



A member of **UEM Group**

Embracing Sustainable Living



Sustainability Report **2012**

Embracing Sustainable Living



UEM Land Holdings Berhad ("UEM Land") welcomes you to our new approach to creating long-term, environmentally-friendly living and working space for all of our stakeholders, adding to Malaysia's development and promoting a modern and progressive agenda in property development and management. Through our theme of "Embracing Sustainable Living", UEM Land is opening its arms to bring all of our stakeholders together to support our Corporate Sustainability programme in an ambitious way. We create developments that will last and support communities in the long-term in ways which are environmentally sensitive and also support sustainable development on a national and regional scale. We create sustainable environments loved by homeowners, acclaimed by investors and recognised by the industry.



Our Vision

Building communities of the future
with you and for you.

Our Mission

UEM Land brings together
the talented and skilled, the imaginative
and the courageous.

We create sustainable environments loved
by home owners, acclaimed
by investors and recognised by the industry.

We believe in thinking big and
acting quickly to unlock potential;
to thrive in a changing world.

Living Our Values

Our core values have stood the test of
time. Acronymed as TIPS, these values
play a vital part in defining who we are as
a diverse group of people with skills,
experience and knowledge that allow us
to deliver innovative products and service
excellence to our customers.

Teamwork

Cooperative effort by the members of a group or team to
achieve a common goal

Integrity

The state of having steadfast adherence to a strict moral
or ethical code

Passion for Success

A relentless drive to achieve excellence, commitment to
meet and exceed targets

Sincerity of Intent

Something that is intended to be taken into action with
consideration of the quality or condition of being sincere





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Dato' Jaafar Muhammad Building, Kota Iskandar, Nusajaya



Our Approach To Reporting

UEM Land Sustainability Report ("SR") 2012 is our 4th report since year 2009 when we started an annual disclosure of our sustainability initiatives complementing our Annual Report. Our SR discloses the business operation's economic, social and environmental policies, commitments, initiatives and performance, in addition to the issues most material to our stakeholders. It is also meant to provide our stakeholders insights at our operations, addressing the challenges and unlocking the opportunities.

Period of Coverage

The report covers the financial reporting period from 1 January 2012 to 31 December 2012. In some cases, the report covers activities outside this period to show related performance and continuity. This is to lend a clear perspective to support the current trend shown in the performance data.

Scope of Coverage

This report covers UEM Land and its subsidiaries. Subsidiaries refer to all companies in which UEM Land holds a majority stake and/or has direct managerial control.

Guideline References

This report has been prepared using the GRI G3.1 Guidelines and its Construction and Real Estate Sector Supplement ("CRESS") as well as ISO 26000. We have also made reference to Bursa Malaysia Securities Berhad's CSR Framework and the "Silver Book" by the Putrajaya Committee on GLC Transformation. We chose these guidelines as it represents a balanced and reasonable representation of our Group's economic, environmental and social performance.



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Corporate Profile

Our strong commitment to integrity and transparency ensures the highest standards of Corporate Governance in the best interests of all of our stakeholders.

28 Mont'Kiara, Kuala Lumpur



UEM Land Holdings Berhad ("UEM Land" or "the Company") is a public company listed on the Main Market of Bursa Malaysia. It is the flagship company for real estate investment and property development of UEM Group Berhad ("UEM Group") and Khazanah Nasional Berhad ("Khazanah"). UEM Group is a wholly owned subsidiary of Khazanah, an investment holding company of the Malaysian Government.

UEM Land is currently undertaking the development of Nusajaya in one of the five flagship zones of Iskandar Malaysia, identified by the Government as one of the key drivers of our nation's socio economic growth under the Ninth Malaysia Plan.

Nusajaya will be developed into a regional city with diverse catalytic developments to create and promote economic growth and development in the area. This is further supported by several strategic initiatives to meet various economic activities and market demands.

Embracing innovation and technology, Nusajaya will be a role model of an economically, socially and environmentally sustainable city for South East Asia. With its modern infrastructure and cutting edge architectural design, the expected local and foreign investment inflows into Nusajaya will propel economic growth and transform south Johor into an exciting centre of economic development.

Nusajaya spans a total of 23,875 acres, with UEM Land currently owning approximately 6,000 acres which are currently under various stages of development. By 2025, Nusajaya will comprise a range of high quality properties, including Kota Iskandar, the Johor State new administrative centre which houses State and Federal Government offices; the luxurious award winning Puteri Harbour integrated waterfront development; the 'green' and 'clean' fully managed Southern Industrial and Logistics Clusters ("SiLC"); Afiat Healthpark, a comprehensive medical park offering modern, traditional, complementary medicine and wellness; and Gerbang Nusajaya, a 4,551-acre



Puteri Harbour, Nusajaya

development comprising mixed, commercial and catalysts projects with activity malls, campus offices, trade centres and residential developments. Together with a mix of residential and commercial properties, hotels, resorts and many other amenities, Nusajaya will emerge as a vibrant and dynamic destination offering holistic and integrated lifestyle, with immense potential growth for investors.

One of the Company's business strategies is to diversify its income stream and geographical location into high growth areas. This process has been initiated with the acquisition of 98 acres of freehold site adjacent to the Central Business District of Cyberjaya at the end of 2008. The development, Symphony Hills, is an exclusive residential development and the country's first Connected Intelligent Community ("CIC") offering smart-home features and community connectivity through high-speed broadband.

The acquisition of Sunrise Berhad ("Sunrise") has diversified the Company's product portfolios. Sunrise is an award-winning property development company and is renowned for its up-market high-rise residential projects as well as commercial developments largely in the Mont'Kiara

enclave. With the acquisition, Sunrise complements the Company's capabilities in property development and increased its land bank in prime areas of central Kuala Lumpur, Mont'Kiara, Seri Kembangan as well as Vancouver, Canada.

More significantly, UEM Land now has core competencies in macro township development and high-rise residential as well as commercial, retail and integrated developments; property management and project and construction services. There is also ready access to a larger pool of talent, considerable depth and breadth of skills, expertise and knowledge of the property development.

The economies of scale and operational efficiencies are further key attributes of the Group. In addition, as a subsidiary company of UEM Group, the extensive resources of UEM Group are also well within reach.

UEM Land is thus well positioned to seek and secure new development opportunities and accelerate its business expansion to enhance its financial performance.

Awards and Recognition



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1. FIABCI Prix d'Excellence 2012 Best Master Plan - Nusajaya

Nusajaya, one of the five flagship zones of Iskandar Malaysia received global recognition when its Master Plan won the prestigious FIABCI Prix d'Excellence Awards 2012. UEM Land's Managing Director/Chief Executive Officer, Dato' Wan Abdullah Wan Ibrahim received the award during an awards presentation ceremony in St. Petersburg, Russia. The achievement and accolade from a renowned world body such as FIABCI was timely as it aptly set the stage for Nusajaya to mark its tipping point and realise the vision of becoming Southeast Asia's newest regional city of the future.

Previously in October 2011, Nusajaya was named the Best Master Plan at the FIABCI Malaysia Property Award 2011, while UEM Land's luxurious 10 Mont' Kiara development was a joint winner in the Residential (High-Rise) Category.

In 2010, one of UEM Land's signature developments, Kota Iskandar (Phase 1) won the Public Sector Category and in 2009 Puteri Harbour was named Best Master Plan. Both Puteri Harbour and Kota Iskandar went on to receive runner-up trophies at the FIABCI Prix d'Excellence Awards in 2010 and 2011 respectively.

The FIABCI Prix d'Excellence Awards recognise projects that best embody excellence in all real estate disciplines involved in their creation. Winning projects are judged based on a set of criteria which include architecture, development, environmental impact, financials and marketing, and are selected by an international panel of real estate professionals and experts.

2. The Edge Malaysia Top Property Developers Awards 2012 Ranked 5th Top Property Developer

Malaysia's leading business weekly, The Edge Malaysia ranked UEM Land as the country's 5th Top Property Developer at The Edge Malaysia Top Property Developers Awards 2012 Presentation Ceremony, graced by Housing and Local Government Minister, YB Dato' Wira Chor Chee Heung in Kuala Lumpur.

UEM Land was among the property developers listed on the Bursa Malaysia's property sector that made it to The Edge Malaysia Top Property Developers Awards 2012 top 10th ranking, based on quantitative and qualitative attributes from Bursa Malaysia and consumers' perspectives respectively. In the previous year, UEM Land was ranked 13th while Sunrise ranked eighth on the list.

In addition, UEM Land's cluster homes at The Gateway Precinct in Horizon Hills, Nusajaya, via joint development with Gamuda Berhad won The Edge-Property Consultants in the Private Sector ("PEPS") Value Creation Excellence Award 2012 in the residential category. The award recognises developments that have rewarded their purchasers in terms of capital appreciation in an outstanding way.



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3. Malaysia Landscape Architecture Awards 2012
Property Developer Category for Excellent Landscape Planning and Development

Honour Award

- Serenity Park, East Ledang (Phase 1)
- Puteri Harbour Satellite Clubhouse

Merit Award

- Cluster C2S Complex, Kota Iskandar

4. International Property Awards Asia Pacific 2012-2013

Highly Commended High-rise Architecture Malaysia & Highly Commended Commercial High-rise Development Malaysia
- Angkasa Raya, KLCC

Best Architecture Multiple Residence Asia Pacific & Best Architecture Multiple Residence Malaysia (5 star rating)
- East Ledang, Nusajaya

Highly Commended Mixed-Used Development Malaysia
- Puteri Harbour, Nusajaya

5. PAM Awards 2012

Commendation in Commercial Category 7
- Symphony Hills Clubhouse

6. The Malaysian Reserve Editors Choice Property Award 2012

Best Luxury Residential Development
- Symphony Hills Clubhouse

Best Township Developer
- East Ledang, Nusajaya

7. Forbes Asia

The Region's Top 200 Small and Midsize Companies 2012
- UEM Land Holdings Berhad

8. Johor Tourism Awards 2012

Anugerah Khas and Best Tourism Website for Kota Iskandar in the Tourism Marketing & Media Category

9. The Edge Billion Ringgit Club 2012

- UEM Land Holdings Berhad

Standards and Certifications



Summer Suites & Summer VOS, Kuala Lumpur

UEM Land has been certified to the following group-wide standards:

- ISO 9001.
- ISO 14001:2004.
- OSHAS 18001:2007
- MS 1722:2011

We abide by these standards to improve the effectiveness and efficiency of our operations. Augmented with our very own our Quality, Safety, Health and Environment (QSHE) Policy we have set a clear objective to ensure the improvement and development of our management systems, meanwhile our Code of Conduct and Ethics outlines the best practices and responsibilities in running our everyday operations.



Memberships and Affiliations

UEM Land and its subsidiaries continue to maintain its memberships at the organisational level that are considered strategic for business purposes.

- International Real Estate Federation ("FIABCI"), Malaysia Chapter
- Real Estate and Housing Developer's Association Malaysia ("REHDA")
- The Yacht Harbour Association, based in UK
- The Johor Yacht Association, based in Tanjung Langsat, Pasir Gudang
- Federation of Public Listed Companies Berhad





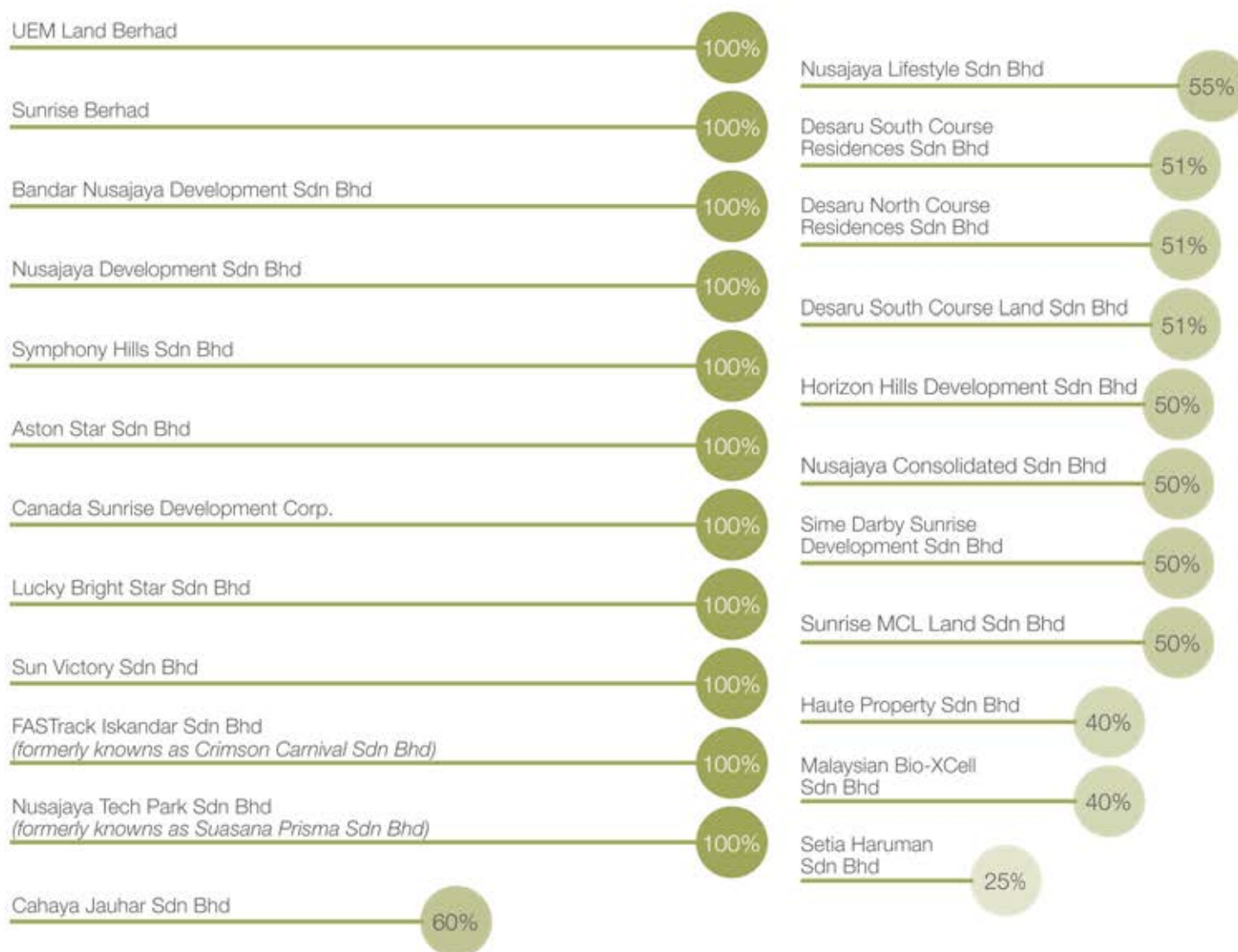
UEM Land Holdings Berhad

Corporate Structure

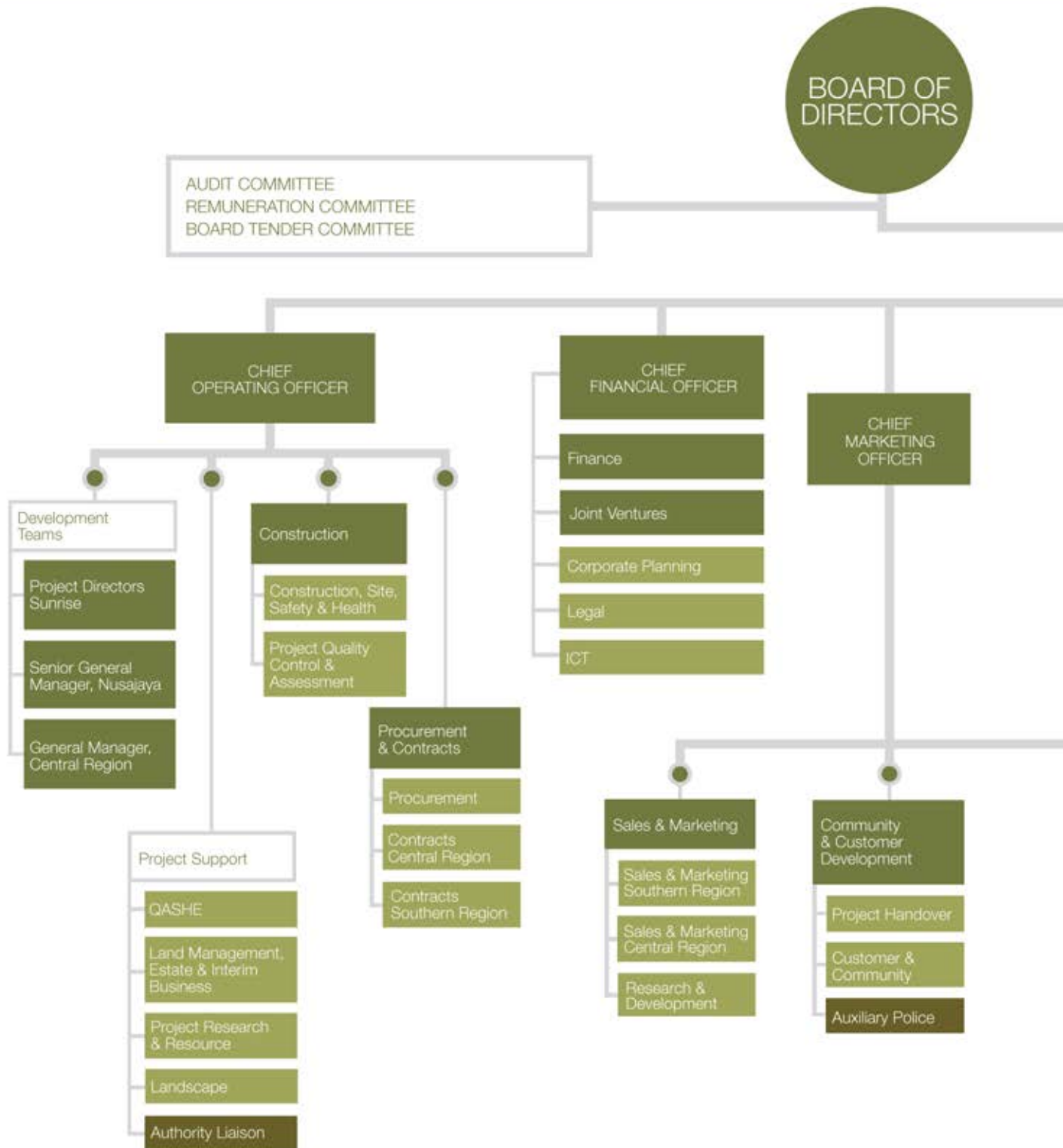
As at 29 March 2013

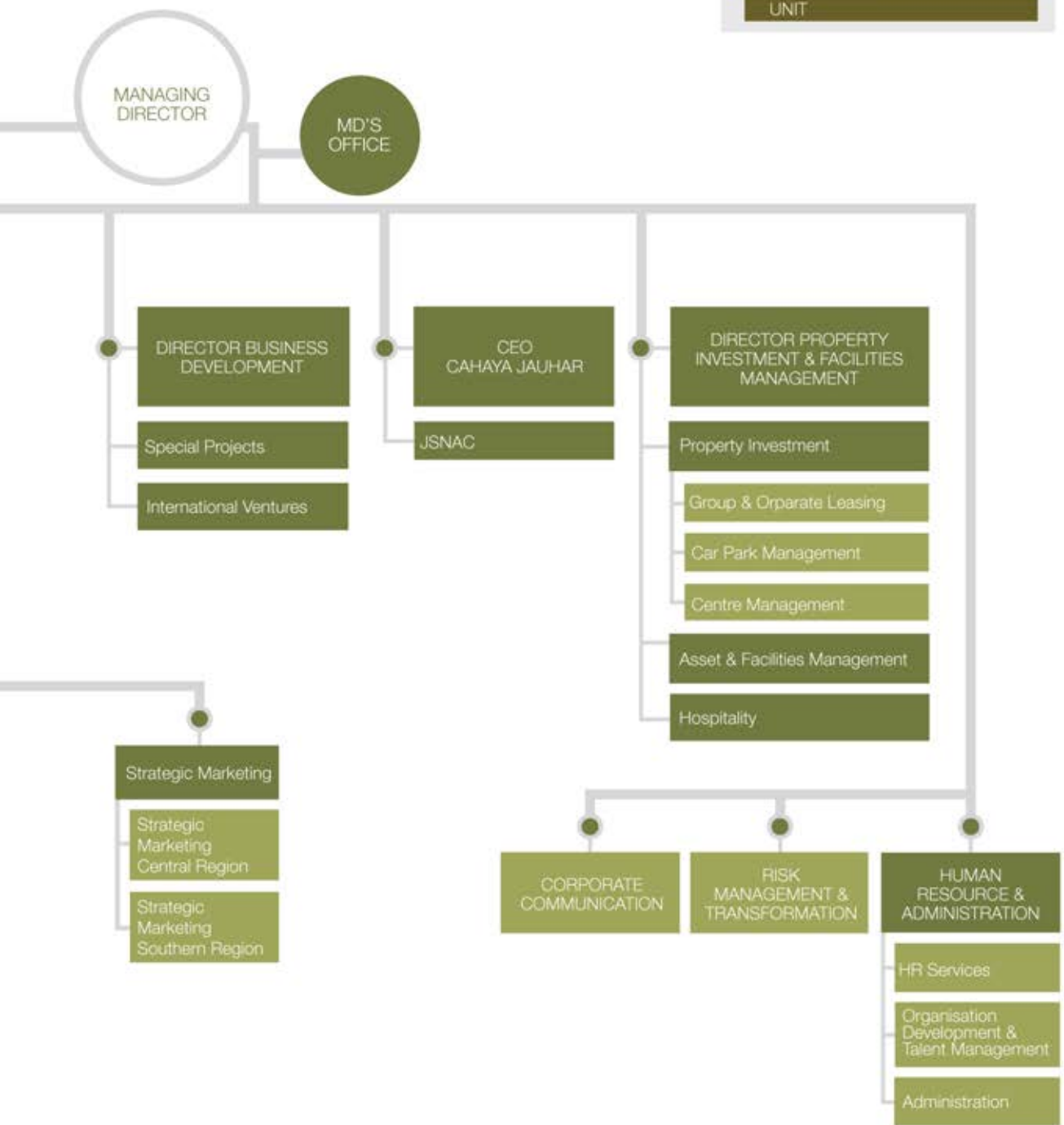
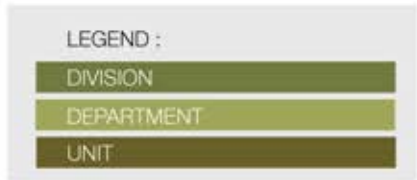


A member of **UEM Group**



Our Organisation Structure





MD/CEO's Message



I am pleased to present the UEM Land Holdings Berhad's ("UEM Land" or "the Company") Corporate Sustainability Report 2012 which is our fourth report since 2009. You will see from the results that our sustainability performance is improving year-on-year and that we are responding positively to the needs of our stakeholders which we identified in earlier reports.

UEM Land's Corporate Sustainability initiatives are focussed programmes that address the needs of all of our stakeholders. To identify these needs we engage closely with the people who affect and are affected by our business to find

ways that add social and environmental value to everyone concerned. We believe in accountability on the impact of our presence and we are transparent in our reporting thus this fourth version of our Sustainability Report series. You will see our commitments to environmental and social issues as well as our performance over the years.

The process of reporting has been helpful not just in improving communication with our external stakeholders but also in setting internal Key Performance Indicators ("KPI") and targets to help us guide our strategy in a holistic way in line with our new Vision,

Mission and Values.

Sustainability issues are very important to UEM Land's business and we realise that the way in which we address such issues helps us improve our performance both from a business and a financial perspective. You will see that we have identified the important sustainability issues, set targets and monitored our performance against those targets. This is how we integrate sustainability management into our business at all levels.

We are proud of all of our community and environmental initiatives, especially our



Dato' Jaafar Muhammad Building, Kota Iskandar, Nusajaya

education outreach programmes through PINTAR (Promoting Intelligence, Nurturing Talent and Advocating Responsibility) which we started since 2006. We currently have 17 UEM Land PINTAR schools in Gelang Patah, Johor and have conducted various initiatives to help prepare students for the UPSR, PMR and SPM examinations, to realise their full potentials. We also reward the students' study efforts at our High Achievers Award Ceremony for excellent students.

During 2012 we continued to sponsor the STAR Newspaper-in-English ("NIE") Programme which included a NIE Workshop for students and teachers to promote reading of newspapers and the use of news media in the learning and teaching of English. This programme compliments our English programme for primary and secondary school teachers which is run in collaboration with the British Council to promote new teaching and learning techniques in English language in schools.

We also held a number of Motivational Camps, a Road Safety Campaign, Spelling Competition and a series of Hygiene and Health Talks for schools as well as a National Day Programme including a Prize Giving Ceremony, a Library Opening Ceremony and the Majlis Khatam Al-Quran for Pintar Pre-schoolers. All of these initiatives have contributed to improved examination performance in the 17 schools that we support.

In addition to that, we organised community programmes in Perak where the Perpustakaan Desa Tapah Road was given an enhanced overall outlook, the multi-purpose hall at the Pertubuhan Anak-Anak Yatim Darul Aitam ("BUSARAH") in Temoh was upgraded and contributions of school supplies were presented to 50 Orang Asli school-going children from Kampung Sungai Geroyang and Kampung Sungai Merbau in Tapah.

As a leading property developer we create spaces for people to live and work which have both social and environmental impact. So it is clear to us that if we can work with our stakeholders to create the perfect balance between their lifestyle choices and the local environment then we will create a successful business in the long term.

For example our Green Initiatives programme including the R.O.S.E (Reduce, Offset, Substitute, Enhance) concept in Nusajaya helps us to protect the environment by minimising resource and energy use while maintaining quality. Our Regional Open Space ("ROS") Reforestation Programme helps us to replace the woodland we remove during the development phase of our developments and we are introducing new innovations such as rainwater harvesting in our Symphony Hills development in response to stakeholder demand for environmentally friendly living spaces.

This is where the power of testimony kicks in as I mentioned in our report last year. We

understand that in a competitive property market our positive approach to the needs of stakeholders and our concern for the environment multiplies through our customers and feeds into future customers through recommendations. This helps people to feel positive and confident in UEM Land as a company and as a partner in building developments which meet the needs of the life, work and communities.

Our efforts have been rewarded in 2012 with the internationally recognised FIABCI Prix d'Excellence Best Masterplan for our Nusajaya developments and many other local and regional accolades for our work and engagement projects.

Moving forward we have plans to focus on our existing land banks in Nusajaya, Mont'Kiara, Kuala Lumpur, Cyberjaya and Bangi as well as parcels in Klang Valley. We are also looking for opportunities in East Malaysia and to look for regional expansion as options present themselves and the risks warrant it.

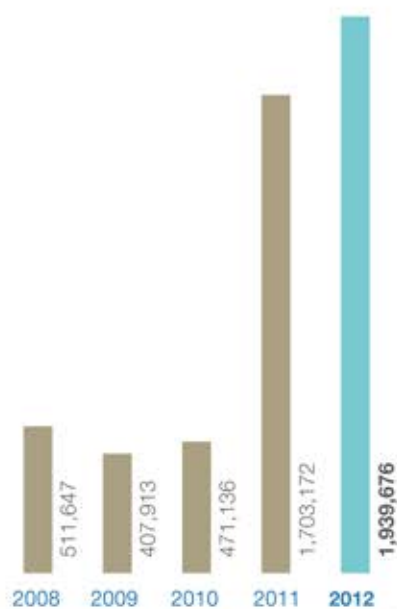
We very much hope that you enjoy reading our Corporate Sustainability Report 2012. We look forward to continuing our sustainability journey with all of our stakeholders and we welcome your comments and feedback.

Thank you.

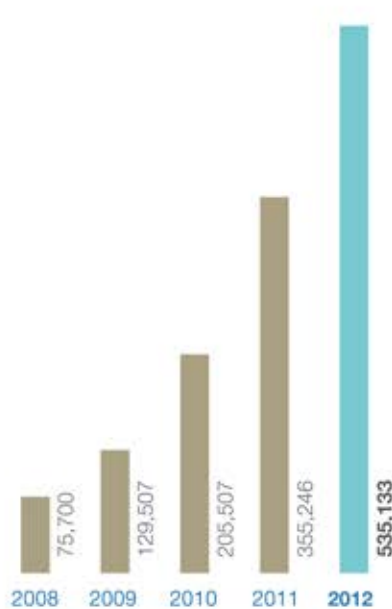
Dato' Wan Abdullah Wan Ibrahim
Managing Director / Chief Executive Officer

Five-Year Financial Highlights

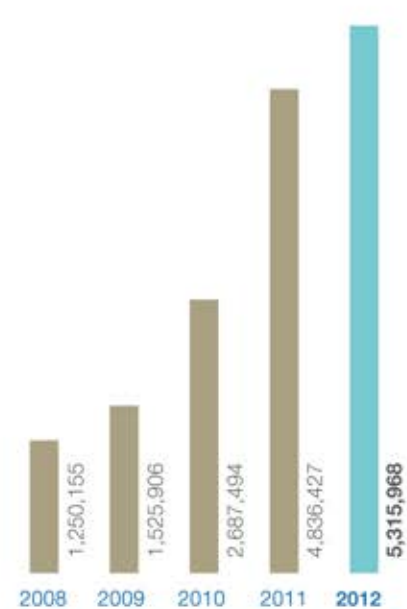
For The Financial Year Ended
31 December



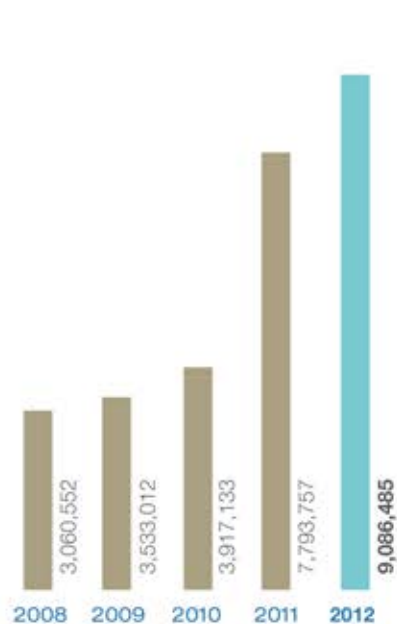
REVENUE
(RM'000)



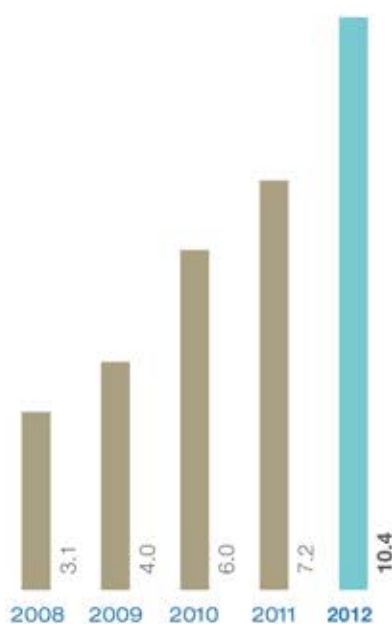
PROFIT BEFORE INCOME TAX
(RM'000)



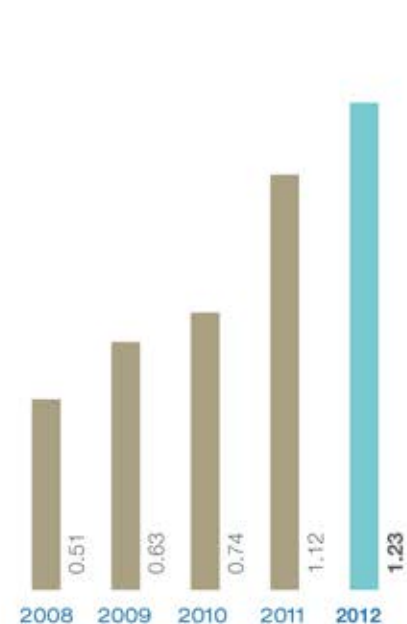
SHAREHOLDERS' EQUITY
(RM'000)



TOTAL ASSETS
(RM'000)



EARNINGS PER SHARE
(SEN)*



NET ASSETS PER SHARE
(RM)

*ATTRIBUTE TO OWNERS OF THE PARENT

Our Approach to Sustainability



Horizon Hills, Nusajaya

At UEM Land we are not just about property development but are dedicated to balancing our economic ambitions with socially responsible initiatives that have a positive impact upon communities, as well as the environment.

Our Commitment to Responsible Corporate Practices

As a conscientious corporate citizen, UEM Land is committed to growing in a profitable and responsible manner. We are accountable to our stakeholders and are deeply committed to maintaining a balance between our economic ambitions and responsible corporate practices. We take pride in the fact that responsible and sustainable practices are embedded within our total business operations and value chain. In 2012, we continued to apply effective sustainability initiatives in the areas of the Marketplace, Workplace, Community and Environment.

Our Commitment to Effective Marketplace Practices

As a property development company, marketing is a crucial aspect of our business. Our approach to marketplace is focused on customer relations, customer health and safety, satisfaction and compliance in marketing and customer privacy. Product lifecycle analysis is a significant part of the marketplace it encompasses the pre-development to hand over of unit to building maintenance incorporating environmental and community aspects. In the end of the lifecycle we learned new areas of improvement to carry over to the next projects. As part of our commitment to delighting our customers, we are constantly exploring new ways to improve customer satisfaction levels and to enhance our appeal. We emphasise

excellence in every new development that we introduce to the market today. Even as we delight customers and offer them the opportunity for strong returns, we are ensuring our long-term growth.

Our Commitment to Good Workplace Practices

At UEM Land, we believe that a strong company materialises from strong employees who deserve an environment which empowers and challenges them to succeed professionally and also gain personal fulfilment. The company believes in operating with a good culture of employee engagement and our managers are committed to creating a work environment where our people feel valued and are given the right conditions to perform at their best. We believe that continuous development of local expertise, combined with extensive complementary learning programmes as well as leveraging on best practices from around the world, will motivate our employees to deploy their professional expertise and skills in line with our business needs and their own aspirations and competencies. That is why we leverage on first rate human capital practices to reinforce our position as an "employer of choice" as well as to attract and retain the best talent in the market.

Our Commitment to Enriching Communities

As a property developer, UEM Land's mission is to create and maximise value for our shareholders, employees, suppliers, customers, business partners and the communities within which we operate in. We recognise that our business remains viable only when we can effect and contribute tangible and enduring benefits for our diverse stakeholders, which ultimately brings social progress and leads to an improved

quality of life for future generations. Thus, our business plans and developments consistently take into consideration the social, environmental, ethical and economic impact of all that we do.

Our Commitment to Safeguarding the Environment

As a reputable, responsible and conscientious property developer, we aim to ensure that environmentally-friendly procedures are implemented, managed and monitored in every stage of our procedures, especially in our development process. The natural environment is taken into consideration and incorporated into each facet of design where possible and throughout the lifecycle of our projects. Performance assessments are carried out at regular and frequent intervals to ensure that all aspects of construction fall in with regulatory requirements and environmental criteria, as well as our own Environmental Management Plans ("EMPs").

We recognise that every detailed aspect of environmental preservation and conservation will leave an immeasurable and lasting impact on our local communities and the townships' lifespan. From planning to full-scale construction, we endeavour to make the whole process more environmentally friendly, thus decreasing our carbon footprint. We do not take the endowment of our surroundings lightly and where possible, will work to naturally integrate it into the overall project design and add value to our properties. In pursuit of this vision, we established a number of programmes in 2012 and are developing numerous new projects that will take place in the near future.

Stakeholder Engagement



As an integral part of our sustainability reporting process, we have conducted a range of engagement event with the stakeholders affected by or concerned about UEM Land's management, operations and products. We have identified the significant stakeholders and asked their opinions. We believe that the outcome of the engagement will lead to the improvement of the company's future programmes, projects and other endeavours moving forward. The interviews were conducted through telephone calls, face-to-face meetings and email communications depending on the location and stakeholder preference. Below are the results of the engagement.





Stakeholder Group

Issues, Comments and Suggestions

Employees	<p>Our employees support our aim to see UEM Land as the employer of choice in Malaysia and want to see that happen, in-line with our becoming one of the top developers in Malaysia. As a sustainable company we must ensure sustainable employment practices and we have improved many human resource ("HR") areas in recent years especially during the acquisition of Sunrise.</p>
Community	<p>As the number of our developments increased, especially in Nusajaya, we recognise that we should give more benefits back to the community. To address this, we have increased our community budget and give more focus on community development programmes.</p> <p>Our community stakeholders have identified four important factors in creating and promoting our sustainability plans. These are Education, Safety, Health and Environment. They prioritise education as they want their children to take advantage of the opportunities that come with UEM Land developments. Education will also raise awareness in the environmental and health aspects, which is another significant factor as children often need guidance on how to protect the environment and how to reduce health risks. Our education programme for children has helped improve the level of achievement in national examinations in the schools we adopt. In future our education programme should also focus on school children with average and lower results in the national examination to help give them a heads-up in their studies.</p> <p>The concerns of local people of the community are similar. However, they have also pointed to a particular concern related to health risks near mined out areas. It is difficult for indigenous people to move freely in their land because of the dangers posed by these mined out areas and they hope that UEM Land will be able to help in this matter. This is an area of concern that we hope to address in the near future.</p>
Supply Chain	<p>Companies in our supply chain are mainly concerned to secure a sustainable job-base within a fair and transparent tender exercise. Good communication is very important to ensure that both parties know what to expect from each other. We are pleased that supply chain stakeholders report that they believe UEM Land has done a good job in this area as they have received a good briefing on the job scopes and responsibilities of the contractors. Many have suggested that a longer tender period would be advantageous.</p> <p>UEM Land's acquisition of Sunrise was seen as a perfect move by our supply chain stakeholders as the former has the land bank and the latter has the experience in high-rise development. UEM Land has created employment and increase economic growth in the construction market. All sustainability issues will be taken care of if the corporate governance is properly implemented.</p>
Government	<p>Our Government stakeholders have raised safety as a priority concern and they look forward to see UEM Land continuing to act on this issue to increase the visibility of safety issues in the workplace as well as in the communities we develop.</p>
Media	<p>Our media stakeholders see all sustainability issue as important. To raise the level of awareness we must think of how to interest the public in sustainability issues. UEM Land knows what our responsibilities are and we aim to fulfil them accordingly. In doing so we also aim to improve what the public know about what UEM Land is doing. We have done a great deal especially in Nusajaya and we can take advantage of the media to disseminate our vision, benchmark with other companies and improve our communication plans in future.</p>
Customers	<p>Our customer stakeholders are supportive of our developments and the responses to our customer engagement surveys are all very positive. A number of suggestions have been made to improve safety, help to balance lifestyles and to increase the accessibility of our developments. We are grateful for these suggestions and we have been happy to respond positively through many of the initiatives that are presented in this report.</p>

Materiality Analysis



We define material issues as those that have a direct and indirect impact on our business and our stakeholders in ways that can help us to build or preserve value or that may pose risks that would erode the value of our business if not addressed proactively. Some of these impacts are more significant than others and our materiality analysis helps us to identify these strategically.

Horizon Hills, Nusajaya





Idaman Residence @Nusa Idaman, Nusajaya

<p>HIGH MATERIALITY</p> <p>LOW MATERIALITY</p>	<p>Environmental</p> <ul style="list-style-type: none"> • Environmental Management • Green Communities <p>Governance Indicators</p> <ul style="list-style-type: none"> • Transparency • Integrity • Trust 	<p>These are issues that are raised by stakeholders as a priority and on which our products and operations have a significant impact. These issues form an important part of our KPIs which we must meet and exceed in order to fulfil the requirements of our business plans.</p>
	<p>Labour Practices</p> <ul style="list-style-type: none"> • Positive working environment • UEM Land HR Roadmap <p>Customer Satisfaction</p> <ul style="list-style-type: none"> • World-class developments • High-quality, safe and comfortable communities 	<p>These are issues that are often raised by stakeholders as a priority and on which our products and operations have a significant impact. These issues form an important part of our KPIs and compliance requirements.</p>
	<p>Economic Indicators</p> <ul style="list-style-type: none"> • Strong and sustainable business performance • Job-creation and economic development <p>Social Indicators</p> <ul style="list-style-type: none"> • Investment in education and community programmes 	<p>These are issues that are sometimes raised by stakeholders as a priority and on which our products and operations have some impact due to the nature of our Business. We take these issues seriously and we meet and exceed compliance requirements.</p>
	<p>Product Responsibility</p> <ul style="list-style-type: none"> • Clear descriptions of product scope and quality specification <p>Human Rights</p> <ul style="list-style-type: none"> • Vigilance on avoiding child labour and trafficking • Protecting the rights of local communities 	<p>These are issues that are rarely raised by stakeholders as a priority and on which our products and operations have limited impact due to the nature of our business. Nonetheless we take these issues seriously and we aim to meet and exceed compliance requirements.</p>

Corporate Governance

Our firm commitment to integrity and transparency ensures the highest standards of Corporate Governance in the best interests of all of our stakeholders.





Corporate Governance and Economic Performance

Our approach to Corporate Governance is guided by our firm commitment to operate with integrity and transparency. We recognise that it is in the best interests of all of our stakeholders that we conduct our business operations to the highest standards of the industry best practice. This will not only help us to identify and mitigate business risks but will also enhance our reputation as a responsible company.

As part of our commitment to transparency our 2012 Sustainability Report has been developed to complement the UEM Land 2012 Annual Report. Comprehensive information and in-depth details on our approach and practice of Corporate Governance and related issues can be obtained from the 2012 Annual Report in pages 85-117.

As required under the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Listing Requirements") our Corporate Governance Statement reports on how the Company has applied the Principles and the extent of compliance with the recommendations of good corporate governance as set out in the Malaysian Code of Corporate Governance 2012 ("MCCG 2012") issued by the

Securities Commission. It also sets out the Company's formal report on compliance with the recommendations of the MCCG 2012 and Listing Requirements throughout the financial year ended 31 December 2012.

Board Composition and Responsibilities

As at 31 December 2012, the Board consisted of nine Members comprising the Managing Director/Chief Executive Officer, four Non-Independent Non-Executive Directors and four Independent Non-Executive Directors. As at June 2013 the composition of the Board is 10 comprising the Managing Director/Chief Executive Officer, three Non-Independent Non-Executive Directors and six Independent Non-Executive Directors. The changes are due to various routine replacements within our team.

The composition of the Board was well balanced, representing both the majority and minority shareholders' interest and complied with the Listing Requirements where at least two Directors or one-third of the Board, whichever is the higher, must comprise Independent Directors. The six Independent Non-Executive Directors met the criteria of independence as prescribed in the Listing Requirements.

The Board composition reflects a balance of Executive and Non-Executive Directors with a mix of suitably qualified and experienced professionals in the fields of accounting, architecture, quantity surveying, retailing, banking, corporate finance, engineering and general experience in management. This combination of different professions and skills working together enables the Board to lead effectively and to supervise the Company's business activities successfully. These are vital to the success of the Group. A complete profile of each member of the Board can be found on pages 60 to 69 of the 2012 Annual Report.

The Board is responsible for leading and providing stewardship to the Group's operations through the setting of long-term strategic business directions leading to the creation of value for the Group and its shareholders. This includes constantly reviewing the adequacy and integrity of internal controls and management and compliance systems to ensure that these systems function to optimum performance and meet all legal and regulatory requirements.

As at 31 December 2012, the Board sat for thirteen meetings with a total average recorded attendance of 92.6%. Full attendance details for each member are published on page 87 of the 2012 Annual Report.



Board Remuneration

All members of the Nominations and Remuneration Committee are non-executive directors. Their roles include assisting the Board to make annual performance reviews of the senior management and other directors and to make recommendations on the appointment of individual directors and new candidates for Board membership. The Committee also formulates and implements evaluation procedures and recommends appropriate remuneration packages for Executive Directors.

During the financial year 2012 director remuneration fell within the following bands:

Amount	Executive	Non-Executive
50,000 and below	-	2
50,001 – 100,000	-	1
100,001 – 150,000	-	3
150,001 – 200,000	-	3
200,001 – 250,000	-	1
1,800,000 – 1,850,000	1	-

Full details of the remuneration and benefits for individual Board members can be found on page 96 of the Annual Report 2012.

Audit Committee

The Audit Committee was established by the Board on 15 September 2008 and assists the Board in fulfilling its duty to ensure the integrity of financial information by overseeing the financial reporting controls, policies and practices of UEM Land and its subsidiaries ("the Group").

The Audit Committee consists of three members of the Board, all of whom are Independent Non-Executive Directors as such, the Company has complied with Paragraph 15.10 of the Bursa Malaysia Securities Berhad ("Bursa Securities") Listing Requirements, which requires the majority of the Audit Committee to be Independent Directors.

Seven meetings were held during 2012 with 100% attendance. The report of the Audit Committee is available in pages 100-105 of the 2012 Annual Report.

Training and Development for Board Members

Members of the Board regularly and frequently attend training and development courses to keep them up to date with new ideas in Corporate Governance and new rules and regulations which are required when discharging their duties as Board members.

Our Board members attended events including workshops, conferences, forums and training sessions held both locally and abroad in addition to the Mandatory Accreditation Programme prescribed for company directors by Bursa Malaysia. A full list of training, conferences, workshops and seminars attended by each member of the Board can be found on pages 88 to 91 of the 2012 Annual Report.





Management Systems

UEM Land has been operating to the ISO 9001 Quality Management System (QMS) since 2000, OHSAS 18001 Occupational Health and Safety System since 2007 and ISO 14001 Environment Management System (EMS) since 2009.

These systems are maintained and routinely updated by our dedicated QASHE Department to ensure all our project sites and operations comply with all legal and regulatory requirements. Following the acquisition of Sunrise, we have fully integrated these management systems into Sunrise's operations during 2012.

Risk Management and Internal Control

The Board recognises the importance of a sound system of risk management and internal control in order to achieve good Corporate Governance. The Board is ultimately responsible for the Group's system of risk management and internal control, which includes the establishment of an appropriate risk management and control environment and framework, as well as reviewing its adequacy, integrity and effectiveness. The system covers risk management and internal controls relating to financial, operational, management information systems and compliance with applicable laws, regulations, rules, directives and guidelines.

Generally, the Group's system of risk management and internal control is designed to manage the risks to which the Group is exposed to while pursuing its business objectives. The Group's system of risk management and internal control is designed to mitigate rather than eliminate the risks. Therefore, the system of risk management and internal control can only provide reasonable but not absolute assurance against material misstatement, loss or fraud.

Enterprise Risk Management ("ERM")

Enterprise Risk Management ("ERM") is firmly embedded in UEM Land Group's system of internal control and is a vital and integral part of the Group's strategic planning and business operations. ERM includes the methods and processes used to manage key business risks and opportunities to achieve our objectives. The implementation of our ERM Framework aims to provide assurance to the Board and stakeholders that the risks faced by the Group are adequately and effectively managed and the shareholders' investments and the Group's assets are safeguarded. The effectiveness of the Group's ERM Framework is reviewed on a regular basis and where necessary, improved both at management and Board levels.

The Board is assisted by the Risk Management Committee ("RMC") in ensuring that the implementation of the approved ERM Framework has in place an on-going process for identifying, evaluating, assessing, monitoring and managing key business risks that may affect the achievement of the Group's business objectives. The processes which have been instituted throughout the Group are updated and reviewed from time to time to respond to the changes in the business environment throughout the financial year under review. The appropriate mitigation plans that are sound and sufficient to mitigate the key risk areas which have been identified and assessed by the risk owners have been identified and implemented to safeguard shareholders' investment and the Group's assets.

The RMC is a Management Committee, comprising senior management from various functional responsibilities with the Managing Director/Chief Executive Officer as the Chairman. The RMC establishes, implements, maintains and improves the implementation and effectiveness of ERM methodology for the Group. It also analyses and determines the Group's major risks which may be escalated for the attention of the Audit Committee and the Board. The Risk Management and Transformation Department has the responsibility of ensuring that an appropriate risk management framework exists within the Group and is effectively implemented to manage the key risks of the Group. As the Secretariat to the RMC, the Risk Management and Transformation Department is also responsible for providing reasonable assurance to the RMC that the risks faced by the Group are being effectively managed.

Full details of our Statement on Risk Management and Internal Control and our Enterprise Risk Management Report can be found on pages 106 to 110 and pages 111 to 113 of the Annual Report 2012 respectively. These are in compliance with Paragraph 15.26(b) of the Listing Requirements of Bursa Malaysia Securities Berhad and the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers issued by an industry led Task Force.

To enforce the concept of sustainability in all aspects of our operations, UEM Land has also included climate change as a risk factor in our Risk Register in 2011. The Risk Register and ERM Framework have been updated and 30 risk factors have since been included for consideration.

Some of the effects of climate change on UEM Land's business have forced us to take into consideration the possible degradation of structures due to flooding, customer preferences for green developments, regulatory legislation governing climate change and the environment and the need for increased insurance and development costs.



Teega @Puteri Harbour, Nusajaya



To tackle the effects of climate change, UEM Land continues to study and incorporate factors to mitigate climate change impact in the design and plans for our future developments. We are also developing properties and infrastructure with “green building” concepts, including contingency costs for natural disasters and enhancing the landscaping for high temperature areas as well as increasing insurance coverage.

Some of the risk factors in the risk register also draw attention to operational aspects that the Group has classified as key priorities, including revenue, compliance risks, investment risks and customer satisfaction risks.

Combating Corruption

A full statement of our Code of Ethics can be found on pages 114 to 117 of our Annual Report 2012. We have continued to implement various anti-corruption principles as detailed in our previous Sustainability Report and we are pleased to report that no material instances of corruption were reported during the period under review.

Economic Performance

During 2012, UEM Land Group's total turnover has increased by 13.8% from RM1.70 billion in 2011 to RM1.94 billion in 2012. Pre-tax profits increased by 50.6% from RM355.2 million in 2011 to RM535.1 million in 2012, reflecting the continuing improvement in operations which are reflected in our growing profitability.

Employee remuneration jumped from RM91.1 million in 2011 to RM130.6 million in 2012, an increment 43.3% due to increasing salaries and benefits especially our ESOS. As part of this we also increased our overall spending on training by 14.8% to around RM2.27 million in 2012 from RM1.98 million in 2011.

The following Table shows a four-year comparison of earnings and distributions for the Group:

RM (000)	2009	2010	2011	2012
Turnover	407,913	471,136	1,703,172	1,939,676
Operating Costs	62,812	90,574	224,547	274,492
Pre-tax profits	129,507	205,507	355,246	535,133
Payment and benefits to employees	25,195	30,405	91,142	130,572
Staff training	2,126	1,688	1,979	2,271
Taxes paid/payable to Government	35,773	9,484	52,304	87,270
Community Care	727	1,438	1,170	1,540

During 2012, UEM Land did not receive any form of financial assistance from the Government. Other than our support for general national policies, such as education and community development as described in our report, we did not participate in any form of public policy development or lobbying nor did we make financial contributions to any political parties during 2012. We are pleased to report that no fines or penalties were levied against us with regard to anti-competitive behaviour, monopolistic practices or safety, health and environment non-compliances.

Marketplace

We are constantly exploring new ways to enhance our relationship with our market stakeholders and provide a positive response to the issues they raise, this is central to our success.



Verdi eco-dominiums, Cyberjaya





Our Commitment To Effective Marketplace Practices

As one of Malaysia's leading property developers, involved in many catalytic development projects, our relationship with our stakeholders is a crucial aspect of our business. To fulfil our commitment to our customers in particular, we are constantly exploring new ways to increase customer satisfaction and to enhance our appeal to as wide an array of people as possible.

We emphasise excellence in every new development that we introduce to the market both to ensure that we delight our customers and offer them the opportunity for strong returns on their investment. This in turn helps us as a company to ensure our sustainable, long-term growth.

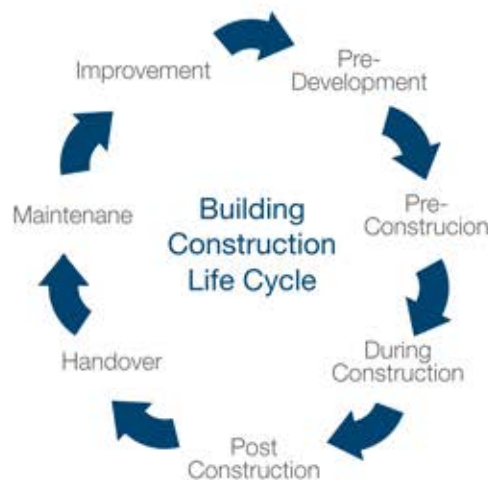
Excellence in Environmentally Friendly Lifestyle Spaces

We aim to build properties of the highest quality which respect our environment and offer world-class lifestyle options for our customers. To fulfil this commitment we have designed and developed new properties that exceed market standards in terms of quality with environmentally sensitive design features.

Our two developments, the Imperia condominium in Puteri Harbour and 28 Mont'Kiara are two state-of-the-art properties that reflect our commitment to excellence. Both are environmentally friendly condominiums that have been awarded the Green Building Index Provisional Gold Rating Certification and the Gold Rating certification respectively. They boast naturally ventilated common areas, energy saving electrical systems and fittings and furnishing that have been produced with at least 30% recycled components.

We have also added the Verdi eco-dominiums at Symphony Hills, Cyberjaya to our portfolio of innovative environmentally friendly options. The eco-friendly high-rise

condominium, offers state-of-the-art home features, unique designs and lush greenery within a gated and guarded smart community. With the added feature of being part of the country's first Connected Intelligent Community ("CIC"), each unit of Verdi eco-dominiums comes furnished with smart home qualities which demonstrate UEM Land's dedication to detail and to enchanting customers.



Life-Cycle Analysis ("LCA")

In order to maintain the highest standards of excellence, each phase of our construction is assessed for quality and options for further improvement. We apply any improvement opportunities in our next development cycle and if possible on the current development itself. We follow in-house and mandatory assessment and monitoring systems and in every stage of the life-cycle we take into account Safety, Health and Environmental ("SHE") aspects as well as relevant laws and regulations.

Pre-development - Before each development we conduct a Detailed Environmental Impact Assessment ("DEIA") which is submitted to the Department of Environment ("DOE"),

This is a comprehensive study of the possible impact, both positive and negative, on environmental and social aspects of the proposed projects. Measures are instituted in the DEIA to prevent, reduce and control impacts on the environment and community. We plan all of our developments with the assistance and input from the city planning authorities ensuring compliance to regulations and to align with the city master plan.

Pre-Construction - Each project has to draw a Project Safety Health and Environment Plan ("PSHEP") and a set of Construction Planning and Monitoring Procedures ("CPMP"). The PSHEP includes the list of applicable SHE legal requirements, safety health analysis and instructions, list of environmental aspects and impacts, committee chart, training schedules and other aspects of the projects, while the ("CPMP") ensures that preliminary programmes and activities are met according to the legal requirements. In design and purchase of materials we ensure the health and safety of the future occupants are taken into account and subject to the stringent requirements of the Green Building Index ("GBI"), BCA Green Mark Assessment, Construction Quality Assessment ("CONQUAS") and Quality Assessment Standard in Construction ("QLASSIC"), ISO 9001, OSHAS 18001 and MS 1722:2011. In addition it also takes into account the use of recyclable, eco-friendly and hazardous materials. During pre-construction marketing communication plans are prepared to fit the national advertising laws whilst buyer contracts are scrutinised by lawyers to ensure fairness and compliance in accordance to relevant regulations.

During Construction - Strict execution of all standards identified under PCMP and PSHEP are implemented. Constant monitoring is carried out and regular reviews and evaluations are conducted to ensure that all works are satisfactory completed and corrective measures are applied accordingly.

Post Construction – A post construction check list, inspection and rectification work is certified and verified, ready for Certificate of Practical Completion Inspection by the site supervisor and the issuance of Certificate of Fitness for Occupancy by the authorities.

Hand Over – The hand over stage of the unit to the owner is managed by the Project Handover Department (“PHD”). The staff from PHD will take the owner to the unit with a checklist of defects for rectification. Rectification of defects is guaranteed for 24 months during which time any defects found will be repaired at the expense of UEM Land.

Occupancy – During occupancy the developed property and security of the surrounding areas are maintained and UEM Land allocated with a manager for each development to ensure ownership and responsibility. Areas such as traffic, health, safety and comfort of the occupants and tenants as well as the surrounding whole community are well planned embracing continuous and enhanced sustainable living.

Continual Improvement – The QASHE yearly management review meetings identifies key areas for greater attention, action and improvement. Every aspect in Quality, Safety, Health and Environment are scrutinised for further improvement to prevent reoccurrence. In addition, an overall evaluation of compliance is carried out. A status of incident investigation, corrective action and preventive measures are examined, previous targets are assessed and next target introduced.



8th WIEF Gala Dinner with business partners

Quality Initiatives

Continuous Improvement (“CI”) activities are an important part of our overall approach to quality projects and services. We have fully rolled out our Quality Environment Management System (“5S”) which aims to increase productivity and quality right across our organisation. On top of this, Six Sigma Implementation Activities and Circles (“ICC”/“QCC”) initiatives are also being implemented actively. We benchmark our quality and workmanship on an international level through periodic quality assessments such as the (“QLASSIC”) and the (“CONQUAS”). This helps us strengthen our competitive edge and improve our reputation as well as providing clear guidance for internal quality assurance.



Quintet, Canada



Enhancing Customer Satisfaction

UEM Land has a key role in the development of urban, residential and industrial development projects in Malaysia. We established a customer service KPI monitoring system in 2010. Each year we undertake a survey of property buyers to provide key feedback on the customer service performance of our business for key Executive Residential and Business Development projects to improve our overall performance as well as performance in each key business function. We aim to provide a consistent high quality customer service to our discerning customers. The external customer satisfaction KPI for 2012 is to achieve a TNS Customer Survey result of greater than 72 points satisfaction. Our performance result for 2012 shows an overall score of 74 points.

Overall UEM Land 2012: all facets have remained above the benchmarks, with one exception - UEM's corporate reputation among Southern region residents

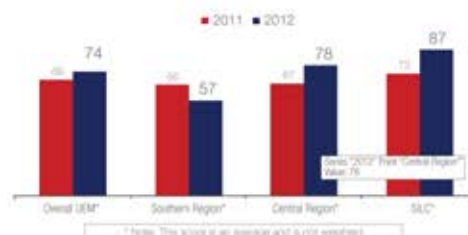
Development	Sample Size	Corporate Reputation	Customer Retention	Overall Score
Overall UEM*		72	75	74
Southern Region Residents (CAT)	201	53	61	57
Central Region Residents (Postal)	45	80	76	78
SILC Business Customers (F2F)	13	84	89	87

Corporate Reputation Benchmark 2012: 56 (based on Malaysian property owners)
Customer Satisfaction Benchmark 2012: 55 (based on South East Asia)

* Note: This score is an average and is not weighted

TRI*M Index - Overall

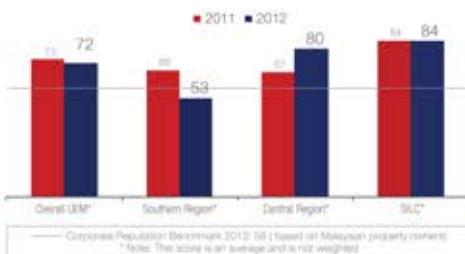
A birds eye view shows us that the overall UEM score has increased in 2012, mostly attributable to the leap of improvement from both Central region and SILC customers. However, Southern residents leave room for UEM to continue to improve its services.



TRI*M Index - Corporate reputation

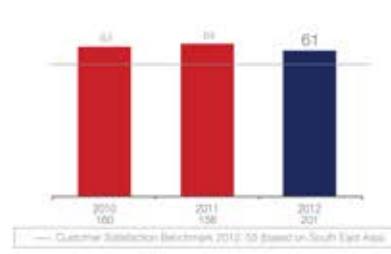
Southern region has shown a dip in their perception of UEM's corporate reputation - an issue that needs immediate attention, to avoid further shortfall.

Central region on the other hand has shown great improvement in their perception of UEM's corporate reputation, while SILC customers have maintained their high ratings in this aspect.



Customer retention TRI*M Index

Customer retention: Southern residents' 2012 ratings are maintained to be higher than the benchmark; this is consistent with that of previous years'.



In the latest TNS customer satisfaction survey, we recorded a rise in customer satisfaction levels from the previous year. The increase in satisfaction levels came from the Central Region and SILC Nusajaya developments, where customer satisfaction improved considerably as a result of a shift to a more efficient management of resources and improvement in customer service. There are plans to execute a similar approach in the Southern Region's residential developments and various improvements programme have been outlined. Our corporate reputation suffered a decline in the Southern Region sector. Resolutions are being drawn up to improve the situation so that an enhanced customer relationship can be established.



SiLC, Nusajaya

Customer Care

Customer Call Centre

As part of our continuous community development efforts, we have launched a Customer Call Centre Toll Free number. The 1 800 888 008 Toll Free number was initiated to further understand customers' concerns and feedback with regard to their homes and properties in our development areas. The feedback received is channelled to the relevant departments within UEM Land for their prompt action and assistance.

Enhancing Security

For ease of mind and comfort of the residents, all our developments include 24-hour surveillance by CCTV cameras and roving foot and vehicle patrols. Our Auxiliary Police Force ("AP") has obtained all relevant licences and approvals from the authorities. In addition, Sunrise Community Watch and police-community partnership was launched to help prevent and reduce crime as well as strengthen ties between the community and the police. Our new gated and guarded community in Noble Park East Ledang provides 24-hour security for its residents and is complemented by the East Ledang Security Intelligence System ("ELSiS"), one of the most advanced security management systems in the country. To create awareness and improve public safety, UEM Land has also hosted workshops and educational talks.

For Fun, Convenience and Health

For ease of connectivity, we are operating a shuttle service between Publika and KL Sentral so that passengers can connect to various destinations. A separate shuttle called Fun Ride Bus loops around the Mont'Kiara and Dutamas vicinity with strategic stops at commercial complexes.

UEM Land organises and hosts numerous social, sports, cross-cultural, environmental and educational activities to the benefit of the residents of diverse nationalities and age group. These include tennis, badminton and golf events for residents and guests at subsidised prices.

Year	Sport Event	No. of Attendees	Safety Talk/ Community Services	No. of Attendees
2010	Badminton Smash Hits	40		
	Tennis Slam	32		
	Golf Challenge	42		
	Football World Cup	252		
	Fever 6-a-Side			
2011	Tennis Slam	23	React Programme	97
	Badminton Smash Hits	39		
	Golf Challenge	22		
2012	Tennis Slam	33	Community Watch Launch	80
	Golf Challenge	24	Publika Shuttle Bus Launch	20

In order to ensure a healthy environment for all our residents, regular mosquito fogging, inspection and monitoring of drainage system is conducted to prevent mosquitoes from breeding.



Other Marketplace Initiatives

During 2012 we implemented various marketplace initiatives to establish and strengthen ties with our stakeholders, to enhance our market visibility and to promote our development areas as world-class venues to live, work and relax. The following marketplace initiatives provide an overview of some of our 2012 activities:

Karnival Nusajaya

Karnival Nusajaya was organised to celebrate the launch and completion of several significant strategic projects in Nusajaya and its surroundings. The carnival was a celebration on a large scale, consisting of many attractions including Eksplorasi Nusajaya, which showcased the progress made as part of the Nusajaya development since its launch in 2007. To promote the job opportunities available within Nusajaya, the carnival also included a Career Fair which attracted more than 16,000 visitors. The aim of the career fair was to highlight more than 1,600 jobs offered by 29 exhibitors, more than 29,000 resumes were submitted by hopeful applicants. Games, concerts, lucky draws and promotional booths were also featured.

8th WIEF and Gala Dinner

The progress and reputation of Nusajaya was recognised during the 8th World Islamic Economic Forum ("8th WIEF") and Gala Dinner in December 2012. The event showcased Nusajaya to an international audience of over 1,500 delegates and guests. The 8th WIEF also provided an avenue for UEM Land Holdings to discuss the various investment opportunities available in Nusajaya and Iskandar Malaysia.

Property Road Show

The UEM Land Tour property roadshow was successfully organised towards the end of 2012. The roadshow highlighted properties developed by UEM Land in the Klang Valley

as well as Nusajaya and was run over four successive weekends in Nusajaya, Kuala Lumpur, Penang and Singapore.

Property Investment Forum

In May 2012 Sunrise Berhad ("Sunrise") and Sime Darby Property Berhad co-organised a forum entitled, "Investment Opportunities in Shah Alam". This event created a platform for property industry experts to share their thoughts on the subject with investors, members of the public and the media.

Iskandar Johor Open Tournament

For the fourth year in a row UEM Land was the Platinum Sponsor of the sixth Iskandar Johor Open Tournament. The 2012 event of this internationally renowned golf tournament attracted regional and international golfers such as Michael Campbell, Ernie Els, John Daly, Sergio Garcia and Thongchai Jaidee.

Nusajaya Customer Hotline

To ensure our customers in Nusajaya reap the full rewards of living a 'Nusajaya lifestyle', we established a customer hotline to respond to customer queries regarding all UEM Land related properties in the area.

Responsible Marketing and Communication

All properties under development have their own sales gallery strategically located near the site and another sales gallery at the head sales office in Mont'Kiara. The galleries serve as both an information centre for UEM Land's current and prospective customers and investors, as well as a showcase platform for various on-going projects. The galleries provide an opportunity for UEM Land to be more engaging with our buyers and investors. Our trained sales personnel are well versed to ensure that questions about our products or projects are addressed almost instantly first hand. Moreover all our staff strictly abides to the

company's Code of Conduct in protecting customer privacy and we comply to national data protection regulations.

Supply Chain and Procurement

UEM Land supply chain has integrated health, safety, environment, community and ethical processes in our Integrated Standard Operating Procedures ("ISOP").

Our community policy for the supply chain aims to procure local Malaysian products and employ local contractors where possible subject to compatibility and requirement of the project. In the tender process, UEM Land includes environmental protection in line with its Green Plan and our commitment to sustainable development. A contractor has to submit a Project Safety, Health & Environmental Compliance Plan ("PSHECP") and Emergency Response Procedures ("ERP") outlining training, monitoring, reporting procedures and compliance to statutory regulations, standards and Code of Practices to be implemented throughout the contract period.

To ensure fair and transparent purchasing process, a Tender Committee is appointed. Members of the Committee are from any department other than Construction and Development Department to avoid conflict of interest.



Community

Our CSR programmes are designed to add value to the communities we serve and to create value for our company through the “power of testimony” which bears witness to our commitment to creating real social impact.



Preparation and distribution of bubur lambuk during 2012 Ramadhan at Kampung Pok, Gelang Patah, Johor





Our Commitment To Enriching Communities

Community activities play a huge role in our Corporate Social Responsibility ("CSR") strategy. Our approach is based on two strands focusing on Education Initiatives and Community Engagement activities. Both streams aim to enrich the many communities we serve through impactful activities, which address the needs identified through our stakeholder engagement events.

During 2012, we increased our community investments by 31.6% to RM1.54 million compared to RM1.17 million in 2011. We conducted 30 CSR initiatives for 6,854 participants and achieved a 98% target attendance rate during 2012.

Our CSR programmes are valuable to the communities we serve and also help us to create value for the company through the, "power of testimony," – that is the good will and support we achieve through positive engagement with the communities we serve.

One way to measure this is through our Media Value Index ("MVI") which estimates the value to UEM Land Holdings from positive coverage of our CSR events and initiatives. We estimate the MVI of our 2012 events to be around RM1.84 million compared to our budget of RM1.54 million, providing a Return on Social Investment of 19.5% from this source.

Education Initiatives: Creating Equality

Narrowing the social and economic divide is the goal of our CSR initiatives. As part of this, we believe that education is the way forward as the key in achieving our objectives. So as in previous years, during 2012 UEM Land has remained focused on education as our main CSR endeavour for community development. We want to contribute to capacity building and human capital development especially in the communities neighbouring our developments and we develop programmes to enable the

	Event	Participants	% Attendance
Education Initiatives	20	2,994	98.8
Community Engagement	11	3,860	97.3
Total	30	6,854	98.3



Exam seminar/workshop for PINTAR schools

people in these communities to benefit and participate from the extensive development that we bring.

Under PINTAR ("Promoting, Intelligence, Nurturing, Talent and Advocating Responsibility") umbrella we have adopted 17 schools in Nusajaya, 13 primary schools and 4 secondary schools. We also support kindergartens in the communities we serve. For these schools we organise educational development activities including introducing new technologies, after-school activities, literacy projects, education clinics and motivational talks.

A large number of school-going children from pre-dominantly less fortunate communities that are left behind in their academic performance. It is therefore, the aim of this programme to raise the academic standard and improve the current socio-economic

condition of the next generation. Recognising the need for education, especially in rural and semi-urban areas, we have reached out to offer a helping hand to communities through various education-related activities and other various forms of social aid.

PINTAR-related Initiatives

The main group of CSR-Education Initiatives at UEM Land are in line with the PINTAR programme, established by Khazanah Nasional Berhad ("Khazanah") in 2006. We have adopted 17 schools from within the Gelang Patah vicinity under our PINTAR programme and have designed a structured, functional and stimulating programme to strengthen and inspire our students to reach new heights of excellence.

Through PINTAR, we aim at offering the best opportunities to our students. Following the successful programmes in 2011, we continued to implement and upgrade our existing programme on top of introducing new programmes for the students some highlights of our 2012 activities include:

Library Enhancement Project

In February 2012, UEM Land introduced a new CSR initiative called the Library Enhancement Project. Sekolah Kebangsaan Nusantara, Gelang Patah, which has around 800 school children but limited library facilities, was selected as the pilot school for the project. The school's existing library was refurbished and enhanced by the replacement and stocking of library books as well as equipping it with necessities such as book trolleys, stools, carpets and equipment worth more than RM40,000.

The inaugural programme is part of UEM Land's education-focused CSR efforts in helping raise students' academic performance. By creating a more conducive and pleasant reading atmosphere, students will be encouraged to utilise the library more regularly as a resource and learning centre. The programme will see refurbishments and new and updated learning materials for the library in the selected school for this programmes.

Seminars and Workshops

On February, March and April, we conducted seminar workshops for PINTAR students who were sitting for their UPSR, PMR and SPM exams. In co-operation with Berita Harian and under the Academic Excellence Programme, the annual workshops hosted a two-day exam seminars and clinics catering to 250 exams candidates each session from UEM Land's PINTAR schools, held at the Universiti Teknologi Malaysia, Skudai, Johor. An intense and in depth clinic workshops were conducted in June, July and September for another 250 candidates of UPSR, PMR and SPM respectively.

English Training Programme

Our other English Language Initiative supported 25 primary teachers and 25 secondary teachers from PINTAR schools in a two-day English Language training session. The training course was conducted in collaboration with the British Council with the objective of offering English teachers new and more effective teaching techniques. It is also targeted to help students learn and enjoy English as they improve their proficiency. The programme was initiated in 2010 and to-date has benefitted more than 100 teachers from our 17 PINTAR schools.

Exclusive Star NiE and Stuff@School Privileges

In addition to the teacher's training, we have also initiated a strategic partnership with The Star Newspaper under The Star Newspaper in Education (NiE) programme to inculcate active reading habits and improve English proficiency among PINTAR students. For this programme, UEM Land has contributed more than RM20,000 annually as sponsorship for the exclusive Star-NiE supplement, published every Wednesday, and distributed to all 17 of UEM Land's PINTAR schools. To leverage on the programme, in 2012, UEM Land also sponsored copies of Stuff@School distributed by The Star Publications every Monday, targeted at secondary school students to four of UEM Land's PINTAR secondary schools. The programme is supported by special workshop for students and teachers and a special launch ceremony to highlight and promote the programme.

Spell-it-Right ("SIR") Spelling Competition

Our Spelling Competition 2012 proved to be a success, for the second year in a row. Around 84 students competed in the event which was divided into three stages – the preliminary session, the knock out session and final best speller session. The competition was developed to help promote English proficiency within our PINTAR community.





PINTAR Students Examination Results

UPSR Examination	No. of Candidates			% Passing Rate			Change
	2010	2011	2012	2010	2011	2012	
SJK (T) Gelang Patah	20	32	18	60.0	65.0	72.1	7.1
SK Kg Pulai	41	41	54	92.0	80.5	82.0	1.5
SK Ladang Pendas	11	6	10	0.0	0.0	0.0	0.0
SK Morni Pok	43	29	47	83.0	72.4	74.5	2.1
SK Nusantara	99	124	120	87.0	68.5	100.0	31.5
SK Pendas Laut	11	6	5	100.0	100.0	100.0	0.0
SK Sg Melayu	20	15	10	65.0	53.3	100.0	46.7
SK Sikijang	1	2	2	100.0	100.0	100.0	0.0
SK Tmn Nusa Perintis 1	97	85	112	88.0	65.2	78.0	12.8
SK Tg Adang	30	23	31	88.0	65.2	87.1	21.9
SK Tg Kupang	25	24	18	89.0	54.7	68.7	14.0
SK Tiram Duku	20	34	31	90.0	97.0	87.1	-9.9
SK Kompleks Sultan Abu Bakar	45	47	47	100.0	100.0	97.9	-2.1
Total	463	468	505	85.0	72.5	85.0	12.5

PMR Examination	No. of Candidates			% Passing Rate			Change
	2010	2011	2012	2010	2011	2012	
SMK Gelang Patah	247	258	242	60.6	60.2	66.9	6.7
SMK Kompleks Sultan Abu Bakar	70	78	73	90.0	75.6	87.7	12.0
SMK Taman Nusa Jaya	115	174	190	71.8	72.9	70.5	-2.3
SMK Tanjung Adang	67	71	53	65.6	72.9	98.1	25.3
Total	499	581	558	68.0	67.6	73.8	6.2

SPM Examination	No. of Candidates			% Passing Rate			Change
	2010	2011	2012	2010	2011	2012	
SMK Gelang Patah	212	229	204	80.8	86.0	89.2	3.1
SMK Kompleks Sultan Abu Bakar	50	46	57	96.1	96.4	98.2	1.8
SMK Taman Nusa Jaya	76	117	108	94.7	91.9	96.3	4.4
SMK Tanjung Adang	68	51	43	90.6	90.2	65.1	-25.1
Total	406	443	412	86.9	89.1	89.8	0.6

Total	1,368	1,492	1,475	79.4	75.5	82.1	6.6
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We are pleased to report that during 2012 there has been an overall improvement of 6.6% in the passing rate across all exams compared to 2011. For UPSR exams the overall passing rate rose by 12.5% since 2011 and four schools achieved a perfect 100% pass rate. For the PMR exams the passing rate increased by 6.2% compared to 2011 and for the SPM exams the passing

rate rose slightly by 0.6% from 2011 and was up 2.9% compared to 2010.

We recognised in our SR 2011 that there had been a slight drop in the passing rates during that year and we promised to make some changes to remedy any shortcomings. We are pleased that the results have now improved overall during 2012 and that they

are showing an improvement over time since 2010. We will continue to monitor the examination performance in our PINTAR schools and make whatever improvements necessary to ensure the continuing success of our programmes.

High Achievers Awards Ceremony

Since 2009, we have organised an annual event under the "Academic Excellence Programme" to highlight our PINTAR students' remarkable performance in examinations. During 2012 we continued our previous year's successes by recognising the achievements of 63 students from our PINTAR schools who had achieved excellent results in the 2011 UPSR, PMR and SPM examinations.

A total of 63 high achievers for examinations in year 2011 were presented with cash rewards and certificates in a prize-giving ceremony, while the best overall students for all examination levels received a laptop computer each.

The ceremony was held at the Theatre Hall, Bangunan Dato' Jaafar Muhammad in Kota Iskandar, Nusajaya, Johor and was graced by Johor State Education Department Director, Mohd Nor A. Ghani. Also present were parents of the high performing students, the schools' principals and teachers, representatives of the Johor State Education Department, Johor Bahru District Education Department as well as UEM Land representatives.

Pintar Al-Quran Programme

On November 2012 we held the fourth annual Khatam Al-Quran ceremony to celebrate the achievements of 98 pre-school children. The programme has benefitted 892 pre-schoolers since its establishment in 2008. The participants in 2012 were children from our five adopted KEMAS kindergartens in Gelang Patah. They concluded the Pintar Al-Quran Reading Programme during the ceremony which was held at the Theatre Hall, Bangunan Dato' Jaafar Muhammad, Kota Iskandar, Nusajaya. The programme is supervised by the Johor Religious Department and fully funded by UEM Land.

Motivational Camp

Following the success of 2011 motivational camps we held our second motivational camp in 2012. The camp was aimed to inspire our PINTAR secondary students

once again by focussing on the importance of education and on cultivating students' individual strengths. The three-day and two-nights motivational camp held at the Felcra Tebing Tinggi Training Centre, Segamat, Johor was attended by 200 PINTAR students from Form Two and Form Four.

ICT Knowledge and Appreciation Programmes

UEM Land's ICT Knowledge and Appreciation Programme aims to create awareness the importance of ICT use and to develop IT skills amongst the upper primary and secondary school children. With the long term objective of helping to bridge the digital divide between the urban and rural communities, the programme focuses on IT literacy and the competent use of computers. Under the programme, activities organised include training workshops and ICT Carnival. The ICT Training was organised for UEM Land's PINTAR School students and teachers. Students were trained to use IT software and to use the internet as a learning medium whilst the teachers' training was aimed at improving their proficiency in ICT and empowering them to, in turn, train their students in ICT.

Microchip Controller Workshops

Another key initiative under the PINTAR programme is the Microchip Controller Project, a project fully funded and sponsored by UEM Group and organised by UEM Land in collaboration with the renowned research university, Universiti Kebangsaan Malaysia (UKM). This programme aims to develop the interest and creativity of students using a technology platform and is part of UEM Land's strategic efforts to promote a sustainable ICT community to benefit the Malaysian community and industry at large.

The programme which commenced in December 2009 was executed for over two years. By November 2010, two secondary PINTAR schools held an installation workshop at their respective schools that marked the completion of the first batch projects. By February 2012, the second batch of students who started their

induction course on 15 and 16 March 2010 had successfully completed creating eight prototypes; Automatic Garbage Basket, Green ("OXO"), Intelligent Sprinkler, i-shower, i-pcf (personal fan), Intelligent Toilet, Smart Fan and i-trolley.

Green School Projects

Project 'Sekolah Hijau' is a programme organised in collaboration with Universiti Kebangsaan Malaysia (UKM) aimed at creating and raising awareness of climate change amongst the general public especially young school children. The programme is based on the concept of 'smart and caring living', one of the key tenets of the Nusajaya Environment Master Plan launched in December 2009. It also serves as an avenue to inculcate green habits subsequently, modifying behaviour. Sekolah Hijau comprises of two phases - Climate Change Programme (Phase 1) and Composting Programme (Phase 2). Phase 1 was introduced in 2010 while Phase 2 was initiated in May 2011.

Road Safety Awareness

In collaboration with our sister company PLUS Expressway Berhad ("PLUS") and Polis Diraja Malaysia ("PDRM"), we coordinated our second Road Safety Programme for our 13 PINTAR primary schools. Held at Sekolah Kebangsaan Taman Nusa Perintis, the event aimed to teach good road safety tips and skills and instil good safety awareness attitudes towards our primary students.

Hygiene Talk

In November 2012, UEM Land organised a Hygiene Talk Programme at Puteri Specialist Hospital for our PINTAR primary students. Through collaboration with Puteri Specialist Hospital, we arranged an active participation of 150 Year Five students from our 13 PINTAR primary schools from around Gelang Patah vicinity. Divided into three two-hour sessions with 50 students per session, the one day event stressed the importance of basic hygiene skills which ranged from proper hand-washing techniques to personal hygiene. Filled with numerous educational activities and



demonstrations, each session ended with a tour around the hospital including the paediatric and emergency wards.

UEM Land Holdings National Day Campaign

In conjunction with Malaysia's 55th Independence Day and Malaysia Day, UEM Land held a one month educational and patriotic activities namely creative story-telling and pantomime competitions among our PINTAR schools. The programme focused on inspiring pride in Malaysia and encouraging integration and unity among the younger generation.

Community Engagement

In addition to our Education Initiatives, UEM Land also aims to assist the community through other forms of outreach and engagement. During 2012, we continued with various successful programmes and introduced some new initiatives to respond to the needs of our stakeholders and promote the well-being of the communities in and around our developments.

Engaging with Communities

To begin a process of continuous and sustainable engagement with our communities before we start a social project or community initiative we ask key community stakeholders for input to ensure that our projects are aligned with the needs of the community

as a whole. We also allocate a dedicated corporate communications manager belonging to the local community in every site for smoother community engagement.

Engagement with Community Representatives

In all our development we conduct surveys to gather the perception and identify the community views and attitudes toward proposed projects. This usually involves a public opinion poll gathered through a questionnaire survey. In addition to opinion poll studies a public dialogue is also carried out to give the community an opportunity to air their views and to seek clarification on the matters that are vague or that are of particular interest to them.



Road Safety Awareness campaign



Some recent survey topics include:

- Perception of impacts on health and safety
- Perceived social and economic advantages and disadvantages
- Perception of impacts in aesthetic culture
- Perception of impacts on basic utilities and amenities
- Project assessment and local acceptability

On our most current Gerbang Nusajaya Development project, 91.4% of the respondents said it will bring a more positive impact and 8.6% believed it would have a negative impact.

Overall Perceived Impacts of Proposed Gerbang Nusajaya Development Project and Level Acceptability

Overall Perceived Impacts	Percent (%)	Level of Acceptability	Percent (%)
More Positive	91.4	Agree	86.8
More Negative	8.6	Disagree	12.1
		Not Sure	1.1
Total	100.0	Total	100.0

Source: Field Data, 2012

During 2012, a community a public dialogue and opinion poll was carried out at Dewan Raya Gelang Petah concerning the Nusajaya Development. An analysis of the response showed a consensus agreement among the respondents that the project would bring a lot of advantages to the community especially in terms of employment opportunities, increase in land and property value in the area, increase in the standard of living and more business opportunities.

During 2012, we continued the good momentum built during our successful Community Engagement programmes in 2011 and the following initiatives are some highlights of our 2012 activities:

Sunrise Community Watch

One of the key themes highlighted by our residents is community safety. To respond to these concerns, in collaboration with Polis Diraja Malaysia ("PDRM"), Sunrise initiated the Community Watch Programme which centred on areas in the vicinity of Mont'Kiara and Dutamas. The programme's objective is to foster closer ties between the communities and PDRM and to work closely together to prevent crimes from occurring.

Enhancing Community Infrastructure

In addition to affordable housing, we improve community infrastructure in areas we serve and have undertaken upgrade and repair works for the existing mosque at Kg Sg Melayu and built a mosque for Tebing Runtuh villagers. We have also built a "Pusat Pemulihan dalam Komuniti" (Community Rehabilitation Centre) in Nusajaya catering to the needs of in the community.

Upgrading of Tapah Road Library

In April 2012, UEM Land Holdings contributed more than RM30,000 to upgrade Perpustakaan Desa Tapah Road and enhance the materials and services it provides. The opening ceremony for the new and improved library was officiated by YB Dato' Haji Samsudin Abu Hassan, Ahli Dewan Undangan Negeri (ADUN) Ayer Kuning and witnessed by Tuan Haji Rosham Abdul Shukor, Deputy Senior Director of the National Library.

"Kembali ke Sekolah" (Back-to-School) with Orang Asli children in Tapah

In December 2012, 50 school children between the age of 7 and 17 from Kampung Sungai Geroyang and Kampung Sungai Merbau received school uniforms and a variety of school supplies under our inaugural "Back to School" programme, including school shoes, school bags, stationery and other items amounting to RM500 per person. The programme was designed to lighten the strain families faced in preparing for the beginning of the school year. The ADUN of Ayer Kuning, YB Dato' Haji Samsudin Abu Hassan, as well as approximately 200 guests including 100 residents and representatives of the local authorities from Majlis Daerah Tapah and Jabatan Kemajuan Orang Asli Daerah Batang Padang, attended the ceremony.

Ramadan and Hari Raya Cheer @Publika

The Charity Buka Puasa @Publika event saw 65 disadvantaged children aged between 7 to 16 years, under the patronage of Soroptimist International Ampang, being treated to various goodies and fun activities. Greeted at the entrance to the event by a kompong ensemble, the children indulged in an expansive spread of authentic buka puasa fare, gifts and duit raya as well as a ketupat making workshop, games and a magic show.



Majlis Berbuka Puasa with Pertubuhan Kebajikan Anak-Anak Yatim Darul Aitam, Tapah, Perak

Iftar with Local Community Surrounding Nusajaya

Corresponding with the month of Ramadhan and with Nusa Bayu's Phase 2C development launch, we conducted an iftar for 40 orphans and six teachers from Sekolah Agama Kenangan Morni Pok and Sekolah Agama Desa Paya Mengkuang together with employees of UEM Land.

Ramadan in the Southern Region

Our first collaboration with Kelab Media Johor saw about 80 volunteers gathering in a gotong-royong for the preparation and distribution of bubur lambuk to the communities of Gelang Patah. Duit raya and raya goodies were also distributed to 180 individuals comprising of single mothers, orphans, the elderly and disabled from Kampung Pok, Kampung Sungai Melayu, Kampung Tebing Runtuh, Kampung Pulau and Kampung Pendas Laut.

Ramadan in the Northern Region

During the month of Ramadan, UEM Land contributed a total of RM25,000 to Pertubuhan Kebajikan Anak-Anak Yatim Darul Aitam ("BUSARAH"). Out of the RM25,000, a total of RM15,000 was used to refurbish the orphanage's multi-purpose hall and the remaining RM10,000 was presented

at a Majlis Berbuka Puasa event organised at the newly refurbished hall on 10 August 2012 to cover some daily operations expenses. UEM Land's Senior Management members also celebrated iftar with orphans in an effort to bring festive cheer to the children and liven up their spirits just before the Hari Raya holidays.

Supporting the National Development Agenda

UEM Land developments have been a catalyst for economic progress, aimed to generate significant economic and business opportunities while mitigating environmental and societal impact to the community. Our community involvement is rooted in the belief that we have to adopt a holistic approach to benefit the whole community and not only the few.

Low-Cost Housing

Access to affordable housing is a key issue raised by potential home-owners. During 2012, Perumahan Rakyat 1Malaysia (PR1MA) managed the balloting of 201 units of affordable homes to be built by private developers Denia Development and UEM Land as part of our Nusantara Prima project in Bandar Nusajaya. The partnership will build 80,000 affordable homes for middle-income group home-owners with a

price range of RM100,000 to RM400,000 nationwide in 2013.

Economic Catalyst

UEM Land supports the Malaysian Government's agenda in our development plans. In the development of Gerbang Nusajaya we follow the Johor Structure Plan (1998-2020) and the Comprehensive Development Plan ("CDP") 2006-2025 for Iskandar Malaysia. Both are high impact projects under the 9th Malaysia Plan and continuing to the present 10th Malaysia Plan. We were entrusted to fulfil key Government initiatives as part of the Iskandar Malaysia's regional role in the National Transformation Programme. We were also instrumental in achieving the "tipping point" milestone especially in the Tourism and Leisure sector with the development of LEGOLAND © theme park. Our partnership with government agencies, domestic and international business sectors in education, finance, IT, hoteliers, health, industrial and others has added value to the successful culmination of our projects.

We are happy to report that no involuntary resettlement was conducted and no instances of corruption or legal action were reported during the 2012 full-year under review.

Workplace

We have adopted first-rate human capital programmes to ensure the best performance of our employees and reinforce our position as an “employer of choice”.



Hari Raya gifts to eligible employees





Our Commitment To Good Workplace Practices

At UEM Land, we believe that a strong company materialises from strong employees. To ensure the best performance from our staff we leverage on first-rate human capital practices which build and reinforce our position as an "employer of choice." This has helped us to attract and retain the best talent in the market and to build on this most precious resource to create the business success that our stakeholders deserve.

Our Human Resource (HR) Roadmap

The Human Resource Division launched the HR Roadmap 2012 – 2015 to ensure that we fulfil our commitment in ensuring that each of our employees is fully equipped with the right skills, knowledge and level of excellence to help propel them along their career paths in support of our overall business objectives.

The HR Roadmap sets out a clear route for us to become a High Performance Organisation Company ("HIPOC") by 2015. Since our people are vital to every aspect of our business performance, the HR Roadmap sets out initiatives to improve the value-added from our human resource process. The roadmap has now been rolled-out across the entire organisation.

To become a HIPOC, we have adapted three key strategies, namely Leadership, Learning and Development as well as People Management. We have embarked upon 12 strategic initiatives including Employer Branding, Rewards and Recognition, Succession Planning, My Culture of Excellence ("MyCOE"), Individual Development Plan ("IDP")/Career Pathing, Consequence Management, Mentoring, Coaching and Counselling, Employee Engagement, Quality of Work, Life Knowledge Management, HR Quality Awards as well as Sports and Recreation.



UEM Land National Day Campaign

Growing Diversity in our Employee Profile

With the acquisition of Sunrise in 2011 the employee strength at UEM Land more than doubled and as at time of this report for 2012 UEM Land has 1,186 employees. The ratio of permanent to contract staff has remained broadly stable and we maintain a high percentage of permanent employees at 86% in 2012 compared to 88% in 2010.

As our employee number changed, so did the profile of our employees boosting diversity and extending equal opportunity within the company. Our workforce now more closely represents the community in Malaysia with 71% Malay, 22% Chinese and 5% Indian in 2012.

For the past three years the overall women population has increased to 44% in 2012 from 30% in 2010. Female representation in

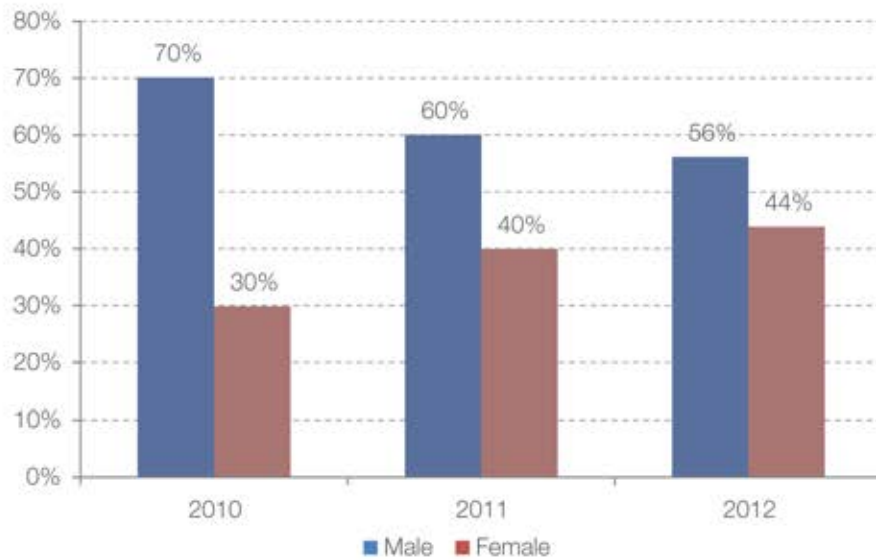
the construction sector workforce has risen but diversity remains an issue so our performance is a significant contribution in this respect. We also promote women in our company and we do not view gender as a hindrance in career development. Women currently represent 50.9% of our management team in 2012 compared to 17.3% in 2010 and 8.3% of our top management in 2012 are women.

We promote family friendly employment policies that help people to balance their careers with their lifestyles. Return to work after parental leave for men and women is at 100%. The company's code of conduct includes anti-discrimination rules with respect to gender and refers to disciplinary procedures within the relevant national laws and regulations.

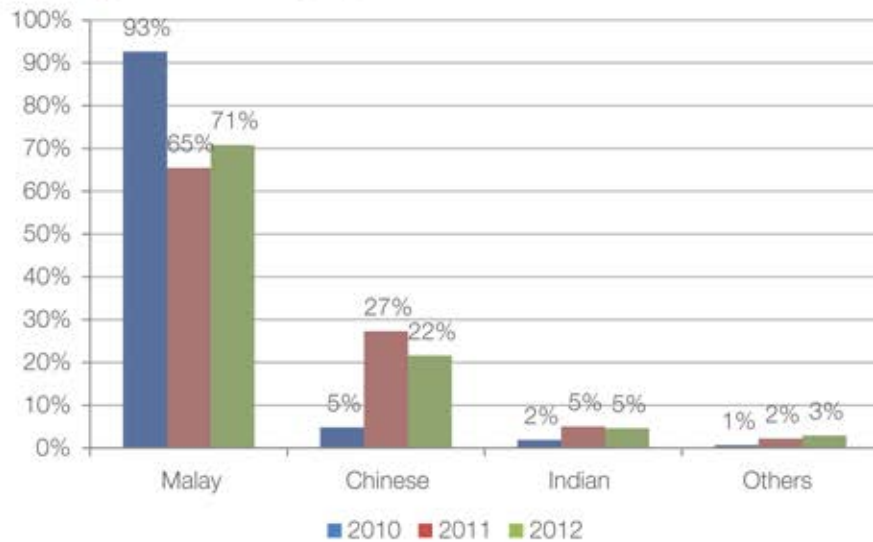
Percentage of women representation in the management

	2010	2011	2012
% Women in Management	17.3%	40.2%	50.9%
% Women in Top Management	0%	0%	8.3%

Percentage of women representation in the workforce



Percentage of community representation in the workforce





Engagement Activities

Building a good relationship with our employees is central to our success and we have adopted a strategy of continuous employee engagement activities to reinforce employer-employee relationships and motivate a high performance culture amongst our employee. A wide range of activities were rolled-out during 2012 including the Pertemuan Kita Series, a briefing to all staff on topics of interest which included updates on the Performance Management System ("PMS"), job rating and evaluation process, our Employee Share Option Scheme ("ESOS"), the HR Roadmap and our Sexual Harassment Policy.

We celebrate the many festivals in Malaysia together as a community and our employees are treated with festive goodies during festival periods including the Moon Cake Festival, Ramadan and Deepavali. We also organised several other social activities for our employees including a Staff Raya event, Sports Extravaganza, the HR Quality Award, the UEM Land Jamboree Nite held at Sunway Lagoon, the UEM Group Family Day, an Excursion Day at Kidzania for employees' children and a staff potluck event, to name a few.

Training and Professional Development

Training our people is an integral element of corporate management in UEM Land. Our human resource management is specifically focused on enhancing the dedication, professionalism and commitment of our employees which are important strategic assets for the Group. Our management team has maintained high priority in developing employee capabilities and skills by conducting on-going learning and knowledge activities as a routine part of the employment experience at UEM Land.

We provide a comprehensive programme of professional training and development opportunities to help our staff hone their skills and keep them ahead of the curve. As part of our objective to nurture an active learning and training mind-set we organised a total of 353 training programmes in 2012 for our 1,186 employees with each employee undergoing an average of 34.78 hours of training.

	2009	2010	2011	2012
Employees Trained	368	435	1,044	1,186
Cost of Training (RM '000)	661.9	899.7	1979.1	2,271.6
Average Cost / Employee (RM)	1,799	2,068	1,896	1,915
Training Days (8 hours/day)	1,365	1,016	4,913	5,156
Average Hours / Employee	29.7	18.7	37.7	34.78

Our 2012 training modules covered three main areas – Functional, Management Skill/Modular Training and Self Ownership. The modules are all designed to enhance leadership skills and employee proficiency. The key training areas focused on enhancing of job functions, managerial development, technical knowledge, occupational health, and safety and leadership training.

Position	Type of Training	Objective
Management	Modular Programme	The training is designed by ULC as mandatory programme for the purpose of staff competency development
	Continuing Education Programme (CEP)	Continuing Education Programme established by the GHR for its employees to pursue continuing education on a part-time basis.
	Group Induction Programme (GrIP)	To help new employees to quickly get to know the business, our core values & the way we work.
	Emerging Leadership Programme (ELP)	Continuing Education Programme established by the GHR for its employees to pursue continuing education on a part-time basis.
Functional	External / Public Programme	Training conducted by approved external trainer/training provider in order to develop specific competencies (knowledge & skills) needed to improve performance in present position or to prepare for new responsibilities.
	In-House Programme	Training arranged internally for a group of employees in order to develop specific competencies (knowledge & skills) needed to improve performance in present position or to prepare for new responsibilities.
	QASHE Programme	To enhance understanding and level of awareness of staff on all QASHE-MS related matter in ensuring the implementation and compliance to the approved quality, occupational safety, health and environment standards towards meeting customers' expectations and fulfilling regulatory requirements.
Leadership	Role-Ownership	Selected training identified by HRA in order to enhance the core values (TIPS) amongst the staff.

Career Management Planning

Career Management Planning ("CMP") is carried out in three stages.

- KPI Planning is set at the beginning of the year to visualize and agree objectives
- Tracking and Feedback are conducted mid-year and throughout the year to ensure that KPI's are achieved
- Performance Appraisal is performed at the year-end to measure achievement against KPI's

Career progression is closely linked to performance and we have adopted our PMS as part of our focus on inculcating a high performance culture. The objectives of the PMS are to enable our employee's

performance to be measured objectively and to motivate employees by linking the rewards to performance.

Employees who persistently demonstrate performance below the required standards, during the performance review exercise follow our Consequence Management ("CM") procedures and Performance Improvement Plan (PIP). This policy is to

help underperformers to achieve performance within expectations of the Company. It clarifies specific areas of improvement and help that can be provided to support improvement strategies. The commitment from the employee to demonstrate performance of acceptable standards is a key part of the CM and PIP process. All employees of UEM Land undergo a PMS review.





Employee Benefits

We try our best to ensure that our employees are happy and inspired during their time with us and we make sure that they are well rewarded for their performance. In line with our ambition of becoming an employer of first-choice and to attract the most talented people into our community, we offer competitive salaries and benefits which extend to the close relatives of the employees.

Remuneration, Leave and Health Benefits

Remuneration
Annual Increment
Performance Bonus
Additional Employer EPF Contributions
SOCISO Insurance Scheme
Professional Association Membership
Reimbursement of Examination Fee
Vehicle ownership scheme / Car Interest Subsidy
Staff Purchase Discount for Home Ownership Scheme
Computer loan
Handphone Facilities
Corporate Club Membership
Motorcycles Loan
Corporate Credit Card
Petrol Facilities
Private Retirement Scheme Contributions
Employees Shares Options Scheme (ESOS)
Parking Fees Subsidy
Travelling related Claims & Facilities
Overtime, Off Day, Rest Day & Public Holiday Pay
Study Loan

Leave Benefits

Maternity and Paternity Leave
Compassionate Leave
Haj Leave
Special Leave
Paternity Leave
Examinations & Study Leave
No Pay Leave
Marriage Leave
Industrial Accident Leave
Annual Leave
Accumulation of Annual Leave
Sick Leave
Prolonged Illness Leave

Health Benefits

Dental Benefits
Maternity and new born child benefit
Outpatient Medical treatment
Group Hospitalization & Surgical Insurance
Group Term Life Insurance
Group Personal Accident Insurance
Medical examinations

Health and Safety Standards

A safe work environment is stressed at all our development sites for the well-being of both our employees and our contractors. We have produced our own Safety, Health and Environmental ("SHE") Policy Manual which complies with national and international best practice for safety, health and environmental management. We have achieved OHSAS 18001 and MS 1722 certifications for all of our operations which further underscore our strong commitment to safety measures.

SHE Training

We conducted a total of 105 induction courses in 2012. Onsite courses were provided for 1,618 contractor workers covering Quality, Safety, Health and Environmental requirements at our sites. We also held 21 awareness trainings and refresher sessions on various topics for relevant employees, contractors and consultants ranging from Safety, Health and Environmental Management Systems to processes and procedures, Safety & Health Legal Compliances and Environmental Legal Compliances, including Waste Management.

SHE Objective Targets and Achievement

At UEM Land we set yearly quantitative and qualitative SHE targets and ensure that the resources needed to achieve the goal are identified, planned and executed. Regular Management review is conducted for continual improvement.

In 2012, we recorded 1,925,040 hours of No Loss-Time Injury, which was significantly lower than the count in 2011 due to a fatal injury in Cyberjaya on 24 June 2012 and an order to stop work on the Teega Project for three days. The circumstances that led to these incidents have been cleared and as a safety measure, all site workers have undergone refresher courses.

Since safety and health are the highest priorities here at UEM Land Holdings we conduct regular and frequent site assessment and monitoring in addition to awareness activities which are continuously undertaken. The upgrading of preventive measures, the inclusion of guidance notes and the implementation of tried and tested safety precautions are some of the other measures we undertake to ensure employee safety.

SHE Policy, Standards, Implementation and Review

Type of Training	Objective
Standards	Our policy on health and safety standard is reflected in our compliance to the Occupational Safety and Health Act 1994 (OSH Act), and our certification to OSHAS 18001 and MS 1722 certifications.
Manual	Separate health and safety policies are covered in the QSHE Manual to ensure that best practices are followed.
Objective and Targets	LHB sets yearly quantitative and qualitative health and safety targets, and ensures that the resources needed to achieve the goal are identified planned and executed
Project Team Leader and health and safety Officer	Each site is assigned a health and safety officer to ensure compliance and promote health and safety culture and the project team leader is responsible for the overall safety of each project.
Awareness & Training	It is mandatory for all our employees to attend trainings in health and safety related areas. Our training is tailored to fit the needs of our employees depending on the risks and hazards they face in their daily work activities.
Project Safety Health and Environment Plan (PSHEP)	Each Site has to draft a PSHEP compliance plan designed to ensure that each risk and hazard is identified and prevented as well as to ensure that traceability and responsibility is disseminated to all concerned.
Emergency Preparedness and Response (EPR)	EPR is a documented procedure to identify, prevent, mitigate and respond to potential emergency situations and accidents.
Incident /Accident Investigation Report	Each incident or accident that occurs will be recorded, investigated and analyzed to determine the underlying deficiencies contributing to the occurrence of the incidents and appropriate actions and preventive measures will be carried out
Emergency Response Team (ERT)	The Emergency Response Team is the first line of defence in emergencies. The team is comprised of an Emergency Commander, Emergency Coordinator, Emergency Response Marshall, Roll Caller and First Aiders. Each person has a defined role, responsibility and authority in cases of emergency.
Management Review	A regular Management review is conducted for evaluation and continual improvement of SHE

Human Rights

Our Non-discrimination policy is spelled out in the UEM Land HR policies and Code of Conduct. Child labour and forced labour is strictly prohibited in Malaysia and we comply fully with this law. There has been no reported incidence in child labour, forced labour or discrimination during the year under review. In addition there have been no grievances concerning human rights issues with indigenous people or any related matters involving our security personnel.



Item	2010	2011	2012
Total Number of Employees	435	1,081	1,186
Male	305	649	666
Female	130	432	520
Contractual	52	129	163
Permanent	383	952	1,023
%Women in Management	17.3%	40.2%	50.9%
% of Woman in Top Management	0%	0%	8.3%
Diversity			
Malay	403	708	840
Chinese	21	295	256
Indian	8	54	55
Others	3	24	35
Employee Turnover Rate			
In Malaysia	15.55%	15.50%	18.40%
Male	47 (69%)	101 (60%)	130 (59%)
Female	21 (31%)	67 (40%)	88 (41%)
Age group			
< 30	22%	18%	15%
30-40	65%	71%	69%
40-50	8%	6%	10%
> 50	5%	5%	6%
Return to work after parental leave	-	-	100%
Return to work after maternity leave	-	-	100%
Career Management			
Cost of Training	899,724	1,979,12	2,270,613
Average cost of Training / Employee	2,068	1,896	1,915
Training Days (8 hours/day)	1,016	4,913	4,252
Average Hours Training / Employee	18.69	37.65	34.78
Occupational H&S			
Coverage of OSHAS 18001	100%	100%	100%
Total recordable injury frequency rate Total	0	0	0
Absenteeism Rate (headcount) Total			
Absenteeism Rate (in days) Total			
Lost Time Injury Frequency Rate (No. of cases) Total	0	0	0
Fatal Accident Rate (No. of cases) Total	0	0	0
Total recordable injury frequency rate contractors	0	0	0
Absenteeism Rate (headcount) contractors			
Absenteeism Rate (in days) contractors			
Lost Time Injury Frequency Rate (No. of cases) contractors	0	3	5
Fatal Accident Rate (No. of cases) contractors	0	0	1



Environment

Environmentally-friendly procedures are used in all aspects of our business life-cycle from planning and design to full-scale production, this reduces our carbon footprint and creates value for our stakeholders.



Quality, Safety, Health & Environment Campaign 2012

Embracing A Sustainable Environment

As a conscientious property developer environmentally-friendly procedures are implemented and pursued in every aspect of our business, especially in our development process. The impact of our developments on the natural environment is taken into consideration and incorporated into each facet of design wherever possible. Frequent and regular performance assessments are conducted to make sure that all aspects of our construction processes meet regulatory requirements and environmental standards and best practice as well as our own Environmental Management Plans ("EMPs").

We make the whole process more environmentally-friendly, from planning to full-scale construction thereby decreasing our carbon footprint. We established a number of programmes during 2012 in

pursuit of this vision and we are developing numerous new projects that will take place in the near future.

Environmental Policy

Our environmental policy aims to minimize the environmental impact through the lifecycle of our products and operations. Whenever possible we aim to exceed the established requirements and standards. We also implement a programme of and continuous improvement of our management, processes and performance to achieve the company's vision and mission and regular and frequent environmental training and awareness programmes for all of our stakeholders.

We have set up a yearly qualitative and quantitative target as our road map to achievement. These targets are analyzed and evaluated regularly and reviewed yearly for the next move step forward.

Our Certifications, Standards and Regulations

We comply with mandatory national and local certifications, standards and regulations which guide us on current requirements but as a company that embraces sustainable living, we go beyond compliance by following the voluntary guidelines and setting up our own environmental management system through QSHE to augment what we think is needed to fill the gap in enhancing environmental protection.

Environmental Impacts and Operational Controls

UEM Land has established a compliance plan on environmental aspects and impacts and proposed operational controls to prevent or mitigate environmental pollution. The project team implements the following operational controls at the project site.



Environmental Aspect	Operational Controls
Water	Storm water runoff must be controlled at all times to ensure that runoff from the site does not carry silt or soils and keep all drains, streams, sediment pond and waterways free from mud, silt and other obstructions. We prevent the entry of oil or other deleterious materials from the works into any new or existing drainage system or natural watercourse. We carry out de-silting of silt traps weekly inspection or after heavy rain is conducted. Water Quality monitoring is conducted monthly as per EQA Environmental Instruction Guideline Measurement Parameter.
Air Pollution	No open burning of refuse and building debris is allowed. Extra precautions are required to prevent any works, namely earthworks in dry weather, unserviced plant that emits smoke and / or toxic gases and other road laying activities, from becoming active sources of air pollution. Ambient Air Quality Monitoring is conducted monthly.
Waste Management	Construction waste and domestic waste disposal should be carried out in accordance with local council conditions in order to prevent breeding of flies and mosquitoes. Scheduled waste disposal should be carried out every 180 days or less after its generation provided that the quantity of scheduled waste accumulation on site shall not exceed 20 metric tonnes.
Soil Pollution	No toxic materials are used on the site and no contaminated materials are imported and used on site. Storage and proper container for hazardous materials is provided at site. Perimeter drains and oil traps are provided to the secondary containment to drain oil spillage. The perimeter drain and oil trap to be maintained weekly to ensure it is functioning well. We engage licensed contractors to dispose of scheduled waste. No land contamination was reported in year 2012.
Dust	Adequate provisions including spraying, erection of screens or other suitable methods against any nuisance or damage by dust to all works. Access roads are watered daily during dry weather
Noise	Noise levels during the progress of the works shall not exceed 55dB(A) at all times and shall also complying with the local council regulations. Boundary noise monitoring is conducted monthly, and machines and equipment are inspected for noise levels.
Earth slopes	We take all necessary precautions to preserve earth slopes, by constructing adequate temporary water courses and drains and other necessary steps to prevent slips from occurring. The method of slope preservation and maintenance is submitted to the architect and no work shall be carried out before approval from the architect has been obtained. Daily inspection of the earth slopes is conducted and more often if he deems it necessary. No land degradation or remediation was carried out, we comply to the law including the Earthwork Act 1996 and Earthwork Act 172, 1995 (MDJBT).



Environmental Protection in the Construction sites

Safety, Health and Environmental ("SHE") requirements at construction sites are incorporated in the supply chain contract requirements and should any conflict conditions arise from other requirements the SHE conditions prevails.

In all our construction sites a SHE committee is established to implement the SHE standard operating procedures ("SOP") applicable for the project. Environmental protection measures and are incorporated in our pre-development, implementation and management systems. All contractors must draw their own SHE SOP plan aligned with UEM Land SOPs.

All new site workers must undergo a SHE training and awareness programme. Our systematic non-compliance corrective action plan procedure for SHE consists of written procedure, action flow-chart and a standard form must be established and strictly implemented to track down the non-compliances and to take immediate follow-up actions. A monthly SHE meeting is conducted and carried out by the project manager to evaluate and review SHE.

Training for Good Environmental Habits

We have created yearly calendars for environmental training and provide as-needed training to all of our stakeholders, staff, supply chain companies and community members in line with our policy and to achieve our targets. During 2012 training included refresher courses and introductory courses on environmental issues including ISO14001 standard, waste management, EMS audit, CONQUAS, QCLASSIC and others.

2012 environmental training for staff and contractors

Number of Participants	Total # of Days	Cost of Training
355	19	RM 70,100

Green Products and Environmentally Friendly Systems

We use a number of Green Mark Certified Products in our building and construction programmes including:

- Exwood timber decking,
- Low VOC paint (Eco-guard),
- Green label waterproofing system – Estokote Grey
- Giro timber floor varnishing
- Melamine-face chipboard ("MFC")
- Medium density fibreboard ("MDF")
- Keim Paint (external environmentally friendly paint)
- Nero drain cell and Nylex cordrain for all planter boxes
- Recycle bins for collection and storage of different recycle waste

In addition we use installation of environmentally-friendly systems, "green wall" materials, water harvesting tanks, heat recovery systems and LED street lights

Protecting Biodiversity

The biodiversity-rich area of Sungai Pulai is the largest mangrove forest reserve in Johor covering 8,353.23 hectares. It was declared a RAMSAR site in 2008. A study of the mangrove species by UEM Land found two

and Dusky Langur (*trachypithecus obscurus*) which are categorized as, "nearly threatened," on the IUCN Red list. The banded leaf monkey which was also spotted in the area has the status of, "vulnerable," in the IUCN Red list. In addition micro-invertebrates are usually the first to be affected by water pollution because they live and feed in sediments. The livelihood of the fish breeders may be affected during construction due to the contamination of water from improper waste disposal.

UEM Land works closely with relevant authorities to ensure near zero impact to the flora and fauna present within the area. Our policy is designed to be an example of how to manage such a heritage while developing new properties the Gerbang Nusajaya area. UEM Land has the on-board expertise to advise the development teams in place. Our aim is for the uniqueness of the RAMSAR Sungai Pulai mangrove forest, to complement the developments of Gerbang Nusajaya.

The Gerbang Nusajaya development team, through the approval process of our Detailed Environmental Impact Assessment ("DEIA") Report, have engaged with all relevant local authorities, NGOs (including the Malaysia Nature Society), the Orang Asli Kampung Simpang Arang (who reside nearby our development) and others.



Protection Strategies

Due to the close proximity of the development with the Sungai Pulai Ramsar site, a special measure, a 100 metre wide buffer zone will be created at the common boundaries with the RAMSAR Sungai Pulai mangrove forest. These zones will be used as a nature reserves, parks and low impact recreational activities.

A multi-tiered Protection strategy will be established to avoid direct discharge of run off from construction activities into the rivers systems. Before commencement of any earthworks several protection measures will be installed including interceptor drains, containment bunds and double layered fences. Biomass and unsuitable materials disposal will be done on-site away from the receiving waterways and perimeter of the disposal ground will be properly secured with well-designed constructed berms and drains. Other protection strategies are included in the environmental impact and operational control protocols. In addition all mitigation measures and control will be integrated in the agreement with contractors and sub-contractors.

Environmentally Friendly Landscapes

Our developments in Nusajaya were planned according to the environmental principles behind the Green Nusajaya Plan. We regularly exceed the minimum 10% government regulations for landscaped areas within our land area to be developed. For example our East Ledang development has 15% landscaped area. Plants and trees are chosen for relevance to the local environment and other orchard species are introduced to mature into self-sustainable balanced and diversified ecosystem.

We also use a number of environmentally-friendly innovations across our developments. For example we use compost from leaves and cut grass to fertilize our plants and shrubs in the landscaped area. Our engineering plans have helped us ensure that there are sufficient flood mitigation measures in our

developments including retention ponds which in turn are used for recreational activities. Environmental degradation is mitigated by covering earthworks, especially slopes, with turf as soon as they are formed. Silt traps are also constructed to catch surface runoff from the sites.

Other Green Initiatives

During 2012 we have continued to roll-out green initiatives across our organisation and the operations we undertake. Our annual QSHE Campaign 2012 also featured several environmental friendly activities including 3R activities such as a car boot sale and to commemorate Earth Hour 2012, we held a company-wide paper management awareness initiative to demonstrate how to make the best use of paper for printing purposes.

The philosophy behind these initiatives is outlined in the Nusajaya Green Plan, part of a strategic initiative that upholds the integrated prevention and improvement ideas incorporated in the R.O.S.E. ("Reduce. Offset. Substitute. Enhance") concept. The Nusajaya Green Plan was launched in December 2009 and comprises guidelines and recommendations initiatives to conserve and improve the environment. It was developed based on the concepts of R.O.S.E and 'Smart and Caring Living'. The R.O.S.E Programme serves to conserve our environment through the maximised use of a minimal amount of our resources while delivering products of the same high quality. We also undertook activities to provide sustainable products. Our latter programme was rewarded when Imperia condominium in Puteri Harbour, which followed a rigorous design assessment under the initiative, received the Green Building Index Provisional Gold Rating Certification.

We also continue to promote green initiatives in the schools we have adopted under the PINTAR programme. Our Composting Programme for example reinforces the idea of 'Smart and Caring Living.' We installed five composite bins at three schools in

collaboration with the UKM climate change team and conducted special workshops with teachers and volunteers on how to manage organic waste in an eco-friendly manner.

As part of our tree transplanting programme, we transplanted a total of 97 trees, 57 trees from the Road B3 project which were transplanted to the Regional Open Space ("ROS") programme, 10 trees within the SiLC area and 30 trees within the Puteri Harbour area.

Other Green Initiatives include the switch from conventional lights to LED lights in our buildings and creative use of louvers and shades the design of our properties to filter UV light from penetrating the buildings and this in turn help bring down the temperature reducing air conditioning cost. These have all proved to be significantly more cost efficient in the long run.

We have also started the conversion of construction wood debris into a planting medium. The use of a bio-filter at the Linear Park Puteri Harbour and the installation of sediment filters, sand filters, and bio-filters for the water features at the Symphony Hills Club House also helps to clean and reuse water in an environmentally-friendly way.

Eco-consciousness

Our eco consciousness campaign brings our whole community together to learn and take part in programmes to embrace sustainable livelihoods. This year in promoting the Nusajaya Green Plan (NGP) we have aligned training with our R.O.S.E programme organizing five activities. These were a talk on environmental management by the Department of the Environment ("DOE"), a Treasure Hunt, a recycling awareness competition and a car boot sale event. These events are open to all staff, contractors and consultant of UEM Land.

For the community we have organized the Project 'Sekolah Hijau' in collaboration with Universiti Kebangsaan Malaysia ("UKM"). In



Future Environmental Plans

In addition to our current programmes, we have a number of others which are in the process of being developed and which will be implemented in the near future.

Our ROS Reforestation Programme is a successful example of our plans. We have finalised a sustainable funding model for ROS to ensure that the reforestation under ROS will be a major environmental improvement initiative.

Our development portfolio includes environmental innovations which are already on their way to completion and others which will be implemented in the near future. One example project involves rainwater harvesting for irrigation at Block 8 of our Symphony Hills development. This project is currently underway and construction is taking place. Another project is the installation of sediment, sand and bio-filters for all water features. The installation of filters, which will reduce the usage of chemicals is also taking place and phase one has now been completed. We will also soon begin the installation of a retention pond which doubles as a recreational pond at Bangi Land Development. The use of composite materials in place of natural materials in development will also be a big feature of our new developments and will be incorporated in the construction of units during this year.

Mont'Kiara we have provided the residents a shuttle bus with specially fitted with a custom-made engine which reduces carbon emissions. By encouraging more residents to use its services, traffic on the road will be reduced, lowering traffic congestion and pollution levels.

Recycling

As part of our recycling guidelines we identify steel bars for recycling and reuse, segregate metal roof truss for recycling and reuse and place 3R signage (reduce, reuse and recycle) at the location of printers and photocopiers

Our Recycle Campaign 2012 across 10 departments promoted the collection of recyclable materials such as cartons, boxes, metals, plastics, aluminium and other metal cans and plain and coloured paper. The recycled materials were then converted into a monetary value to emphasise that recycling is economically as well as environmentally rewarding. More than 1,000kg of materials were collected.

Materials	Weight (kg)	%
Carton Boxes and Newspaper	477	47.6
Paper	499	49.8
Plastics	22	2.2
Metal Cans	4	0.4
Totals	1,002	100.0

In addition we held a recycling event for saleable goods in our Car Boot Sale 2012. This encouraged staff to recycle old and unwanted items such as clothes, shoes and accessories. During the two-day event a total of RM982 was raised by the participants through their recycling efforts.



Green boxes from R.O.S.E programme



Environmental Performance

Atmospheric Emissions

We monitor ambient air quality at various sites as part of our environmental monitoring programme. In each case there is a required limit on atmospheric emissions and we are pleased to report that we were within these limits in all cases. At other project sites where work is completed, surveillance is no longer required.

Site	Limit (ug/m3)	Average (ug/m3)			
		2009	2010	2011	2012
East Ledang					
TSP	260	30.04	28.80	38.75	-
No2	320	196.21	114.30	113.42	91.41
So2	350	247.63	224.50	201.17	130.79
PM10	150	-	-	33.90	37.38
Nusa Bayu					
TSP	260	-	48.60	44.59	-
No2	320	-	81.40	109.79	118.66
So2	350	-	132.30	198.70	193.96
PM10	150	-	-	46.54	60.73
Nusa Idaman					
TSP	260	34.18	29.80	36.80	36.5
No2	320	141.14	121.50	110.10	87.91
So2	350	248.64	226.70	2201.05	160.04
PM10	150	-	-	-	-
SiLC					
TSP	260	32.71	55.30	35.61	35.54
No2	320	147.38	99.30	121.03	124.52
So2	350	266.13	195.30	222.15	232.42
PM10	150	-	-	-	-

Carbon Emissions

For the review period of 2011, we used data from electricity bills, fuel usage by company-owned vehicles, air travel, mileage claims and contractor fuel usage formed the bulk of evaluations to gauge the Group's extent of overall carbon emissions. The carbon footprint evaluated did not include:

- Emissions from suppliers and vendors
- Impact from leased assets and outsourcing activities
- Emissions generated from waste disposal and disposal method
- Emissions generated from employees' daily commute to work

In determining the carbon footprint, UEM Land's calculation was conducted in accordance with the standard Greenhouse Gas (GHG) Protocol methodology and the apportioning of emissions was based on the three scopes of direct and indirect emissions. For 2011, the data included in this study was based on:

- Scope 1: Direct GHG emissions which included emissions from the combustion of fuel directly purchased and controlled by the Company to generate energy. Data included in the calculation was derived from fuel usage by company-owned vehicles.
- Scope 2: Indirect GHG emissions from the use of purchased electricity, heat or steam. Data for Scope 2 was derived from electricity use only.
- Scope 3: Other indirect GHG emissions with data for this scope obtained from carbon producing activities that are not owned and/or controlled by the Company. This included data such as air travel, mileage claims from employees and fuel use by contractor-owned vehicles.

The total carbon emissions produced by the UEM Land stood at 37,392 MT CO₂-eq for the year 2011.

Carbon Emissions	Unit	2009	2010	2011
Total Carbon Emissions	MT CO ₂ -eq	11,435	2,775	37,392
Scope 1	MT CO ₂ -eq	737	536	787
Scope 2	MT CO ₂ -eq	1,553	976	33,942
Scope 3	MT CO ₂ -eq	9,145	1,263	2,663
Business Air Travel		178	64	55
Business Travel - Employee Vehicles		506	469	965
Contractor Owned Vehicles		8,461	730	1,643



Noise Monitoring

Noise monitoring is conducted at all of our sites at regular intervals during the day and night at times of construction work. All sites achieved recorded noise levels within the mandatory requirements and there were no instances of non-compliance with regard to noise levels during the period under review. When work is completed surveillance is no longer required.

Site	Limit [db(A)]	Day Time [db(A)]				Limit [db(A)]	Night Time [db(A)]			
		2009	2010	2011	2012		2009	2010	2011	2012
East Ledang	60	56.99	53.62	51.83	56.06	50	50.95	44.65	45.85	44.44
Nusa Idaman	60	58.95	54.33	53.93	54.71	50	50.77	44.35	45.33	44.13
Nusa Bayu	60	-	49.60	55.49	57.10	50	-	46.50	44.36	46.00
Pontian Link Expressway	60	-	53.60	54.01	-	50	-	-	-	-
SILC	65	59.14	58.39	60.49	58.40	55	-	48.60	52.54	53.30
Symphony Hills	65	-	54.10	56.67	-	55	-	-	47.67	-

Use of Materials and Water

We are currently reviewing our material monitoring programme which was scheduled for 2011 but has been delayed due to the integration of Sunrise operations into our overall measuring protocols. Our water monitoring has also been affected by this transition.

Nonetheless our Landscape Department has been monitoring the use of primary materials and water. The restated figures show an increase in water use but also a significant increase in the use of recycled water and rainwater harvesting to reduce our dependency on treated water and water from natural river sources.

Materials and Water	Unit	2010	2011	2012
Fertilizer	Tonne	93	139	179
Pesticides	L	80	280	360
Total Water	L (mil)	5.1	13.4	17.8
Recycled	L (mil)	1.5	4.5	6.0
From Rivers	L (mil)	2.1	4.9	6.5
Rainwater harvesting	L (mil)	1.5	4.0	5.3



Impiana, East Ledang, Nusajaya

Water Quality

Water quality in and surrounding UEM Land developments is monitored according to the Interim National Water Quality Standards (INWQS). Our sites at East Ledang, Nusa Idaman and SiLC are monitored against INWQS Class III requirements and our site at Nusa Bayu is monitored against INWQS Class IIA requirements.

Parameter	Unit	Limit	CLASS III INWQS											
			East Ledang			SiLC			Nusa Idaman					
			2010	2011	2012	2010	2011	2012	Upstr			Downstream		
2010	2011	2012	2010	2011	2012	2010	2011	2012	2010	2011	2012			
Temperature	Deg C	-	28.48	28.51	28.51	24.50	28.12	27.18	28.28	28.31	28.29	28.44	27.90	28.29
pH	-	5.00-9.00	6.32	6.55	6.44	6.09	6.24	6.07	6.04	6.38	6.30	6.13	6.97	6.58
COD	Mg/L	50	43.58	28.00	32.91	25.75	30.46	33.46	98.33	21.75	35.54	112.58	137.08	53.00
BOD	Mg/L	6	14.18	9.67	11.89	11.50	9.15	12.29	28.42	7.40	21.20	33.83	39.64	16.67
TSS	Mg/L	150	480.32	22.83	86.33	670.00	66.58	40.29	28.42	157.17	112.33	54.42	73.67	82.00
Ammoniacal Nitrogen	Mg/L	0.9	ND	ND	ND	-	ND	ND	ND	ND	ND	ND	ND	ND
Oil and Grease	Mg/L	-	ND	ND	ND	-	ND	ND	ND	ND	ND	ND	ND	ND
Dissolved Oxygen	Mg/L	3.00-5.00	3.77	4.02	5.06	4.24	5.44	5.04	3.86	4.02	5.06	3.66	3.79	5.02
Conductivity	µmghos/cm	-	510.50	-	177.92	-	-	-	252.74	-	-	1017.67	-	-
Salinity	µmghos/cm	-	0.07	-	191.27	-	-	-	1.55	-	-	6.88	-	-
Copper	Mg/L	-	0.04	0.02	0.03	0.03	-	-	0.05	0.02	0.02	0.04	0.03	0.03
Cadmium	Mg/L	0.001	ND	ND	ND	-	-	-	ND	ND	ND	ND	ND	ND
Chromium	Mg/L	0.05	ND	ND	ND	-	-	-	ND	ND	ND	ND	ND	ND
Nickel	Mg/L	0.9	ND	ND	ND	0.01	-	-	0.03	ND	ND	0.05	ND	ND
Lead	Mg/L	0.01	ND	ND	ND	-	ND	ND	ND	ND	ND	ND	ND	ND
Zinc	Mg/L	0.4	0.04	0.02	0.03	0.01	0.03	0.02	0.06	0.02	0.03	0.04	0.02	0.04
Iron	Mg/L	1	-	-	-	2.08	0.50	0.77	-	-	-	-	-	-
Phosphate	Mg/L	0.1	-	-	-	0.29	-	-	-	-	-	-	-	-
Total E.Coli Count	MPN/100ml	500	19.50	17.43	8.27	3.33	14.80	11.67	43.17	7.43	12.30	25.33	31.91	11.50

In most cases the water quality indicators are within the requirements. We believe that the high levels of downstream COD in Nusa Idaman is a residual problem from 2011 caused by excessive surface runoff from the increased usage of the area for residential and business purposes. We have made progress in the remediation of this problem. Similarly the BOD levels are also a hangover from 2011 and are also being brought under control. There has been a slight rise in dissolved oxygen levels but these only marginally above the recommended limit.

For our site at Nusa Bayu we have again met most of the required limits. We have brought the copper and downstream COD levels within the required limits and have made some progress with the upstream COD and downstream TSS however we still have some work to do in these areas and they remain under remediation action and monitoring for the current period.



Parameter	Unit	Limit	CLASS IIA INWQS					
			Nusa Bayu					
			Upstream			Downstream		
			2010	2011	2012	2010	2011	2012
Temperature	Deg C	-	26.69	28.08	26.08	25.50	28.88	26.10
pH	-	6.00-9.00	6.06	6.43	6.10	5.80	6.19	6.23
COD	Mg/L	25	27.75	32.08	26.51	24.25	44.82	20.20
BOD	Mg/L	3	10.53	10.57	11.39	6.50	13.50	7.57
TSS	Mg/L	50	39.12	38.66	27.11	84.50	62.91	61.67
Ammoniacal Nitrogen	Mg/L	0.02	-	ND	ND	-	ND	ND
Oil and Grease	Mg/L	-	-	ND	ND	-	ND	ND
Dissolved Oxygen	Mg/L	5.00-7.00	4.95	5.24	5.03	4.90	5.33	5.00
Conductivity	µmghos/cm	-	-	-	-	-	-	-
Salinity	µmghos/cm	-	-	-	-	-	-	-
Copper	Mg/L	0.02	0.02	0.03	0.05	0.02	0.03	0.02
Cadmium	Mg/L	-	-	-	-	-	-	-
Chromium	Mg/L	-	-	-	-	-	-	-
Nickel	Mg/L	0.05	0.02	ND	ND	0.01	ND	ND
Lead	Mg/L	-	-	-	ND	-	-	ND
Zinc	Mg/L	5	0.03	0.02	0.02	0.02	0.03	0.01
Iron	Mg/L	1	0.46	0.36	0.47	0.60	0.81	0.25
Phosphate	Mg/L	-	-	-	-	-	-	-
Total E.Coli Count	MPN/100ml	100	2.00	14.12	9.92	1.00	17.89	11.17

Silt Trap Monitoring

In addition to monitoring water use and quality we also monitor the quality of drainage and silt traps and water bodies surrounding our construction sites. Regular inspection, maintenance and remedial work is carried out to ensure that run-off measured by Total Suspended Solids (TSS) remains within the mandatory limits. There were two instances where we breached the limits on average during 2012 but remedial action was taken in each case and we are pleased to report that there were no penalties for non-compliance in either case. At sites where work is completed, surveillance is no longer required.

Site	Limit (mg/L)	2009	2010	2011	2012
		Total Average TSS (mg/L)			
East Ledang	50	22.36	19.94	23.40	50.89
Nusa Idaman	50	21.88	24.83	31.03	20.11
Nusa Bayu	50	24.00	138.25	44.81	23.33
Pontian Link Expressway	50	-	111.14	-	-
SiLC	50	-	128.67	25.91	60.77
Symphony Hills	50	-	-	15.00	-

GRI Content Index

Strategy and Analysis

Profile Disclosure	Disclosure	Level of reporting	Location of disclosure
1.1	Statement from the most senior decision-maker of the organisation.	Fully	p14-15
1.2	Description of key impacts, risks, and opportunities.	Fully	p14-15

Organisational Profile

2.1	Name of the organisation.	Fully	p7
2.2	Primary brands, products, and/or services.	Fully	p7
2.3	Operational structure of the organisation, including main divisions, operating companies, subsidiaries, and joint ventures.	Fully	p11-13
2.4	Location of organisation's headquarters.	Fully	p5
2.5	Number of countries where the organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Fully	p7
2.6	Nature of ownership and legal form.	Fully	p7
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	Fully	p7
2.8	Scale of the reporting organisation.	Fully	p12-13, p16, p27
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	Fully	p7
2.10	Awards received in the reporting period.	Fully	p8-9

Report Parameters

3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	Fully	p5
3.2	Date of most recent previous report (if any).	Fully	p5
3.3	Reporting cycle (annual, biennial, etc.)	Fully	p5
3.4	Contact point for questions regarding the report or its contents.	Fully	p5
3.5	Process for defining report content.	Fully	p20-21
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	Fully	p5
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	Fully	p5
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organisations.	Fully	p5



Report Parameters

Profile Disclosure	Disclosure	Level of reporting	Location of disclosure
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.	Fully	p5
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	Fully	p5
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Fully	p5
3.12	Table identifying the location of the Standard Disclosures in the report.	Fully	p60
3.13	Policy and current practice with regard to seeking external assurance for the report.	Fully	p5

Governance, Commitments, and Engagement

4.1	Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight.	Fully	p22-27, AR p85-99
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	Fully	p23, AR p60-61
4.3	For organisations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.	Fully	p23, AR p60-70
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Fully	AR p96
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organisation's performance (including social and environmental performance).	Fully	p24, AR p93-94, p96
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Fully	p25-27, AR p86, p85-87, p114-117
4.7	Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.	Fully	p23, AR p93
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	Fully	p2, p3, p4, p17, AR p114-117

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Governance, Commitments, and Engagement

Profile Disclosure	Disclosure	Level of reporting	Location of disclosure
4.9	Procedures of the highest governance body for overseeing the organisation's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	Fully	p25-27, AR p106-110, p111-113
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	Fully	p24, AR p95-96
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organisation.	Fully	p51-59
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organisation subscribes or endorses.	Fully	p5, p10, p25
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organisations in which the organisation: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic.	Fully	p10
4.14	List of stakeholder groups engaged by the organisation.	Fully	p18-19
4.15	Basis for identification and selection of stakeholders with whom to engage.	Fully	p18-19
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Fully	p18-19
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting.	Fully	p18-19

Disclosures on Management Approach (DMAs)

Profile Disclosure	Description	Level of reporting	Location of disclosure
DMA EC	Economic Performance	Fully	p16, p22-23
Aspects	Market presence	Fully	p7
	Indirect Economic Impacts	Fully	p41
DMA EN	Materials	Fully	p52, p58
Aspects	Energy	Not	
	Water	Fully	p52, p57-59
	Biodiversity	Fully	p53, p54
	Emissions, effluents and waste	Fully	p52, p56-57



Disclosures on Management Approach (DMAs)

Profile Disclosure	Description	Level of reporting	Location of disclosure
DMA EN	Land Degradation, Contamination and Remediation	Fully	p52, p54
Aspects	Products and Services	Fully	p53, p56
	Compliance	Fully	p51
	Transport	Not	
	Overall	Fully	p51-59
DMA LA	Employment	Fully	p43, p45
Aspects	Labor/management relations	Fully	p45
	Occupational Health and Safety	Fully	p47-48
	Training and Education	Fully	p45-46
	Diversity and equal opportunity	Fully	p43-44
	Equal remuneration for women and men	Fully	p43
DMA HR	Investment and procurement practices	Fully	p33, AR p114-117
Aspects	Non-discrimination	Fully	p43
	Freedom of association and collective bargaining	Fully	p45
	Child labor	Fully	p48
	Prevention of forced and compulsory labor	Fully	p48
	Security Practices	Fully	p48
	Indigenous rights	Fully	p48
	Assessment	Fully	p48
	Remediation	Fully	p48
DMA SO	Local communities	Fully	p35-41
Aspects	Corruption	Fully	p27, AR p114-117
	Public policy	Fully	p27
	Anti-competitive behavior	Fully	p27
	Compliance	Fully	p41

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Performance Indicators

Indicator	Description	Level of reporting	Location of disclosure
ECONOMIC			
Economic Performance			
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	Fully	p27, AR p128-219
EC2	Financial implications and other risks and opportunities for the organisation's activities due to climate change and other sustainability issues.	Fully	p14-15
EC3	Coverage of the organisation's defined benefit plan obligations.	Fully	p47
EC4	Significant financial assistance received from government.	Fully	p27
Market Presence			
EC5	Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.	Not	
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	Fully	p33
EC7	Procedures for local hiring and proportion of senior management and all direct employees, contractors and sub-contractors hired from the local community at significant locations of operation.	Fully	p43, p49
Direct Economic Impacts			
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	Fully	p39-41
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	Fully	p41
ENVIRONMENTAL			
Material			
EN1	Materials used by weight, value or volume.	Partially	p57
EN2	Direct energy consumption by primary energy source.	Partially	p56
Energy			
EN3	Indirect energy consumption by primary source.	Not	
EN4	Building energy intensity.	Not	
CRE1	Energy saved due to conservation and efficiency improvements.	Not	



Performance Indicators

Indicator	Description	Level of reporting	Location of disclosure
ENVIRONMENTAL			
Energy			
EN5	Energy saved due to conservation and efficiency improvements.	Not	
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	Not	
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Not	
Water			
EN8	Total water withdrawal by source.	Partially	p57
EN9	Water sources significantly affected by withdrawal of water.	Partially	p57
EN10	Percentage and total volume of water recycled and reused.	Partially	p57
CRE2	Building water intensity.	Not	
Biodiversity			
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	Fully	p53-54
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	Fully	p53-55
EN13	Habitats protected or restored.	Fully	p53-56
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	Fully	p53-57
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	Fully	p53-58
Emissions, Effluents and Waste			
EN16	Total direct and indirect greenhouse gas emissions by weight.	Not	
EN17	Other relevant indirect greenhouse gas emissions by weight.	Not	
CRE3	Greenhouse gas emissions intensity from buildings.	Not	
CRE4	Greenhouse gas emissions intensity from new construction and redevelopment activity.	Not	
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Partially	p51-52, p54-56
EN19	Emissions of ozone-depleting substances by weight.	Partially	p56
EN20	NOx, SOx, and other significant air emissions by type and weight.	Partially	p56

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Performance Indicators

Indicator	Description	Level of reporting	Location of disclosure
ENVIRONMENTAL			
Emissions, Effluents and Waste			
EN21	Total water discharge by quality and destination.	Partially	p58-59
EN22	Total weight of waste by type and disposal method.	Not	
EN23	Total number and volume of significant spills.	Partially	p56-59
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	Not	
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organisation's discharges of water and runoff.	Partially	p58-59
Land Degradation, Contamination and Remediation			
CRE5	Land and other assets remediated and in need of remediation for the existing or intended land use according to applicable legal designations.	Partially	p54, p59
Products and Services			
EN26	Initiatives to enhance efficiency and mitigate environmental impacts of products and services, and extent of impact mitigation.	Partially	p51-59
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	Partially	p56
Compliance			
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Fully	p51
Transport			
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organisation's operations, and transporting members of the workforce.	Not	
Overall			
EN30	Total environmental protection expenditures and investments by type.	Not	



Performance Indicators

Indicator	Description	Level of reporting	Location of disclosure
SOCIAL : LABOR PRACTICES AND DECENT WORK			
Employment			
LA1	Total workforce by employment type, employment contract, and region, broken down by gender.	Fully	p44, 49
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region.	Fully	p49
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	Fully	p47-48
LA15	Return to work and retention rates after parental leave, by gender.	Fully	p49
Labor/ Management Relations			
LA4	Percentage of employees covered by collective bargaining agreements.	Fully	p46
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	Fully	p44
Occupational Health and Safety			
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	Fully	p47
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender.	Fully	p49
CRE6	Percentage of the organisation operating in verified compliance with an internationally recognised health and safety management system.	Fully	p47
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	Fully	p48-49
LA9	Health and safety topics covered in formal agreements with trade unions.	Partially	p47
Training and Education			
LA10	Average hours of training per year per employee by gender, and by employee category.	Partially	p45, p49
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Fully	p46
LA12	Percentage of employees receiving regular performance and career development reviews, by gender.	Fully	p45

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Performance Indicators

Indicator	Description	Level of reporting	Location of disclosure
SOCIAL : LABOR PRACTICES AND DECENT WORK			
Diversity and Equal Opportunity			
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	Fully	p49, AR p60-70, p71-75
Equal Remuneration for Women and Men			
LA14	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.	Fully	p43
SOCIAL : HUMAN RIGHTS			
Investment and Procurement Practices		Fully	p27
HR1	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening.	Fully	p27
HR2	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken.	Not	
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	Not	
Non-Discrimination			
HR4	Total number of incidents of discrimination and corrective actions taken.	Fully	p48
Freedom of Association and Collective Bargaining			
HR5	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights.	Fully	p27
Child Labor			
HR6	Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor.	Fully	p48
Forced and Compulsory Labor			
HR7	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures taken to contribute to the elimination of all forms of forced or compulsory labor.	Fully	p27



Performance Indicators

Indicator	Description	Level of reporting	Location of disclosure
SOCIAL : HUMAN RIGHTS			
Security Practices			
HR8	Percentage of security personnel trained in the organisation's policies or procedures concerning aspects of human rights that are relevant to operations.	Not	
Indigenous Rights			
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	Fully	p48
Assessment			
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.	Fully	p27
Remediation			
HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.	Fully	p48
SOCIAL : SOCIETY			
Local Communities			
SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	Fully	p39-41
SO9	Operations with significant potential or actual negative and positive impacts on local communities.	Fully	p39-41
SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.	Fully	p41
CRE7	Number of persons voluntarily and involuntarily displaced and/or resettled by development, broken down by project.	Fully	p41
Corruption			
SO2	Percentage and total number of business units analyzed for risks related to corruption.	Fully	p27
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	Fully	p27
SO4	Actions taken in response to incidents of corruption.	Fully	p27

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Performance Indicators

Indicator	Description	Level of reporting	Location of disclosure
SOCIAL : SOCIETY			
Public Policy			
SO5	Public policy positions and participation in public policy development and lobbying.	Fully	p27
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	Fully	p27
Anti-Competitive Behavior			
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	Fully	p27
Compliance			
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	Fully	p27
SOCIAL : PRODUCT RESPONSIBILITY			
Customer Health and Safety			
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	Fully	p29-30
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	Fully	p30
Product and Service Labelling			
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	Fully	p33
CRE8	Type and number of sustainability certification, rating and labeling schemes for new construction, management, occupation and redevelopment.	Fully	p29
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	Fully	p33
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Fully	p31-33



Performance Indicators

Indicator	Description	Level of reporting	Location of disclosure
SOCIAL : PRODUCT RESPONSIBILITY			
Marketing Communications			
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	Fully	p33
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	Fully	p33
Customer Privacy			
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	Fully	p33
Compliance			
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	Fully	p33

GRI Terms:

- DMA – Disclosure on Management Approach
- SO – Social
- EC – Economic
- EN – Environment
- CRE – Construction and Real Estate
- LA – Labor
- HR – Human Rights
- PR – Product Responsibility

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