

# Global reporting initiative (GRI) index

General standard disclosures		
General standard disclosures	Disclosure requirements	Where have we disclosed this?
<b>Strategy and analysis</b>		
G4-1	Statement from the most senior decision-maker	Refer to page 8 " <a href="#">Letter from the Chairman and CEO</a> ".
<b>Organisational profile</b>		
G4-3	Name of the organisation	DBS Group Holdings Ltd
G4-4	Primary brands, products and services	Refer to page 14 " <a href="#">Business model – How we create value</a> ".
G4-5	Location of headquarters	12 Marina Boulevard Marina Bay Financial Centre Tower 3 Singapore 018982
G4-6	Countries of operation	Refer to page 2 " <a href="#">Who we are</a> ".
G4-7	Nature of ownership and legal form	Public limited company listed on the Singapore Exchange.
G4-8	Markets served	Refer to page 2 " <a href="#">Who we are</a> ".
G4-9	Scale of the organisation	Refer to page 2 " <a href="#">Who we are</a> ".
G4-10	Employee profile	Refer to Table 1 <a href="#">below</a> and Table 2 <a href="#">below</a> . Read more about our employee initiatives on <a href="#">page 40</a> .
G4-11	Collective bargaining agreements	Our house union in Singapore, the DBS Staff Union, is an affiliate of the National Trades Union Congress (NTUC). 2,278 of our employees are eligible for collective bargaining under the Memorandum of Understanding between DBS and NTUC. We do not have house unions in other countries.
G4-12	Supply chain	Refer to Page 47 " <a href="#">Sustainable sourcing</a> ".
G4-13	Significant changes during the reporting period	There were no significant changes to our organisational profile during the reporting period.
G4-14	Precautionary approach or principle	DBS does not explicitly refer to the precautionary approach or principle in its risk management framework. We seek to contribute to society by generating profits responsibly, which ties in with our corporate value of being purpose-driven.  Refer to page 44 " <a href="#">Society and environment</a> ".
G4-15	Externally developed sustainability initiatives subscribed to or endorsed	Refer to inside cover "About this report".  DBS has applied the GRI G4 Sustainability Reporting Guidelines in the preparation of its Annual Report.
G4-16	Memberships of associations	DBS' key memberships include Institute of International Finance and The Association of Banks in Singapore (Vice Chairman Bank).
<b>Identified material aspects and boundaries</b>		
G4-17	List of entities included in consolidated financial statements	Refer to Financial statements Note 22 " <a href="#">Subsidiaries and consolidated structured entities</a> " on page 136 and Note 23 " <a href="#">Associates</a> " on page 137.
G4-18	Process for defining report content	Our Annual Report is prepared in accordance with the International Integrated Reporting <IR> Framework.  Under <IR>, our disclosures primarily focus on matters that substantively affect our ability to create long-term value.  Refer to <a href="#">page 19</a> for our material matters identification process.  In addition, through internal evaluation and our stakeholder interactions, we have identified additional GRI aspects where DBS may impact its surroundings and stakeholders. These are outlined below (see G4-19).

General standard disclosures		
General standard disclosures	Disclosure requirements	Where have we disclosed this?
G4-19	List of GRI aspects applicable to DBS	<p>We impact our surrounding environmental, social and economic conditions directly through our business conduct and indirectly through the customers, suppliers and other stakeholders we engage. In this context, the GRI aspects applicable to DBS are as follows:</p> <ul style="list-style-type: none"> <li>• Economic performance*</li> <li>• Customer privacy*</li> <li>• Compliance*</li> <li>• Anti-corruption*</li> <li>• Product service and labelling*</li> <li>• Product responsibility*</li> <li>• Employment*</li> <li>• Training and education*</li> <li>• Diversity and equal opportunity</li> <li>• Occupational health and safety</li> <li>• Local communities</li> <li>• Emissions</li> <li>• Effluents and waste</li> <li>• Supplier environmental assessment</li> <li>• Supplier assessment for labour practices</li> <li>• Supplier human rights assessment</li> <li>• Supplier assessment for impact on society</li> </ul> <p>*Denotes matters material to our value creation – see <a href="#">page 19</a>.</p>
G4-20	Aspect boundary for each GRI aspect within DBS	All GRI aspects identified are applicable to all subsidiaries and branches within the DBS Group.
G4-21	Aspect boundary for each GRI aspect outside DBS	We consider all GRI aspects applicable to DBS to be relevant to all stakeholder groups identified on page 20 " <a href="#">What our stakeholders are telling us</a> ".
G4-22	Effect of any restatements of information	Not applicable. This is DBS' first GRI Report.
G4-23	Significant changes in scope and aspect boundaries	Not applicable. This is DBS' first GRI Report.
<b>Stakeholder engagement</b>		
G4-24	List of stakeholder groups engaged	Refer to page 20 " <a href="#">What our stakeholders are telling us</a> ".
G4-25	Basis for identification and selection of stakeholders with whom to engage	
G4-26	Approach to stakeholder engagement	
G4-27	Key topics and concerns raised by stakeholders	
<b>Report profile</b>		
G4-28	Reporting period	This report covers the period 1 January to 31 December 2015.
G4-29	Date of most recent previous report	Not applicable. This is DBS' first GRI Report.
G4-30	Reporting cycle	Annual
G4-31	Contact point for the report	For any questions regarding this report or its contents, please contact Investor Relations at <a href="mailto:investor@dbs.com">investor@dbs.com</a> .
G4-32	"In accordance" option and GRI Index	<p>DBS has chosen the "in accordance - core" option to focus on the matters most material to our stakeholders.</p> <p>This Appendix is the GRI Content Index.</p>
G4-33	External assurance for the report	This report has not been externally assured. DBS will consider external assurance in the future.
<b>Governance</b>		
G4-34	Governance structure	Refer to page 48 " <a href="#">Corporate governance</a> ".
<b>Ethics and integrity</b>		
G4-56	Description of values, principles, standards and norms of behaviour	<p>Refer to pages 65 and 66 for information on <a href="#">DBS Code of Conduct</a> and our culture.</p> <p>See also "<a href="#">Our values-led culture</a>" on page 14.</p>

Specific standard disclosures		
DMA and indicators	Standard disclosure title	Where have we disclosed this?
<b>Category: Economic</b>		
<b>GRI aspect: Economic performance</b>		
G4-DMA	Generic disclosures on management approach	Refer to page 22 " <a href="#">CFO Statement</a> ".  See also page 44 " <a href="#">Society and environment</a> " on our community investment strategy.
G4-EC1	Direct economic value generated and distributed	Refer to " <a href="#">Consolidated income statement</a> " on page 115. Further breakdown of income and expenses by geography can be found in Financial statements Note 43.2 " <a href="#">Geographical segment reporting</a> " on page 168.  See also " <a href="#">How we distribute value created</a> " on page 18.
<b>Category: Environmental</b>		
<b>GRI aspect: Emissions</b>		
G4-DMA	Generic disclosures on management approach	Refer to page 47 " <a href="#">Managing our environmental footprint</a> ".
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	
<b>GRI aspect: Effluents and waste</b>		
G4-DMA	Generic disclosures on management approach	Refer to page 47 " <a href="#">Managing our environmental footprint</a> ".
G4-EN23	Total weight of waste by type and disposal method	
<b>GRI aspect: Supplier environmental assessment</b>		
G4-DMA	Generic disclosures on management approach	Refer to page 47 " <a href="#">Sustainable sourcing</a> ".
G4-EN32	Percentage of new suppliers that were screened using environmental criteria	
<b>Category: Social</b>		
<b>Sub-category: Labour practices and decent work</b>		
<b>GRI aspect: Employment</b>		
G4-DMA	Generic disclosures on management approach	Refer to page 40 " <a href="#">Employees</a> ".
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region	Refer to page 201 Table 4 <a href="#">below</a> .  We will consider providing additional disclosures in the future.
<b>GRI aspect: Occupational health and safety</b>		
G4-DMA	Generic disclosures on management approach	Refer to page 40 " <a href="#">Employees</a> ".  Employee safety is also considered under our business continuity management. See page 100 "Other mitigation programmes".
<b>GRI aspect: Training and education</b>		
G4-DMA	Generic disclosures on management approach	Refer to page 40 " <a href="#">Employees</a> ".
G4-LA9	Average hours of training per year per employee by gender, and by employee category	Refer to page 201 Table 5 <a href="#">below</a> .
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	All of our permanent employees received regular performance and career development reviews in 2014 and 2015.
<b>GRI aspect: Diversity and equal opportunity</b>		
G4-DMA	Generic disclosures on management approach	Refer to page 40 " <a href="#">Employees</a> ".
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	Refer to page 49 " <a href="#">Key features of our Board</a> "  See also page 200 Table 3 <a href="#">below</a> .

Specific standard disclosures		
DMA and indicators	Standard disclosure title	Where have we disclosed this?
<b>GRI aspect: Supplier assessment for labour practices</b>		
G4-DMA	Generic disclosures on management approach	Refer to page 47 " <a href="#">Sustainable sourcing</a> ".
G4-LA14	Percentage of new suppliers that were screened using human rights criteria	
<b>Sub-category: Human rights</b>		
<b>GRI aspect: Supplier human rights assessment</b>		
G4-DMA	Generic disclosures on management approach	Refer to page 47 " <a href="#">Sustainable sourcing</a> ".
G4-HR10	Percentage of new suppliers that were screened using human rights criteria	
<b>Sub-category: Society</b>		
<b>GRI aspect: Local communities</b>		
FS14	Initiatives to improve access to financial services for disadvantaged people (people with disabilities or impairment and people facing language, cultural, age or gender barriers)	Refer to page 36 " <a href="#">POSB</a> ".
<b>GRI aspect: Anti-corruption</b>		
G4-DMA	Generic disclosures on management approach	Refer to page 45 " <a href="#">Combating financial crime</a> ".
G4-SO4	Communication and training on anti-corruption policies and procedures	Refer to page 65 " <a href="#">Significant incident protocol and Code of Conduct (Code)</a> ". Our anti-corruption policy is covered under Principle 1 – Professional Integrity of the Code. All employees of the DBS Group are required to read and acknowledge the Code on an annual basis.  More than 99% of our employees completed training on anti-corruption in 2014 and 2015.
<b>GRI aspect: Compliance</b>		
G4-DMA	Generic disclosures on management approach	Refer to page 78 " <a href="#">CRO statement</a> " and page 100 " <a href="#">Compliance risk</a> ".
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	
<b>GRI aspect: Supplier assessment for impact on society</b>		
G4-DMA	Generic disclosures on management approach	Refer to page 47 " <a href="#">Sustainable sourcing</a> ".
G4-SO9	Percentage of new suppliers that were screened using criteria for impact on society	
<b>Sub-category: Product responsibility</b>		
<b>GRI aspect: Product and service labelling</b>		
G4-DMA	Generic disclosures on management approach	Refer to page 45 " <a href="#">Fair dealing</a> ".
G4-PR5	Results of surveys measuring customer satisfaction	Refer to page 16 " <a href="#">How we use our resources</a> ".
<b>GRI aspect: Customer privacy</b>		
G4-DMA	Generic disclosures on management approach	Refer to page 78 " <a href="#">CRO statement</a> " and page 100 " <a href="#">Technology risk</a> ".
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	
<b>GRI aspect: Compliance</b>		
G4-DMA	Generic disclosures on management approach	Refer to page 78 " <a href="#">CRO statement</a> " and page 100 " <a href="#">Compliance risk</a> ".
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	
<b>GRI aspect: Product portfolio</b>		
G4-DMA	Generic disclosures on management approach	Refer to page 45 " <a href="#">Responsible financing</a> ".
FS6	% of the portfolio for business lines by specific region, size and by sector	

## Workforce Mix

**Table 1 Total number of employees by contract type and gender**

	2015			2014		
	Female	Male	Total	Female	Male	Total
<b>Type of contract</b>						
Permanent	12,179	9,323	<b>21,502</b>	11,602	8,731	<b>20,333</b>
Of which:						
Full time	12,098	9,320	<b>21,418</b>	11,523	8,729	<b>20,252</b>
Part time	81	3	<b>84</b>	79	2	<b>81</b>
Contract/Temporary <sup>(1)</sup>	245	270	<b>515</b>	369	394	<b>763</b>
<b>Total</b>	<b>12,424</b>	<b>9,593</b>	<b>22,017</b>	<b>11,971</b>	<b>9,125</b>	<b>21,096</b>

(1) Headcount on DBS' payroll

**Table 2 Total number of employees by region and gender**

	2015			2014		
	Female	Male	Total	Female	Male	Total
<b>Country</b>						
Singapore	6,227	4,072	<b>10,299</b>	5,904	3,797	<b>9,701</b>
Hong Kong	2,322	2,205	<b>4,527</b>	2,313	2,201	<b>4,514</b>
Rest of Greater China <sup>(1)</sup>	2,492	1,378	<b>3,870</b>	2,483	1,366	<b>3,849</b>
South and Southeast Asia <sup>(2)</sup>	1,277	1,790	<b>3,067</b>	1,169	1,641	<b>2,810</b>
Rest of the World <sup>(3)</sup>	106	148	<b>254</b>	102	120	<b>222</b>
<b>Total</b>	<b>12,424</b>	<b>9,593</b>	<b>22,017</b>	<b>11,971</b>	<b>9,125</b>	<b>21,096</b>

(1) Rest of Greater China includes branch and subsidiary operations in Mainland China and Taiwan

(2) South and Southeast Asia includes branch and subsidiary operations in India, Indonesia, Malaysia, Vietnam and Philippines

(3) Rest of the World includes branch operations in South Korea, Japan, Dubai, United States of America, United Kingdom and Australia

We grew our workforce by approximately 1,000, primarily in Institutional Banking and Consumer Banking, to support strategic initiatives and meet business needs. We also grew our headcount to support our digital initiatives. We hired a more diverse group of people including user experience designers and data analysts. Our talent pool in compliance, governance and risk management has also grown to meet the requirements of the evolving regulatory landscape.

We saw headcount growth in Singapore and India while other regions remained stable. As we increase our efforts to drive digital banking, we have been growing our workforce in India to build out the digital bank. To strengthen our in-house capabilities, we have also increased our permanent staff strength.

**Table 3 Breakdown of permanent employees by corporate rank<sup>(1)</sup> according to gender and age group**

	2015				2014			
	SVPs to MDs	Analysts to VPs	BEs & below	Total	SVPs to MDs	Analysts to VPs	BEs & below	Total
<b>Headcount</b>	1,415	14,289	5,798	21,502	1,204	12,989	6,140	20,333
<b>Breakdown by gender</b>								
Female	37%	53%	70%	57%	36%	52%	71%	57%
Male	63%	47%	30%	43%	64%	48%	29%	43%
<b>Breakdown by age group</b>								
<=30	0%	24%	47%	29%	0%	25%	47%	30%
>30 & <=50	73%	68%	46%	62%	74%	68%	46%	62%
>50	27%	8%	7%	9%	26%	7%	7%	8%

(1) Breakdown of corporate rank category: Senior Vice President (SVP) to Managing Director (MD), Analyst to Vice President (VP), and Bank Executive (BE) and below

We are committed to providing an inclusive work environment where every employee can develop professionally and personally. When it comes to gender diversity, we are ahead of peer commercial banks. 57% of our workforce are women. One-third of management positions are held by women.

The proportion of age groups in our workforce remains fairly stable with a trend towards an aging population.

## Talent Flow

Table 4 Rates of new employee hires and voluntary attrition

	2015	2014
New hire rate	23.0%	28.7%
Voluntary attrition rate	13.2%	13.6%

Our retention rates are better than the industry average, with more people choosing to grow their careers with DBS. Our efforts to build a great workplace have paid off and we continue to be an employer of choice.

## Training

Table 5 Average days of training per year per permanent employee by gender and by employee category

	2015	2014
Total days of training (in thousands)	129	123
<b>Average days of training</b>		
Per permanent employee	6.4	6.6
<b>By gender</b>		
Female	6.2	6.3
Male	6.7	6.9
<b>By employee category</b>		
SVPs to MDs	5.2	4.8
Analysts to VPs	6.8	7.0
BEs & below	5.9	6.0

In 2015, employees underwent an average of 6.4 days of training.

We create an impactful learning environment for our people with our Triple E (Education, Experience, Exposure) approach to people development. Besides training courses, e-learning and new ways of learning, employees have access to internal mobility, job rotations, cross-functional projects and other experiential learning opportunities across the bank. They are also given exposure to learn from peers and seniors at work through coaching, mentoring and networking. For SVPs to MDs, Experience and Exposure feature strongly in their development.