

BUILDING A SUSTAINABLE CSR MODEL FOR GOOD: Assets, Volunteering & Partnerships

2025 International Conference on Societies of Opportunity
30 April 2025

Ms Sarah Ng
UOL General Manager
Corporate Communications, Investor Relations & Sustainability

ABOUT UOL

- Listed leading property and hospitality group in Singapore founded in 1963
- Total assets of \$23 billion as at 31 December 2024
 - Listed property subsidiary **Singapore Land Group Limited (SingLand)** owns prime commercial assets and hotels
 - Hotel subsidiary **Pan Pacific Hotels Group Limited (PPHG)** owns 3 brands – "Pan Pacific", PARKROYAL COLLECTION and PARKROYAL
- Strong commitment to inclusive growth and corporate social responsibility



Impact on People and Society

Awards and accolades:

- Champion of Good 2020–2024 by NVPC
- Distinguished Patron of the Arts 2022–2024 by NAC
- 2024 Sustainability Impact Award – by The Business Times and UOB
- Community Chest Awards 2024 – Charity Platinum Award, Volunteer Partner Award
- Community Cares Award 2024 by MSF
- “AAA” MSCI ESG rating
- Singapore's Best Employers 2023 by The Straits Times and Statista



OUR CSR PHILOSOPHY

CORE VALUES:

- Passion drives us
- Innovation defines us
- Enterprise propels us
- **Corporate Sustainability Responsibility** shapes us



OUR CSR PURPOSE

“A corporate purpose imbues our work with significance, steering us towards doing right. It serves as our driving force, propelling us towards achieving greater good. It acts as our beacon, rallying others towards a common cause.”

- Mr Liam Wee Sin, UOL Group Chief Executive

“We are grateful to walk this journey with them, offering support as they strive to create meaningful opportunities for their children. These families remind us that success is not just about individual achievements but about the collective effort of a community working together to uplift one another.”

- Ms Wee Wei Ling, PPHG Executive Director, Sustainability Partnerships, Lifestyle & Asset

“We believe that true inclusion means recognising the unique strengths of every individual. By empowering persons with disabilities through meaningful employment and creative expression, we can build a more compassionate and equitable society.”

- Ms Sarah Ng, UOL General Manager, Corporate Communications, Investor Relations & Sustainability

INFLUENCING AND MULTIPLYING IMPACT AMONG STAKEHOLDERS

- Amplify social impact through **Assets, Volunteering and Partnerships**
- Build good and strengthen communities through CSR focus areas

Inclusive Arts

UOL X ART:DIS Art Prize 2023

- Over 300 submissions in 2023

4 Art Showcases & 16 Interactive Art Jamming events in 2023 & 2024

Project OPENDOOR

- 6 artists, 14 UOL employees, staff from 5 partners comprising architects, consultants and contractors
- 1,074 families in Avenue South Residence

Children & Youth

ComLink+ @ Jurong West

- 8 events in 2023
- 11 events in 2024

Education

Ngee Ann Polytechnic Book Prize & Student Aid Grant

ITE Bursaries

Lee Kuan Yew Centennial Fund

People

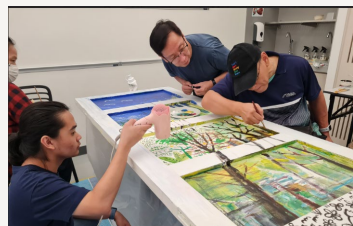
3 SG Enable Talks

28 PWDs hired

Sign Language Classes

- At least 1 class per year

Stakeholders:
UOL employees, PWD Artists, shoppers, architects, contractors, home buyers



Stakeholders:
UOL employees and their families, underprivileged children and their families



Stakeholders:
Underprivileged Students



Stakeholders:
UOL employees, mall tenants and PWD employees



Snapshot of CSR Approach:

- Integrating a model for staff volunteerism with family bonding
- Bringing together different beneficiaries through cross-engagement programmes
- Implementing flagship CSR activities that are sustainable and with trackable outcomes
- Driving a culture of giving across UOL's subsidiaries



UOL staff and families with ComLink+ families at National Family Festival 2024



ComLink+ children and ART:DIS artists at an art exhibition organised by UOL

UOL-PPHG COMMUNITY UPLIFT PROGRAMME

- Launched in collaboration with MSF in 2023
- Three-year programme supporting **ComLink+ children and youth** living in public rental housing
- Aims to build stability, self-reliance and social mobility
- Provides enrichment and learning opportunities that support development and broaden exposure, similar to the experiences of an average child in Singapore



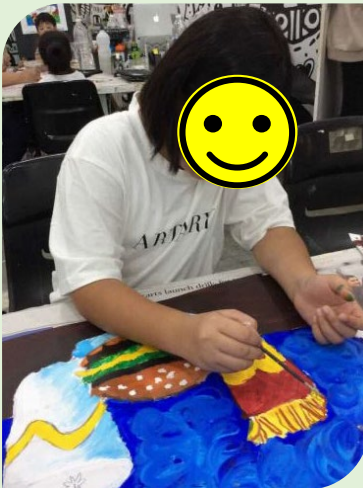
UOL-PPHG COMMUNITY UPLIFT PROGRAMME

Weekly enrichment classes in arts and sports

- Work with MSF family coaches to identify children who have demonstrated resilience and positive attitude
- Shortlist enrichment centres near their homes in Boon Lay
- Sponsored the following activities of their choice:

Art enrichment (started in Sep 2024)

Ally, 10, is a motivated child with a strong interest in art. Her art courses have helped her better appreciate new perspectives and have improved her communication skills.



Badminton (started on Oct 2024)

Betty, 10, has a strong passion for badminton, practising with her mother twice a week. Her badminton training has honed her decision-making skills and boosted her self-confidence.



UOL-PPHG COMMUNITY UPLIFT PROGRAMME

Mentoring Programme

- Piloted career mentoring for Secondary 3 youth from Boon Lay Secondary School at hospitality properties in 2024
- Exposure to potential career paths through hotel functions, including concierge, housekeeping, HR, F&B, Engineering etc
- Two ComLink+ youths plan to apply for hospitality courses through the ITE Early Admissions Exercise in end May 2025
- Offer internships at our hotels

UOL-PPHG COMMUNITY UPLIFT PROGRAMME

- Launched beneficiary-centred approach focused on long-term social outcomes with ComLink+ in 2023



Engaged
over

100

ComLink+
children and
youth in
about 20
exposure
activities
since 2023

Sponsored
over

65

ComLink+
children and
youth in
weekly
Mathematics
tuition

Hosted
20

youths in
regular
culinary
classes

Piloted
weekly
enrichment
art and
sports
classes

Piloted career
mentoring for
Secondary 3
youths from
Boon Lay
Secondary
School at
hospitality
properties

UOL-PPHG COMMUNITY UPLIFT PROGRAMME

Click to play

*A Year of Building Good
with ComLink+*

UOL-PPHG Community Uplift Programme



In partnership with:



UOL X ART:DIS

- Supporter of inclusive arts since 2014
- Boost visibility and public patronage through exhibitions and showcases
 - Art pieces at showflats
 - Project OPENDOOR
- Support income generation and skill-sharing by commissioning artwork and engaging artists to lead art workshops in our malls
 - Art showcase and art jamming at United Square
 - Commission of artists for malls' gift with purchase



PROJECT OPENDOOR

Click to play

Project **OPENDOOR** by

ART:DIS
ARTS & DISABILITY
SINGAPORE

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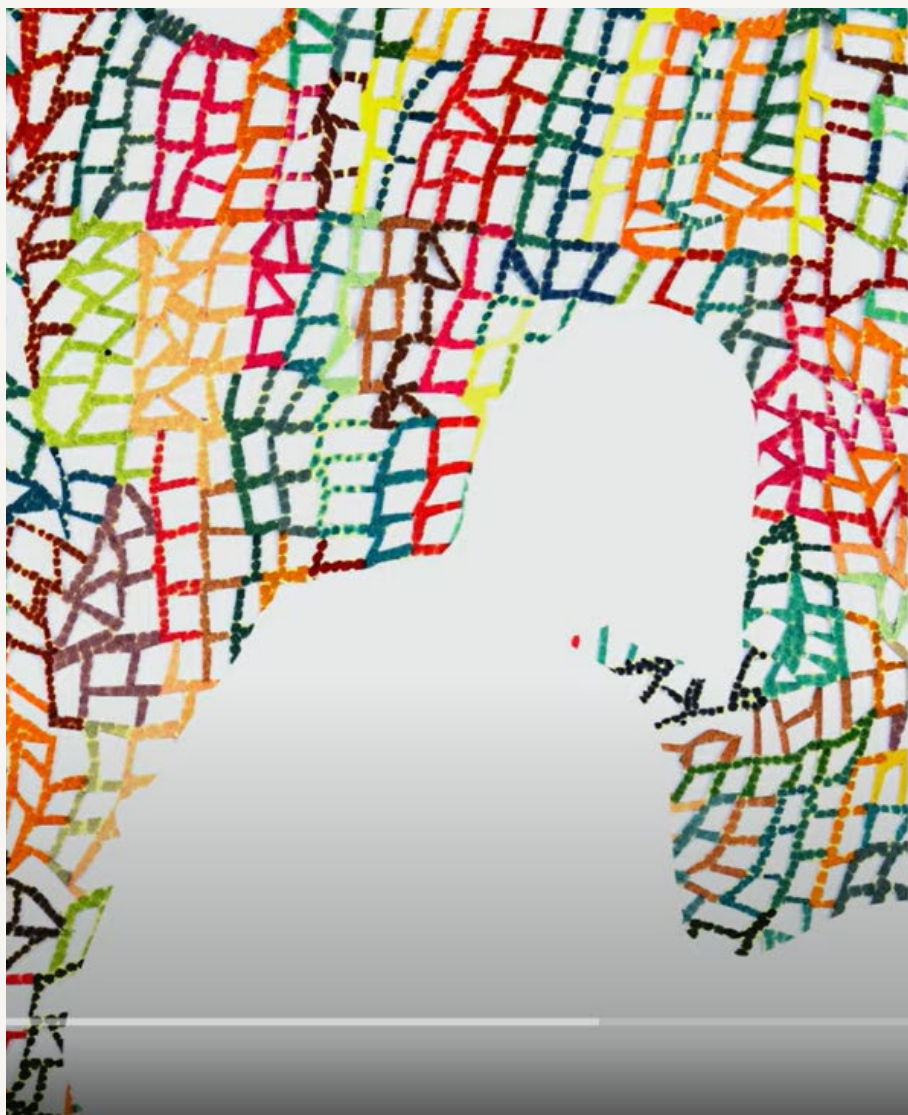
 **UOL**
华业集团

UOL X ART:DIS Art Prize

- Biennial art competition launched in 2023
- Singapore's first comprehensive art prize that recognises all stages of artistic practice by artists with disabilities
- Provides PWDs artists with opportunities to deepen their artistic practice and gain public recognition and expand market exposure
- In 2023: 28 winning artworks for 4 categories exhibited at The Arts House
- In 2024: First solo exhibition by Fern Wong, Winner of inaugural UOL X ART:DIS Art Prize 2023 – about 40 artworks showcased



SOLO EXHIBITION BY WINNER OF THE INAUGURAL UOL X ART:DIS ART PRIZE



Click to play

29.09

FERN WONG NATURAL GEOMETRY

Curated by
JOHN TUNG

Organised by

ART:DIS
ARTS & DISABILITY
SINGAPORE

Supported by

 **UOL**
华业集团



BIGGER PLATFORMS FOR THE ARTISTS

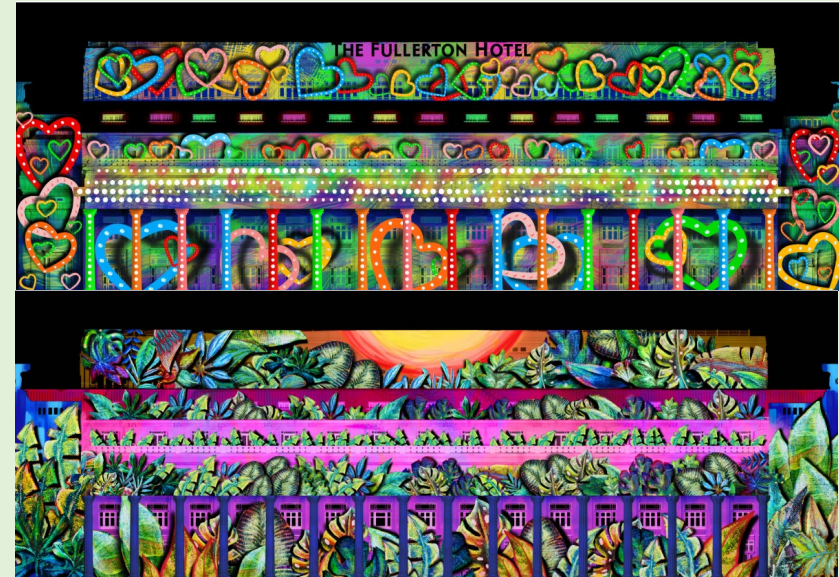


Singapore Pavilion, Expo 2025, Osaka



Fern Wong,
Winner of the
UOL X ART:DIS
Art Prize 2023

- Staged solo retrospective exhibition that showcased about 40 works from her practice spanning over two decades.
- Featured in the Singapore Pavilion at Expo 2025, Osaka
- Featured in 2025 Gallery Children's Biennale by National Gallery Singapore, where children can interact with a large-scale artwork inspired by her intricate paper-cut artworks



Abraham Koh and Noah Tan,
Merit Award winners

- Showcased works at The Marina Bay Singapore Countdown, presented by the Urban Redevelopment Authority
- Debuted new works that pushed the boundaries of their practice in a group exhibition during Singapore Art Week 2025.

INCLUSIVE HIRING

- UOL hires 28 PWDs across the Group
- PPHG has been a pioneer in inclusive hiring in Singapore's hospitality sector since 2009
- Roles include: F&B Guest Service Ambassadors, Front Office staff, Housekeeping staff, Human Resources, Kitchen Stewards (F&B), Office Administration
- Work practices include flexible work schedules, job carving, tailored training and sign language classes
- Provided certified coaches and mentors
- Organised inclusive hiring talks for staff and tenants



Hiring and Employment


SG ENABLE

At SG Enable, we build an **ecosystem of support** to sustain disability-inclusive employment for the long term.

| Ready Persons with Disabilities | Ready Employers | Ready Environment |
|---|--|---|
| <ul style="list-style-type: none"> Transition-to-Work programmes Employment facilitation services, through our 3 Job Placement and Job Support partners (SPD, MINDS, ARC) | <p style="text-align: center; font-weight: bold; margin: 0;">Our 5 "E" framework</p> <ol style="list-style-type: none"> 1. Enabling Employment Pledge 2. Equip 3. Engage 4. Employ 5. Enabling Mark accreditation | <ul style="list-style-type: none"> Build capabilities of disability employment professionals, e.g. job coaches, so they can better support persons with disabilities |

7 | CONFIDENTIAL

Inclusive society. Enabled lives.



INCLUSIVE HIRING



Mr Alvin Chin and Ms April Koh are Service Ambassadors at Si Chuan Dou Hua Restaurant

INCLUSIVE HIRING



Mr Alvin Chin is a Service Ambassador at Si Chuan Dou Hua Restaurant (UOB Plaza). He has mild intellectual disability.

Alvin joined as a staff in 2019. Today, he is a key, full-time member of the team at the UOB Plaza branch.

Ms April Koh is a Service Ambassador at Si Chuan Dou Hua Restaurant (UOB Plaza). She has mild intellectual disability.

April joined Si Chuan Dou Hua in 2021



INCLUSIVE HIRING

Staff hired through our involvement in inclusive sports



Mr Loh Eng Meng (left), a deaf and non-verbal UOL employee, conducts activities including Singapore Sign Language courses.

Eng Meng is in the working committee of Deaflympics which UOL sponsored in 2022. The event is organised by Deaf Sports Association Singapore (second from left, back row).



INCLUSIVE HIRING

Long service awards for PWDs

- PPHG employs PWDs across six of its hotels and serviced suites
- 12 PWDs have been with us for between four and 10 years



Darsha, a Service Ambassador at Ginger, PARKROYAL on Beach Road, has received his **10-year Long Service Award**. He has mild intellectual disability.

Darsha needed close guidance when interacting with guests, but over time, he developed the confidence and skills to handle it independently. Today, he completes his tasks with pride and has also earned compliments from guests.