

How We Engage

Our Stakeholders

Continual dialogue and collaboration with key stakeholders provide insights into matters of relevance to them.

Our Board and senior leadership have overall responsibility for the Group's stakeholder engagement. They set the tone of engagement across businesses, countries and functions. We engage in an open and transparent manner with our stakeholders and maintain an ongoing dialogue with them.

In doing so, we derive a deeper understanding of the issues that stakeholders are most concerned with. These issues are considered when we determine the material matters that go into the formulation of our balanced scorecard.

SHAREHOLDERS

We communicate with our shareholders through quarterly disclosures and financial performance briefings as well as regular meetings with top management and senior business heads. We organise roadshows and participate in investor conferences. These avenues are used to provide investors with the requisite information to make informed investment decisions about DBS and to seek their perspectives on our financial performance and strategy.

CUSTOMERS

We engage customers through our day-to-day interactions – at branches, through call centres and through our relationship managers. We are also active on social media platforms such as Twitter, Facebook and LinkedIn.

In addition, we seek feedback on our performance through customer surveys to see where we can improve our services. In some cases, we collaborate with our customers to develop new products.

These interactions allow us to better understand our customers' needs, and help us design the right financial solutions for them.

EMPLOYEES

Effective and open communication channels across all levels of DBS give us an updated sense of what is on our employees' mind.

In addition, our senior leaders interact with staff at briefings and townhalls held across the Group on a regular basis. Our CEO hosts an online forum where employees share their ideas, views and questions.

Our employees are actively engaged in innovation programmes, for example, via our Dragons' Den initiatives where cross-functional teams tackle real business challenges.

We conduct an annual Gallup survey to obtain feedback on our employee engagement levels. Our Gallup Q¹² score forms part of the employee KPIs in our balanced scorecard.

SOCIETY

Being actively engaged in the community is an effective way to hear from the people that we serve.

Under our "People of Purpose" staff volunteer movement, some 3,500 of our staff across Asia reached out to over 5,800 underprivileged individuals in 2014.

We engage young adults to understand how DBS can help them build their communities' future. In Singapore, India, Indonesia and China, we work with universities and high schools by supporting their incubation programmes in social innovation and entrepreneurship. We also mentor young changemakers as they tackle difficult social issues.

Across our key markets, we work with social enterprises to help them be commercially viable as they pursue their social objectives. Such interactions help us better understand what role we can play to support them.

In Singapore, we have partnerships with Community Development Councils and People's Association which strengthen our outreach to the community.

REGULATORS

Our engagement with the regulators in the markets we operate in is broad and deep, involving our Board of Directors as well as all business and control units. In addition to frequent meetings and consultations, we provide them with reports and data to help support their roles in ensuring financial system stability.

ENGAGEMENT HIGHLIGHTS

Communicating with shareholders through:

- Quarterly briefing sessions with media and analysts
- Investor meetings
- Local and foreign investor conferences
- Non-deal roadshows

Actively seeking feedback from customers through:

- Face-to-face customer interactions by our relationship managers
- Direct feedback via branches, call centres and emails
- Customer satisfaction surveys
- Focus groups
- Daily management and monitoring of social media sentiments

Reaching out to employees through:

- Open culture where employees are encouraged to reach out to our senior leaders
- Staff briefings and townhalls across business functions and countries
- Blog posts and online forum hosted by CEO
- Weekly news bulletin

Hearing from society through:

- Active volunteerism
- Supporting social enterprises
- Research and educational programmes
- Community partnerships

Interactions with regulators through:

- Frequent meetings and consultations
- Providing regular reports and data

Our 2014

Priorities

We are guided by a long-term perspective in line with the interests of our multiple stakeholders. Our balanced scorecard is used to set objectives, drive behaviours, measure performance and determine the remuneration of our people.

Our scorecard is based on our strategy, underpinned by the opportunities, risks and material matters that we have identified. The scorecard is divided into two parts of equal weighting. The first part of the scorecard comprises KPIs and strategic objectives set for the current year. The second part of the scorecard sets out the initiatives we intend to complete in the current year as part of our longer-term journey towards achieving our strategic objectives.

TRADITIONAL KPIs

SHAREHOLDERS

Achieve Sustainable Growth

Shareholder metrics measure both financial outcomes achieved for the year as well as risk-related KPIs to ensure that the Group's income growth is balanced against the level of risk taken, including control and compliance.

➤ For more information, see page 28

CUSTOMERS

Position DBS as Bank of Choice

Customer metrics measure the Group's achievement in increasing customer satisfaction and depth of customer relationships.

➤ For more information, see page 35

EMPLOYEES

Position DBS as Employer of Choice

Employee metrics measure the progress made in being an employer of choice, including employee engagement and people development.

➤ For more information, see page 46

STRATEGIC PRIORITIES

GEOGRAPHIES

- Entrench leadership in Singapore
- Continue to expand Hong Kong franchise
- Rebalance geographic mix of our business

➤ For more information, see page 44

REGIONAL BUSINESSES

- Build a leading small and medium enterprise (SME) banking business
- Strengthen wealth proposition
- Build out transaction banking and treasury customer business

➤ For more information, see page 36

ENABLERS

- Place customers at the heart of the banking experience
- Focus on management processes, people and culture
- Strengthen technology and infrastructure platform

OTHER AREAS OF FOCUS

- Drive digital initiative including building infrastructure to digitise the bank
- Cascade and embed our PRIDE! values
- Affirm expansion plans for growth markets

REGULATORS

Contribute to the stability of the financial system

➤ For more information, see page 51

SOCIETY

Enhance the communities we serve

➤ For more information, see page 52