration of Human Rights, United Nations Guiding Principles on Business and Human Rights and International Labour Organization Declaration on Fundamental Principles and Rights at Work, including those relating to non-discrimination, child labour, forced labour, freedom of association and collective bargaining.

Our expectations of our people are laid out in our values-based [UOB Code of Conduct](#), which prohibits any kind of discrimination, bullying or harassment, whether based on a person's race, ethnicity, gender, gender identity or expression, colour, creed, religion, national origin, nationality, citizenship, age, disability, marital status, sexual orientation, culture, ancestry, veteran status, socio-economic status or any other legally-protected characteristic.

Upon joining UOB, all new colleagues are informed of, and sign up to, their obligations and rights under the Code. All colleagues are also required to refresh their knowledge and to renew their commitment to our Code each year. We help deepen their understanding and embed the practice of our Code through frequent and interactive communications across the organisation.

The UOB Code of Conduct is reviewed annually and updated to stay relevant with the times and to address regulatory requirements and policy changes. It is approved by the Human Resources Committee.

Freedom of association

We respect our colleagues' lawful right to freedom of association and collective bargaining. Our approach is to maintain mutually-trusted and respectful relations with employee unions. We hold regular meetings with union representatives to understand and to address their concerns and expectations.

In Singapore, we engage three unions, namely the Banking and Financial Services Union, The Singapore Bank Employees' Union and The Singapore Manual & Mercantile Workers' Union. We engage four unions in Malaysia (National Union of Bank Employees, Sarawak Bank Employees' Union, Sabah Bank Employees' Union and Association of Bank Officers Peninsular Malaysia) and one in Indonesia (Serikat Pekerja United Overseas Bank).

The collective bargaining agreements we have with the unions cover wages and working conditions such as working hours, retirement age and re-employment, shift work, allowances, transport reimbursement, leave benefits, medical benefits, insurance benefits and grievance procedures.

Colleagues who can be represented by unions include:

- all employees in Indonesia;
- Officer II or below in Malaysia; and
- Senior Officer or below in Singapore.

As at the end of 2022, the proportions of bargainable employees unionised in Singapore, Malaysia and Indonesia were 9.5 per cent, 88.2 per cent and 22.2 per cent respectively.



Talent Development and Inclusion

Championing diversity and inclusion

At UOB, diversity spans gender, culture, ethnicity, nationality, experience and skillsets. Creating and maintaining a supportive work environment in which every individual can succeed in their career is a critical part of our strategy in serving the needs of our diverse customer base. Across the Group, there are 49 nationalities represented by our colleagues.

Promoting gender diversity across the Group*

Total workforce



Women

61.3%



Men

38.7%

New hires



Women

57.6%



Men

42.4%

Senior management



Women

37.2%



Men

62.8%

*Excludes employees from Citigroup in Malaysia and Thailand

We foster a family-friendly culture through supporting our employees who are parents. Our care measures (may differ in certain markets based on local requirements) include:

Leave

- maternity leave of up to 16 weeks;
- shared parental leave of up to four weeks, in addition to paternity leave of up to 10 days;
- infant care no-pay leave of up to six days;

Facilities

- dedicated nursing rooms, which are fully equipped, including security access for greater privacy; and

Apparel

- branch apparel that cater to colleagues with specific needs, for instance those who are pregnant or are required to don customary modest clothing.



Talent Development and Inclusion

We value people who can contribute their skills and experience, as part of our inclusive people strategy. Our gig employment model in Singapore, Gig+U, enables retirees and women who have left the workforce to take on flexible work that suits their needs and work-life priorities. Employees hired under Gig+U receive equal pay and enjoy the same benefits such as leave entitlements and medical insurance coverage as their peers with similar roles in the Bank, subject to their employment status.

Since 2013, we have been championing disability inclusion through the UOB Scan Hub in Singapore – our centre for digitising documents from various functions. At UOB Scan Hub, 35 per cent of our colleagues are persons with disabilities and we create meaningful employment and career opportunities based on their abilities. We continue to partner Autism Resource Centre (ARC) and SPD in Singapore in a structured training programme for persons with disabilities to ensure that work processes and office environments are suited for their needs.

We were once again recognised by Bloomberg in its 2023 Gender-Equality Index (GEI) as one of Singapore's best inclusive workplaces. The Bloomberg GEI recognises companies worldwide that demonstrate commitment to advancing an inclusive workplace through their policies, workforce representation and transparency in gender-related practices. UOB was one of only six companies in Singapore to be represented in the 2023 Bloomberg GEI.

Managing employee performance

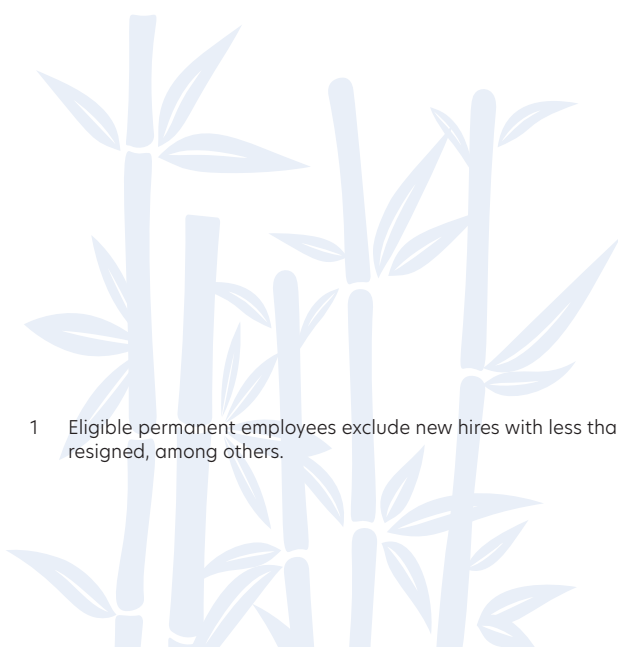
UOB is committed to fostering a meritocratic and high-performance workplace culture. Our integrated performance management framework, PEAK (Plan, Engage, Appraise, Keep Track), reinforces our UOB values of Honour, Enterprise, Unity and Commitment.



The PEAK framework is designed to support career development by assessing and rewarding performance in an objective and fair manner. Using the PEAK framework, colleagues consult their managers to establish their business and personal development goals at the start of the year. Managers then hold PEAK performance discussions with their team members throughout the year to review their progress against agreed key performance indicators (KPIs) and to address their challenges.

In 2022, all eligible permanent employees¹ were assessed through performance appraisals against agreed KPIs and job-related competencies.

¹ Eligible permanent employees exclude new hires with less than six months of service, employees on extended leave, and employees who have resigned, among others.





Talent Development and Inclusion

Our PEAK process is supplemented by:

- the Performance and Development Council (PDC), where at the end of each year, senior management discuss employees' performance and development needs in a fair and transparent manner. They focus on performance calibration, assessment of employee potential, promotion endorsements and development recommendations. Employees then receive feedback on areas for improvement to support their professional growth and career development; and
- 360° feedback, through which direct reports, peers and internal stakeholders provide anonymous feedback on the appraisee for important but hard-to-measure behaviours such as values, collaboration and employee development. Applying to First Vice Presidents and above, this exercise enables the PDC to gain a more holistic view of each employee they are assessing.

Developing talent and leaders

UOB has several core learning and development programmes to help our people develop the technical and leadership skills they will need to have successful careers. These include:

- the Leadership Acceleration Programme, which provides high-potential high performers with leadership development and executive coaching, job rotations and strategic project assignments, senior management exposure and opportunities to accelerate their career within the organisation;
- the UOB Leadership Academy, which delivers a blend of experiential and application-based learning for our high-performing talents in collaboration with leading global business schools such as Columbia, Massachusetts Institute of Technology and Tuck. In 2022, 335 colleagues successfully completed UOB Leadership Academy courses;
- the Leadership Right By You programme, our flagship leadership and managerial skills programme covering courses for individual contributors, first line managers and managers of managers;
- the Better U programme, an upskilling programme accredited by The Institute of Banking and Finance Singapore (IBF) that is designed to equip employees with knowledge and competencies to stay relevant and thrive in an ever-changing environment. In 2022, we extended specialist learning tracks on Project Management, Data Analytics and Artificial Intelligence to all eligible colleagues across the Group – a target that we had set to achieve in 2023; and

- the Management Associate Programme, an 18-month programme that provides fresh graduates with opportunities to build their skills across the organisation through:
 - job rotations, including regional rotation and exposure;
 - training in areas including financial management, leadership, personal effectiveness, and risk management and controls; and
 - a mentoring and buddy programme that helps in their understanding of UOB and for career advisory.



We also support career mobility through our:

- Career Conversion Programme, which is open to colleagues in Group Channels and Digitalisation, Group Finance, Wholesale Operations Readiness Centre, Digital Human Resources, Human Resource Operations and Talent and Development. To date, close to 1,500 colleagues participated in the programme; and
- Pivot Programme, which offers reskilling opportunities for colleagues to move to roles within the organisation that may be in greater demand or be of greater relevance. The 12-month programme enables participants to undergo comprehensive reskilling through on-the-job and structured training to facilitate a successful transition to a new role.

In addition, we provide our people with access to more than 8,000 online courses through our collaboration with LinkedIn Learning and other course providers.

In 2022, we invested a total of \$25.9 million in training our people across the Group.






Talent Development and Inclusion

Measuring employee engagement

As part of monitoring the sentiment of our colleagues towards UOB, and by extension their belief, belonging and trust levels, we conduct annual engagement surveys. In an overwhelmingly positive sign, we achieved our strongest engagement scores in 2022 since measurement began in 2017. Average engagement levels increased four percentage points in 2022 compared with the previous year.

Our targets

- 
 Achieve at least an average of six training days per employee across the Group each year.
 - 
 We achieved an average of 7.9 training days in 2022.
- 
 Achieve 50 per cent year-on-year increase in the number of Singapore colleagues attending at least one Better U programme or workshop in 2023.

2022 highlights

In 2022, we launched The UOB Way, our commitment to nurturing an environment where our people feel recognised and valued. It guides the policies and programmes that we create to ensure that they are focused on engagement and culture, learning and development, career planning and progression, flexible work arrangement, fair compensation and rewards, among other people-related matters.

Why

Building the future of ASEAN

How

Honourable | Enterprising | United | Committed

People Philosophy

Care | Growth | Trust

Helping more people return to work through Gig+U

During the year, we expanded our Gig+U programme to include women in addition to retirees. As part of the expansion, we opened up 200 jobs in Singapore that are suited to women who require more flexibility at work due to familial responsibilities. These include full- and part-time jobs as well as gig work in UOB's various business units. We also collaborate with Mums@Work, an established career portal which pairs women looking for flexi-work with potential employers, to ensure that these new hires are well-supported when they restart their careers with UOB.



“It takes an organisation like UOB to invest, to trust and to provide a platform for women like me to catapult back into the workforce. The support extended by the hiring teams, the flexibility in policy and the confidence building through training and coaching has helped me hit the ground running. Personally, as a mum returning to work, it has not only made me dream big but I also know that I can achieve my dream.”

Ms Felicia Fernandes
UOB Thomson Road Branch

In addition to Gig+U, we offered re-employment opportunities to 208 colleagues, including 146 women, in Singapore who were eligible for retirement. Since the start of the programme in 2014, we have re-hired 1,436 colleagues, including 836 women.



Talent Development and Inclusion

Creating a diverse and inclusive workplace

In 2022, UOB Scan Hub celebrated its 10th anniversary, with more than 100 senior leaders, community partners and UOB Scan Hub employees gathering for this significant milestone, including the sustained employment of people with disabilities – from six in 2013 to 30 in 2022.



Promoting inclusive hiring among our clients

UOB's The Unlimited programme connects businesses in Singapore to inclusive hiring as a sustainable business solution. The programme is supported by our partnership with SG Enable and social service agencies, including ARC, Movement for the Intellectually Disabled (MINDS) and SPD. It informs our corporate clients about alternative sources of talent, and offers advice on minor job accommodations within office environments and business processes that are suited to the needs of persons with disabilities.

In 2022, we hosted an event for 35 companies across various sectors to share with them the benefits of inclusive hiring, and how they can get started on this journey through The Unlimited programme. Two in three companies that attended the session indicated 'yes' to adopting inclusive hiring and UOB has since scoped a total of 40 job vacancies with our clients.

Since the launch of The Unlimited programme in 2019, we engaged more than 200 companies in Singapore and are continuing to support our clients closely as they move towards inclusive hiring as a sustainable manpower solution for the long term.

In addition, we regularly share the business benefits of inclusive employment at partner forums to raise awareness among business leaders and members of the public. Such events included 'The Greater Good For All (Milestones Celebration of the Movement for Normalising Diversity and Inclusion)' masterclass organised by Human Capital Singapore and SG Enable, with President Halimah Yacob as the Guest of Honour.

Our commitment to disability-inclusive employment was recognised when we received the Enabling Mark (Platinum) accreditation from SG Enable – the only financial institution out of six organisations to receive the highest tier of accreditation.



[Find Out More](#)
 The Unlimited



Talent Development and Inclusion

Deepening our people's capabilities and competencies

In 2022, we launched the Group Technology and Operations (GTO) Academy for our 5,000-strong technology and operations workforce to be upskilled and certified as part of their learning journey.

We also rolled out a 12-month Technology Development Programme for 75 fresh graduates and young professionals in Singapore to gain skills in areas such as cybersecurity, software and information technology infrastructure through practical on-the-job training with formal classroom studies. Conducted in partnership with the Infocomm Media Development Authority, this programme is open to all graduates (with or without technology experience) from universities, polytechnics and Institutes of Technical Education. Upon completion of the programme, participants will receive industry-recognised certifications in areas such as DevOps, Oracle Certified JAVA programmer and Information Technology Infrastructure Library.

During the year, we also embarked on a six-month pilot of a new learning experience platform that we aim to launch Group-wide by early 2024. More than 3,000 employees are participating in the pilot to help improve the effectiveness of our digital learning capabilities.

Promoting pride and sustainability

In 2022, UOB launched our sharpened corporate purpose, which helps to support the Bank's three strategic focus areas for future growth: Connectivity, Personalisation and Sustainability. This included a brand refresh that saw branch uniforms replaced with a new extensive range of UOB apparel, made from sustainable materials such as recycled polyester and manufactured by ethically-certified suppliers.



In support of a circular economy, we upcycled or recycled more than 10,000 retired uniforms from Indonesia, Malaysia, Singapore and Thailand into useful merchandise, such as tote bags and pouches, for charity sales. In Singapore, the apparel were repurposed into lifestyle items such as small pouches and laptop bags and sold internally to colleagues, with the proceeds donated to children in need at the ARC Children's Centre. In Thailand, the apparel were turned into eco-friendly art installations, with surplus materials donated to the Office of Social Development's Bangkok Metropolitan Administrator Vocational Training Schools to support sewing and fashion courses for the unemployed and those from a disadvantaged background.



Recognition and awards

- One of only six Singapore firms included in the 2023 Bloomberg GEI
- Enabling Mark (Platinum) accreditation from SG Enable
- IBF Inspire Award by the IBF
- Silver for both Diversity and Inclusion, and HR Innovation at the HR Excellence Award 2022 by *Human Resources Online*
- Winner of *HR Asia Best Companies to Work For In Asia 2022 - Singapore Edition*
- Talent Management and Organization with Best Employee Relations awards at the Global HR Excellence Awards 2022
- Excellence in Talent Management at the *Retail Banker International Awards 2022*

Memberships

- Member of IBF
- Member of Singapore National Employers Federation



CONTRIBUTION TO THE UN SDGs





Workplace Safety, Health and Well-being

As a responsible employer, we recognise that safe and healthy working conditions are a globally-recognised human right and are committed to providing a workplace environment where our colleagues can perform at their best. Taking care of our people's well-being also enables us to improve our overall productivity, drive our performance and retain our talent for sustainable growth.

Our approach

At UOB, the safety and well-being of our colleagues, customers, contractors and tenants are central to our operations and DNA. We take guidance from the Singapore Workplace Safety and Health (WSH) Act, and the United Nations Guiding Principles on Business and Human Rights and the International Labour Organization Conventions in our approach to maintaining a safe and healthy working environment.

Group Corporate Real Estate Services is responsible for safeguarding our workplace from physical and operational risk, and works with internal stakeholders through various policies and guidelines, including:

- the Group Physical Security Policy, which mandates the measures and actions that are to be taken to ensure a safe and secure environment that withstands a wide range of physical security threats;
- the Group Facilities Management and Safety Policy, which sets out the required actions for:
 - facility management for preventative, reactive and planned repairs and maintenance;
 - pandemic and infectious diseases management; and
 - adherence to our environment-related commitment and targets; and
- local guidelines and operational manuals in relation to workplace safety and health.

The Group-wide policies are reviewed annually and approved by the Operational Risk Management Committee. In addition, our Group Operational Risk Management Policy requires business and support units to report workplace safety and health incidents in their respective markets, as well as investigations to identify the root causes of reported workplace safety and health incidents, and to develop corrective action plans to prevent future occurrences.

Business and support units that identify workplace safety and health as a key operational risk must assess the effectiveness of controls to mitigate risks during the annual Key Risk and Control Self-Assessment (KRCSA) exercise. The combination of incident reporting and KRCSA facilitates the prompt identification and rectification of ineffective workplace safety and health controls.

The [UOB Code of Conduct](#) also requires every employee to comply with all relevant health and safety laws and guidelines, and promptly report any condition at the workplace that may pose a health, safety or environmental hazard. For example, our facilities management portal enables employees, workers, and tenants in Singapore and Thailand to report facility-related issues.

Further, under our Human Resources Policy, we are committed to providing our people with inclusive and flexible work arrangements so that they can better manage their work-life needs.

[Find Out More](#)

[Talent Development and Inclusion](#)

Building conducive and high-performance workplaces

We take practicable measures to reduce risks and to ensure the safety and health of our colleagues, customers, as well as contractors and all who work within UOB-owned and managed buildings. These measures include:

- communicating all relevant health and safety procedures that we have in place;
- reviewing our buildings' emergency response plans which stipulate the relevant actions to be taken to protect and evacuate building occupants under different emergency scenarios;



Workplace Safety, Health and Well-being

- conducting and reviewing appropriate contractors' risk assessments to identify and minimise any sources of risk; and
- setting out workplace safety and health requirements for all vendors, suppliers and contractors working at our premises and construction sites. They must comply with all applicable laws and regulations, conduct appropriate risk assessments and complete all required training for the employees as required by local legislation.

By providing a high-performance environment focused on ergonomics and comfort, we create workplaces that enable collaboration, innovation, productivity and personal well-being. Through our studies to understand user patterns and utilisation rates, we continually gather feedback to frame our approach to creating optimal and agile working environments. As at the end of 2022, we transformed 790,000 square feet of office space in Hong Kong, Malaysia, Singapore and Thailand into high-performance workplaces.

As more of our employees globally returned to the office in endemic COVID-19 living, we continue to ensure cleanliness and high-quality air, water and surfaces at our workplaces. We treated all high-touch points in the common areas of our wholly-owned buildings, branches and automated teller machines with a commercial-grade, self-disinfecting anti-microbial coating, which helped to provide long-term protection against viruses and minimises risk of transmission. Through our efforts, we achieved the SG Clean certification for all our buildings and branches in Singapore, a target that we set in 2021 for 2022.

We are implementing the following workplace design principles progressively across our owned buildings, offices and branches:

- flexible designs to improve space efficiency, to support diversified needs and to create resilient workplaces that meet different working requirements; and
- ergonomic furniture to enhance employees' physical comfort at work.

Caring for the well-being of our people

We demonstrate the care we have for our people through our total employee wellness approach:

1. Physical wellness

We invest in the physical wellness of our colleagues by providing avenues for them to maintain a healthy lifestyle. The support we provide includes comprehensive medical and lifestyle benefits for our employees and their dependents, as well as privileges through partnerships with leading healthcare and lifestyle providers.

2. Mental wellness

We believe in creating a workplace environment where there is open dialogue and support to foster a positive state of mental health. Our frequent and regular Mental Wellness Days provide our colleagues with various tools and skills to manage their own mental health.

3. Financial wellness

We seek to equip our colleagues with financial management fundamentals and strategies through financial literacy talks and workshops.

4. Intellectual wellness

We provide avenues for our colleagues to explore potential hobbies to stimulate their mind and self-enhancement activities to improve their personal lives.

As a progressive and caring employer with a long-term focus, we aim to offer a dynamic workplace with more balanced ways of working that enables our people to fulfil their personal responsibilities. Our flexible work arrangements include:

- hybrid working so that colleagues in eligible roles can have the flexibility to work from home or at a location other than the assigned workplace within the city of their work location. More than half our colleagues across the Group have benefitted from hybrid working, with average engagement levels increasing four percentage points in 2022 compared with the previous year;
- Flexi2 for full-time employees to take two hours paid time-off from work every month to attend to their personal matters;



Workplace Safety, Health and Well-being

- staggered work hours for full-time employees to adjust their start- and end-of-day work times to suit their professional and personal commitments; and
- shortened working hours on Fridays for employees to start their weekends earlier.

We also offer part-time work to support employees with multiple responsibilities, such as mothers, part-time students and those with eldercare commitments, to continue working with us.

“2022 was a challenging year for me. After losing my mother the year before, I became the primary caregiver for my father who had undergone an operation. On top of that, I was supporting my daughter for her exams.

“I am fortunate for the support from my manager to work part-time for six months. This arrangement enabled me to balance my work and family needs, and gave me the space needed to look after my physical and mental health while attaining job satisfaction.”

Ms Tang Shi Min
Group Technology and Operations



We also invest in the health and wellness of our people through our healthcare framework, Healthy Employees, Active Lifestyles (HEAL). It comprises three key components:

- Core coverage, which covers basic medical coverage and health screening;
- CARE, which offers reimbursements for various healthcare and wellness expenses; and
- Supplementary coverage, which covers options for alternative treatment and additional assistance, including complimentary counselling helplines to help colleagues manage stress.

Our targets

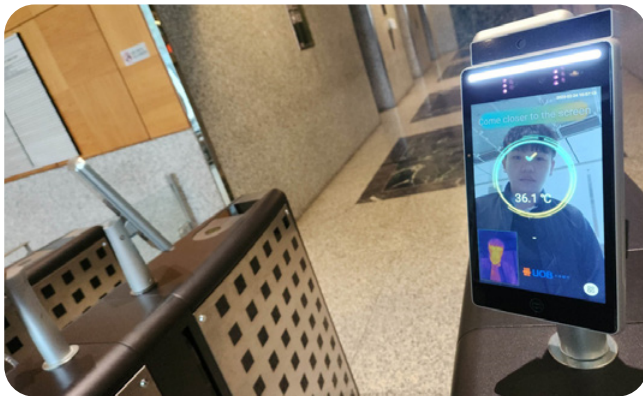
-  Achieve the Singapore Building and Construction Authority-Health Promotion Board (BCA-HPB) Green Mark for Healthier Workplaces (GMHW) certifications for all new and renovated commercial offices by 2025.
 - ↳ We received three GMHW certifications in 2022.
-  Convert another 180,000 square feet of high-performance workplaces across UOB key buildings in Singapore by 2025.
 - ↳ We transformed 790,000 square feet of office space in Hong Kong, Malaysia, Singapore and Thailand into high-performance workplaces as at the end of 2022.



Workplace Safety, Health and Well-being

2022 highlights

During the year, we completed the installation of enhanced facial recognition readers with thermal scanners on the turnstiles in all of our wholly-owned and managed buildings in Singapore, and headquarters in Malaysia and Thailand, meeting the target we set in 2021 for 2022. This enables contactless access for all our colleagues, tenants and registered visitors into our properties, while the biometric identity authentication-based access eliminates the risk of unauthorised use of other people's passes. Additional features such as facial recognition with mask-wearing can also be turned on in the event of local regulations or requirements.

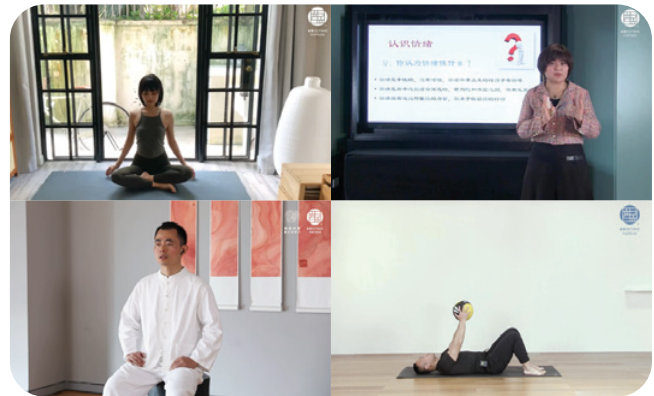


In recognition of our preparedness in the areas of physical security, fire safety and in ensuring our colleagues' workplace safety and health, we received Outstanding Individual Awards at the National Safety and Security Watch Group Award Ceremony 2022 for four of our buildings in Singapore, namely UOB Plaza 1, UOB Plaza 2, UOB Alexandra Building and UOB Tampines Centre. The awards were presented by the Singapore Police Force and Singapore Civil Defence Force.



Continuing to provide care during COVID-19

During the COVID-19 lockdown in Shanghai, China in 2022, many people were not allowed to leave their homes or neighbourhoods, while a number of our colleagues stayed at UOB Plaza for two months to ensure the continuity of the Bank's operations in the city. To support our colleagues and to ensure their mental wellness during these times, we engaged professional coaches and therapists from Octave Institute to conduct various wellness courses online, including sound healing, meditation, breathing exercises and flow yoga. These courses were designed to help relieve colleagues' stress and instill a positive mindset. We also made available other courses in areas such as healthy eating, social connection and physical fitness.



"I am truly grateful for having the opportunity to participate in the Bank's COVID-19 care courses. I feel empowered and the courses are effective in managing stress, reducing anxiety and bringing peace of mind. For some courses, colleagues across functions even gathered during their lunchtime to share, learn, reflect and appreciate how to focus on 'here and now' while preparing for 'far and future!'"

Ms Susan Shi Wei
Wholesale Banking Business Management, UOB China



Workplace Safety, Health and Well-being

Recognition and awards

- One Platinum and two Gold^{PLUS} Green Mark for Healthier Workplaces awards for UOB-owned and managed offices in Singapore
- National Safety and Security Watch Group Outstanding Individual Awards for UOB Plaza 1, UOB Plaza 2, UOB Alexandra Building and UOB Tampines Centre
- Best Workplace Practices Award at the Global HR Excellence Awards 2022
- [Great Place to Work Certification 2022](#) for UOB China

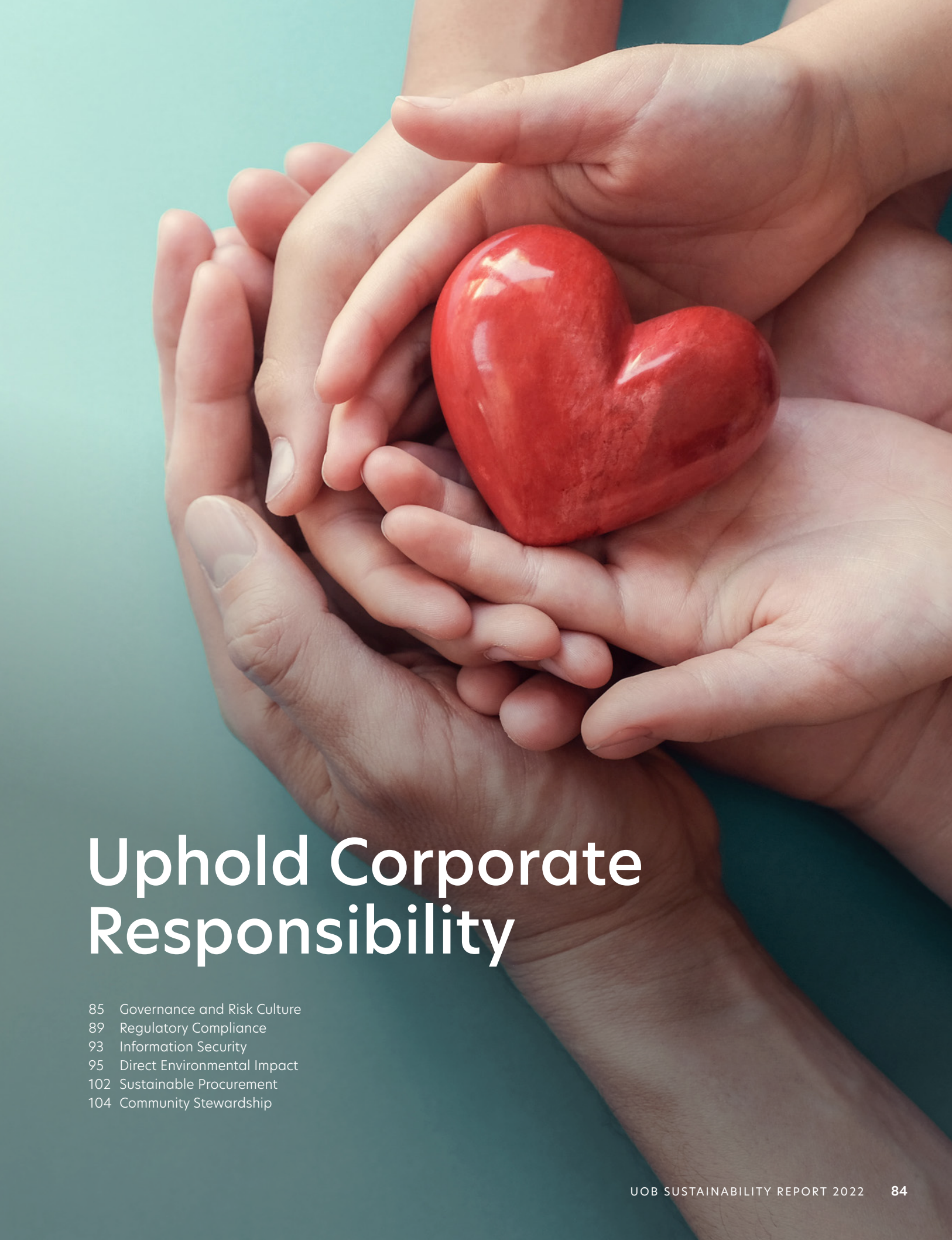
Memberships

- Member of the Safety and Security Watch Group by the Singapore Police Force and Singapore Civil Defence Force



CONTRIBUTION TO THE UN SDGs





Uphold Corporate Responsibility

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Governance and Risk Culture

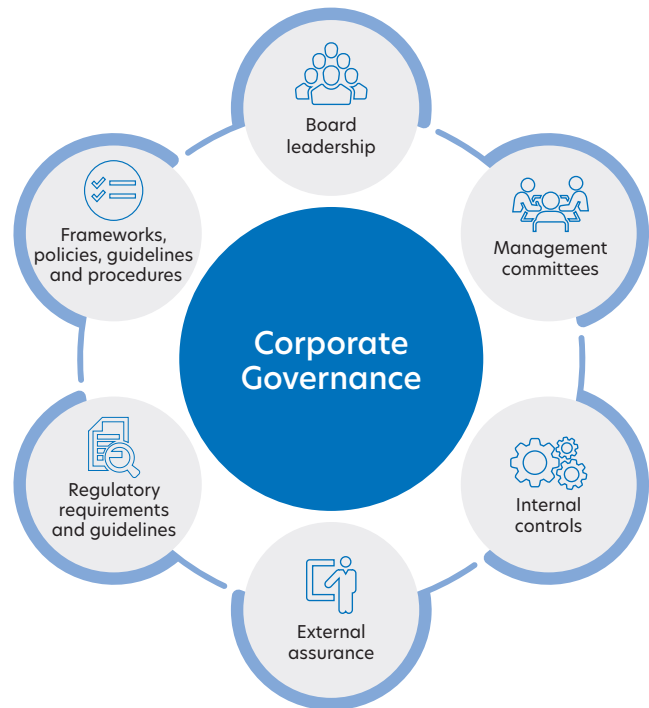
Strong governance and robust risk culture are crucial to organisational success, value creation and sustainability. We are committed to upholding the highest ethical and corporate governance standards, and to ensuring that emerging risks are identified, assessed, escalated and addressed in a timely manner. In establishing and maintaining a culture of accountability, responsibility and ethical behaviour and practices, we safeguard the long-term interests of, and create value for, our stakeholders.

Our approach

UOB's strong corporate governance and risk culture are built on our values of Honour, Enterprise, Unity and Commitment, and are core to the Group's broader organisational culture. Our corporate governance is based on a partnership between our Board and Management, supported by a system of comprehensive risk frameworks, policies, methodologies, tools and processes by which we operate, measure and manage material risks and opportunities. We evaluate our governance approach and risk frameworks regularly, and revise them if necessary, to ensure that they are up to date, relevant and aligned with best practices.

Our Corporate Governance Framework sets out the relationships among our Board, Management, shareholders and other stakeholders. It provides the processes and structures through which the objectives of the Bank are met, and the means of attaining those objectives and monitoring performance. The framework applies to UOB, and may be adapted by our banking subsidiaries in accordance with their respective local legal and regulatory requirements and expectations.

Our Corporate Governance Framework





Governance and Risk Culture

Our Board provides entrepreneurial leadership and strategic direction to the Bank. It also provides leadership in promoting corporate governance, with the support of our Management. The Board sets the Tone from the Top the desired organisational culture and values of the Bank, and inculcates an appropriate risk culture. It also considers sustainability issues and material environmental, social and governance factors in formulating the Bank's strategies.

The Board Risk Management Committee (BRMC) assists the Board in overseeing the management of risks and the inculcation of an appropriate risk culture. It approves the Group Risk Culture and Conduct Risk Framework, which sets out the governance structure for maintaining a strong risk culture and managing the conduct risk of the Group. The framework ensures that the risk culture and conduct risk of the Group are systematically monitored and assessed, and the areas of concern proactively addressed. In addition, our risk culture and conduct risk dashboard provides senior management and the BRMC with an overview of the state of risk culture across the Group.

To promote awareness of and to instill risk culture across the Group, we:

- require all employees to complete, on an annual basis, a mandatory UOB Risk Culture e-learning module, as well as training aimed at reinforcing risk-focused conduct in areas such as the UOB Code of Conduct, anti-money laundering, operational and security risks, financial crime prevention, information security and cyber risk awareness, and the UK Bribery Act;
- require key business and support units to conduct a self-assessment annually to evaluate the risk culture within each of their units;
- feature senior leaders and their views frequently on risk culture, as well as case studies and lessons learnt on our intranet;
- ensure consistent Bank-wide communications through in-person meetings, discussion groups and internal bulletins to foster deeper understanding and practice of risk management across the organisation;

- include risk management-related questions in our employee engagement survey to gauge the understanding of the prevailing risk culture across the Group; and
- survey senior management committees to assess their openness and robustness to challenges and their considerations of risks in their decision-making process.

We also ensure that through our 'Speak Up' channels and the [UOB Whistle-blowing Policy](#), our colleagues can share their views or raise matters of potential concern in a secure manner without fear of reprisal. All reported cases are investigated and resolved. Group Audit tracks the status of all whistle-blowing cases and reports them to the Board through the Audit Committee every quarter.

Board independence and diversity

Comprising a majority of independent and non-executive directors, our Board collectively possesses skillsets, expertise and experience that span across industries, professions, markets, cultures and the public and private sectors, providing diversity in thought and opinion.

When appointing or re-appointing directors, our Board is guided by our Board Diversity Policy, which promotes diversity in various dimensions including age, gender, industry expertise, domain or functional expertise, tenure, board independence, cultural ethnicity and international experience.

Annually, each director is assessed on his/her independence, fitness and propriety to hold office, and performance.

Find Out More

[Corporate Governance, UOB Annual Report 2022](#)





[Risk Management, UOB Annual Report 2022](#)

[Regulatory Compliance](#)



Governance and Risk Culture

Our targets

- 
 Maintain a majority independent Board.
 - 
 This was achieved in 2022, with 70 per cent of directors on the Board being independent.
- 
 Ensure at least one female director on the Board.
 - 
 This was achieved in 2022, with 20 per cent (two out of 10) of directors on the Board being female.

2022 highlights

To further reinforce our risk culture among our colleagues, in 2022, we launched the Risk Culture and Conduct e-Handbook. It outlines the expectations of our people to understand and uphold our risk culture principles, as well as our individual and collective responsibilities to the Bank and our stakeholders. The handbook is available to all employees via our intranet.

he stressed the importance of maintaining a robust risk culture that supports UOB's strategic objectives and reputation, as well as managing risks in the First Line by business and support unit colleagues.



UOB Thailand also organised a virtual risk culture festival for colleagues to deepen their understanding of risk culture through fun-filled learning such as different games on topics such as information security and good market conduct practices.

Our risk culture principles



Enforcing robust risk governance



Balancing growth with stability

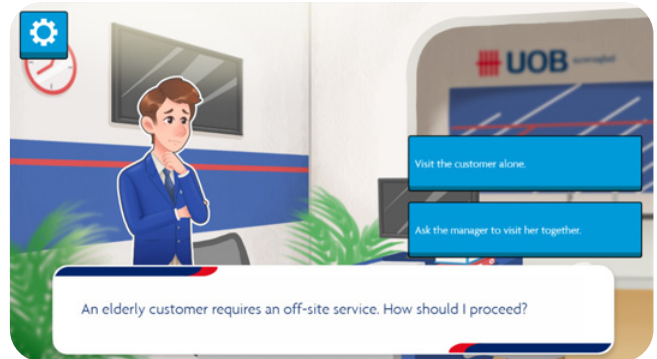


Ensuring accountability for all our risk-based decisions and actions



Encouraging awareness, engagement and consistent behaviour in every employee

As part of setting the Tone from the Top, our senior management regularly reinforces the importance of a strong risk culture. One of the events during the year was a fireside chat where our Group Chief Risk Officer, Mr Chan Kok Seong, shared about UOB's risks and controls with colleagues from Group Retail. At the session,





Governance and Risk Culture

Recognition and awards

- Best Risk Management – Gold in the Large Market Cap category at the Singapore Corporate Awards 2022
- Ranked fourth among Singapore publicly-listed companies (General Category) on the Singapore Governance and Transparency Index 2022
- Ranked second among Singapore publicly-listed companies, and was among the Top 20 ASEAN publicly-listed companies and ASEAN Asset Class Singapore on the ASEAN Corporate Governance Scorecard 2021*



Memberships

- Member of The Association of Banks in Singapore's Culture and Conduct Steering Group



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* The ASEAN Corporate Governance Awards are held once in every two years. The results of the 2021 assessment were released in 2022.



Regulatory Compliance

Financial crimes undermine fair competition, impede innovation, raise costs and pose serious legal and reputational consequences. Such threats, if not anticipated and addressed, could severely undermine both the integrity and trust of the financial system. Banks play an integral role in ensuring the stability and security of the financial system. In this regard, UOB is committed to upholding the highest ethical standards, through complying with local laws and regulations, as well as preventing financial crime such as insider trading, bribery, corruption, fraud and money laundering. This helps to ensure that UOB remains a source of stability, security and strength for our stakeholders.

Our approach

Led by our values, UOB is committed to safeguarding the interests of our stakeholders, including regulators, and to maintaining the trust that they place in us. Regulatory compliance is our top priority and we respect and comply with the laws and regulations in the countries and territories in which we operate.

We closely monitor regulatory and industry developments and actively engage with regulators, policymakers, and law enforcement agencies, as well our internal stakeholders such as our senior management committees and Board for regular updates. We ensure that we have in place robust protocols and processes to address evolving regulatory requirements, which include identifying, assessing, monitoring and managing regulatory compliance risks.

To protect the integrity of the financial system and its users, UOB continually assesses, adjusts and strengthens our policies, processes and systems to enhance our ability to mitigate risks of financial crime.

The [UOB Code of Conduct](#) lays down the principles of personal and professional conduct and the requirement for all employees to uphold the highest ethical standards. We have a zero tolerance policy to breaches of the UOB Code of Conduct. All employees are required to complete online learning modules and assessment, as well as annual refresher training on:

- the UOB Code of Conduct;
- insider trading and market misconduct;
- Foreign Account Tax Compliance Act (FATCA);

- Common Reporting Standard (CRS);
- anti-money laundering/countering the financing of terrorism (AML/CFT) and sanctions;
- United Kingdom (UK) Bribery Act 2010; and
- fraud awareness.

All Board directors, Management Executive Committee and Management Committee members also receive regular training on AML/CFT and sanctions, anti-bribery and anti-corruption, and anti-fraud.

Employees, business associates and the public are able to report any concerns of suspected or actual wrongdoing confidentially and securely, without fear of reprisal, through our whistle-blowing channels. They may call our whistle-blowing hotline, email or call the Head of Group Audit, Chief Executive Officer, Chairman of the Board Audit Committee or Chairman of the Board. The [UOB Whistle-blowing Policy](#) is reviewed annually and approved by the Board Audit Committee.

Prohibiting insider trading

All employees are required to adhere to the UOB Group Staff Trading Policy, which prohibits insider trading. The policy is reviewed annually and approved by the Operational Risk Management Committee (ORMC).

UOB has in place a pre-trade clearance system that requires employees, who may reasonably be expected to have access to inside information, to make declarations and to seek approval before dealing in securities or executing their trades on any stock exchanges. In addition, Group Compliance regularly reviews securities transactions to detect potential violations. Non-adherence to the policy may subject an employee to disciplinary action.



Regulatory Compliance

Ensuring customer tax compliance

Under the provisions of United States' (US) tax law, FATCA, non-US financial institutions are required to identify and report information on assets held by US persons and non-cooperative entities and individuals to the US Internal Revenue Service. Many countries, including Singapore, have intergovernmental agreements with the US to facilitate the reporting required under FATCA.

The CRS requires financial institutions in participating jurisdictions to identify, to collect and to report to the authorities annually the tax residency information of customers from jurisdictions with which agreements to exchange information are in place.

UOB is committed to complying with the provisions of FATCA and CRS, and to ensuring that the Group meets all applicable requirements in all jurisdictions in which we operate. Our FATCA and CRS governance frameworks are reviewed annually and approved by the Board Risk Management Committee. In addition to online learning, employees are kept informed of updates to the frameworks via email.

Upholding high AML/CFT and sanctions standards

The UOB AML/CFT and Sanctions Framework aims to detect and to prevent the risks associated with money laundering, terrorist financing and sanctions. The framework includes programmes relating to risk assessment, employee training, customer due diligence, transaction monitoring, as well as investigating and reporting of potential suspicious activity to relevant regulatory bodies. We also have in place dedicated Group and Country Money Laundering Reporting Officers (or other similar roles as required by local regulators).

We require all employees to comply with UOB's Group AML/CFT and Sanctions Policy, as well as applicable laws. The policy is reviewed annually and approved by the Anti-Money Laundering Committee, which comprises senior management and oversees the management of AML/CFT and sanctions risks for the Group.

We regularly review our framework, policies, procedures, programmes and transaction monitoring systems to ensure their robustness and compliance with regulatory requirements. The framework and the associated programmes are also audited by our internal and external auditors.

We also continue to invest in our people, systems, processes and tools, adopting advanced data analytics to ensure that our risk surveillance capabilities can effectively detect, deter and prevent money laundering and other financial crime activities.

Preventing bribery and corruption

UOB adopts a strong stance against bribery and corruption and the [UOB Code of Conduct](#) specifies zero tolerance to bribery and corruption in all forms.

UOB is subject to the anti-bribery laws of all the countries in which we operate, including certain laws with broad extraterritorial effect. It is important that all our employees and business associates comply, both in letter and in spirit, to such laws including:

- the Singapore Prevention of Corruption Act (1960),
- the US Foreign Corrupt Practices Act 1977;
- the UK Bribery Act 2010; and
- the Australian Criminal Code.

Both corporates and individuals can potentially be prosecuted for giving or receiving bribes. Commission of offences can occur even if our employees are not physically present in the US, UK or Australia. A summary of these laws is available to all employees on our intranet, MyUOB.

Under our Policy on Managing Legal Risks, business and support units are required to identify, assess, monitor and report legal risks, including corruption risks, which may arise in their respective scope of work and/or business. This policy applies Group-wide, and is reviewed annually and approved by the ORMC. Group Legal provides advisory support for compliance with anti-bribery and anti-corruption laws, as well as for the management of any identified risk.



Regulatory Compliance

With respect to customer relationships, we regularly review and communicate applicable anti-corruption policies and procedures, including ensuring the inclusion of specific terms and conditions and/or contractual provisions where required. We require our employees, contractors, vendors, third parties and other stakeholders to be aware of and to comply diligently with our anti-bribery and anti-corruption provisions. We review our training module on anti-bribery and anti-corruption annually to ensure that the content is aligned with our overall objectives.

Preventing fraud

UOB proactively manages fraud risks and has a governance framework and measures in place to address risks across our branches, internet banking, and mobile banking channels.

The Group Integrated Fraud Management (IFM) unit, supported by dedicated IFM teams in our overseas subsidiaries, oversees the management of fraud risk across geographies, driving collaboration across functions for an integrated anti-fraud approach.

The Board Risk Management Committee provides corporate governance oversight of fraud risk under the Group Fraud Risk Management Framework, while the Group Fraud Risk Management Policy is reviewed annually and approved by the ORMC.

We invest continually in fraud monitoring and detection systems and measures across the Group Security Operations Centre, Digital Banking, IFM and Retail Fraud Risk Management teams. Fraud risks are also assessed as part of UOB's annual Key Risk and Control Self-Assessment exercise.

To help protect our customers against fraud, we conduct fraud awareness briefings and fraud risk management training for our frontline colleagues. Our branch colleagues are equipped with the SPOT (Sense, Probe Tactfully, Observe and Take Action/Inform) checklist, developed jointly by IFM, Group Channels and Digitalisation and the Anti-Scam Command of the Singapore Police Force (SPF). As the first line of defence, our colleagues are guided by the checklist on how to identify telltale signs of customers who may be victims of scams and how to prevent them from suffering losses. Advisories on latest fraud trends and prevention tips are also available on MyUOB for all employees.

Through frequent customer communications via email and on our website, mobile banking app, automated teller machines and social media channels, we also promote greater customer awareness of prevailing fraud scams. Such communications include:

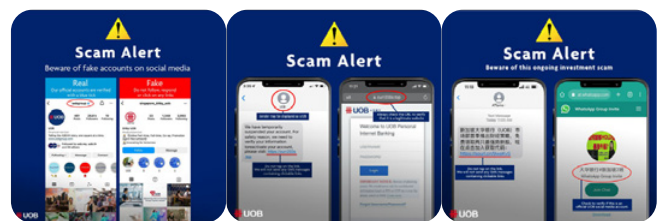
- scam alerts;
- educational videos; and
- updates on new security measures.

Our fraud management strategy

The Group Fraud Risk Management Framework lays out the roles and responsibilities of the First Line with oversight by the Second Line and assurance by the Third Line. The framework covers six pillars, namely:

- prevention;
- detection;
- response;
- resolution
- remediation; and
- reporting.

All First Line business and support units receive structured training on fraud awareness to strengthen our capabilities in detecting internal and external fraud.




Find Out More

- [UOB's approach to responsible tax management](#)
- [UOB's approach to correspondent banking AML compliance](#)




Regulatory Compliance


Our targets

- 


Maintain zero material issues raised by regulators related to financial crime compliance.

 - 

There were no reported cases of significant non-compliance with relevant anti-bribery/corruption laws nor confirmed cases of bribery or corruption, and no material losses as a result of legal proceedings or card-related fraud in 2022.

- 

Maintain 100 per cent completion by all eligible employees of mandatory e-learning on AML/CFT and sanctions, fraud awareness, anti-bribery and anti-corruption.

 - 

This was achieved in 2022.

2022 highlights

Our frontline colleagues have found the SPOT checklist very useful in combating fraud. In 2022, they successfully helped our customers to prevent fraud losses of more than \$11.6 million. Among them are colleagues from the UOB Hougang MRT Station branch in Singapore. Mr Joshua Wee, the branch manager, and his team stopped an elderly customer from transferring more than \$80,000 to a fraudster who asked for monetary help to release a parcel held in transit.

In recognition of the efforts by Mr Wee and his team, he was presented an individual Community Partnership Award by the SPF Commercial Affairs Department (CAD). In total, UOB received six individual and two organisational Community Partnership Awards for extending assistance to scam victims and recovering their funds, as well as prompt scam reporting to the Singapore Anti-Scam Centre. Our Group Chief Risk Officer also awarded 98 colleagues with certificates of appreciation during the year for their contribution to prevent fraud.

UOB's strong stance in fraud and scam prevention was acknowledged when the IFM team was invited to share our knowledge and best practices with the SPF and Corrupt Practice Investigation Bureau (CPIB). To ensure that we continued to enhance our capabilities, during the year we also invited the CAD, Criminal Investigation Department (CID) and the National Crime Prevention Council (NCPC) to provide training for our colleagues in Singapore. We also stayed updated on emerging trends by attending seminars and conferences on scam awareness and prevention, as well as corruption.

Stopping a phishing attempt in Indonesia

In Indonesia, we helped protect a Corporate Banking client from a phishing attempt after realising a difference between a remittance payment advice and the beneficiary account number. The Corporate Banking, Wholesale Banking Business Management and Cash Management teams worked together to ensure that the transaction was cancelled successfully, liaising closely with the correspondent bank and providing continual updates to the client. Their efforts paid off with the funds returned to the client's bank account.

Recognition and awards

- Community Partnership awards – two organisation and six individual awards – by the SPF CAD, in recognition of our efforts in fraud prevention
- Plaque from the Deputy Commissioner of Police (Investigation & Intelligence) at the 8th Alliance of Public PrivAte Cybercrime sTakeholders (APPACT) networking session, in recognition of our contributions and collaboration with the Singapore Police Force to fight cybercrime

Memberships

- Steering Committee Member of the Anti-Money Laundering/ Countering the Financing of Terrorism Industry Partnership (ACIP) in Singapore
- Member of the Anti-Corruption Partnership Network (ACPN) set up by the CPIB
- Corporate alliance member of the Association of Certified Fraud Examiners (ACFE), the world's largest anti-fraud organisation
- Active member of APPACT set up by the Cybercrime Command of Singapore Police Force
- Member of The Association of Banks in Singapore's Standing Committee for Fraud



CONTRIBUTION TO THE UN SDGs





Information Security

Technology is integral to UOB providing our customers with borderless, reliable and efficient services and solutions. We are committed to protecting our data and assets, including customer data, by monitoring, detecting and responding to potential cybersecurity risks and threats.

Our approach

At UOB, we continually strengthen our defences, upgrade our security capabilities and enhance our operating models in view of the dynamic cyber threat landscape. We also partner regulators and industry associations, including the Monetary Authority of Singapore and The Association of Banks in Singapore (ABS), and leading cybersecurity providers on exchange of knowledge and best practices to ensure that we keep pace with market developments.

To protect our data and assets, we have in place Group-wide cybersecurity policies and guidelines that ensure that cybersecurity risks are identified and managed in a consistent way across the Group. These include:


- the Group Technology Risk Management Framework and Policy; and
- the Group Information Technology Security Management and Cyber Resiliency Policy.

These policies are reviewed annually and approved by the Operational Risk Management Committee.

Recognising that everyone plays a role in data protection and cybersecurity, we regularly train our people on information security and cybersecurity risks. We keep our people informed of developments, share best practices with them and conduct activities such as phishing simulations and internal cybersecurity training to raise their awareness and to assess their understanding, vigilance and susceptibility to cybersecurity threats.

There were no material information security incidents reported in 2022.

Our targets

 Maintain 100 per cent completion of mandatory information security training by employees across the Group.

 This was achieved in 2022.

2022 highlights

In 2022, we updated our information and cybersecurity (ICS) strategy that guides our enhancing of ICS capabilities across people, processes and technology over a three-year timeframe, as we continue to mitigate cybersecurity threats proactively.

We also registered with the Singapore Infocomm Media Development Authority's SMS Sender ID Registry as part of the collective efforts among regulators, law enforcement, public and private sector organisations to protect consumers from the surge in SMS-related scams. Through these efforts, we contribute to the security and stability of the financial system and help to build trust in the banking environment. As we advance our digital capabilities, we will continue to increase our investments in our cyber resilience and security.

As part of deepening our internal capabilities, we organised the Cybersecurity Awareness Month across the Group in October 2022. With the theme of 'Working as one to secure our information', the month-long programme highlighted the importance of cybersecurity and shared best practices on preventing cybersecurity incidents through webinars, e-learning modules and quizzes. We also held a 'Security Scavenger Hunt' to encourage learning while having fun.





Information Security

To support the building of Singapore's technology talent pipeline, we joined the Advisory Panel of Cyber Youth Singapore (CYS), a youth-led non-profit organisation, during the year. We also became a platinum sponsor of the CYS SEED Sponsorship Programme to help fund various initiatives including mentorship and volunteering programmes over the next five years.

In Singapore, we also continued to support The Institute of Banking and Finance's Technology in Finance Immersion Programme through providing work attachments for mid-career talent to transition into a technology career path and to develop their cybersecurity skills and knowledge further.



Memberships

- Chair of the ABS Standing Committee on Cyber Security
- Participant in the Financial Services Information Sharing and Analysis Center, a global cyber intelligence sharing community, to help strengthen the industry's collective defence against cyber attacks
- Member of the CYS Advisory Panel



CONTRIBUTION TO THE UN SDGs





Direct Environmental Impact

We are committed to conserving resources and reducing carbon emissions for the well-being of our stakeholders and future generations. We are also cognisant of the direct environmental impact resulting from our operations across our network. As our business continues to grow, we seek to mitigate our carbon footprint by building a more energy- and resource-efficient real estate portfolio and encouraging environmental stewardship at the workplace.

Our approach

Our direct impact on the environment results primarily from consuming resources, including energy, water, paper, and other supplies. The waste products resulting from the production, transport, consumption, and disposal of our resources include greenhouse gas (GHG) emissions, wastewater and office waste. As such, we concentrate our efforts on energy conservation and resource management through optimisation, digitalisation and workflow automation, and stay committed to managing our premises efficiently in alignment with industry best practices and leading green building certification standards.

We also seek to contribute to the Singapore Green Plan 2030 and the Singapore Green Building Masterplan, and to meet the mandatory sustainability standards for the built environment in the markets in which we operate.

Energy conservation and resource management

We work actively to achieve measurable reductions in energy and resource consumption by adopting new and efficient technologies to upgrade our current systems. In 2022, we continued to deploy smart lighting systems with highly-efficient light-emitting diodes (LED), as well as smart lift destination control systems which help to enhance operational efficiency, reduce waiting time and electricity consumption. We also continued to improve the energy efficiency of our existing data centres through energy conservation measures, such as retrofitting our air-conditioning systems and adopting more efficient Uninterruptable Power Systems (UPSs).

Green building certifications

To achieve holistic sustainability performance for our properties, we use leading green building certification schemes, such as the Singapore Building and Construction Authority's (BCA) Green Mark, for our newly-acquired or retrofitted buildings and office spaces. This helps to benchmark the green efforts of our Group portfolio wherever applicable. We received our first BCA Green Mark Certification in 2013.

We adhere to the requirements of the latest green building rating criteria including the BCA Green Mark 2021 for the design of systems in our buildings. In addition, we are conducting a feasibility study for energy conservation measures for a typical UOB branch, with the aim of scaling such solutions across our branches regionally and in turn, expedite our decarbonisation plans.





Direct Environmental Impact

Achieving carbon neutrality

In 2021, UOB became the first Singapore bank to achieve operational carbon neutrality for our own footprint, including our Scope 1, Scope 2 and Scope 3 (business air travel) emissions. We are committed to maintaining our carbon neutrality as we move towards a low carbon economy. In this regard, we have established a decarbonisation roadmap for our real estate portfolio through the deployment of energy conservation measures, use of renewable energy and power purchase agreements (PPAs), and carbon offsets. We are also looking into identifying and measuring the other categories of our Scope 3 emissions.

Our long-term roadmap to maintaining carbon neutrality



Energy efficiency

We are adding more sustainability features across our buildings including:

More efficient LED lighting systems

Smart building sensors to manage lighting and lifts optimally

Upgraded air-conditioning systems with lower energy use

Renewable energy

We will switch to clean energy sources through:

Renewable Energy Certificates (RECs) in projects, such as solar, wind and geothermal

Virtual Power Purchase Agreements from projects such as solar

Carbon offsets

We will support carbon emissions reduction programmes such as:

Solar energy and solar cooker projects

Biomass waste-to-energy projects

Nature-based projects

Renewable energy

We have stepped up our efforts in procuring from renewable sources the electricity we consume across our network. As a consumer, we aim to contribute, over the mid to long term, to additional renewable generation capacity in the region via PPAs or virtual PPAs (VPPAs). For energy consumption in our home market, Singapore, we are exploring VPPAs, bundled with RECs, with renewable energy developers that have projects in countries such as Singapore, Indonesia, Malaysia and Australia. Where PPAs and VPPAs are not feasible or available, we will purchase unbundled RECs to address our electricity consumption.

In 2022, we purchased and redeemed a total of 133,300 solar and wind RECs from mainland China, Hong Kong, Indonesia, Malaysia, Thailand and Vietnam to address 100 per cent of our electricity consumption in all our key markets. All the purchased RECs are certified by the International Renewable Energy Certificate (I-REC) or Tradable Instrument for Global Renewables (TIGR) standards. To create demand for renewable energy within the markets in which we operate, we purchased local RECs whenever possible. Exceptions were applied to Singapore and Malaysia, where RECs were procured from Vietnam due to a limited supply of local RECs. Specifically for Malaysia, additional RECs were procured from Vietnam on top of local RECs.



Direct Environmental Impact

Carbon offsets





We aim to reduce energy consumption and use renewable energy to mitigate the majority of our operational carbon emissions. However, we recognise that there will be hard-to-abate emissions (in particular Scope 1 and Scope 3 emissions) which may only be addressed through the use of carbon offsets. We seek to ensure that the carbon offsets we purchase are real, quantifiable, additional, permanent and registered with international standards.

In 2022, we purchased and retired 10,906 carbon offsets to address our Scope 1, residual Scope 2¹ and Scope 3 (business air travel) emissions. As part of our commitment to advancing the renewable energy sector in the region, we sourced carbon offsets from a solar power project in Vietnam certified by the Verified Carbon Standard, as well as solar cooker and biomass waste-to-energy projects in mainland China, certified by the Gold Standard and the Verified Carbon Standard respectively.





The solar cooker project facilitates the transition of burning coal for cooking to clean solar cookers at Funiushan in Henan province, China. This improves both indoor and outdoor air quality, and eliminates carbon emissions from the cooking process.



Our targets

- 
 Maintain operational carbon neutrality for our Scope 1, Scope 2 and Scope 3 (business air travel) emissions.
 - 
 This was achieved in 2022.
- 
 Achieve green building certifications for all key wholly-owned UOB buildings by 2030.
 - 
 As at the end of 2022, eight out of 14 buildings have been certified as green buildings with four BCA Green Mark Platinum awards, three Green

Mark Gold^{PLUS} awards and one LEED Platinum award. We expect UOB Plaza Shanghai in China to achieve BCA Green Mark certification in 2023.

- 
 Achieve 14 per cent reduction in energy use intensity by 2030, with 2018 as baseline.
 - 
 On track in 2022.
- 
 Achieve 14 per cent reduction in Scope 2 emissions intensity by 2030, with 2018 as baseline.
 - 
 On track in 2022.

2022 highlights

During the year, we continued:

- the deployment of energy-efficient lighting systems for our properties in Singapore, Indonesia, Thailand, Vietnam and mainland China. Our efforts in 2022 resulted in estimated energy savings of 1,187,820 kilowatt-hours (kWh), equivalent to powering 250 four-room flats in Singapore for a year²; and
- the installation of 14 more electric vehicle (EV) charging points at our buildings, which led to a total of 26 EV charging points as at the end of 2022.

New green building certifications

In 2022, the FEB Building in Singapore received two BCA Green Mark Platinum awards for its holistic sustainable performance and healthier workplace.

Our China headquarters, UOB Plaza Shanghai, also received the LEED Platinum award, the first-ever LEED certification for our wholly-owned buildings. The award recognises the building's sustainable features, including energy-efficient LED lighting, lift and pantry boiler systems, good indoor air quality as verified by a third-party auditor, sub-metering for major water usage, garbage bins to facilitate waste classification and recycling, a semi-outdoor sky garden and a paved garden on the ground floor.

We will continue to work towards developing highly sustainable workplaces that drive inclusiveness and enhance well-being beyond sustainability.

¹ Residual Scope 2 are emissions left after the offset by the RECs. For 2022, this primarily arose from our overseas branches' Scope 2 GHG emissions.
² According to the Energy Market Authority Singapore, the average monthly electricity consumption of a Singapore four-room housing flat ranges from 354 to 396 kWh. We used 396kWh/month for the estimation.



Direct Environmental Impact

During the year, we started to deploy in Malaysia, Singapore and Thailand our workspace booking system that enables our employees to reserve workspaces at UOB's office premises or amenities. The digital system also captures office usage patterns which help us to improve system performance further.

In addition, we established the Corporate Real Estate Services Guidelines on Mechanical and Electrical Design and Specification, Sustainable Design and Operation. These guidelines were developed with reference to best practices and solutions available in Singapore to ensure that renovation projects for our buildings across the region meet high sustainability standards while complying with local legislations.

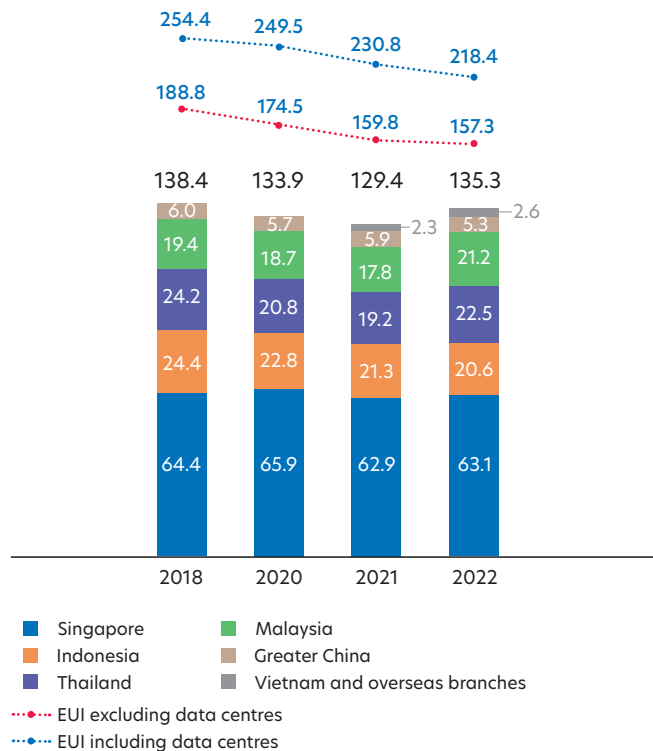
Beyond maintaining operational carbon neutrality for our Scope 1, Scope 2 and Scope 3 (business air travel) emissions, in 2022, we partnered with DHL to reduce our carbon footprint for our international shipping activities. With assistance from DHL, we tracked our shipment activities, qualified their carbon emissions, and offset the generated emissions through purchase of carbon credits generated by projects accredited by the internationally-recognised Gold Standard.

Managing our environmental footprint

Purchased grid electricity

Our energy consumption across the region reduced by 2.3 per cent as compared with 2018, totalling 135.3 gigawatt-hours (GWh). Overall energy use intensity, measured in kWh per square metre (m²) of floor space, improved by 14.2 per cent over the same period. Excluding data centres, the energy use intensity of our offices and branches reduced by 16.7 per cent. The improvement was attributed to low occupancy rates in certain key markets as employees returned gradually to the office amid recovery from the pandemic, as well as the move to our new headquarter buildings in Malaysia and Thailand, which are more energy efficient.

Purchased grid electricity (GWh) and energy use intensity (EUI) (kWh/m²)





Direct Environmental Impact

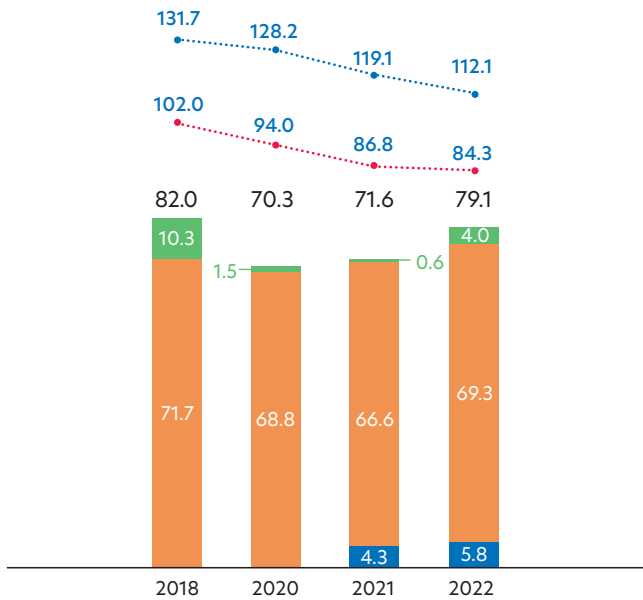
GHG emissions

Our Scope 2 emissions reduced by 3.3 per cent to 69.3 thousand tonnes of carbon dioxide-equivalent (tCO₂e) when compared with 2018. Our overall emissions intensity (measured in kilogram (kg) of CO₂-equivalent per m² of floor space) reduced by 14.9 per cent over the same period. Excluding data centres, the emissions intensity of our office and branches decreased by 17.4 per cent.

Waste recycled and disposed

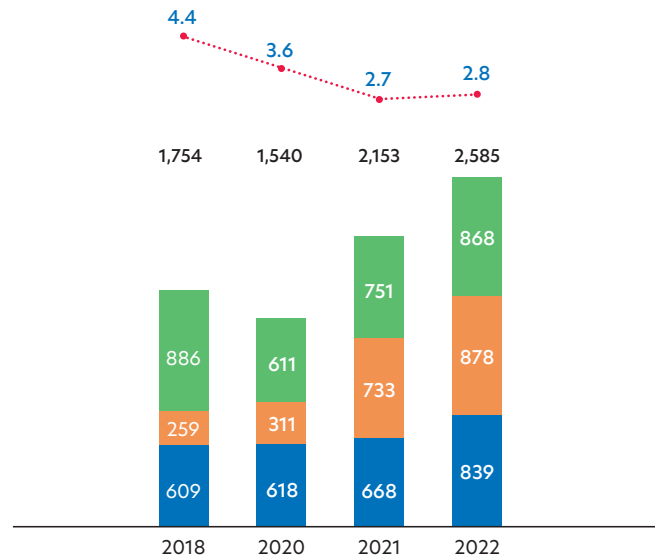
Our data for 2022 and 2021 cover all branches and offices in our key markets, including estimates from sites where we could not obtain actual data. Compared with 2018, waste collected in 2022 increased 47.4 per cent, attributed to the expanded reporting scope, as well as employees' gradual return to office amid recovery from the pandemic. Of the 2,585 tonnes of waste generated in 2022, 32.5 per cent was recycled and 33.6 per cent was processed at waste-to-energy incineration plants. Overall waste disposal intensity (measured in kg of waste per m² of floor space) improved by 37.8 per cent over the same period.

GHG Scope 1, 2 and 3 emissions (thousand tCO₂e) and GHG emissions intensity (kgCO₂e/m²)



- Scope 1 (Stationary combustion, refrigerant, etc.)
- Scope 2 (Electricity purchase)
- Scope 3 (Business air travel)
- Scope 2 GHG emissions intensity excluding data centres
- Scope 2 GHG emissions intensity including data centres

Waste recycled and disposed (tonnes) and waste intensity (kg/m²)



- Waste recycled
- Waste landfill
- Waste incinerated
- Overall waste intensity



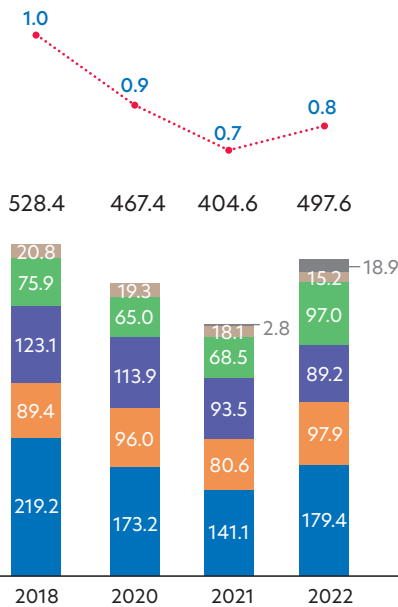
Direct Environmental Impact

Water usage

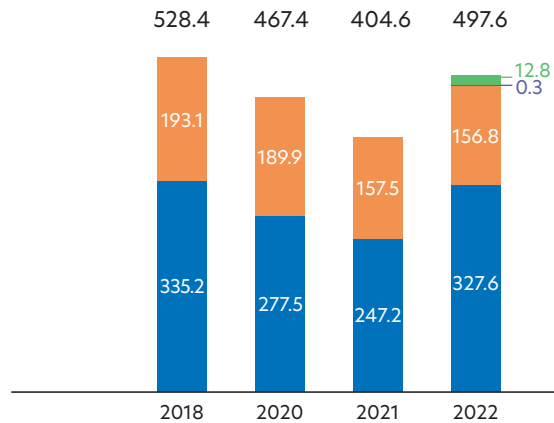
Data for 2022 include water withdrawal from well sources in water-stressed regions, primarily in Java, Indonesia, one of our key markets. We installed several water meters, deriving the usage of 12,800 m³ from well water sources within this region and are considering alternatives to this practice in Indonesia.

Our water consumption in 2022 decreased by 5.8 per cent to 497,600 m³ when compared with 2018. Overall water consumption intensity (measured in m³ of water per m² of floor space) improved by 21.3 per cent over the same period. On a year-on-year basis, water consumption in 2022 increased due to employees' gradual return to office amid recovery from the pandemic.

Water usage (thousand m³) and water usage intensity (m³/m²)



Water usage (thousand m³) by withdrawal sources



- Singapore
- Indonesia
- Thailand
- Malaysia
- Greater China
- Vietnam and overseas branches
- ⋯ Water usage intensity (m³ water per m² floor space)

- Non water-stressed region (municipal)
- Water-stressed region (municipal)
- Non water-stressed region (well water)
- Water-stressed region (well water)
- ⋯ Water usage intensity

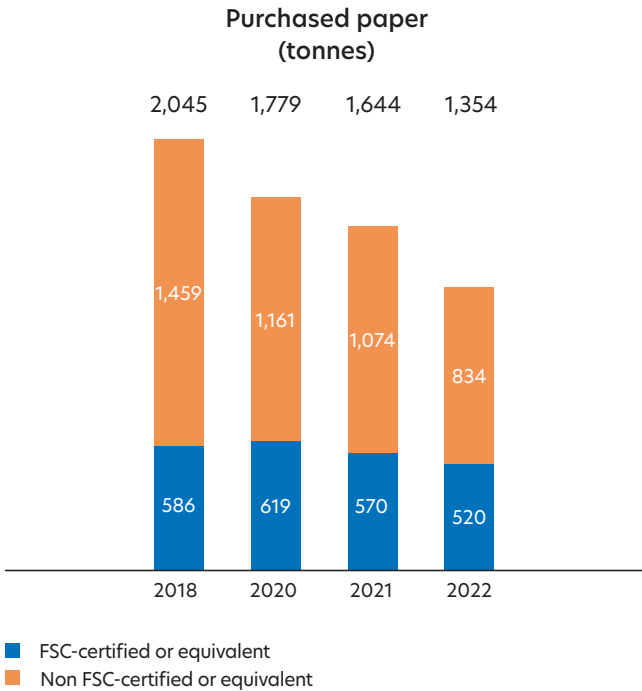
Note: Data for 2022 includes overseas branches



Direct Environmental Impact

Purchased paper

We purchased a total of 1,354 tonnes of paper in 2022, 33.8 per cent less than 2018. Our sustainably-sourced paper, including FSC 100%, FSC mix and PEFC-certified paper, made up 38.4 per cent of the total amount.



Methodology and adjustments

We continually seek to apply the most appropriate methodologies to report relevant environmental data. Resource consumption and waste data pertaining to our business operations are based on our providers' invoices and information.

Our Scope 1, 2 and Scope 3 emissions are derived in accordance with the most recent directives of the GHG Protocol Corporate Standard, developed by the World Resources Institute and the World Business Council for Sustainable Development. Global Warming Potential factors are based on the Intergovernmental Panel on Climate Change Fourth Assessment Report.

The reported Scope 1 and Scope 2 data include our offices, branches and data centres across our Group. Our methodology excludes UOB-owned spaces with leased tenants, known as downstream leased assets. Scope 1 and Scope 2 emissions are calculated based on location-based GHG conversion factors from international standards by the United Kingdom Department for Environment, Food and Rural Affairs (DEFRA) and the International Energy Agency (IEA) respectively.

Scope 2 emissions are the main component of our emissions profile, arising from our purchase of grid electricity and outsourced data centres. We report both the location-based and market-based emissions in this report. In addition, we report emissions derived from air travel undertaken by employees for business purposes. Scope 3 includes our business air travel emissions.

When the Bank acquires or divests any property within the year, we include the property's full-year energy consumption and Scope 2 GHG emissions when computing intensity figures for annualisation purpose. This methodology, revised in 2021, was an enhancement to the data reported for the previous years, where data was included in the calculation only if the acquired or divested property altered the individual country's baseline by more than one per cent. The revised methodology includes all properties and provides more accurate energy and GHG emissions intensity figures for our operations.

Waste data for 2018 to 2020 included only UOB-owned buildings. Data since 2021 include both owned buildings and leases spaces. For leased spaces where we could not obtain actual data, we established waste unit rates based on the actual waste data from branches and offices within each market. These waste unit rates were then extrapolated for sites without actual data.

UOB completed the acquisition of Citigroup's consumer banking businesses in Malaysia and Thailand in November 2022, and in Vietnam in March 2023. The acquisition in Indonesia is expected to be completed by the end of 2023. We will incorporate the relevant Citigroup data upon full system integration within each market.



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Sustainable Procurement

Sustainable procurement is key to responsible business practices. As we continue to deepen our presence across the region, we seek to align our procurement activities with our environmental, social and governance (ESG) goals in a manner consistent with our values. We support suppliers who are committed to strong corporate governance, regulatory compliance, human rights, ethical labour practices, environmental well-being, and who provide a safe and healthy work environment for their workers.

Our approach

Our approach to addressing the ESG risks and effects of our operations extends to the procurement of products and services from suppliers, which include any third party, company or individual that provides a product or service to us. Many of our purchases from suppliers are related to corporate services, real estate, information systems and manpower management.

We understand that there are ESG risks associated with our suppliers' activities and that the risks will vary depending on their sector, size and location. These include risks related to modern slavery and human trafficking within our supply chain.

To reduce the environmental and social risks and impact associated with our sourcing activities, we expect our suppliers to adhere to the standards set out in our [Group Supplier Sustainability Principles \(GSSP\)](#). The GSSP cover three key areas:

- corporate governance and compliance,
- labour and human rights; and
- environment, health and safety.

Suppliers are expected to notify us promptly of any deviations from the GSSP. If a supplier is found to be non-compliant, we will request the supplier to present an improvement plan if one is not already in place.

We are not aware of any violations or significant ESG risks by any supplier in 2022.





Sustainable Procurement

Group Supplier Sustainability Principles



Corporate Governance and Compliance

- Suppliers shall comply with all applicable local and national laws and regulations in the jurisdictions in which they operate.
- Suppliers shall conduct themselves ethically and morally at all times.
- Suppliers shall not engage in bribery, facilitation payments, corruption, fraud or other prohibited business practices.



Labour and Human Rights

- Suppliers shall provide equal opportunity for all their employees regardless of gender, religion, race, ethnicity, national origin, age, disability and sexual orientation.
- Suppliers shall ensure that no child, involuntary or forced labour is used in their operations.
- Suppliers shall provide fair pay and working conditions for employees.
- Suppliers shall promote a work environment free of physical, sexual or other forms of harassment, where employees are treated with respect and dignity.



Environment, Health and Safety

- Suppliers shall provide a safe and healthy work environment for their employees in line with their health and safety policy.
- Suppliers shall implement an effective environmental policy and/or have an environmental management system or plan to manage natural resource scarcity issues and to mitigate the environmental risks, impacts and dependencies of their products and/or services.

Our targets

- Have 90 per cent of our material suppliers in Singapore acknowledge our GSSP.
 - ↳ We achieved 98 per cent in 2022.

2022 highlights

In 2022, we established the Sustainable Procurement Guidelines (SPG) for our Corporate Real Estate Services (CRES) unit, which supplements the GSSP with more detailed implementation specifications and guidance. Through the SPG, we seek to minimise the direct and indirect negative ESG impacts resulting from CRES' procured products and services in alignment with our sustainability strategic objectives. Starting from Singapore, we aim to roll out the SPG progressively to the other markets in which we operate, where applicable.



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Community Stewardship

UOB is committed to supporting the social development of the communities in which we operate through art, children and education. We believe these to be essential for the quality and progress of society. Over many decades, our efforts across the region have supported the young, especially the underprivileged, as well as those with special needs and with untapped talent.

Our approach

At UOB, our corporate social responsibility (CSR) efforts across the Group come together under the UOB Heartbeat CSR programme, which aims to create sustainable good for more caring and inclusive societies through the '3Ps' of corporate philanthropy, stakeholder partnerships and employee participation.

How we give back



Philanthropy

We are committed to helping improve lives and strengthen social fabric through financial and non-financial contributions such as donations in cash or in kind, sponsorships, scholarships and the purchase of goods and services from charities.



Partnerships

We maximise our corporate giving by connecting and collaborating with partners for greater reach and impact. They include customers, business partners, vendors, community development councils, as well as institutions and artists who participate in our art competitions.



Participation

We unite as one in giving our time, skills and service to help build strong, inclusive and caring communities. We promote volunteerism that creates a sense of belonging for our colleagues and helps improve the lives of others.

Our focus areas



Art: Championing Southeast Asian art and ink art

Art connects people, broadens minds, enriches lives and strengthens societal bonds. With our Asian heritage and longstanding support of Southeast Asian art and ink art, we aim to nurture the next generation of great artists from the region.



Children: Developing the young to their full potential

As children are the future, our efforts focus on helping them have a strong head start in life, inspiring them to express themselves and nurturing their talent as individuals.



Education: Laying the foundation for the future


Education is essential for the progress of a country, its economy and its people. We support learning opportunities for young minds, help bridge the digital divide, and develop the leaders of tomorrow.

Our UOB Group CSR Policy ensures that all our CSR activities are conducted in a concerted and distinctive manner that enables sustainable growth for the community. The policy is reviewed annually and approved by the Group Human Resources Committee to ensure that our CSR activities are aligned with UOB's strategic direction and the needs of the community.




Community Stewardship


Our targets

- 


Achieve an average of 1.75 volunteer hours per employee per year across the Group in 2023.

 - 


We achieved more than 44,800 hours of volunteering in 2022, which was close to a 40 per cent increase from the previous year, and averaged 1.6 hours per employee across the Group.

- 


Contribute at least \$2 million to support the social development of art across Asia in 2023.

 - 

We contributed more than \$2.6 million in 2022.

- 

Equip at least 8,000 students with digital literacy skills and/or digital learning tools in 2023.

 - 

We equipped 7,311 youths with digital learning skills and tools through the UOB My Digital Space programme across seven markets in 2022.

2022 highlights

Every year, we bring together our colleagues, customers and partners to make a positive difference to our communities. In 2022, we raised more than \$9.2 million in monetary and in-kind contributions for communities in need across the markets in which we operate.

Championing Southeast Asian art and ink art

We believe art plays an important role in fostering social inclusiveness and have been supporting artists across Asia for more than four decades. In particular, we champion Southeast Asian art through our flagship UOB Painting of the Year (POY) competition. Inaugurated in 1982, the annual art competition is the longest-running in Singapore and one of the most prestigious in Southeast Asia. Since then, it has uncovered and nurtured more than 1,000 outstanding artists across Singapore, Indonesia, Malaysia and Thailand.

The 2022 UOB Southeast Asian POY award was won by Mr Chomrawi Suksom from Thailand for his artwork titled *Dystopia*, which depicts the present world that is undergoing constant developments and changes, affected by geopolitics, natural disasters, pandemics and social issues.





Community Stewardship

Supporting budding artists

We launched the 2022 UOB POY competition with the 'Wall of Aspirations', a 7.5 metre-long community-painted wall mural at the inclusive community space, Enabling Village, in Singapore. Ms Denise Phua, Mayor of Central Singapore District, Mr Wee Ee Cheong, UOB Deputy Chairman and Chief Executive Officer, UOB POY artists and budding artists from The Little Arts Academy's Mini Monet advanced visual arts programme contributed to the painting of the mural, which commemorates the realising of dreams by artists, including those with special needs.



- partnered with Art Jakarta 2022 as the Lead Partner to showcase artworks by 10 UOB POY artists, including 2021 UOB POY (Indonesia) country winner, Ms Meliantha Muliawan, who created an experiential environmental art space that encouraged the use of creativity, sensibility, and imagination for children to learn more about biodiversity through educational workshops; and
- collaborated with the Hong Kong Palace Museum on the inaugural Art in Ink Festival that experimented with the use of augmented reality and film screenings for visitors to experience the beauty of Chinese ink art.

In recognition of our long-term commitment to art, we were presented the National Arts Council's Distinguished Patron of the Arts Award in Singapore for the 18th year in 2022.

Connecting through differentiated art experiences

In 2022, we pushed the boundaries of art and digital to extend the reach of art in new ways to the community:

- debuted 'SkyArtverse by UOB' in Decentraland, the first immersive art theme park in the metaverse, showcasing all 37 winning artworks from the 2022 UOB POY competition across the four markets;





Community Stewardship

Amplifying our giving efforts

More than 15,000 colleagues, customers and beneficiaries rallied for the 2022 UOB Global Heartbeat Run/Walk, our flagship fundraising and volunteerism programme, to help improve the lives of disadvantaged children and families.

We raised a record of more than \$2.3 million for 26 beneficiaries globally to provide them with essential food supplies and digital learning support. In Singapore, more than \$1.6 million was raised for beneficiaries supported by Food From the Heart, Children's Wishing Well, the President's Challenge 2022 and Care Community Services Society.



Together with our Commercial Banking clients in Singapore, we also raised close to \$1.9 million at our annual Lunar New Year fundraiser to support *The Business Times* Budding Artists Fund, *The Straits Times* School Pocket Money fund, the Central Singapore Community Development Council (CDC) as well as the UOB-Singapore Management University Asian Enterprise Institute.



Across the region, our colleagues actively participated in community outreach programmes. In 2022, we:

- launched Heartbeat@Heartlands in Singapore, through which our branch colleagues volunteered with social service agencies within their vicinity to engage with beneficiaries and the community. Activities included scam awareness workshops, financial literacy and reading workshops, UOB branch tours and grocery shopping trips with children from disadvantaged families. More than 1,810 beneficiaries were engaged through this programme, which will be expanded across the region;
- contributed VND100 million (\$5,737) to Vietnam Fatherland Front, a voluntary organisation dedicated to supporting poverty alleviation and the social development of Vietnam; and
- raised more than \$95,290 in cash and in-kind donations through various fundraising activities, to help meet the pandemic recovery needs of various community segments, particularly families, the elderly and the sick, in Hong Kong.





Community Stewardship

Bridging the digital divide

UOB supports programmes that develop the minds of children, particularly those from disadvantaged backgrounds and with special needs. By enhancing the well-being of children and developing them to their full potential, we help build strong and inclusive communities.

The UOB My Digital Space (MDS) is our flagship regional education programme that is designed to help disadvantaged students by equipping them with digital tools and skills, and connecting them to wider learning opportunities. In 2022, the programme benefitted 7,311 youths across the region through a series of digital literacy workshops and the sponsorship of 1,322 digital devices.



Singapore

We donated decommissioned UOB-owned laptops and colleagues' used personal laptops, tablets and smart phones to children in need across social service agencies. We also sponsored all refurbishment costs for these devices prior to donation. Our efforts provided children with access to learning from home, while giving used devices a new lease of life and reducing the amount of e-waste sent to landfills.

We also continued our partnership with Central Singapore CDC on Season 2 of UOB My Digital Bootcamp. Close to 1,300 children between 10 and 12 years old, including those from disadvantaged backgrounds, went through a two-day experimental and hands-on programming 'mission', picking up digital-making skills and learning opportunities in areas such as coding, robotics and 3D mapping.

Indonesia

In partnership with GANARA Art, we provided digital devices, internet data and art kits to 100 children from underprivileged families. The children were able to engage in remote learning, including learning how to use art as a medium to express themselves.

Malaysia

We refurbished and donated 370 laptops to public schools, benefitting at least 500 students from the bottom 40 per cent of the Malaysian household income group. We also donated 15 new laptops to equip disadvantaged children for their digital learning journey.

Thailand

We refurbished and donated 441 digital devices and accessories to The Mirror Foundation as part of the 'Computer for Children (C4C)' initiative. This enabled more than 400 children living in rural areas to continue their education with the help of digital tools, comprising of computers, keyboards, mouse and printers.

China

We designed a digital classroom for a primary school in Chongqing, China, installing LED screens, centralised control systems for electricity and audio, as well as fast-speed internet connection. This new digital classroom is aimed at providing students with access to a wider range of educational materials.





Community Stewardship

Promoting environmental stewardship

We continued to support a range of initiatives to cultivate the adoption of more environmentally-sustainable practices among our colleagues and the wider community.

In Singapore, we engaged close to 200 students from disadvantaged backgrounds through the UOB Heartbeat Eco-Excursions, an experiential outdoor learning programme to educate children on environmental sustainability. UOB employee volunteers also participated in the activities, which included guided tours and hands-on workshops on biodiversity conservation, food sustainability and renewable energy.



As part of our 'Waste to Wonder' sustainability programme in Thailand, we turned 4,070 kilograms of paper and used red packets into three recyclable cardboard furniture sets, comprising tables and stools, for donation to the Watrisamakkee School. The students also learnt about the upcycling process and deepened their environmental awareness.



In China, we repurposed 8,000 used plastic bottles, as part of our 'Do Good Do Green' programme, to create T-shirts and reusable tote bags for our 2022 UOB Heartbeat Run/Walk event.

Recognition and awards

- Pinnacle Award, the highest accolade awarded by the Community Chest in Singapore, as well as the Charity Platinum Award and the Volunteer Partner Award
- Distinguished Patron of the Arts Award by the National Arts Council in Singapore
- Champion of Good 2022 recognition conferred by the National Volunteer and Philanthropy Centre in Singapore
- People's Association Community Spirit Award – Excellence by the Central Singapore CDC
- Excellence in Corporate Social Responsibility – Silver at the *Marketing Interactive's* Excellence Awards 2022
- Award for Arts Sponsorship by the Hong Kong Arts Development Council
- Best CSR Bank in Indonesia at the *International Finance Awards* 2022
- Best Bank for CSR in Indonesia at the *Asiamoney Best Bank Awards* 2022
- Best Social Responsibility of Brand at the 12th China Philanthropy Festival 2023
- Certificate of Recognition at *The Saigon Times CSR Awards* 2022



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A close-up photograph of a person's hands in a business suit. The person is holding a tablet computer with their left hand and a black pen with their right hand, pointing the pen at the screen. The background is softly blurred, showing what appears to be an office setting with a window and some papers on a desk.

Appendix

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Sustainability in Numbers^{1, 2}

| | 2022 | 2021 | 2020 | 2019 | 2018 |
|--|--------|-------|-------|--------|-------|
| Economic Contributions | | | | | |
| Financial highlights (\$ million) | | | | | |
| Total operating income | 11,575 | 9,789 | 9,176 | 10,030 | 9,116 |
| Dividends to shareholders | 2,089 | 1,741 | 1,990 | 2,180 | 2,052 |
| Operating expenses | 5,281 | 4,313 | 4,184 | 4,472 | 4,003 |
| Employee compensation and benefits | 3,001 | 2,602 | 2,501 | 2,716 | 2,447 |
| Profit before tax | 5,785 | 4,937 | 3,536 | 5,174 | 4,826 |
| Profit after tax ³ | 4,573 | 4,075 | 2,915 | 4,343 | 4,008 |
| Income tax ⁴ | 1,202 | 850 | 606 | 812 | 805 |
| Income tax as a percentage of profit before tax (%) | 20.8 | 17.2 | 17.1 | 15.7 | 16.7 |
| Procurement spend⁵ | | | | | |
| Total purchases (\$ million) | 2,195 | 1,786 | 1,776 | 1,888 | 1,645 |
| Purchases from local suppliers (%) | 92.8 | 93.7 | 94.0 | 93.8 | 93.5 |
| Sustainable Banking | | | | | |
| Lending profile (\$ billion) | | | | | |
| Loans to small businesses | 11.5 | 11.7 | 11.3 | 10.4 | 10.0 |
| Loans to medium businesses | 53.7 | 57.0 | 51.2 | 50.6 | 46.0 |
| Loans to large businesses | 146.1 | 142.7 | 122.2 | 109.0 | 107.6 |
| Loans to individuals | 108.2 | 99.4 | 96.7 | 98.6 | 98.1 |
| Retail banking activities⁶ | | | | | |
| Value of checking and savings accounts (\$ billion) | 83.0 | 96.8 | 90.1 | - | - |
| Value of loans - excluding mortgage and revolving credit loans (\$ billion) | 13.3 | 14.0 | 13.1 | - | - |
| Value of mortgage loans - residential and commercial ⁷ (\$ billion) | 85.7 | 82.1 | 81.1 | - | - |
| Weighted average loan-to-value ratio of mortgage loans (%) | 54.0 | 56.4 | 57.9 | - | - |

1 Unless otherwise stated, all reported numbers are at Group level.

2 Data for 2018 to 2021 may not be available for newly-included metrics. Dashes denote that data are unavailable.

3 Relates to the amount attributable to equity holders of the Bank.

4 Income tax for the year ended 31 December 2019 was stated as \$813 million in the UOB Annual Report 2019, and was restated in the UOB Annual Report 2020 due to rounding.

5 Comprises data from our seven key markets in Singapore, Indonesia, Malaysia, Thailand, Vietnam and Greater China (including mainland China and Hong Kong).

6 Comprises data covering individual customers served under Group Retail. Data for 2021 and 2020 have been restated to conform with 2022's presentation.

7 Our standardised mortgage loan pricing packages are available to any customer who meets our loan eligibility requirements.



Sustainability in Numbers

| | 2022 | 2021 | 2020 | 2019 | 2018 |
|---|---------|---------|--------|--------|--------|
| Sustainable financing | | | | | |
| Total green and sustainability-linked loans as at 31 December (\$ billion) | 25.0 | 16.8 | 11.3 | 6.6 | - |
| Green and sustainability-linked loans extended during the year (\$ billion) | 8.2 | 5.5 | 4.7 | 1.0 | - |
| Renewable energy generated by projects financed (GWh) ⁸ | 555.6 | 279.5 | 157.4 | - | - |
| Greenhouse gas (GHG) emissions avoided through financing of renewable energy (thousand tCO ₂ e) ⁹ | 359.0 | 142.0 | 77.3 | - | - |
| Sustainable investing (\$ million) | | | | | |
| UOB Personal Financial Services¹⁰ | | | | | |
| Transaction volume in ESG-focused investment products | 663.9 | 1,020.2 | 408.0 | - | - |
| Assets under management (AUM) in ESG-focused investment products as at 31 December | 815.5 | 782.6 | 185.5 | - | - |
| UOB Asset Management | | | | | |
| AUM in ESG-focused funds as at 31 December | 8,213 | 6,701 | 781 | - | - |
| Percentage of portfolio companies engaged on ESG topics (%) | 19.0 | 20.0 | 13.0 | 10.4 | - |
| UOB Venture Management | | | | | |
| AUM in ESG-focused and social impact funds as at 31 December ¹¹ | 1,441 | 1,296 | 1,105 | 1,043 | 953 |
| Total number of low-income individuals reached through AIIF investee companies as at 31 December (cumulative) (in millions) ¹² | 25 | 19 | 16 | 16 | 13 |
| Customer Experience | | | | | |
| Digital banking | | | | | |
| Digitally-enabled retail customers (% of individual customer base) ¹³ | 75 | 69 | 64 | - | - |
| Digitally-active retail customers (% of individual customer base) ¹⁴ | 38 | 36 | 32 | - | - |
| Customer experience and advocacy | | | | | |
| Number of customer compliments | 108,010 | 99,391 | 65,936 | 82,967 | 58,426 |
| Percentage of complaints relating to the sale of investment and insurance products (%) | 0.19 | 0.06 | 0.11 | 0.12 | 0.09 |

8 In accordance with the Global GHG Accounting and Reporting Standard for the Financial Industry, published by the Partnership for Carbon Accounting Financials (PCAF), an attribution factor or ratio is applied when calculating the amount of solar energy generated so that only UOB's share in the total financing of each project is included.

9 GHG conversion factors are sourced from the International Energy Agency (IEA).

10 Data for 2020 to 2021 were restated to reflect updates in computation methodology.

11 Figures comprise mainly the ASEAN China Investment Funds (ACIF) and the Asia Impact Investment Funds (AIIF).

12 Figures have not been prorated for the portion of UOB Venture Management's contribution, and are based on data reported by the portfolio companies. Data for 2018 and 2019 were restated to reflect updated scope.

13 Refer to customers with an online banking account.

14 Refer to customers with more than one online banking login per month.



Sustainability in Numbers

| | 2022 | 2021 | 2020 | 2019 | 2018 |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|
| Financial Inclusion | | | | | |
| Access to financial services | | | | | |
| Number of branches | 430 | 440 | 467 | 476 | 469 |
| Number of automated teller machines (ATMs) ¹⁵ | 1,672 | 1,436 | 1,572 | 1,653 | 1,669 |
| Number of contactless ATMs ¹⁶ | 562 | 548 | 508 | 509 | 382 |
| Number of ability ATMs ¹⁷ | 16 | 16 | 18 | 20 | 20 |
| Amount of non-performing loans qualified to programmes designed to promote small businesses (\$ million) ¹⁸ | 330.2 | 341.7 | 264.0 | 276.6 | - |
| Talent Development and Inclusion | | | | | |
| Employee profile^{19, 20} | | | | | |
| Total number of employees (including employees from Citigroup) | 28,659 | - | - | - | - |
| Total number of employees (excluding employees from Citigroup) | 25,644 | 24,346 | 25,466 | 26,872 | 26,153 |
| Number and percentage (%) of employees by gender | | | | | |
| Male | 9,915 (38.7%) | 9,362 (38.5%) | 9,855 (38.7%) | 10,510 (39.1%) | 10,102 (38.6%) |
| Female | 15,729 (61.3%) | 14,984 (61.5%) | 15,611 (61.3%) | 16,362 (60.9%) | 16,051 (61.4%) |
| Total | 25,644 (100%) | 24,346 (100%) | 25,466 (100%) | 26,872 (100%) | 26,153 (100%) |
| Number and percentage (%) of employees by employment type and gender | | | | | |
| Full-time male | 9,912 (38.7%) | 9,356 (38.4%) | 9,854 (38.7%) | 10,508 (39.1%) | 10,100 (38.6%) |
| Full-time female | 15,699 (61.2%) | 14,949 (61.4%) | 15,573 (61.2%) | 16,319 (60.7%) | 16,008 (61.2%) |
| Part-time male | 3 (<0.1%) | 6 (<0.1%) | 1 (<0.1%) | 2 (<0.1%) | 2 (<0.1%) |
| Part-time female | 30 (<0.1%) | 35 (<0.1%) | 38 (<0.1%) | 43 (<0.1%) | 43 (<0.1%) |

15 Includes shared network of ATMs with OCBC in Singapore.

16 Data for 2021 were restated to correct a computation error.

17 Ability ATMs are designed to provide visually-impaired customers with audio assistance.

18 Data for 2019 to 2021 were restated to reflect the change from Singapore-only data to Group-wide data.

19 Includes full-time and part-time permanent and fixed-term contract employees.

20 The acquisition of Citigroup's consumer banking businesses in Malaysia and Thailand was completed in November 2022. Figures computed for 2022 excluded relevant Citigroup data for better comparison purpose.



Sustainability in Numbers

| | 2022 | 2021 | 2020 | 2019 | 2018 |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|
| Number and percentage (%) of employees by employment contract and gender | | | | | |
| Permanent male | 9,661 (37.7%) | 9,097 (37.3%) | 9,551 (37.5%) | 10,090 (37.5%) | 9,694 (37.1%) |
| Permanent female | 15,310 (59.7%) | 14,603 (60.0%) | 15,189 (59.6%) | 15,821 (58.9%) | 15,454 (59.1%) |
| Contract male | 254 (1.0%) | 265 (1.1%) | 304 (1.2%) | 420 (1.6%) | 408 (1.5%) |
| Contract female | 419 (1.6%) | 381 (1.6%) | 422 (1.7%) | 541 (2.0%) | 597 (2.3%) |
| Number and percentage (%) of employees by employment contract and country | | | | | |
| Permanent | | | | | |
| Singapore | 9,612 (37.5%) | 8,850 (36.4%) | 9,219 (36.2%) | 9,504 (35.4%) | 9,072 (34.7%) |
| Indonesia | 3,217 (12.5%) | 3,231 (13.3%) | 3,579 (14.1%) | 3,793 (14.1%) | 3,824 (14.6%) |
| Malaysia | 5,072 (19.8%) | 4,924 (20.2%) | 5,026 (19.7%) | 5,189 (19.3%) | 5,102 (19.5) |
| Thailand | 4,731 (18.4%) | 4,552 (18.7%) | 4,745 (18.6%) | 5,055 (18.8%) | 4,954 (18.9%) |
| Vietnam | 569 (2.2%) | 438 (1.8%) | 431 (1.7%) | 470 (1.7%) | 369 (1.4%) |
| Greater China | 1,328 (5.2%) | 1,284 (5.3%) | 1,318 (5.2%) | 1,453 (5.4%) | 1,390 (5.3%) |
| Overseas branches | 442 (1.7%) | 421 (1.7%) | 422 (1.7%) | 447 (1.7%) | 437 (1.7%) |
| Contract | | | | | |
| Singapore | 444 (1.7%) | 386 (1.6%) | 440 (1.7%) | 554 (2.1%) | 573 (2.2%) |
| Indonesia | 90 (0.4%) | 84 (0.3%) | 107 (0.4%) | 151 (0.6%) | 220 (0.8%) |
| Malaysia | 64 (0.2%) | 70 (0.3%) | 59 (0.2%) | 112 (0.4%) | 76 (0.3%) |
| Thailand | 9 (<0.1%) | 12 (<0.1%) | 18 (<0.1%) | 24 (<0.1%) | 24 (<0.1%) |
| Vietnam | 13 (<0.1%) | 24 (0.1%) | 17 (<0.1%) | 5 (<0.1%) | 0 (0%) |
| Greater China | 40 (0.2%) | 57 (0.2%) | 73 (0.3%) | 111 (0.4%) | 111 (0.4%) |
| Overseas branches | 13 (<0.1%) | 13 (<0.1%) | 12 (<0.1%) | 4 (<0.1%) | 1 (<0.1%) |



Sustainability in Numbers

| | 2022 | 2021 | 2020 | 2019 | 2018 |
|--|-------|-------|-------|-------|-------|
| Number of workers who are not employees²¹ | | | | | |
| Agency contract workers | 3,269 | 1,604 | 1,456 | 1,271 | 1,245 |
| Outsourced services workers | 499 | - | - | - | - |
| Percentage of local employment (%)²² | | | | | |
| | 93.9 | 94.5 | 94.7 | 94.2 | 94.9 |
| Percentage of senior management²³ hired locally by country (%) | | | | | |
| Singapore | 91.9 | - | - | - | - |
| Indonesia | 93.5 | - | - | - | - |
| Malaysia | 91.5 | - | - | - | - |
| Thailand | 92.0 | - | - | - | - |
| Vietnam | 50.0 | - | - | - | - |
| Greater China | 73.9 | - | - | - | - |
| Overseas branches | 70.6 | - | - | - | - |
| Percentage of employees by age group and gender (%) | | | | | |
| <30 years old | | | | | |
| Male | 35.4 | 34.3 | 34.5 | 36.6 | 35.9 |
| Female | 64.6 | 65.7 | 65.5 | 63.4 | 64.1 |
| 30-50 years old | | | | | |
| Male | 39.5 | 39.5 | 39.8 | 39.9 | 39.3 |
| Female | 60.5 | 60.5 | 60.2 | 60.1 | 60.7 |
| >50 years old | | | | | |
| Male | 38.4 | 38.0 | 38.8 | 39.4 | 40.1 |
| Female | 61.6 | 62.0 | 61.2 | 60.6 | 59.9 |
| Overall average age | | | | | |
| Male | 40.1 | 40.2 | 39.0 | 38.4 | 38.4 |
| Female | 39.8 | 39.7 | 38.6 | 37.8 | 37.6 |
| Total | 39.9 | 39.9 | 38.8 | 38.0 | 37.9 |
| Percentage of employees by grade²³ and gender (%) | | | | | |
| Senior management | | | | | |
| Male | 62.8 | 63.7 | 65.1 | 64.9 | 65.3 |
| Female | 37.2 | 36.3 | 34.9 | 35.1 | 34.7 |
| Middle management | | | | | |
| Male | 48.6 | 48.3 | 48.4 | 48.6 | 48.2 |
| Female | 51.4 | 51.7 | 51.6 | 51.4 | 51.8 |

21 Data as at 31 December 2022. Agency contract workers refer to individuals who are employed by third-party employment agencies to provide services to UOB on a temporary basis, while outsourced services workers refer to those employed by third-party companies providing professional services to UOB. Data collection for agency contract workers was expanded in 2022, while data for outsourced services workers were not available for 2018 to 2021.

22 Local employees are citizens or permanent residents of the country in which they are employed.

23 Senior management refers to Managing Directors and Executive Directors; middle management refers to Senior Vice Presidents, First Vice Presidents and Vice Presidents; executives refer to Assistant Vice Presidents, Managers and Senior Officers.



Sustainability in Numbers

| | 2022 | 2021 | 2020 | 2019 | 2018 |
|---|------------------|------------------|------------------|------------------|------------------|
| Percentage of employees by grade²³ and gender (%) | | | | | |
| Executive | | | | | |
| Male | 35.4 | 35.4 | 36.1 | 37.5 | 37.3 |
| Female | 64.6 | 64.6 | 63.9 | 62.5 | 62.7 |
| Administrative | | | | | |
| Male | 27.7 | 28.3 | 28.3 | 28.8 | 28.9 |
| Female | 72.3 | 71.7 | 71.7 | 71.2 | 71.1 |
| Percentage of employees by grade and age group (%) | | | | | |
| Senior management | | | | | |
| <30 years old | 0 | 0 | 0 | 0 | - |
| 30-50 years old | 37.3 | 40.2 | 45.6 | 48.0 | - |
| >50 years old | 62.7 | 59.8 | 54.4 | 52.0 | - |
| Middle management | | | | | |
| <30 years old | 0.7 | 0.7 | 0.7 | 1.0 | - |
| 30-50 years old | 76.4 | 76.9 | 78.9 | 80.3 | - |
| >50 years old | 22.9 | 22.4 | 20.4 | 18.7 | - |
| Executive | | | | | |
| <30 years old | 23.5 | 22.1 | 24.5 | 28.7 | - |
| 30-50 years old | 64.1 | 65.5 | 64.6 | 61.7 | - |
| >50 years old | 12.5 | 12.4 | 10.9 | 9.6 | - |
| Administrative | | | | | |
| <30 years old | 25.4 | 24.5 | 28.5 | 33.5 | - |
| 30-50 years old | 61.5 | 62.2 | 59.2 | 55.5 | - |
| >50 years old | 13.1 | 13.3 | 12.3 | 11.0 | - |
| Number and percentage (%) of management employees by gender | | | | | |
| Male supervisors or managers | 2,236 (46.9%) | 2,140 (46.5%) | 2,352 (45.4%) | 2,438 (47.3%) | 2,432 (47.0%) |
| Female supervisors or managers | 2,529 (53.1%) | 2,465 (54.5%) | 2,831 (54.6%) | 2,718 (52.7%) | 2,743 (53.0%) |
| Male Management Committee members | 17 (77.3%) | 18 (81.8%) | 17 (81.0%) | 16 (80.0%) | 16 (76.2%) |
| Female Management Committee members | 5 (22.7%) | 4 (18.2%) | 4 (19.0%) | 4 (20.0%) | 5 (23.8%) |
| Number and percentage (%) of new employee hires by gender | | | | | |
| Male | 2,648 (42.4%) | 1,415 (44.4%) | 823 (45.0%) | 2,657 (43.2%) | 3,099 (42.9%) |
| Female | 3,596 (57.6%) | 1,774 (55.6%) | 1,006 (55.0%) | 3,489 (56.8%) | 4,121 (57.1%) |
| Total | 6,244 (100%) | 3,189 (100%) | 1,829 (100%) | 6,146 (100%) | 7,220 (100%) |

²³ Senior management refers to Managing Directors and Executive Directors; middle management refers to Senior Vice Presidents, First Vice Presidents and Vice Presidents; executives refer to Assistant Vice Presidents, Managers and Senior Officers.



Sustainability in Numbers

| | 2022 | 2021 | 2020 | 2019 | 2018 |
|---|------------------|------------------|----------------|------------------|------------------|
| New employee hire rate by gender (%) | | | | | |
| Male | 26.7 | 15.1 | 8.4 | 25.3 | 30.7 |
| Female | 22.9 | 11.8 | 6.4 | 21.3 | 25.7 |
| Number and percentage (%) of new employee hires by age group | | | | | |
| <30 years old | 2,661 (42.6%) | 1,528 (47.9%) | 934 (51.1%) | 3,036 (49.4%) | 3,735 (51.7%) |
| 30-50 years old | 3,367 (53.9%) | 1,567 (49.1%) | 833 (45.5%) | 2,751 (44.8%) | 3,132 (43.4%) |
| >50 years old | 216 (3.5%) | 94 (3.0%) | 62 (3.4%) | 359 (5.8%) | 353 (4.9%) |
| New employee hire rate by age group (%) | | | | | |
| <30 years old | 63.4 | 39.6 | 20.3 | 51.6 | 62.6 |
| 30-50 years old | 19.7 | 9.5 | 4.9 | 15.8 | 18.6 |
| >50 years old | 5.0 | 2.3 | 1.6 | 10.1 | 10.5 |
| Number and percentage (%) of new employee hires by country | | | | | |
| Singapore | 3,059 (49.1%) | 1,470 (46.1%) | 815 (44.6%) | 2,441 (39.7%) | 2,704 (37.4%) |
| Indonesia | 529 (8.5%) | 298 (9.3%) | 258 (14.1%) | 891 (14.5%) | 1,154 (16.0%) |
| Malaysia | 1,041 (16.5%) | 555 (17.4%) | 329 (18.0%) | 939 (15.3%) | 1,069 (14.8%) |
| Thailand | 1,007 (16.1%) | 457 (14.3%) | 225 (12.3%) | 1,277 (20.7%) | 1,601 (22.2%) |
| Vietnam | 271 (4.3%) | 168 (5.3%) | 89 (4.9%) | 225 (3.7%) | 189 (2.6%) |
| Greater China | 254 (4.1%) | 180 (5.7%) | 82 (4.4%) | 323 (5.3%) | 431 (6.0%) |
| Overseas branches | 83 (1.3%) | 61 (1.9%) | 31 (1.7%) | 50 (0.8%) | 72 (1.0%) |
| New employee hire rate by by country (%) | | | | | |
| Singapore | 30.4 | 15.9 | 8.4 | 24.3 | 28.0 |
| Indonesia | 16.0 | 9.0 | 7.0 | 22.6 | 28.5 |
| Malaysia | 20.3 | 11.1 | 6.5 | 17.7 | 20.6 |
| Thailand | 21.2 | 10.0 | 4.7 | 25.1 | 32.2 |
| Vietnam | 46.6 | 36.4 | 19.9 | 47.4 | 51.2 |
| Greater China | 18.6 | 13.4 | 5.9 | 20.7 | 28.7 |
| Overseas branches | 18.2 | 14.1 | 7.1 | 11.1 | 16.4 |



Sustainability in Numbers

| | 2022 | 2021 | 2020 | 2019 | 2018 |
|--|------------------|------------------|------------------|------------------|------------------|
| Number and percentage (%) of employee attrition by gender²⁴ | | | | | |
| Male | 1,923 (42.0%) | 1,765 (44.3%) | 1,330 (46.1%) | 1,890 (41.3%) | 2,174 (41.5%) |
| Female | 2,657 (58.0%) | 2,218 (55.7%) | 1,558 (53.9%) | 2,688 (58.7%) | 3,068 (58.5%) |
| Total | 4,580 (100%) | 3,983 (100%) | 2,888 (100%) | 4,578 (100%) | 5,242 (100%) |
| Employee attrition rate by gender (%)^{24, 25} | | | | | |
| Male | 19.9 | 19.4 | 13.9 | 18.7 | 22.4 |
| Female | 17.4 | 15.2 | 10.3 | 17.0 | 19.9 |
| Number and percentage (%) of employee attrition by age group²⁴ | | | | | |
| <30 years old | 1,457 (31.8%) | 1,293 (32.5%) | 1,059 (36.7%) | 1,841 (40.2%) | 2,126 (40.6%) |
| 30-50 years old | 2,755 (60.2%) | 2,346 (58.9%) | 1,573 (54.4%) | 2,420 (52.9%) | 2,738 (52.2%) |
| >50 years old | 368 (8.0%) | 344 (8.6%) | 256 (8.9%) | 317 (6.9%) | 378 (7.2%) |
| Employee attrition rate by age group (%)^{24, 25} | | | | | |
| <30 years old | 36.2 | 35.3 | 24.2 | 33.4 | 38.3 |
| 30-50 years old | 16.3 | 14.4 | 9.3 | 14.1 | 16.6 |
| >50 years old | 9.1 | 9.1 | 7.3 | 9.8 | 12.3 |
| Overall | 18.3 | 16.8 | 11.7 | 17.7 | 20.8 |
| Number and percentage (%) of employee attrition by country²⁴ | | | | | |
| Singapore | 2,040 (44.5%) | 1,740 (43.7%) | 1,070 (37.0%) | 1,606 (35.1%) | 1,860 (35.5%) |
| Indonesia | 507 (11.1%) | 618 (15.5%) | 458 (15.9%) | 696 (15.2%) | 757 (14.4%) |
| Malaysia | 847 (18.5%) | 618 (15.5%) | 479 (16.6%) | 733 (16.0%) | 801 (15.3%) |
| Thailand | 811 (17.7%) | 620 (15.6%) | 534 (18.5%) | 1,140 (24.9%) | 1,343 (25.6%) |
| Vietnam | 139 (3.0%) | 136 (3.4%) | 124 (4.3%) | 154 (3.4%) | 89 (1.7%) |
| Greater China | 188 (4.1%) | 204 (5.1%) | 188 (6.5%) | 190 (4.2%) | 314 (6.0%) |
| Overseas branches | 48 (1.0%) | 47 (1.2%) | 35 (1.2%) | 59 (1.3%) | 78 (1.5%) |

24 Include all voluntary and involuntary attrition among permanent employees only.

25 Data for 2018 to 2020 were restated to correct marginal errors in calculation.



Sustainability in Numbers

| | 2022 | 2021 | 2020 | 2019 | 2018 |
|--|---------|-------|-------|---------|-------|
| Employee attrition rate by country (%)²⁴ | | | | | |
| Singapore | 21.2 | 19.7 | 11.6 | 16.9 | 20.5 |
| Indonesia | 15.8 | 19.1 | 12.8 | 18.3 | 19.8 |
| Malaysia | 16.7 | 12.6 | 9.5 | 14.1 | 15.7 |
| Thailand | 17.1 | 13.6 | 11.3 | 22.6 | 27.1 |
| Vietnam | 24.4 | 31.1 | 28.8 | 32.8 | 24.1 |
| Greater China | 14.2 | 15.9 | 14.3 | 13.1 | 22.6 |
| Overseas branches | 10.9 | 11.2 | 8.3 | 13.2 | 17.8 |
| Training spend²⁶ | | | | | |
| Total investment (\$ million) | 25.9 | 23.3 | 19.6 | 31.1 | 26.0 |
| Average investment per employee (\$) | 1,011.1 | 955.4 | 771 | 1,157.8 | 992.3 |
| Average investment per trainee (\$) | 855.0 | 948.4 | 686.0 | 1,111.0 | 916.0 |
| Average training hours per employee by grade and gender | | | | | |
| Senior management | 31.8 | 26.7 | 32.0 | 35.5 | 33.4 |
| Male | 30.9 | 25.2 | 31.2 | 34.7 | 32.3 |
| Female | 33.2 | 29.2 | 33.4 | 36.9 | 35.6 |
| Middle management | 44.1 | 40.9 | 44.2 | 48.5 | 39.3 |
| Male | 43.3 | 41.4 | 43.0 | 50.3 | 39.0 |
| Female | 44.8 | 40.4 | 45.2 | 46.8 | 39.5 |
| Executive | 59.2 | 53.2 | 52.0 | 58.8 | 48.2 |
| Male | 57.6 | 55.8 | 51.2 | 64.8 | 51.5 |
| Female | 60.2 | 51.8 | 52.5 | 55.1 | 46.2 |
| Administrative | 66.0 | 62.2 | 51.8 | 44.5 | 50.2 |
| Male | 55.8 | 49.5 | 50.5 | 43.0 | 47.4 |
| Female | 69.9 | 67.3 | 51.6 | 45.1 | 51.3 |
| Overall | | | | | |
| Male | 50.9 | 48.5 | 47.4 | 55.5 | 46.3 |
| Female | 57.9 | 52.2 | 50.3 | 50.5 | 46.1 |
| Parental leave | | | | | |
| Number of employees who took maternity leave | 496 | 517 | 247 | 509 | - |
| Number of employees who took paternity leave | 201 | 183 | 172 | 206 | - |
| One-year retention rate of returning mothers (%) ²⁷ | 82.3 | 86.1 | 76.6 | 85.0 | - |
| Workplace Safety, Health and Well-being | | | | | |
| Number of recordable work-related injuries | 5 | 8 | 2 | 9 | 10 |
| Rate of recordable work-related injuries ²⁸ | 0.02 | 0.03 | 0.01 | 0.03 | 0.03 |

²⁴ Include all voluntary and involuntary attrition among permanent employees only.

²⁶ Includes total training costs as well as any subsidies or grants given.

²⁷ Percentage of employees who remained in the organisation at least one year after returning from maternity leave.

²⁸ Refers to the number of reportable injuries per 100 full-time workers and is calculated as: $(N/H) \times 200,000$, where N=number of injuries, H=total hours worked by all employees in the year.



Sustainability in Numbers

| | 2022 | 2021 | 2020 | 2019 | 2018 |
|--|----------|----------|-------|-------|-------|
| Direct Environmental Impact^{20, 29} | | | | | |
| Energy consumption³⁰ | | | | | |
| Fuel consumption from non-renewable sources (GJ) | | | | | |
| Diesel | 1,861.6 | 1,934.3 | - | - | - |
| Petrol | 39,273.9 | 37,407.6 | - | - | - |
| Natural gas | 5,263.8 | 6,276.2 | - | - | - |
| Steam | 823.9 | 1,579.4 | - | - | - |
| Fuel consumption from non-renewable sources (GWh) | 13.1 | 13.1 | - | - | - |
| Purchased grid electricity (GWh) | | | | | |
| Singapore | 63.1 | 62.9 | 65.9 | 63.6 | 64.4 |
| Indonesia | 20.6 | 21.3 | 22.8 | 24.4 | 24.4 |
| Malaysia | 21.2 | 17.8 | 18.7 | 19.3 | 19.4 |
| Thailand | 22.5 | 19.2 | 20.8 | 24.6 | 24.2 |
| Vietnam | 0.6 | 0.6 | - | - | - |
| Greater China | 5.3 | 5.9 | 5.7 | 5.8 | 6.0 |
| Overseas branches | 2.0 | 1.7 | - | - | - |
| Total | 135.3 | 129.4 | 133.9 | 137.7 | 138.4 |
| Purchased Renewable Energy Certificates (RECs) (GWh)³¹ | 133.3 | 127.7 | - | - | - |
| Energy use intensity (kWh per m² of floor space) | | | | | |
| Excluding data centres | 157.3 | 159.8 | 174.5 | 182.8 | 188.8 |
| Including data centres | 218.4 | 230.8 | 249.5 | 251.9 | 254.4 |
| Greenhouse gas (GHG) emissions (thousand tCO₂e)^{30, 32} | | | | | |
| Scope 1³³ | | | | | |
| Refrigerants | 2.5 | 1.1 | - | - | - |
| Fuel combustion | 0.3 | 0.4 | - | - | - |
| Owned/leased vehicles | 2.9 | 2.8 | - | - | - |
| Total | 5.8 | 4.3 | - | - | - |

20 The acquisition of Citigroup's consumer banking businesses in Malaysia and Thailand was completed in November 2022. Figures computed for 2022 excluded relevant Citigroup data for better comparison purpose.

29 Data for 2018 to 2020 were restated due to the refinement of our data collection methodologies and for consistency of application across the Group.

30 Comprises data from our operations in Singapore, Indonesia, Malaysia, Thailand, Vietnam, Greater China (including mainland China and Hong Kong) as well as overseas branches, unless otherwise stated. Data for Vietnam and overseas branches were included from 2021 onwards. Data collection for fuel consumption and Scope 1 GHG emissions across the Group started in 2021.

31 RECs were redeemed for our key markets (Singapore, Indonesia, Malaysia, Thailand, Vietnam and Greater China).

32 Emissions factors are converted to CO₂ equivalent, which includes CO₂, CH₄ and N₂O factors, using the UK Department for Business, Energy & Industrial Strategy (DEFRA) - 2022 v1.1 (AR4 Applied) for fugitive gas and stationary fuels emissions, and the IEA 2022 v1.1 (AR4 Applied) for grid electricity generated emissions.

33 Scope 1 emissions include direct carbon emissions from vehicle fleet diesel and petrol consumption, natural gas and steam from our overseas branches, backup diesel generators, and fugitive gas emissions from refrigerants including R-22, R-32, R-134, R410a and R407c.



Sustainability in Numbers

| | 2022 | 2021 | 2020 | 2019 | 2018 |
|---|-------|-------|-------|-------|-------|
| Scope 2 location-based | | | | | |
| Singapore | 24.2 | 24.3 | 25.5 | 24.6 | 24.9 |
| Indonesia | 15.9 | 16.3 | 17.4 | 18.7 | 18.7 |
| Malaysia | 13.8 | 11.8 | 12.4 | 12.8 | 12.9 |
| Thailand | 10.6 | 8.9 | 9.7 | 11.4 | 11.3 |
| Vietnam | 0.4 | 0.4 | - | - | - |
| Greater China | 3.3 | 3.8 | 3.7 | 3.7 | 3.9 |
| Overseas branches | 1.1 | 1.0 | - | - | - |
| Total | 69.3 | 66.6 | 68.8 | 71.3 | 71.7 |
| Scope 2 market-based³⁴ | | | | | |
| Total | 1.1 | 1.0 | 68.8 | 71.3 | 71.7 |
| Scope 3³⁵ | | | | | |
| Air travel ³⁶ | 4.0 | 0.6 | 1.5 | 11.6 | 10.3 |
| Total Scope 1, Scope 2 market-based and Scope 3 | | | | | |
| Carbon offsets retired | 10.9 | 6.0 | - | - | - |
| GHG emissions intensity (kg CO₂e per m² of floor space)³⁰ | | | | | |
| Scope 2 location-based excluding data centres | 84.3 | 86.8 | 94.0 | 99.1 | 102.0 |
| Scope 2 location-based including data centres | 112.1 | 119.1 | 128.2 | 130.4 | 131.7 |
| Scope 1 and 2 location-based including data centres | 121.1 | 126.7 | 131.0 | 151.7 | 150.7 |
| Waste (tonnes)³⁷ | | | | | |
| Total | 2,585 | 2,153 | 1,540 | 2,115 | 1,754 |
| Recycled | | | | | |
| Plastics and other waste ³⁸ | 40 | 66 | 3 | 3 | 15 |
| Electronic equipment ³⁹ | 66 | 46 | 43 | 6 | 14 |
| Paper and cardboard | 733 | 556 | 573 | 527 | 580 |
| Total | 839 | 668 | 618 | 537 | 609 |

30 Comprises data from our operations in Singapore, Indonesia, Malaysia, Thailand, Vietnam, Greater China (including mainland China and Hong Kong) as well as overseas branches, unless otherwise stated. Data for Vietnam and overseas branches were included from 2021 onwards. Data collection for fuel consumption and Scope 1 GHG emissions across the Group started in 2021.

34 Residual emissions not offset by RECs, primarily arising from overseas branches' Scope 2 GHG emissions.

35 The method used takes into account the impact of radiative forcing, as well as well-to-tank emissions resulting from the production and transportation of fuels.

36 Includes domestic and international air travel in our key markets (Singapore, Indonesia, Malaysia, Thailand, Vietnam and Greater China) and South Korea. Data for Vietnam and South Korea were included from 2021 and 2022 respectively. Data for other overseas branches were excluded as they are assessed to be immaterial. The data is computed using the distance-based method, in accordance to the ticket class, using data from the UK Department for Environment, Food & Rural Affairs (DEFRA) - 2022.

37 Comprises data from our operations in Singapore, Indonesia, Malaysia, Thailand, Vietnam and Greater China (including mainland China and Hong Kong). Data for branches and offices in our key markets were included from 2021 onwards. Data for overseas branches were excluded as they were assessed to be immaterial.

38 Data for other waste include diverted wet waste from our operations in mainland China since 2021.

39 Data for 2022 comprise our key markets (Singapore, Indonesia, Malaysia, Thailand, Vietnam, Greater China (including mainland China and Hong Kong), while data for 2021 comprise Singapore, Malaysia and mainland China. Data for 2018 to 2020 comprise only Singapore.



Sustainability in Numbers

| | 2022 | 2021 | 2020 | 2019 | 2018 |
|--|-------|-------|-------|-------|-------|
| Disposed | | | | | |
| Landfilled | 878 | 733 | 311 | 320 | 259 |
| Waste-to-energy incineration | 868 | 751 | 611 | 1,258 | 886 |
| Total | 1,746 | 1,484 | 922 | 1,578 | 1,145 |
| Overall waste disposal intensity (kg of disposed waste per m ² of floor space) | 2.8 | 2.7 | 3.6 | 6.1 | 4.4 |
| Water consumption (thousand m³)⁴⁰ | | | | | |
| Total | 497.6 | 404.6 | 467.4 | 567.3 | 528.4 |
| Overall water consumption intensity (m ³ of water per m ² of floor space) | 0.8 | 0.7 | 0.9 | 1.0 | 1.0 |
| Third-party water withdrawal | | | | | |
| Singapore | 179.4 | 141.1 | 173.2 | 224.4 | 219.2 |
| Indonesia | | | | | |
| Non-water-stressed region | 13.3 | 80.6 | 96.0 | 112.2 | 89.4 |
| Water-stressed region | 71.5 | - | - | - | - |
| Malaysia | 97.0 | 68.5 | 65.0 | 81.8 | 75.9 |
| Thailand | | | | | |
| Non-water-stressed region | 3.9 | 93.5 | 113.9 | 129.6 | 123.1 |
| Water-stressed region | 85.3 | - | - | - | - |
| Vietnam | 4.0 | 2.8 | - | - | - |
| Greater China | 15.2 | 18.1 | 19.3 | 19.3 | 20.8 |
| Overseas branches | 14.9 | - | - | - | - |
| Total | 484.4 | 404.6 | 467.4 | 567.3 | 528.4 |
| Groundwater withdrawal | | | | | |
| Indonesia | | | | | |
| Non-water-stressed region | 0.3 | - | - | - | - |
| Water-stressed region | 12.8 | - | - | - | - |
| Thailand | | | | | |
| Non-water-stressed region | - | - | - | - | - |
| Water-stressed region | - | - | - | - | - |
| Total | 13.2 | - | - | - | - |

40 Comprises data from our operations in Singapore, Indonesia, Malaysia, Thailand, Vietnam, Greater China (including mainland China and Hong Kong) as well as overseas branches. Data for Vietnam and overseas branches were included from 2021 and 2022 respectively. Data for 2022 include a breakdown of municipal water and well water withdrawal amounts, in both water-stressed and non-water-stressed areas. Only Indonesia and Thailand were identified with areas with water stress. Water stress was assessed using World Resources Institute's Aqueduct Water Risk Atlas tool, which defines 'stress' as more than 40 per cent at risk. We have only identified our operational assets located within Indonesia's Java province (water-stressed region) that are still withdrawing water from well sources.



Sustainability in Numbers

| | 2022 | 2021 | 2020 | 2019 | 2018 |
|--|-------|-------|-------|-------|-------|
| Purchased paper (tonnes)⁴¹ | | | | | |
| FSC-certified or equivalent ⁴² | 520 | 570 | 619 | 755 | 586 |
| Non-FSC-certified or equivalent | 834 | 1,074 | 1,161 | 1,503 | 1,459 |
| Total | 1,354 | 1,644 | 1,779 | 2,259 | 2,045 |
| Community Stewardship | | | | | |
| Monetary contributions (\$ million) | 9.2 | 6.2 | 6.3 | 5.4 | 5.1 |
| Average volunteer hours per employee ⁴³ | 1.6 | 1.3 | 0.7 | 2.2 | 2.0 |

41 Comprises data from our operations in Singapore, Indonesia, Malaysia, Thailand, Vietnam and Greater China (including mainland China and Hong Kong). Data for Vietnam were included from 2021 onwards. Includes office paper (for printers) and non-office paper (pre-printed envelopes and letterheads) used at our offices and branches.

42 Includes FSC 100%, FSC mixed and PEFC-certified paper.

43 Volunteer hours were lower in 2021 and 2020 as a result of COVID-19-related restrictions.



Climate Scenario Analysis Methodology

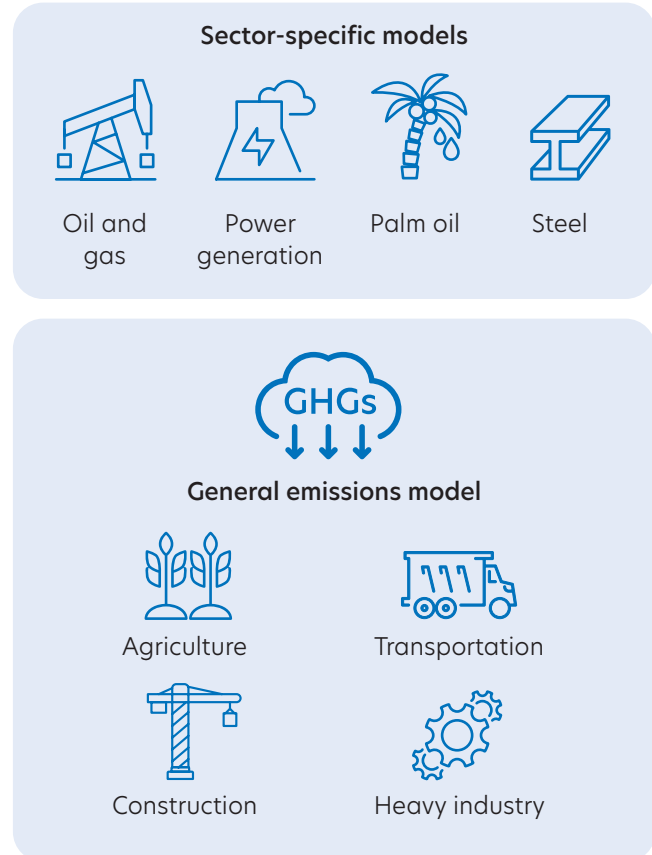
Our approach

We employ climate scenario analysis models to assess the impact of both transition and physical climate risk on our risk profile and business strategies, as well as resilience of our corporate borrowers to financial losses under a range of outcomes. These models translate the transition risk impacts of policy and legal changes, technological advancements and demand-supply shifts associated with a particular climate scenario to key financial drivers of a business. At the same time, impacts of acute physical events, such as floods, typhoons, heat waves, cold waves and forest fires, and chronic climate pattern changes, such as sea level rise and land subsidence, are converted into additional business costs and expenses. We used this bottom-up approach, which enables us to holistically assess climate risk impacts at the individual borrower level, to conduct the climate stress test as part of the Monetary Authority of Singapore's 2022 Industry-wide Stress Test exercise.

We have developed four sector-specific models and one general emissions model. The sector-specific models are designed to incorporate more differentiated dynamics across real economy sectors. For example, power is typically produced and distributed in national or regional-level markets, thus subject to more localised dynamics. Its price and production volume tend to be more controlled in fully-regulated markets, such as Malaysia and Indonesia, while sensitive to competitive forces in unregulated markets, such as Singapore.

In addition to requisite data on borrowers' financials, carbon emissions (Scopes 1, 2 and 3), carbon prices and asset locations, sector-specific models therefore require further data inputs such as fuel mix, generation volume, electricity price and market electricity capacity in the case of companies in the power generation sector.

Climate stress test models used in various sectors

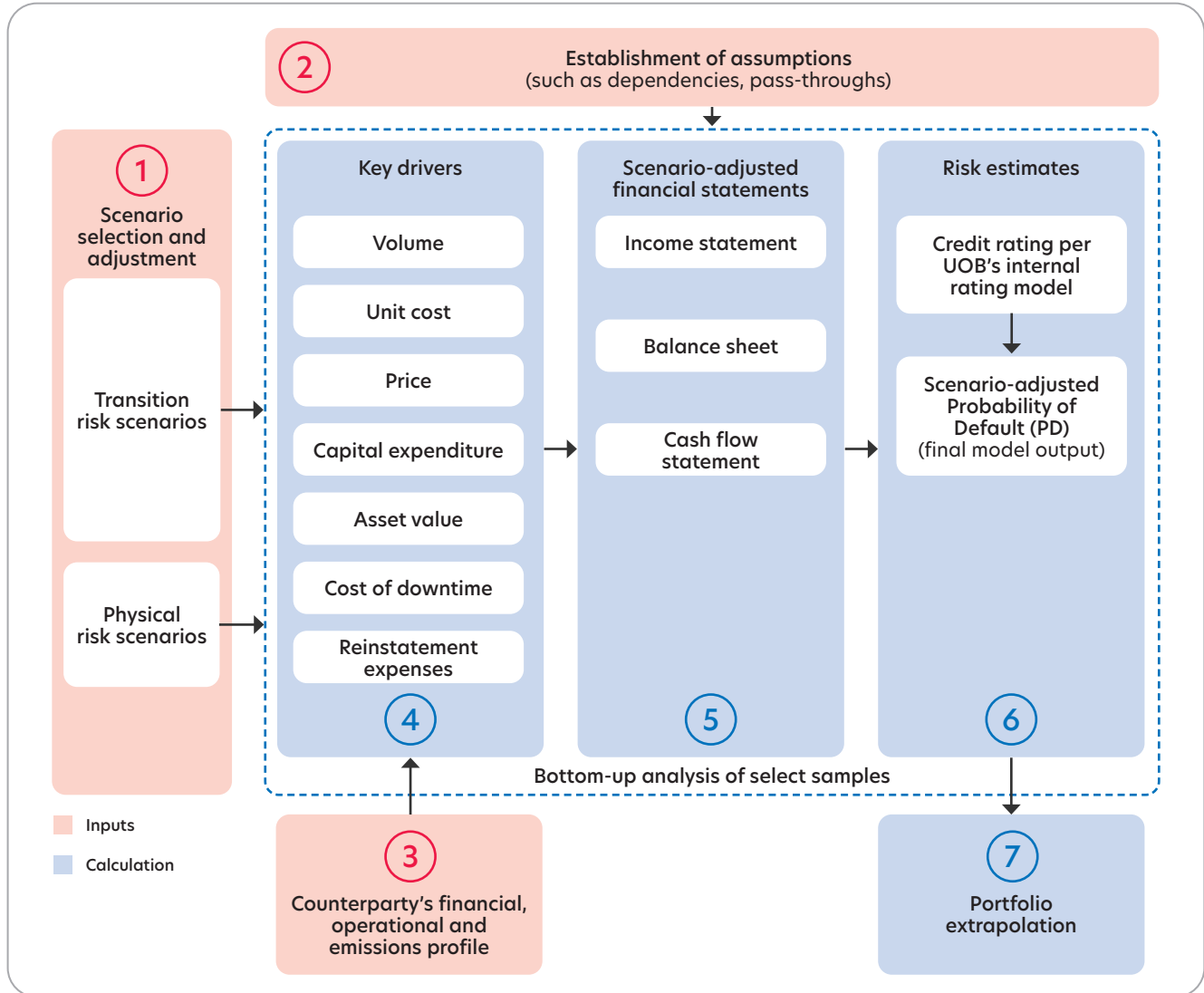


The general emissions and sector-specific models share a common underlying assessment methodology. In these models, the abovementioned data sets are used to project the climate risk impact on borrowers' financials under various climate scenarios via key financial drivers. The financial impact would then be translated into changes in the borrowers' credit rating over the forecast time horizon up to 2050. Due to data challenges, this bottom-up modelling is performed for a representative sample of borrowers from each industry segment and the insights derived from the analysis are then extrapolated to the rest of the borrowers in the sector.



Climate Scenario Analysis Methodology

Climate scenario assessment methodology



Step 1: Selection of climate scenarios and corresponding scenario variables

Climate scenarios are typically constructed using scientific data and methodologies by reputable international organisations, such as the Network for Greening the Financial System (NGFS), the International Energy Agency (IEA) and the Intergovernmental Panel on Climate Change (IPCC), that facilitate better comparability and consistency across industries.

Each climate scenario is a simplified representation of how the global economy would evolve under a set of climatic conditions, economic and climate policy assumptions.

A transition risk scenario provides the range of information and parameters needed to assess the impact of the transition to a low carbon economy, such as the trajectory of gross domestic product (GDP), inflation, property prices by geography, and market dynamics such as energy demand and supply of resources. A physical risk scenario defines possible climate consequences resulting from increased greenhouse gas emissions such as the likelihood, frequency and magnitude of climate events and patterns.



Climate Scenario Analysis Methodology

Step 2: Determination of assumptions

General and sector-specific model assumptions are determined by subject-matter experts and supported by available literature and market insights. Generally, we assume that companies will react rationally to economic and market conditions introduced by scenarios so as to minimise cost and to remain competitive and profitable. For example, companies would seek to pass through any cost increases to the extent possible depending on the price elasticity of demand of the sector it operates in. They are also assumed to distribute profits in excess of the amount required for reinvestment to their shareholders.

Step 3: Counterparty data collection

Financial, emissions and activities data of sampled companies are obtained from various sources, prioritising information directly acquired from our customers. Where direct information is not available, proxies or secondary data from credible third-party data providers serve as alternatives.

Step 4: Projection of scenario-adjusted financial drivers

Changes in the key financial drivers are projected based on the counterparty's starting position and the expected impact on its business as per the scenario. For example, the models incorporate the effects of:

- carbon tax increase on a company's cost of production due to its direct emissions and indirectly through carbon tax pass-through from their upstream supply chain, which in turn impacts the price and volume of goods sold;
- changes in consumption patterns on the volume of demand;
- investment needed to decarbonise on borrowers' balance sheet strength, which determines its ability to grow; and
- damage and disruption due to climate physical hazards on the company's revenue and operational costs.

Step 5: Development of scenario-adjusted financial statements based on key drivers

Financial statements, including balance sheet, income statement and cash flow statement, are then stressed based on changes in the key financial drivers.

Step 6: Counterparty's credit rating using UOB's internal credit rating models

Credit rating for each sampled counterparty over the forecast horizon is obtained using the stressed financial statements.

Step 7: Extrapolation of bottom-up analysis results to the wider portfolio

Due to its data-intensive nature, the bottom-up analysis is not expected to cover the entire portfolio. Instead, it is used to generate results for select samples in each sector. Insights from the bottom-up stress-testing analysis are used to identify the sector-specific risk drivers, which are then used to extrapolate the stress-testing analysis to the remaining companies in the portfolio.

Methodology limitations

While the methodology for climate scenario analysis has progressed rapidly in the last few years, it is still at a relatively nascent stage of development and the scarcity of data and modelling limitations remain key challenges. In particular:

- **Scenario design:** Our analysis was conducted based on the second phase of climate scenarios and parameters developed by NGFS, which had yet to incorporate the latest data and physical impacts. In addition, as the parameters were insufficiently granular, further assumptions were needed to better reflect localised conditions and sub-sector differentiation. In recognition of the limitations, NGFS has been proactively improving and updating its scenarios since launch and, in September 2022, published the third edition of its climate scenarios. The latest NGFS scenarios will be able to provide greater sector granularity and cover projected GDP losses from certain extreme weather events, with focus on cyclones and river floods, in addition to chronic physical risk.



Climate Scenario Analysis Methodology

- **Long-term assessment horizon:** To account for the long-term build-up of climate impacts, climate scenario analysis extends to a time horizon of 30 years, which is much longer than in traditional stress tests, as well as a typical business planning horizon. This introduces a higher degree of complexity and uncertainty from potential changes in the pace of technology advancement, geopolitical and demographic shifts and occurrence of climate tipping points. In addition, credit rating and natural catastrophe models are calibrated to forecast over the short term and not over the decades-long time horizon required for climate scenario analysis.
- **Incorporation of second-round effects:** Scenario analysis does not capture potential non-linearities and second-round effects, such as losses borne by insurance companies and costs of adaptation measures introduced to limit losses. This may therefore understate the climate exposure and vulnerabilities.
- **Data availability and quality:** Data limitations, especially for small- and medium-sized enterprises, restrict the ability to scale up the analysis to cover more customers. The resulting bias towards larger borrowers may have implications on the portfolio extrapolation. Even for some large corporates, emissions, energy and land use data required for climate stress-testing are scarce.

We expect continued focus in this area with the Financial Stability Board calling for greater cross-border cooperation on scenario design, modelling approaches, data and developing guidelines for scenario analysis. We will continue to collaborate closely with the industry and regulators to address these limitations and progressively strengthen our climate risk scenario analysis approach.





Recognition and Awards



CPA Australia, National University of Singapore Business School's Centre for Governance and Sustainability (NUS CGS), and Singapore Institute of Directors (SID) ASEAN Corporate Governance Scorecard 2022, ASEAN Asset Class Singapore, ASEAN Top 20 publicly-listed companies, Singapore Top 3 publicly-listed companies



SID and *The Business Times* Singapore Corporate Awards 2022, Gold for Best Risk Management Award for Singapore-listed Companies in Large Market Cap category



National Volunteer & Philanthropy Centre
Champion of Good 2022



Stewardship Asia Centre
Steward Leadership 25 (2022)



The Asset
Triple A ESG Corporate Awards 2022, Jade Award

Asia Asset Management

Best of the Best Country Awards 2022

- Best Investor Education and Best Institutional House in Brunei

Asian Banking & Finance

Retail Banking Awards 2022

- Silver for ESG Program of the Year

Asiamoney

Best Bank Awards 2022

- Best Bank for CSR in Indonesia

Bloomberg

2023 Bloomberg Gender-Equality Index

Building and Construction Authority

Green Mark for Healthier Workplaces Awards 2022

- One Platinum and two Gold^{PLUS} Green Mark for UOB-owned and managed offices in Singapore

Central Singapore Community Development Council

Excellence for People's Association Community Spirit Award

China Philanthropy Festival 2023

Best Social Responsibility of Brand

Coalition Greenwich

Greenwich Quality Leader in Indonesia

Greenwich Share Leader 2022 league table for Asian Large Corporate Trade Finance

- Ranked third in ASEAN (excluding Singapore) and second in Singapore

Community Chest

- Pinnacle Award
- Charity Platinum Award
- Volunteer Partner Award

CPA Australia, NUS CGS and SID

Singapore Governance and Transparency Index (SGTI) 2022

- Fourth among Singapore publicly-listed companies (General Category)

Energy Risk

Asia Awards 2022

- Environmental Products House of the Year for UOB Asset Management



Recognition and Awards

Forrester

Singapore Customer Experience Index (CX Index™) 2022

- Best Customer Experience among banking and insurance brands

Great Place to Work

Great Place to Work Certification 2022 for UOB China

Hong Kong Arts Development Council

Award for Arts Sponsorship

HR Asia Media

Best Companies to Work For In Asia 2022 (Singapore Edition)

Human Resources Online

HR Excellence Award 2022

- Silver for Diversity and Inclusion, and HR Innovation

Infocomm Media Development Authority

- Asia-Pacific Economic Cooperation Cross Border Privacy Rules certification
- Data Protection Trustmark certification

International Finance

Most Innovative Digital Bank in Indonesia, Singapore and Thailand 2022

Marketing Interactive

Excellence Awards 2022

- Silver for Excellence in Corporate Social Responsibility

National Arts Council

Distinguished Patron of the Arts Award

Retail Banker International

Excellence in Talent Management 2022

SG Enable

The Enabling Mark (Platinum) accreditation

Singapore Police Force (SPF)

- Community Partnership Awards (Individual)
- Community Partnership Awards (Organisation)
- Plaque received from the Deputy Commissioner of Police (Investigation & Intelligence) at the 8th Alliance of Public Private Cybercrime sTakeholders networking session

SPF and Singapore Civil Defence Force

National Safety and Security Watch Group Outstanding Individual Awards for UOB Plaza 1, UOB Plaza 2, UOB Alexandra Building and UOB Tampines Centre

The Asset

Triple A Private Capital Awards 2022

- Best Wealth Manager for Impact Investing in Asia and Singapore

Triple A Country Awards for Sustainable Finance 2022

- Best Bond Adviser in ASEAN

The Digital Banker

Digital CX Awards 2022

- Best Hybrid Customer Experience – Branch
- Global Retail Banking Innovation Awards 2022
- Highly Acclaimed, Best ATM Innovation Award
 - Best Robo Advisory Initiative
 - Best Digital Bank in Southeast Asia, Singapore and Thailand

The Institute of Banking and Finance Singapore (IBF)

IBF Inspire Award 2022

The Saigon Times

CSR Awards 2022

- Certificate of Recognition

World HRD Congress

Global HR Excellence Awards 2022

- Awards for Talent Management, Best Workplace Practices and Organisation with Best Employee Relations

ESG ratings

CDP
Climate Change
B
(2021: C)

S&P Global
ESG Score
58
(2021: 58)

MSCI
ESG Rating
AA
(2021: AA)

Sustainalytics
ESG Risk Rating
19.8 (Low Risk)
(2021: 19.7)



Memberships

- Advisory Panel for Cyber Youth Singapore
– Member
- Alliance of Public PrivAte Cybercrime sTakeholders
– Active member
- Anti-Money Laundering/Countering the Financing of Terrorism Industry Partnership in Singapore
– Steering Committee member
- Anti-Corruption Partnership Network
– Member
- ASEAN Bankers' Association Interoperable Data Taskforce
– Chair
- Asia Investor Group on Climate Change
– Member
(UOB Asset Management (UOBAM))
- Asia Securities Industry & Financial Markets Association – Member
- Asia Sustainable Finance Initiative
– Collaborator
- Association of Certified Fraud Examiners
– Corporate Alliance member
- Association of Investment Management Companies (Thailand)'s ESG Committee
– Secretary-general and member (UOBAM)
- Bank Negara Malaysia's Climate Change Principle-Based Taxonomy Implementation Group
– Member (UOBAM)
- Bank Negara Malaysia's Joint Committee on Climate Change
– Member (UOBAM)
- Brunei Capital Market Associations
– Member (UOBAM)
- Ceres' Valuing Water Finance Initiative
– Member (UOBAM)
- Financial Services Information Sharing and Analysis Center
– Participant
- Glasgow Financial Alliance for Net Zero
– Member
- Greennode Technical Advisory Group
– Member (UOBAM)
- Investment Management Association of Singapore
– Member (UOBAM)
- Monetary Authority of Singapore (MAS) Green Finance Industry Taskforce
 - Risk Management Workstream
– Member
 - Green and Sustainable Trade Finance Solutions Working Group
– Member
- MAS Veritas Consortium
– Founding member
- Net-Zero Banking Alliance
– Signatory
- Operating Principles for Impact Management
– Signatory (UOB Venture Management (UOBVM))
- Safety and Security Watch Group
– Member
- Principles for Responsible Investment
– Signatory (UOBAM, UOBVM and UOB Global Capital)
- SGTradex
– Founding member
- Singapore National Employers Federation
– Member
- Singapore Stewardship Principles for Responsible Investors
– Supporter (UOBAM and UOBVM)
- Task Force on Climate-related Financial Disclosures
– Supporter
- The Association of Banks in Singapore
 - Chair
 - Culture and Conduct Steering Group
– Member
 - Standing Committee on Cyber Security
– Chair
 - Standing Committee on Data Management
– Chair
 - Standing Committee on Fraud
– Member
 - Standing Committee on Tax
– Chair
- The Institute of Banking and Finance Singapore
– Member
- United Nations Global Compact
– Signatory
- World Wildlife Fund RESPOND
– Participant (UOBAM)



GRI Content Index

| | |
|--|---|
| Statement of use | United Overseas Bank Limited (UOB) has reported in accordance with the GRI Standards for the period 1 January 2022 to 31 December 2022. |
| GRI 1 used | GRI 1: Foundation 2021 |
| Applicable GRI Sector Standard(s) | Not applicable |

| GRI Standard/ Other source | Disclosure | Disclosure reference and/or response |
|---------------------------------|--|---|
| General disclosures | | |
| GRI 2: General Disclosures 2021 | 2-1 Organisational details | <ul style="list-style-type: none"> UOB Annual Report 2022: About UOB (Page 4-7, 163) |
| | 2-2 Entities included in the organisation's sustainability reporting | <ul style="list-style-type: none"> About This Report (Page 1) UOB Annual Report 2022: Notes to the Financial Statements (Page 163-165), International Network (Page 254-259) <p>UOB completed the acquisition of Citigroup's consumer banking businesses in Malaysia and Thailand in November 2022. We have included relevant information arising from the acquisition in our reporting, with the exception of data in relation to employees and our direct environmental impact.</p> |
| | 2-3 Reporting period, frequency and contact point | <ul style="list-style-type: none"> About This Report (Page 1) |
| | 2-4 Restatements of information | <ul style="list-style-type: none"> Sustainability in Numbers (Page 111-123) |
| | 2-5 External assurance | <ul style="list-style-type: none"> External Assurance (Page 154-168) |
| | 2-6 Activities, value chain and other business relationships | <ul style="list-style-type: none"> UOB Annual Report 2022: About UOB (Page 4-7) Economic Contributions (Page 24-25) Sustainable Procurement (Page 102-103) <p>There were no significant changes during the reporting period.</p> |
| | 2-7 Employees | <ul style="list-style-type: none"> Sustainability in Numbers (Page 113-119) |
| | 2-8 Workers who are not employees | <ul style="list-style-type: none"> Sustainability in Numbers (Page 115) |
| | 2-9 Governance structure and composition | <ul style="list-style-type: none"> Sustainability Governance (Page 14) UOB Annual Report 2022: Board of Directors (Page 12-16), Corporate Governance (Page 94-123) |
| | 2-10 Nomination and selection of the highest governance body | <ul style="list-style-type: none"> UOB Annual Report 2022: Corporate Governance (Page 99-104) |
| | 2-11 Chair of the highest governance body | <ul style="list-style-type: none"> UOB Annual Report 2022: Corporate Governance (Page 99) |
| | 2-12 Role of the highest governance body in overseeing the management of impacts | <ul style="list-style-type: none"> UOB Annual Report 2022: Corporate Governance (Page 95) Sustainability Strategy (Page 10) Sustainability Governance (Page 14) Material ESG Factors (Page 18) Sustainable Banking (Page 43-44) Governance and Risk Culture (Page 85-86) |



GRI Content Index

| GRI Standard/ Other source | Disclosure | Disclosure reference and/or response |
|-------------------------------|--|--|
| | 2-13 Delegation of responsibility for managing impacts | <ul style="list-style-type: none"> • UOB Annual Report 2022: Corporate Governance (Page 94-123) • Sustainability Governance (Page 14) • Sustainable Banking (Page 43-44) • Governance and Risk Culture (Page 85-86) |
| | 2-14 Role of the highest governance body in sustainability reporting | <ul style="list-style-type: none"> • Sustainability Governance (Page 14) • Material ESG Factors (Page 18) • Sustainable Banking (Page 43-44) |
| | 2-15 Conflicts of interest | <ul style="list-style-type: none"> • UOB Annual Report 2022: Corporate Governance (Page 97-99) |
| | 2-16 Communication of critical concerns | <ul style="list-style-type: none"> • UOB Annual Report 2022: Corporate Governance (Page 97-99) |
| | 2-17 Collective knowledge of the highest governance body | <ul style="list-style-type: none"> • UOB Annual Report 2022: Corporate Governance (Page 96, 104) • Sustainability Governance (Page 14-15) |
| | 2-18 Evaluation of the performance of the highest governance body | <ul style="list-style-type: none"> • UOB Annual Report 2022: Corporate Governance (Page 102-103) |
| | 2-19 Remuneration policies | <ul style="list-style-type: none"> • UOB Annual Report 2022: Corporate Governance (Page 104-111) • Sustainability Governance (Page 15) |
| | 2-20 Process to determine remuneration | <ul style="list-style-type: none"> • UOB Annual Report 2022: Corporate Governance (Page 104-111) |
| | 2-21 Annual total compensation ratio | We do not disclose this due to confidentiality constraints. |
| | 2-22 Statement on sustainable development strategy | <ul style="list-style-type: none"> • Deputy Chairman and CEO's Statement (Page 4-5) • Sustainability Strategy (Page 10) |
| | 2-23 Policy commitments | <ul style="list-style-type: none"> • Sustainable Banking (Page 26-54) • Fair Dealing (Page 56-58) • Data Privacy and Governance (Page 59-61) • Talent Development and Inclusion (Page 71-78) • Workplace, Safety Health and Well-being (Page 79-83) • Governance and Risk Culture (Page 85-88) • Regulatory Compliance (Page 89-92) • Information Security (Page 93-94) • Sustainable Procurement (Page 102-103) • UOB Annual Report 2022: Corporate Governance (Page 119) |
| | 2-24 Embedding policy commitments | |



GRI Content Index

| GRI Standard/ Other source | Disclosure | Disclosure reference and/or response |
|-------------------------------------|--|--|
| | 2-25 Processes to remediate negative impacts | <ul style="list-style-type: none"> Stakeholder Engagement (16-17) Fair Dealing (Page 56-58) |
| | 2-26 Mechanisms for seeking advice and raising concerns | <ul style="list-style-type: none"> Data Privacy and Governance (Page 59-61) Customer Experience (Page 62-64) Talent Development and Inclusion (Page 72, 76) Workplace Safety, Health and Well-being (Page 79) Governance and Risk Culture (Page 86) Regulatory Compliance (Page 89-91) |
| | 2-27 Compliance with laws and regulations | <ul style="list-style-type: none"> Fair Dealing (Page 56-58) Data Privacy and Governance (Page 59-61) Regulatory Compliance (Page 89-92) |
| | 2-28 Membership associations | <ul style="list-style-type: none"> Memberships (Page 130) |
| | 2-29 Approach to stakeholder engagement | <ul style="list-style-type: none"> UOB Annual Report 2022: Corporate Governance (Page 118) Stakeholder Engagement (Page 16-17) Material ESG Factors (Page 18) |
| | 2-30 Collective bargaining agreements | <ul style="list-style-type: none"> Talent Development and Inclusion (Page 72) |
| Material topics | | |
| GRI 3: Material Topics 2021 | 3-1 Process to determine material topics | <ul style="list-style-type: none"> Material ESG Factors (Page 18-19) |
| | 3-2 List of material topics | |
| Economic Contributions | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | <ul style="list-style-type: none"> Economic Contributions (Page 24-25) |
| GRI 201: Economic Performance 2016 | 201-1 Direct economic value generated and distributed | <ul style="list-style-type: none"> Economic Contributions (Page 24-25) Sustainability in Numbers (Page 111) |
| GRI 204: Procurement Practices 2016 | 204-1 Proportion of spending on local suppliers | <ul style="list-style-type: none"> Economic Contributions (Page 24) Sustainability in Numbers (Page 111) |
| GRI 207: Tax 2019 | 207-1 Approach to tax | <ul style="list-style-type: none"> Stakeholder Engagement (Page 16-17) Economic Contributions (Page 24-25) |
| | 207-2 Tax governance, control, and risk management | |
| | 207-3 Stakeholder engagement and management of concerns related to tax | |
| | 207-4 Country-by-country reporting | UOB submits country-by-country reporting (CbCR) to the Inland Revenue Authority of Singapore, as well as in country(ies) where there are no Multilateral Competent Authority Agreement with Singapore to exchange CbCR Reports. |



GRI Content Index

| GRI Standard/ Other source | Disclosure | Disclosure reference and/or response |
|---|--|--|
| Sustainable Banking | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | <ul style="list-style-type: none"> Sustainable Banking (Page 26-54) |
| GRI 201: Economic Performance 2016 | 201-2 Financial implications and other risks and opportunities due to climate change | |
| GRI 203: Indirect Economic Impacts 2016 | 203-1 Infrastructure investments and services supported | <ul style="list-style-type: none"> Sustainable Banking (Page 29-32) |
| | 203-2 Significant indirect economic impacts | <ul style="list-style-type: none"> Sustainable Banking (Page 26-54) |
| GRI 413: Local Communities 2016 | 413-1 Operations with local community engagement, impact assessments, and development programmes | <ul style="list-style-type: none"> Sustainability Strategy (Page 13) Sustainable Banking (Page 26-29, 35-39, 42, 45-51) Regulatory Compliance (Page 89) |
| GRI G4 Financial Services Sector Disclosures: Product Portfolio | FS6 Percentage of the portfolio for business lines by specific region, size (e.g. micro/SME/large) and by sector | <ul style="list-style-type: none"> Sustainability in Numbers (Page 111) UOB Annual Report 2022: Financial Highlights (Page 30-31) |
| | FS7 Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose | <ul style="list-style-type: none"> Sustainable Banking (Page 30-39) Sustainability in Numbers (Page 111-113) |
| | FS8 Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose | |
| GRI G4 Financial Services Sector Disclosures: Active Ownership | FS10 Percentage and number of companies held in the institution's portfolio with which the reporting organisation has interacted on environmental or social issues | <ul style="list-style-type: none"> Sustainable Banking (Page 35) Sustainability in Numbers (Page 112) |
| | FS11 Percentage of assets subject to positive and negative environmental or social screening | <ul style="list-style-type: none"> Sustainable Banking (Page 26-29, 34-36) |



GRI Content Index

| GRI Standard/ Other source | Disclosure | Disclosure reference and/or response |
|---|---|--|
| Fair Dealing | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | • Fair Dealing (Page 56-58) |
| GRI 206: Anti-competitive Behaviour 2016 | 206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices | There were no complaints in connection with anti-competitive behaviour in Singapore or other international locations in which UOB operates. UOB has also not breached any applicable anti-trust and monopoly legislation in Singapore or overseas during the reporting period. |
| GRI 417: Marketing and Labeling 2016 | 417-1 Requirements for product and service information and labeling 417-2 Incidents of non-compliance concerning product and service information and labeling 417-3 Incidents of non-compliance concerning marketing communications | • Fair Dealing (Page 56-58) |
| Data Privacy and Governance | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | • Data Privacy and Governance (Page 59-61) |
| GRI 418: Customer Privacy 2016 | 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data | • Data Privacy and Governance (Page 60) |
| Customer Experience | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | • Customer Experience (Page 62-65) |
| Financial Inclusion | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | • Financial Inclusion (Page 66-69) |
| GRI G4 Financial Services Sector Disclosures: Local Communities | FS13 Access points in low-populated or economically disadvantaged areas by type FS14 Initiatives to improve access to financial services for disadvantaged people | |



GRI Content Index

| GRI Standard/ Other source | Disclosure | Disclosure reference and/or response |
|--|--|--|
| Talent Development and Inclusion | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | <ul style="list-style-type: none"> Talent Development and Inclusion (Page 71-78) |
| GRI 202: Market Presence 2016 | 202-2 Proportion of senior management hired from the local community | <ul style="list-style-type: none"> Sustainability in Numbers (Page 115) |
| GRI 401: Employment 2016 | 401-1 New employee hires and employee turnover | <ul style="list-style-type: none"> Sustainability in Numbers (Page 116-119) |
| | 401-3 Parental leave | <ul style="list-style-type: none"> Sustainability in Numbers (Page 119) |
| GRI 404: Training and Education 2016 | 404-1 Average hours of training per year per employee | <ul style="list-style-type: none"> Sustainability in Numbers (Page 119) |
| | 404-2 Programmes for upgrading employee skills and transition assistance programmes | <ul style="list-style-type: none"> Sustainability Governance (Page 15) Sustainable Banking (Page 42) Talent Development and Inclusion (Page 75, 78) UOB Annual Report 2022: Fostering Employee Pride through Care, Growth and Trust (Page 87-89) |
| | 404-3 Percentage of employees receiving regular performance and career development reviews | <ul style="list-style-type: none"> Talent Development and Inclusion (Page 74-75) |
| GRI 405: Diversity and Equal Opportunity 2016 | 405-1 Diversity of governance bodies and employees | <ul style="list-style-type: none"> Talent Development and Inclusion (Page 71-74) Governance and Risk Culture (Page 86-87) Sustainability in Numbers (Page 113-117) |
| | | <p>As at 31 December 2022, our Board of Directors comprised 77.8 per cent men and 22.2 per cent women. All of them were above 50 years old.</p> |
| GRI 407: Freedom of Association and Collective Bargaining 2016 | 407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk | <ul style="list-style-type: none"> Talent Development and Inclusion (Page 72) |



GRI Content Index

| GRI Standard/ Other source | Disclosure | Disclosure reference and/or response |
|--|---|--|
| Workplace Safety, Health and Well-being | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | <ul style="list-style-type: none"> Workplace Safety, Health and Well-being (Page 79-83) |
| GRI 403: Occupational Health and Safety 2018 | 403-1 Occupational health and safety management system | <ul style="list-style-type: none"> Workplace Safety, Health and Well-being (Page 79-80, 82) |
| | 403-2 Hazard identification, risk assessment, and incident investigation | |
| | 403-3 Occupational health services | |
| | 403-6 Promotion of worker health | <ul style="list-style-type: none"> Workplace Safety, Health and Well-being (Page 79-82) |
| | 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | |
| Governance and Risk Culture | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | <ul style="list-style-type: none"> Governance and Risk Culture (Page 85-88) UOB Annual Report 2022: Corporate Governance (Page 94-123), Risk Management (Page 124-143) |
| Regulatory Compliance | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | <ul style="list-style-type: none"> Regulatory Compliance (Page 89-92) |
| GRI 205: Anti-corruption 2016 | 205-1 Operations assessed for risks related to corruption | |
| | 205-2 Communication and training about anti-corruption policies and procedures | |
| | 205-3 Confirmed incidents of corruption and actions taken | <ul style="list-style-type: none"> Regulatory Compliance (Page 92) |
| Information Security | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | <ul style="list-style-type: none"> Information Security (Page 93-94) |
| Direct Environmental Impact | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | <ul style="list-style-type: none"> Direct Environmental Impact (Page 95-101) |
| GRI 302: Energy 2016 | 302-1 Energy consumption within the organisation | <ul style="list-style-type: none"> Direct Environmental Impact (Page 95-98, 101) Sustainability in Numbers (Page 120) |
| | 302-3 Energy intensity | |
| | 302-4 Reduction of energy consumption | |
| GRI 303: Water and Effluents 2018 | 303-5 Water consumption | <ul style="list-style-type: none"> Direct Environmental Impact (Page 100-101) Sustainability in Numbers (Page 122) |



GRI Content Index

| GRI Standard/ Other source | Disclosure | Disclosure reference and/or response | |
|--|--|--|--|
| GRI 305: Emissions 2016 | 305-1 Direct (Scope 1) GHG emissions | <ul style="list-style-type: none"> • Direct Environmental Impact (Page 96-99, 101) • Sustainability in Numbers (Page 120-121) | |
| | 305-2 Energy indirect (Scope 2) GHG emissions | | |
| | 305-3 Other indirect (Scope 3) GHG emissions | | |
| | 305-4 GHG emissions intensity | | |
| GRI 306: Waste 2020 | 306-1 Waste generation and significant waste-related impacts | <ul style="list-style-type: none"> • Direct Environmental Impact (Page 99, 101) • Sustainability in Numbers (Page 121-122) | |
| | 306-2 Management of significant waste-related impacts | | <ul style="list-style-type: none"> • Talent Development and Inclusion (Page 78) • Direct Environmental Impact (Page 99, 101) • Sustainability in Numbers (Page 121-122) |
| | 306-3 Waste generated | <ul style="list-style-type: none"> • Direct Environmental Impact (Page 99, 101) • Sustainability in Numbers (Page 121-122) | |
| | 306-4 Waste diverted from disposal | | |
| | 306-5 Waste directed to disposal | UOB does not generate hazardous waste in our operations and as such, does not divert any from nor direct to disposal. | |
| Sustainable Procurement | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | <ul style="list-style-type: none"> • Sustainable Procurement (Page 102-103) | |
| GRI 407: Freedom of Association and Collective Bargaining 2016 | 407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk | <ul style="list-style-type: none"> • Sustainable Procurement (Page 102) | |
| Community Stewardship | | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | <ul style="list-style-type: none"> • Community Stewardship (Page 104-109) | |
| GRI 203: Indirect Economic Impacts 2016 | 203-2 Significant indirect economic impacts | | |
| GRI 413: Local Communities 2016 | 413-1 Operations with local community engagement, impact assessments, and development programmes | | |
| GRI 415: Public Policy 2016 | 415-1 Political contributions | We are politically neutral and have a longstanding policy of not making contributions to political parties or campaigns in any country in which we operate. In 2022, we did not make any contributions to or spending for political campaigns, political organisations, lobbyists or lobbying organisations. | |



Sustainability Accounting Standards Board (SASB) Index¹

| Indicator Code | Disclosure reference and/or response | |
|--|--|---|
| SASB FN-CB: Commercial Banks | | |
| Data Security | | |
| FN-CB-230a.1 | (1) Number of data breaches, (2) percentage involving personally identifiable information, (3) number of account holders affected | <ul style="list-style-type: none"> • Data Privacy and Governance (Page 60) • Information Security (Page 93) <p>There were no material issues related to data confidentiality and privacy, and information security during the reporting period.</p> |
| FN-CB-230a.2 | Description of approach to identifying and addressing data security risks | <ul style="list-style-type: none"> • Sustainability Strategy (Page 12) • Material ESG Factors (Page 20, 22) • Data Privacy and Governance (Page 59-61) • Information Security (Page 93-94) |
| Financial Inclusion & Capacity Building | | |
| FN-CB-240a.1 | Amount of loans qualified to programmes designed to promote small businesses ² | <ul style="list-style-type: none"> • Financial Inclusion (Page 67) |
| FN-CB-240a.2 | Amount of non-performing loans qualified to programmes designed to promote small businesses ² | <ul style="list-style-type: none"> • Sustainability in Numbers (Page 113) |
| FN-CB-240a.4 | Number of participants in financial literacy initiatives for unbanked, underbanked, or undeserved customers | <ul style="list-style-type: none"> • Fair Dealing (Page 58) • Financial Inclusion (Page 68) • Community Stewardship (Page 107) |
| Incorporation of Environmental, Social, and Governance Factors in Credit Analysis | | |
| FN-CB-410a.1 | Commercial and industrial credit exposure, by industry | <ul style="list-style-type: none"> • UOB Annual Report 2022: Notes to the Financial Statements (Page 237-238) |
| FN-CB-410a.2 | Description of approach to incorporation of ESG factors in credit analysis | <ul style="list-style-type: none"> • Sustainable Banking (page 26-29) |
| Business Ethics | | |
| FN-CB-510a.1 | Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, anti-trust, anti-competitive behaviour, market manipulation, malpractice, or other related financial industry laws or regulations | <ul style="list-style-type: none"> • Regulatory Compliance (Page 92) • GRI Content Index (Page 135) <p>There were:</p> <ul style="list-style-type: none"> • no reported cases of significant non-compliance with relevant anti-bribery/corruption laws; • no confirmed cases of bribery/corruption; • no complaints in connection with anti-competitive behaviour; • no breaches of any applicable anti-trust and monopoly legislation; and • no material losses as a result of associated legal proceeds during the reporting period. |

¹ Certain SASB Standards metrics are specific to United States regulations. These were assessed for relevance to UOB's business and activities. In this report, we omit metrics that are not directly applicable to the local context. However, we will review the latest SASB Standards and reconsider the scope of our reporting on an annual basis.

² Metric has been adjusted for relevance to UOB's business context.



Sustainability Accounting Standards Board (SASB) Index

| Indicator Code | | Disclosure reference and/or response |
|-------------------------------------|---|---|
| FN-CB-510a.2 | Description of whistle-blower policies and procedures | <ul style="list-style-type: none"> • UOB Annual Report 2022: Corporate Governance (Page 119) • Governance and Risk Culture (Page 86) • Regulatory Compliance (Page 89) |
| Systemic Risk Management | | |
| FN-CB-550a.1 | Global Systemically Important Bank (G-SIB) score, by category | <ul style="list-style-type: none"> • UOB Annual Report 2022: Capital Management (Page 144-145) |
| FN-CB-550a.2 | Description of approach to incorporation of results of mandatory and voluntary stress tests into capital adequacy planning, long-term corporate strategy, and other business activities | <ul style="list-style-type: none"> • UOB Annual Report 2022: Risk Management and Capital Management (Page 124-144) |
| Activity Metrics | | |
| FN-CB-000.A | Value of checking and savings personal accounts ² | <ul style="list-style-type: none"> • Sustainability in Numbers (Page 111) |
| FN-CB-000.B | Value of retail loans, excluding mortgage and revolving credit loans ² | |
| SASB FN-MF: Mortgage Finance | | |
| Lending Practices | | |
| FN-MF-270a.3 | Total amount of monetary losses as a result of legal proceedings associated with communications to customers ² | <ul style="list-style-type: none"> • Fair Dealing (Page 57) <p>There was no material fine, penalty or sanction imposed on UOB for such non-compliance during the reporting period.</p> |
| Discriminatory Lending | | |
| FN-MF-270b.1 | Weighted average Loan-to-Value (LTV) ratio of mortgages issued ² | <ul style="list-style-type: none"> • Sustainability in Numbers (Page 111) |
| FN-MF-270b.2 | Total amount of monetary losses as a result of legal proceedings associated with discriminatory mortgage lending | Our standardised mortgage loan pricing packages are available to any customer who meets our loan eligibility requirements. |
| FN-MF-270b.3 | Description of policies and procedures for ensuring non-discriminatory mortgage origination | |
| Activity Metrics | | |
| FN-MF-000.B | Value of mortgage loans – residential and commercial ² | <ul style="list-style-type: none"> • Sustainability in Numbers (Page 111) |

2 Metric has been adjusted for relevance to UOB's business context.



Sustainability Accounting Standards Board (SASB) Index

| Indicator Code | Disclosure reference and/or response | |
|-------------------------------------|---|---|
| SASB FN-CF: Consumer Finance | | |
| Customer Privacy | | |
| FN-CF-220a.2 | Total amount of monetary losses as a result of legal proceedings associated with customer privacy | <ul style="list-style-type: none"> • Data Privacy and Governance (Page 60) • Information Security (Page 93) <p>There were no material issues related to data confidentiality and privacy, and information security during the reporting period.</p> |
| Data Security | | |
| FN-CF-230a.1 | (1) Number of data breaches, (2) percentage involving personally identifiable information, (3) number of account holders affected | <ul style="list-style-type: none"> • Data Privacy and Governance (Page 60) • Information Security (Page 93) <p>There were no material issues related to data confidentiality and privacy, and information security during the reporting period.</p> |
| FN-CF-230a.2 | Card-related fraud losses from (1) card-not-present fraud and (2) card-present and other fraud | <ul style="list-style-type: none"> • Regulatory Compliance (Page 92) <p>There were no material losses as a result of card-related fraud during the reporting period.</p> |
| FN-CF-230a.3 | Description of approach to identifying and addressing data security risks | <ul style="list-style-type: none"> • Sustainability Strategy (Page 12) • Material ESG Factors (Page 20, 22) • Data Privacy and Governance (Page 59-61) • Information Security (Page 93-94) |
| Selling Practices | | |
| FN-CF-270a.5 | Total amount of monetary losses as a result of legal proceedings associated with selling and servicing of products | <ul style="list-style-type: none"> • Fair Dealing (Page 57) <p>There was no material fine, penalty or sanction imposed on UOB for such non-compliance during the reporting period.</p> |



Task Force on Climate-related Financial Disclosures (TCFD) Index

| TCFD recommendations | Disclosure reference (page) |
|--|-----------------------------|
| Governance | |
| a. Describe the board's oversight of climate-related risks and opportunities. | 14-15, 43 |
| b. Describe management's role in assessing and managing climate-related risks and opportunities. | 14-15, 43-44 |
| Strategy | |
| a. Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term. | 44-49 |
| b. Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning. | 6-8, 44-49, 96-98 |
| c. Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario. | 47-48 |
| Risk Management | |
| a. Describe the organisation's processes for identifying and assessing climate-related risks. | 26-28, 39, 50-51, 124-127 |
| b. Describe the organisation's processes for managing climate-related risks. | 39, 50-51 |
| c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management. | 50-51 |
| Metrics and Targets | |
| a. Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process. | 6-8, 52-53, 96-99 |
| b. Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 GHG emissions, and the related risks. | 6, 99, 120-121 |
| c. Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets. | 6-8, 52-53, 96-99 |



United Nations Sustainable Development Goals (UN SDGs) Index

| Global Goals | Global Targets toward which we can align our efforts | Material ESG factor |
|-------------------------------------|---|--|
| 1 No Poverty | 1.1 Eradicate extreme poverty for all people everywhere | • Sustainable Banking |
| | 1.2 Reduce the proportion of men, women and children living in poverty | • Community Stewardship |
| | 1.4 Ensure equal rights to economic resources, basic services, natural resources, appropriate new technology and financial services, including microfinance | • Sustainable Banking • Financial Inclusion • Community Stewardship |
| | 1.a Ensure significant mobilisation of resources to provide adequate and predictable means for programmes and policies to end poverty in all its dimensions | • Sustainable Banking • Financial Inclusion |
| | 2 Zero Hunger | 2.1 Ensure access by people, in particular the poor and people in vulnerable situations, to safe, nutritious and sufficient food |
| | 2.3 Double agricultural productivity and incomes of small-scale food producers through knowledge and financial services | • Financial Inclusion |
| | 2.4 Ensure sustainable food production systems and implement resilient agricultural practices | • Sustainable Banking |
| | 2.a Increase investment in rural infrastructure, agricultural research and extension services, technology development and plant and livestock gene banks in order to enhance agricultural productive capacity in developing countries | • Financial Inclusion |
| 3 Good Health and Well-being | 3.4 Reduce premature mortality from non-communicable diseases through prevention and treatment and to promote mental health and well-being | • Workplace Safety, Health and Well-being • Community Stewardship |
| | 3.8 Achieve health coverage and access to quality essential healthcare services and access to safe, effective, quality and affordable essential medicines and vaccines for all | • Financial Inclusion • Workplace Safety, Health and Well-being |
| | 3.b Support the research and development of vaccines and medicines for the communicable and non-communicable diseases | • Financial Inclusion |
| | 3.c Increase health financing and the recruitment, development, training and retention of the health workforce in developing countries | • Sustainable Banking |



United Nations Sustainable Development Goals (UN SDGs) Index

| Global Goals | Global Targets toward which we can align our efforts | Material ESG factor |
|--|--|---|
| 4 Quality Education | 4.1 Ensure, equitable and quality primary and secondary education | <ul style="list-style-type: none"> • Sustainable Banking |
| | 4.3 Ensure equal access to affordable and quality technical, vocational and tertiary education | <ul style="list-style-type: none"> • Sustainable Banking |
| | 4.4 Increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship | <ul style="list-style-type: none"> • Sustainable Banking • Talent Development and Inclusion • Workplace Safety, Health and Well-being • Community Stewardship |
| | 4.5 Eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities and children in vulnerable situations | <ul style="list-style-type: none"> • Talent Development and Inclusion • Community Stewardship |
| | 4.6 Ensure more youth and adults achieve literacy and numeracy | <ul style="list-style-type: none"> • Sustainable Banking • Community Stewardship |
| | 4.7 Ensure learners acquire knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development | <ul style="list-style-type: none"> • Talent Development and Inclusion • Community Stewardship |
| | 5 Gender Equality | 5.1 End all forms of discrimination against all women and girls everywhere |
| 5.4 Recognise and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies, and promote shared responsibility within the household and the family as nationally appropriate | | <ul style="list-style-type: none"> • Talent Development and Inclusion |
| 5.5 Ensure full and effective participation and equal opportunities for women at all levels of decision-making in political, economic and public life | | <ul style="list-style-type: none"> • Sustainable Banking • Financial Inclusion • Talent Development and Inclusion • Governance and Risk Culture |
| 6 Clean Water and Sanitation | 6.3 Improve water quality by reducing pollution, halving the proportion of untreated wastewater and increasing recycling and safe reuse globally | <ul style="list-style-type: none"> • Sustainable Banking |
| | 6.4 Increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water | <ul style="list-style-type: none"> • Direct Environmental Impact |
| | 6.5 Implement integrated water resources management at all levels | <ul style="list-style-type: none"> • Direct Environmental Impact |



United Nations Sustainable Development Goals (UN SDGs) Index

| Global Goals | Global Targets toward which we can align our efforts | Material ESG factor |
|--|--|---|
| | 6.a Expand international cooperation and capacity-building support to developing countries in water- and sanitation-related activities and programmes, including water harvesting, desalination, water efficiency, wastewater treatment, recycling and reuse technologies | <ul style="list-style-type: none"> • Sustainable Banking |
| 7 Affordable and Clean Energy | 7.2 Increase share of renewable energy in the global energy mix | <ul style="list-style-type: none"> • Sustainable Banking • Direct Environmental Impact |
| | 7.3 Double global rate of improvement in energy efficiency to double | <ul style="list-style-type: none"> • Sustainable Banking • Direct Environmental Impact |
| | 7.a Enhance international cooperation to facilitate access to clean energy research and technology and promote investment in energy infrastructure and clean energy technology | <ul style="list-style-type: none"> • Sustainable Banking • Direct Environmental Impact |
| | 7.b Expand infrastructure and upgrade technology in order to supply modern and sustainable energy services for all in developing countries | <ul style="list-style-type: none"> • Sustainable Banking |
| 8 Decent Work and Economic Growth | 8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors | <ul style="list-style-type: none"> • Sustainable Banking • Workplace Safety Health and Well-being • Information Security |
| | 8.3 Promote development-oriented policies to support productive activities, decent job creation, entrepreneurship, creativity and innovation, and to encourage the formalisation and growth of micro-, small- and medium-sized enterprises, including through access to financial services | <ul style="list-style-type: none"> • Economic Contributions • Financial Inclusion • Talent Development and Inclusion |
| | 8.4 Improve global resource efficiency in consumption and production, and decouple economic growth from environmental degradation upgrading and innovation | <ul style="list-style-type: none"> • Sustainable Banking • Direct Environmental Impact • Sustainable Procurement |
| | 8.5 Achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value | <ul style="list-style-type: none"> • Economic Contributions • Sustainable Banking • Financial Inclusion • Talent Development and Inclusion • Workplace Safety, Health and Well-being |
| | 8.6 Reduce the proportion of youth not in employment, education or training | <ul style="list-style-type: none"> • Community Stewardship |
| | 8.7 Eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour | <ul style="list-style-type: none"> • Sustainable Banking • Sustainable Procurement |



United Nations Sustainable Development Goals (UN SDGs) Index

| Global Goals | Global Targets toward which we can align our efforts | Material ESG factor |
|--|---|--|
| | 8.8 Protect labour rights and promote safe and secure working environments for all workers | <ul style="list-style-type: none"> • Sustainable Banking • Talent Development and Inclusion • Workplace Safety, Health and Well-being • Sustainable Procurement |
| | 8.10 Strengthen capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all | <ul style="list-style-type: none"> • Economic Contributions • Sustainable Banking • Fair Dealing • Financial Inclusion |
| 9 Industry, Innovation and Infrastructure | 9.1 Develop quality, reliable, sustainable and resilient infrastructure to support economic development and human well-being | <ul style="list-style-type: none"> • Sustainable Banking • Data Privacy and Governance • Customer Experience • Workplace Safety, Health and Well-being • Direct Environmental Impact • Community Stewardship |
| | 9.2 Promote inclusive and sustainable industrialisation | <ul style="list-style-type: none"> • Sustainable Banking |
| | 9.3 Increase access to small-scale industrial and other enterprises to financial services, including affordable credit, and their integration into value chains and markets | <ul style="list-style-type: none"> • Sustainable Banking • Financial Inclusion |
| | 9.4 Upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally-sound technologies and industrial processes | <ul style="list-style-type: none"> • Sustainable Banking • Direct Environmental Impact |
| | 9.a Facilitate sustainable and resilient infrastructure development through enhanced financial, technological and technical support | <ul style="list-style-type: none"> • Sustainable Banking |
| 10 Reduced Inequalities | 10.2 Empower and promote social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status | <ul style="list-style-type: none"> • Sustainable Banking • Financial Inclusion • Talent Development and Inclusion |
| | 10.3 Ensure equal opportunity and reduce inequalities of outcome | <ul style="list-style-type: none"> • Talent Development and Inclusion |
| | 10.4 Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality | <ul style="list-style-type: none"> • Talent Development and Inclusion |
| | 10.5 Improve the regulation and monitoring of global financial markets and institutions and strengthen the implementation of such regulations | <ul style="list-style-type: none"> • Governance and Risk Culture • Regulatory Compliance |
| | 10.b Encourage official development assistance and financial flows, including foreign direct investment, to where the need is greatest | <ul style="list-style-type: none"> • Sustainable Banking |



United Nations Sustainable Development Goals (UN SDGs) Index

| Global Goals | Global Targets toward which we can align our efforts | Material ESG factor |
|--|--|--|
| 11 Sustainable Cities and Communities | 11.2 Provide access to safe, affordable, accessible and sustainable transport systems for all | • Sustainable Banking |
| | 11.3 Enhance inclusive and sustainable urbanisation and capacity for participatory, integrated and sustainable human settlement planning and management | • Sustainable Banking |
| | 11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage | • Sustainable Banking • Community Stewardship |
| | 11.6 Reduce adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management | • Sustainable Banking • Financial Inclusion • Direct Environmental Impact |
| 12 Responsible Consumption and Production | 12.2 Achieve sustainable management and efficient use of natural resources | • Direct Environmental Impact |
| | 12.5 Reduce waste generation through prevention, reduction, recycling and reuse | • Sustainable Banking • Community Stewardship |
| | 12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices | • Sustainable Banking • Sustainable Procurement |
| | 12.7 Promote sustainable procurement practices in accordance with national policies and priorities | • Sustainable Procurement |
| | 12.8 Ensure that people have the relevant information and awareness for sustainable development and lifestyles in harmony with nature | • Sustainable Banking • Talent Development and Inclusion • Community Stewardship |
| 13 Climate Action | 13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries | • Sustainable Banking |
| | 13.2 Integrate climate change measures into policies, strategies and planning | • Sustainable Banking |
| | 13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning | • Sustainable Banking • Direct Environmental Impact • Community Stewardship |
| 14 Life Below Water | 14.1 Prevent and reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution | • Sustainable Banking |
| 15 Life on Land | 15.a Increase financial resources to conserve and sustainably use biodiversity and ecosystems | • Sustainable Banking |



United Nations Sustainable Development Goals (UN SDGs) Index

| Global Goals | Global Targets toward which we can align our efforts | Material ESG factor |
|--|--|--|
| 16 Peace, Justice and Strong Intuitions | 16.2 End abuse, exploitation, trafficking and all forms of violence against and torture of children | <ul style="list-style-type: none"> • Sustainable Procurement |
| | 16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all | <ul style="list-style-type: none"> • Regulatory Compliance |
| | 16.4 Reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organised crime | <ul style="list-style-type: none"> • Regulatory Compliance • Information Security |
| | 16.5 Reduction in corruption and bribery in all their forms | <ul style="list-style-type: none"> • Regulatory Compliance • Sustainable Procurement |
| | 16.6 Develop effective, accountable and transparent institutions at all levels | <ul style="list-style-type: none"> • Fair Dealing • Data Privacy and Governance • Customer Experience • Governance and Risk Culture • Regulatory Compliance • Information Security • Direct Environmental Impact • Sustainable Procurement |
| | 16.10 Ensure public access to information and protect fundamental freedoms | <ul style="list-style-type: none"> • Data Privacy and Governance • Information Security |
| 17 Partnership for the Goals | 17.1 Strengthen domestic resource mobilisation, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection | <ul style="list-style-type: none"> • Economic Contributions |
| | 17.8 Operationalise the technology bank and science, technology and innovation capacity-building mechanism and enhance the use of enabling technology | <ul style="list-style-type: none"> • Customer Experience |
| | 17.16 Enhance global partnership for sustainable development, complemented by partnerships that mobilise and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals | <ul style="list-style-type: none"> • Sustainable Banking • Data Privacy and Governance • Financial Inclusion • Talent Development and Inclusion • Workplace Safety, Health and Well-being • Regulatory Compliance • Information Security |
| | 17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships | <ul style="list-style-type: none"> • Sustainable Banking • Data Privacy and Governance • Financial Inclusion • Talent Development and Inclusion • Regulatory Compliance • Information Security • Community Stewardship |
| | | |



United Nations Global Compact (UNGC) Ten Principles

| UNGC Ten Principles | | Material ESG factor/Reference |
|------------------------|---|--|
| Human Rights | | |
| Principle 1 | Businesses should support and respect the protection of internationally-proclaimed human rights | <ul style="list-style-type: none"> • Sustainability Strategy • Sustainable Banking • Sustainable Procurement • Talent Development and Inclusion • Workplace Safety, Health and Well-being |
| Principle 2 | Make sure that they are not complicit in human rights abuses | <ul style="list-style-type: none"> • Sustainable Banking • Sustainable Procurement • Talent Development and Inclusion • Workplace Safety, Health and Well-being |
| Labour | | |
| Principle 3 | Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining | <ul style="list-style-type: none"> • Sustainability Strategy • Talent Development and Inclusion |
| Principle 4 | The elimination of all forms of forced and compulsory labour | <ul style="list-style-type: none"> • Sustainable Banking • Sustainable Procurement • Talent Development and Inclusion |
| Principle 5 | The effective abolition of child labour | <ul style="list-style-type: none"> • Sustainable Banking • Sustainable Procurement • Talent Development and Inclusion |
| Principle 6 | The elimination of discrimination in respect of employment and occupation | <ul style="list-style-type: none"> • Talent Development and Inclusion |
| Environment | | |
| Principle 7 | Businesses should support a precautionary approach to environmental challenges | <ul style="list-style-type: none"> • Sustainability Strategy • Sustainable Banking • Sustainable Procurement • Direct Environmental Impact |
| Principle 8 | Undertake initiatives to promote greater environmental responsibility | <ul style="list-style-type: none"> • Sustainable Banking • Community Stewardship |
| Principle 9 | Encourage the development and diffusion of environmentally-friendly technologies | <ul style="list-style-type: none"> • Sustainable Banking |
| Anti-Corruption | | |
| Principle 10 | Businesses should work against corruption in all its forms, including extortion and bribery | <ul style="list-style-type: none"> • Sustainability Strategy • Regulatory Compliance • Governance and Risk Culture |



Glossary

Anti-money laundering (AML)

Combating of money laundering, which refers to the process of masking financial proceeds from criminal conduct such that these proceeds appear to have originated from legitimate source(s).

Asia Sustainable Finance Initiative (ASFI)

A multi-stakeholder forum, incubated by World Wide Fund for Nature Singapore, that aims to harness and amplify the power of the finance sector to create low carbon, climate resilient economies that deliver on the United Nations Sustainable Development Goals and the Paris Agreement.

Brown sectors

High carbon-emitting sectors.

Carbon dioxide equivalent (CO₂e)

The common metric used to compare emissions from the various types of greenhouse gases. Different greenhouse gases have different potential for global warming. By converting all greenhouse gases to the common measure of tonnes of CO₂e, companies are able to be consistent in their measurement and comparison. For example, one tonne of methane would be equal to about 25 tonnes of CO₂e, because it has a global warming potential that is approximately 25 times that of one tonne of carbon dioxide.

Climate change and global warming

The increase in the average temperature of the Earth's climate system, apparent since the mid- to late-20th century. Climate change is attributed primarily to the higher amounts of greenhouse gases in the atmosphere resulting from the burning of fossil fuels, the production of industrial products, livestock farming, crop fertilisation and deforestation. The gases trap heat in the atmosphere and are expected to have a variety of effects on the planet, including sea level rise, droughts and severe weather events.

Corruption

The abuse of entrusted power for private gain.

Credit risk

The risk of loss arising from failure by a borrower or counterparty to meet its financial obligations when they are due.

Carbon Risk Real Estate Monitor (CRREM)

A research project funded by the European Union that aims to address the downside risk of climate change in the real estate sector by providing appropriate science-based carbon reduction pathways at building, portfolio and company levels and financial risk assessment tools to manage carbon mitigation strategies.

Customer Satisfaction Score (CSS)

The measurement that determines how satisfied customers are with our products and services and their overall satisfaction based on recent interactions with the Bank, on a scale of zero to 10.

Financial inclusion

Programmes and initiatives that help individuals and businesses access useful, appropriate and affordable financial products and services that meet their needs (for example transactions, payments, savings, credit and insurance) and that are delivered in a responsible and sustainable way.

Forest Stewardship Council (FSC)

An international non-profit organisation that promotes responsible management of the world's forests via timber certification.

Fraud

An act with an element to deceive or conceal facts. Fraud is not restricted to monetary or material benefits.

Glasgow Financial Alliance for Net Zero (GFANZ)

A global coalition of leading financial institutions committed to accelerating the decarbonisation of the economy.

Global Reporting Initiative (GRI) Standards

A set of internationally-recognised standards that help businesses, governments and other organisations communicate and report their risks and impacts for environmental, social and economic topics.

Global warming potential

A measure of the amount of heat a greenhouse gas is able to trap in the atmosphere relative to carbon dioxide gas.

Green bonds

Debt instruments with proceeds specifically earmarked for climate and environmental projects.



Glossary

Green Finance Industry Taskforce (GFIT)

A taskforce convened by the Monetary Authority of Singapore to establish and propose the taxonomy for Singapore-based financial institutions by identifying activities that can be considered green or transitioning towards green.

Green loans

Any type of loan instrument made exclusively to finance or to re-finance, in whole or in part, new and/or existing green projects, in alignment with the Loan Market Association/Asia Pacific Loan Market Association (LMA/APLMA) Green Loan Principles.

Green trade facilities

Any trade and/or working capital facilities made to finance or to re-finance, in whole or in part, new and/or existing green themes and activities and/or relevant industry certifications that are deemed, in alignment with the Loan Market Association/Asia Pacific Loan Market Association (LMA/APLMA) Sustainability-linked Loan Principles.

Greenhouse gas emissions

Gaseous pollutants that absorb infrared radiation and trap heat in the atmosphere. The primary greenhouse gases are carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons and sulphur hexafluoride.

Greenhouse Gas Protocol (GHG Protocol)

An international standard created by the World Resources Institute and the World Business Council for Sustainable Development to categorise greenhouse gases into Scope 1, 2 and 3 emissions based on the source.

Hard-to-abate sectors

Carbon-intensive sectors that face immense challenges in decarbonisation due to a lack of technologies or high costs.

Impact investing

The deployment of capital in companies with the deliberate intention of generating positive social and/or environmental benefits alongside, and as a means of, achieving positive financial returns.

Intergovernmental Panel on Climate Change (IPCC)

The United Nations body for assessing the science related to climate change.

Islamic/Shariah banking

A system of banking that complies with Islamic law (Shariah). The underlying principles that govern Islamic banking are sustainable circulation of wealth, transparency, stability, assurance of justice and protection of wealth. In generating profit, Islamic banking transactions are based on trading activities and interest-bearing transactions are prohibited.

Liquidity risk

The risk that arises from the inability to meet financial obligations, or to fund increases in assets as they fall due.

Location-based emissions

Emissions calculated based on the average emissions intensity/factors of the grids on which the energy consumption occurs.

Market-based emissions

Emissions calculations that reflect or include emissions from electricity that the user entity has chosen to purchase, for example, contractual arrangements under which the organisation procures power from specific suppliers or any external sources, such as renewable energy.

Market risk

The risk of loss from movements in the market rates or prices (such as changes in interest rates, foreign exchange rates, equity prices, commodity prices and credit spreads) of the underlying asset. It includes interest rate risk in the banking book which is the potential loss of capital or reduction in earnings due to changes in the interest rates environment.

Material environmental, social and governance (ESG) factors

Environmental, social and governance, as well as economic, factors can impact the risk and return profile of financing and investment decisions, as well as internal operations. Such factors are considered by investors and other stakeholders in assessing and measuring the sustainability of a company and its business activities. The same factors are considered, in turn, by the company to ensure that stakeholders abide by its values and principles.



Glossary

Material supplier

A new, existing or re-contracted supplier that performs a material outsourcing activity which, if disrupted, has the potential to impact business operations significantly or the ability to manage risks effectively. Material suppliers for UOB also include those that supply goods and/or services to the Bank with an annual spend of \$5 million or more.

Materiality assessment

The methodology by which material ESG factors are identified and assessed to have an impact on business and influence on stakeholder decision-making.

Microfinancing

The provision of financial services to individuals, households and micro-enterprises that are normally excluded from conventional banking services.

Mission Possible Partnership

A network of companies, as well as their financiers, customers and suppliers, that drives industrial decarbonisation across the value chains of the resource and transport sectors.

Network for Greening the Financial System (NGFS)

A group of central banks and supervisors that exchanges experiences, shares best practices, contributes to the development of environment and climate risk management in the financial sector, and mobilises mainstream finance to support the transition toward a sustainable economy.

Net-Zero Banking Alliance (NZBA)

The flagship climate initiative under the United Nations Principles for Responsible Banking that was set up to accelerate science-based climate target setting and develop common practice.

Net Promoter Score (NPS)

A metric used to measure the likelihood of a customer recommending a company's brand, product or service to others. The NPS is an established worldwide metric used to measure customer loyalty and to predict business growth.

Operational risk

The risk of loss resulting from inadequate or failed internal processes, people and systems or from external events. Such loss may be in the form of financial loss or other damage, for example, loss of reputation and public confidence that will impact our creditability and/or ability to transact, to maintain liquidity and/or to obtain new business.

Partnership for Carbon Accounting Financials (PCAF)

A global partnership of financial institutions that works to develop and implement a harmonised approach to assess and disclose the greenhouse gas emissions associated with their loans and investments.

Physical risk

Physical risks can be acute or chronic. Acute physical risks refer to those that are event driven, including increased severity of extreme weather events, such as cyclones and wildfires. Chronic physical risk arises from longer-term shifts in climate patterns such as rising sea levels with time horizon typically spanning decades. Physical risks can result in financial losses due to direct damage to assets and indirect impact from supply chain disruption.

Programme for the Endorsement of Forest Certification (PEFC)

An international, non-profit, non-governmental organisation which promotes sustainable forest management through independent third party certification.

Responsible financing

The integration of ESG factors into credit and risk evaluation process for financing activities.

Sustainability Accounting Standards Board (SASB)

An independent non-profit organisation that sets standards to help guide corporations in their disclosure of financially material sustainability information to investors.

Social bonds

Debt instruments used to finance or refinance social projects whose purpose is to address a common problem and help those most vulnerable.

Scope 1 greenhouse gas emissions

Direct emissions that originate from operations or assets which are owned or controlled by the organisation including on-site generation of electricity, steam or heat in equipment, travel in cars and other vehicles owned or controlled by the company and hydrofluorocarbons emitted from refrigeration or air-conditioning equipment.



Glossary

Scope 2 greenhouse gas emissions

Indirect emissions resulting from the generation of grid electricity, heat or steam by an outside organisation, such as an electricity provider, but which is utilised by the reporting organisation.

Scope 3 greenhouse gas emissions

All other indirect emissions which occur at sources the organisation neither owns nor controls. Scope 3 emissions can result from business travel in non-company vehicles, especially commercial planes; employees commuting in non-company vehicles, as well as the activities of suppliers, customers and contractors.

Sustainable development

Development that meets the needs of the present without compromising the ability of future generations to meet their own needs. This entails respect for the environment, human rights, labour rights, decent work and economic growth, data privacy and business ethics.

Sustainability-linked loans

Any type of loan instrument and/or contingent facility (such as bonding lines, guarantee lines or letters of credit) which incentivise the borrower to achieve pre-determined sustainability performance objectives. The borrower's sustainability performance is measured using sustainability performance targets, which can include key performance indicators, external ESG ratings or equivalent metrics which measure improvements in the borrower's sustainability profile.

Task Force on Climate-related Financial Disclosures (TCFD)

Industry-led initiative established by the Financial Stability Board in 2015 at the request of the G20 to develop a set of voluntary climate-related financial risk disclosures which can be adopted by companies so that those companies can inform investors and other members of the public about the risks they face related to climate change. The recommendations of the TCFD are organised around four pillars, namely governance and management, strategy, management of climate change-related risks and metrics and targets in place to address the impacts.

Taskforce on Nature-related Financial Disclosures (TNFD)

Risk management and disclosure framework for organisations to report and act on evolving nature-related risks, with the ultimate aim of supporting a shift in global financial flows away from nature-negative outcomes and toward nature-positive outcomes.

Transition risk

Transition risks arise from the process of adjustment towards a low carbon economy which could result in financial and non-financial impacts. Impact is expected to materialise in a shorter time horizon with the speed and magnitude of transition dependent on changes in public policies, technological developments, shifts in consumer preferences and investor sentiment.

United Nations-supported Principles for Responsible Investment (PRI)

Six principles that serve as a global standard for responsible investing. They also provide guidance to financial institutions on the integration of ESG factors in the investment process and in active ownership.

United Nations Global Compact (UNGC)

An initiative to encourage companies to align their strategies and operations with ten principles in the areas of human rights, labour, the environment and anti-corruption, and to advance progress against the United Nations Sustainable Development Goals.

United Nations Sustainable Development Goals (SDGs)

Also known as the Global Goals, they were adopted by the United Nations Member States in 2015 and form the core of the 2030 Agenda, a universal call to action for governments, businesses and civil society to end poverty, protect the planet and ensure peace and prosperity for all people by 2030.



External Assurance

United Overseas Bank Limited ("UOB")

22 March 2023

Independent Limited Assurance Statement in connection with the Subject Matter included in the UOB Sustainability Report 2022

To the Management of UOB

Scope

We have been engaged by United Overseas Bank Limited ("UOB") to perform a 'limited assurance engagement', as defined by International Standards on Assurance Engagements, here after referred to as the engagement, to report on UOB's Sustainability Report 2022's GRI disclosures (the "Subject Matter") as set out in the Subject Matter and Criteria section below as of 15 December 2022 for the period from 1 January 2022 to 31 December 2022 ("FY2022") ("the Report").

Subject Matter and Criteria

The criteria ("The Criteria") for our assurance evaluation are as follows:

- Global Reporting Initiative Sustainability Reporting Standards ("GRI Standards").

The Subject Matter is set out in the table below:

GRI Standards Disclosures

| No | GRI Standards Disclosures | Sub-indicators under "shall" requirement (referenced as per GRI Standards) | Scope |
|----|--|--|--------------------|
| 1 | 201- 1 Direct economic value generated and distributed | <p>a) Direct economic value generated and distributed (EVG&D) on an accrual basis, including the basic components for the organization's global operations as listed below. If data are presented on a cash basis, report the justification for this decision in addition to reporting the following basic components:</p> <ul style="list-style-type: none"> i) Direct economic value generated: revenues; ii) Economic value distributed: operating costs, employee wages and benefits, payments to providers of capital, payments to government by country, and community investments; iii) Economic value retained: 'direct economic value generated' less 'economic value distributed'. <hr/> <p>b) Where significant, report EVG&D separately at country, regional, or market levels, and the criteria used for defining significance.</p> <hr/> <p>2.1 When compiling the information specified in Disclosure 201-1, the reporting organization shall, if applicable, compile the EVG&D from data in the organization's audited financial or profit and loss (P&L) statement, or its internally audited management accounts.</p> | Group ¹ |

¹ "Group" under the Audit scope comprises Singapore and UOB's six key markets (Indonesia, Malaysia, Thailand, Vietnam, mainland China and Hong Kong), and overseas branches (Australia, Brunei, Canada, India, Japan, Myanmar, Philippines, South Korea, Taiwan, United Kingdom, USA).



External Assurance

| No | GRI Standards Disclosures | Sub-indicators under "shall" requirement (referenced as per GRI Standards) | Scope | |
|----|---------------------------|--|--|-------|
| 2 | 202-2 | Proportion of senior management hired from the local community | a) Percentage of senior management at significant locations of operation that are hired from the local community. | Group |
| | | | b) The definition used for 'senior management'. | |
| | | | c) The organization's geographical definition of 'local'. | |
| | | | d) The definition used for 'significant locations of operation'. | |
| | | | 2.2 When compiling the information specified in Disclosure 202-2, the reporting organization shall calculate this percentage using data on full-time employees. | |
| 3 | 205-2 | Communication and training about anti-corruption policies and procedures | a) Total number and percentage of governance body members that the organization's anti-corruption policies and procedures have been communicated to, broken down by region. | Group |
| | | | b) Total number and percentage of employees that the organization's anti-corruption policies and procedures have been communicated to, broken down by employee category and region. | |
| | | | d) Total number and percentage of governance body members that have received training on anti-corruption, broken down by region. | |
| | | | e) Total number and percentage of employees that have received training on anti-corruption, broken down by employee category and region. | |
| | | | | |
| 4 | 302-1 | Energy consumption within the organization | a) Total fuel consumption within the organization from non-renewable sources, in joules or multiples, and including fuel types used. | Group |
| | | | b) Total fuel consumption within the organization from renewable sources, in joules or multiples, and including fuel types used. | |
| | | | c) In joules, watt-hours or multiples, the total: <ul style="list-style-type: none"> i. electricity consumption; ii. heating consumption; iii. cooling consumption; iv. steam consumption. | |
| | | | d) In joules, watt-hours or multiples, the total: <ul style="list-style-type: none"> i. electricity sold; ii. heating sold; iii. cooling sold; iv. steam sold. | |
| | | | e) Total energy consumption within the organization, in joules or multiples. | |
| | | | f) Standards, methodologies, assumptions, and/or calculation tools used. | |
| | | | g) Source of the conversion factors used. | |
| | | | | |
| | | | | |



External Assurance

| No | GRI Standards Disclosures | Sub-indicators under "shall" requirement (referenced as per GRI Standards) | Scope |
|----|---------------------------|---|-------|
| | | <p>2.1 When compiling the information specified in Disclosure 302-1, the reporting organization shall:</p> <hr/> <p>2.1.1 Avoid the double-counting of fuel consumption, when reporting self-generated energy consumption. If the organization generates electricity from a non-renewable or renewable fuel source and then consumes the generated electricity, the energy consumption shall be counted once under fuel consumption;</p> <hr/> <p>2.1.2 Report fuel consumption separately for non-renewable and renewable fuel sources;</p> <hr/> <p>2.1.3 Only report energy consumed by entities owned or controlled by the organization;</p> <hr/> <p>2.1.4 Calculate the total energy consumption within the organization in joules or multiples using the following formula: Total energy consumption within the organization = Non-renewable fuel consumed + Renewable fuel consumed + Electricity, heating, cooling, and steam purchased for consumption + Self-generated electricity, heating, cooling, and steam which are not consumed - Electricity, heating, cooling, and steam sold.</p> | |
| 5 | 302-3 Energy intensity | <p>a) Energy intensity ratio for the organization.</p> <hr/> <p>b) Organization-specific metric (the denominator) chosen to calculate the ratio.</p> <hr/> <p>c) Types of energy included in the intensity ratio; whether fuel, electricity, heating, cooling, steam, or all.</p> <hr/> <p>d) Whether the ratio uses energy consumption within the organization, outside of it, or both.</p> <hr/> <p>2.5 When compiling the information specified in Disclosure 302-3, the reporting organization shall:</p> <hr/> <p>2.5.1 Calculate the ratio by dividing the absolute energy consumption (the numerator) by the organization-specific metric (the denominator);</p> <hr/> <p>2.5.2 If reporting an intensity ratio both for the energy consumed within the organization and outside of it, report these intensity ratios separately.</p> | Group |



External Assurance

| No | GRI Standards Disclosures | Sub-indicators under "shall" requirement (referenced as per GRI Standards) | Scope |
|----|--|---|-------|
| 6 | 302-4 Reduction of energy consumption | <p>a) Amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives, in joules or multiples.</p> <p>b) Types of energy included in the reductions; whether fuel, electricity, heating, cooling, steam, or all.</p> <p>c) Basis for calculating reductions in energy consumption, such as base year or baseline, including the rationale for choosing it.</p> <p>d) Standards, methodologies, assumptions, and/or calculation tools used.</p> <p>2.7 When compiling the information specified in Disclosure 302-4, the reporting organization shall:</p> <p>2.7.1 Exclude reductions resulting from reduced production capacity or outsourcing;</p> <p>2.7.2 Describe whether energy reduction is estimated, modeled, or sourced from direct. If estimation or modeling is used, the organization shall disclose the methods used.</p> | Group |
| 7 | 305-1 Direct (Scope 1) GHG emissions | <p>a) Gross direct (Scope 1) GHG emissions in metric tons of CO₂ equivalent.</p> <p>b) Gases included in the calculation; whether CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃, or all.</p> <p>c) Biogenic CO₂ emissions in metric tons of CO₂ equivalent.</p> <p>d) Base year for the calculation, if applicable, including:</p> <ol style="list-style-type: none"> the rationale for choosing it; emissions in the base year; the context for any significant changes in emissions that triggered recalculations of base year emissions. <p>e) Source of the emissions factors and the global warming potential (GWP) rates used, or a reference to the GWP source.</p> <p>f) Consolidation approach for emissions; whether equity share, financial control, or operational control.</p> <p>g) Standards, methodologies, assumptions, and/or calculation tools used.</p> <p>2.1 When compiling the information specified in Disclosure 305-1, the reporting organization shall:</p> <p>2.1.1 Exclude any GHG trades from the calculation of gross direct (Scope 1) GHG emissions;</p> | Group |



External Assurance

| No | GRI Standards Disclosures | Sub-indicators under "shall" requirement (referenced as per GRI Standards) | Scope |
|----|---|---|-------|
| | | 2.1.2 Report biogenic emissions of CO ₂ from the combustion or biodegradation of biomass separately from the gross direct (Scope 1) GHG emissions. Exclude biogenic emissions of other types of GHG (such as CH ₄ and N ₂ O), and biogenic emissions of CO ₂ that occur in the life cycle of biomass other than from combustion or biodegradation (such as GHG emissions from processing or transporting biomass). | |
| 8 | 305-2 Energy indirect (Scope 2) GHG emissions | <p>a) Gross location-based energy indirect (Scope 2) GHG emissions in metric tons of CO₂ equivalent.</p> <p>b) If applicable, gross market-based energy indirect (Scope 2) GHG emissions in metric tons of CO₂ equivalent.</p> <p>c) If available, the gases included in the calculation; whether CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃, or all.</p> <p>d) Base year for the calculation, if applicable, including: i. the rationale for choosing it; ii. emissions in the base year; iii. the context for any significant changes in emissions that triggered recalculations of base year emissions.</p> <p>e) Source of the emissions factors and the global warming potential (GWP) rates used, or a reference to the GWP source.</p> <p>f) Consolidation approach for emissions; whether equity share, financial control, or operational control.</p> <p>g) Standards, methodologies, assumptions, and/or calculation tools used.</p> <p>2.3 When compiling the information specified in Disclosure 305-2, the reporting organization shall:</p> <p>2.3.1 Exclude any GHG trades from the calculation of gross energy indirect (Scope 2) GHG emissions;</p> <p>2.3.2 Exclude other indirect (Scope 3) GHG emissions that are disclosed as specified in Disclosure 305-3;</p> <p>2.3.3 Account and report energy indirect (Scope 2) GHG emissions based on the location-based method, if it has operations in markets without product or supplier-specific data;</p> <p>2.3.4 Account and report energy indirect (Scope 2) GHG emissions based on both the location-based and market-based methods, if it has any operations in markets providing product or supplier-specific data in the form of contractual instruments.</p> | Group |



External Assurance

| No | GRI Standards Disclosures | Sub-indicators under "shall" requirement (referenced as per GRI Standards) | Scope |
|----|--|---|-------|
| 9 | 305-3 Other indirect emissions (Scope 3) emissions | <p>a) Gross other indirect (Scope 3) GHG emissions in metric tons of CO₂ equivalent.</p> <p>b) If available, the gases included in the calculation; whether CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃, or all.</p> <p>c) Biogenic CO₂ emissions in metric tons of CO₂ equivalent.</p> <p>d) Other indirect (Scope 3) GHG emissions categories and activities included in the calculation.</p> <p>e) Base year for the calculation, if applicable, including: i. the rationale for choosing it; ii. emissions in the base year; iii. the context for any significant changes in emissions that triggered recalculations of base year emissions.</p> <p>f) Source of the emissions factors and the global warming potential (GWP) rates used, or a reference to the GWP source.</p> <p>g) Standards, methodologies, assumptions, and/or calculation tools used.</p> <p>2.5 When compiling the information specified in Disclosure 305-3, the reporting organization shall:</p> <p>2.5.1 Exclude any GHG trades from the calculation of gross other indirect (Scope 3) GHG emissions;</p> <p>2.5.2 Exclude energy indirect (Scope 2) GHG emissions from this disclosure. Energy indirect (Scope 2) GHG emissions are disclosed as specified in Disclosure 305-2;</p> <p>2.5.3 Report biogenic emissions of CO₂ from the combustion or biodegradation of biomass that occur in its value chain separately from the gross other indirect (Scope 3) GHG emissions. Exclude biogenic emissions of other types of GHG (such as CH₄ and N₂O), and biogenic emissions of CO₂ that occur in the life cycle of biomass other than from combustion or biodegradation (such as GHG emissions from processing or transporting biomass).</p> | Group |



External Assurance

| No | GRI Standards Disclosures | Sub-indicators under "shall" requirement (referenced as per GRI Standards) | Scope |
|----|---------------------------------------|--|-------|
| 10 | 305-4 GHG emissions intensity | <p>a) GHG emissions intensity ratio for the organization.</p> <p>b) Organization-specific metric (the denominator) chosen to calculate the ratio.</p> <p>c) Types of GHG emissions included in the intensity ratio; whether direct (Scope 1), energy indirect (Scope 2), and/or other indirect (Scope 3).</p> <p>d) Gases included in the calculation; whether CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃, or all.</p> <p>2.7. When compiling the information specified in Disclosure 305-4, the reporting organization shall:</p> <p>2.7.1 Calculate the ratio by dividing the absolute GHG emissions (the numerator) by the organization-specific metric (the denominator);</p> <p>2.7.2 If reporting an intensity ratio for other indirect (Scope 3) GHG emissions, report this intensity ratio separately from the intensity ratios for direct (Scope 1) and energy indirect (Scope 2) emissions.</p> | Group |
| 11 | 306-4 Waste diverted from disposal | <p>a) Total weight of waste diverted from disposal in metric tons, and a breakdown of this total by composition of the waste.</p> <p>b) Total weight of hazardous waste diverted from disposal in metric tons, and a breakdown of this total by the following recovery operations:</p> <ol style="list-style-type: none"> i. Preparation for reuse; ii. Recycling; iii. Other recovery operations. <p>c) Total weight of non-hazardous waste diverted from disposal in metric tons, and a breakdown of this total by the following recovery operations:</p> <ol style="list-style-type: none"> i. Preparation for reuse; ii. Recycling; iii. Other recovery operations. <p>d) For each recovery operation listed in Disclosures 306-4-b and 306-4-c, a breakdown of the total weight in metric tons of hazardous waste and of non-hazardous waste diverted from disposal:</p> <ol style="list-style-type: none"> i. Onsite; ii. Offsite. | Group |



External Assurance

| No | GRI Standards Disclosures | Sub-indicators under "shall" requirement (referenced as per GRI Standards) | Scope |
|----|----------------------------------|---|-------|
| | | <p>e) Contextual information necessary to understand the data and how the data has been compiled.</p> <hr/> <p>2.2 When compiling the information specified in Disclosure 306-4, the reporting organization shall:</p> <hr/> <p>2.2.1 Exclude effluent, unless required by national legislation to be reported under total waste;</p> <hr/> <p>2.2.2 Use 1000 kilograms as the measure for a metric ton.</p> | |
| 12 | 306-5 Waste directed to disposal | <p>a) Total weight of waste directed to disposal in metric tons, and a breakdown of this total by composition of the waste.</p> <hr/> <p>b) Total weight of hazardous waste directed to disposal in metric tons, and a breakdown of this total by the following disposal operations:</p> <ul style="list-style-type: none"> i. Incineration (with energy recovery); ii. Incineration (without energy recovery); iii. Landfilling; iv. Other disposal operations. <hr/> <p>c) Total weight of non-hazardous waste directed to disposal in metric tons, and a breakdown of this total by the following disposal operations:</p> <ul style="list-style-type: none"> i. Incineration (with energy recovery); ii. Incineration (without energy recovery); iii. Landfilling; iv. Other disposal operations. <hr/> <p>d) For each disposal operation listed in Disclosures 306-5-b and 306-5-c, a breakdown of the total weight in metric tons of hazardous waste and of non-hazardous waste directed to disposal:</p> <ul style="list-style-type: none"> i. Onsite; ii. Offsite. <hr/> <p>e) Contextual information necessary to understand the data and how the data has been compiled.</p> <hr/> <p>2.4 When compiling the information specified in Disclosure 306-5, the reporting organization shall:</p> <hr/> <p>2.4.1 Exclude effluent, unless required by national legislation to be reported under total waste;</p> <hr/> <p>2.4.2 Use 1000 kilograms as the measure for a metric ton.</p> | Group |



External Assurance

| No | GRI Standards Disclosures | Sub-indicators under "shall" requirement (referenced as per GRI Standards) | Scope |
|----|--|---|-------|
| 13 | 401-1 New employee hires and employee turnover | a) Total number and rate of new employee hires during the reporting period, by age group, gender and region. b) Total number and rate of employee turnover during the reporting period, by age group, gender and region. | Group |
| 14 | 404-1 Average hours of training per year per employee | a) Average hours of training that the organization's employees have undertaken during the reporting period, by: <ul style="list-style-type: none"> i. gender; ii. employee category. | Group |
| 15 | 404-3 Percentage of employees receiving regular performance and career development review | a) Percentage of total employees by gender and by employee category who received a regular performance and career development review during the reporting period. | Group |
| 16 | 405-1 Diversity of governance bodies and employees | a) Percentage of individuals within the organization's governance bodies in each of the following diversity categories: <ul style="list-style-type: none"> i. Gender; ii. Age group: under 30 years old, 30-50 years old, over 50 years old; iii. Other indicators of diversity wherever relevant (such as minority or vulnerable groups). b) Percentage of employees per employee category in each of the following diversity categories: <ul style="list-style-type: none"> i. Gender; ii. Age group: under 30 years old, 30-50 years old, over 50 years old; iii. Other indicators of diversity wherever relevant (such as minority or vulnerable groups). | Group |



External Assurance

UOB Management's responsibilities

UOB Management is responsible for selecting The Criteria, and presenting the Subject Matter in accordance with The Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records, and making estimates that are relevant to the preparation of the Subject Matter information, such that it is free from material misstatement, whether due to fraud or error.

EY's responsibilities

Our responsibility is to express a limited assurance conclusion on the Subject Matter based on the procedures we performed and evidence we obtained.

We conducted our limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 ("ISAE 3000") issued by the International Auditing and Assurance Standards Board, and the terms of reference for this engagement as agreed with UOB on 15 December 2022. Those standards require that we plan and perform our engagement to obtain limited assurance about whether, in all material respects, the Subject Matter is presented in accordance with The Criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

Our independence and quality control

We have maintained our independence and confirm that we have met the 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 the fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

EY also applies International Standard on Quality Control 1, Quality Control for Firms that Perform Audits and Reviews of Financial Statements, and Other Assurance and Related Services Engagements, 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.

Description of procedures performed

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. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the Subject Matter and related information, and applying analytical and other appropriate procedures.



External Assurance

Our procedures included:

1. Inquiries with UOB's Sustainability teams to
 - a. Understand principal business operations,
 - b. Appreciate key sustainability issues and developments,
 - c. Map out information flow for sustainability reporting and the relevant controls,
 - d. Identify data providers with their responsibilities, and
 - e. Recognise the likelihood of possible manipulation of sustainability information and data.
2. Virtual meetings with UOB's data stakeholders and management.
3. Process walk-through of systems and processes for data aggregation and reporting, with relevant personnel to understand the quality of checks and control mechanisms, assessing and testing the controls in relation to the Subject Matter in the Report.
4. Interviews with employees and management in UOB (Group Corporate Sustainability Office, Group Human Resources, Group Finance, Group Legal, Group Compliance, Group Risk Management, Group Strategic Communications and Brand, and Group Corporate Real Estate Services) to understand key sustainability issues related to the select indicators and processes for the collection and accurate reporting of performance information.
5. Obtaining of documentation through sampling methods to verify assumptions, estimations and computations made by management in relation to the Subject Matter in the Report.
6. Checking that data and statements had been correctly transcribed from corporate systems and/or supporting evidence, into the Report.
7. Obtaining of third-party reports and confirmations in relation to the Subject Matter in the Report.
8. Relying on UOB's management representation letter on the Subject Matter in the Report.

We also performed such other procedures as we considered necessary in the circumstances.

Conclusion

Based on our procedures and the evidence obtained, we are not aware of any material modifications that should be made to the Subject Matter as of 22 March 2023 for the year ended 31 December 2022 in order for it to be in accordance with The Criteria.

Restricted use

This report is intended solely for the information and use of the Management of UOB and is not intended to be and should not be used by anyone other than those specified parties.

Ernst & Young LLP

Signed for Ernst & Young LLP by
Praveen Tekchandani
Partner, Climate Change and Sustainability Services
Singapore
22 March 2023



External Assurance

United Overseas Bank Limited ("UOB")

22 March 2023

Independent Limited Assurance Statement on UOB's Greenhouse Gas ("GHG") Emissions Statement

To the Management of UOB

Scope

We have undertaken a 'limited assurance engagement' of the accompanying GHG Emissions Statement of United Overseas Bank Limited ("UOB")'s Sustainability Report 2022 as set out in the Subject Matter and Criteria section below as of 15 December 2022 for the period from 1 January 2022 to 31 December 2022 ("FY2022") ("the Report").

Subject Matter and Criteria

The criteria ("The Criteria") for our assurance evaluation are as follows:

- GHG Protocol Corporate Accounting and Reporting Standard for GHG inventories; and
- ISO 14064-3: 2019 Specification with guidance for the validation and verification of GHG assertions.

The Subject Matter is set out in the table below:

Greenhouse Gas Emissions Disclosures

| No | Greenhouse Gas Emissions | Coverage | Scope |
|----|---|--|--------------------|
| 1 | Direct (Scope 1) GHG emissions | <ul style="list-style-type: none"> • Direct emissions from sources owned or controlled by UOB (e.g. stationary combustion emissions, fugitive emissions, mobile combustion emissions): • Generation of Scope 1 emissions: 5.783 thousand tCO₂e¹ | Group ² |
| 2 | Energy indirect (Scope 2) GHG emissions | <ul style="list-style-type: none"> • Indirect emissions from electricity consumption and purchased cooling³: • Generation of Scope 2 emissions (location-based): 69.313 thousand tCO₂e • Generation of Scope 2 emissions (market-based)⁴: 1.135 thousand tCO₂e | Group |
| 3 | Other indirect (Scope 3) emissions ⁵ | <ul style="list-style-type: none"> • Indirect emissions from domestic and international air travel undertaken by employees for business purposes from, to or within Singapore, Indonesia, Malaysia, Thailand, Vietnam, mainland China, Hong Kong and South Korea: • Generation of Scope 3 emissions: 3.987 thousand tCO₂e | Group |

1 tCO₂e refers to the tonnes of carbon dioxide equivalent. Carbon dioxide equivalent is a standard unit for calculating GHGs such as carbon dioxide or methane in a common unit.

2 "Group" under the Audit scope comprises Singapore and UOB's six key markets (Indonesia, Malaysia, Thailand, Vietnam, mainland China and Hong Kong), and overseas branches (Australia, Brunei, Canada, India, Japan, Myanmar, Philippines, South Korea, Taiwan, United Kingdom, USA).

3 Exclude Scope 2 emissions for UOB-owned spaces that are leased to tenants (downstream assets).

4 UOB retired 133,297 Renewable Energy Certificates (RECs) for 2022. Scope 2 emissions (market-based) are residual emissions left after the offset by RECs. For 2022, this primarily arose from overseas branches' Scope 2 GHG emissions.

5 The assurance scope for other indirect (Scope 3) emissions only covers domestic and international air travel by employees. It does not include other categories of Scope 3.



External Assurance

| No | Greenhouse Gas Emissions | Coverage | Scope |
|----|-----------------------------|--|-------|
| 4 | Total GHG emissions | <ul style="list-style-type: none"> Total Scope 1, Scope 2 (location-based), Scope 3 emissions: 79.083 thousand tCO₂e Total Scope 1, Scope 2 (market-based), Scope 3 emissions: 10.905 thousand tCO₂e | Group |
| 5 | Carbon credits ⁶ | <ul style="list-style-type: none"> Amount of carbon credits retired: 10.905 thousand tCO₂e | - |

UOB Management's responsibilities

UOB Management is responsible for selecting The Criteria, and for presenting the Subject Matter in accordance with The Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the GHG statement, such that it is free from material misstatement, whether due to fraud or error.

EY's responsibilities

Our responsibility is to express a limited assurance conclusion on the Subject Matter based on the procedures we performed and evidence we obtained.

We conducted our limited assurance engagement in accordance with International Standard for Assurance Engagements on Greenhouse Gas Statements ("ISAE 3410"), and the terms of reference for this engagement as agreed with UOB on 15 December 2022. Those standards require that we plan and perform our engagement to obtain limited assurance about whether, in all material respects, the Subject Matter is presented in accordance with The Criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusion.

Our independence and quality control

We have maintained our independence and confirm that we have met the 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 the fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

EY also applies International Standard on Quality Control 1, Quality Control for Firms that Perform Audits and Reviews of Financial Statements, and Other Assurance and Related Services Engagements, 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.

⁶ One carbon credit equals one metric tonne of carbon dioxide equivalent prevented from being emitted into the atmosphere (emissions avoidance/reduction) or removed from the atmosphere. The carbon credits are certified under the Gold Standard ("GS") and Verified Carbon Standard ("VCS"). While EY confirmed that the carbon credits have been obtained and retired by UOB, EY has not taken any action against the provider of these carbon credits and expresses no opinion as to whether the offset credits will result in an actual reduction in carbon dioxide equivalent.



External Assurance

Description of procedures performed

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. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

The Greenhouse Gas quantification process is subject to scientific uncertainty, which arises because of incomplete scientific knowledge about the measurement of GHGs. Additionally, GHG procedures are subject to estimation (or measurement) uncertainty resulting from the measurement and calculation processes used to quantify emissions within the bounds of existing scientific knowledge.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the Subject Matter and related information, and applying analytical and other appropriate procedures.

Our procedures included:

1. Inquiries with UOB's Sustainability teams to
 - a. Understand principal business operations,
 - b. Appreciate key GHG accounting-related issues and developments,
 - c. Map out information flow for GHG reporting and the relevant controls,
 - d. Identify data providers with their responsibilities, and
 - e. Recognise the likelihood of possible manipulation of GHG accounting-related information and data.
2. Virtual meetings with UOB's data stakeholders and management.
3. Process walk-through of systems and processes for data aggregation and reporting, with relevant personnel to understand the quality of checks and control mechanisms, assessing and testing the controls in relation to the Subject Matter in the Report.
4. Interviews with employees and management in UOB (Group Corporate Sustainability Office and Group Corporate Real Estate Services) to understand key GHG accounting-related issues related to the select indicators and processes for the collection and accurate reporting of performance information.
5. Obtain documentation through sampling methods to verify assumptions, estimations and computations made by management in relation to the Subject Matter in the Report.
6. Checking that data and statements had been correctly transcribed from corporate systems and/or supporting evidence, into the Report.
7. Obtaining of third-party reports and confirmations in relation to the Subject Matter in the Report.
8. Relying on UOB's management representation letter on the Subject Matter in the Report.

We also performed such other procedures as we considered necessary in the circumstances.



External Assurance

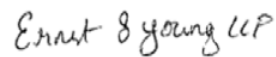
Conclusion

Based on our procedures and the evidence obtained, we are not aware of any material modifications that should be made to the Subject Matter as of 22 March 2023 for the year ended 31 December 2022, in order for it to be in accordance with The Criteria.

Restricted use

This report is intended solely for the information and use of the Management of UOB and is not intended to be and should not be used by anyone other than those specified parties.

Ernst & Young LLP



Signed for Ernst & Young LLP by
Praveen Tekchandani
Partner, Climate Change and Sustainability Services
Singapore
22 March 2023



Right By You

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