

How we use our resources

A sustainable business model requires us to manage our resources in a way that maximises value creation in the long term.

We have various resources⁽¹⁾ available that we can use to create value for stakeholders. We seek to strike a balance between using them in the current period on the one hand, and enhancing and retaining them for future periods on the other.

We recognise the difficulty in measuring the exact value of many of these resources. Hence, we provide proxies of the values at discrete points and explain the initiatives undertaken during the year that enhanced or made use of the resources.

Resources		2014 ⁽²⁾	How we manage our resources	2015 ⁽²⁾
Brand Our well-recognised name that embodies our values and differentiates us	Brand value ⁽³⁾	USD 4.2 bn	Our brand value in 2015 reached a record high of USD 4.4 billion. The increase was driven by impactful branding and marketing activities, improvements in customer satisfaction, strong business results and positive analysts' outlook.	USD 4.4 bn
Capital Our strong capital base	Shareholders' funds	SGD 38 bn	Another year of record earnings created distributable financial value of SGD 6.03 billion. We retained SGD 3.03 billion and in doing so strengthened our financial soundness, resulting in an increase in our Basel III fully phased-in CET1 CAR from 11.9% to 12.4%. <i>Refer to "Capital management and planning" on page 109.</i>	SGD 40 bn
	Basel III fully phased-in Common Equity Tier 1 Capital Adequacy Ratio (CET1 CAR)	11.9%		12.4%
Funding Our diversified funding base	Customer deposits	SGD 317 bn	The Group's funding strategy is anchored on strengthening our core deposit franchise. Despite intense competition, we grew our customer deposits and achieved a significant improvement in the quality of deposit mix.	SGD 320 bn
	Wholesale funding	SGD 32 bn	DBS became the inaugural issuer of covered bonds in Singapore in 2015. This enabled us to raise cost-efficient term funding from a new class of institutional investors. <i>Refer to "Liquidity management and funding strategy" on page 96.</i>	SGD 38 bn
Employees The skills, knowledge, engagement and effectiveness of our people	Number of employees	>21,000	We grew our workforce by approximately 1,000, primarily in Institutional Banking (IBG) and Consumer Banking (CBG), to support strategic initiatives and meet business needs.	>22,000
	Employee engagement score ⁽⁴⁾	4.36	We enhanced our human resources through training and development initiatives, which included establishing the DBS Academy and cultivating a digital mindset in our people. 129,000 training days were delivered. Our internal mobility programme also broadens employee skills and exposure. <i>Refer to "Employees" on page 40.</i>	4.39
	Voluntary attrition rate	13.6%		13.2%
Customer Relationship Our loyal customer base	Number of customers		We leverage technology to scale up our customer base in an efficient manner. We enhance customers' loyalty by understanding their needs and improving their experience with us. We achieve this through rigorous account management and initiatives to improve customer journeys. Our efforts are corroborated by improvements in customer satisfaction scores and by higher cross-selling which indicate deeper relationships. <i>Refer to "IBG" on page 30 and "CBG" on page 33.</i>	> 200,000
	IBG	> 200,000		
	CBG/Wealth Management	> 6 m	> 6 m	
	Customer engagement scores ⁽⁵⁾			
	SME	4.08	4.13	
	CBG	3.93	3.97	
Wealth Management	4.04	4.10		

Value distribution
Refer to page 18

Resources	2014 ⁽²⁾	How we manage our resources	2015 ⁽²⁾
Technology The IT hardware and software that support our regional operations	Cumulative expenditure in IT – rolling 5 years ⁽⁶⁾	SGD 4.1 bn	SGD 4.6 bn
	<i>Of which relating to specific IT initiatives⁽⁷⁾</i>	SGD 1.6 bn	SGD 1.7 bn
	Number of CBG/Wealth Management customers using – internet platform	> 2.7 m	> 2.9 m
	– mobile platform	> 1 m	> 1.3 m
	Number of IBG customers using DBS IDEAL ^{TM(8)}	> 137,000	> 150,000
Society and other relationships Our relationship with stakeholders (including regulators) in the communities we operate	Number of customers under Social Enterprise (SE) Package	281	398
	Number of SEs awarded grants via DBS Foundation	–	16
	Volunteer hours	16,000	27,000
Physical infrastructure Our customer touchpoints	Number of branches	>280	>280
	Number of touchpoints ⁽⁹⁾	>2,500	>2,500
Natural resources The natural resources that we use for our operations	Energy consumption (kWh)	79 m	79 m
	Paper recycled (tonnes)	297	308

Value distribution
 Refer to page 18

- (1) Resources are referred to as “Capitals” in the International Integrated Reporting <IR> Framework. We have classified our resources differently from the Framework to better reflect how we manage our resources
- (2) Some amounts are not as at the balance sheet date but are the results of surveys or studies conducted during the year
- (3) Source: Brand Finance Global 500 - League Table Report 2015
- (4) In 2015, we transitioned away from Gallup Q¹² score to the My Voice employee engagement index. On a comparative basis, our Q¹² score would have been 4.39, placing us at the 96th percentile of all companies surveyed globally by Aon Hewitt
- (5) Customer engagement scores (1 = worst, 5 = best) based on Nielsen SME Survey and customer engagement index for CBG and Wealth Management
- (6) The amount represents the rolling 5-year cumulative amount of capitalised and expensed cost relating to outsourcing and professional fees, software, hardware and relevant related staff cost for IT. It excludes depreciation
- (7) The amount represents the rolling 5-year cumulative amount of capitalised and expensed cost relating to specific IT initiatives such as digital channels and mobile banking and is a subset of our cumulative expenditure in IT. It includes an estimated apportionment of relevant related staff costs
- (8) DBS IDEALTM is our corporate internet platform. Amount represents number of inquiries and transactions (annualised)
- (9) Touchpoints include DBS/POSB branches, self-service banking machines, AXS terminals and strategic partnerships