

### **Talent programmes**

Our senior leaders are committed to building a strong leadership culture at DBS and take an active role in nurturing talent and the development of future leaders.

We introduced four new programmes in 2013 to groom recent diploma and degree holders who aspire to excel in retail banking, SME banking and customer service.

We identify the talent pool for more senior employees by using an all-round approach that includes the individual's performance, reviews by peers and subordinates, and external talent identification and management tools. For this pool, we designed and built new leadership programmes in 2013 to supplement existing ones.

### **Internal mobility**

As part of the process to nurture talent from within, we have in place an internal mobility programme since 2010. Staff are strongly encouraged to leverage opportunities provided by the programme to work across departments, businesses and countries. Employees holding corporate ranks up to Assistant Vice-President who have worked two years in their current role can seek to be placed in a new role with two months' notice. For more senior employees, the corresponding periods are three years and three months. In 2013, more than one-quarter of our positions were filled by internal transfers.

We have a programme in place for senior employees with high potential to be rotated to different parts of the organisation. The rotations include assignments to lead major projects or stints with various businesses or countries. In 2013, one-third of such employees were given new job assignments or expanded roles.

## **Regulators**

Containing systemic risk in the financial sector continues to be a significant concern among regulators globally. We are committed to maintaining financial system stability.

Our policies and processes aim to ensure compliance with both letter and spirit of laws and regulations in the countries we operate in. We inculcate a strong compliance culture, and our employees are required to attend regular training sessions to refresh and update their knowledge of compliance requirements. The principles of our compliance framework are outlined in the Corporate Governance report. We believe this approach supports our application for licences in markets, and for products and services. During the year, we were among the first two foreign banks to be given a licence to set up a sub-branch in the Shanghai Free Trade Zone. We will continue to adhere closely to various regulatory requirements as they develop.

We work closely with regulators and industry associations to ensure safety for our customers and their personal data. In 2013, we embarked on a campaign to encourage customers to upgrade their magnetic stripe credit cards to chip cards for enhanced security and at the same time enjoy improved customer benefits. The upgrade is an example of how implementing improved security measures can be combined with an enhanced client experience.

We also work with regulators and the industry to combat the growing threat of cybercrime. In 2013, we demonstrated our monitoring capabilities to regulators and government bodies as we worked with them to address this threat.

We aim to be consistent with the principles and standards set out by the Financial Stability Board (FSB) in relevant areas, including our remuneration policy and risk disclosures. We have adopted standards for our risk disclosures in this annual report to be in line

with the recommendations of the Enhanced Disclosure Task Force set up by the FSB.

Members of senior management continue to be active in regulatory and industry forums. We believe our insights from operating in the region can contribute to the formulation of financial standards and regulations, which can often have a global impact.

## **Society**

### **POSB**

POSB has served generations of Singaporeans since 1877 and is regarded as the "People's Bank". Over the years, the bank has evolved its products and services to meet the changing needs and lifestyle of customers. At the same time, POSB remains actively involved in grassroots activities, and engages the young to the seniors through community initiatives. In 2013, POSB supported more than 40 community events led by grassroots organisations.

POSB partners local community associations to organise programmes that inculcate the habit of regular savings among young people. In 2013, over 7,200 children from lower-income families benefited from them. We also collaborated with the Women's Initiative for Ageing Successfully, a non-profit group, to help seniors adapt to electronic banking as well as gain financial knowledge relevant for an active lifestyle. In 2013, 26% of our senior customers started using self-service banking machines and Internet banking, compared to 19% in 2011.

We also worked with special needs schools to educate students on basic life skills such as banking. We supported the National Library Board to promote a vibrant reading environment at four of its branches.

Since 2009, POSB has been strengthening community bonds through the POSB PASSion Run for Kids, which has raised more than