



Appendix A:

i. Full list of The 2014 Aon Hewitt Global Top Companies for Leaders

Rank	Company	Location
1	General Electric Company	United States
2	International Business Machines	United States
3	Hindustan Unilever Limited	India
4	General Mills, Inc.	United States
5	ICICI Bank Ltd.	India
6	The Procter & Gamble Company	United States
7	Colgate-Palmolive Co.	United States
8	3M	United States
9	Novartis AG	Switzerland
10	Mahindra Group	India
11	McDonald's Corp.	United States
12	Intel Corporation	United States
13	Whirlpool Corp.	United States
14	ArcelorMittal	Luxembourg
15	Weg SA	Brazil
16	Deere & Company	United States
17	Eli Lilly and Company	United States
18	DBS Group Holdings Ltd	Singapore
19	Royal Dutch Shell plc	Netherlands
20	Singapore Telecommunications Limited	Singapore
21	Sonoco Products Co.	United States
22	Sime Darby Berhad	Malaysia
23	Cargill, Inc.	United States
24	American Express Company	United States
25	Raytheon Company	United States

ii. Full list of The 2014 Aon Hewitt Top Companies for Leaders in South East Asia

Company	Location
DBS Group Holdings Ltd	Singapore
Singapore Telecommunications Limited	Singapore
Sime Darby Berhad	Malaysia
CP All Public Company Ltd	Thailand
McThai Company Ltd	Thailand
KaisKorn Bank	Thailand



Appendix B:

In its efforts to develop talent, DBS has six talent development programmes for fresh graduates. They are:

Management Associate Programme

The Management Associate Programme is a 2-year programme with a curriculum that covers all the fundamental skills that one needs to start as a management trainee. Three 7-month rotations will follow across both the bank's business and support units. Between rotations, there will be classroom training to further develop critical industry skills. The top-performing Management Associate will also have the opportunity to work in one of DBS' overseas offices post the 2-year programme.

Graduate Associate Programme (Technology & Operations)

The Technology & Operations Graduate Associate Programme is a specialised 2-year programme. Graduate associates will be given extensive training that will help them spearhead projects and lead teams that drive innovation at DBS. The programme starts with a four week induction period which will provide an overview of the fundamentals of banking, followed by two 11-month stints across different areas within either T&O divisions. Staff will also be mentored throughout the programme.

Graduate Associate Programme – Retail Banking (Management)

The Retail Banking (Management) Programme is for degree holders. Designed to build a pipeline of future leaders for the sales and service tracks of the retail banking business, staff who perform well can fast-track their careers to take on management roles as Branch Business Banking Managers or Branch Service Managers at the end of the programme. The programme comprises in-depth training on product sales, customer service, processes, systems as well as compliance regulations. Staff will also be mentored throughout the programme.

Graduate Associate Programme – Retail Banking (Sales)

The Retail Banking (Sales) Programme is for degree holders, providing a fast-track development trajectory within the DBS wealth management continuum (DBS Treasures, DBS Treasures Private Client and DBS Private Bank). Combining classroom training sessions, departmental rotations and on-the-job training, the programme will equip staff with the relevant product sales, customer service expertise and client service skills, as well as required certifications, to eventually become Relationship Managers.

Graduate Associate Programme – SME Banking

The SME Banking Programme is for degree holders. Comprising intensive classroom training in core credit and financial knowledge, front-to-back rotations in different business areas as well as on-the-job training in the role of a SME Relationship Manager, the programme offers accelerated professional development and networking opportunities for those who wish to start careers in SME Banking. Staff will also be assigned individual mentors to provide guidance and support.

Service Executive Programme

The Service Executive Programme is for Polytechnic diploma holders who come on board at branch level. The programme offers a structured training curriculum, followed by rotations in various job roles within the branch. As the bank believes that customers are at the centre of the banking experience, the programme focuses on familiarising staff with banking products offered in the branch, to equip them to better advise and serve branch customers.