






What our stakeholders are telling us

Dialogue and collaboration with our key stakeholders provide insights into 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, society, regulators and policy makers.

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 <p>We provide investors with relevant information to make informed investment decisions about DBS as well as seek their perspectives on our financial performance and strategy.</p>	 Customers <p>We interact with customers to better understand their requirements so that we can propose the right financial solutions for them.</p>	 Employees <p>We communicate with our employees using multiple channels to ensure they are aligned with our strategic priorities. This also allows us to be up to date with their concerns.</p>	 Society <p>We engage the community to better understand the role we can play to address the needs of society.</p>	 Regulators and policy makers <p>We strive to be a good corporate citizen and long-term participant in our 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.</p>
How did we engage?	<ul style="list-style-type: none"> Quarterly briefings on financial performance Regular one-on-one or group meetings with top management and senior business heads Investor roadshows and conferences 	<ul style="list-style-type: none"> 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/ feedback received via social media such as Facebook, LinkedIn and Twitter Regular customer engagement and satisfaction surveys Engagement of customers through customer journey workshops 	<ul style="list-style-type: none"> "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 	<ul style="list-style-type: none"> Organising meetups with social enterprises (SEs) to discuss matters, share experiences, and understand their specific business challenges Engaging community partners/ service-based organisations to understand concerns from ground up, challenges our beneficiaries – the elderly, underprivileged and disadvantaged – face and areas where we can effectively support them Connecting to government bodies and associations including raiSE (Singapore Centre for Social Enterprise), Community Chest, networks such as AVPN (Asian Venture and Philanthropy Network), UN Global Compact to continue dialogues, engage and support where necessary 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, IMDA and the People's Association (PA) to make a difference in society at large 	<ul style="list-style-type: none"> Frequent meetings and consultations with governments, regulators and other public policy agencies, led by our country chief executives and supported by their respective heads of legal and compliance Provided data and thought leadership in support of regulators' efforts towards ensuring financial stability Active participation in various industry forums, such as the Bank for International Settlements annual roundtable and the EU-Asia Forum on Financial Regulation
What were the key topics raised and feedback received?	<ul style="list-style-type: none"> Impact of macroeconomic factors such as interest rates and trade tensions on our performance Progress on digitalisation Longer-term outlook for ROE Embedding sustainability considerations in our business practices 	<ul style="list-style-type: none"> Through different feedback channels, customers provided insights on how we could make banking simpler, faster and more intuitive Positive feedback on how we delivered our products and services to customers – particularly our digital platforms, payment channels and life insurance solutions 	<ul style="list-style-type: none"> In 2018, 265 questions and comments covering topics such as overall corporate strategy and business, workplace culture and technology, staff benefits and welfare, and customer experience, were raised by employees through "Tell Piyush" In our annual engagement survey, we scored well on "Customer Focus", "Learning and Development" and "Branding". There is more work to be done on "Reward" and "Enabling Infrastructure" 	<ul style="list-style-type: none"> Increased focus on sustainability and climate change matters – the public is demanding that banks exert greater influence on their customers and employees to act responsibly in environmental, social and governance matters As the world digitalises, segments of the elderly population have expressed the need for digital literacy education SEs continued to face challenges such as the lack of funding and commercial expertise. They expressed the need for targeted training to grow their HR, marketing, finance and data management capabilities 	<p>During the year, key regulatory and reporting issues surrounding the banking industry included:</p> <ul style="list-style-type: none"> Financial crime Cyber security Data governance and data privacy Fair dealing and conduct Credit risk management
How did we respond?	<p>On our financial performance, we provided detailed disclosures and commentary on the outlook.</p> <p>We continued to embed sustainability in our business model and expand disclosure in our sustainability report.</p> <p><i>Read more about "CFO statement" on page 20 and "Sustainability overview" in the sustainability report.</i></p>	<p>We continued to incorporate the voice of customers in the design of our products and services, enabling us to deliver better customer experience.</p> <p><i>Read more about "Institutional Banking" on page 36 and "Consumer Banking/ Wealth Management" on page 38.</i></p>	<p>Piyush personally responded to all the questions and comments raised on "Tell Piyush" to address employees' concerns and resolve any issues that impact our lives and the way we work. Where applicable, issues or suggestions were directed to relevant departments for follow-up.</p> <p>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 its engagement results.</p> <p>In 2018, new channels were launched for employees to get in touch with HR. Ask HiRi, an AI-powered employee chatbot provides easy, instant and personalised responses on HR matters. HR Connect sessions provide career advisory and employee counselling services.</p> <p>We refreshed the career management platform iGrow with an emphasis on eMentoring. This provides a sound foundation for employees to take on new roles and grow their career in the bank.</p> <p>Ten new benefits programmes were launched across our markets to give employees greater rewards in terms of flexibility, savings, protection and health benefits.</p> <p><i>Read more about "Talent management and retention" in the sustainability report.</i></p>	<p>During the year, we launched campaigns on "Recycle more, Waste less" encouraging the public to cut down the use of single-use plastics. We distributed reusable shopping bags in partnership with the Singapore Environment Council. We discontinued the use of DBS branded single-use plastic bottled water at all our events.</p> <p>In the POSB Active Neighbours programme, seniors are appointed as "digital ambassadors" who proactively share tips and information on digital banking at the bank's branches and events. The bank has included digital literacy topics for the elderly in the PA Senior Academy Smart Nation Programme.</p> <p>As part of the annual Social Enterprise Summit, we designed and conducted masterclasses for SEs with a total of 300 delegates. By tapping on our employees' skills and expertise, skills-based volunteering efforts were targeted at solving the business challenges of SEs.</p> <p>Our "People of Purpose" volunteering programmes focused on active ageing, education (digital and financial literacy) and environment protection were designed and executed by our staff to address the concerns of our beneficiaries.</p> <p>We continued to generate awareness and advocacy for SEs in our key markets through digital outreach and signature events.</p> <p><i>Read more about "POSB" on page 40 and "Social volunteerism" in the sustainability report.</i></p>	<p>We were the first bank in Singapore to be certified with the Personal Data Protection Trustmark by Singapore's Infocomm Media Development Authority (IMDA). The certification affirmed our commitment to accountable and responsible data protection practices.</p> <p>We led discussions on developing digital ecosystems for our clients, and on using data and analytics to improve financial crime risk management.</p> <p>We contributed responses to consultations and sponsored ongoing technological initiatives in the fintech and regtech sectors. We also developed initiatives in legal technology.</p> <p><i>Read more about "Risk management" on page 72, and "Cyber security", "Preventing financial crime", "Fair dealing" in the sustainability report.</i></p>