

Material ESG Factor	Boundary	Priority	Our Strategic Objectives	Our Value Creation	Interested Stakeholders	How We Responded to Stakeholder Expectations in 2019
<b>Develop Professionals of Principle</b>						
Attracting, developing and retaining talent	●	Critical	<ul style="list-style-type: none"> <li>Develop high-performing teams and future-focused individuals</li> <li>Promote work-life harmony</li> <li>Encourage volunteerism and advocacy for social and environmental causes</li> <li>Ensure employee engagement and satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>Investing in training and career development for our colleagues</li> <li>Treating our colleagues with care and respect</li> <li>Providing our colleagues with the time and opportunity to give back to the community</li> <li>Conducting annual staff engagement surveys and responding to feedback</li> </ul>		<ul style="list-style-type: none"> <li>Invested \$31 million in employee training, a 19 per cent increase year-on-year</li> <li>Launched our Group-wide 'Better U' learning and development programme to broaden our colleagues' soft skills, digital and data skills</li> <li>Improved the onboarding experience for new colleagues and employed robotic process automation for background screening</li> </ul>
Workplace safety, health and well-being	●	Very Important	<ul style="list-style-type: none"> <li>Ensure workplace health, safety and well-being</li> </ul>	<ul style="list-style-type: none"> <li>Providing our colleagues with a safe and conducive work environment</li> </ul>		<ul style="list-style-type: none"> <li>Established the Corporate Real Estate Services (CRES) Office Design Guidelines to promote environmental sustainability and employee wellness at the workplace and at office communal spaces</li> <li>Provided \$17 million of HEAL benefits to our colleagues, a close to 10 per cent increase over 2017</li> </ul>
Diverse and inclusive workforce	■	Very Important	<ul style="list-style-type: none"> <li>Embrace diverse abilities and strengths</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring equal opportunity across diverse cultural backgrounds, age groups, gender and abilities</li> </ul>		<ul style="list-style-type: none"> <li>Joined the Financial Women's Association of Singapore as a new corporate member</li> <li>Offered re-employment contracts to 166 colleagues eligible for retirement, of whom 96 were women</li> <li>Provided 22 additional nursing pods to support women returning to the workplace after their maternity leave</li> <li>Continued to employ people with different abilities, including people with autism and deaf employees, at UOB Scan Hub</li> </ul>

▲ Impact Outside the Organisation   ■ Impact Within and Outside the Organisation   ● Impact Within the Organisation

Customers  
 Investors and Analysts  
 Colleagues  
 Governments and Regulators  
 Suppliers  
 NGOs  
 Community