What our stakeholders are telling us

Dialogue and collaboration with our key stakeholders provide insights into the matters of relevance to them.

Our key stakeholders are those who most materially impact our strategy, or are directly impacted by it. They comprise our shareholders, customers, employees, regulators and society at large.

Engagement with stakeholders provides us with an understanding of the matters they are most concerned with. These matters help us define our strategic priorities and guide our initiatives.

Shareholders
We provide investors with relevant information, and facilitate informed investment decisions about DBS as well as seek their feedback on our business and performance.

- Quarterly briefings on financial performance
- Regular one-on-one or group meetings with top management and senior business heads
- Investor roadshows
- Participation in investor conferences

Customers
We interact with customers to better understand their requirements so that we can propose the right financial solutions for them.

- Multiple channels including digital banking, call centres and branches
- One-on-one interactions with relationship managers and senior management
- Active interaction and prompt follow-up to queries/receipt via social media such as Facebook, LinkedIn and Twitter
- Annual customer engagement and satisfaction survey
- Involvement of customers through customer journeys in the redesign of our processes

Employees
We communicate with our employees to understand the roles we can play to address the needs of society.

- “DBS Open” – quarterly group-wide townhalls hosted by CEO Piyush Gupta
- “Tell Piyush” – an online forum where employees can freely share their feedback and post their questions to the CEO
- “Yammer” – our digital community platform where employees across all levels engage and interact
- Regular department townhalls and events held by senior management to engage their teams on business plans, performance goals and other areas of interest
- Annual employee engagement survey

Society
We engage the community to better understand the roles we can play to address the needs of society.

- Active monitoring of mainstream and social media
- In Singapore, staying true to our mission of being the “People’s Bank”, POSB plays an active role in engaging the community within our neighbourhoods and partnering with various agencies such as Community Development Councils and the People’s Association to make a difference in the lives of Singaporeans
- Working with social enterprises (SEs) across our key markets to understand their needs and help them become commercially viable while pursuing their social objectives
- Community engagement through staff volunteerism

Regulators and policy makers
We strive to be a good corporate citizen and long-term participant in the markets by providing input to and implementing public policies. More broadly, we seek to be a strong representative voice for Asia in industry and global forums.

During the year, key regulatory and reporting issues surrounding the banking industry included:

- Financial crime
- Cyber security
- Data governance and data privacy
- Fair dealing and conduct
- Credit risk management
- Basel III capital reform
- Implementation of new accounting standard (IFRS) 9
- Tax reforms to address the needs of technology/digital business models including base erosion and profit shifting (BEPS)

In 2017, 223 questions and comments covering topics such as strategy and business, DBS culture, customer service, human resources, technology and operations, and workplace management were raised by employees through “Tell Piyush”.

In our engagement survey, we sized it well on “Customer Focus,” “Learning & Development” and “Branding”. While the results for “Performance Management” improved, there is more work to be done in this area together with “Work-Life Balance”.

During the year, we significantly enhanced our financial literacy among the young and created awareness about the work they do.

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Employees personally responded to all the questions and comments raised on “Tell Piyush” to address employees’ concerns. Where possible, issues and suggestions were directed to relevant departments for follow-up.

Results from the employee survey were analysed and taskforces set up to address specific areas of concern. Each department is accountable for devising and implementing plans for improving their engagement results.

Examples of initiatives rolled out during the year include Horizon, a cloud-based AI-powered e-learning platform that enables our staff to easily search for courses to support their career aspirations and passions.

We also enhanced DBS Power Up (DPU) – our exclusive staff mobile app – across key markets. DPU integrates various tools to make working on-the-go-easier for our employees, from completing online learning, to showing appreciation to fellow colleagues and accessing work-related information.

We continue to incorporate customer feedback obtained as part of our customer journeys in the design of our products and services.

Refer to “Institutional Banking” on page 42, “Consumer Banking/Wealth Management” on page 44 and “POSB” on page 46.

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