

BEING A PEOPLE'S COMPANY

We believe in being there for our people. In addition to traditional benefits such as health insurance and leave, we also support them by creating a flexible and family-friendly environment. We understand that our staff may have different needs depending on the stage of life they are at.

With the bank's diversified workforce comprising various employee demographics, a one-size-fits-all work environment will no longer meet employees' needs. We have a Flexible Work Arrangements programme in place to provide greater flexibility at work to help staff better manage their time and balance their professional and personal needs. We also offer them the autonomy to choose from a basket of flexible benefits through iFlex@DBS.

We value our employees and have a DBS Cares programme in place. Via this programme, we give gifts of appreciation to our people throughout the year.

RECOGNISING OUR PEOPLE

We have a strong programme to recognise role models in the bank. Every year, we present highly coveted Banking the Asian Way Awards to teams and individuals who exhibit our values. We also present individuals who have gone beyond the call of duty with Spot Awards throughout the year. Employees who exemplify what the bank stands for, are also featured on our intranet.



We are building a culture of fun into our DNA. From time off for teambuilding, to celebrations together, we seek to spark joy for our people.

BEING AN EMPLOYER OF CHOICE

Our people are our best ambassadors. Over 40% of new hires were based on our employees' referrals. Our retention rate has improved year-on-year, with more people choosing to grow their careers with DBS, making us one of the best-in-class compared to our industry peers. We are proud that we continue to be an employer of choice.

OVERCOMING ADVERSITY TOGETHER

Yuria Tantonio's nascent career with DBS took a traumatic turn when an unfortunate traffic accident in October 2008 left her paralysed from the waist down and hospitalised for six months. She did not stay down for long but has continued to contribute and was promoted to Senior Associate in 2014. She benefitted from the Flexible Work Arrangements programme which allowed her to work mostly from home and come to the office about one or two days a week.

EMBRACING DIVERSITY

As we expand across Asia, we seek to build a multi-cultural and diverse organisation that is aligned to the Group's strategy and business needs. We harness the multiplicity of perspectives and views across nationalities, cultures, backgrounds and disciplines to co-create greater value.

- Added to the diversity of our 21,000-strong workforce, representing over 40 nationalities
- Hired people from diverse disciplines e.g. finance, arts, design, engineering, science engineering and the sciences
- Women represent 57% of our workforce and more than one-third of our leadership positions; over a third of our Group Management Committee members are women
- Tapped on non-traditional hiring channels to connect to a new generation of talents e.g. LinkedIn, Facebook, YouTube and Twitter

In a first for the bank, we gave a special appreciation award of SGD 1,000 to every employee ranked Vice President and below to acknowledge the commitment and contribution of our people, mark the bank's milestone in reaching SGD 50 billion in market capitalisation, and celebrate Singapore's 50th birthday.

Regulators

#dialogue

Given our Asian footprint, DBS has extensive interaction with regulators around the region. We recognise our obligation to deliver value to this important constituent, and seek to accomplish this through various ways.

FINANCIAL SYSTEM STABILITY

The 2008 financial crisis was a sobering lesson that brought the extensive damage which weak financial systems could inflict into stark focus. It had also unleashed an unprecedented global regulatory response, the more significant elements being the Basel III reforms that recalibrated rules on the quality and quantity of capital, along with new requirements on liquidity and financial leverage. DBS understands that its financial strength has important implications on the overall macroeconomic stability of its key markets, and generates externalities beyond the immediate commercial interests of its stakeholders. As such, we have always adhered to the spirit of the prudential objectives underpinning the regulations we observe: reflecting our regulatory philosophy, it is noteworthy that DBS is already in compliance with the Basel III capital and liquidity requirements well before the transition schedules specified by the Basel Committee on Banking Supervision, and is well-positioned to comply with the forthcoming leverage ratio.

Aside from prudential concerns, what the financial crisis had also made apparent were financial misconduct and market manipulation activities. Such erroneous behavior is the precipitate of weak governance and a misaligned incentive structure. At DBS, we address these issues at the root, consciously nurturing a corporate mindset and

remuneration philosophy that collectively reinforces a culture anchored on a belief in responsible and fair financial intermediation. This governs how we interact with our banking counterparties and customers.

We remain vigilant in identifying, monitoring and managing emerging threats that could impact financial stability, and regularly engage our regulators in dialogue on developing issues. In response to the heightened risk of cyber attacks, we have strengthened our cyber security framework, controls and surveillance. Another area where we have devoted additional resources is the mitigation of financial crime risk.

STRONG COMPLIANCE CULTURE

Our compliance culture is anchored on transparency, responsiveness and an emphasis on respecting both the letter and spirit of the law and regulations in the countries we operate in.

Frequent interaction with regulators facilitate effective information exchange, allowing us to hear prudential concerns while keeping regulators updated on DBS' strategies and priorities. The chairmen of the Audit Committee and Board Risk Management Committee, who are both independent Directors, also attend meetings with our regulators periodically to share their views and insights. We participate actively in supervisory college meetings involving supervisors in the

region where DBS has sizeable operations. These meetings provide a forum for the Monetary Authority of Singapore and host supervisors to exchange views and assessments of DBS' cross-border activities.

CREDIBLE INDUSTRY LEADER PLAYING PIVOTAL ROLE IN SHAPING DEVELOPMENT OF POLICIES

Members of our senior management team are actively engaged in regulatory and industry forums. We believe our insights from operating in the region can contribute to the formulation of robust prudential rules and regulations.

DBS hosted the 2014 International Institute of Finance (IIF) Asia-Pacific CEO Summit, which was held for the first time in Singapore. This event brought together senior executives, officials and financial experts to discuss pertinent issues impacting Asian financial players, ranging from the health of Asian markets to the implications of the global regulatory reform agenda on Asia. The highlight was an illuminating dialogue between Mr Piyush Gupta (CEO) and Deputy Prime Minister Tharman Shanmugaratnam, centred on the opportunities and challenges facing the region. Our CEO (also a director of IIF) called for an Asian voice in global rule-setting forums and a regional platform to be created for closer co-operation between the private sector and regulators.