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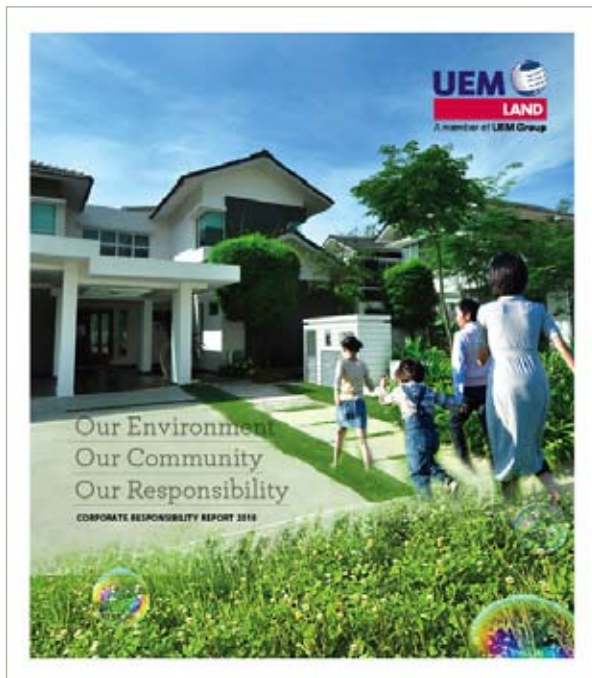
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UEM LAND HOLDINGS BERHAD 830144-W | CORPORATE RESPONSIBILITY REPORT 2010





Our Environment Our Community Our Responsibility

UEM Land believes that sustainability and business success are not only compatible but are inextricably linked and that by embracing both, we will benefit our stakeholders for the long term. Our sustainability programmes are about assuring shareholder return, customer and employee satisfaction, commitment to excellence, integrity, environmental stewardship and a safe workplace, thus ensuring the well-being of our communities; and fulfilling our responsibility as a corporate citizen.

OUR VISION

TO BE A GLOBAL
COMMUNITY BUILDER

OUR MISSION

UEM LAND HOLDINGS WILL BE

- A LEADING PROPERTY COMPANY
WITH HIGH GROWTH POTENTIAL
- THE PREFERRED BUSINESS PARTNER
- VENTURING INTO REGIONAL MARKETS

CONTENTS

Approach to Reporting	05	Performance Review	16
About Us	06	Stakeholder Engagement	22
MD/CEO's Message	12		

24 assuring our marketplace

- International Promotion
- Assuring Customer Satisfaction
- Assuring Product Quality
- Crime Prevention Through Environmental Design (CPTED)
- Construction Quality Assessment System (CONQUAS)
- Green Building Index



34 engaging local communities

- Promoting Excellence Through PINTAR
- The Academic Excellence Programme
- PINTAR Impact Analysis
- Other School Engagements
- Community Building Programme

42 improving our workplace

- Labour Practice
- Employee Benefits
- Promoting A Culture Of Excellence
- Open Communication
- Employee Profile
- Training And Development
- Assuring Safety, Health And Wellbeing
- Other Improvement Measures



52 our environmental performance

- Our Commitment
- Environmental Compliance
- Environmental Performance
- Water Quality Monitoring
- Emissions To Air
- Boundary Noise
- Use Of Electricity And Carbon Emissions
- Water Use
- Use Of Materials
- Waste Management
- Conservation And Diversity



66 corporate governance and economic performance

- Board Responsibilities
- Training And Development Of Directors
- Internal Control Systems
- Management Systems
- Risk Management
- Code Of Conduct
- Internal Audit
- Transformation Programme For Government- Linked Companies
- Business Continuity Management
- Joint Ventures And Associates
- Measures To Prevent Corruption
- Economic Performance
- Other Indirect Economic Impacts

APPROACH TO REPORTING



This is UEM Land Holdings Berhad's second Corporate Responsibility (CR) Report. Primarily, the report is to keep all stakeholders abreast with the Group's sustainability performance for the year. It was produced in accordance to the Global Reporting Initiative (GRI) G3 as a framework guideline.

This 2010 report records the continuation of the Group's efforts, first reported last year, with an expanded boundary to cover a wider scope of the GRI G3 framework. For this report, UEM Land Holdings Berhad continued to focus on sustainability strategies and performance, highlighting the economic, environmental and social impacts of the Group's activities and developments.

UEM Land Holdings Berhad has also made firm commitments based on the Group's performance review from 2009 as the first steps in implementing its sustainability principles. These commitments can be found in UEM Land Holdings Berhad's Performance Review section (pages 16 - 21).

REPORTING PERIOD AND SCOPE

This report covers the business operations and activities of UEM Land Holdings Berhad and its subsidiaries unless otherwise noted. Arising from the Group's recent acquisition of Sunrise Berhad, its activities and performance will only be included in the next report for year 2011.

It focuses on activities and performance throughout 2010. Older data is also included when appropriate to demonstrate patterns and future trend statements for 2010 and beyond. This is solely provided to indicate UEM Land Holdings Berhad's goals in helping to create a sustainable future.

FEEDBACK

We welcome your comments and feedback. Please e-mail us at: corpcomm@uemland.uemnet.com.

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ABOUT US

UEM Land Holdings Berhad (“UEM Land” or “the Group”) is a public company listed on the main board 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”). Khazanah is an investment holding company of the Malaysian Government.

UEM Land’s wholly-owned subsidiary UEM Land Berhad is currently undertaking the development of Nusajaya, one of the five flagship zones of Iskandar Malaysia. Iskandar Malaysia has been 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 catalyst developments to create and promote economic growth. There are eight signature developments, being:

- Puteri Harbour waterfront development
- Kota Iskandar (Johor State New Administrative Centre)
- Southern Industrial and Logistics Clusters (SiLC)
- Afiat Healthpark
- Nusajaya Residences
- EduCity
- Medini
- International Destination Resort

Of these, EduCity, Medini and the International Destination Resort are being developed by Iskandar Investment Berhad.

One of the Group’s business strategies is to diversify its income stream and geographical location into high growth areas. This strategy has been realised with the acquisition of 98 acres of freehold site adjacent to the Central Business District in 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.

To further diversify the Group’s land bank, UEM Land acquired Sunrise Berhad, an award-winning property development company, renowned for its up-market high-rise residential as well as commercial developments. With the acquisition, Sunrise complements UEM Land’s capabilities in property development and automatically increased its land bank in prime areas in central Kuala Lumpur, Mont’Kiara, Dutamas, Kajang as well as Vancouver, Canada.



AWARDS

UEM Land received the following awards in 2010. These awards were given in recognition of the Group’s product performance.

NO	AWARDS	DESCRIPTION
1	Ethical Business Excellence Award 2010/2011	Big Companies Category for UEM Land – Awarded by the Ministry of Domestic Trade, Cooperatives and Consumerism.
2	FIABCI Prix d’Excellence Awards 2010	Runner-up for the Masterplan Category for Puteri Harbour.
3	FIABCI Malaysia Property Award 2010	Winner for Public Sector Category for Kota Iskandar (Phase 1) Nusajaya.
4	PAM (Association of Malaysian Architects) Awards 2010	Special Category for East Ledang.
5	Asia Pacific Residential Property Awards 2010	Highly Commended Best Development in Malaysia 2010 for East Ledang.

CORPORATE MEMBERSHIPS

UEM Land holds several memberships at the organisational level that are considered strategic for business purposes.

COMPANY	MEMBERSHIPS
UEM Land Holdings Bhd	• International Real Estate Federation (FIABCI), Malaysia Chapter
Nusajaya Land Sdn Bhd	• Real Estate and Housing Developers’ Association Malaysia (REHDA)
Cahaya Jauhar Sdn Bhd	• International Real Estate Federation (FIABCI), Malaysia Chapter
Puteri Harbour	• The Yacht Harbour Association, based in UK • The Johor Yacht Association, based in Tanjung Langsat, Pasir Gudang

GROUP CORPORATE STRUCTURE

as at 31 March 2011



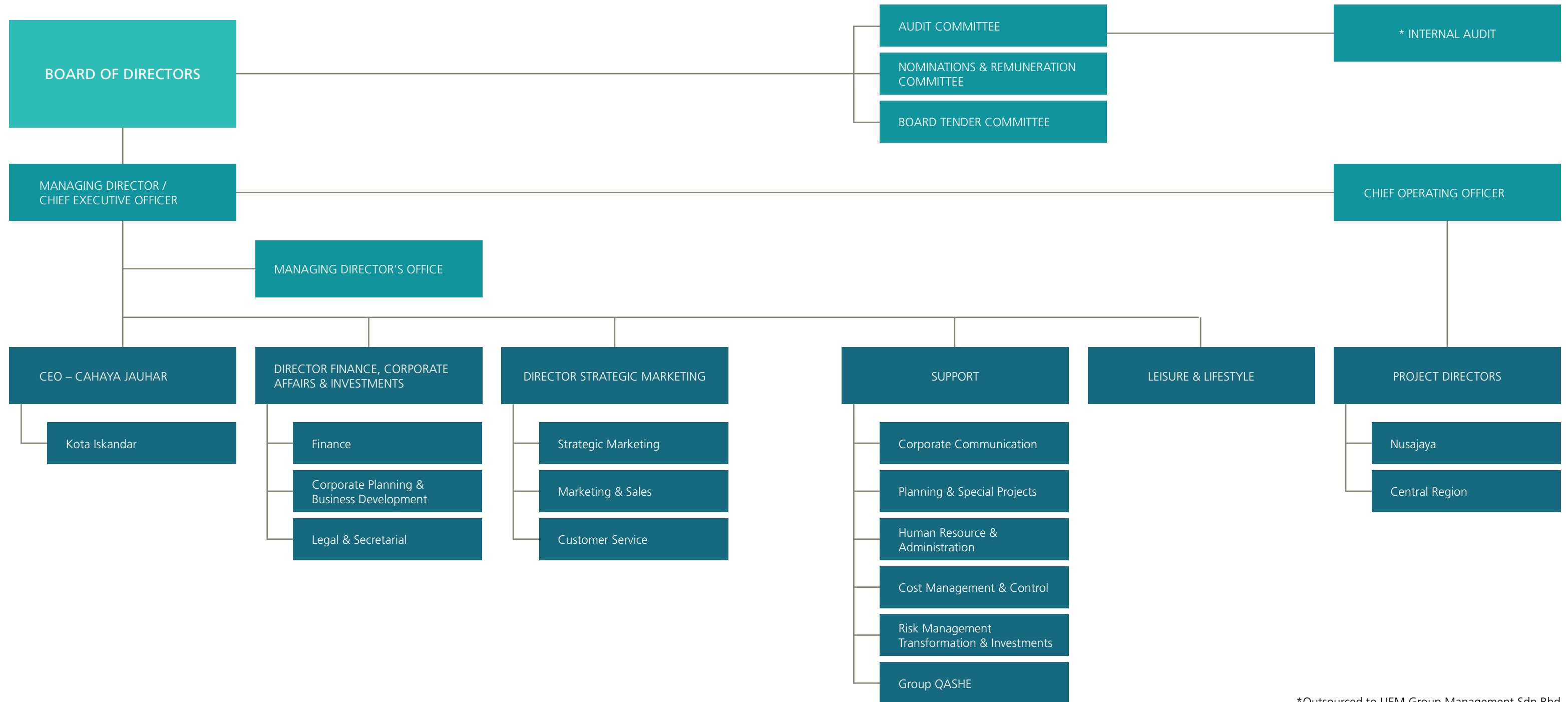
A member of **UEM Group**

UEM Land Berhad	Cahaya Jauhar Sdn Bhd
100%	60%
Bandar Nusajaya Development Sdn Bhd	Horizon Hills Development Sdn Bhd
100%	50%
Nusajaya Development Sdn Bhd	Nusajaya Consolidated Sdn Bhd
100%	50%
Symphony Hills Sdn Bhd	Malaysian Bio-XCell Sdn Bhd
100%	40%
Sunrise Berhad	Haute Property Sdn Bhd
100%	40%
	Setia Haruman Sdn Bhd
	25%



ORGANISATION STRUCTURE

UEM Land Holdings Berhad Organisation Structure.



*Outsourced to UEM Group Management Sdn Bhd



“ We began our journey in the implementation of sustainability concepts into our business organisation from the early years but it was not until last year that we reported on our operations and activities that contribute towards sustainability in our 2009 CR Report. It is thus my pleasure to share with you UEM Land Holdings Berhad’s 2010 CR Report. The content of this report follows through from last year as we set our sights and continue on our journey towards sustainability. ”

MD/CEO’S MESSAGE

We view sustainability as the profitable delivery of products and services to fulfil the demands and requirements of our customers whilst balancing the needs of our other stakeholders without forgetting the objective of maintaining and improving the quality of the living environment, both now and in the long run.

Bursa Malaysia’s plan to construct an Environmental, Social and Governance (ESG) Index by 2012 is a timely reminder to all corporations to take Corporate Responsibility more seriously. As the ESG Index is intended to provide a framework where public listed companies are rated according to their performance in managing environmental, social and governance issues apart from the traditional financial indicators, we need to ensure that we have appropriate structures in place within UEM Land to report these indicators.

Another challenge we face is meeting the lifestyle needs of our customers through our products. Many of our customers, being more aware of sustainability issues, seek innovation in the choice of development they purchase. We strive to meet these needs through the adoption of green building principles, use of sustainable

architecture principles, and adoption of green technologies and renewable energy, where possible, to ensure that our customers are facilitated in the adjustment of individual lifestyles that conserve natural resources.

We also seek to improve the lives of the communities in our developmental areas through our educational assistance programmes, as well as supporting their needs. Recognising that preserving and conserving the natural environment plays a big part in corporate responsibility; we spend a significant amount of our time and effort in ensuring that our developments are managed in an environmentally-ethical manner. We also recognise the global issues such as climate change which impact our daily lives and is also a business risk. We are now working to develop action plans to help us identify our high risk areas and manage them.



We foresee that our journey towards achieving our sustainability vision will be long and arduous, but we are fully committed to ensure that we make a difference. We will continue our efforts in ensuring that we integrate sustainability considerations as part of our corporate decision-making process particularly in:

- The products we build
- The methods we employ
- Who we hire
- How we work with the communities where we operate.

We also recognise that success in driving and implementing these changes is only possible with the concerted efforts of our people and the cooperation of our stakeholders.

OUR KEY FOCUS AREAS

As one of the leading developers in Malaysia, we have a responsibility in serving the country's property needs in an economically, environmentally and socially accountable manner. We have begun to review our business strategy to incorporate our sustainability values to ensure that our sustainability and business objectives are aligned with our vision.

Our vision to be a global community builder requires us to be continuously aware of global issues and concerns, and adapt to the ever changing global business, as well as social environment. We have identified and will focus on these key issues which are important to take us to the next level:

- Sustainable built environment
- Nurturing a pipeline of quality workforce
- Engaging our communities

Sustainable Built Environment

With rising concerns over climate change and soaring energy prices, there is an increased emphasis on sustainable development. Buildings are a huge consumer of resources – building materials, energy and water. It is therefore, important to plan, develop and manage our built environment in a sustainable way.

To a certain extent, we have incorporated these principles into our developments, through our Nusajaya Green Plan. The Nusajaya Green Plan represents our commitment towards ensuring the “World in One City” concept where our developments support a technologically-advanced lifestyle within a sustainable biosphere. Unveiled in December 2009, the Nusajaya Green Plan outlines a practical balance between economic, social and environmental considerations based on the concept of **R.O.S.E**:

- **R**educing the demand on natural resources
- **O**ffsetting our environmental footprint by augmenting environmental services elsewhere
- **S**ubstituting high energy consumption goods, services and processes with more efficient alternatives
- **E**nhancing environmental services and functions within Nusajaya

In line with this concept, we have installed a district cooling system in Kota Iskandar through which we are able to reduce energy consumption in the government complex by 50%. We are also maintaining a network of green tracts in Nusajaya, the largest being a 600-acre Regional Open Space located on the hilliest terrain of the city. The Open Space coupled with the RAMSAR site in Sungai Pulai forms the green lung of South-West Johor.



We are further guided by the Green Building Index in our design of East Ledang, Puteri Harbour and Symphony Hills, which means that various energy-efficient technologies have been employed to reduce the energy requirements of these developments, and hence reduce their carbon footprint.

Regardless, the challenge for our industry is to continually innovate and devise novel solutions to design and build green, yet cost-effective buildings, as well as provide solutions that can be implemented for existing buildings. We are working to meet this challenge in our future developments.

Nurturing a Pipeline of Quality Workforce

To meet this challenge, we are continuously building the capabilities of our employees. The key to advancing our business lies in the development of our people. We need to develop capable and forward-looking industry stewards to anchor our sustainable development approach and to attract more talent. To achieve this, we have taken a two-prong approach:

- Attracting young talents
- Capacity building

Under our Young Executive Scheme (YES), we conduct recruiting tours amongst the local universities to attract the best amongst our industry graduates. We have a talent management framework which includes fast-tracking the career progression of those identified as having leadership potential. In order to help our managers spot talents, we equip them with the tools, systems performance metrics and information they need to evaluate employees.

Through programmes such as the Emerging Leadership Programme (ELP) and the Culture of Excellence (COE), we ensure that our talents are given excellent work exposure and attain invaluable skills.

We discuss career development plans with our employees so that they have a clearer idea of what is expected of them and what they can expect from the Group.

We recognise that strong leadership play an important role in human capital development. Hence, we encourage a two-way open communication between senior management and all levels of employees, especially on issues relating to the progress, plans and prospects of the business. Focus group discussions are also conducted through all levels to provide an opportunity for our employees to air their views and suggestions in an open manner without fear of reprisal.

Engaging Our Communities

We define our broader community to mean all of us within the UEM Land group, and the community around the developments that we are involved in. We encourage participation and engage our communities to help create a network of relationships that will drive change for the Group and the community.

When it comes to sustainable practices, we are all in this together. It takes genuine commitment and hard work by our community to make positive changes towards achieving our sustainability vision. We cannot expect to prosper without the total support of our local communities. We share a mutual sustainability vision, which involves:

- Economic success
- Environmental conservation
- Social responsibility

We believe that to ensure we achieve our sustainability vision; we need to start our efforts on our younger generation. Through the PINTAR programmes, apart from assuring academic excellence, we have embarked on various programmes relating to environmental and energy conservation to instil awareness to the younger generation on the importance of conserving the environment.

We take time to understand the needs of our local community in Nusajaya and thus far, we have assisted in supporting the less fortunate and needy within this community.

CHALLENGES AHEAD

We are aware of the challenges ahead and accept our responsibility to address them. But true success will require action on a broad front – across societies and by working collaboratively. Sustainability is an issue of our time and a challenge for our generation. For us in UEM Land, we view these challenges as an opportunity to learn and contribute to the wellbeing of our beloved planet.

PERFORMANCE
REVIEW



UEM Land herewith presents the Group’s Key Performance Indicators (KPI) and achievements for 2010:

ASPECT	WEIGHT	ACTUAL SCORE
Return on Equity (ROE) (%)	10%	10%
EBIT Margin* (%)	15%	15%
Y-o-Y Revenue Growth (%)	20%	9%
Customer Satisfaction Survey Score (%)	10%	10%

**EBIT: Earnings before Income Tax*

In the financial year 2010, UEM Land had set itself two ambitious Headline KPIs – revenue growth of 35% and return on equity (ROE) of 6 %.

These targets were deliberately stretched in order to drive the Group and motivate employees to operate out of their comfort zones. While revenue grew an impressive 15% to RM469.7 million from RM407.9 million in 2009, the Group fell short of revenue growth KPI. However, the Group’s ROE of 9.2% far surpassed the set target. The higher ROE reflects the growth in revenue, better profit margin from ongoing projects and enhanced performance of the Group’s joint ventures, as well as significant contributions from one-off transactions such as Strategic Land Sales and the gain on disposal of Touch ‘N Go Sdn Bhd.

UEM Land’s sustainability commitments and performance thus far, arising from the review of our activities conducted in 2009, is presented for the first time in the 2010 report.

UEM Land’s commitments:

KEY FOCUS AREAS	MANAGEMENT STATEMENT	TARGETS	ACTIONS REQUIRED	TIME
Health and Safety	1. We aim to improve our health and safety performance.	1. We will assess and improve the effectiveness of Health and Safety training.	1. Monitoring of programmes in place.	On-going
		1. We will hold behavioural related safety seminars for our staff, our contractors and their staff to heighten awareness and underpin our Safety Campaign.	1. Monitoring required to ensure progress.	On-going
Our People	1. Through the development of our Behavioural Safety programme we will seek to improve the safety and welfare of our staff.	1. Develop programme for Behavioural Safety for our non-project related activities.	1. Conduct behavioural risk assessment to identify high risk activities. 2. Develop a programme to manage these high risk activities. 3. Roll-out of programmes developed.	2013
	1. We aim to develop and retain our talents.	1. Development plans for all employees to ensure their competency and growth.	1. Conduct competency assessment for staff. 2. Conduct gap analysis and chart development and career path.	On-going
	1. We will enhance our engagement with employees	1. To become the “Employer of Choice”.	1. Conduct Employee Value Proposition initiatives. 2. Execute communication and “Reach Out” programmes for employees’ buy in.	On-going

KEY FOCUS AREAS	MANAGEMENT STATEMENT	TARGETS	ACTIONS REQUIRED	TIME
Community	1. We will engage the communities in which we operate to ensure that we contribute to their development and well-being.	1. We will measure benefits from the community programmes conducted and report progress on an annual basis.	1. Monitoring of PINTAR programme: Monitor the academic results and conduct root cause analysis to ascertain reasons for improvements or decline.	On-going
			2. Work with relevant schools to improve programmes to achieve better academic results.	On-going
			3. Develop community engagement programmes to ensure nearby communities are informed and engaged.	On-going
			4. Develop procedures to engage with local communities in the event of developmental impacts on their daily activities.	2012
Environmental Impacts and Resource Use	1. We aim to improve our environmental performance and management of resources used. 2. We aim to create awareness amongst the communities on their role and responsibilities in environmental conservation.	1. To ascertain our environmental impacts and resource use, we will determine our baseline levels. 2. We will set improvement targets and monitor our performance on a quarterly basis. 3. We will establish a programme to ensure purchase of green materials for office use. 4. We will establish programmes to create environmental awareness amongst the various communities.	1. Develop baseline monitoring programme for energy, water and paper use in our non-project locations.	2012
			2. Develop energy management programme for our non-project locations.	
			3. Develop a water use and paper reduction programme for our non-project locations.	
			4. Expand monitoring programme to include purchase of green materials. 5. Develop and execute programmes for the various community stakeholders – school children and residents of our developments.	2011

KEY FOCUS AREAS	MANAGEMENT STATEMENT	TARGETS	ACTIONS REQUIRED	TIME
Biodiversity	1. Environment conservation is a key consideration in our strategic development programmes in building high value properties.	1. We will develop processes to understand and mitigate our biodiversity impacts, and demonstrate positive and responsible impacts on the environment.	1. Monitor the progress of our tree replanting programmes at Nusajaya. 2. Monitor the progress of mangrove replanting programme at RAMSAR, Sg. Pulai. 3. Work with relevant academic institutions to monitor biodiversity in key areas.	2012
Managing our Atmospheric Impacts	1. We aim to reduce the impacts of our developments to the environment as much as possible by managing our carbon footprint.	1. Develop Carbon Management Programme.	1. Continue our carbon footprint baseline programme to determine carbon emission sources. 2. Expand programme to include project sites. 3. Review after 2 years to determine key emission sources and set objectives and targets.	2013
Value and Risk	1. Managing our risks ensures that we are able to ensure sustainability of our business.	1. Ensure we adequately monitor our risks arising from climate change in our projects and our business. 2. Geographical and product diversification.	1. Due diligence for site acquisition considers climate change risks (eg. flood risks and other environmental risks such as landslides, etc.) 2. Landbank acquisition outside of Nusajaya and to develop acquired land (e.g. Bangi) 3. Expansion into related businesses (facilities management, property investment/management, development management and hospitality)	On-going
Customer	1. Ensuring that our customers are able to enjoy the best level of service from all contact points is key to our success.	1. Improving customer service and customer experience at all contact points. 2. Ensure designs and products meet customer requirements.	1. Conduct a rolling programme of customer satisfaction surveys and benchmark results. 2. Review Customer Satisfaction Survey, identify trends and formulate action plan for improvement. 3. Ensure that the survey includes questions with regards to customer requirements such as green building.	On-going

KEY FOCUS AREAS	MANAGEMENT STATEMENT	TARGETS	ACTIONS REQUIRED	TIME
Product, Service Information Labelling	1. Assuring our customers on the quality of our product is paramount to our business success.	1. To ensure that our projects are appropriately certified, depending on the type of development.	1. To ensure all project managers include the requirements for developing Green Buildings in the project decision-making process. 2. Puteri Harbour Imperia to obtain GBI certification.	2014
		1. Establish monitoring programme for KPIs involving product responsibility.	1. Monitor the “response time” to customer complaints 2. Refer to best practices in Product Responsibility and develop a monitoring programme for KPI.	2012
Waste Management	1. Ensuring that we are able to adequately manage generated waste will help to reduce our environmental footprint.	1. We will look into developing procedures and mandates for our contractors to minimise, reuse, recycle, and dispose of waste properly. We will include waste management requirements into procurement contracts.	1. Develop procedures to manage waste from our activities. 2. To include an additional term within the new contract to ensure contractors report/ monitor their waste as a beginning step to recycle construction materials.	2012 2011

KEY FOCUS AREAS	MANAGEMENT STATEMENT	TARGETS	ACTIONS REQUIRED	TIME
Developing Green Buildings	1. We will need to ensure that the products we develop are in line with current market developments and requirements. This would ensure long-term sustainability of our business.	1. Ensure that our supply chain is able to meet our sustainability best practice requirements to improve the performance of our deliverables. 2. Explore the use of technologies that reduce carbon emissions and energy, and increase water efficiency. 3. Determine baseline on types of materials and volumes used in our project sites to enable strategies to be developed to choose “green” materials. 4. We will explore the use of renewable energy technologies and the use and procurement of energy efficient products (i.e. energy star rated) for the future development of our products.	1. Determine baseline on materials used, carbon emissions, fuel, energy and water used in our development sites. 2. Develop strategy for reduction of carbon emissions and energy use; and increase water efficiency. 3. Develop action plan to construct green buildings. 4. Identify key green technologies used in the construction industry to enable adoption of such technologies in our future developments. 5. Identify key suppliers of “green materials” which meet international best practice standards.	2015
Economic Returns	1. We aim to continually grow the business and maximise returns to our shareholders.	1. Increasing our revenue on year to year basis (50% revenue growth based on headline KPI). 2. Improve margins and profitability to ultimately deliver a high return on equity (10% ROE based on headline KPI).	1. Ensure continuing pipeline of new projects to sustain and fuel revenue growth. 2. Improve cost management and delivery. 3. Focus on quality to ensure high customer loyalty and good brand name, which leads to better pricing premium and higher margins.	On-going

STAKEHOLDER ENGAGEMENT

As a public-listed company, UEM Land has a responsibility not only to its employees, customers and investors, but also to the various communities in which the Group operates. Details of the stakeholders and how the Group engages with them are presented in the relevant sections of this report as described here.

STAKEHOLDERS	CONCERNS	RELEVANT SECTION
Our Customers	<p>Our customers are one of our valuable assets. UEM Land value all its customers highly. It is through them that the Group is able to exist as a sustainable business.</p> <p>The aim is to satisfactorily complete all of the Group's products to the highest standards, while building a sustainable, long-term relationship with all customers.</p>	Assuring Our Marketplace
Our Employees	UEM Land believes that all employees need to be provided avenues to grow professionally and personally. Active communication is an integral part of ensuring that employees are kept informed and updated on the various initiatives that are important to the Group.	Improving Our Workplace
Our Shareholders	As a listed company, it is important that the Group maintain and enhance relationships with all shareholders. While information is regularly disseminated through press releases, press conferences, website updates as well as annual and extraordinary general meetings, regular discussions are also held with shareholders to discuss areas of concern and identify areas for improvements.	Corporate Governance and Economic Performance
Media	<p>In UEM Land, the Group has always maintained a good and transparent relationship with the media.</p> <p>The Group's engagements with the media include interactions through business and social events. Their continuous support has indirectly helped the Group achieve positive branding which, in turn, contributes to the growth of the Group's business.</p>	Assuring Our Marketplace and Engaging Local Communities

STAKEHOLDERS	CONCERNS	RELEVANT SECTION
Governments	Governmental agencies and bodies form an integral part of UEM Land's activities. The Government at the federal, state and municipal levels have different roles in the various developments and entities within the Group. On one hand, governmental agencies and bodies operate to identify the framework and to enforce regulations with respect to activities in the area of legislation and regulations and on the other hand, they are also the Group's clients and partners. Dependent on the role, intensive discussions are held during, for instance, the licensing process (legislative role), and construction team meetings (client role) or with joint development companies (partner role).	Throughout this report
Contractors and Suppliers	This concerns contractors, suppliers and the people in their employment. Purchasing is an important source of value within UEM Land, as well as in the chain of design, development and realisation of construction projects. Recognition that benefits can be sought through improvements in the supply chain, while achieving cost reduction, improving delivery and reliability, form the heart of the supply chain management programme.	Improving our Marketplace
Local Communities	At UEM Land, a key aspect of the Group's work involved dealing and managing communities' expectations. The Group's communities' expectations, and needs are the utmost priority. UEM Land engage with the communities through various activities and programmes, where the Group will listen and respond to their needs, as well as minimise any inconveniences to their surroundings.	Engaging Local Communities



ASSURING OUR MARKETPLACE

As part of our corporate responsibility strategy, we are committed to providing customers with an enhanced living, working and leisure experience. This commitment includes creating developments that stimulate wellbeing, promote balanced lifestyles while maximising health and safety of our end users. We will continue to dedicate our best efforts to serving our stakeholders in a way that is economically, environmentally and socially sustainable by aligning our sustainability strategy with our business strategy.

ASSURING OUR MARKETPLACE

The transformation of the Iskandar region has fuelled the interest of investors. Coupled with its strategic location, this has made prospects of properties in the region very promising. It is with this huge potential in mind that UEM Land continues to promote its catalyst projects.

Throughout 2010, UEM Land ran a successful and effective programme to strengthen its branding and promote its products. Nusajaya has enjoyed tremendous publicity through 74 activities and events including project launches, exhibitions and conferences, corporate events and quarterly newsletters.

At UEM Land, all marketing programmes comply with existing legal requirements such as the Housing Development Act, Developers licenses, Advertising permits and legal requirements. In 2010, there were no incidences of non-compliance concerning marketing communications, and we have not received any fines regarding non-compliance with laws and regulations concerning provision and use of products and services.

INTERNATIONAL PROMOTION

Towards its goal of making Nusajaya the new regional city in Asia, UEM Land aggressively showcased its various projects in the international arenas in 2010. Besides securing sales, the events were held to keep property investors in strategic locations abreast of the progress development in Nusajaya. These events include:

[Property Seminar, Singapore](#)

On 24 January 2010, UEM Land participated in a property seminar in Singapore to promote East Ledang and Ujana Executive Apartments among Singaporeans. The seminar was attended by a total of 120 potential investors.

The seminar, held in collaboration with a local agency, received wide coverage in the local newspapers. During the seminar, the participants were briefed on Nusajaya and its investment potential as well as properties in East Ledang and its promotional package.

[Property Forum, Dubai](#)

Following up on its successful first Property Forum in Dubai in 2009, UEM Land returned in February 2010 to meet targeted investors in Dubai and the Middle East. A pre-event advertising and promotion campaign was carried out in leading local media to signal UEM Land's event. The forum attracted 31 potential investors and netted RM3.7 million worth of sales for East Ledang bungalows and Ujana Apartments.



[The British Club Roadshow, Singapore](#)

A two-day road show was held for the first time for the British Club in Singapore in April 2010 to meet buyers of properties in Johor, and to highlight the investment opportunities available in Nusajaya. It was an informal occasion where visitors could walk-in for a comprehensive preview of the various properties. Visitors were also invited to a follow-up site visit to Nusajaya.

[Cityscape Asia Expo, Singapore](#)

UEM Land participated at the three-day Cityscape Asia Expo in Singapore in May 2010 to advertise Nusajaya in the republic. The response was overwhelming as it was held in a high traffic location in Suntec City. The event secured two bookings for Ujana Apartments and 18 registrations for future projects.

[Property Forum, London](#)

A property forum in London was held in August 2010 to reach out to investors in London and the Europe market on investment opportunities in Nusajaya. Prior to the event, an advertising and promotional campaign was put out and the sales team also received support from the Malaysian Investment Development Authority (MIDA) in London. The forum was attended by 48 niche participants and received bookings for properties in Harmony Park and Tranquility Park of East Ledang.

[iPROPERTY.com Expo, Singapore](#)

UEM Land was at the inaugural two-day iPROPERTY.com Expo in Singapore which was attended by some 10,000 visitors. Held at the popular Marina Bay Sands in October 2010, the event was a runaway success for the Group. It obtained bookings for more than RM30 million worth of properties in East Ledang and Puteri Harbour.

ASSURING CUSTOMER SATISFACTION

UEM Land's Customer Relationship Management (CRM) System, established in 2008, was further strengthened in 2010 with the development of a comprehensive Stakeholder Management Programme (SMP) aimed at improving and managing these relationships.

As part of the SMP, the Group commissioned TNS (Taylor Nelson Sofres), the largest Custom Market Research specialist, to conduct a survey. The key objectives of the survey were to:

- Identify and measure customer service performance on key service performance aspects against customer requirements and against perceived capability/performance of key competitors
- Identify key areas for greater attention/remedial action for improvement
- Provide key 'customer service feedback' input to help UEM Land's Management team to set up a KPI system for ongoing monitoring and management of performance in the sales teams



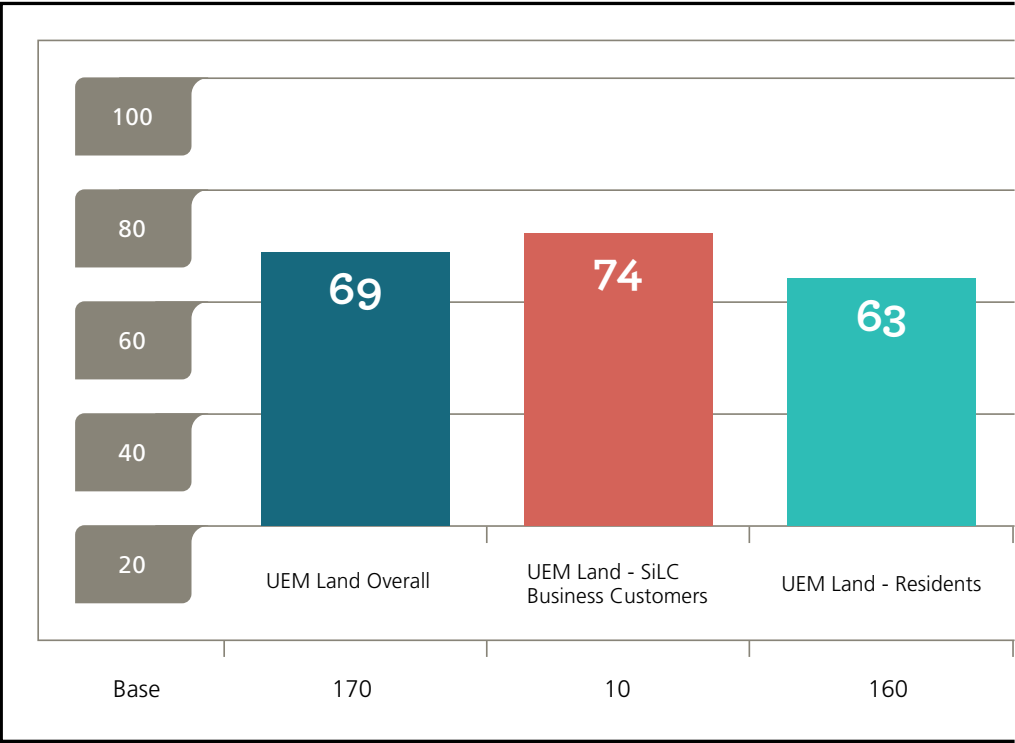
The study involved a combination of in-depth qualitative research (through focus group discussions and in-depth interviews) and a survey-based quantitative research (through telephone interviews). Data for the survey was collected based on the following index:

- Overall corporate reputation
- Favourable opinion
- Level of trust
- Financial success
- Product and service quality

The survey was carried out with the residents of East Ledang, Ledang Heights, Nusa Idaman, the buyers of Ujana Apartments and the investors at SiLC. The residents’ ratio for the residential customer service survey was: 69% Malaysian, 30% Singaporean, and 1% others; while the industrial investors’ customer service survey had a good mix of local and foreign investors.

Graph 1
TRI*M Index – UEM Land **Customer Service/Retention** - Broader Benchmark vs. SE Asia Business

Benchmark Scores SE Asia Business	
High Customer Retention	
Top 10%	72
Top 33%	60
Mean	55
Bottom 33%	47
Bottom 10%	38
Low Customer Retention	

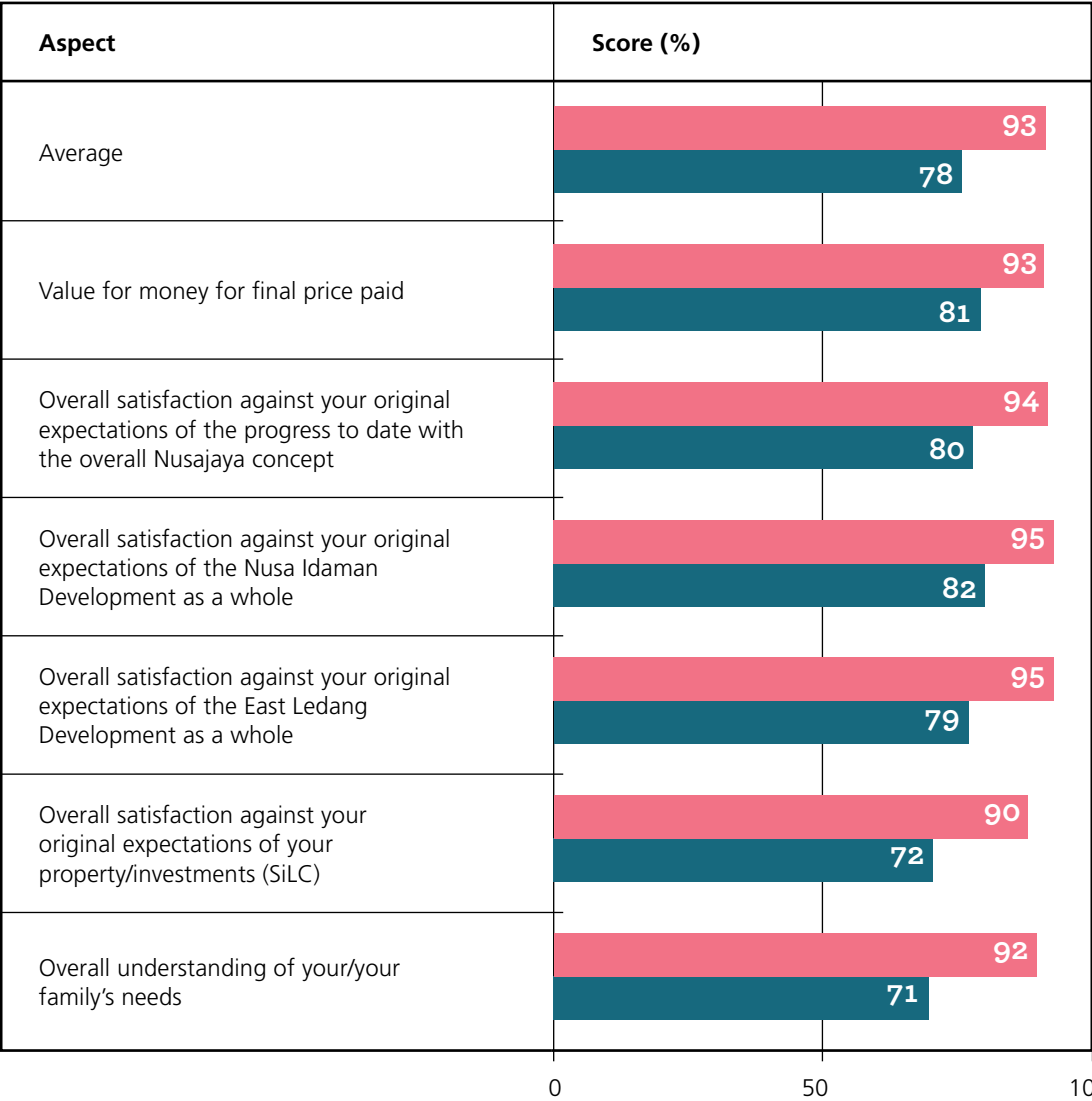


The overall results garnered were favourable, on the index grid of -30 (minimum) to +140 (maximum). UEM Land scored 74 points for SiLC investors and 63 points for residents; translating into an average of 69 points for UEM Land’s customer service experience and retention rating. The findings were benchmarked against the South East Asia’s business. The benchmarks and figures were derived from the globally recognised TRI*M index, a management information system which is key for measuring, monitoring and managing multi-channel relationships. Whether customers, employees, suppliers or shareholders, each of these stakeholder groups has to be managed to optimise business performance.

Graph 1 below illustrates the TRI*M Index for UEM Land’s customer service/retention, based on the South East Asia’s business:

The overall feedback received for our customer relationship management ranged from “Good”, “Very Good” to “Excellent”. An average of 93% of respondents expressed satisfaction with the development as being able to meet customer expectations, as reflected in Graph 2 below. Nonetheless, there is still room for improvements such as improving product quality and customer service efficiency.

Graph 2
UEM Land’s Customers Service Experience:
Overall Relationship Management



- Under the categories of “Excellent, Very Good & Good”
- Under the categories of “Excellent & Very Good”

In 2010, UEM Land received three public complaints from business owners located in SiLC, as summarised below:

DATE RECEIVED	ISSUE	ACTION TAKEN
24 Jun 2010	UEM Land received a complaint letter regarding intermittent Power Failure at one of the factories in the area.	The Group liaised with TNB and were informed that it was due to technical issues at the Main Intake Station at Gelang Patah. A response letter was sent to the complainant together with the information received from TNB.
24 Aug 2010	Factory break-in.	The Group liaised with maintenance and security personnel to review current security protocols for improvement.
19 Nov 2010	UEM Land received a complaint regarding faulty street lights along the main road at Jalan SiLC 1.	Project Management liaised with TNB to rectify all faults reported.

Overall, there were no breaches or complaints with regard to customer privacy reported to the Group.

Based on the survey findings and as part of the Group’s marketing initiative, the following KPIs were developed and implemented in 2010:

2010 TARGET	2010 PROGRESS	2011 TARGET
1 st Customer Service Survey carried out by the consultant in Stakeholder Management	<ul style="list-style-type: none">Customer Service Improvement Programme, with quarterly review based on department’s KPI	<ul style="list-style-type: none">Yearly Customer Service Survey with new target benchmark of 75% against South East Asia’s business market
Marketing medium expansion and social media introduction	<ul style="list-style-type: none">Monthly e-newsletters published since August 2010Nusajaya Facebook is also available	<ul style="list-style-type: none">Focus on e-marketing via interactive products and Nusajaya application for mobile phones, iPad, tablet PCs
Taxi campaign for Senai Airport taxis	<ul style="list-style-type: none">Various engagements, eg. Pamphlets inserted in taxis, briefing and site tours, ‘Buka Puasa’ giveaways	<ul style="list-style-type: none">Pamphlet update for taxisUniform and goody bags giveaways
Customer Relationship Management (CRM) initiative	<ul style="list-style-type: none">Phase 1 implementation for direct development projects (for pre-sales and post-sales)System was launched online and testedPartial integration with existing system	<ul style="list-style-type: none">Full integration of CRM into UEM Land Holdings’ operations and systemsRe-evaluation and testing for efficiency

Cognisant of the role social networks play in today’s society and recognising its potential as a marketing tool, UEM Land has embraced social network forums as a medium to promote our products and services in order to reach more tech-savvy customers.

ASSURING PRODUCT QUALITY

UEM Land has adopted a comprehensive management programme to ensure the highest quality in all aspects of the Group’s projects, from the materials used to the quality of workmanship and labour. The Group conducts regular briefings with contractors and consultants to ensure they are fully aware of UEM Land’s emphasis on delivering sustainable products to customers.

The Group is developing several other systems in Nusajaya to ensure the city provides the most conducive environment for residents to enjoy a secure, healthy and holistic lifestyle. These include:

Nusajaya Intelligent City Management Platform (NICMP)

UEM Land has proposed an integrated business platform that will be able to integrate data from various systems in the city to enhance the management of services provided to Nusajaya’s community, and is currently studying its feasibility with CISCO and Mesiniaga.

Nusajaya Green Plan

The Nusajaya Green Plan integrates the management of water, energy and waste to ensure the most efficient use of resources with minimal impact on the environment. The plan is based on the R.O.S.E. (Reduce, Offset, Substitute and Enhance) concept.

Multi-Telco Environment

UEM Land has engaged two of Malaysia’s leading telecommunications providers, Telekom Malaysia (TM) and TT dotCom Sdn Bhd (a subsidiary of TIME dotCom) to provide best-in-class telecommunications infrastructure in Nusajaya.

Meanwhile, the Group’s development in Cyberjaya – Symphony Hills, represents another example of the attention to infrastructural details. Here, UEM Land is focusing on the creation of a Connected Intelligent Community, in which a fibre optic network will provide residents with high speed broadband. This would enable a number of smart home functions such as the ability to monitor homes and to switch lights on or off from a remote location.

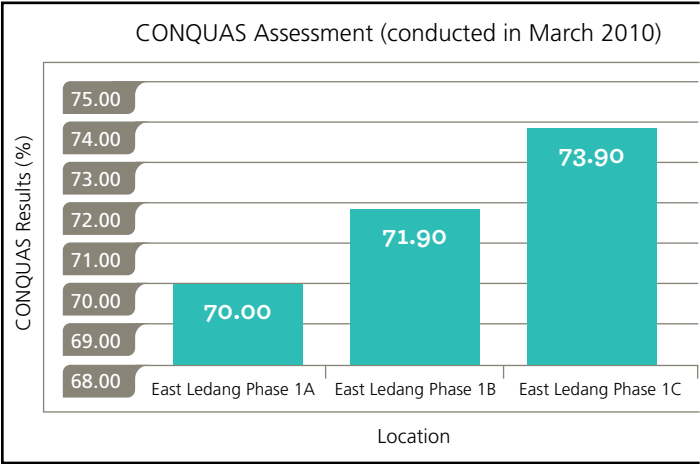
CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

CPTED is a concept that is aimed at reducing crime. This reduction is achieved by employing physical design features that discourage criminal activities, while encouraging the legitimate use of the environment.

The Group’s developments are noted in the industry for its high-technology safety and security features. UEM Land has established several key strategic initiatives to create a safe living environment for residents and stakeholders of the Group’s development, including adopting the CPTED concept from design to the built environment. To ensure the success of the concept, all consultants and contractors are CPTED-trained.

CONSTRUCTION QUALITY ASSESSMENT SYSTEM (CONQUAS)

Following the initial CONQUAS training conducted in 2009, follow-up assessments on the performance of the contractors were conducted for East Ledang Phase 1A, 1B and 1C in March 2010. The assessment was conducted by the Building Construction Authority (BCA) of Singapore, as they were the trainers appointed to conduct the CONQUAS training (see results below).

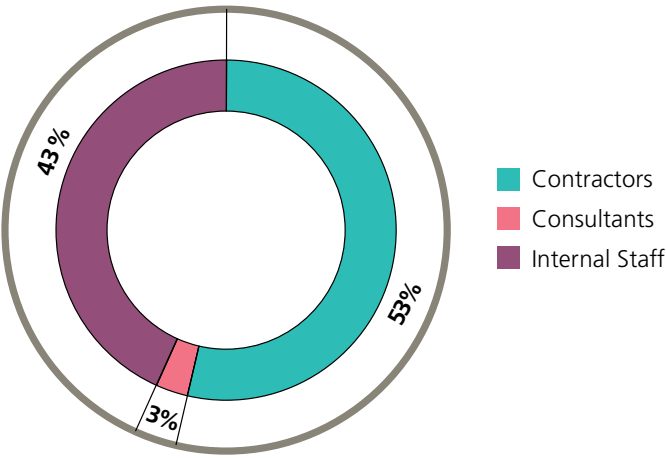




In October 2010, the CONQUAS workshop was conducted for contractors and consultants. The training focussed on providing an overview of CONQUAS on the following: (1) the standards; (2) assessment methods; (3) hands-on assessment demonstration on site.

The following chart details the breakdown of the participants who were involved in this training:

Breakdown of the 2010 CONQUAS training



GREEN BUILDING INDEX

The Green Building Index (GBI) is Malaysia's industry-recognised green rating tool, developed specifically for the Malaysian tropical climate, environmental and developmental context, cultural and social needs. It provides an opportunity for developers and building owners to design and construct green, sustainable buildings.

As a responsible property developer, UEM Land uses the GBI as a guide in designing East Ledang, Puteri Harbour and Symphony Hills. The Group has incorporated various energy-efficient technologies to reduce the energy requirements of these developments, and hence reduce their carbon footprint.



Every major business has an impact on the communities and societies in which it operates. Communities that we influence demand responsible social actions on our part and we are committed to providing quality of life to all those we touch through our activities.

ENGAGING LOCAL COMMUNITIES



Engaging Local Communities

At UEM Land, community engagement forms the foundation of the Group’s social responsibility initiative, as strong community relations form an integral part of sustainable development.

The Group appreciates its unique and strategic business location, and the responsibility that comes with it. For a win-win outcome, UEM Land engages the various communities within Nusajaya through its Corporate Social Responsibility (CSR) programmes. The aim is to help develop the communities within which the Group operates so that they will be able to participate in and benefit from the extensive development of Nusajaya.

UEM Land’s CSR is focused on education – human capital development; as the Group truly believes that education is a great enabler and can help uplift communities both economically and socially with improved livelihood to help break the cycle of poverty in a more sustainable manner.

As reported in the inaugural edition of UEM Land’s CR Report 2009, the Group’s CSR agenda focused primarily on education and community building with one of the key initiatives being the participation in PINTAR (Promotion, Intelligence, Nurturing, Talent and Advocating Responsibility), a programme spearheaded by Khazanah.

PROMOTING EXCELLENCE THROUGH PINTAR

In 2010, UEM Land adopted an additional school – SK Kompleks Sultan Abu Bakar, making a total of 17 schools. Key initiatives that were implemented to meet PINTAR objectives included the Academic Excellence Programme, the English Programme, the Green School Programme and the Microchip Controller Project.

In 2010, UEM Land’s PINTAR schools were:

Primary Schools

- 1. SK (Tamil) Gelang Patah
- 2. SK Kampung Pulau
- 3. SK Ladang Pendas
- 4. SK Morni Pok
- 5. SK Nusantara

- 6. SK Sungai Melayu
- 7. SK Taman Nusa Perintis 1
- 8. SK Tanjung Adang
- 9. SK Tanjung Kupang
- 10. SK Pendas Laut
- 11. SK Tiram Duku
- 12. SK Sikijang
- 13. SK Kompleks Sultan Abu Bakar *(new addition from 2009)*

Secondary Schools

- 1. SMK Gelang Patah
- 2. SMK Kompleks Sultan Abu Bakar
- 3. SMK Taman Nusa Jaya
- 4. SMK Tanjung Adang

THE ACADEMIC EXCELLENCE PROGRAMME

The objective of UEM Land’s Academic Excellence Programme is to help schools raise the academic performance of their students, with the long-term objective of bridging the gap between the various socio-economic sectors of the community. Under this programme, clinics and workshops, tuition classes, motivational talks and curriculum camps were amongst the main activities conducted for the benefit of the school children. Motivational talks and interactive sessions with parents were also carried out, as it is equally important to encourage them to support and motivate their children to strive for academic excellence.

PINTAR IMPACT ANALYSIS

An analysis of the PINTAR Academic Excellence programme is provided below.

Primary School: UPSR

To help prepare students from the 13 PINTAR primary schools for their UPSR examination, UEM Land held two UPSR clinics/workshops. A total of 250 students attended each of these clinics held in May and July which were in collaboration with Berita Harian’s Education Unit.

Following are the UPSR results for 2010 compared with 2009:

NAME OF SCHOOL	YEAR	TOTAL NO. OF CANDIDATES	OVERALL PASSING RATE	% CHANGE
SJK (Tamil) Gelang Patah	2009	14	64.29	-4.29
	2010	20	60.00	
SK Kampung Pulau	2009	44	79.55	12.45
	2010	41	92.00	
SK Ladang Pendas	2009	15	9.09	-9.09
	2010	11	0.00	
SK Morni Pok	2009	40	72.50	10.50
	2010	43	83.00	
SK Nusantara	2009	67	64.06	22.94
	2010	99	87.00	
SK Pendas Laut	2009	6	100.00	–
	2010	5	100.00	
SK Sungai Melayu	2009	13	84.62	-19.62
	2010	20	65.00	
SK Sikijang	2009	0	–	–
	2010	1	100.00	
SK Taman Nusa Perintis 1	2009	77	75.64	12.36
	2010	97	88.00	
SK Tanjung Adang	2009	20	78.95	9.05
	2010	30	88.00	
SK Tanjung Kupang	2009	19	73.68	15.32
	2010	25	89.00	
SK Tiram Duku	2009	36	96.00	-6.00
	2010	20	90.00	
SK Kompleks Sultan Abu Bakar <i>(new addition from 2009)</i>	2009	–	–	–
	2010	45	100.00	

The adopted schools performed well in the 2010 UPSR examinations with 2 schools recording 100% passing rate while another six schools improved by 9% to 23%. Four schools however had lower passing rate of between 4% and 19%. These schools were required to conduct a post-mortem to determine the cause of decline in academic performance to enable corrective action to be taken, ensuring improvement in the coming year.

Secondary School: PMR

UEM Land hosted a two-day PMR Seminar with the co-operation of Berita Harian’s Education Unit to assist 250 students in their preparation for the examination. A total of 499 PINTAR students sat for the 2010 PMR and the four schools obtained an average passing rate of 73.9%. All schools showed improved passing rates in 2010. The following shows a comparison of the 2010 PMR results compared to 2009:

NAME OF SCHOOL	YEAR	TOTAL NO. OF CANDIDATES	OVERALL PASSING RATE	% CHANGE
SMK Gelang Patah	2009	275	54.18	6.46
	2010	247	60.64	
SMK Kompleks Sultan Abu Bakar	2009	62	77.42	12.58
	2010	70	90.00	
SMK Taman Nusa Jaya	2009	119	65.55	13.58
	2010	115	79.13	
SMK Tanjung Adang	2009	67	56.72	8.95
	2010	67	65.67	

Secondary School: SPM

UEM Land organised a SPM Seminar and Clinic in August and October 2010 respectively for 250 students from the four secondary PINTAR schools. In addition, a motivational talk was also held in July 2010 to assist students in overcoming pre-examination stress. The following shows a comparison of the 2010 PMR results compared to 2009:

NAME OF SCHOOL	YEAR	TOTAL NO. OF CANDIDATES	OVERALL PASSING RATE	% CHANGE
SMK Gelang Patah	2009	174	80.80	-0.03
	2010	212	80.77	
SMK Kompleks Sultan Abu Bakar	2009	44	100.00	-3.91
	2010	50	96.09	
SMK Taman Nusa Jaya	2009	66	100.00	-5.26
	2010	76	94.74	
SMK Tanjung Adang	2009	64	92.10	-1.47
	2010	68	90.63	

Despite our efforts, all four PINTAR schools SPM passing rates dropped in 2010 by 0.03% to 5.26%. One contributory factor was the transfer of high performing students to boarding schools after PMR examinations. Nevertheless, these schools were required to conduct a post-mortem to determine the cause of the decline in academic performance to enable corrective actions to be undertaken to ensure improvement in the coming year.



Rewarding Excellence

As was in the past, UEM Land held an award presentation ceremony on 3 April 2010 to recognise the outstanding performance of its PINTAR students in the 2009 UPSR, PMR and SPM examinations. They were presented with a gift of cash and a certificate of recognition.

OTHER SCHOOL ENGAGEMENTS

Besides assisting PINTAR schools in achieving academic excellence, UEM Land also looks into providing wholesome education support in areas of critical concern such as the environment, English language and ICT. These activities were tailored towards the needs and abilities of the students for an effective learning process and to stimulate interest in the subject matter.

The Green School Programme

The project, ‘Sekolah Hijau’ is a collaborative programme between UEM Land and Universiti Kebangsaan Malaysia (UKM) to create and raise awareness of climate change amongst the general public and especially young school children. In addition to providing knowledge, the activities planned imbued them with values of appreciating diversity, respecting the environment and serving society.

The programme was officiated by the Vice Chancellor of UKM, Prof. Tan Sri Dato’ Dr. Sharifah Hapsah Syed Hasan Shahabudin on 24 April 2010, involving three selected PINTAR schools; Sekolah Kebangsaan Taman Nusa Perintis 1, Sekolah Kebangsaan Nusantara and Sekolah Kebangsaan Tiram Duku, and 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. The programme saw the participation of 120 Year 4 and 5 students in the Green Log Book activity.

UEM Land also contributed 22 recycle bins to all 17 PINTAR schools as well as five adopted KEMAS kindergartens on 3 November 2010.

The English Programme

The English Programme, a project sponsored and organised by UEM Land with the assistance of British Council kicked off in March 2010. This programme is part of UEM Land’s on-going quest to help advance and create an English-proficient community in these PINTAR schools. Four English Teachers’ Training programmes were organised in 2010 and to date, the programme has benefitted more than 50 teachers from the 17 PINTAR Schools around Gelang Patah district.

In addition, UEM Land has also initiated a strategic partnership with The Star Publication Malaysia Berhad to inculcate the reading habit and improve English proficiency among PINTAR students via The Star Newspaper in Education (NiE) programme. Under this programme, more than RM20,000 has been contributed annually as sponsorship for this supplement, which is published every Wednesday, and distributed to all 17 PINTAR schools weekly.

[Microchip Controller Project](#)

Another key initiative under the PINTAR programme is the Microchip Controller Project, fully funded and sponsored by UEM Group and organised by UEM Land in collaboration with Universiti Kebangsaan Malaysia. This programme aims to develop the interest and creativity of students using a technology platform. This programme is also a 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 will be executed over two years. The first group of forty selected students from two participating PINTAR secondary schools – SMK Taman Nusa Jaya and SMK Kompleks Sultan Abu Bakar had undergone several workshops in UKM in 2010 to guide them to develop and complete their prototypes. This first group graduated and completed their programme with projects installation held at the two respective schools in Nov 2010.

[Pintar Al-Quran Pre-School Reading Programme](#)

Since 2008, the Pintar Al-Quran programme has been educating young children to become Al-Quran literate as well as to adopt Islamic values in their daily life from as early as five to six years old. Al-Quran reading classes are conducted daily for one hour on school days and are offered free to pre-schoolers.



The programme was fully sponsored by UEM Land who engaged the expertise of Yayasan Islam Terengganu (YIT) in developing the curriculum, conducting training for teachers as well as supervising and monitoring the programme. The collaboration between UEM Land and YIT on this programme officially ended December 2010. The programme is currently under the supervision of Jabatan Agama Johor (JAJ).

[COMMUNITY BUILDING PROGRAMME](#)

As a responsible corporate citizen, UEM Land wants to ensure a better quality of life for the community and is sensitive to the special needs of the residents in the immediate community. The activities under the community programme are as follows:

- The Group gave Koperasi Nusajaya a fixed lease for 500-acres worth of land that comprised of mature oil palm trees. The Koperasi, whose members include the villagers of Gelang Patah, derive income from the oil palm fruits harvested
- UEM Land provided assistance in maintaining the "Pusat Pemulihan dalam Komuniti" (Community Rehabilitation Centre) in Nusajaya, which caters to the needs of special children in the community
- UEM Land reached out to the underprivileged and needy during the holy month of Ramadhan with contributions of essential food supplies and monetary gifts to help make their Eid or Hari Raya celebrations more festive

[Building Media Relations](#)

Ensuring good relations with the media forms an integral part of UEM Land's community relations programmes. Through the media, UEM Land is able to highlight the activities of these communities thereby ensuring that efforts in community work and enhancements are able to be presented effectively. In 2010, several events were conducted:

- UEM Land held a futsal friendly match with members of the Media in Johor
- Buka Puasa with Johor Media at the Ledang Urban Retreat, East Ledang

[Fund Raising Activities](#)

UEM Land successfully organised its inaugural Golf Friendly 2010 on 23 October 2010 at Horizon Hills Golf and Country Club, a week after Iskandar Johor Open 2010. The match received encouraging response with more than 120 participants. During the match, a sum of RM1,230 was raised and donated to the charity organisation – Pusat Pemulihan Dalam Komuniti (PDK) Nusajaya.

[Conference/Forum and Exhibitions](#)

In conjunction with the World Islamic Economic Forum (WIEF) 2010, UEM Land participated in the WIEF exhibition held on 18 - 20 May, 2010 at the Kuala Lumpur Convention Centre (KLCC) where Nusajaya's catalyst projects were featured to visitors.

On 22 - 23 May 2010, UEM Land participated in the exhibition organised in conjunction with the launch of Khazanah's talent web portal, MYWorklife@Iskandar, a virtual platform aimed to reach out, attract and encourage potential talents to work at Iskandar Malaysia.



IMPROVING OUR WORKPLACE

We are continuously building our capabilities in human resource management and development; and broadening our processes by leveraging on internal and external best practices from around the world.

IMPROVING OUR WORKPLACE



Fundamental to any organisation is ensuring that its employees are managed ethically, while providing a safe and conducive working environment and culture in which they can prosper. As such it is important that UEM Land continues to assure all employees - present and future, that the Group takes their wellbeing both professionally and personally, seriously.

LABOUR PRACTICE

Fundamental to this is to ensure that UEM Land's labour practices are fair and that a decent workplace environment is provided. UEM Land does not have an employees' union and as such no collective bargaining was conducted. The Group does not hire child labour or forced labour. All labour relations are in adherence to the Employment Act 1965 and Industrial Relations Act 1967. At UEM Land, all significant investment agreements carried out in 2010 does not infringe upon basic human rights.

UEM Land is pleased to report that none of the locations or operations impacts the rights of indigenous people in any way.

The Code of Conduct Handbook, which is distributed to all employees, helps to guide and ensure all employees conduct themselves in a manner that would contribute to a healthy working environment.

There were no breaches in 2010 regarding the Code of Conduct and no cases of sexual harassment were reported.

EMPLOYEE BENEFITS

There were no major changes in the employee benefit programme and all contributions to statutory requirements remains the same as previously reported. UEM Land remains committed to ensuring that all employees receive fair pay and do not face discrimination in the work place. To date, no such feedback has been received from all employees.

UEM Land conducts bi-annual Employee Engagement Survey (EES) to gauge engagement levels of employees. The Group believes an "engaged employee" is one who is fully involved in, and enthusiastic about, his or her work, and thus will act in a way that furthers the organisation's interests.

The primary objective of this survey was to measure the employees' commitment level towards the organisation. The summary of the assessment criteria are shown below:

- Speaking positively about the organisation to co-workers, potential employees and customers
- Having a strong desire to be a member of the organisation
- Exerting extra effort to contribute to the organisation's success

In response to this bi-annual survey conducted in 2010 by UEM Land's Group Human Resources Department (HRD), the Group received a response rate of 63% with a rating of B- (73%). This rating is an indicator of the engagement level of employees towards the organisation and, when translated, the results indicate that 73% of the total respondents had positive engagement levels towards the Group.

Arising from this, we need to ensure that our employee promotion exercise and employee reward system are conducted in a more transparent manner. At the same time, a salary benchmarking exercise was embarked upon in 2010 to ensure that all employees' salary does not fall below the Malaysian Poverty Income level in view of current economic status and rising cost of living.

UEM Land also realised that there was a need to conduct more communication dialogues on change management with all employees. A 'Reach Out' communication program comprising road shows on pertinent human resource topics to get the staff buy-in for initiatives implemented and information sharing will be planned for 2011.

PROMOTING A CULTURE OF EXCELLENCE

UEM Land first embarked on its Culture of Excellence (COE) Programme in 2009 to deliver excellence in customer service. Aimed at enhancing the interaction skills and knowledge of all front line employees, training focused particularly on personal effectiveness and performance excellence. Under the same programme, the Group launched the Toastmasters Club of UEM Land in October 2010. While the Club primarily serves employees based in Nusajaya, the activities and philosophy of the Club serves to provide opportunities for all employees to improve their confidence in public speaking.

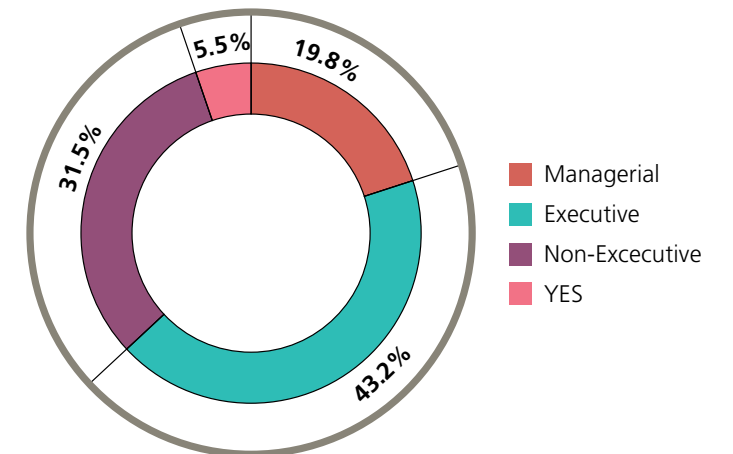
OPEN COMMUNICATION

In UEM Land, the Group encourages a two-way communication to ingrain a sense of belonging among employees and, to promote teamwork and ownership. Any information on the progress of all developments, strategy and plans, and other relevant information are shared and disseminated to employees via various means. There is also a two-week minimum notice period to inform all employees on any operational changes.

UEM Land's Managing Director and Chief Executive Officer, Dato' Wan Abdullah Wan Ibrahim addressed all employees four times in 2010. These were done twice via internal communication circulated through the Group's Intranet service and through speeches at two Group events. Some of the topics addressed were employee bonus, appreciation of employees and to update all employees regarding the acquisition of Sunrise Bhd. There was also a Q&A session held for employees during one of these events for them to address any concerns or questions that they had to the CEO. Some of the issues brought up during this session were on the challenges that UEM Land might face with the merger of Sunrise Berhad and also company insurance benefits.

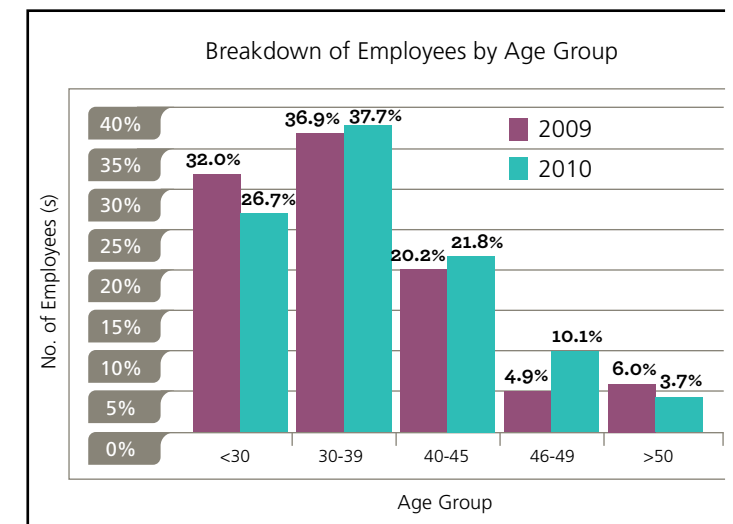
EMPLOYEE PROFILE

For the year 2010, UEM Land had 435 employees throughout the entire Group of Companies. Employee numbers increased approximately 18% as compared to 2009; and majority of our employees are in the executive level (43%).

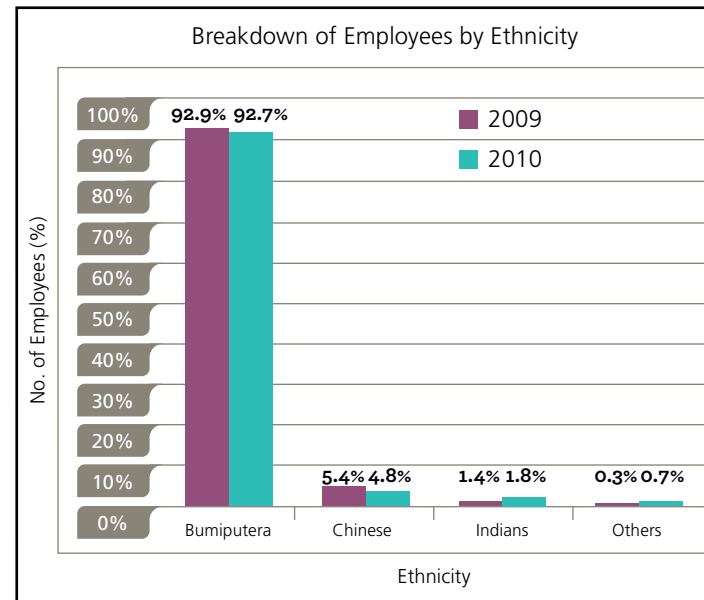


* YES: Young Executive Scheme Trainees

Employees between the ages of 30-39 years represent the biggest age group at 38%.

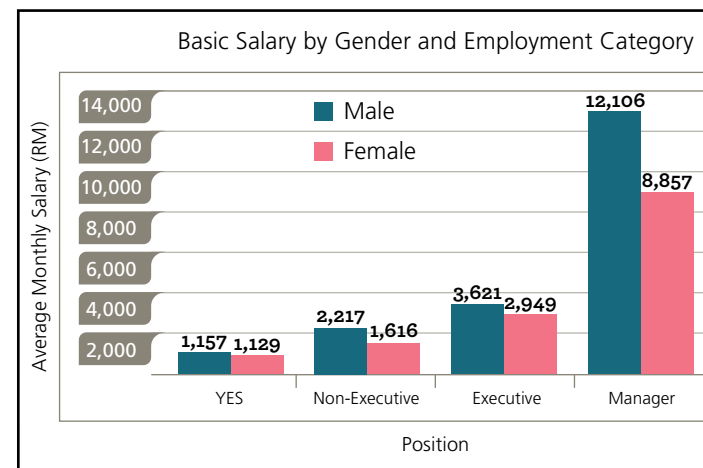


UEM Land Holdings tend to hire locally wherever possible. Most employees are Bumiputera, which accounted for 93% of the total employees in both year 2009 and 2010. There was a small increment of 0.4% in the number of Indian and employees of other ethnicities as compared to 2009.

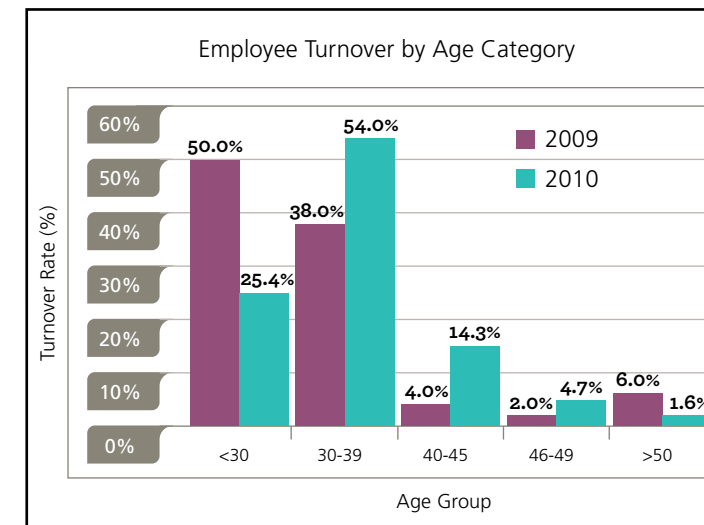


All UEM Land's employees receive the same entry-level wage across all jobs on the same pay scale and position. Entry level executives who are Diploma and Degree holders are paid a starting salary of RM1,800 and RM2,400 respectively.

In 2010, the ratio of male to female is 57% to 43%. The ratio of basic salary by category between male and female employees is presented below. Generally, most female employees are paid less than their male counterparts due to job function.



The 2010 turnover by age group compared with 2009 data showed an increase in employee turnover in the 30 – 49 age groups, with an average turnover rate of 24%. The highest turnover of employees was noted in the 30 – 39 age group at 54%.

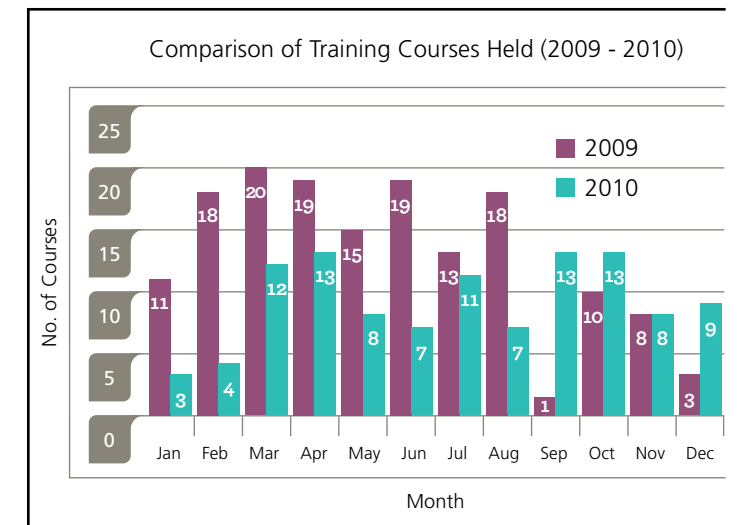


TRAINING AND DEVELOPMENT

In 2010, UEM Land spent approximately RM900,000 on employee training programmes, an increase of 36% as compared to 2009. The average training cost spent on every employee was nearly double that of 2009. At the same time, the average training hours per employees in 2010 has decreased from 29.67 hour to 18.69 hour.

YEAR	NUMBER OF EMPLOYEES	TRAINING COST (RM)	AVERAGE TRAINING COST PER EMPLOYEE (RM)	TRAINING DAYS (8 HOURS/ DAY)	AVERAGE TRAINING HOURS PER EMPLOYEE
2009	368	661,860	1,798.53	1,365	29.67
2010	435	899,724	2,068.33	1,016	18.69

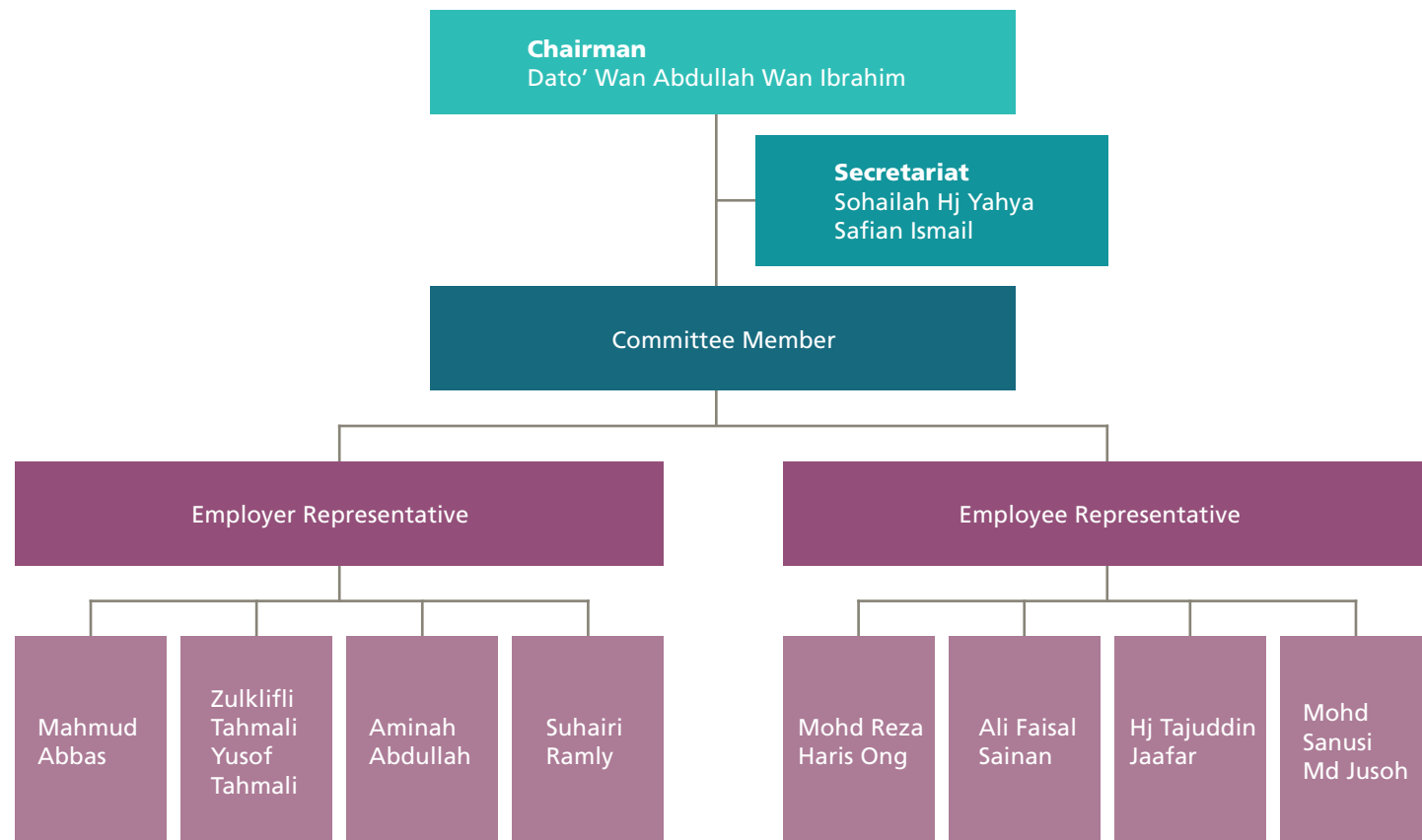
There was an approximate 30% reduction in the number of training courses conducted in 2010 compared to 2009 (see chart below). One of the main contributory factors to the decline is the review conducted during this period on the mainstream training for Sales and Marketing specifically under the Culture of Excellence programme. This was needed to ascertain the impact and effectiveness of the program into real time work situations. The encouraging feedback in turn resulted in the program being extended to the relevant support service personnel which gained momentum towards the end of 2010.



ASSURING SAFETY, HEALTH AND WELLBEING

Employee safety, health and wellbeing is a top priority with UEM Land and this is reflected in the Group's development of a Quality, Safety and Health and Environment (QSHE) programme and committee. Established in 2007, the QSHE Committee has come a long way in setting various standards and procedures towards better QSHE practice for employees.

Below is the main Quality, Safety and Health and Environment Committee organisation chart:



Integrated Management System

An integrated management system has been developed in 2009 in order to allow businesses to manage their quality, safety, health and environmental issues while avoiding unnecessary duplication. The QSHE Policy has been revised due to establishment and incorporation of MS 1722 Standards into the IMS (QSHE-MS) (MS 1722 is a Malaysian Standards that provide requirements on Occupational Safety and Health Management System (OSHMS)). Several standard operating procedures (SOP) relating to Defects Liability, Progress Payment and Final Account, Preparation of Variation Order and, Tender and Award of Contract were also reviewed.

The Safety and Health Department has developed 3 objectives and targets to be met in 2011:

NO	OBJECTIVES	TARGETS
1	To Reduce Safety And Health Non-Compliance At Project Site.	<ul style="list-style-type: none"> To achieve zero stop work order from authorities To achieve at least 70% score on monthly Safety and Health inspection on each project
2	To Improve Awareness On Good Safety And Health Practices.	<ul style="list-style-type: none"> To achieve 100% attendance of employees and contractors for Safety and Health induction course at all project sites To organise annual Safety and Health awareness event
3	To Prevent Fatalities At Project Sites.	<ul style="list-style-type: none"> To achieve zero fatality at project sites

The following issues have been raised during the yearly meeting where the responsibility of the QSHE team includes:

- Conducting more awareness training on Quality matters and conduct frequent internal quality audit (from one a year to every quarter)
- Ensuring the contractors improve their standards of OSH-MS Requirement and applies safe system of work and practices if they want to participate in UEM Land's tenders
- Project Team (engineer-project manager) must attend compulsory training such as HIRADC, JSA and Accident Prevention to ensure they understand the system requirement and controls at their project site
- Developing and disseminating OSH Guideline to all Project Teams for their reference and apply to their workplace
- Continuing scheduled in-house short training at their project site to improve their understanding on safe system to work

Performance to Date

UEM Land has achieved zero Lost Time Injury (LTI) and First Aid since 2008. To date, 8,533,830 hours has been achieved without a lost time accident for all project and operational sites.

	2009	2010
Lost Time Injury	0	0
First Aid	0	0

UEM Land conducted training for all contractors to ensure that they are able to help maintain the strong safety performance on the various project sites. 62 Induction Courses were conducted in 2010 with a total of 1,280 workers having attended the programme.

Other safety training courses provided include:

- 3 days ERP training at Puteri Harbour
- Introduction of OSH instructions as well as HIRADC in order to manage risks from moving machinery (guards, interlocks, lock-out)
- Briefing by DOE on environmental issues at project sites
- Training workshops on Integrated Management Systems
- Six-Sigma coaching on continuous improvement of Management Systems

OTHER IMPROVEMENT MEASURES

Improving Worker Safety and Health is a continuous learning process for UEM Land as the Group challenges itself to seek better and safer measures for all on site. The goal is to strive and go above statutory compliance in providing a safe and healthy working environment at all present and future project sites.

Currently, the appointment of competent Safety and Health Officers (SHO) to manage and monitor OSH practices at project sites are only required by the Department of Safety and Health (DOSH) for projects valued at RM20 million and above. However, after taking cognisance of the Jaya Supermarket incident and the occurrences of high accident and fatality rate at other construction sites, companies and developers were highly encouraged to take extra precaution for accident prevention at their project sites.

UEM Land is pleased to report that for all managed project sites, there were SHOs visiting or stationed; either as contract staff or through contractors.

A weakness identified in the Safety and Health Management System was with compliance to the Construction Industry Development Board (CIDB) Act (Act 520) relating to the hiring of Foreign Workers and the CIDB Green Card Regulation. Internal audit findings revealed that the percentage of workers with the CIDB Green Card is still at an unsatisfactory level and needs to be further improved on. UEM Land aims to work closely with its contractors to ensure that all their employees are appropriately certified by CIDB.

Regulatory Compliance

In 2010, UEM Land received numerous visits by DOSH to various construction sites, and have not received any summonses or notices of unsafe acts on these sites.

Awareness Campaign

On 15-16 December 2010, Nusajaya hosted the annual UEM Land Quality, Safety and Health and Environment (QSHE) Campaign 2010 for the third time. Themed "Together...Nothing is impossible to Achieve", the campaign was aimed at promoting and cultivating safe and healthy work practices and culture at sites amongst its employees, site workers, contractors as well as consultants. It was also aimed at communicating the Group's goal to deliver quality products in a safe and healthy workplace whilst conserving the environment.



OUR ENVIRONMENTAL PERFORMANCE

Respect for the environment is integral to the way we do business. We are committed to conducting our business in a way that prevents the wasteful use of natural resources, improves our energy efficiency and reduces our emission of carbon dioxide. We care for the environments in which we operate and firmly believe in delivering superior quality in all we do.



Our Environmental Performance

OUR COMMITMENT

As a property developer, UEM Land needs to ensure that the environment is conserved and is minimally impacted by the Group's developments. The environment oftentimes form part of the project design and adds value to the properties.

ENVIRONMENTAL COMPLIANCE

In 2010, UEM Land reported on the various environmental legislations that its projects have to comply with. The Group complies with regulatory requirements to monitor the effects of our activities regarding erosion, water quality, air pollution, noise pollution, the generation of waste, and the use of chemicals. Site audits were conducted as per the requirements of the Environmental Management Plans (EMP) for each project site. Internal audits were also conducted as part of the ISO14001 Environmental Management System certification process.

In spite of the robust performance monitoring programmes, there were several monitored parameters for water and noise that exceeded permissible limits. UEM Land has carried out the necessary corrective actions to ensure that there will be no repeat occurrences in the coming year.

ENVIRONMENTAL PERFORMANCE

UEM Land is aware that as a property developer, development activities have an impact on the surrounding environment. In order to minimise these impacts, the Group strictly adheres to the various EMPs and conducts monitoring regularly. There were amendments to the Environmental Quality Act with regards to transferring solid waste between stations and the landfill, as well as sewerage and industrial effluents. QSHE employees are constantly monitoring new regulations to ensure that all operations comply with stipulated environmental laws.

In 2009, the environmental monitoring for 4 of UEM Land's project sites – East Ledang, Nusa Idaman, SiLC and Puteri Harbour was reported. This year, this report is including the results of the monitoring conducted at 7 project sites with Pontian Link Expressway, Nusa Bayu and Symphony Hills at Cyberjaya being the three additional sites.



WATER QUALITY MONITORING

For construction sites, water quality monitoring is conducted at two levels, (i) water quality of the surrounding environment, i.e. water quality in rivers, streams and surrounding drainage systems and (ii) water quality within the construction sites, i.e. outflows from silt traps. UEM Land is pleased to present the water quality monitoring data for both parameters.

Water quality monitoring requirements differ from site to site due to location and regulatory requirements. Generally, all sites are required to monitor performance against the Interim National Water Quality Standards (INWQS) of Class I, IIA, IIB, III, IV and V. In 2010, the water quality programme was conducted at 7 sites as opposed to 4 in 2009.

CLASS	USES
Class I	<ul style="list-style-type: none">• Conservation of natural environment• Water Supply I – Practically no treatment necessary• Fishery I – Very sensitive aquatic species
Class IIA	<ul style="list-style-type: none">• Water Supply II – Conventional treatment• Fishery II – Sensitive aquatic species
Class IIB	<ul style="list-style-type: none">• Recreational use body contact
Class III	<ul style="list-style-type: none">• Water Supply III – Extensive treatment required• Fishery III – Common, of economic value and tolerant species; livestock drinking
Class IV	<ul style="list-style-type: none">• Irrigation
Class V	<ul style="list-style-type: none">• None of the above

The compliance requirements for each site are as detailed below:

NO	SITES	QUALITY
1	East Ledang	INWQS Class III
2	Nusa Idaman	INWQS Class III
3	SiLC	INWQS Class III
4	Puteri Harbour	INWQS Class IIB
5	Pontian Link Expressway	INWQS Class III
6	Nusa Bayu	INWQS Class IIA
7	Symphony Hills, Cyberjaya	INWQS Class IIB

Water Quality

The table below shows results of the water quality monitoring programme for the projects reported last year; East Ledang, Nusa Idaman, SiLC and Puteri Harbour. Due to different requirements, some sites conducted water quality monitoring at one point while others conducted monitoring upstream and downstream. The total suspended solids (TSS) values for both East Ledang and SiLC have exceeded the INWQS due to a high rainfall and poor silt trap maintenance. Appropriate actions have been taken in response to these incidents.

As seen in the following table, the chemical oxygen demand (COD) at Nusa Idaman is above permissible limits. COD testing is commonly used to indirectly measure the amount of organic compounds in water and in the case of SiLC, the high COD levels could be due to discharge of fertilisers or organic materials into the surrounding waterways.

Comparing the water quality for East Ledang, Nusa Idaman and SiLC in 2009 and 2010:

WATER QUALITY		CLASS III INWQS	EAST LEDANG		SiLC		NUSA IDAMAN		
PARAMETER	UNIT		2009	2010	2009	2010	2009	2010	
								UPSTREAM	DOWNSTREAM
Temperature	Deg C	–	28.73	28.48	28.42	24.50	28.72	28.28	28.44
pH	–	5.00 – 9.00	5.98	6.315	6.15	6.09	6.40	6.04	6.13
COD	mg/L	50.00	35.60	43.58	31.87	25.75	52.00	98.33	112.58
BOD		6.00	9.5	14.18	7.99	11.50	17.82	28.42	33.83
Total Suspended Solid (TSS)		150.00	38.25	480.33	49.81	670.00	39.82	28.42	54.42
Ammoniacal Nitrogen		0.90	ND	ND	14.00	–	ND	ND	ND
Oil and Grease		–	ND	ND	ND	–	ND	ND	ND
Dissolved Oxygen		3.00 – 5.00	4.28	3.77	4.14	4.24	4.63	3.86	3.66
Conductivity	µmghos/cm	–	235.50	510.50	–	–	261.05	252.74	1017.67
Salinity		–	0.13	0.07	–	–	2.64	1.55	6.88
Copper (Cu)	mg/L	–	0.03	0.04	0.05	0.03	0.04	0.05	0.04
Cadmium (Cd)		0.001	ND	ND	ND	–	ND	ND	ND
Chromium (Cr)		0.05	0.06	ND	–	–	0.07	ND	ND
Nickel (Ni)		0.90	0.07	ND	0.04	0.01	ND	0.03	0.05
Lead (Pb)		0.01	0.04	ND	ND	–	ND	ND	ND
Zinc (Zn)		0.40	0.10	0.04	0.1	0.10	0.07	0.06	0.04
Ferum/Iron (Fe)		1.00	–	–	–	2.08	–	–	–
Phosphate (P)		0.10	–	–	–	0.29	–	–	–
Total E.Coli Count	MPN/100ml	500.00 counts/100ml	13.75	19.50	6.62	3.33	16.46	43.17	25.33

The highlighted cells indicate the values that exceeded required standards in 2010

East Ledang

The high levels of TSS found in monitoring point LHE-DNB was found to be due to surrounding developments, as observed during the site audit conducted. The end-point discharge for the site at East Ledang is at monitoring point LHE-ST3, and the results of monitoring from this point has been found to be within permissible levels at 4 mg/L. Additionally, respective corrective actions have been implemented accordingly in order to tackle the issue of high BOD levels at East Ledang construction site.

SiLC

The high level of TSS at SiLC which exceeded the INWQS was due to high rainfall and poor silt trap maintenance. On the other hand, a lack of turfing on the surface ground is believed to be the main cause of the high BOD levels at SiLC.

In order to address the issue, UEM Land has engaged environmental consultants to ensure the sediment basins at SiLC are maintained consistently, especially during the rainy season. Also, additional sediment basins will be constructed at SiLC, Nusa Bayu and other adjacent developments.

UEM Land has also planned to incorporate permanent drainage on site and construction is on-going along with turfing works.

Nusa Idaman

The site activities at Nusa Idaman did not require the use of chemicals nor were there high volumes of silt generated. It is possible that the source of the high COD levels may be from the surrounding premises near the sampling point. Observations during site audits have shown that there are food waste and other organic materials in the drainage system, which may have contributed to the high COD and BOD levels. Temporary sump pits were constructed to trap food waste and plans are underway to relocate the workers’ quarters to alleviate this problem.

The following table details the water quality for Puteri Harbour from 2009 to 2010:

PARAMETER	UNIT	CLASS IIB INWQSB	PUTERI HARBOUR	
			2009	2010
Temperature	Deg C	–	29.08	30.67
pH	–	5.00 – 9.00	7.54	6.57
COD	mg/L	25.00	33.60	–
BOD		3.00	2.47	–
TSS		50.00	20.72	325.67
Ammonical Nitrogen		0.30	0.53	–
Oil and Grease		–	ND	ND
Dissolved Oxygen		5.00 – 7.00	3.98	6.03
Conductivity	µmghos/cm	–	–	–
Salinity		–	–	–
Copper (Cu)	mg/L	0.02	–	–
Cadmium (Cd)		0.01	0.02	–
Chromium (Cr)		0.05	0.19	–
Nickel (Ni)		0.05	0.32	–
Lead (Pb)		0.05	0.07	–
Zinc (Zn)		5.00	0.04	–
Ferum/Iron (Fe)		1.00	0.88	–
Phosphate (P)		0.20	–	–
Total E.Coli Count	MPN/100ml	400 counts/100ml	–	–

The highlighted cell indicate the values that exceeded required standards in 2010

The high level of TSS was identified to be an anomaly as it occurred only in one month of the year and it was attributed to high rainfall and improper silt trap maintenance. Immediate rectification through de-silting was carried out accordingly and the levels for the following months were within the stipulated limits.

For this report, water quality monitoring from 3 additional sites are presented below:

PONTIAN LINK EXPRESSWAY AT NUSAJAYA:

PARAMETER	UNIT	PONTIAN LINK EXPRESSWAY, NUSAJAYA		
		NWQS CLASS III	2010	
			UPSTREAM	DOWNSTREAM
Temperature	Deg C	–	28.68	28.93
pH	–	5.00 – 9.00	6.26	6.29
COD	mg/L	50.00	40.00	7.50
BOD		6.00	11.00	3.00
TSS		150.00	143.00	196.00
Copper (Cu)		–	–	–
Ferum (Fe)		1.00	–	–
Nickel (Ni)		0.90	–	–
Zinc (Zn)		0.40	–	–
Dissolved Oxygen		3.00 – 5.00	5.03	5.49
NH ₃ N		–	ND	ND
Oil and Grease		–	ND	ND
Total E.Coli Count	MPN/ 100ml	5000.00	ND	ND

The highlighted cells indicate the values that exceeded required standards in 2010

From site observation, the high level of TSS was due to river diversion and widening activities conducted at Sungai Pak Gadai. Findings also noted that TSS and dissolved oxygen levels at both sampling points have exceeded the standard. Other sources observed that soil erosion and natural river activities could have contributed to this incident.

In order to tackle this issue, the following corrective actions were taken:

- Constructed silt traps at water discharge points to Sungai Pak Gadai
- Erected silt fence along Sungai Pak Gadai adjacent to construction area
- Implemented slope protection (turfing) at the sloping banks adjacent to Sungai Pak Gadai

NUSA BAYU:

PARAMETER	UNIT	NUSA BAYU		
		NWQS CLASS IIA	2010	
			UPSTREAM	DOWNSTREAM
Temperature	Deg C	–	25.69	25.50
pH	–	6.00 – 9.00	6.06	5.80
COD	mg/L	25.00	27.75	24.25
BOD		3.00	10.53	6.50
TSS		50.00	39.12	84.50
Copper (Cu)		0.02	0.02	0.02
Ferum (Fe)		1.00	0.46	0.60
Nickel (Ni)		0.05	0.02	0.01
Zinc (Zn)		5.00	0.03	0.02
Dissolved Oxygen		5.00 – 7.00	4.95	4.90
NH ₃ N		–	–	–
Oil and Grease		–	–	–
Total E. Coli Count	MPN/ 100ml	100.00	2.00	1.00

The highlighted cells indicate the values that exceeded required standards in 2010.

COD is a measure of the amount of oxygen consumed by the chemical breakdown of organic and inorganic matter. The composition and concentration of organic compounds in water is closely related to various phenomena and activities which include surface runoff, industrial waste, urbanisation and agricultural activity.

The high levels of BOD found at the Nusa Bayu construction site was believed to have been contributed by the surrounding plantations which could have induced surface water runoff which discharged into the stream during rainy seasons. Permanent drainage was constructed and the slopes were turfed to tackle this problem.

We will continue monitoring the levels of TSS at both upstream and downstream which readings were found to be fluctuating during the last quarter of the year.

SYMPHONY HILLS, CYBERJAYA:

PARAMETER	UNIT	SYMPHONY HILLS, CYBERJAYA		
		NWQS CLASS IIB	2010	
			UPSTREAM	DOWNSTREAM
Temperature	Deg C	–	29.80	30.60
pH	–	6.00 – 9.00	4.62	6.33
COD	mg/L	25.00	9.50	12.50
BOD		3.00	2.25	3.25
TSS		50.00	10.00	41.75
Copper (Cu)		0.02	–	–
Ferum (Fe)		1.00	–	–
Nickel (Ni)		0.05	–	–
Zinc (Zn)		5.00	–	–
Dissolved Oxygen		5.00 – 7.00	3.97	6.49
NH ₃ N		–	ND	ND
Oil and Grease		–	ND	ND
Total E.Coli Count	MPN/ 100ml	400.00	2.00	2400.00

The highlighted cells indicate the values that exceeded the required standards in 2010

The average BOD levels at Symphony Hills is slightly higher than the required standards. This is mainly due to the slow flow of swamp water at one of the monitoring sites. The low level of dissolved oxygen upstream has also been attributed to slow flowing swamp water. In order to increase the flow of water, both silt traps A and B have been removed. As a result, the water discharge quality in the following months has met standards.

The high levels of E. Coli at Symphony Hills is due to the high content of organic material and the slow flow of swamp water. All necessary corrective actions have been taken at the construction site, such as improving sewage management at the workers' quarters. The E. Coli level was within the recommended limit in the following month.

Total Suspended Solids

All of the effluents arising from UEM Land's operations are monitored through the various silt traps placed at the project sites. In 2010, a total of 5 silt traps were monitored from the various project sites.

In 2010, some sites were found to have exceeded regulatory limits for the levels of Total Suspended Solids (TSS) found when testing the water samples (see table below).

NO	SITE	EMP CONDITION FOR TSS (MG/L)	TOTAL AVERAGE (MG/L)	
			2009	2010
1	East Ledang	50.00	22.36	19.94
2	Nusa Idaman		21.88	24.83
3	SiLC		24.00	138.25
4	Pontian Link Expressway		–	111.14
5	Nusa Bayu		–	128.67

The highlighted cells indicate the values that exceeded required standards in 2010

These were at SiLC, Pontian Link Expressway and Nusa Bayu. High TSS levels frequently occur in construction sites due to a variety of reasons, such as high rainfall, poorly maintained silt traps or deluge of water resulting in silt trap failure. Proper de-silting of silt traps were carried out and the situations are being closely monitored.

EMISSIONS TO AIR

The total number of monitoring project sites increased from 4 in 2009 to 7 in 2010. There were no incidents of non-compliance of emissions to air. The following tables summarised the monitoring results:

AIR QUALITY	UNIT	LIMITS*	EAST LEDANG		SiLC		NUSA IDAMAN		PUTERI HARBOUR	
PARAMETER			2009	2010	2009	2010	2009	2010	2009	2010
TSS	ug/m ³	260.00	30.04	28.80	32.71	55.30	34.18	29.80	106.90	46.70
SO ₂		350.00	247.63	224.50	266.13	195.50	248.64	226.70	–	–
NO ₂		320.00	196.21	114.30	147.38	99.30	141.14	121.50	–	–

**Malaysian Recommended Environmental Air Quality Limits*

It is noted that air quality in 2010 has improved compared to 2009.

In 2010, the additional air quality monitoring sites for Pontian Link Expressway, Nusa Bayu and Symphony Hills are presented in the following table:

AIR QUALITY		LIMITS *	2010		
PARAMETER	UNIT		PONTIAN LINK EXPRESSWAY, NUSAJAYA	NUSA BAYU	SYMPHONY HILLS
TSS	ug/m ³	260.00	48.40	48.60	66.70
SO ₂		350.00	187.30	132.20	6.50
NO ₂		320.00	98.10	81.40	6.80

**Malaysian Recommended Environmental Air Quality Limits*

UEM Land has been closely monitoring illegal open burning at various project sites to ensure that it is kept to a minimum. All security personnel and project management teams (PMT) have been put in charge of apprehending offenders to ensure that the Group's operations do not cause unnecessary air pollution in the area.

BOUNDARY NOISE

Noise monitoring was conducted for both day and night time.

SITE	DAY TIME (dB(A))			NIGHT TIME (dB(A))		
	LIMIT	2009	2010	LIMIT	2009	2010
East Ledang	60.00	56.99	53.62	50.00	50.95	44.65
Nusa Idaman		58.95	54.33		50.77	44.35
SiLC		59.14	58.39		–	48.60
Puteri Harbour		54.70	65.00		59.39	–

The highlighted cells indicate the values that exceeded the required standards in 2010



In 2010, the additional sites where noise monitoring was conducted for Pontian Link Expressway, Nusa Bayu and Symphony Hills are presented in the following table:

SITE	DAY TIME (dB(A))		NIGHT TIME (dB(A))	
	LIMIT	2010	LIMIT	2010
Pontian Link Expressway, Nusajaya	60.00	53.60	50.00	–
Nusa Bayu		49.60		46.50
Symphony Hills		54.10		–

All project sites met regulatory limits, except for Puteri Harbour which exceeded it, possibly due to piling works which has since been completed. There were no complaints regarding noise disturbance from the local communities around the various project sites as they are all lowly populated, especially at the Puteri Harbour project site. Nevertheless, UEM Land will continue to monitor its construction activities to ensure noise pollution is kept to a minimum.

Currently, under the ISO 14001 standards for Environmental Management System, all PMTs and contractors are required to submit their Project Environmental Plan (PEP) and Compliance Plan (PECP) respectively. This will reinforce the monitoring and management of the environment.

USE OF ELECTRICITY AND CARBON EMISSIONS

Last year, it was reported that a total of 1,756,893 kWh of electricity was consumed through UEM Land's operations. However, there was a reporting error made and the correct figure should instead be 2,065,711 kWh.

In 2010, UEM Land's operations utilised a total of 1,297,902 kWh of electricity. The moving of the Group's headquarters from Faber Towers to the current Mercu UEM building in the beginning of 2010 is the main cause of the significant drop in electricity usage. At the same time the Group has also embarked on an evaluation process to determine the baseline carbon footprint for the first time in 2010.

Data was collected from various subsidiaries and offices. Information used in the calculation of UEM Land's 2010 carbon footprint was obtained from company documents such as fuel records, employees' claim records, utility bills, company invoices, and schematic diagrams. The carbon footprint survey, however, excluded the following:

- Impact from suppliers and vendors
- Impact from leased assets and outsourcing activities
- Volume of waste generated and disposal methods used by waste contractors
- Commuting of employees to and from the work place

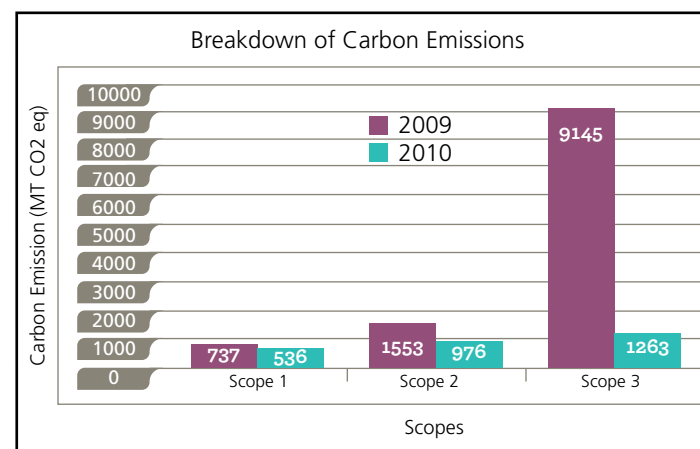
UEM Land is reporting the Group's carbon footprint according to the Greenhouse Gas (GHG) Protocol's classification of direct and indirect emissions:

- **SCOPE 1:** Direct GHG emissions. In this report, Scope 1 includes emissions from the direct combustion of fuel in to generate energy and from the use of company owned vehicles.
- **SCOPE 2:** Indirect GHG emissions from consumption of purchased electricity, heat or steam. This report focuses on emissions from the use of electricity only.
- **SCOPE 3:** Other indirect emissions. In this report, SCOPE 3 includes emissions from the use of employee-owned vehicles, contractor-owned vehicles, and air travel – modes of transport not owned or controlled by UEM Land.

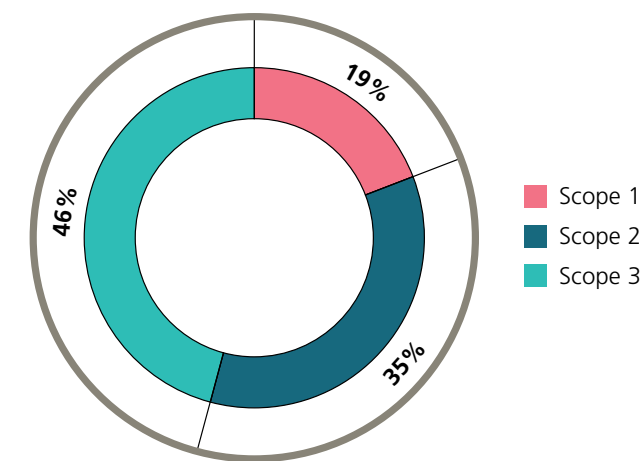
SCOPE	MT CO ₂ eq	
	2009	2010
Scope 1	737	536
Scope 2	1553	976
Scope 3	9145	1263
• Business travel	178	64
• Employee owned vehicles	506	469
• Contractor owned vehicles	8461	730
Total	11435	2775

Compared to 2009, business travel in 2010 has been reduced by more than 50%. This is mainly due to the introduction of teleconferencing facilities in 2010 for communication between Nusajaya and Kuala Lumpur staff.

In 2009, the fuel used by contractor-owned vehicles for the project site at SiLC and Symphony Hills at Cyberjaya were monitored. Due to inconsistency in monitoring, only the fuel usages for the project sites at Puteri Harbour and Cahaya Jauhar have been incorporated in the 2010 CR.



2010 Carbon Emission breakdown according to GHG Protocol



The above graph illustrates that the Scope 3 is the main contributor of the carbon emissions by UEM Land, especially contractor-related activities. In order to address the matter, UEM Land is planning to roll out a series of monitoring programme on contractors' activities.

WATER USE

In 2010, UEM Land monitored water use for the following projects and activities:

Location	Water (m ³)	
	2009	2010
UEM Land	21,760	27,496
Cahaya Jauhar	7,692	19,000
Landscape Project	6,144	5,184
Total	53,363	51,680

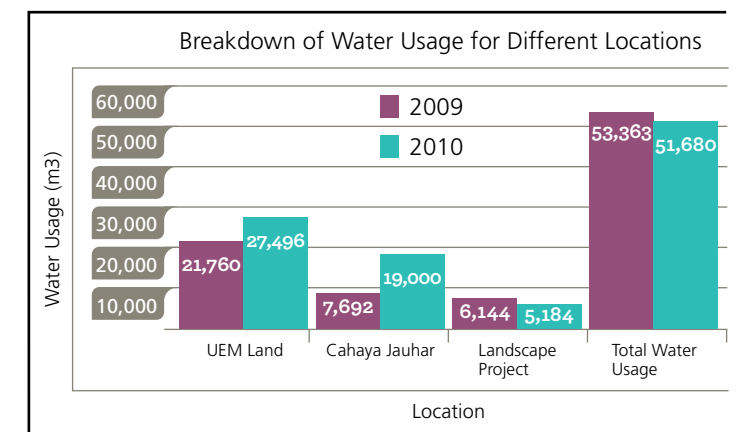
In 2010, water consumption for all UEM Land's associate offices amounted to 27,496 m³. UEM Land is planning to roll out a series of programmes to reduce water consumption in all associated offices.

Water usage for the project in Puteri Harbour has not been incorporated in the 2010 report as the water bill for the Puteri Harbour was paid by the contractor.

On the other hand, the significant increase in water usage in Cahaya Jauhar was due to additional projects on site. However, the drop in landscaping water consumption is due to the converse increase in rainfall in 2010.

Overall, UEM Land's water usage in 2010 has reduced by about 3%. The Group is still in the process of exploring ways in which water can be recycled for use wherever possible.

UEM Land always ensures that should groundwater be used as a water source, the Group would implement best practice management to ensure that the continued viability of these sources are protected and maintained.



USE OF MATERIALS

UEM Land has committed to prepare a reporting template to monitor the use of materials by 2011. In 2010, through their own initiative, some projects have started reporting some of the usage of the materials.

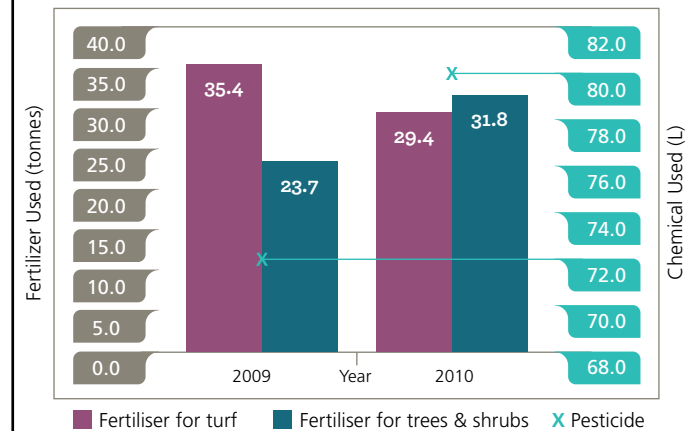
While the Group is still in the development stage of the material monitoring programme, this CR presents the information by our various projects as an initial step in reporting.

Puteri Harbour has reported they consumed 50,000 metric tons of steel bars in 2010.

The landscape department reported:

MATERIALS	UNIT	2009	2010
Fertiliser for turf	Tonne	35.4	29.4
Fertiliser for trees and shrubs	Tonne	23.7	31.8
Pesticide	Litre	72.0	80.0

Material Used for Landscape for 2009 & 2010



It is important for UEM Land to ensure that the Group monitors the use of materials in all projects as a cost monitoring initiative as well as ensuring that materials are utilised in the best possible manner, efficiently and effectively. The data collected here would also help the project development team to prepare costing for projects more effectively as they will be able to better monitor the amount of material used and purchased. The data arising from this exercise would also help the Group develop a local supplier programme in future.

WASTE MANAGEMENT

A comprehensive waste management programme is an essential component for a sustainable environment befitting a modern urban living enclave. At UEM Land, the R.O.S.E. concept forms the overall guide in our approach towards managing our environment, waste and usage of resources in all our development activities.

While UEM Land currently does not have a waste management policy, the Group is in the process of adopting the 3R (recycle, reuse and reduce) concept throughout all operations.

UEM Land is still progressing towards developing detailed guidelines for all day-to-day waste management in all operations and activities in the following:

- Waste Definition and Classification
- Identification, Description and Storage of Segregated Waste
- Collection of Waste
- Treatment and Disposal of Waste
- Waste Management Accidents and Incidents

CONSERVATION AND DIVERSITY

UEM Land's current developments are not located in high risk areas such as sensitive wetlands or hill slopes. This is in line with the Group's practice of risk management, part of which is to minimise its business impact on the environment. All necessary monitoring and Environmental Impact Assessments (EIA) is conducted for all large scale developments according to Government regulations.

However, UEM Land acknowledges that Environmental Performance as a whole can be improved further. The Group will continue to ensure that all employees, contractors and customers understand the Group's quest to be an environmentally responsible developer. An outcome of UEM Land's commitment to the environment is the Nusajaya Green Plan which was highlighted in last year's CR report. The Group hopes to implement such plans across all current and future projects.



CORPORATE GOVERNANCE AND ECONOMIC PERFORMANCE

As a listed company on Bursa Malaysia, UEM Land fully complies with the requirements of the Malaysian Code of Corporate Governance (“the Code”) and the Listing Requirements of Bursa Malaysia on corporate governance. Details on how UEM Land applied the Code can be found in pages 96 to 110 of UEM Land’s 2010 Annual Report.

A full listing of the Group’s Board of Directors’ profiles can be found in pages 52-61 of the 2010 Annual Report whilst their duties and responsibilities can be found in pages 96-97 of the said Annual Report.

BOARD RESPONSIBILITIES

UEM Land and its subsidiaries recognise the importance of good corporate governance and are committed to ensuring that good corporate governance is practised throughout the group. Its ultimate objectives are protecting and enhancing shareholders’ value and promoting the financial performance of the group. The board leads and provides stewardship to the Group’s strategic direction and operations to maximise shareholders’ value. For the financial year ended 31 December 2010, the board held 11 meetings and an average attendance of 84% was recorded.

The directors’ aggregate remuneration for the financial year ended 31 December 2010, distinguishing between executive and non-executive directors are as shown:

	Number of Directors	
	Executive	Non-Executive
RM100,000 and below	–	7
RM100,000 – RM150,000	–	1
RM800,000 – RM900,000	1	–

TRAINING AND DEVELOPMENT OF DIRECTORS

Continuous education is vital for all board members to gain insight into the state of the economy, technological advances, regulatory updates and management strategies to enhance the Board’s skills and knowledge in discharging its responsibilities.

All directors appointed to the board, apart from attending the Mandatory Accreditation Programme accredited by Bursa Malaysia Securities Berhad, have also attended other relevant training programmes and seminars organised by the relevant regulatory authorities and professional bodies to further enhance their business acumen and professionalism in discharging their duties to the group.

Members of the board have also been invited to participate in forums and/or seminars in their capacity as speakers, moderators or panellists in areas of their expertise. A full listing of all the trainings, conference, workshops and seminars attended by board members can be found in pages 99-102 of the Group’s 2010 Annual Report. In addition, the board has also participated in in-house programmes and forums to keep themselves abreast of the latest corporate law and governance, the impact and overview of current global business environment as well as the current developments affecting auditing standards and risk management.

INTERNAL CONTROL SYSTEMS

UEM Land as a public listed company has implemented variety of systems to control its management and daily activities:

MANAGEMENT SYSTEMS

The Group has a dedicated team for quality assurance, project monitoring and occupational safety, health and environment. This team monitors projects in terms of technical findings and defect inspection and ensures that the products constructed and delivered are in accordance with contract specifications and internal guidelines. It also ensures that project sites comply with all legal and other requirements with regards to occupational safety, health and the environment. Overall, as a group, there were no fines or any non-monetary sanctions for incidences of non-compliance with laws and regulations.

The Group first received the Quality Management System (QMS) certification ISO 9001:2000 standard in November 2000. This QMS certification has since been updated to ISO 9001:2008 in March 2010. The continued certification of the programme shows that UEM Land has a fully developed quality management system based on continuous improvement principles. The system implemented emphasises the importance of understanding customers and meeting their various stringent requirements.

UEM Land’s operations continue to maintain its certifications to OHSAS 18001:1999 awarded in 2007 and upgraded to OHSAS 18001:2007 in November 2007, reflecting the Group’s commitment to safeguarding the health and safety of all employees, customers and vendors.

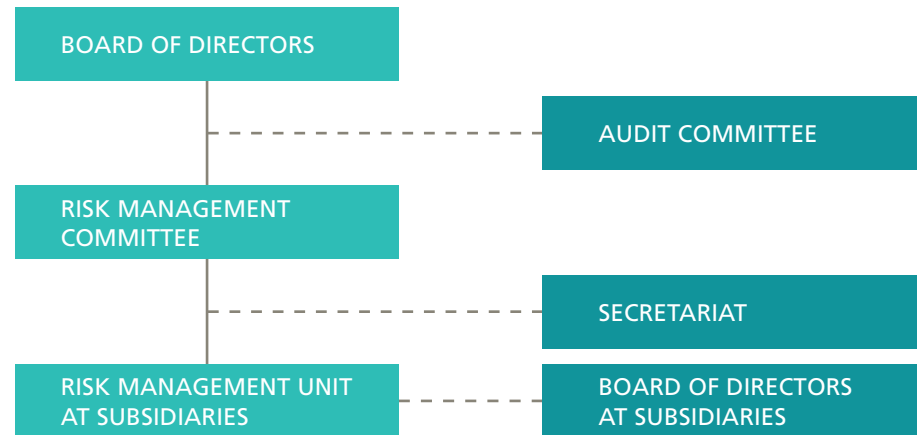
Striving to achieve even higher standards of environmental management, UEM Land implemented a comprehensive Environment Management System in January 2009 and successfully obtained SIRIM Certification to ISO 14001:2004 standards in November 2009. The Group has successfully maintained this recent certification in 2010.

RISK MANAGEMENT

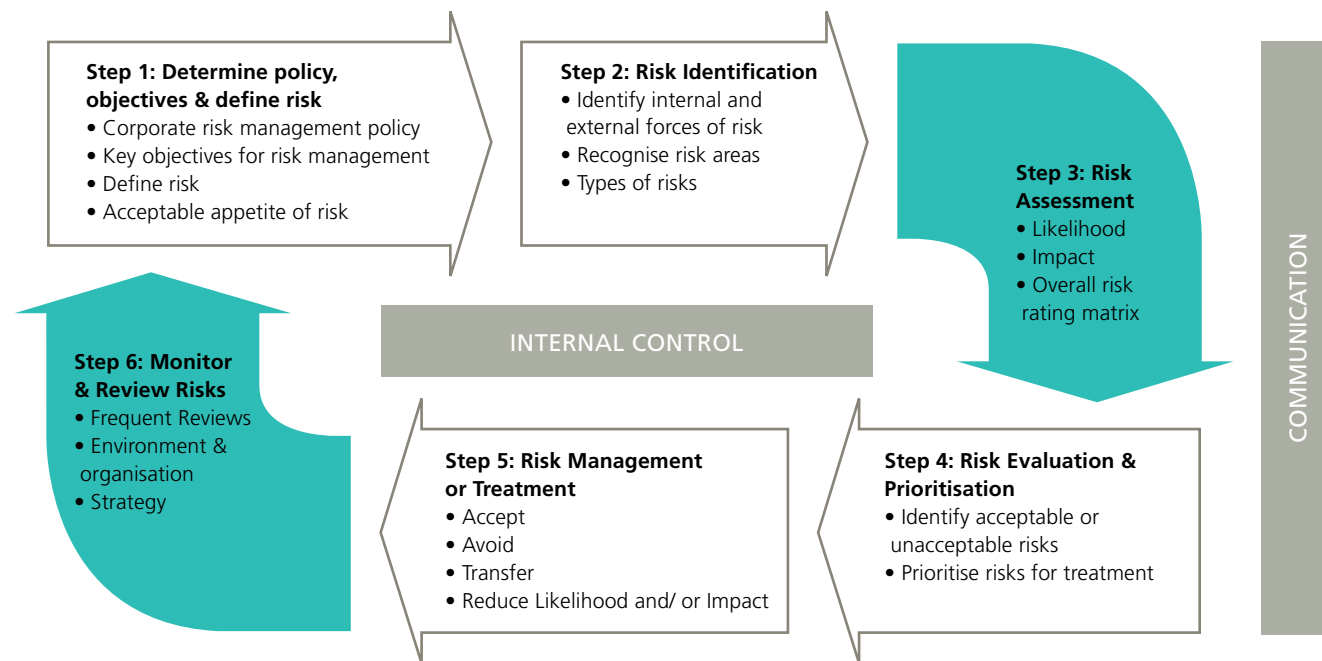
As in all property development projects, the continued development of Nusajaya, whilst receiving support from the Iskandar Regional Development Authority and the Government, still carries with it elements of risk. However, through the implementation of the Group’s enterprise-wide risk strategy, Risk Management has been incorporated throughout the entire decision making process to minimise the impact of these risks, hence ensuring equitable returns for all shareholders.

The Risk Management Committee is a Management Committee chaired by the Managing Director / Chief Executive Officer, and comprising top management and senior executives that assesses and identifies risks before each project is undertaken. The Risk Management Committee reports to the Audit Committee, which assists the Board of Directors in deliberating the identified risks and ensuring implementation of appropriate systems and controls to manage these risks.

Nonetheless, UEM Land has yet to incorporate climate change risks into the Group's risk management system to date. The recognition of these risks and their management would be incorporated into the Enterprise-Risk Management (ERM) programme, which was developed to manage UEM Land's risk management policy, ensure lines of responsibility and accountability, in line with the Group's structured risk management process in identifying, assessing, evaluating, treating, monitoring and reviewing significant risks affecting the achievement of the Group's goals and key business objectives. The structure of our ERM committee is provided below.



Enterprise - Risk Management Process. There are six steps within the risk management process:



A full description of our ERM system is provided in the 2010 Annual Report in pages 122 – 124.

CODE OF CONDUCT

UEM Land has maintained the Code of Conduct for all employees as reported in the previous report, and to date, there were no breaches by all employees.

INTERNAL AUDIT

The Internal Audit function for the Group is outsourced to UEM Group Management Sdn Bhd which is adequately resourced and has standing within the Group to carry out its duties. A full description of the internal audit processes is described in the 2010 Annual Report on page 120.

TRANSFORMATION PROGRAMME FOR GOVERNMENT - LINKED COMPANIES

The GLC Transformation Programme initiated by the Putrajaya Committee on Government Linked Companies ("GLCs") with high performance aims to transform GLCs into high performing entities. In line with this objective, the Group has implemented the following initiatives:

- Enhance board effectiveness
- Strengthen director capabilities
- Enhance GLC monitoring and management functions
- Improve regulatory environment
- Clarify social obligations

- Review and revamp procurement
- Optimise capital management practices
- Manage and develop leaders and other human capital
- Intensify performance management practices
- Enhance operational improvement

BUSINESS CONTINUITY MANAGEMENT

A Business Continuity Management (BCM) process has been formulated to ensure that business operations are resilient and the effects of disruptions to the business operations are minimised.

It has been structured to ensure the maintenance or recovery of Group business operations, including services to customers, when confronted with adverse events such as natural disasters, technological failures or human error.

JOINT VENTURES AND ASSOCIATES

In the case of material joint ventures and/or associates, the Group ensures that having board representation at the respective joint ventures and/or associates protects its interests and investments. However, the management of the joint venture and/or associates is responsible to oversee the administration, operation and performance of the joint venture and/or associates.



Financial and operational information of these joint ventures and/or associates are provided regularly to the management of the Group.

MEASURES TO PREVENT CORRUPTION

The legal framework for Malaysia is the Prevention of Corruption Act 1961 (PCA61) and in 1967, the Anti-Corruption Agency of Malaysia (ACA) was established to implement PCA 61. As of 2009, The ACA was superseded by the Malaysian Anti-Corruption Commission established by Act of Parliament through the adoption of the Malaysian Anti-Corruption Commission Act 2009.

UEM Land also subscribes in principle to the various international treaties and globally agreed instruments against corruption such as the Organisation for Economic Co-Operation and Development (OECD) Convention on Combating Bribery of Foreign Public Officials in International Business Transactions and the United Nations Convention against Corruption (UNCAC).

Other legal structures in place are:

- 1. The Anti-Money Laundering Act 2001 contains specific provisions for offence of money laundering, protection of informers from prosecution and civil liability, the obligations of financial institutions to report to the competent authority any transaction of money exceeding the amount specified and any suspicious transactions, investigating powers, freezing, seizing and forfeiture of property of any person suspected of committing a money laundering offences.
- 2. Mutual Assistance in Criminal Matters Act contains specific provisions for Malaysia to provide and obtain international assistance in criminal matters, the tracing, recovery or confiscation of property in respect of serious offence or a foreign serious offence, assistance in locating or identifying of witnesses and suspects, the service of process and enforcement of foreign for future order.

UEM Land requires all employees to adhere to these legal requirements and have put in the following measures to discourage corrupt practices within the organisation:

- Use of the open tender system to ensure transparency and accountability in the procurement process
- The Group follows the principles of the treasury circular of 14 December 2004 which provides guidelines for the selection of contractors for public infrastructure maintenance

UEM Land further recognises that measures against corruption need to be improved upon at all times and the Group will be reviewing industry best practices against corruption within the industry to further improve current measures. Some of the industry's best practices that UEM Land are considering include the Project Anti-Corruption System (PACS), developed by Global Infrastructure Anti-Corruption Centre.

There were no awareness training conducted on anti-corruption practices in 2010. However, such training will be considered from 2012 onwards, including the development of an Anti-Corruption Code of Conduct and a specific monitoring programme against corruption.



ECONOMIC PERFORMANCE

UEM Land's economic performance highlighted here is a summary of the Group's report as presented in the 2010 Annual Report. In 2010, the Group managed to achieve total revenue of RM469.7 million which was higher than RM407.9 million recorded in 2009. Social Contribution in 2009 amounted to RM726,354 while in 2010, the CSR cost is RM1,438,478.

It is important to note that UEM Land does not receive any financial assistance or grants from the Government. The Group also does not participate in any form of public policy development, pandering and lobbying. UEM Land did not provide any financial contribution to political parties nor did the Group receive any sanctions or fines with regards to anti-competitive behaviour and monopolistic practices.

Below is UEM Land's 2010 financial performance:

	RM ('000)	
	2009 (RESTATED)	2010
Turnover	407,913	469,713
Operating expenses	62,812	90,574
Pre-tax profit	129,507	205,507
Payment and benefits to employees	25,195	30,405
Staff training	2,126	1,688
Taxes paid/payable to Government	35,773	9,484

OTHER INDIRECT ECONOMIC IMPACTS

The total economic impact of an organisation includes its indirect impacts. These are usually benefits to the broader society and the workforce arising in the course of business and to which a monetary amount is not directly attributable. UEM Land has yet to assess and quantify the Group's indirect economic impacts.

However, some of the Group's indirect economic benefits are:

- Expenditure on products and services to suppliers which created opportunities for suppliers to employ more staff to keep pace with demand
- UEM Land uses products and services from many regions around the world. Through its supply chain, the Group injects wealth into those communities from which the Group procures
- The Group also works extensively with contractors on projects across all operations. In this way, UEM Land supports the growth and development of smaller businesses, injecting wealth into their communities
- New innovations, research and development supported by the organisation are of economic benefit to the country. The Group is continuously seeking ways to enhance all products, services and work processes to ensure improved quality, cost effectiveness, safety and speedier delivery while also minimising impacts on the environment and society
- Research and development is conducted by the Group's project department to improve on and develop new products and processes and minimise any negative impacts of all current practices

GRI CONTENT INDEX

GRI INDEX		REPORTED IN 2010
1.1	Statement from Managing Director	12-15
1.2	Key impact, risk and opportunities	17-23
2.1	Name of organisation	6
2.2	Primary brand, product and or services	6
2.3	Operational structure	8
2.4	Location of HQ	5
2.5	Countries operated	5-6
2.6	Nature of ownership and legal form	6
2.7	Markets served	6
2.8	Size of operation	6
2.9	Organisation changes in reporting period	5
2.10	Awards received in reporting period	7
3.1	Reporting Period	5
3.2	Date of most recent previous report	5
3.3	Reporting cycle	5
3.4	Contact Point	5
3.5	Process for defining report content	5
3.6	Boundary for report	5
3.7	Limitations on scope, boundary of report	5
3.8	Basis for reporting on joint ventures	69-70
3.9	Data measure techniques and the bases of the calculations	61-63
3.10	Effect of any restatements of information provided in earlier reports and reasons for such restatements	71
3.11	Significant changes from previous reporting period in the scope, boundary or measurement method	5
3.12	Standard disclosures	72-76
3.13	Policy and current practice with regard to seeking external assurance	N/A
4.1	Governance structure of the organisation	10-11
4.2	Chair of the highest governance body	66
4.3	Members of highest governance body that are independent and/ or non executive	66
4.4	Mechanism for shareholders and employees to provide recommendations or direction to highest governance body	19,22,66
4.5	Compensation for highest governance body	66
4.6	Processes to ensure conflict of interest are avoided	66
4.7	Expertise of highest governance body	66
4.8	Internally developed statements of mission or values, codes of conduct and principles	3, 69-70
4.9	Procedures of highest governance body for the organisation identification and management	66

GRI INDEX		REPORTED IN 2010
4.10	Performance of highest governance body	66
4.11	Precautionary approach	67-68
4.12	Externally developed principles which the organisation endorses	49, 67
4.13	Membership in associations	7
4.14	List of stakeholders groups engaged by organisation	22-23
4.15	Identification and selection of stakeholders	22-23
4.16	Approaches to stakeholder engagement	22-23
4.17	Key topics through stakeholder engagement	22-23

ECONOMIC INDICATORS

GRI INDEX		REPORTED IN 2010
EC 1	Direct economic value	71
EC 2	Financial implication due to climate change	19
EC 3	Coverage of the organisation's definite benefit plan obligations	44-45, 71
EC 4	Financial assistance received from the government	71
EC 5	(Add) Standard entry level wage	46
EC 6	Locally based suppliers	64
EC 7	Local hiring	46
EC 8	Infrastructure investments	41
EC 9	(Add) Significant indirect economic impacts	71

ENVIRONMENT INDICATORS

GRI INDEX		REPORTED IN 2010
EN 1	Weight of materials used	64
EN 2	Recycled input materials	20
EN 3	Direct energy consumption	61-63
EN 4	Indirect energy consumption	61-63
EN 5	(Add) Energy saved due to conservation and efficiency improvements	61-63
EN 6	(Add) Initiatives on energy efficiency or renewable energy	21
EN 7	(Add) Initiatives to reduce indirect energy consumption	21
EN 8	Total Water Use	63
EN 9	(Add) Water sources significantly affected by withdrawal of water	63
EN 10	(Add) Percentage and total volume of water recycled and reused	63
EN 11	(Add) Location and size of land in protected areas	19, 64
EN 12	Significant impact on biodiversity	19, 64
EN 13	(Add) Habitats protected or restored	19, 64
EN 14	(Add) Strategies for managing impacts on biodiversity	19, 64
EN 15	(Add) Number of IUCN Red List Species and national conservation list species	19, 64
EN 16	Total direct and indirect GHG emission by weight	61-63
EN 17	Other relevant indirect GHG emission by weight	61-63
EN 18	(Add) Initiatives to reduce GHG emissions	21, 61-63
EN 19	Emission of ozone depleting substance by weight	-
EN 20	NOx, SOx and other significant air emission by type and weight	60
EN 21	Total water discharge by quality and destination	55-59
EN 22	Total weight of waste by type and disposal method	64
EN 23	Total number and volume of significant spills	49
EN 24	(Add) Weight of transported imported, exported or treated waste deemed hazardous	64, 20
EN 25	(Add) Identity, size, protected status and biodiversity value of waterbodies	64
EN 26	Initiatives to mitigate environmental impacts of products and services	18-24, 64
EN 27	(Add) Percentage of products sold and their packaging materials are reclaimed by category	N/A
EN 28	(Add) Monetary value of significant fines and total number of non monetary sanctions for non compliance with environmental laws and regulations	67
EN 29	(Add) Significant environmental impacts of transporting products and other goods and materials used	64
EN 30	(Add) Total environmental protection expenditures and investments by type	–

LABOR PRACTICES INDICATOR

GRI INDEX		REPORTED IN 2010
LA 1	Total workforce by employment type, employment contract and region	43-47
LA 2	Total number and rate of employee turnover by age group, gender and region	47
LA 3	(Add) Benefits provided to full time employees Labour/ Management Relations	44-45
LA 4	Percentage of employee covered by collective bargaining periods	44
LA 5	Minimum notice period regarding operational changes, including whether it is specified in collective agreements	45
LA 6	(Add) Percentage of total workforce represented in formal joint management worker health and safety committees	48
LA 7	Rates of injury, occupational diseases, lost days and absenteeism	49
LA 8	Education, training, counselling, prevention, and risk control programmes regarding serious diseases	–
LA 9	(Add) Health and safety topics covered in formal agreements with trade unions	N/A
LA 10	Average hours of training per year per employee	47
LA 11	(Add) Programme for skills management and lifelong learning	47
LA 12	(Add) Percentage of employees receiving regular performance and career development reviews	44-45
LA 13	Breakdown of employees according to gender, age group, minority group membership	45-46
LA 14	Ratio of basic salary of men to women by employee category	46

HUMAN RIGHTS INDICATORS

GRI INDEX		REPORTED IN 2010
HR 1	Significant investment agreements that include human rights clauses	44
HR 2	Significant suppliers and contractors that have undergone screening on human rights	–
HR 3	(Add) Total hours of employee training on policies and procedures concerning human rights	–
HR 4	Incidents of discrimination and action taken	44-45
HR 5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk	44
HR 6	Operations identified as having significant risk for incidents of child labor	44
HR 7	Operations identified as having significant risk for incidents of forced labour	44
HR 8	(Add) Percentage of security personnel training in policies concerning human rights	–
HR 9	(Add) Total number of incidents of violations involving rights of indigenous people	44

SOCIETY INDICATORS

GRI INDEX		REPORTED IN 2010
SO 1	Programmes that manage the impacts of operations on communities	41
SO 2	Percentage and total number of business units analysed for risks related to corruption	70
SO 3	Percentage of employee trained in anti corruption policies	70
SO 4	Action taken in response to incidents of corruption	N/A
SO 5	Public policy positions and participation in public policy development and lobbying	71
SO 6	(Add) Total value of financial and in kind contribution to political parties	71
SO 7	(Add) Total number of legal actions for anti competitive behavior, anti-trust and monopoly practices	71
SO 8	Monetary value of significant fine and total number of non monetary sanctions for non compliance with laws and regulations	26

PRODUCT RESPONSIBILITY INDICATORS

GRI INDEX		REPORTED IN 2010
PR 1	Lifecycle stages in which health and safety impacts of product and services are assessed for improvement	31, 33
PR 2	(Add) Total number of incidents of non compliance with regulations concerning health and safety impacts of products and services.	N/A
PR 3	Type of product and service information required by procedures	31, 33
PR 4	(Add) Total number of incidents and non compliance with regulations concerning product and services labeling	20
PR 5	(Add) Practices related to customer satisfaction	27-30
PR 6	Programme for adherence to laws related to marketing communications	26
PR 7	Total number of incidents of non compliance with regulations concerning marketing communications	26
PR 8	Total number of substantiated complaints regarding breeches of customer privacy	30
PR 9	Monetary value of significant fines for non compliance with laws and regulations concerning the provision and use of products and services	26