



TOWARDS THE PINNACLE
OF EXCELLENCE

SQA Application Report

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– FOREWORD –



At UOB Group Channels, the drive towards business excellence has never been an end unto itself, but rather the outcome of a holistic, customer-centered, and progressive philosophy that is very much part of the DNA of the organisation.

To help the Bank realise its Mission and Vision of becoming a premier regional bank, UOB Group Channels is committed to providing quality products and excellent customer service through effective and efficient channels, designed around the needs of our customers.

This focused strategy begins right at the very top. With a stable, forward-thinking and experienced leadership team, the Bank has managed to bolster its sterling reputation, even amidst the protracted financial crises of recent years.

Backed by rigorous strategic planning, as well as the masterful management of information, UOB's achievements have been recognised industry-wide, with a succession of accolades and awards that speak volumes.

In addition to being named Bank of the Year by The Banker in 2013, UOB's Internet and Mobile Banking channels also picked up 16 awards in just the past two years. Meanwhile, its dominance at the landmark ABS Service Excellence Awards – with the most number of EXSA winners in the industry for four consecutive years – has simply been unmatched.

By equipping a highly engaged and motivated workforce with best-in-class processes and training, effective risk management, as well as innovation and continuous development, the Bank has consistently outperformed the competition with its stellar financial results and high customer satisfaction.

In this context, the Singapore Quality Award is a validation not only of the work that UOB Group Channels performs on a day-to-day basis, but also of its steadfast journey towards business excellence. It is a powerful testimonial of what has been achieved and fitting encouragement for the heights still to be scaled.

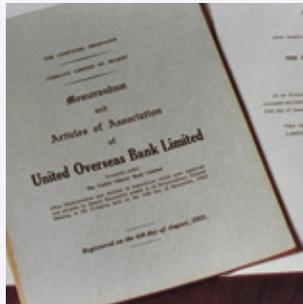
WENDY TEO
Head, UOB Group Channels

- TIMEBAR -



In 1935, Sarawak-born Datuk Wee Kheng Chiang, founded the United Chinese Bank (UCB) together with six other Chinese businessmen.

1935



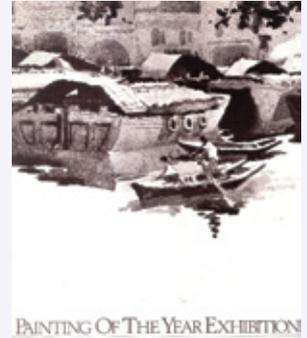
In 1965, UCB changed its name to United Overseas Bank (UOB). The Bank opened its 20th branch in 1970.

1965



From 1973-1975, UOB expanded rapidly with its acquisition of Lee Hwa Bank. The inauguration of the Bank's flagship 30-storey UOB Building signaled its new status as one of Singapore's major banks.

1973



Since its inauguration in 1982, UOB's Painting of the Year Competition has become a premier art event showcasing the works of Singapore's budding artists. To fulfil its responsibilities as an active corporate citizen, UOB also actively participates in numerous community projects.

1982

- A RICH HERITAGE -

1959



The first UCB branch was opened in Singapore at Beach Road in 1959.

1971



In 1971, UOB introduced its distinctive red five-barred logo derived from the traditional Chinese 'five-barred gate' system of counting in fives.

1980



In the 1980s, UOB built up a full range of financial services and acquired controlling stakes in both Far Eastern Bank and Industrial & Commercial Bank, becoming one of the largest banks in Singapore.

1995



In 1995, UOB's new headquarters at Raffles Place was officially opened by Mr. Lee Kuan Yew and Mr. Wee Cho Yaw, celebrating the Bank's 60 years of history in Singapore.



UOB acquired a controlling stake in Chung Khiaw Bank in 1971, giving the Bank control of Haw Par Corporation and strengthening its domestic network.

– TIMEBAR –



In 2001, UOB acquired Overseas Union Bank Limited (OUB), transforming UOB into Singapore's largest local bank and a top regional contender. UOB Operations Sector was formed in 2002 to centralise operations for the Bank after the merger.

2001



The UOB Heartbeat Walk/Run was initiated in 2007 to raise funds for UOB's beneficiaries.

2007



In 2010, UOB's annual charity Heartbeat Walk/Run went regional with employees from other countries participating in the same activity on the same day and time.



Cynthia Ngoh
ABS Service
Excellence Champion,
2010



Jason Yeo
ABS Service
Excellence Champion,
2011

UOB employees were named the ABS Service Excellence Champions in 2010 and 2011. The Bank also topped the industry with the most number of EXSA winners.



In 2010, UOB became the only Southeast Asian organisation to be placed within the Top 30 at the American Society for Training & Development (ASTD) Best Awards, achieving world-class recognition for employee learning.

2010



UOB opened up its banking channels for donations to be made in support of the victims of Typhoon Haiyan that struck the Philippines in 2013.

2013

– GROWTH AND TRANSFORMATION –

2003



By 2003, UOB had expanded into the growing Chinese market, setting up full-service branch offices in China and Hong Kong.



In 2003, UOB became the first local Bank to have its operations certified to ISO9001:2000 standards. The Bank was also conferred the Singapore Quality Class.

2005



In 2005, the Delivery Channels Sector managing customer touch points merged with the Operations Sector to form the Delivery Channels & Operations Sector (DC&O), which was awarded the Singapore Quality Class in 2007 for its operational excellence.

2009



In 2009, UOB Group Channels was formed as part of the bank-wide 'UOB Transformation' to form a more holistic and integrated regional entity. It was conferred Singapore Quality Class in 2010 for its continued drive towards business excellence.

2011



UOB took part in Singapore's National Day Parade for the first time in 2011.



User experience was greatly improved with the revamp of UOB Internet Banking in 2010. User logins increased 28% subsequently.



In 2012, UOB rolled out a new seat queue system at all retail branches, making the in-branch experience a lot more comfortable for all customers.

"Visited your bank this week, firstly, many thanks to your newly upgraded electronic queuing system, I need not stand with pains (due to old injury) for long anymore..."

Jaime Tay, UOB customer



Between 2012-2013, UOB introduced new technologies such as E-Solutions (paperless account opening) and the Teller Assist Unit, helping deliver greater productivity and reduced waiting time while enhancing customer satisfaction.

"I now spend more time interacting with customers, increasing my opportunity to cross-sell too."

Ching Soon How, UOB frontliner



UOB was conferred the Singapore Quality Class Award in 2010 and the Singapore Quality Class Star Award in 2011.



UOB continued its dominance in Service Excellence winning the ABS Service Excellence Champion in 2012 and 1st Runner Up in 2013. For the last three consecutive years, the Bank has topped the industry with the most number of EXSA winners.

"To me, it is about giving our customers reason to smile, again and again."

UOB Group CEO, Mr. Wee Ee Cheong



Jerzel Chai

ABS Service Excellence
Champion, 2012

Tan Puay Joo

ABS Service Excellence
1st Runner Up, 2013



The constant improvements made to UOB's Mobile Banking have improved functionality and user experience tremendously, increasing UOB's recognition in the industry.

2010

2012

2014

- REDEFINING BANKING EXCELLENCE -

2011

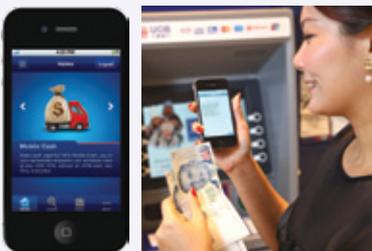
2013



To cater to needs of the affluent, UOB opened four Wealth Banking Centres from 2011 to 2013.



In 2011, all frontline service staff switched over to new uniforms to symbolise security and unity. The colours chosen were intended to signify warmth, friendliness and confidence.



In 2011, the UOB Mobile Banking App was launched, enabling cardless cash withdrawals — a first in Singapore.

"This is very convenient! I can now send my son to an ATM without having to worry about him forgetting his PIN and card. I think my husband is going to benefit from this too. They are just so forgetful."

J. Ngoy, UOB customer



In 2011, the flagship Privilege Reserve Suites were opened at Marina Bay Financial Centre (MBFC), complementing meals with butler service — another industry first.



In 2013, UOB became the first bank in Singapore to offer online trading of Gold and Silver. 80% of all Gold transactions were made online.



UOB was recognised for its commitment to Partnerships for Capability Transformation (PACT) in 2013.

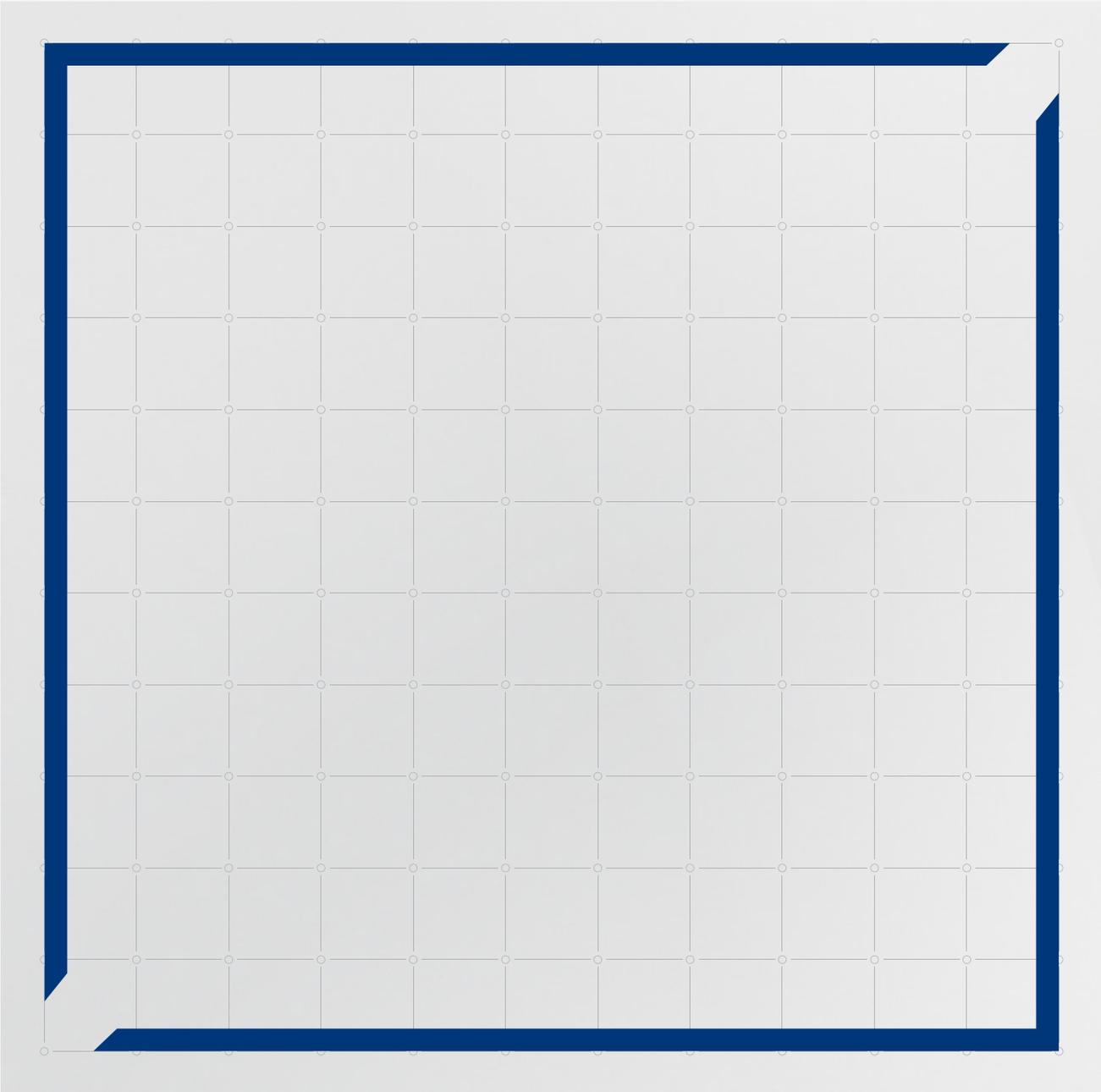


UOB was the only bank in Singapore to receive the Service Excellence Workforce Skills Recognition Award from the Workforce Development Agency in 2013.



●
ORGANISATIONAL
PROFILE

THE PORTRAIT
OF EXCELLENCE



ORGANISATIONAL PROFILE

ABOUT UOB GROUP CHANNELS

United Overseas Bank (UOB) Group Channels traces its history back to 2002, when the UOB Operations Sector was first formed to integrate the operations of the Bank in a period of intensified acquisitions. As part of the Bank's transformation strategy that has seen a holistic and integrated regional bank emerge, the sector was strengthened, re-organised and renamed, first as UOB Delivery Channels and Operations (DC&O) in 2005, then as UOB Channels in 2009.

In 2012, the sector became UOB Group Channels, reflecting its role as a Group distribution resource for all business segments across the region. This grouping brings Branches, Internet Channels, and Self-Service Banking together to drive channel effectiveness and effectiveness across geographies. It balances revenue and costs, business generation, operational efficiency and effectiveness across key customer touch points and serves the needs of both individual and corporate customers.

Working closely with the various business segments throughout the Bank, UOB Group Channels ensures that the same high quality 'UOB Experience' is seamlessly replicated throughout all touch points with the application of customer-centric policies, processes and procedures. In line with the Bank's pursuit of operational excellence, the ISO 9001:2000 certification, Singapore Quality Class Award and Singapore Quality Class Star Award are some of the accolades that UOB Group Channels and its antecedents have picked up over the years.

UOB GROUP CHANNELS PRODUCTS AND SERVICES

With UOB's network of branches and self-service machines, as well as via Personal Internet and Mobile Banking, UOB Group Channels manages almost all customer interactions within the Bank and serves the needs of both individual and corporate customers with the provision of relevant products and services as described in Figure A.1.

PRODUCTS		SERVICES	
Deposits	<ul style="list-style-type: none"> • Savings Accounts • Chequeing Accounts • Fixed Deposit Accounts • Gold & Silver Savings Accounts 	Wealth Management Services	<ul style="list-style-type: none"> • Financial Planning • Investments • Insurance • Loans
Cards	<ul style="list-style-type: none"> • Personal Credit/Debit Cards • Business Credit/Debit Cards • Credit Card Funds Transfer 	Business Banking Services	<ul style="list-style-type: none"> • Commercial Loans • Trade Services
Loans	<ul style="list-style-type: none"> • Property Loans • Personal Loans • Car Loans • CashPlus • Overdrafts • Equity Loans • Commercial Vehicle Financing • Trade Financing • Machinery & Equipment Financing 	Counter Services	<ul style="list-style-type: none"> • Deposits/Withdrawals • Remittances • Bill Collection
Investments	<ul style="list-style-type: none"> • CPFIS/SRS • Unit Trusts • Insurance • Structured Deposits • Forex & Trading • Treasury Instruments • MaxiYield 	Other Services	<ul style="list-style-type: none"> • Self-Service Machines • Personal Internet/Mobile Banking

Figure A.1 UOB Group Channels Main Products and Services

UOB GROUP CHANNELS MISSION, VISION AND VALUES

The Mission of UOB Group is to be a Premier Bank in the Asia-Pacific Region, committed to providing Quality Products and Excellent Customer Service. The Mission and Vision of UOB Group Channels (Figure A.2) are aligned to that of UOB Group and are designed to support and enable the Bank to meet its objectives.

UOB GROUP CHANNELS MISSION, VISION AND OBJECTIVES	
MISSION	
To be a Premier Bank in the Asia-Pacific with the MOST EFFECTIVE CHANNELS, committed to providing Quality Products and Excellent Customer Service	
VISION AND OBJECTIVES	
To be recognised as a leader in consumer and commercial banking services in the region providing total solutions to customers characterised by high service quality	
•	
To create shareholder value by having cost-effective and optimal use of Channels	
•	
To design our distribution channels for the convenience of customers	
•	
To invest in the best people and provide an environment for superior performance	

Figure A.2 UOB Group Channels Mission, Vision and Objectives

Guiding every interaction, activity and initiative, UOB's 4 Core Values define how the Bank goes about achieving its Mission. The 4 Core Values are described in Figure A.3.

UOB CORE VALUES
<p>INTEGRITY</p> <p>We maintain the highest standards – ethical, moral and legal – in all our dealings with our customers and with each other, without compromise.</p>
<p>TEAMWORK</p> <p>We work as a team in which everyone, even the most brilliant, is united to reach our personal and corporate goals through cooperation and mutual loyalty.</p>
<p>TRUST AND RESPECT</p> <p>We earn the trust and respect of our customers and colleagues by being open, honest and honourable in all we say and do.</p>
<p>PERFORMANCE EXCELLENCE</p> <p>We strive to do better every day because we are committed to market leadership throughout the organisation, and this will continue to guide our future growth and development.</p>

Figure A.3 UOB Core Values

UOB Group Channels holds a deep conviction that a strong values-driven culture, championed by its leadership team and exhibited by all employees, will serve as a powerful differentiator in the marketplace. This is reflected in its Service Mission and 5 Service Values (Figure A.4), which are practised by all employees.

SERVICE MISSION	
TO BE RECOGNISED AS AN INDUSTRY LEADER IN SERVICE EXCELLENCE IN SINGAPORE, AND IN THE REGION	
5 SERVICE VALUES	
Courtesy, Trust and Respect	I am a Service Ambassador
Care and Support	I am your Service Partner
Passion	I will go the Extra Mile for you
Empowerment	I can find a Yes for you
Professionalism	I serve with Pride

Figure A.4 UOB Group Channels Service Mission and Service Values

UOB NETWORK

In Singapore, UOB has 65 branches, consisting of 51 full banking branches with 18 offering extended banking hours, 1 Private Bank Suite, 1 Privilege Reserve Suite, 7 Privilege Banking Centres and 4 Wealth Banking Centres.

Complementing the branch network is the Self-Service Banking network. The UOB Self-Service Banking network consists of over 700 conveniently located Self-Service Machines, in the form of Automated Teller Machines (ATMs), Cash Deposit Machines (CDMs), and Passbook Update Machines (PUMs), providing customers with a wide range of services 24/7.

UOB PRODUCT OFFERINGS

As a leading regional financial services provider, UOB assists individuals and businesses in achieving their goals through the provision of financial products, advisory and services. These include the following:

- Personal Financial Services
- Private Banking
- Trust Services
- Commercial and Corporate Banking
- Investment Banking
- Corporate Finance
- Capital Market Activities
- Treasury Services
- Future Broking
- Asset Management
- Venture Capital Management
- General Insurance
- Life Assurance
- Stockbroking Services

These services are delivered through an extensive global network of branches, offices and subsidiaries, and partnerships with associates.

UOB PRESENCE

UOB is a leading bank in Asia with a global network of more than 500 offices in 19 countries and territories in Asia-Pacific, Western Europe and North America (Figure A.5). Since its incorporation in 1935, UOB has grown organically and through a series of strategic acquisitions. In Asia, UOB has a major presence in Singapore, Malaysia, Indonesia and Thailand.

Global network of more than 500 offices in 19 countries and territories in Asia-Pacific, Western Europe and North America



Figure A.5 UOB Presence in Asia-Pacific

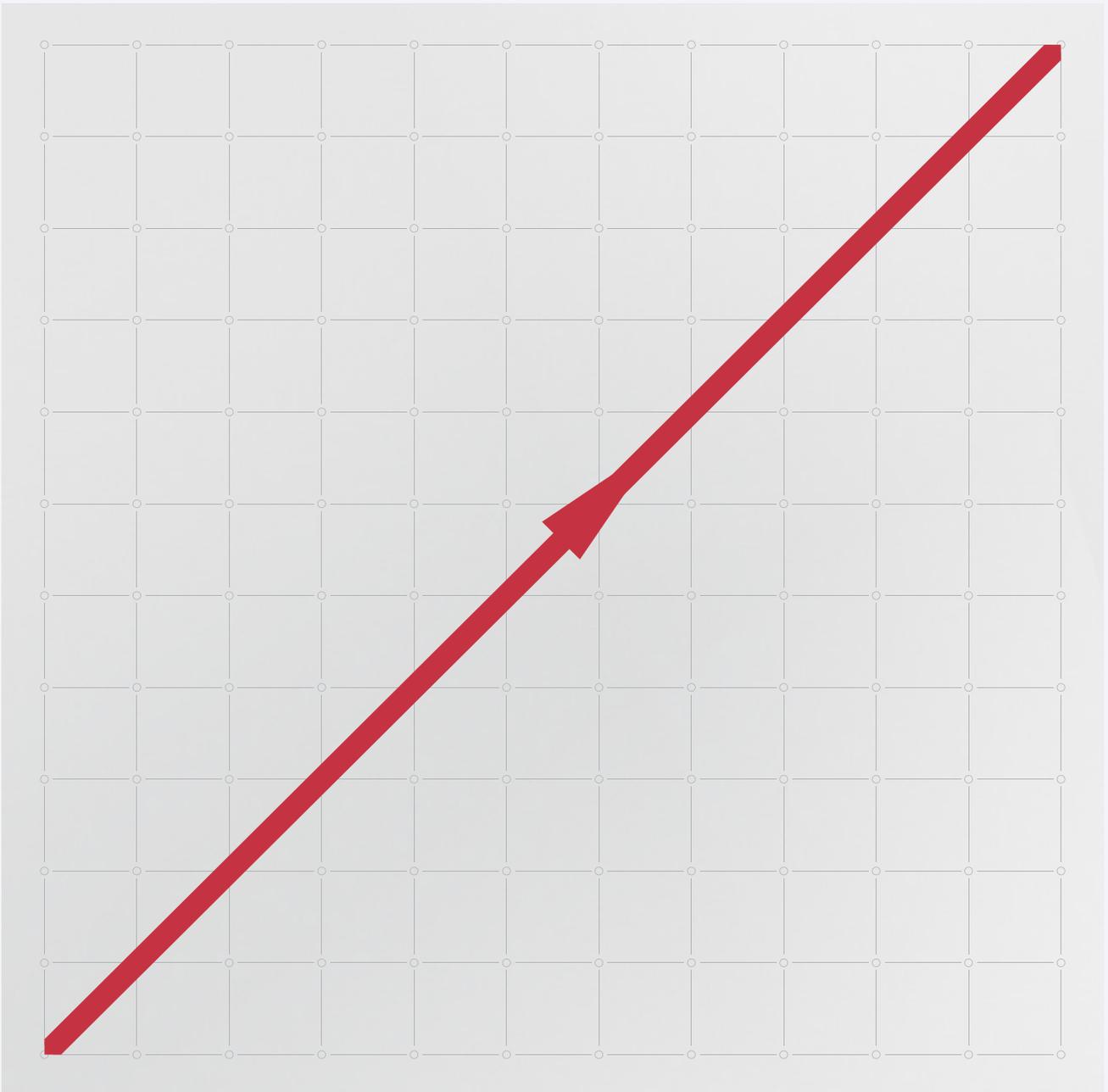
UOB GROUP CHANNELS CUSTOMER TYPES

Customers are segmented into Individual or Corporate categories, with further segmentation performed based on Assets Under Management (AUM) or Business Turnover. This allows the Bank to offer customised solutions for each segment according to customers' distinct requirements and expectations.

01

LEADERSHIP

BOLD · CLEAR
SINGLE-MINDED



LEADERSHIP

UOB GROUP CHANNELS

UOB Group Channels was formed in January 2009 as a result of the Bank's transformation, with the mandate to deliver quality products and services to customers at service levels that are second to none. A key transformation initiative was the introduction of the Single Captain model in 2009 where a single manager is made accountable for sales, service, and operations at each branch. With these Single Captains, customers are able to experience consistently high-quality service, while enjoying the convenience of a single point of contact for their personal and business needs.

DEVELOPMENT OF UOB GROUP CHANNELS MISSION AND VISION

The development of UOB Group Channels' Mission and Vision was spearheaded by a taskforce led by its Head. Gathering inputs from various stakeholders and guided by the Bank's Core Values, UOB Group Channels' Mission and Vision (Figure 1.1) were developed through a series of visioning workshops.



Figure 1.1 UOB Group Channels Mission, Vision and Objectives



UOB was awarded "Bank of the Year 2013, Singapore" by The Banker a London-based magazine published by the Financial Times and "Best Corporate Governance Company, Singapore" by Asiamoney

In addition, a Service Mission and Service Values (Figure 1.2) were developed to guide how the organisation should go about achieving its Mission, Vision and Objectives.

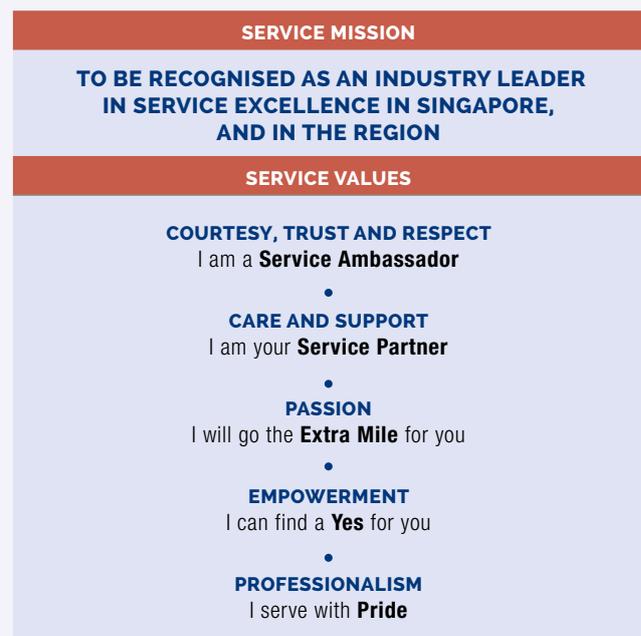


Figure 1.2 UOB Group Channels Service Mission and Service Values

With its Mission, Vision, Core and Service Values articulated, UOB Group Channels seeks to create a customer-centric culture that:

- Focuses on the needs of its stakeholders
- Encourages employees to be innovative, service-oriented and to strive for continuous improvement
- Delivers service excellence for valued customers

SERVICE VALUES

Aligned with the Core Values, the 5 Service Values (Figure 1.3) guide every customer interaction, forming the intangible cornerstones that build a service culture, provide meaning to the roles played as service professionals, and help encourage employees to display the desired service mindset, attitude and behaviour.

SERVICE VALUES	BEHAVIOURS	TEAMWORK	TRUST AND RESPECT	INTEGRITY	PERFORMANCE EXCELLENCE
Courtesy, Trust & Respect: I am a SERVICE AMBASSADOR	We treat our customers and each other with courtesy, trust and respect.		✓	✓	
Care & Support: I am your SERVICE PARTNER	We show care and support, and are always responsive to our customers' needs. We appreciate our customers and strive to build lasting relationships.	✓	✓		✓
Empowerment: I can find a YES for you	We are empowered to resolve customer issues and take ownership to identify opportunities for improvement.	✓	✓	✓	✓
Passion: I will go the EXTRA MILE for you	We are energised to go the extra mile and we serve with passion.	✓			✓
Professionalism: I serve with PRIDE	We are service professionals who maintain a professional image and have shared responsibilities to our customers, colleagues and organisation.	✓	✓	✓	✓

Figure 1.3 Alignment of Service Values with Core Values

CORPORATE SOCIAL RESPONSIBILITY

At UOB, Corporate Social Responsibility (CSR) means managing the businesses responsibly for shareholders, employees and the community. The Bank believes that long-term business success and good corporate behaviour go hand-in-hand. Through participation in CSR programmes, employees learn compassion, care-giving and thoughtfulness – vital ingredients for successful people leadership. UOB's CSR programmes focuses on 3 core areas – Art, Education and Children (Figure 1.4) – supporting a number of charitable causes in Singapore.

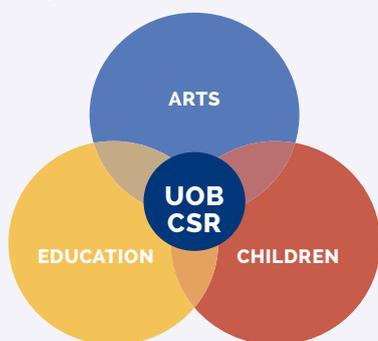


Figure 1.4 Core Areas of UOB CSR

SUPPORTER OF THE ARTS

UOB has been a strong supporter of the arts over the past four decades. Since 1973, the Bank has been assisting budding local artists by selectively purchasing their works. In 1982, the Bank took its patronage of the arts to the next level with the inaugural UOB Painting of the Year (POY) Competition. This event aims to promote greater interest in local art, encourage local artists to persist in their artistic endeavours, and provide recognition for the best creative works. Over the last 32 years, the UOB Painting of the Year Competition has been a tremendous success and is now a key event on Singapore's arts calendar. It has launched the careers of many well-known artists including Cultural Medallion winners Mr. Goh Beng Kwan and the late Messrs. Chua Ek Kay and Anthony Poon. In recent years, emerging artists, such as two-time UOB POY Competition award recipients Mr. Gong Yao Min and Ms. Kit Tan Juat Lee, have gone on to pursue successful careers in painting.



Group photo of young Painting of the Year winners with Mr. Goh Beng Kwan (extreme right), winner of the first Painting of the Year Competition in 1982

Previous winning paintings from the POY Competition are digitally re-mastered and displayed at the Bank's Wealth Banking Centres (WBCs). More art pieces are also displayed at various branches and Bank premises island-wide so as to share the artistic efforts of Singapore's local artists with the Bank's customers and employees.

In recognition of the Bank's contribution to the arts, UOB has been conferred 'Distinguished Patron of the Arts' by the National Arts Council for 9 consecutive years since 2005 and has also been the recipient of the Special Events Platinum Award given out by the Community Chest since 2011. In 2013, Mr. Lawrence Wong, acting Minister for Culture, Community and Youth, Senior Minister of State, Ministry of Communications and Information, said:



Customer admiring 'City' by Mr. Lim Poh Teck at UOB Tampines WBC

"I COMMEND UOB FOR ITS COMMITMENT AND GENEROSITY IN CHAMPIONING LOCAL AND REGIONAL ARTISTS AS THEY PURSUE THEIR ASPIRATIONS. THE IMPACT OF THE UOB PAINTING OF THE YEAR COMPETITION IS A TESTAMENT TO THE IMPORTANCE OF PRIVATE SECTOR PATRONAGE IN NURTURING ARTISTIC EXCELLENCE AND ESTABLISHING SINGAPORE AS THE REGION'S CREATIVE AND CULTURAL HUB."

EDUCATION

The UOB-SMU Entrepreneurship Alliance (USEA) was established in 2005, and is a tripartite collaboration between UOB, Singapore Management University (SMU) and successful local enterprises to promote entrepreneurship and academic excellence in Singapore. To fund this cause, a sum in excess of S\$3 million was raised by the Bank as well as local enterprises, with UOB contributing S\$1 for every S\$2 sponsored by the local business community. The principal initiative of USEA is the SME Consulting Programme, which allows SMU students to embark on business consultancy projects initiated by local enterprises and supervised by SMU.

In March 2009, USEA was selected by SPRING Singapore to spearhead the Business Advisors Programme (BAP). This programme places highly qualified and experienced Business Advisors for a six-month period to Small Medium Enterprises (SMEs), so that they can assist the companies in scaling their businesses.

"THE ESTABLISHMENT OF THE UOB-SMU ENTREPRENEURSHIP ALLIANCE CENTRE HERE AT THE SINGAPORE MANAGEMENT UNIVERSITY (SMU) HAS BEEN AN EXCITING AND FULFILLING ENDEAVOR."

- Professor Arnoud De Meyer, President, Singapore Management University

GIVING BACK TO THE COMMUNITY

Since 2007, the Bank has organised the UOB Heartbeat Walk /Run, an annual employee volunteerism programme that brings UOB employees and their family members together to raise funds for various local beneficiaries. This event has not only been launched in Singapore, but also across the region to locations such as Malaysia and Indonesia, with all activities being held on the same day and time. Till date, the annual UOB Heartbeat Walk /Run has raised more than S\$3 million for the Bank's beneficiaries.

STAFF VOLUNTEER LEAVE

To encourage employee volunteerism, UOB grants all employees 2 days of Staff Volunteer Leave to recognise the time they spent on community service outside of office hours and all employees are encouraged to utilise these 2 days off for volunteer activities. Employees volunteer through activities organised by UOB or through existing volunteer programmes developed with selected beneficiaries. By volunteering for activities such as tutoring children, teaching arts or life skills, employees provide vital support to these programmes and in turn gain enriching and memorable experiences.



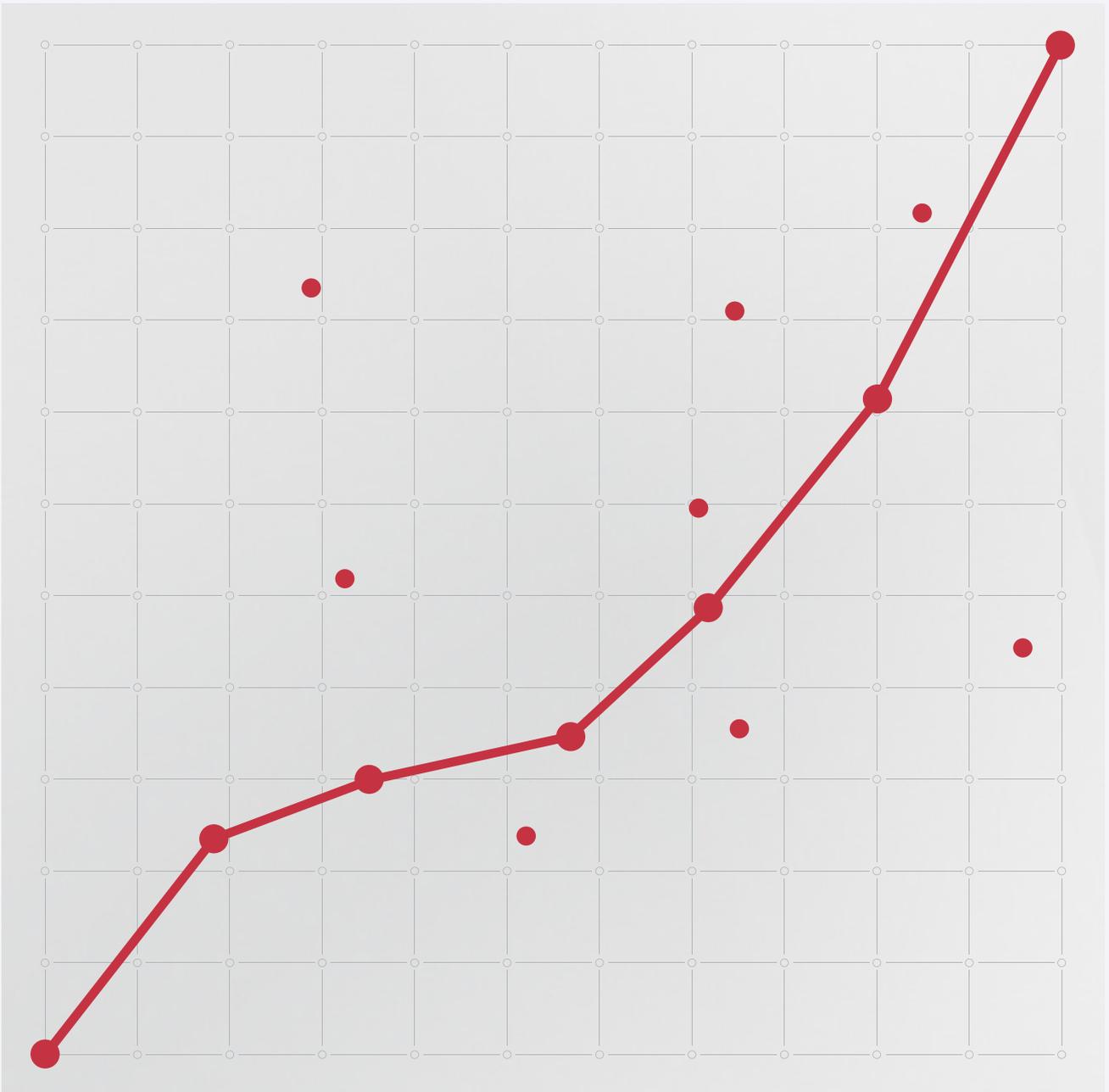
UOB Heartbeat Walk /Run 2012 – Group CEO with members of the Senior Management Team



UOB Heartbeat Walk /Run 2012 – Group CEO presenting a cheque to beneficiary

PLANNING

CHARTING FOR GROWTH





PLANNING

STRATEGY DEVELOPMENT AND DEPLOYMENT

UOB Group Channels adopts a Strategic Planning Process that is grounded firmly in the Bank's Mission and Vision, and is comprehensively deployed across the Bank.

Each year, an annual strategic planning exercise is conducted throughout the Bank to translate these annual and long-term goals into actionable strategies. This planning process ensures that annual plans are subject to scrutiny and remain true to the long-term objectives. Following each Annual Strategic Planning exercise, feedback is sought from participants to refine the planning process. Results are also reviewed annually to determine areas of improvement.

ADOPTING GLOBAL PERSPECTIVE IN PLANNING

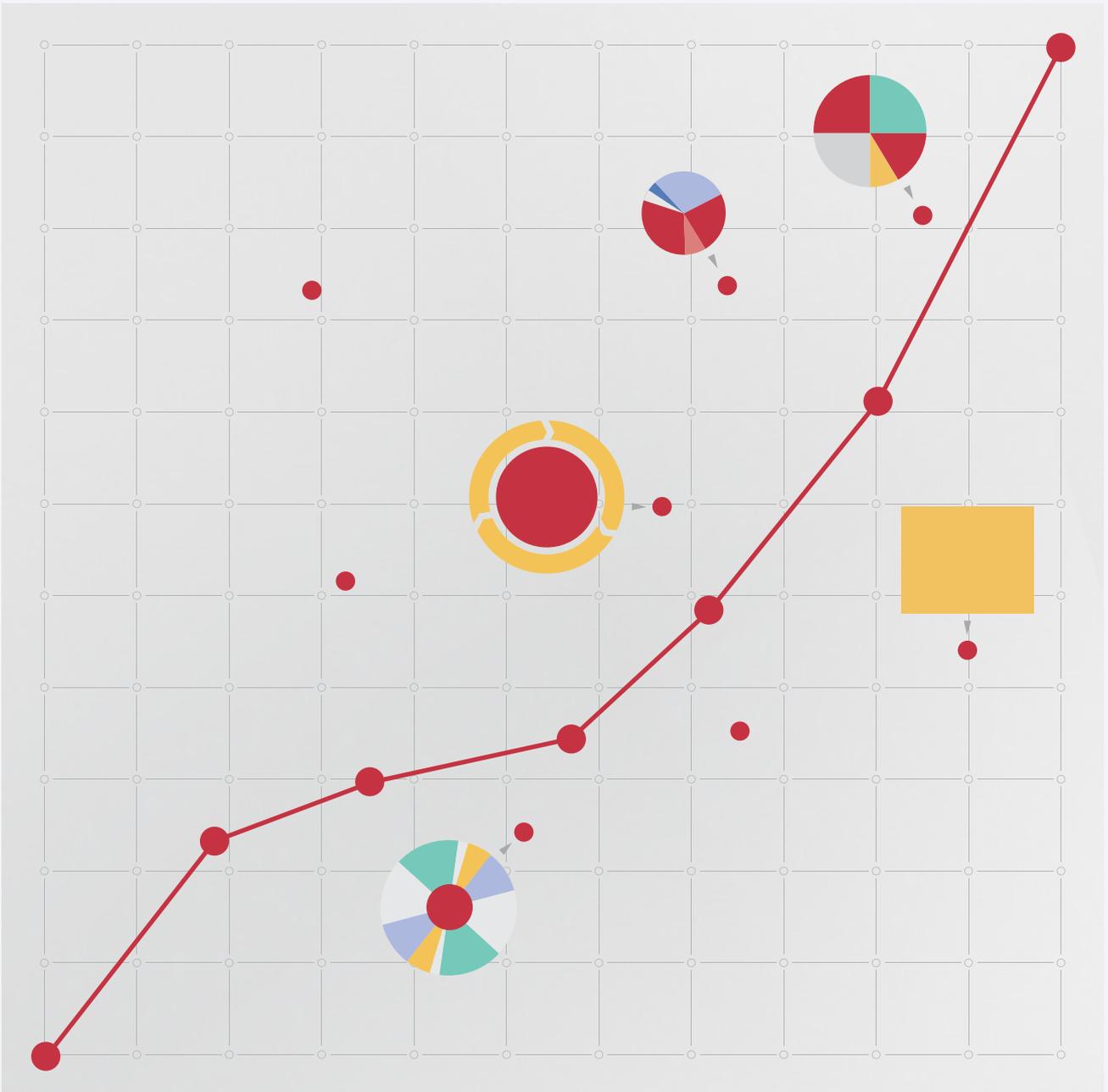
The rapid rise of globalisation has brought forth the need for consistent and seamless service delivery and operations across borders. This is only achievable when the Strategic Planning process is made consistent throughout the organisation. Towards this end, the UOB Transformation Initiative in 2009 aligns business units across geographies, allowing not only economies of scale and sharing of best practices across borders, but also the unified delivery of products and services.

RISK MANAGEMENT

To manage both the financial and operational risk, auditing of Divisions and Branches by the Risk and Assurance Team are performed to ensure operations are in line with external regulatory requirements, internal group policies and standards pertaining to risk management and compliance at the operating level. External audits by the Monetary Authority of Singapore (MAS) and Ernst & Young also promote a strong corporate governance framework and close adherence to international account standards.

INFORMATION

REALISING POTENTIAL
WITH KNOWLEDGE



INFORMATION

MANAGEMENT OF INFORMATION AND KNOWLEDGE

As an analytics-driven organisation, data validity and reliability is crucial to the Bank's success. Hence, UOB Group Channels has adopted a structured approach to managing. This enables UOB Group Channels to have access to complete and high-quality data inputs on a regular basis for reports and analytics.

RELIABILITY AND ACCESSIBILITY OF INFORMATION

All systems and information in UOB Group Channels are governed by the Bank's IT Security Policy.

Backup of data and systems within UOB Group Channels is conducted periodically to ensure the availability of reliable information in the event of any anomalies encountered during the implementation of changes to the production environment.

A robust system exists that ensures information is easy to access and disseminated quickly to all relevant employees and suppliers/partners within the value chain. Information and reports relevant to the various functions are made available online and controlled by access rights

USE OF INFORMATION

UOB Group Channels makes use of the Information Process Flow Framework (Figure 3.1), which follows a structured methodology to translate data into action in support of its business strategies.

COMPARISON AND BENCHMARKING

UOB Group Channels conducts benchmarking and target setting during the annual strategic planning exercise. During the benchmarking exercise, all relevant performance data and market intelligence will be presented to a Benchmarking Committee led by the Head of Channels and comprising the different Department Heads. The relevant benchmarks for goal setting and action planning are then selected after deliberation.

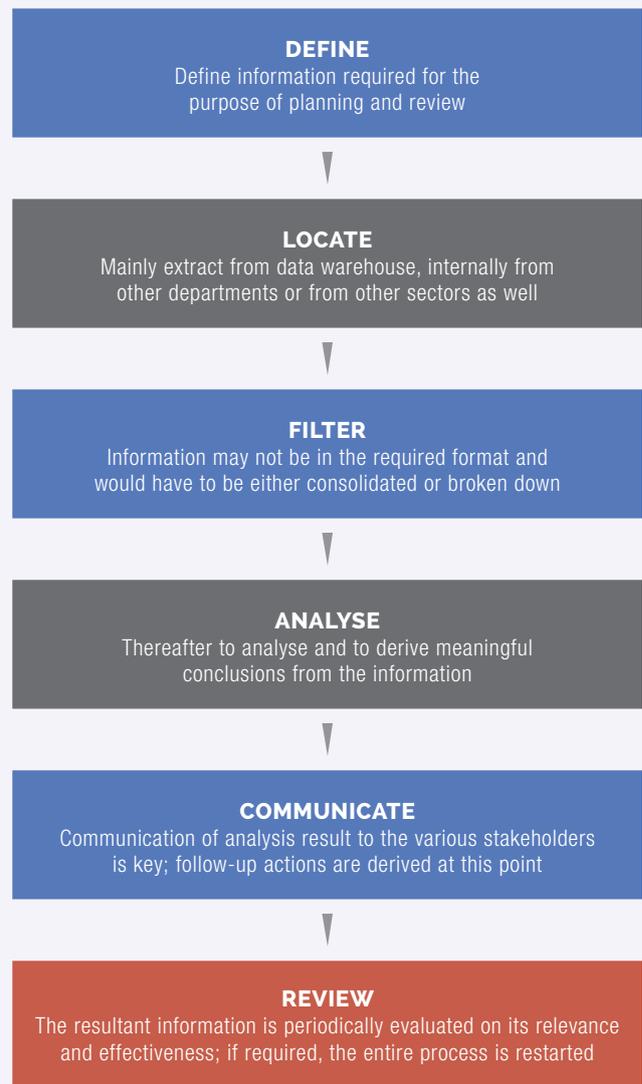
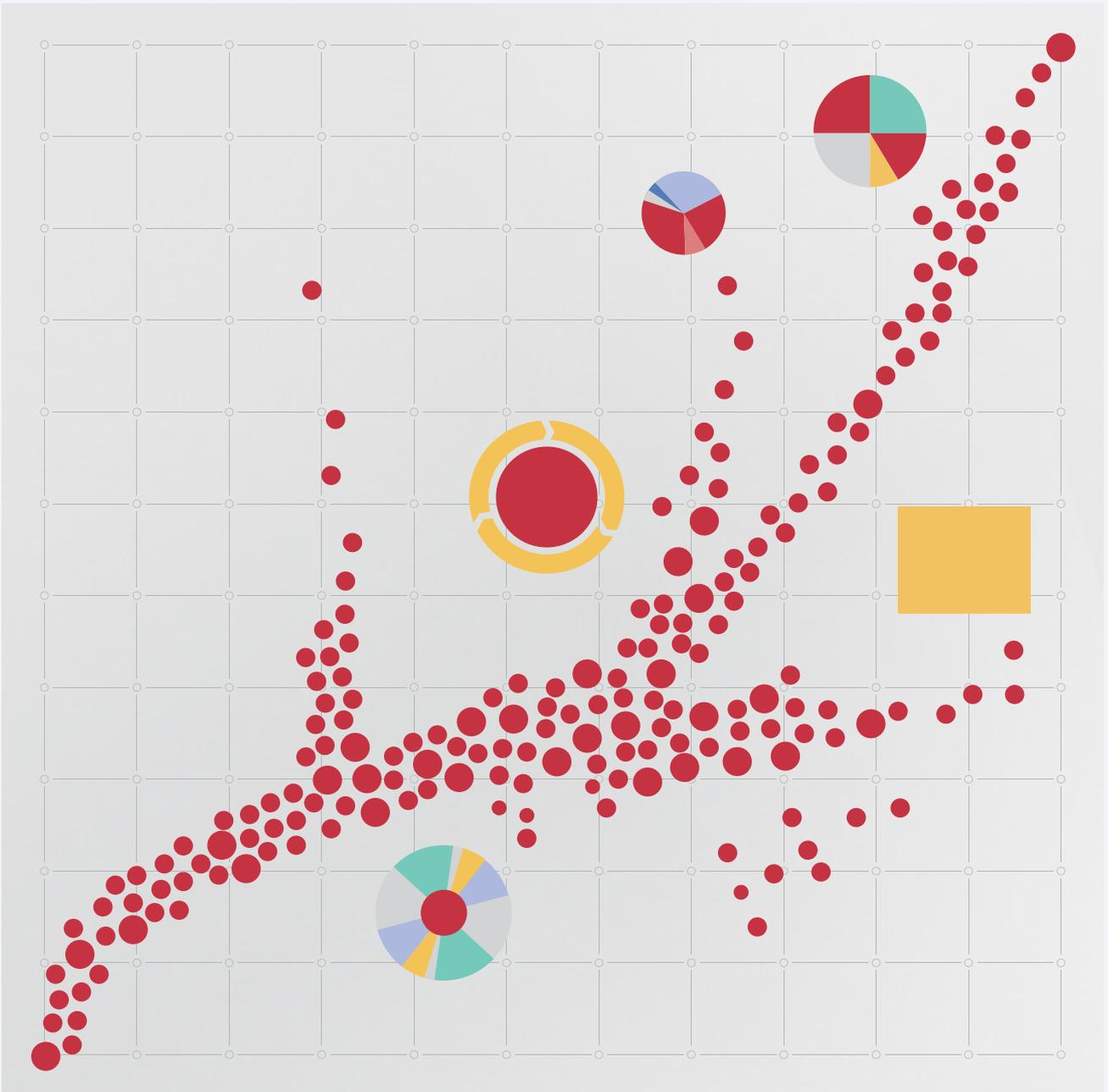


Figure 3.1 Information Process Flow Framework

Following up, the Benchmarking Committee continues to convene on a quarterly basis to review the identified benchmarks to ensure relevance. During the quarterly exercise, focus is placed on the achievability and clarity of the benchmarks, together with reliability of the data being reported. At the same time, industry best practices, performance and statistics are also presented to the committee.

PEOPLE

MORE THAN THE SUM
OF THEIR PARTS



PEOPLE

HUMAN RESOURCE PLANNING

UOB Group Human Resources (HR) supports the Bank by attracting the right talent, retaining good performers as well as engaging and motivating employees to deliver results and drive performance in accordance with the Bank's corporate objectives. The UOB Group HR Mission Statement and Objectives (Figure 4.1) is guided by the Bank's 4 Core Values.

UOB GROUP HUMAN RESOURCES MISSION AND OBJECTIVES	
Mission	To create a conducive and challenging environment where employees are highly engaged, adaptable and motivated to excel and grow with the organisation
Objectives	<ul style="list-style-type: none"> To attract, retain and motivate employees To promote a performance excellence culture To develop HR policies, processes and programmes to support the corporate mission and core values To establish a premier employer branding in our quest to be an employer of choice

Figure 4.1 UOB Group Human Resources Mission and Objectives

EMPLOYEE ENGAGEMENT

In the financial services industry, employees are not just the Bank's greatest assets but they are also the Bank's only assets. The most fundamental driver of financial performance depends on the quality and engagement of its workforce.

Building Engagement at UOB is a major initiative that the Bank undertakes to translate its people objectives beyond mere rhetoric into specific actions. To successfully engage the hearts and minds of employees, employee well-being must be considered beyond monetary terms to:

- Build a sense of belonging to the organisation
- Develop employees and help them grow in their careers
- Enable employees to contribute not just according to their skills, but also their career interests
- Recognise and reward employees

In this regard, UOB has put in place a number of mechanisms and programmes to build and sustain a motivated and engaged workforce and develop a culture of engagement. Figure 4.2 shows the Employee Engagement Mechanisms.



Figure 4.2 Employee Engagement Mechanisms

EMPLOYEE LEARNING AND DEVELOPMENT

UOB Group Channels adopts both top-down and bottom-up approaches in determining learning needs for employees. This stems from the belief that the greatest contributor to learning effectiveness is the self-motivation of the learner. Employees are exposed to various learning methods to have greater self-awareness of their learning needs, formulate learning strategies and set learning goals in order to improve their work performance. Feedback from the ground is gathered after training to better understand the possible gaps in learning. This is further analysed to identify the possible reasons and interventions. Managers in UOB Group Channels also play a supporting role by helping to identify opportunities for development, resources for learning, and to provide feedback and opportunities that allow application of learnings.

Through such conversations, UOB Group Channels has identified 4 key areas on learning and development to equip employees with the necessary skill-sets and managerial competencies to enable them to perform their roles to the fullest. The 4 key areas of focus are illustrated in Figure 4.3.



Figure 4.3 Employee Learning and Development Framework

EMPLOYEE WELL-BEING AND SATISFACTION

UOB strives to provide a competitive suite of benefits that support the Bank’s rewards philosophy of providing value for employees in order to attract and retain a quality workforce, while designing programmes that are in compliance with statutory requirements. It is committed to providing a holistic coverage of core benefits to take care of the well-being of employees as well as programmes that promote work-life balance. The following are examples of benefits that employees can enjoy while in service with the Bank:

- Panel of Doctors to provide Medical Consultation
- Hospitalisation and Insurance Coverage
- Health Screening Programmes
- Annual Vacation Leave
- Lifestyle Allowance
- Dental Benefits
- Holiday Chalets

To develop and promote a harmonious employee-management relationship, regular dialogue sessions are organised at individual, branch, area, and management levels. These sessions provide opportunities for all parties to exchange and share information, updates and feedback. By proactively engaging employees, a strong and harmonious relationship between employees and management is ultimately maintained.

EMPLOYEE PERFORMANCE AND RECOGNITION

UOB Group Channels provides an effective and objective Performance Management Framework (PEAK) (Figure 4.4) to bring out the best in its people.



Figure 4.4 UOB Performance Management Framework (PEAK)

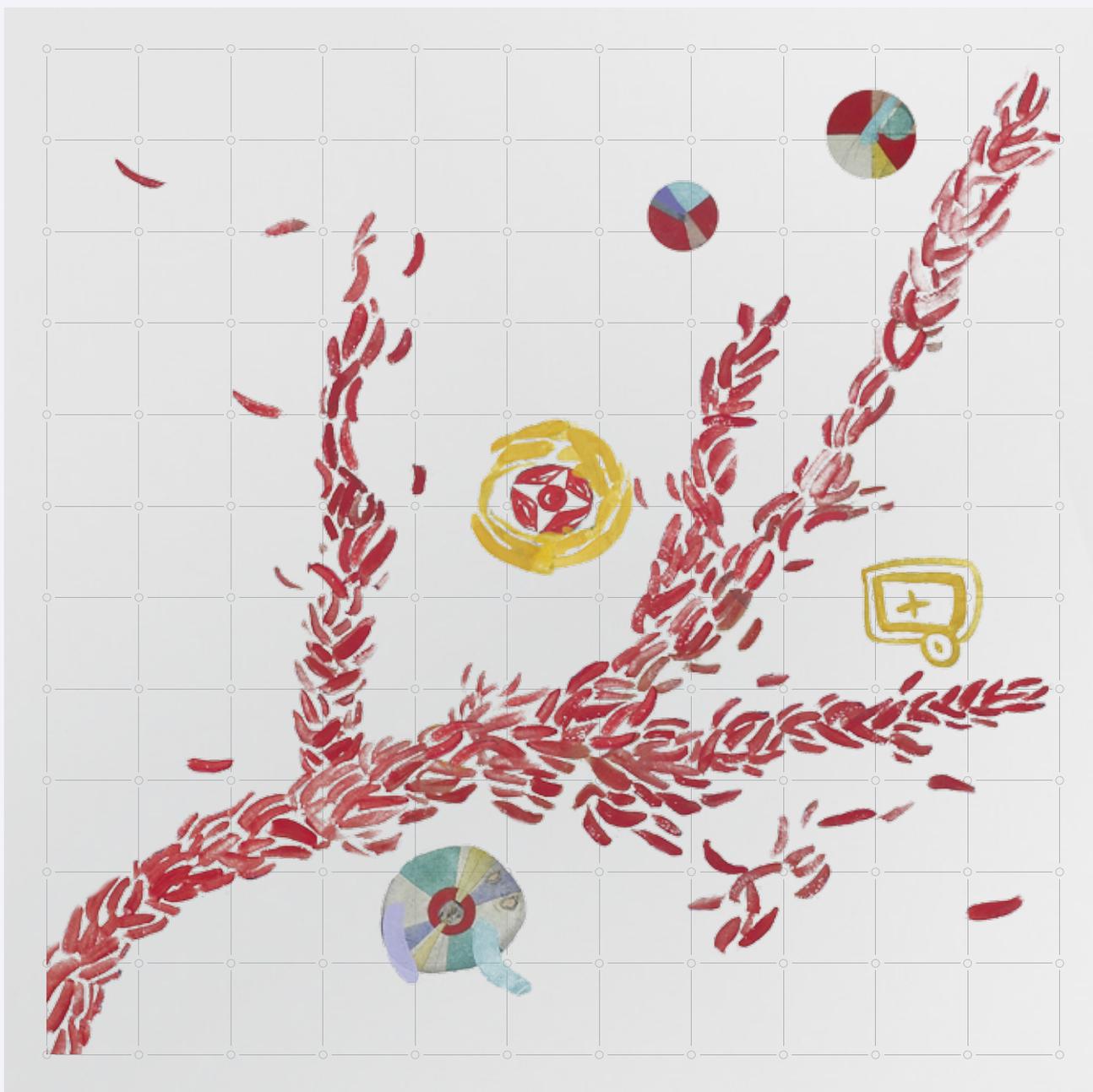
PEAK allows employees to work with their managers to establish Key Performance Indicators (KPIs), implement development plans and review performance as a basis for compensation decisions at regularly scheduled intervals. Employees are measured on how well the Core Values have been demonstrated during these intervals. Figure 4.5 shows the 4 stages in the PEAK Lifecycle.

	PEAK	TIMELINE
PLAN	<ul style="list-style-type: none"> • Planning performance for the coming year • Setting objectives that matter 	By January
ENGAGE	<ul style="list-style-type: none"> • Engaging employees through regular dialogue • Monitoring and providing feedback along the way 	At least once a month
APPRAISE	<ul style="list-style-type: none"> • Assessing achievements fairly • Appraising overall performance 	Mid-Year from June to July Full Year starting from October
KEEP TRACK	<ul style="list-style-type: none"> • Strengthening pay-for-performance linkage • Improving performance where needed 	In the following year

Figure 4.5 The 4 Key Stages in the PEAK Lifecycle

PROCESSES

OUR DEDICATION
TO DETAILS



PROCESSES

INNOVATION PROCESSES

At the BE@UOB Managers Convention 2011, UOB Group CEO, Mr. Wee Ee Cheong, encouraged all employees to come forth with ideas on how work can be improved, processes made more customer-centric, and the bar raised, all the while doing more with less.

"THE PACE OF CHANGE IN BANKING IS ACCELERATING DUE TO INNOVATION BEYOND THE CONTROL OF BANKS."

- UOB Group CEO, Mr. Wee Ee Cheong, *The Asian Banker Summit, April 2010*

Innovation is one of the key drivers of the Bank's Vision of being a premier regional bank. UOB Group Channels' senior leadership is committed to instilling and nurturing a culture of innovation and continuous improvement across the workplace. To this end, a robust and systematic framework, whereby creative ideas are gathered, evaluated and implemented, has been put in place,

GENERATION AND HARVESTING OF IDEAS

Ideas are drawn from 4 main sources as seen in Figure 5.1.

GROUPS	SOURCE OF IDEAS	CRITERIA
Employees	<ul style="list-style-type: none"> Customer Research i-Lab Suggestion Scheme Channels Innovation Campaign Improvement-in-Action Competition The InnoThinkers Strategic Innovation Alliance Future Banking Workgroup Competitor Studies Market Research Innovation and Best Practice Study Visits 	Business Goals <ul style="list-style-type: none"> Increase Revenue Decrease Costs Improve Customer Service
Suppliers and Partners	<ul style="list-style-type: none"> Seminars and Events Collaborations and Research Feedback/Dialogue 	
Customers	<ul style="list-style-type: none"> Customer Feedback Forms Online Portal Call Centre Mystery Shopping Surveys Customer Satisfaction Surveys Fair Dealing Surveys 	
Other Banks / Financial Institutions	<ul style="list-style-type: none"> News Reports Industry Publications Events and Seminars Competitor Studies 	

Figure 5.1 Harvesting ideas from multiple sources

Through the use of listening and learning strategies illustrated under the Customer Pillar, UOB Group Channels is able to take into account changing customer and market requirements, available technologies and industry best practices in the new product/service design and introduction process.

Customer feedback via various avenues helps determine requirements and these are incorporated in UOB Group Channels' on-going improvement of processes, products and service delivery. All feedback received is logged in the Customer Relationship Management (CRM) system before being assigned for follow-up. Surveys are also conducted to better understand what customers want.

To ensure that the Bank keeps abreast of the latest industry developments, UOB Group Channels participates in relevant conferences and subscribes to numerous journals and publications. The InnoThinkers also actively solicits ideas from frontliners and engages actively with external and internal partners to obtain a better understanding of customer /market requirements.

Incorporating Changing Customer Requirements – MOBILE CASH

When UOB Mobile App was being developed in 2010, the Project Working Committee (PWC) conducted a global industry study to identify truly innovative mobile banking functions that address the needs of customers. Aided by knowledge from the study, UOB became the first bank in Singapore to offer cardless cash withdrawals (Mobile Cash) via its UOB Mobile App. This award-winning App allows customers to transfer money to a list of registered recipients, which can be withdrawn without the use of an ATM Card at any UOB ATM in Singapore.

Mr. Gilbert Chuah, Head of Internet Channels at UOB Group, said:



Customer performing cardless withdrawal via Mobile Cash

"AS SINGAPORE HAS ONE OF THE HIGHEST MOBILE PHONE PENETRATION RATES IN THE WORLD, WE WANTED TO GIVE OUR CUSTOMERS PERSONAL BANKING SERVICES ON-THE-GO, ESSENTIALLY LETTING THEM HAVE A BRANCH IN HAND. JUST AS MODERN MOBILE PHONES DO MORE THAN OFFER EASY CONNECTIVITY, WE WANTED OUR MOBILE APPLICATION TO SPEAK TO OUR CUSTOMERS' DAILY LIVES BEYOND MOVING OUR INTERNET BANKING TO A SMALLER SCREEN."

Incorporating New Technology – AUGMENTED REALITY

It can be hard for customers to keep up with numerous credit card discounts offered by the different banks. With the incorporation of new technology, UOB merchants, ATMs and Branches can be easily located in any direction through the use of UOB Mobile's augmented reality capability. With one tap, the relevant addresses and directions to get there will be displayed, providing information of the merchant offerings and discounts.



Augmented reality allows customers to locate merchant offerings

By taking into account changing customer/market needs, and incorporating new technologies, the UOB Mobile Banking platform has received numerous awards since its inception. It recently picked up the Best of Show award at the Mobile Excellence (Mob-Ex) Awards in 2013.

New products and services are designed and introduced after engaging customers, employees, business suppliers and partners. The Project Working Committee (PWC) also takes into account emerging technologies and industry best practices in the design and introduction phase, while incorporating feedback from the aforementioned parties.

UOB PRIVILEGE RESERVE METAL CARD

Based on research that indicated how important it was to recognise cardholders' special status, UOB rolled out a metal card with a distinctive champagne-hued Alpaca metal face, an award-winning first in Singapore.

Mr. Tim Charlton, Editor-in-Chief of Asian Banking and Finance said,

"WHAT DISTINGUISHES THE UOB PRIVILEGE RESERVE CARD FROM OTHER CARDS IN THE MARKET IS THE ATTENTION TO SERVICE EXCELLENCE AND HIGHLY EXCLUSIVE OFFERINGS WHICH CLEARLY PLACE IT A CUT ABOVE OTHER PREMIUM CARDS IN THE MARKET."



UOB Privilege Reserve Metal Card – Won the Credit Card Initiative of the Year (Singapore) 2012

SEAT QUEUE SYSTEM

Based on feedback from customers and employees, this system based on queue numbers was implemented in branches and provides additional comfort for customers, replacing standard standing queues and their unfriendly queue ropes.



Seat Queue System at UOB JEM and Scotts Square Branch

PROCESS MANAGEMENT AND IMPROVEMENT

Achieving customer satisfaction is one of UOB Group Channels' priority and its key processes towards achieving this are influenced by its customers' requirements. Figure 5.2 illustrates the production and delivery processes of UOB Group Channels' products and services.

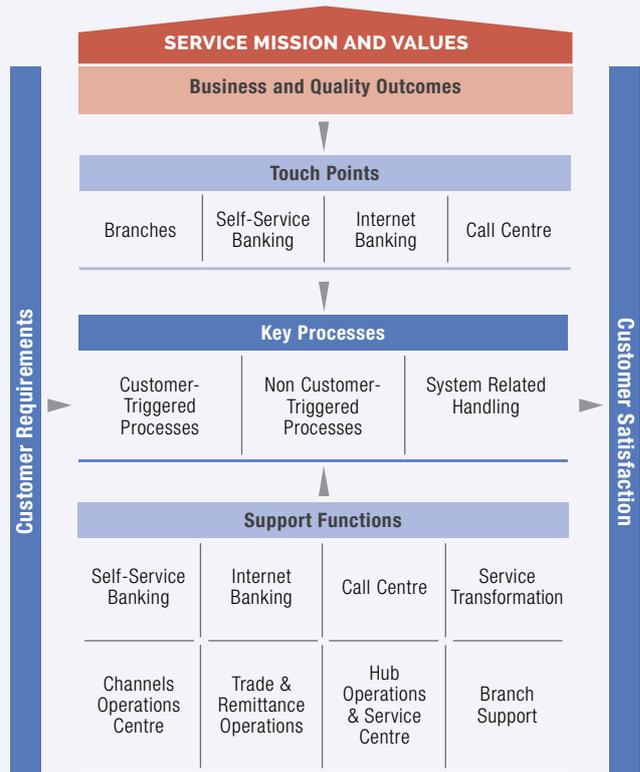


Figure 5.2 UOB Group Channels' Key and Support Processes

Reflecting a customer journey through the Bank – On-Boarding, Engagement and Growth – key production and delivery processes are divided into 3 main categories, namely, Customer-Triggered Processes, Non Customer-Triggered Processes, and System Related Handling. These key processes are documented in Process Maps found in the Bank's Intranet and governed by the Branch Process Management (BPM) Team under Branch Support, which is responsible for reviewing, updating and disseminating key processes and procedures.

All processes are reviewed and updated on a scheduled basis, when regulatory requirements are changed, or upon introduction of new technology. Through a continuous review of branch processes or project initiatives, efficiency is improved and operational risk is minimised. The BPM Team also provides day-to-day operational support and guidance on Anti-Money Laundering (AML), Customer Due Diligence (CDD), other regulatory matters, and consultative advice on exceptional handling.

Key measurements are used by UOB Group Channels to ensure that products and services are duly tracked. The various targets are reviewed and set each year against internal and external benchmarks to ensure that they are in line with overall business objectives and service standards.

SUPPLIERS AND PARTNERSHIP MANAGEMENT

UOB Group Channels works with a number of suppliers and partners who serve a variety of purposes in the Bank's everyday operations. All suppliers and partners are treated as an extension of the Bank's operations, with their performance determining the Bank's ability to meet customer requirements and expectations. As such, a structured process is in place for evaluating and engaging vendors.

Selection and management of suppliers and partners is a critical purchasing function and the following considerations are applied prior to short-listing:

- Ability to provide prompt service and support
- Business enterprise with good market reputation
- Able to offer competitive prices
- Has proven track record of work
- Has financial viability

In addition to the above considerations, UOB Group Channels complies with the following:

- Reasonable number of qualified suppliers to ensure consistency in quality at competitive prices
- Suppliers are invited to tender or bid for the supply of goods and services through submission of quotations
- List of approved suppliers must be reviewed and updated regularly at least once every 2 years

This process is in line with the UOB Group Requisition, Purchasing and Vendor Management Policy and Guidelines, which establish a baseline of controls and standards that must be maintained to achieve the following:

- Proper accountability of responsibilities by parties involved in the procurement process
- Proper controls in place to minimise all risks
- Proper alignment of processes to achieve efficiency and consistency in practices globally across the UOB Group
- Proper management of expenses
- Compliance with regulatory procedures and policies

This policy is reviewed periodically to ensure continual relevance.

CUSTOMERS

OUR INSPIRATION TO DO
BETTER



CUSTOMERS

CUSTOMER REQUIREMENTS

At UOB Group Channels, customers are broadly categorised into Individual or Corporate segments, and are further grouped into sub-segments based on Assets Under Management (AUM) or Business Turnover. Customer segmentation is important because different groups of customers have differing needs, which means that products and services have to be tailored to each segment to maximise customer satisfaction and profitability.

UOB Group Channels uses a comprehensive framework to understand the needs of customers while also being attentive to trends and best practices in the industry. This framework can be expressed broadly in 2 forms – Listening Strategies and Learning Strategies

UOB Group Channels utilises the Customer Experience Framework (Figure 6.1) to incorporate customer requirements into strategic and improvement plans systematically. Following the gathering of customer /market requirements via listening and learning strategies, further analysis and feasibility studies will in turn be undertaken.

This is an integral part of UOB Group Channels' strategic planning efforts and its use spans the annual business planning exercise all the way to day-to-day operational improvements.



Figure 6.1 Customer Experience Framework

CUSTOMER RELATIONSHIPS

Customer Journey Mapping is widely used within UOB Group Channels as a tool to investigate, analyse and improve customer experience. Every touch point is designed with the expected interaction, service delivery and possible outcome in mind because the Bank recognises that meeting and exceeding customer expectations is really about placing those customer expectations first.

EASY ACCESS THROUGH CUSTOMER TOUCH POINTS

For a seamless banking experience, customer touch points are critical in providing easy access and convenience to customers. UOB Group Channels' touch points can be categorised under the following:

- Branches
- Privilege /Wealth Banking Centres
- Self-Service Banking Network
- Personal Internet /Mobile Banking
- Relationship Managers
- Call Centre *(Note: Not managed by UOB Group Channels)*

Each of the respective touch points has customer-related performance standards in the form of Key Performance Indicators and Service Level Agreements which are reviewed monthly by the Head of UOB Group Channels.

Branches

UOB Group Channels has a network of 51 full banking branches with 18 offering extended banking hours. These branches are strategically located so that they are within easy reach of customers. Personal Bankers and Business Banking Associates are also stationed at these branches to provide ready access to financial advisory services.

The service quality of every branch is measured using a set of Key Performance Indicators (KPIs).

Privilege /Wealth Banking Centres

To cater to the differentiated needs of high net-worth customers, UOB Group Channels set up a total of 1 Private Bank Suite, 1 Privilege Reserve Suite, 7 Privilege Banking Centres, and 4

Wealth Banking Centres, all of which are strategically located to suit the needs and residential demographics of customers.

Self-Service Banking

UOB Group Channels provides customers with access to Singapore's largest network of more than 1,200 Self-Service Machines in the form of Automated Teller Machines (ATMs), Cash Deposit Machines (CDMs) and Passbook Update Machines (PUMs), as well as a Shared ATM network, to offer unparalleled banking convenience throughout Singapore.

Personal Internet / Mobile Banking

The award-winning Personal Internet Banking platform and Mobile Banking App offer round-the-clock access to information and customers' accounts. They allow customers to conduct banking



Screenshot Showing UOB Internet and Mobile Banking

transactions safely and securely from the comfort of the home or office and even on-the-go.

Relationship Managers

Individual and Corporate customers can tap on the expertise of Relationship Managers who are equipped with in-depth wealth management knowledge. Relationship Managers are based around customers and their needs, committed to providing personalised advice and services through which customers are able to receive with just a phone call.

MAKING COMPLAINTS / PROVIDING FEEDBACK

Customer feedback, including complaints, is key to improving the Bank's practices and enhancing the customer experience. UOB Group Channels makes it simple and straightforward for customers to feedback via the following avenues:

- Feedback Form (available at all branches)
- Online Feedback Form
- Call Centre Feedback (Call-In/Email)
- Customers' Written Letters

All feedback received is logged into the Bank's Customer Relationship Management system immediately, followed by an acknowledgement call made in reply to the customer.

UOB Group Channels has in place a robust system to ensure the tracking and monitoring of customers' issues and responses are in accordance with stipulated performance measures and established standards of turnaround time.

Customer Issue Resolution is one of the strategic end-to-end (E2E) customer service measures that closely track the status and turnaround times of all customer issues. For deployment effectiveness and to ensure a consistently high standard of service, the E2E Customer Issue Resolution measure has been included as one of the Key Performance Indicators in the performance scorecard for UOB Group Channels.

COMMITMENT TO SERVICE EXCELLENCE

It is evident that UOB Group Channels places great emphasis on service training. Till date, over 60,000 hours of service training have been clocked by an average of about 1,000 employees per year consistently over the past three years.

In November 2013, UOB was the only bank out of 20 top organisations to receive 'The Service Excellence Workforce Skills (WSQ) Recognition Award'. This reflects the Bank's commitment to building service capability through the Service Excellence Workforce Skills Qualifications (WSQ) Framework established by the Workforce Development Agency (WDA).

The strong commitment towards fulfilling UOB Group Channels' Service Mission and building a strong service culture has led to numerous service awards and industry recognition, including a record number of ABS Service Excellence Champions as well as the highest number of EXSA winners over the past few years.



Head of UOB Group Channels, Ms. Wendy Teo, receiving the Service Excellence WSQ Recognition Award

Service Excellence Champions from 2010 to 2013

EMPOWERMENT OF EMPLOYEES

UOB Group Channels believes that empowered employees are more engaged and will result in better retention and a higher quality of customer service. As such, all employees are given the discretion and empowerment via our Delegated Authority Matrix to help resolve any issues customers may encounter.

CUSTOMER SATISFACTION

UOB Group Channels recognises the importance of setting robust standards for customer satisfaction and benchmarks against the industry. Higher customer satisfaction will in turn translate into increased customer loyalty, retention and new businesses through positive word-of-mouth, thereby establishing long-term relationships.

Through the use of various direct and indirect indicators, UOB Group Channels is able to determine the level of satisfaction of its customers.

In addition, UOB Group Channels commissioned The Institute of Service Excellence at Singapore Management University (SMU-ISES) to conduct 2 more surveys for Branches and Privilege/Wealth Banking Centres, with one focusing on Customer Satisfaction and the other on Fair Dealing.

CUSTOMER SATISFACTION SURVEY

UOB Group Channels employs the Customer Satisfaction Index of Singapore (CSISG) methodology – a landmark measure of customer satisfaction jointly developed by SMU-ISES and the Singapore Workforce Development Agency (WDA) that is widely used across multiple service sectors. The CSISG-SERVQUAL (Service Quality) structural model (Figure 6.2) focuses on the following 5 dimensions - **RATER**:

- **Reliability** refers to the ability to perform the promised service dependably and accurately.
- **Assurance** measures the knowledge and courtesy of employees and their ability to inspire trust and confidence.
- **Tangibles** refer to the physical facilities, equipment and appearance of personnel.
- **Empathy** is about the level of care and individualised attention that is provided to customers.
- **Responsiveness** refers to the willingness to help customers and provide prompt service.

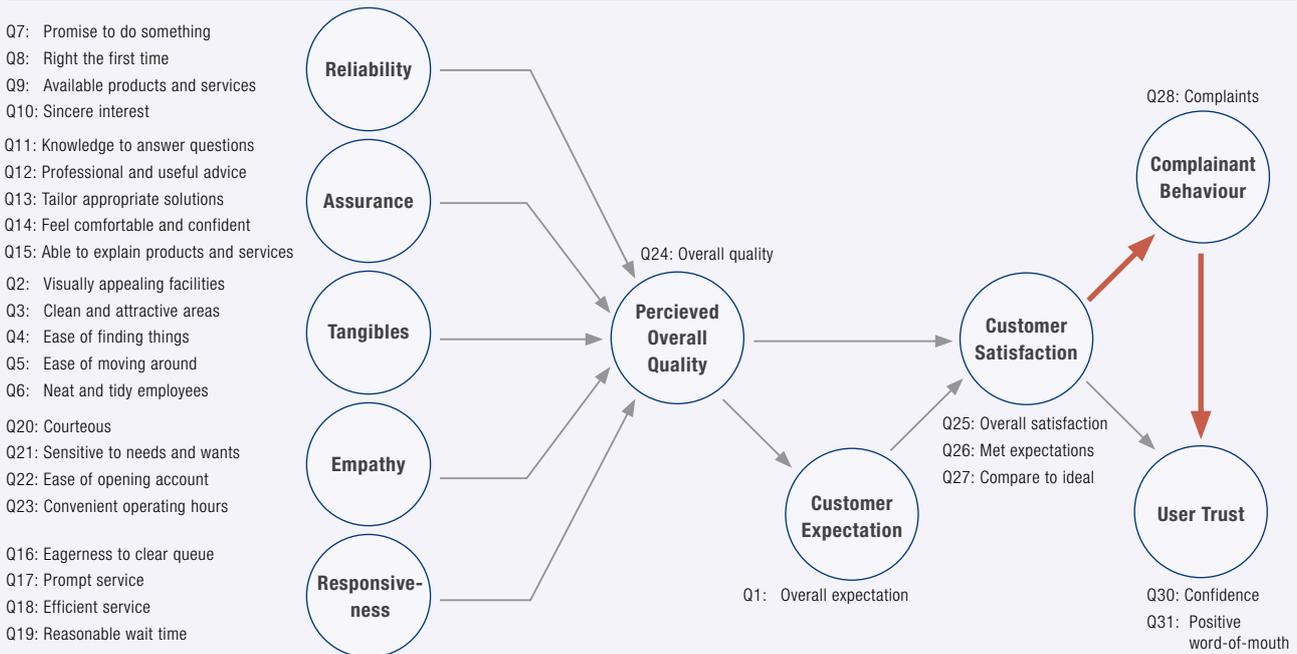


Figure 6.2 CSISG-SERVQUAL Structural Model

A systematic comparison of performance across Branches and Privilege /Wealth Banking Centres over a period of time will enable UOB Group Channels to identify trends and further improvement opportunities.

FAIR DEALING SURVEY

UOB Group Channels ensures that all employees abide by the Fair Dealing Guidelines shown in Figure 6.3.

FAIR DEALING GUIDELINES
1. Customers have confidence that they deal with financial institutions where fair dealing is central to the corporate culture.
2. Financial institutions offer products and services that are suitable for their target customer segments.
3. Financial institutions have competent representatives who provide customers with quality advice and appropriate recommendations.
4. Customers receive clear, relevant and timely information to make informed financial decisions.
5. Financial institutions handle customer complaints in an independent, effective and prompt manner.

Figure 6.3 Fair Dealing Guidelines

Since 2012, SMU-ISES has conducted an annual Fair Dealing (Figure 6.4) survey via the phone on behalf of UOB. This survey seeks to obtain customers' views with regards to their experiences with the Bank's products, services and interactions with the Bank's employees. The feedback obtained from this survey is then used to further improve the Bank's products and services.

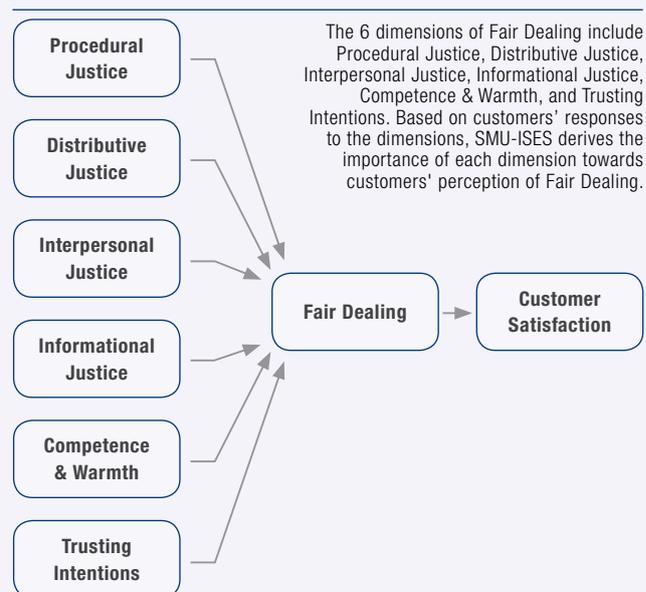


Figure 6.4 Fair Dealing Dimensions

The 6 drivers of Fair Dealing comprise of Procedural Justice, Distributive Justice, Interpersonal Justice, Informational Justice, Competence and Warmth, as well as Trusting Intentions. As with the Customer Satisfaction Survey, the annual results of these Fair Dealing Surveys are analysed in detail before further action plans are formulated and executed.

RESULTS

IN FULL BLOOM

1990 UOB Painting Of the Year

– SINGAPORE CITY –

Lim Poh Teck (1963 | Singapore)
Acrylic and Collage on Canvas, 181.0 x 181.0 cm



RESULTS

CUSTOMER RESULTS

UOB's commitment to giving customers a reason to smile, again and again, is reflected in its Mission and entrenched deeply not only in UOB Group Channels' business plans, but also in its everyday culture.

"YOU OFTEN HEAR THE PHRASE 'SERVICE WITH A SMILE'. TO ME, IT IS ABOUT GIVING OUR CUSTOMERS REASON TO SMILE, AGAIN AND AGAIN. IT IS ABOUT PROVIDING WHAT IS BEST FOR THEM USING OUR DEEP BUSINESS KNOWLEDGE AND CUSTOMER INSIGHTS. AND EVERY ONE OF US IS RESPONSIBLE FOR THIS IN WHAT WE DO EVERY DAY, NOT JUST THOSE WHO INTERACT WITH OUR CUSTOMERS AND NOT JUST TO MEET SHORT-TERM GOALS. WE WANT TO BE THEIR TRUSTED FINANCIAL PARTNER FOR THE LONG TERM."

– UOB Group CEO, Mr. Wee Ee Cheong

ASSOCIATION OF BANKS IN SINGAPORE (ABS) EXCELLENT SERVICE AWARD (EXSA)

The annual Excellent Service Award (EXSA) is given out by the Association of Banks in Singapore (ABS) to recognise banking professionals who have gone above and beyond the call of duty in the course of customer service. For 5 consecutive years, UOB has consistently produced the most number of EXSA winners in the industry, reflecting the Bank's belief in delivering outstanding customer service and building lasting relationships with customers.

In addition, UOB Group Channels produces close to 80% of all UOB EXSA Winners.

Furthermore, the ABS Service Excellence Champion Award that is given out at the annual ABS EXSA Presentation Ceremony to individuals from the banking industry who deliver outstanding service, has also been won by UOB representatives for the last four consecutive years, with the last three winners hailing from UOB Group Channels.

UOB's excellent standing in the realm of customer satisfaction comes from its strong emphasis on employee training. In 2013, UOB Group Channels received 'The Service Excellence Workforce Skills (WSQ) Recognition Award' from the Singapore Workforce Development Agency (WDA) – the only bank out of the 20 organisations awarded.

UOB ABS SERVICE EXCELLENCE WINNERS



UOB Service Stars



Winners of the Service Excellence WSQ Recognition Awards 2013

CUSTOMER SATISFACTION INDEX OF SINGAPORE (CSISG)

The CSISG is a landmark measure of customer satisfaction jointly developed by The Institute of Service Excellence at Singapore Management University (SMU-ISES) and the Singapore Workforce Development Agency (WDA). This national barometer of customer satisfaction in Singapore allows UOB to benchmark against its competitors as well as the market leaders in the field of customer service.

Since 2010, UOB's CSISG score has increased year-on-year from 67.1 to 71.4 in 2013 (Figure 7.1). The significant increase can be attributed to the investment made in service training and efforts to understand what the customers really want. UOB's CSISG score of 71.4 in 2013 ranks the Bank 2nd in Singapore, surpassing that of several local and foreign banks, and exceeding the CSISG Banking Benchmark of 69.4.



Figure 7.1 CSISG Customer Satisfaction Index

The high level of customer satisfaction for UOB Internet and Self-Service Banking are also validated by the CSISG results shown in Figure 7.2 and Figure 7.3 respectively. UOB is ranked the top local bank in 2012 in terms of customer satisfaction with respect to Internet Banking, and the top bank in Singapore for Self-Service channels.

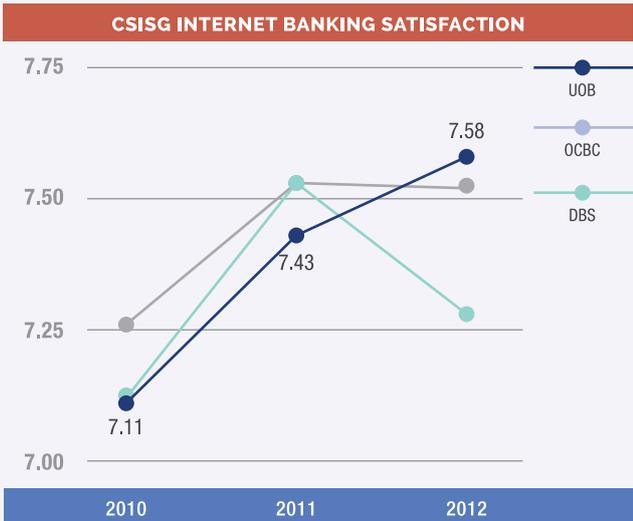


Figure 7.2 CSISG Internet Banking Satisfaction



Figure 7.3 CSISG Self-Service Machines Satisfaction

VALIDATION OF EFFORTS

UOB's efforts towards improving Internet and Mobile Banking over the years have not gone unnoticed. In 2013 alone, the Bank picked up a total of 16 awards for its Internet and Mobile Banking Services (Figure 7.4).

INTERNET AND MOBILE BANKING AWARDS IN 2014	
MOB-EX Awards 2014	Best User Experience (<i>Gold</i>) Best Integration of Mobile (<i>Gold</i>) Best Direct Response Campaign (<i>Silver</i>) Best Use of Multiple Mobile Channels (<i>Bronze</i>) Best Brand Awareness Campaign (<i>Bronze</i>)
Retail Banker International	Excellence in Mobile Banking Payment
INTERNET AND MOBILE BANKING AWARDS IN 2013	
Asian Banking and Finance Retail Banking Awards 2013	Online Banking Initiative of the Year - Singapore
MOB-EX Awards 2013	Best of Show Best Direct Response (<i>Gold</i>) Best Mobile Advertising Solutions (<i>Gold</i>) Best Use of Multiple Channels (<i>Gold</i>) Best User Experience (<i>Gold</i>) Most Innovative Use of Mobile (<i>Silver</i>)
The Art & Science of Connecting with Consumer Marketing 2013	Best Use of Rewards and Incentives Excellence in Data-Driven Marketing
International Best Practice Competition	Mobile Cash – 1 st Runner Up

Figure 7.4 Awards for UOB Internet and Mobile Banking 2013 and 2014



UOB Internet and Mobile Banking Awards

– AWARDS ACCOLADES –

2014



MOB-EX AWARDS

Best User Experience (*Gold*)
Best Integration of Mobile (*Gold*)
Best Direct Response Campaign (*Silver*)
Best Use of Multiple Mobile Channels (*Bronze*)
Best Brand Awareness Campaign (*Bronze*)



RETAIL BANKER INTERNATIONAL

Excellence in Mobile Banking Payment



WORKFORCE DEVELOPMENT AGENCY

Service Excellence Workforce Skills Recognition Award



ASSOCIATION OF BANKS SINGAPORE EXCELLENT SERVICE AWARD 2013

Most Number of EXSA Winners in Banking
ABS Service Excellence Champion Award - First Runner Up

2013



THE BANKER

Bank of the Year



INFOBANK AWARDS

Excellence Performance for 10 Consecutive Years
Platinum Award



GLOBAL TRADE REVIEW ASIA LEADERS IN TRADE

Best Trade Finance Bank in Singapore



INTERNATIONAL BEST PRACTICE COMPETITION

Best Practice International Award
Runner Up



MOB-EX AWARDS

Best of Show
Best Direct Response (*Gold*)
Best Mobile Advertising Solutions (*Gold*)
Best Use of Multiple Mobile Channels (*Gold*)
Best User Experience (*Gold*)
Most Innovative Use of Mobile (*Silver*)



ASIAN BANKING AND FINANCE RETAIL BANKING AWARDS

Online Banking Initiative of the Year - Singapore



THE ART & SCIENCE OF CONNECTING WITH CONSUMERS MARKETING

Best Use of Rewards and Incentives
Excellence in Data-Driven Marketing



ASIAMONEY AWARDS

Best Corporate Governance Company in Singapore



NATIONAL ARTS COUNCIL

Distinguished Patron of the Arts Award



COMMUNITY CHEST AWARD

Special Event Platinum Award



BUILDING AND CONSTRUCTION AUTHORITY GREEN MARK AWARDS

GoldPlus Award for Existing Non-Residential Building
UOB Plaza

2012



THE ASIAN BANKER: EXCELLENCE IN RETAIL FINANCIAL SERVICES INTERNATIONAL AWARDS

Best Retail Bank in Singapore



ALPHA SOUTHEAST ASIA -2012 AWARDS

Most Consistent Dividend Policy



INFOBANK AWARDS

Platinum Award for "Very Good" Financial Performance, 2002-2011



VRL FINANCIAL NEWS PRIVATE BANKER INTERNATIONAL GLOBAL WEALTH AWARDS

Highly Commended Award-Outstanding Wealth Management Service for the Affluent



ASIAN BANKING AND FINANCE RETAIL BANKING AWARDS: CREDIT CARD INITIATIVE OF THE YEAR

UOB Privilege Reserve Card for High Net Worth Customers

– AWARDS ACCOLADES –

2012



CHINA-ASEAN BUSINESS COUNCIL
Top 10 Successful ASEAN Enterprise
Entering China Award



**ASSOCIATION OF BANKS SINGAPORE
EXCELLENT SERVICE AWARD 2012**
Most Number of EXSA Winners in Banking
ABS Service Excellence Champion Award
- *Champion*



NATIONAL ARTS COUNCIL
Distinguished Patron of the Arts Award



COMMUNITY CHEST AWARD
Special Event Platinum Award

2010



THE ASSET
Best Domestic Bank



IR MAGAZINE
Best Corporate Governance



SPRING SINGAPORE
SINGAPORE QUALITY CLASS



**AMERICAN SOCIETY FOR TRAINING
& DEVELOPMENT**
BEST Award



**ASSOCIATION OF BANKS SINGAPORE
EXCELLENT SERVICE AWARD 2010**
Most Number of EXSA Winners in Banking
ABS Service Excellence Champion Award
- *Champion*



NATIONAL ARTS COUNCIL
Distinguished Patron of the Arts Award



COMMUNITY CHEST AWARD
Special Event Gold Award

2011



**THE ASIAN BANKER: EXCELLENCE IN RETAIL
FINANCIAL SERVICES INTERNATIONAL AWARDS**
Best Retail Bank in Singapore
Best SME Bank in Singapore



ALPHA SOUTHEAST ASIA -2011 AWARDS
Best Bank in Singapore



**GLOBAL FINANCE:
BEST DEVELOPED MARKET BANKS**
Best Bank in Singapore



SPRING SINGAPORE
SINGAPORE QUALITY CLASS STAR



**AMERICAN SOCIETY FOR TRAINING
& DEVELOPMENT**
BEST Award



**ASSOCIATION OF BANKS SINGAPORE
EXCELLENT SERVICE AWARD 2011**
Most Number of EXSA Winners in Banking
ABS Service Excellence Champion Award
- *Champion*



NATIONAL ARTS COUNCIL
Distinguished Patron of the Arts Award



COMMUNITY CHEST AWARD
Special Event Platinum Award

Awards listed are for UOB Group Channels. The complete listing of awards for UOB Group is available at http://www.uobgroup.com/about/awards/our_accolades.html

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— www.uob.com.sg —