



**75 YEARS OF BANKING  
FOR THE COUNTRY.**

DEVELOPMENT BANK OF THE PHILIPPINES

Head Office: Sen. Gil J. Puyat Avenue corner  
Makati Avenue, Makati City, Philippines

# DEVELOPMENT BANK OF THE PHILIPPINES

## ANNUAL CORPORATE GOVERNANCE REPORT

### 2021

*Updated as of 29 September 2022*

## Table of Contents

<b>A. BOARD MATTERS</b> .....	<b>3</b>
1) Board of Directors (BOD) .....	3
(a) Composition of the Board .....	4
(b) How often does the Board review and approve the vision, mission and strategy? .....	4
(c) Does the Board of Directors monitor/oversee the implementation of the corporate strategy? .....	5
(d) Did the bank achieve 90% on its 2021 Performance Scorecard?.....	5
(e) Directorship in Other Companies.....	5
2)Chairman and CEO.....	6
3) Changes in the Board of Directors (Executive, Non-Executive and Independent Directors) .....	6
4) Orientation and Education Program .....	6
5) Other biographical details of the members of the board .....	10
<b>B. CODE OF BUSINESS CONDUCT &amp; ETHICS</b> .....	<b>13</b>
1) Discuss briefly the company’s policies on the following business conduct or ethics affecting directors, officers, and employees .....	13
2) Does the bank disclose that all directors, officers and employees are required to comply with the code?.....	16
3) Has the code of ethics or conduct been disseminated to all directors, senior management and employees?.....	16
4) Discuss how the company implements and monitors compliance with the code of ethics or conduct. ....	16
<b>C. BOARD MEETINGS &amp; ATTENDANCE</b> .....	<b>16</b>
1) Are Board of Directors’ meetings scheduled before or at the beginning of the year?.....	17
2) Schedule of Board Meetings.....	17
3) Did the Board of Directors meet at least 75% of their scheduled meetings? .....	17
4) Attendance of Directors (Board and Board-Level Committee Meetings).....	17
5) Do non-executive directors have a separate meeting during the year without the presence of any executive? If yes, how many times?.....	18
6) Access to Information.....	18
<b>D. BOARD COMMITTEES</b> .....	<b>18</b>
1) Number of Members, Functions and Responsibilities .....	18
2) Committee Membership and Meetings Held .....	19
3) Reports of the Audit and Compliance, Governance, and Risk Oversight Committees .....	20
<b>E. RISK MANAGEMENT SYSTEM</b> .....	<b>22</b>
(a) Risk management systems in place .....	22

(b) Has the Board of Directors conducted a review of the bank’s material controls and risk management systems? .....	22
(c) Does the Board of Directors provide comment/s on the adequacy of the bank’s internal controls and risk management systems? .....	23
<b>F. INTERNAL AUDIT AND CONTROL .....</b>	<b>23</b>
1) Internal Audit.....	23
(a) Role, Scope and Internal Audit Function .....	23
(b) Do the appointment and/or removal of the Internal Auditor require the approval of the audit committee?.....	24
<b>G. ROLE OF STAKEHOLDERS .....</b>	<b>24</b>
1) Disclose the company’s policy and activities relative to the following: .....	24
(a) Customer’s Welfare.....	24
(b) Environmentally-Friendly Value Chain .....	26
(c) Community Interaction.....	31
2) Does the company have a separate corporate social responsibility (CSR) report/section or sustainability report/section? .....	31
3) Performance-enhancing mechanisms for employee participation. ....	31
4) What is the company’s statement on zero tolerance for fraud, corruption and malpractice? .....	35
5) What are the company’s procedures for handling complaints by employees concerning illegal (including corruption) and unethical behavior?.....	36
6) Explain how employees are protected from retaliation.....	36
7) Does the company provide contact details via its website or Annual Report which stakeholders (e.g. employees, clients, the general public, etc.) can use to voice their concerns and/or complaints about any possible violations of their rights? .....	36
<b>H. DISCLOSURE AND TRANSPARENCY .....</b>	<b>36</b>
<b>I. BOARD, DIRECTOR, COMMITTEE, AND CEO APPRAISAL .....</b>	<b>37</b>
<b>J. IS THERE NON-COMPLIANCE WITH GOOD GOVERNANCE CONDITIONS? .....</b>	<b>39</b>
Summary of Employees’ Training and Development Programs for CY 2021 .....	40

**A. BOARD MATTERS**

1) Board of Directors (BOD)

Number of Directors per Articles of Incorporation	Nine (9)
---	----------

Actual number of Directors for the year ended	Eight <sup>1</sup> (8)
---	------------------------

**(a) Composition of the Board**

Complete the table with information on the Board of Directors:

Director's Name	Type [Executive (ED), Non-Executive (NED) or Independent Director (ID)]	Date of assumption	No. of years served as director (as of December 31, 2021)
Chairman Alberto G. Romulo	Independent/Non-executive Director	15 February 2017	4 years and 10 months
President and CEO Emmanuel G. Herbosa	Executive Director	1 March 2019	2 years and 9 months
Director Miguel C. Abaya <sup>2</sup>	Independent/Non-executive Director	23 November 2016	4 years and 4 months
Director Maria Lourdes A. Arcenas	Independent/Non-executive Director	4 January 2017	4 years and 11 months
Director Luis C. Bonguyan	Independent/Non-executive Director	11 November 2016	5 years and 1 month
Director Emmanuel P. Galicia, Jr.	Regular/Non-executive Director	11 November 2016	5 years and 1 month
Director Rogelio V. Garcia	Regular/Non-executive Director	15 February 2017	4 years and 10 months
Director Dante V. Liban	Regular/Non-Executive Director	31 August 2021	4 months
Director Rafael L. Reyes	Regular/Non-executive Director	26 November 2020	1 year and 1 month
Director Jeannie N. Sandoval <sup>3</sup>	Regular/Non-executive Director	26 November 2020	10 months

**(b) How often does the Board review and approve the vision, mission and strategy? Once a year**

On 25 August 2022, the Board of Directors held a 2022 Board Retreat to: (1) revisit the Development Bank of the Philippines' (DBP) Strategy Map, Mission and Vision Statement and Broad-based strategies; (2) confirm the 2022 DBP Performance Scorecard endorsed by Management; (3) identify strategic priorities for 2022 and beyond; and (4) offer insights to the direction of the Bank as it celebrates its 75<sup>th</sup> founding year.

<sup>1</sup> A maximum of nine (9) Directors served at a time. However, at the end of 2021, only eight (8) positions have been filled.

<sup>2</sup> Director Abaya served as a Director until 25 March 2021.

<sup>3</sup> Director Sandoval resigned from office on 06 October 2021 upon filing her Certificate of Candidacy for a local elective position.

The Board of Directors concurred with the 2022 Strategic Theme “Transformative Banking” endorsed by the Management as it reflects its efforts to proactive approach in assisting industries transform or adapt to the new normal. This is testament to DBP’s commitment to aid the Philippine Government’s economic recovery efforts in the midst of the pandemic. They likewise reviewed DBP’s progress towards sustainable growth through its identified broad-based strategies.

The 2022 DBP Strategy Map reflects the mission-vision statement, the ten (10) strategic objectives under the five (5) perspectives (Development Impact, Constituency, Finance, Internal Process and Organization). Meanwhile, the 2022 Performance Scorecard reflects improved strategic measures to optimize DBP’s performance.

**(c) Does the Board of Directors monitor/oversee the implementation of the corporate strategy?**

Pursuant to the DBP Manual of Corporate Governance, the Board of Directors continuously monitors and oversees the implementation of the Bank’s corporate strategy as part of their duties and responsibilities.

The Strategic Planning Group submitted Quarterly Performance Scorecard and Monitoring Reports for CY 2021 to the Board of Directors, specifically on the following dates: 29 April 2021 (1<sup>st</sup> Quarter), 28 July 2021 (2<sup>nd</sup> Quarter), 03 November 2021 (3<sup>rd</sup> Quarter), and 02 February 2022 (4<sup>th</sup> Quarter).

**(d) Did the bank achieve 90% on its 2021 Performance Scorecard?**

In 2021, DBP achieved a 97.55% weighted score in its 4th Quarter Performance Scorecard and Monitoring Report, subject to the results of GCG’s validation. The 2021 Performance Scorecard and 2021 Recalibrated Performance Scorecard can be accessed from the Corporate Governance Page of the [DBP Website](#).

**(e) Directorship in Other Companies**

(i) Directorship in the Company’s Group<sup>4</sup>

Identify, as and if applicable, the members of the company’s Board of Directors who hold the office of director in other companies within its Group:

Director’s Name	Corporate Name of the Group Company
Chairman Alberto G. Romulo	<ul style="list-style-type: none"> <li>• DBP Data Center, Inc.</li> <li>• DBP Insurance Brokerage, Inc.</li> <li>• DBP Leasing Corporation</li> </ul>
President and CEO Emmanuel G. Herbosa	<ul style="list-style-type: none"> <li>• BancNet</li> <li>• DBP Daiwa Capital Markets, Phils. Inc.</li> <li>• LGU Guarantee Corporation</li> </ul>
Director Miguel C. Abaya	<ul style="list-style-type: none"> <li>• Al Amanah Islamic Investment Bank of the Philippines</li> <li>• DBP Service Corporation</li> </ul>
Director Maria Lourdes A. Arcenas	<ul style="list-style-type: none"> <li>• Al Amanah Islamic Investment Bank of the Philippines</li> <li>• DBP Service Corporation</li> </ul>
Director Luis C. Bonguyan	<ul style="list-style-type: none"> <li>• DBP Data Center, Inc.</li> <li>• DBP Insurance Brokerage, Inc.</li> </ul>
Director Emmanuel P. Galicia, Jr.	DBP Data Center, Inc.
Director Rogelio V. Garcia	<ul style="list-style-type: none"> <li>• Al Amanah Islamic Investment Bank of the Philippines</li> <li>• DBP Insurance Brokerage, Inc.</li> </ul>
Director Dante V. Liban	DBP Service Corporation (from 20

<sup>4</sup> The Group is composed of the parent, subsidiaries, associates and joint ventures of the company.

	October 2021)
Director Rafael L. Reyes	DBP Insurance Brokerage, Inc.
Director Jeannie N. Sandoval	DBP Service Corporation (from 01 January 2021 to 05 October 2021)

(i) Directorship in Other Listed Companies

Director's Name	Position	Corporate Name of the Group Company
Chairman Alberto G. Romulo	Vice Chairman and Independent Director	Manila Bulletin Publishing Corporation

2) Chairman and CEO

(a) Do different persons assume the role of Chairman of the Board of Directors and CEO?

Yes  No

Chairman of the Board	Alberto G. Romulo
CEO/President	Emmanuel G. Herbosa

3) Changes in the Board of Directors (Executive, Non-Executive and Independent Directors)

(a) Resignation/Death/Removal

Indicate any changes in the composition of the Board of Directors that happened during the period:

Name	Position	Date of Cessation from Office	Reason
Miguel C. Abaya <sup>†</sup>	Director	25 March 2021	Death
Dante V. Liban	Director	N/A	Appointed as Member of the Board of Directors of DBP on 10 August 2021
Jeannie N. Sandoval	Director	06 October 2021	Resigned from DBP on 06 October 2021 <sup>5</sup>

4) Orientation and Education Program

<sup>5</sup> Pursuant to Section 66 of the Omnibus Election Code of the Philippines, any person holding a public appointive office or position shall be considered *ipso facto* resigned from office upon the filing of the said appointive official's certificate of candidacy.

**(a) Disclose details of the company’s orientation program for new directors, if any.**

Pursuant to the policies of the Bangko Sentral ng Pilipinas (BSP) and the Governance Commission for GOCCs (GCG), as adopted by the Bank’s Board of Directors under the Continuing Education Program of the Board of Directors, all incumbent directors must undergo an annual training or seminar on Corporate Governance or other related topics, including an orientation program for newly appointed directors. All newly appointed directors were likewise furnished with an onboarding kit and were informed of their respective duties and responsibilities under the BSP Manual of Regulations for Banks (MORB) and the DBP Manual on Corporate Governance through an orientation conducted by the Office of the Corporate Secretary. Moreover, the new directors are immediately enrolled in a Corporate Governance Orientation Program given by an accredited training provider by the BSP or GCG.

**(b) Continuing education programs for directors: programs and seminars and roundtables attended during the year.**

DBP Board of Directors attended both in-house and outsourced capacity-building trainings and seminars as part of its Continuing Professional Education Program for the Members of the Board of Directors. In CY 2021, they attended the following:

Name Of Director	Program	Conducted By
<b>ROMULO, ALBERTO G.</b>	Information Security Awareness Session for Board of Directors	<i>Engr. Rogelio Tiglao, Cybersecurity Bureau, Department of Information and Communications Technology</i>
	Executive Session on Business Restructuring and Rehabilitation and Practical Applications of the Financial Institutions Strategic Transfer (FIST) Law	<i>Ateneo Center for Continuing Education (CCE)</i>
	Anti-Money Laundering Updates for Board of Directors and Senior Management	<i>Anti-Money Laundering Council (AMLC)</i>
	Financial Institutions Strategic Transfer Law Briefing	<i>BSP Deputy Director Noel Neil Malimban Office of the General Counsel and Legal Services</i>
<b>HERBOSA, EMMANUEL G.</b>	Information Security Awareness Session for Board of Directors	<i>Engr. Rogelio Tiglao, Cybersecurity Bureau, Department of Information and Communications Technology</i>
	Executive Session on Business Restructuring and Rehabilitation and Practical Applications of the FIST Law	<i>Ateneo-CCE</i>
	Anti-Money Laundering Updates for Board of Directors and Senior Management	<i>AMLC</i>

	MAP General Membership Meeting: "Governance Warriors: How Independent Directors Create Value?"	<i>Management Association of the Philippines</i>
<b>ARCENAS, MARIA LOURDES A.</b>	Information Security Awareness Session for Board of Directors (On-Demand Video)	<i>Engr. Rogelio Tiglao, Cybersecurity Bureau, Department of Information and Communications Technology</i>
	Anti-Money Laundering Updates for Board of Directors and Senior Management	<i>AMLC</i>
	Financial Institutions Strategic Transfer (FIST) Law Briefing	<i>BSP Deputy Director Noel Neil Malimban Office of the General Counsel and Legal Services</i>
	MAP General Membership Meeting: "Governance Warriors: How Independent Directors Create Value?"	<i>Management Association of the Philippines</i>
<b>BONGUYAN, LUIS C.</b>	Information Security Awareness Session for Board of Directors	<i>Engr. Rogelio Tiglao, Cybersecurity Bureau, Department of Information and Communications Technology</i>
	Executive Session on Business Restructuring and Rehabilitation and Practical Applications of the FIST Law	<i>Ateneo-CCE</i>
	Anti-Money Laundering Updates for Board of Directors and Senior Management	<i>AMLC</i>
	Financial Institutions Strategic Transfer (FIST) Law Briefing	<i>BSP Deputy Director Noel Neil Malimban Office of the General Counsel and Legal Services</i>
	MAP General Membership Meeting: "Governance Warriors: How Independent Directors Create Value?"	<i>Management Association of the Philippines</i>
<b>GARCIA, ROGELIO V.</b>	Information Security Awareness Session for Board of Directors	<i>Engr. Rogelio Tiglao, Cybersecurity Bureau, Department of Information and Communications Technology</i>
	Anti-Money Laundering Updates for Board of Directors and Senior Management	<i>AMLC</i>



	Financial Institutions Strategic Transfer (FIST) Law Briefing	<i>BSP Deputy Director Noel Neil Malimban Office of the General Counsel and Legal Services</i>
	MAP General Membership Meeting: "Governance Warriors: How Independent Directors Create Value?"	<i>Management Association of the Philippines</i>
<b>GALICIA, EMMANUEL P. JR.</b>	Information Security Awareness Session for Board of Directors (Recording)	<i>Engr. Rogelio Tiglao, Cybersecurity Bureau, Department of Information and Communications Technology</i>
	Executive Session on Business Restructuring and Rehabilitation and Practical Applications of the FIST Law	<i>Ateneo-CCE</i>
	Anti-Money Laundering Updates for Board of Directors and Senior Management	<i>AMLC</i>
	Financial Institutions Strategic Transfer (FIST) Law Briefing	<i>BSP Deputy Director Noel Neil Malimban Office of the General Counsel and Legal Services</i>
	MAP General Membership Meeting: "Governance Warriors: How Independent Directors Create Value?"	<i>Management Association of the Philippines</i>
	Online Mandatory Continuing Legal Education - VII Compliance (with 36 MCLE Units)	<i>Chan Robles Law Net, Inc.</i>
<b>LIBAN, DANTE V.</b>	Information Security Awareness Session for Board of Directors	<i>Engr. Rogelio Tiglao, Cybersecurity Bureau, Department of Information and Communications Technology</i>
	Executive Session on Business Restructuring and Rehabilitation and Practical Applications of the FIST Law	<i>Ateneo-CCE</i>
	Anti-Money Laundering, Counter-Terrorist Financing and Counter-Proliferation Financing (BSP Cir. No. 1022) for Directors and Senior Management	<i>Bankers Institute of the Philippines, Inc.</i>
	Corporate Governance Orientation Program for Government-Owned and Controlled Corporations	<i>Institute Of Corporate Directors</i>
	AML Updates for the Board of Directors and Senior Management	<i>Anti-Money Laundering Council</i>

<b>REYES, RAFAEL L.</b>	Information Security Awareness Session for Board of Directors	<i>Engr. Rogelio Tiglao, Cybersecurity Bureau, Department of Information and Communications Technology</i>
	Executive Session on Business Restructuring and Rehabilitation and Practical Applications of the FIST Law	<i>Ateneo-CCE</i>
	Anti-Money Laundering Updates for Board of Directors and Senior Management	<i>AMLC</i>
	Corporate Governance Orientation Program for Government-Owned and Controlled Corporations	<i>Institute of Corporate Directors</i>
<b>SANDOVAL, JEANNIE N.</b>	Anti-Money Laundering Updates for Board of Directors and Senior Management	<i>Anti-Money Laundering Council</i>
	Map General Membership Meeting: "Governance Warriors: How Independent Directors Create Value?"	<i>Management Association of the Philippines</i>
	Corporate Governance Orientation Program for Government-Owned and Controlled Corporations	<i>Institute of Corporate Directors</i>

The [2021 Annual and Sustainable Development Report](#) also contains details of the Board of Directors Continuing Education Program for CY 2021.

#### 5) Other biographical details of the members of the board

Name of Director	Age	Experience/ Affiliations
<b>Chairman Alberto G. Romulo</b>	88	<ul style="list-style-type: none"> <li>• Manila Bulletin Publishing Corporation (Vice Chairman and Independent Director)</li> <li>• Maritime Industry Authority (Ex-Officio Member)</li> <li>• National Resources Development Corporation (Ex-Officio Member, represented by Director Dante V. Liban)</li> <li>• National Food Authority (Ex-Officio Member)</li> <li>• Philippine Mining Development Corporation (Ex-Officio Member, represented by Director Maria Lourdes A. Arcenas)</li> <li>• National Development Company (Ex-Officio Member, represented by Director Dante V. Liban)</li> <li>• Philippine International Trading Corporation (Ex-Officio Member, represented by SVP Paul D. Lazaro)</li> <li>• Department of Budget and Management (Former Secretary)</li> </ul>

Name of Director	Age	Experience/ Affiliations
		<ul style="list-style-type: none"> <li>• Department of Finance (Former Secretary)</li> <li>• Land Bank of the Philippines (Former Chairman)</li> <li>• Philippine Deposit Insurance Corporation, (Former Chairman)</li> <li>• Asian Development Bank (Former Governor)</li> <li>• International Monetary Fund (Former Alternate Governor)</li> <li>• Monetary Board (Former Member)</li> <li>• Senate of the Philippines (Former Chairman and Senate Majority Leader)</li> <li>• Office of the President (Former Executive Secretary)</li> <li>• Department of Foreign Affairs (Former Secretary)</li> </ul>
<b>President and CEO Emmanuel G. Herbosa</b>	68	<ul style="list-style-type: none"> <li>• Trinity Insurance Brokers (Independent Director)</li> <li>• La Funeraria Paz, Inc. (Independent Director)</li> <li>• Assist America Phils., Inc. (Independent Director)</li> <li>• Emrose Ventures Corp. (President at business inception)</li> <li>• Bambina Food Ent. (President at business inception)</li> <li>• Bank of the Philippine Islands (Former Senior Vice President)</li> <li>• Bank of Commerce (Former Executive Vice President)</li> <li>• Ayala Insurance (Former Chief Operating Officer)</li> <li>• Philippine Guarantee Corporation (Former President and CEO)</li> <li>• De La Salle School Boards (Former Director)</li> <li>• De La Salle Brothers Fund, Inc. (Former Director)</li> <li>• P &amp; Gers Fund, Inc. (Former Director)</li> </ul>
<b>Director Miguel C. Abaya †</b>	85	<ul style="list-style-type: none"> <li>• Pi Gamma Mu International Honor Society in Social Sciences - University of the Philippines Diliman Alpha Chapter (Member)</li> <li>• Philippine Constabulary – Integrated National Police (Former Regional Commander)</li> </ul>
<b>Director Maria Lourdes A. Arcenas</b>	71	<ul style="list-style-type: none"> <li>• DM Consunji Inc. (Senior Advisor – Corporate Social Responsibility)</li> <li>• Mothers for Peace Social Enterprises Inc. (Funding Trustee)</li> <li>• Women Institute for Social Entrepreneurship Inc. (Chairperson Emerita)</li> <li>• Local and international corporations in the mining, power, forestry and infrastructure sectors (Senior Adviser)</li> <li>• Philippine Mining Corporation (Senior Advisor – Social Development)</li> <li>• Arava Development Corporation (Treasurer)</li> <li>• Jose P Lural Memorial Foundation (Trustee, Pro-Bono)</li> </ul>
<b>Director Luis C. Bonguyan</b>	73	<ul style="list-style-type: none"> <li>• LC Bonguyan &amp; Co. CPAs (Partner)</li> <li>• City Government of Davao (Former City Councilor and Mayor)</li> </ul>

Name of Director	Age	Experience/ Affiliations
		<ul style="list-style-type: none"> <li>• American Chamber of Commerce (Former Vice President)</li> <li>• Davao Jaycee Senate (Former President)</li> <li>• JCI Senate Philippines (Former National Director)</li> <li>• Ambassador Club of the Philippines (Former National President)</li> </ul>
<b>Director Emmanuel P. Galicia, Jr.</b>	51	<ul style="list-style-type: none"> <li>• LG Law (Senior Partner)</li> <li>• Independent Baptists Churches in the Philippines (President)</li> <li>• Various companies in Davao City (Retained Lawyer)</li> </ul>
<b>Director Rogelio V. Garcia</b>	73	<ul style="list-style-type: none"> <li>• Private Practice (Practicing Lawyer)</li> <li>• Junior Chamber International Senate ASEAN (Member)</li> <li>• PDP LABAN (Region XII President)</li> <li>• PDP Laban (National President)</li> <li>• Batasang Pambansa (Former Member)</li> <li>• Department of Labor and Employment (Former Deputy Minister/Undersecretary)</li> <li>• Manila International Airport Authority (Former Director)</li> <li>• Integrated Bar of the Philippines (held various positions)</li> <li>• JCI Senate Philippines (Former National President)</li> <li>• JCI Senate – TOFIL Foundation (Former President)</li> <li>• Sagay Central, Inc. (Former Chairman)</li> </ul>
<b>Director Dante V. Liban</b>	74	<ul style="list-style-type: none"> <li>• Rotary Club of Quezon City – Mother Club in Rotary Club in Rotary International District 3780 (President)</li> <li>• Philippine Councilors’ League (National Adviser)</li> <li>• Chamber of Commerce of the Philippines (Former Deputy Secretary General - Concurrent)</li> <li>• Employers’ Confederation of the Philippines (Former Executive Secretary - Concurrent)</li> <li>• Association of Southeast Asian Nations Chamber of Commerce &amp; Industry's Working Group on Industrial Complementation (Former Administrative Director - Concurrent)</li> <li>• University of the Philippines, Mindanao State University, Polytechnic University of the Philippines, Philippine Normal University (Former Board of Regents)</li> <li>• Trinity University of Asia (Former Trustee)</li> <li>• Technical Education and Skills Development Authority (Former Director General)</li> <li>• House of Representatives (Former Congressman)</li> <li>• Quezon City Government (Former City Councilor)</li> </ul>
<b>Director Rafael L. Reyes</b>	53	<ul style="list-style-type: none"> <li>• FIGS, Inc. (Founder and Chief Executive Officer)</li> <li>• Embark Holdings, Inc. (Board Member)</li> <li>• Royal Beijing Language and Cultural Center (Board Member)</li> </ul>

Name of Director	Age	Experience/ Affiliations
		<ul style="list-style-type: none"> <li>• Landlock Propiedad (Chief Executive Officer)</li> <li>• Altravesar, Inc. (Treasurer and Board Member)</li> <li>• Manila Polo Club (Treasurer)</li> <li>• Management Association of the Philippines (Member)</li> <li>• Financial Executives Institute of the Philippines (Member)</li> <li>• Miascor Holdings, Inc. (Former Chief Executive Officer)</li> <li>• Prospector Investments Ltd. (Former Executive Director, Mergers &amp; Acquisitions and Strategy)</li> <li>• JG Summit Capital Services, Inc. (Former Managing Director)</li> <li>• AIG Investment Corporation (Former Executive Director, SE Asia Private Equity Head)</li> <li>• Subic Bay Metropolitan Authority (Former Deputy Administrator)</li> <li>• eTelecare Global Solutions Inc. (Former Director)</li> <li>• SPI Technologies, Inc. (Former Director)</li> <li>• Rustan Supercenters, Inc. (Former Director)</li> <li>• Eng Teknologi Holdings Bhd (Former Director)</li> <li>• WTK Holdings Bhd. (Former Director)</li> <li>• Millennium Microtech Holdings Corp (Former Director)</li> </ul>
<p><b>Director Jeannie N. Sandoval</b></p>	<p>56</p>	<ul style="list-style-type: none"> <li>• Philippine Red Cross – Malabon City Chapter (Chairperson)</li> <li>• City Government of Malabon (Former Vice Mayor)</li> <li>• Soroptimist International of Malabon (Former President)</li> <li>• Genesis Industrial Gases Corporation (Former President)</li> <li>• Watercraft Venture Corporation (Former President)</li> </ul>

Please refer to the [2021 Annual and Sustainable Development Report](#) for the complete profile of the Board.

## B. CODE OF BUSINESS CONDUCT & ETHICS

The DBP Code of Ethics sets forth the values, ethical principles, and ethical standards that all members of the Board of Directors, officers, and employees are expected to uphold. In line with the norms of conduct embodied in the Code, all DBP officials and employees shall perform and discharge their duties with the highest degree of responsibility, integrity, competence, and loyalty, act with patriotism and justice, lead modest lives and uphold public interest over personal interest.

Corporate principles and values are likewise enshrined in the Code of Ethics where the duties and obligations of DBP towards its stakeholders, and the duties and responsibilities of the officers and employees towards the Bank are laid down for clear understanding and appreciation.

- 1) **Discuss briefly the company’s policies on the following business conduct or ethics affecting directors, officers, and employees.**

Business Conduct & Ethics	Directors	Officers and Employees
<p><b>(a) Conflict of Interest</b></p>	<p>In order to avoid conflicts of interest and violations to the interlocking directorships rule, members of the Board shall, at the beginning of their respective term, disclose to the Board and BSP any interest that they may have in any corporation, partnership, or association and shall thereafter disclose any changes thereto. In the event of a conflict with respect to any matter for discussion or resolution, wherein the Board member has a direct personal interest or any of his relatives within the second degree of consanguinity or affinity has such interest, the concerned director must inhibit from the deliberation on the matter. The minutes of the meeting shall note the Board member's inhibition from the deliberation.</p> <p>For the interlocking directorship issue, the concerned director must resign and/or divest himself from the questioned institution except when with prior approval from the Board of Directors and the Monetary Board or when appointed as representative of the Bank.</p>	<p>As defined in Republic Act 6713, An Act Establishing A Code of Conduct and Ethical Standards for Public Officials and Employees, a "conflict of interest arises when a public official or employee is a member of a board, an officer or a substantial stockholder of a private corporation or owner or has a substantial interest in a business, and the interest of such corporation or business, or his rights or duties therein, may be opposed to or affected by the faithful performance of official duty. Such situation occurs when an individual's private interest interferes in any way with the interests of the Bank. The Bank requires all officials and employees to conduct personal business or outside affiliation, financial and other relationships in a manner that will avoid, or resolve in a manner consistent with this Code, any conflict of interest with the Bank. This prohibition extends up to the public official's or employee's family members up to the 2nd degree of consanguinity or affinity.</p> <p>In all cases, conflicts of interest must be handled in an ethical manner; meaning they must be fully disclosed to the appropriate authority level in the bank and the officers and employees concerned must resign from his position in the said private business enterprise within thirty (30) days from his assumption of office and/or divest himself of this shareholding, or interest within (60) days from such assumption. Additionally, he shall inhibit himself from the transaction for whatever capacity.</p>
<p><b>(b) Conduct of Business and Fair Dealings</b></p>	<p>Ethical Leadership/Governance</p> <p>In order to demonstrate strong ethical leadership, the Board and each director shall strive to do what is in the best interest of the Bank for the long-term benefit of its shareholders and mindful of the interests of the Bank's employees, customers, suppliers, and other stakeholders.</p>	<p>1. Commitment to public interest – to always uphold the public interest over and above personal interest. All Bank resources and powers of their offices must be employed and used efficiently, effectively, honestly, and economically particularly to avoid wastage in public funds and revenues.</p>

	<p>Having an oversight function over the Bank's operations, public disclosure, and financial reporting, the Board shall ensure transparency in disclosures of all business matters of the Bank at all times. The Board shall promote policies that lead to a positive and ethical workplace for the Bank's officers and employees and support guidelines that prohibit retaliation against any employee who will raise issues pertaining to business conduct and ethics.</p>	<p>2. Professionalism – perform and discharge duties with the highest degree of excellence, professionalism, intelligence, and skill.</p> <p>3. Fairness and Sincerity – act with fairness and sincerity and shall not discriminate against anyone, especially the poor and the underprivileged. Respect at all times the rights of others and shall refrain from doing acts contrary to law, good morals, good customs, public policy, public order, public safety, and public interest.</p>
<p><b>(c) Receipt of gifts from third parties</b></p>		<p>Prohibited acts</p> <p>a. Acceptance/Solicitation of Gifts, Donations or Loans without the Bank's prior approval, to accept or solicit, either directly or indirectly, gifts from persons or entities other than a member of his immediate family, or in behalf of any member of his family or relative within the fourth degree of consanguinity or affinity, in the course of their official duties or in connection with any transaction which may be affected by the functions of their office. A "gift" includes any type of gratuity, favor, service, discount or price concession, loan, legacy (except from a relative), fee, compensation, cash, securities, real property, or anything of monetary value.</p> <p>As to gifts or grants from foreign governments or agencies, the following may be allowed:</p> <ul style="list-style-type: none"> <li>(i) a gift of nominal value tendered and received as a souvenir or mark of courtesy;</li> <li>(ii) a scholarship or fellowship grant or medical treatment;</li> </ul> <p>4. travel grants or expenses for travel taking place entirely outside the Philippines (such as allowances, transportation, food, and lodging) of more than the nominal value if such acceptance is appropriate or consistent with the interests of the Philippines,</p>

		and permitted by the Chairman or the President of the Bank.
<b>(d) Disciplinary action</b>	Investigation of violation of this Code by members of the Board shall be conducted by the Governance Committee (GovCom) and submit its report and recommendation to the Board, without prejudice to criminal and civil liabilities prescribed under existing laws.	Investigation and imposition of penalties for Violation of the Provisions of this Code by the officers and employees shall be in accordance with existing policies and after due notice and hearing in accordance with the Uniform Guidelines in Handling Administrative Cases.

The [DBP Code of Ethics](#) is downloadable from the DBP website.

**2) Does the bank disclose that all directors, officers and employees are required to comply with the code?**

The Bank’s directors, officers, and employees are made aware by the Code of Ethics of the prohibited acts and transactions whereby the commission thereof will subject the personnel concerned to appropriate administrative disciplinary actions.

**3) Has the code of ethics or conduct been disseminated to all directors, senior management and employees?**

DBP ensures the continued awareness, implementation, and observance of the provisions of the Code of Ethics through continuous information dissemination. It likewise includes the Code of Ethics in the topics for discussion during seminars, training, and orientation program for new employees. All employees are given a copy of the Code upon joining DBP to ensure strict compliance with the Code.

**4) Discuss how the company implements and monitors compliance with the code of ethics or conduct.**

Through its Good Governance Program, DBP continues to implement key policies, programs, and initiatives to sustain good corporate governance at all levels of the organization. These include the Enhanced Corporate Governance Framework for the years 2019-2022 which remains critical in ensuring principles of corporate governance, particularly fairness, integrity, discipline, accountability, and responsibility, are either implemented through existing or translated to strategies as well as concrete policies, programs, and initiatives.

DBP likewise regularly conducts the Good Governance Forum as well as mandatory Corporate Governance seminars and capacity-building activities for Bank personnel to promote good governance policies, initiatives, and best practices within DBP. The Bank also conducts monthly Governance Circles meetings. These activities, however, were suspended in the past year due to the pandemic.

Nevertheless, DBP continued the implementation of policies as well as other programs and initiatives, especially those monitoring compliance with the code of conduct. Among these are the following:

- a) Whistleblower Protection Policy (DBP Circular No. 16, S. 2013) which encourages responsible reporting of acts or omissions constituting illegal activity such as violation of the Code of Ethics. It also provides guidelines on reporting and investigation of an allegation of commission of illegal activity reported under the policy.
- b) DBP’s Governance Circles which serve as a key participatory governance tool which assists the Board of Directors and the Management in its efforts to spread and institutionalize the culture of good governance in the Bank. It allows employees, including those on the front lines or with alternative work arrangements, to freely voice their concerns, collaborate, and engage in dialogue regarding relevant issues (e.g., COVID-19, CPCS, and Bank policies and programs). These circles were formed to identify shared or diverging opinions which, in turn, will help form more appropriate and targeted programs, policies, and interventions. All meetings are documented and resulting feedback and recommendations are disseminated to the relevant Business Units or Board-Level Committee. At present, there are more than 200 DBP Governance Circles established across the DBP head office and regional units.

**C. BOARD MEETINGS & ATTENDANCE**



**1) Are Board of Directors' meetings scheduled before or at the beginning of the year?**

Yes, the Board and Board-level Committee meetings in CY 2021 was approved by the Board of Directors during its meeting on 16 December 2020. The first meeting was held on January 06, 2021.

**2) Schedule of Board Meetings**

Month	Date/s <sup>6</sup>
January	6, 20, 27 <sup>a</sup>
February	3, 17
March	3, 17, 29 <sup>a</sup>
April	7, 16 <sup>a</sup> , 21, 23 <sup>a</sup> , 28 <sup>a</sup> , 29 <sup>a</sup>
May	5, 17 <sup>a</sup> , 19
June	2, 16, 30 <sup>a</sup>
July	7, 12 <sup>a</sup> , 21, 22 <sup>a</sup> , 29 <sup>a</sup>
August	4, 18, 25 <sup>a</sup> , 31 <sup>a</sup>
September	1, 6 <sup>a</sup> , 15, 16 <sup>b</sup> , 23 <sup>a</sup>
October	6, 20, 27 <sup>b</sup> , 29 <sup>a</sup>
November	3, 17, 24 <sup>b</sup>
December	1, 10 <sup>a</sup> , 15

**3) Did the Board of Directors meet at least 75% of their scheduled meetings?**

Yes, the Board of Directors met 100% of their scheduled meetings to perform their duties and responsibilities under the DBP Charter and the DBP Manual of Corporate Governance.

**4) Attendance of Directors (Board and Board-Level Committee Meetings)**

Board	Name	Date of Appointment	No. of Regular Meetings Held in CY 2021 since Assumption	No. of Meetings Attended <sup>7</sup>
Chairman	Alberto G. Romulo	09 February 2017	131	131
Vice-Chairman	Emmanuel G. Herbosa	15 February 2019	128	126 <sup>8</sup>
Member	Miguel C. Abaya <sup>+</sup>	07 November 2016	25	25
Member	Maria Lourdes A. Arcenas	28 November 2016	141	141
Member	Luis C. Bonguyan	10 October 2016	134	134

<sup>6</sup> Superscripts refer to: a - Meeting via Ad Referendum; b - Special Meeting

<sup>7</sup> The Board of Directors conducted forty-four (44) Approval by Referendum or Special Meetings in 2021.

<sup>8</sup> President and CEO Herbosa was unable to attend the HR Committee and DAC Meetings on March 10, 2021 as he was on official business.

Member	Emmanuel P. Garcia, Jr.	10 October 2016	134	134
Member	Rogelio V. Garcia	31 January 2017	131	131
Member	Dante V. Liban	10 August 2021	42	42
Member	Rafael L. Reyes	27 October 2020	119	119
Member	Jeannie N. Sandoval	27 October 2020	89	89

**5) Do non-executive directors have a separate meeting during the year without the presence of any executive? If yes, how many times?**

The non-executive members of the Board of Directors held one meeting without the presence of the President and CEO, an executive member, in CY 2021.

On 29 September 2021, the non-executive directors met with the Heads of the Oversight Groups, specifically the Internal Audit Group (IAG), Compliance Management Group (CMG), and the Enterprise Risk Management Group (ERMG), to discuss various matters under their purview. During the meeting, IAG went through their annual audit report, results of their special and regular IA review, and other matters. Meanwhile, CMG tackled prevailing issues not normally reported to the Board of Directors; their plans, goals, and objectives for the succeeding year; and examples of issues faced by DBP. ERMG, on the other hand, presented their organizational structure and critical risk matters in the near term. The Non-Executive Directors commented and provided instructions regarding several significant issues identified during the meeting.

President and CEO Herbosa was unable to attend two Board-Level Committee meetings (Human Resource and Development and Advocacy Committee) on 10 March 2021 as he was away on official business.

**6) Access to Information**

**(a) How many days in advance are board papers<sup>9</sup> for board of directors meetings provided to the board?**

The members of the Board of Directors and Board Committees are furnished with copies of agenda materials at least five (5) calendar days before the scheduled meeting. This is explicitly stated in the Charters of the respective Board-Level Committees. All [Charters](#) may be accessed through the DBP Website.

**(b) Is the company secretary trained in legal, accountancy or company secretarial practices? Please explain should the answer be in the negative.**

Yes. DBP's current Corporate Secretary, Atty. Rene A. Gaerlan, is a lawyer by profession. Prior to his designation on 2 January 2020, he was the Acting Head of the Bank's Legal Services Group. During this period, he closely supervised the Litigation & Foreclosure, Documentation & Opinion, Administrative Legal Department and Branches Supervision functions in the Head Office and the Regional lawyers.

**D. BOARD COMMITTEES**

**1) Number of Members, Functions and Responsibilities**

Provide details on the number of members of each committee.

Committee	No. of Members (as at 31 December 2021)		
	Executive Director (ED)	Regular/Non-executive Director (NED)	Independent Director (ID)

<sup>9</sup> Board papers consist of complete and adequate information about the matters to be taken in the board meeting. Information includes the background or explanation on matters brought before the Board, disclosures, budgets, forecasts, and internal financial documents.

Executive Committee <sup>10</sup> (ExCom)	1	4	3
Audit and Compliance Committee (ACC)	0	1	2
Governance Committee (GovCom)	0	1	2
Risk Oversight Committee (ROC)	0	1	2
Human Resource Committee (HR Com)	0	2	1
IT Governance Committee (IT GovCom)	0	3	0
Trust Committee <sup>11</sup>	1	2	0
Development Advocacy Committee (DAC)	1	2	2
Related Party Transaction (RPT) Committee	0	1	2
Budget Committee	0	2	1

## 2) Committee Membership and Meetings Held

### (a) Audit and Compliance Committee

No. of Meetings Held – 14

Office	Name	No. of Meetings Attended	%
Chairman (NED, ID)	Luis C. Bonguyan	14	100
Vice Chairman (NED)	Rogelio V. Garcia	14	100
Member (NED, ID)	Ma. Lourdes A. Arcenas	14	100

### (b) Governance Committee/Nomination Committee

No. of Meetings Held - 12

Office	Name	No. of Meetings Attended	%
Chairman (NED, ID)	Maria Lourdes A. Arcenas	18	100
Vice Chairman (NED)	Emmanuel P. Galicia, Jr.	18	100
Member (NED, ID)	Alberto G. Romulo	18	100

### (c) Risk Oversight Committee

<sup>10</sup> Membership of the Executive Committee is on a rotation basis every meeting.

<sup>11</sup> Two qualified independent professionals are also part of the committee.

### No. of Meetings Held - 13

Office	Name	No. of Meetings Attended	%
Chairman (NED, ID)	Miguel C. Abaya (January 1 – March 25, 2021)	3	100
Acting Chairman (NED)	Rafael L. Reyes (April 21 – December 31, 2021)	14	100
Vice Chairman (NED)	Rafael L. Reyes (January 1 – April 20, 2021)		
Vice Chairman (NED, ID)	Luis C. Bonguyan (October 6 – December 31, 2021)	14	100
Members (NED, ID)	Luis C. Bonguyan (January 1 – October 5, 2021)	11	100
	Ma. Lourdes A. Arcenas (April 21 - December 31, 2021)		

### 3) Reports of the Audit and Compliance, Governance, and Risk Oversight Committees

Name of Committee	Report
Audit and Compliance Committee	<p>The Audit and Compliance Committee, in the exercise of its oversight function held 14 meetings during the year, where various matters involving financial, credit, operations, information systems, monitoring, and accomplishment were discussed. The ACC noted, reviewed, approved, and endorsed the annual business plans, recommendations on credit policy enhancements, independent testing frameworks, compliance, and related activities, and performance of both Internal Audit Group (IAG) and Compliance Management Group (CMG).</p> <p>In the past year, ACC took steps to improve and maintain audit quality as well as address outstanding and unresolved issues by approving and authorizing the implementation of IAG's 2021 Risk-Based Audit Plan, Quality Assurance Improvement Program, Updated Internal Audit and Operating Manual, and the conduct of remote or offsite auditing. It also monitored and took note of IAG's Reports on the results of its Annual Audit, Outstanding Audit Issues or Findings and Recommendations or Areas for Improvement, and Credit, Operations, Applications, or Pre-Implementation Review to ensure the Bank's practices remain aligned with the best industry practices.</p> <p>ACC likewise continuously kept abreast on relevant laws, regulations, and the like to ensure DBP's policies, practices, and procedures remain relevant, consistent, and effective. In the past year, ACC approved several proposals from CMG, specifically the proposed amendments to the Money Laundering and Terrorism Financing Prevention Program; the updated Compliance Manual incorporating changes in banking laws, rules, and regulations; the Updated AML Compliance Risk Testing Program which now include offsite risk testing methodologies; the conduct of the Bank-wide Privacy Impact Assessment and Validation to identify and minimize the risk of DBP's existing projects, programs, measures, system, and technology; and the adoption of the Data Privacy Manual which cover the protocols that need to be observed and carried out within the Bank for specific circumstances.</p>
Governance Committee (Nomination Committee)	The Governance Committee continued to lay the groundwork for sustainable development in the past year by maintaining the highest standards of good governance all the while ensuring that DBP's governance principles, guidelines,

	<p>and practices remain sound and appropriate. It held a total of 18 meetings in the past year.</p> <p>GovCom also increased its engagement efforts, dedicating time and resources to give employees a greater voice, responsibility and accountability. It encouraged the continuous conduct of the Governance Circles and held a Town Hall in partnership with the Human Resource Committee on 25 November 2021 to discuss employee-related matters.</p> <p>Since its inception in 2019, the Governance Circles served as the venue where the culture of good governance is spread across the Bank’s Head Office and Regional units through open communication and dialogue between the employees, the Board and the Management. In CY 2021, GCs continued to meet through various video/teleconferencing platforms to allow employees, including those on the front lines or with alternative work arrangements, to freely voice their concerns, collaborate, and discuss relevant issues (e.g., COVID-19, Bank Programs). At present, there are 233 DBP Governance Circles present bankwide and these circles regularly hold meetings attended by all employees of the respective circle. The highlights of the meetings, as well as the suggestions and recommendations of the Governance Circles, are submitted to the Governance Committee for endorsement to appropriate Management unit.</p> <p>On the other hand, the Town Hall meeting allowed members of the Board of Directors, representatives of the Association of DBP Career Officers and the DBP Employees Union, as well as employees and officers from various business units to discuss outstanding or new issues and concerns – especially those under the purview of the Human Resource Management Group. Relevant concerns were either addressed on the spot or farmed out to business units and officers concerned for their feedback/updates. Employees were assured that both the Board of Directors and the Management have their welfare and interest in mind when they make decisions and efforts are exerted to make sure that employees are treated and compensated fairly.</p> <p>The Governance Committee likewise approved its Charter in 2021 to reflect recent the alignment with the MORB and BSP issuance, including among others, provisions on virtual attendance, remote conduct of meetings, and records confidentiality as well as inputs from various business units.</p>
Risk Oversight Committee	<p>The Risk Oversight Committee (ROC) is principally responsible for providing oversight on the institution’s compliance to risk management principles and best practices. The ROC also governs the establishment of a robust risk management framework ensuring timely execution of risk management strategies and plans both under the business-as-usual and fast-changing environment scenario.</p> <p>In 2021, the ROC continued to play an active role in the conduct of the Internal Capital Adequacy Assessment Process (ICAAP). As part of the ICAAP, the Board of Directors, through the ROC, defined the Bank’s internal capital management strategies and work towards the achievement of augmenting its long-term resources through capital infusion from its stakeholders. The Committee held regular and special meetings during the year and addressed the adequacy and effectiveness of the Bank’s risk management systems and operating policies in the face of changing risk exposures over time brought about by various factors. Approvals were made on the work-from-home and alternative working arrangements to ensure business continuity of bankwide operations. Enhancements on the Bank’s credit, market, liquidity, interest rate, operational, and information security risk management policies and procedures were also approved by the Committee. It should be noted that, in 2021, the Bank</p>

	institutionalized the Consumer Protection Risk Management System. The Committee also addressed/arrested the asset quality deterioration through various directives, thereby ensuring bad accounts have appropriate provisions. Lastly, the Committee ensured that the Bank met its profitability targets by year-end and maintained sufficient liquidity at all times.
--	--

## E. RISK MANAGEMENT SYSTEM

### 1) Disclose the following:

#### (a) Risk management systems in place;

##### MANAGEMENT OF RISK

The responsibility of risk management resides in all levels of the organization with the Board of Directors being ultimately responsible for the overall risk of the Bank. The Board sets the tone and risk tolerance by articulating the Bank's risk appetite and establishing the risk management strategy for the Bank. The Bank's Board of Directors takes the lead in promoting a culture of risk awareness throughout the institution. The Enterprise Risk Management Sector recommends policies and methodologies. Risk and capital management is then performed at all levels of the organization, instituting a culture of risk awareness and a risk-based approach to decision-making. Management of risk is guided and monitored by various Bank committees such as the Risk Oversight Committee, Governance Committee, Development Advocacy Committee, Audit and Compliance Committee, Executive Credit Committee, Executive Committee, Financial Risk Management Subcommittee, Asset & Liability Management Committee, Management Committee, Trust Committee, and IT Steering Committee, among others.

Management and the Board are provided with detailed analysis of the Bank's portfolio and a comprehensive assessment of its overall risk profile to serve as guide in strategy formulation in the year 2021. The Bank follows an ER framework which integrates Strategic Planning, the Internal Capital Adequacy Assessment Process and Business Continuity Planning. The ER involves risk assessment and identification from which formulation of risk management strategies emanates. Strategies take into account capital implications and other requirements to ensure continuity of developmental service to the nation. These risk strategies, when implemented, are subject to monitoring and further evaluation with the aim of continually improving the risk management process. Capital adequacy rounds these up as it is needed to ensure financial stability as objectives are achieved even as risk management is enhanced.

For external stakeholders, the Bank discloses internal controls procedures/risk management systems in place through submission and publication of its Annual Reports and Notes to Financial Statements. Internally, these procedures and systems are documented in the Risk Management Manual and in DBP circulars, policies, and guidelines.

#### (b) Has the Board of Directors conducted a review of the bank's material controls and risk management systems?

Yes. For CY 2021, the Board of Directors, along with the Risk Oversight Committee (through the Enterprise Risk Management Group), regularly discussed the adequacy and effectiveness of the Bank's risk management systems and operating policies, especially in the face of changing groupwide risk exposures brought about by the COVID-19 Pandemic and its variants. They also revisited and reviewed pertinent credit policies and guidelines in view of the effects of the pandemic on borrowers' repayment capabilities. The Committee likewise revised and updated the Bank's various market, liquidity, interest rate, and trust risk policies and models as well as various limits for treasury activities. New policies on information security risk management were also approved to ensure the protection of information assets. Moreover, enhancements to the Business Continuity Management Program and revisions to the Integrated Incident Management Framework were approved respectively, to promote continuity of operations in the event of an emergency situation and to establish standardized procedures on management of incidents. Also, in 2021, the Board approved the results of the Risk and Control Self-Assessment exercise, which determined the overall operational risk profile of the

Bank. Lastly, the Board approved the Consumer Protection Risk Management System, which institutionalizes consumer protection as an integral component of corporate governance, culture, and risk management.

**(c) Does the Board of Directors provide comment/s on the adequacy of the bank’s internal controls and risk management systems?**

Yes, the Board of Directors commented on the adequacy of the Bank’s internal controls and risk management systems in 2021. For instance, the Board of Directors noted that the Bank’s governance, risk management, and internal control processes are generally adequate and operating effectively in relation to business objectives in 2021. Moreover, pertinent matters on new policies and governance protocols regarding credit, operational, and information security risks were tackled by the Board of Directors. The Board also approved of all risk management limits, which serve as the Bank’s internal controls on its risk exposures.

The ACC likewise commented and noted the results of the Annual Internal Report which contains IAG’s overall opinion on the bank’s internal controls and risk management systems of units/offices audited in the past year.

**F. INTERNAL AUDIT AND CONTROL**

**1) Internal Audit**

**(a) Role, Scope and Internal Audit Function**

Give a general description of the role, scope of internal audit work and other details of the internal audit function.

The Internal Audit Group was established by the Board of Directors as an independent unit of the DBP. Its mission is to provide independent, objective assurance and consulting services designed to add value and improve the Bank’s operations. It helps the organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. It likewise seeks to enhance the control and ethical environment of the organization in support of the Bank’s developmental and strategic objectives.

To facilitate independence and objectivity, IAG reports directly/functionally to ACC and administratively to the President & CEO. This arrangement allows IAG to fulfill its responsibilities and to ensure broad coverage, adequate consideration of engagement communications, and appropriate action on engagement recommendations.

Role	Scope	Indicate whether In-house or Outsource Internal Audit Function	Name of Chief Internal Auditor	Reporting process
Provide an independent and objective assurance and consulting service designed to add value and improve the Bank’s operations.	The activity covers the evaluation of the effectiveness of risk management, control and governance processes on the Bank’s operations, risk asset portfolio and information systems. Results of the activities shall be reported to the Audit and Compliance Committee and/or	In-House	SVP Ryan R. Gabinete	Directly/functionally reporting to the ACC and administratively to the President and CEO

	appropriate level of management to ensure that the Board is made aware of significant risk exposures. An appropriate monitoring activity is ensured to determine corrective actions are taken on reported conditions.			
Perform fact-finding investigation/ special audit on suspected irregularities to determine exposure of the Bank and pinpoint responsibility.	Suspected irregularities/ anomalies uncovered during regular audits and/or as directed by the ACC or senior management	In-house	SVP Ryan R. Gabinete	Directly/functionally reporting to the ACC and administratively to the President and CEO

**(b) Do the appointment and/or removal of the Internal Auditor require the approval of the audit committee?**

Yes, the Audit and Compliance Committee approves the appointment and removal of the Chief Audit Executive or the Head of the Internal Audit. The [Audit and Compliance Committee Charter](#) is downloadable from the DBP website.

**G. ROLE OF STAKEHOLDERS**

**1) Disclose the company’s policy and activities relative to the following:**

**(a) Customer’s Welfare**

The Development Bank of the Philippines strictly adheres to the BSP Regulation on Financial Consumer Protection (BSP Circular No. 1048) in promoting “broad and convenient access to high quality financial services” and considering “the interest of the general public.”

Consistent with the DBP’s Integrated Management System (IMS), the Bank subscribes to the basic tenet of providing financial and banking services in an efficient and responsive manner with emphasis on the following consumer rights as provided for under the Banking Code for Consumer Protection:

**Right to information.** The consumer has the right to be protected against fraudulent, dishonest or misleading advertising, labeling, promotion and the right to be given the facts and information needed to make an informed choice and to guide him in his dealings with the bank. Full disclosure and utmost transparency through ready access to information shall be a critical part in every transaction.

**Right to choose.** The consumer has the right to choose products at competitive prices with an assurance of satisfactory quality.

**Right to redress.** The consumer has the right to seek redress for misrepresentation, breach of contractual obligations, shoddy goods or unsatisfactory services.

**Right to Education.** The consumer has the right to be adequately educated regarding features, terms, systems and procedures, and inherent risks of bank products and services, and his responsibilities as well.

In safeguarding these consumer rights, DBP consistently subscribes to its fundamental values of commitment to public interest, transparency, professionalism, sincerity, efficiency, and responsiveness. With these fundamental values, DBP shall consistently strive to provide banking and financial products and services in a



fair and equitable manner that promotes consumer empowerment and confidence in the banking and financial services sector.

The DBP Financial Consumer Protection (FCP) Framework, updated with the issuance of DBP Circular No. 13 on May 19, 2021 to comply with the BSP Circular No. 1048 and recent organizational updates, institutionalizes consumer protection as an integral component of corporate governance and risk management. This, in turn, creates an environment conducive for managing consumer protection risks inherent to the operations of the Bank. Implemented across all Business Unit, DBP also seeks to foster a customer-centric mindset and institutionalizes a strong culture of service to provide adequate, fair, responsive, and inclusive financial services.

Strategic to the implementation of this framework, DBP employs a fully functioning Consumer Assistance Management System (CAMS). With the overall objective of continually improving the delivery and responsiveness of the Bank's products and services to the public, DBP's consumer assistance strategy is anchored on quality service and customer satisfaction through the effective management of customer feedback (i.e., suggestions, requests, inquiries, and commendations) and complaints.

The DBP consumer assistance mechanism focuses on the sustained implementation of a more effective DBP Customer Feedback and Complaints Handling Program towards improved customer service experience. This covers processes and procedures in receiving, processing, evaluating/analyzing, monitoring, interpreting, and resolving customer feedback and complaints received through the various channels business offices, Customer Service email, telephone and social media platform which is currently limited to Facebook. e). In addition to the regular in-house survey conducted across business units, the Bank engages a third party research service provider to conduct an annual survey in compliance with GCG's mandatory requirements, which similarly aim to determine the customer's satisfaction level with the Bank's products and services.

The Bank enjoined the participation of all Business Units in the implementation of the FCP Framework by designating a Customer Service Officer (CSO) in all Business Units to serve as the focal person in handling customer inquiries, requests, and complaints from receipt through resolution. This is in addition to the creation of the Customer Experience Management Department – to implement the CAMS from receipt and handling of customer concerns through consolidation, analysis and report generation. The reports are submitted to the Senior Management, the Board and BSP.

The impact of the Covid-19 pandemic continued to be felt in 2021 with the emergence of several variants and localized surges of cases. The Bank continued to deal with operational constraints such as shortened bank hours, limited availability of branches and lending centers (e.g., branches in areas under lockdown), operational limitations of skeletal workforce, and enforcement of health and safety protocols which increased customer's preference for online banking.

DBP ensured that its Management Committee was readily available to evaluate and approve vital operational matters to sustain the Bank's delivery of services and continuously respond to the pressing needs of its customers. The Bank likewise assigned a skeletal workforce across business units with critical banking operations (e.g., Branches, Lending Centers, CEMD, Electronic Channels Operations Department, etc.). To augment ATM down time and address branches subjected to temporary closures, the Bank identified buddy branches at strategic locations to provide over-the-counter banking services.

The Bank, through its Procurement and Facilities Management Group, also continuously provided bank service vehicles and leased private buses to ferry employees to and from the nearest pick-up and drop-off points in various locations to ensure the safety of DBP employees. PFMG facilitated bio-misting of the DBP HO Building and undertook regular disinfection of work areas, public spaces and other high contact surfaces, such as door handles, counter tops, tables, doorknobs, and automated teller machines.

Meanwhile, in line with the Bank's Financial Consumer Protection Framework, the Bank ensured the timely dissemination of critical information to customers through its various communication channels in the past year. These include the following:

- Daily availability of branches and business hours (DBP Website and Facebook page)

- Availability of the Bank's Customer Service for assistance and filing of concerns received from walk-in customers and via telephone, email, social media (Facebook Page), and 24/7 ATM Center (ECOD)
- COVID-19 related advisories (e.g., health and safety protocols, waiver of bank fees, recommendation to shift to online channels), and signage (Bank premises, DBP website, and Facebook account)

Consistent with the health and safety guidelines, the Bank equipped customer facing units with thermal scanners, face shields and masks, hand sanitizers, foot and tire baths, and strictly complied with the social distancing protocols to ensure the safety of both Bank personnel and customers. Receiving areas were devised and acrylic and modular partitions of Customers facing business offices were constructed for the protection of transaction parties.

CEMD continued to operate on regular business hours and ensured that all inquiries, requests, and complaints received across communication channels are handled consistent with its standard operating procedures. The ECOD maintained its 24/7 operations to assist customers with urgent ATM concerns and transactions (e.g., lost ATM cards).

### **(b) Environmentally-Friendly Value Chain**

DBP remains to be a national and global role model of excellence in its environmental advocacy. Over the years, the Bank has intensified its support to create and sustain an environment friendly value chain, with both public and private sectors benefitting from internal resource conservation programs, and development, roll out of products, and services that protect & uphold the environment and promote sustainability.

As a development financial institution, DBP recognizes its role to influence its stakeholders on environmental management and sustainability. Hence, as early as 2002 during the inception of DBP's EMS, it has begun to exercise its influence over clients and other interested parties.

As such, DBP's Policy on creating and maintaining an environmentally friendly value chain remains encapsulated in the said guiding statement. The said Policy was reviewed and updated in 2021, as approved by DBP's Management Committee and Board of Directors. The enhancements emphasized the Bank's continuing environmental pursuits en route to sustainability. Thus, in 2021, the Bank was once again recertified to the ISO 14001:2015 EMS Certification. This demonstrates DBP's efforts to embed the ISO's Plan-Do-Check-Act framework in its business operations as it continues to support greening of its value chain.

Essentially, DBP's updated Environmental Policy discloses the Bank's commitment for the following:

- Setting and reviewing environmental objectives and targets, along identified significant environmental aspects;
- Environmental protection and sustainable development and continuing integration thereof in all aspects of its operations and services, asset management, and business decisions;
- Fulfillment of compliance obligations; and
- Encouraging clients, partners, suppliers and other institutions to adopt sustainable business practices as part of its value chain and help them to capitalize on opportunities that bring positive impacts to the environment and the community where they are located.

Value processes are employed through enabling mechanisms for environmental protection and socially responsible business decisions through the Bank's finance/lending and technical assistance programs; as well as the conduct of environmental due diligence as part of its risk assessment and management. Further, the Bank promotes the efficient use of resources and designs programs in support thereof. This includes the use of environment-friendly office supplies, and machinery & equipment intended to reduce waste and address the Bank's potential damage to the environment.

In the implementation of environmental and sustainable programs, appropriate training, information campaign and knowledge management initiatives are executed to ensure employee awareness and engagement at all levels. Internally, DBP strengthens environmental competencies of its workforce through training, awareness, and competency assessment/building programs to ensure adequate learnings on the life-cycle perspective and value chain management.

## Environmental and Sustainability Strategies

In 2019, DBP became one of 132 Founding Signatories of the United Nations Environment Programme (UNEP) Principles for Responsible Banking (PRB), thereby joining a coalition of now 240 banks from 69 countries committed to strategically align their business with the Sustainable Development Goals (SDGs) and Paris Agreement. The year after, in compliance with BSP Circular No. 1085 and its commitment under UNEP's PRB, the Board of Directors approved the Bank's Sustainability Strategy and Transition Plan (SSTP), which lays out DBP's vision and approaches to ensure deeper institutionalization of sustainability policies and procedures.

As part of the DBP's comprehensive strategy to sustain its environmental agenda, it has continued to endeavor promoting sustainable development, and building an environmentally friendly value chain in the process, as evidenced in the table below. Its commitment to the PRB, the Philippine Development Goals, and the like provided the impetus to intensify Bank efforts to contribute in efforts to attain the SDGs.

<b>Aspect of Operations</b>	<b>Outcome</b>	<b>Inclusive Period</b>	<b>Impact</b>
Environmental Governance and Culture	Updated DBP Strategic Environmental Plan, integrated and aligned with the DBP's Sustainability Strategy and Transition Plan (2021-2023)	December 2021 (as approved by ManCom and DAC)	Strengthened environmental governance and culture
	Issuance of DBP Circular on Environmental Management System (EMS) Operational Control Guidelines	November 2021	
Stakeholder Engagement	Solicited stakeholders' feedback on DBP's sustainability initiatives that will help enhance DBP's understanding of the most important sustainability issues that it should focus on and develop innovative solutions, as well as organizational changes to meet new and emerging sustainability challenges and opportunities	November 2021	Created synergies with clients, suppliers and partners to assist them to transition into an environmentally sustainable business model
Financing environmental solutions	Inclusion of sustained increase in the Bank's Environmental Portfolio as part of the Bank's Overall GCC Performance Scorecard effective CY 2020	For CY 2021	<ul style="list-style-type: none"> <li>• Increased environmental positive impact of DBP's portfolio</li> <li>• Attained DBP's corresponding target as part of its Performance Scorecard and commitment to GCG</li> <li>• Implementation of Sustainable Renewable Energy Projects</li> </ul>

Strengthening environmental and social risk management	Environmental and Social Risk Screening on Project Level	Continuing within 2021	<ul style="list-style-type: none"> <li>• Supports the Bank's Sustainability Strategy and Transition Plan</li> <li>• Promotes Environmental &amp; Social Risk Impact Analysis – Portfolio Level Management of significant impact of the Bank's portfolio on the environment and to the society, thus increasing DBP's positive impact while reducing negative impact</li> </ul>
Driving operational resource efficiency	Sustained decrease in Resource Use (Covering Electricity, Water, Paper and Transport Fuel) <ul style="list-style-type: none"> <li>• Continued gradual phase out of old AC units to inverter technology</li> <li>• Continued replacement of lights with LED Lights</li> <li>• Digitalization of files</li> </ul>	Continuing within 2021	<ul style="list-style-type: none"> <li>• Decreased environmental negative impact of DBP's facility operations</li> <li>• Sustained Resource Use Efficiency</li> <li>• Compliance with regulations and standards</li> <li>• Adoption of Green Procurement</li> </ul>
	Implementation of Paperlite initiatives for Bank Committee meetings use iPads (which started in 2020 for ManCom and ALCO meetings)	Q4 2021 for ITSC	<ul style="list-style-type: none"> <li>• Reduced paper use</li> <li>• Maximized use of technology, including collaboration platforms, e.g., MS Teams, and other MS Tools, e.g. MS Forms, SharePoint, etc.</li> <li>• Streamlined processes</li> </ul>
	Use of QR code technology and online forms, e.g. <ul style="list-style-type: none"> <li>• Client Survey Forms</li> <li>• Health Checklist</li> <li>• Internal Engagement Survey Form</li> <li>• Online Resource Consumption Monitoring Tool</li> </ul>	Starting Q1 Starting Q1 Q4  Q3	
Awareness and Competency Development	Sustained implementation of Competency Assessment for EMS/EPR roles	Q4	<ul style="list-style-type: none"> <li>• Competency building for EMS/EPR and SFF roles</li> <li>• By migrating training programs to the online platform, the Bank realized savings in training costs, including travelling cost, effectively reducing carbon footprint</li> <li>• Increase in the total training participation</li> </ul>
	Maximized use of the Bank's iLearn e-learning facility (DBP's online learning portal)	Starting Q1	

### Sustainable Financing

As a development bank, DBP goes beyond financial results and commits to serve as catalyst for sustainable and inclusive growth, especially in the countryside, by addressing evolving development needs through specialized

lending programs. Ultimately, DBP's mandate is to improve the lives of the Filipino people by ensuring that development is broad-based, inclusive, and sustainable.

Guided by its Environmental Policy, DBP strives for sustained organizational agility in the context of continuously changing and evolving challenges and opportunities. In 2021, the Bank broadened its support to priority industries with full commitment to rebuild, recover and revitalize the economy that has been battered by the pandemic and the series of calamities. Its focus is to optimally mobilize available resources not just for recovery but also towards improving the resiliency of its priority sectors against future economic shocks by advocating sustainable development practices.

As such, DBP continues to integrate environmental considerations in all aspects of its operations. Further, it provides financing and technical assistance to projects that are ecologically sound. To cite, DBP's green credit assistance produced environmental benefits such as reduction in greenhouse gas emissions, development, distribution, and transmission of renewable energy, among others. Indeed, DBP remains at the forefront in engaging clients and other stakeholders to include green considerations in their businesses and thrusts.

Aside from the regulatory and legal impetus, integration of environmental, social and governance (ESG) issues is a way to generate new business from sustainable investment opportunities as well as a financial risk management technique. The activities laid out in the Bank's Credit Policy and Credit Guidelines No. 112 – Environmental and Social Due Diligence (CP/CG 112) clearly define how consideration for the economic, social, and environmental impacts of proposed projects are embedded in the initial stages of loan processing, during screening and loan evaluation, by requiring account officers (AOs) to determine the proposed project's environmental risk category, vulnerability to natural hazards, social safeguards, and the appropriate project performance monitoring indicators. This process ensures that the project financed by DBP would not negatively impact the surrounding environment and that it would bring about sustainable socio-economic benefits as intended.

For more than seven decades, DBP is firmly committed to support the national government's development thrusts that spur progress in the strategic sectors of the Philippine economy focusing on (1) infrastructure and logistics, (2) environmental initiatives, (3) social services and community development, and (4) micro, small, and medium enterprises. As a government financial institution, the Bank actively participates in building inter-agency and multi-sectoral partnerships to support the country's development plans and priorities, as well as contribute towards the achievement of environmental and climate goals.

DBP Lending Programs, which cut across different critical sectors and industries, such as transportation, logistics, energy, water supply and sanitation, healthcare, education, and housing, among others are carefully designed and constantly undergo introspective analysis to ensure relevance and responsiveness to the evolving needs of the environment, society, and economy. These programs offer medium to long term financing to address affordability and influence development trends toward projects that will generate significant environmental and social benefits.

As of 31 December 2021, out of a total loan portfolio of PhP 469.4 billion, the Bank infused substantial amounts in environmental and climate change initiatives with a portfolio of PhP 18.42 billion, infrastructure and logistics with PhP 80.80 billion, and social services and community development with PhP 24.43 billion.

Meanwhile, a total of 110 loan accounts were approved under four environmental programs amounting to PhP 27.85 billion. As the country's infrastructure bank, DBP has extended total loans of PhP 159.90 billion from 844 accounts under six lending programs that support infrastructure and logistics development. Lastly, DBP implements five lending programs for the promotion of the welfare of the Filipinos, resulting to 547 borrowers approved for a total of PhP 119.98 billion.

DBP likewise established an additional two lending programs for environmental protection and climate change mitigation, namely: Solar Merchant Power Plant (SMPP) Financing Program and Sustainable Waste-management for Enhanced Environmental Protection (SWEEP) in the past year. SMPP is a pioneering program catering to solar merchant power plants, which are not commonly financed by Philippine banks given the volatility in the spot market prices. On the other hand, SWEEP is designed to address the management of solid and hazardous wastes.

### MSME Sector (CY 2021)

A good indicator of inclusive growth is a thriving micro, small and medium enterprises (MSMEs) sector. They play a vital role in private sector development, but they also promote economic diversification and social stability. In DBP, we continue to support and develop programs that strategically address the needs of the MSME sector. The Bank aims to enhance access of MSMEs to credit facilities and fast-track the credit process by implementing alternative ways of securing MSME loans.

In 2021, the Bank intensified implementation of the DBP RESPONSE to accelerate MSME Recovery (DBP RESPONSE – MSME RECOVERY). This particular lending program seeks to accelerate the recovery of micro, small and medium enterprises (MSME) amidst an economic slowdown caused by the ongoing pandemic. This Program offers a low-interest rate (3% p.a. for retail borrowers and 2.5% p.a. for wholesale borrowers) that qualified borrowers may take advantage of. Further, this credit facility has no collateral requirement for loans amounting to Php3,000,000.00 and below. As a government financial institution, DBP understands that the MSME sector may likely take time to fully recover, thus, the Program offers a maximum grace period of up to twelve months on the principal repayment, and a maximum of three years loan tenor, including the grace period.

As of December 31, 2021, the total of loans approved under the Program amounted to Nine Billion Four Hundred Sixty-two Million Seven Hundred Thirty-five Thousand Two Hundred Fifty Pesos (Php 9,462,735,250.00) from One Hundred Thirteen (113) accounts. Out of all the approvals, Seven Hundred Twenty-four Million Five Hundred Twenty Thousand Pesos (Php724,520,000.00) has already been released. The bulk of the approvals and releases were accounted to Financial Institutions, whose purpose is to relend the same to the identified eligible sub-borrowers.

### Agricultural Sector (2021)

In recognition of the vital role of the agriculture sector in food security and economic growth, DBP established lending programs specifically to support agricultural production in the country. DBP plays a critical role in financing agriculture as most financial institutions have limited programs to support this vital but marginalized sector. In 2020, the Bank launched two (2) new lending programs that aim to promote agribusiness for countryside development and enhance the competitiveness and productivity of farmers and fisherfolks in the countryside.

The Bank launched the Rural Agro-enterprise Partnership for Inclusive Development and Growth (RAPID Growth) Credit Facility, a credit assistance program created to support the RAPID Growth Project of the national government. The RAPID Growth Project was conceptualized by the Department of Trade and Industry (DTI) and funded by the International Fund for Agricultural Development (IFAD). The project aims to boost agro-enterprise development in seven (7) regions and twenty-one (21) provinces in the country by developing four focused sectors –coffee, cacao, coconut, and processed fruit and nuts. One of the key features of the RAPID Growth Project is the Conditional Matching Grant. Grant fund support will be provided to qualified proponents, and DBP's role is to finance the proponent's equity counterpart not covered by the matching grant.

In the 3rd Quarter of 2021, the Bank has launched the Swine Repopulation, Rehabilitation and Recovery (Swine R3) Credit Program to support the national government's efforts to recover and repopulation of the local swine industry through the financing of sustainable bio-secured farm projects. The Program focuses in providing credit for swine projects with staff sanitation and vehicle disinfection requirements, climate control system, and waste-water management. As of December 2021, the Bank has approved Php 618.45 Million for both small- and large-scale sustainable swine projects in the country.

Further, the Bank is also employing a value chain financing approach that seeks to influence the structures, systems, and relationships that define the entire rice value chain. This approach aims to operate within an industry - from input supplier, in this case, the farmers, to end market buyers/ off-takers. In implementing lending programs such as Expanded Rice Credit Assistance under the Rice Competitiveness Enhancement Fund (ERCA-RCEF), the Bank is encouraging Cooperatives to evolve from being conduits to one that facilitates markets. Cooperatives have collective bargaining and marketing strategies that can help in linking the small farmers with institutional buyers. As of December 31, 2021, approvals under the ERCA-RCEF Program

amounted to Php 1.12 billion and an OPB of Php 990.9 million, directly benefitting over 21,000 small rice farmers.

### **(c) Community Interaction**

As a catalyst for a progressive and poverty-free Philippines, DBP is committed to upholding its corporate citizenship program through initiatives that promote the welfare of the Filipino people particularly the underprivileged. Notable programs include the following:

- DBP Resources for Inclusive and Sustainable Education (RISE) which sends indigent but deserving high school students to college, in partnership with accredited partner schools. The scholarship assistance covers a whole range of the students' requirements, including tuition, books, cost of living, and allowances.
- Donations and Contributions which advocates for community development through supporting various advocacy projects and outreach activities. The Bank extends assistance to charitable institutions, organizations, and LGUs for projects aimed to augment the provision of basic social services to select vulnerable groups of society and for calamity and disaster relief operations.

In line with Management Committee Resolution No. 0450 dated 24 August 2021, the implementation of DBP RISE Batch 4 commenced in partnership with ten (10) new partner schools for the benefit of at least 510 indigent students nationwide. It has also maintained support to the 1st, 2nd and 3rd batches of scholars with Php 44.37-million financial assistance for CY 2021.

During the same period, the Bank's outreach program through its donations and contributions fund successfully supported 44 charitable and disaster relief activities, providing a total of Php 10.07 million worth of assistance. Part of which is the aggregate donation of Php 4 million to LGUs in Albay and Catanduanes Provinces and Php 2 Million donation to LGUs in Cagayan and Isabela, due to the severe damages brought about by Typhoon Rolly and Ulysses, respectively. In addition, the Bank completed the release of donation to the Department of Education under its Adopt-a-School (ASP), in partnership with two (2) public schools; Php 500,000.00-assistance each for Lubiya Elementary School in South Cotabato and Bitoon Elementary School in Daanbantayan, Cebu on 11 June 2021 and 28 October 2021, respectively. On 19 May 2021, the Bank likewise released donation of Php 2 Million to the National Commission on Indigenous Peoples for its Project Epanaw, which aims to gather salient information on indigenous knowledge systems and practices of various IP groups to develop comprehensive reference materials for cultural sensitivity training and orientation sessions of teachers, health workers and community development practitioners.

Further, DBP has also allocated a total of Php 1.5 Million to support DepEd's ASP once again in partnership with three (3) public schools from Luzon, Visayas and Mindanao.

### **2) Does the company have a separate corporate social responsibility (CSR) report/section or sustainability report/section?**

Yes. Both the Bank's Annual Report and Annual Corporate Governance Report contain an update on its CSR efforts. DBP's website also contains a downloadable copy of the report and a section featuring the Bank's corporate social responsibility policies and efforts on customer welfare, interaction with communities, environment-friendly value chain, and employees' welfare and development. The Bank likewise submits quarterly reports on its fund utilization and program beneficiaries to the Commission on Audit.

### **3) Performance-enhancing mechanisms for employee participation.**

#### **(a) What are the company's policy for its employees' safety, health, and welfare? Show data.**

##### Employee Engagement

Under the Enhanced DBP Corporate Governance Framework, the Bank continued to implement the DBP Governance Circles which serves as the key participatory governance tool to ensure proper implementation of the policies that is anchored on a culture of governance, compliance, and accountability. It is a major communication channel in cascading corporate governance programs and activities to all levels of the

organization through the establishment of Governance Circles per each business unit bank-wide. Moreover, proactive feedback from one of DBP’s major stakeholders – its employees – is regularly gathered through this mechanism, thus, ensuring that the outstanding issues faced by the employees are given the chance to be elevated to the Board through its Governance Committee and the Management for proper resolution. In effect, challenges encountered and observed by the employees are turned into opportunities for improvement that enhance the Bank’s implementation of its policies and programs encompassing the entire operations of the Bank.

For instance, topics such as interim/alternative work arrangements during the 14-day quarantine, the Compensation and Position Classification System, and the issues and concerns affecting account officers and account officers’ assistants were discussed and resulting feedback was elevated and endorsed to relevant business units with the instruction to provide a regular updating of the status of the foregoing issues. Concerned business units continue to provide updates to the Governance Committee on the status of these issues and proper guidance is given by the Directors in how to solve and address it.

At present, there are 233 DBP Governance Circles established across the DBP head office and regional units. These circles hold regular meetings attended by employees assigned or stationed in a given area.

Health and Wellness Unit

The Health and Wellness Unit (HWU) of the Employee Relations Dept. of the Bank, has a medical and dental clinic, and a mini-infirmary at the Head Office.

To facilitate medical and psychosocial health promotion education and disease prevention among all employees, the HWU managed to hold the following health-related lectures and webinars as well as conducting annual flu vaccination for the employees and their dependents

<b>Date</b>	<b>Program Title</b>
Feb.4,11, 18 & 26	“Hello Doc” Series 1: Guide to Pandemic
March 10	Corporate Nutrition Counseling and Culinary Medicine Program for Men and Women
March 18 and 23	“Hello Doc” Series 2: COVID-19 Vaccine Awareness
May 20	Repetitive Strain Injury and Ergonomics across Gender
May 26	Together we are Fighters: A Cervical Cancer Awareness for both Men and Women
June 16	Prostate Cancer Awareness
Oct 28	Psychological First Aid

To promote a holistic health and wellness programs for employees during the COVID-19 pandemic, assessment, diagnosis, planning and interventions were done. Employees were encouraged to do tele-consultations which were facilitated through different platforms such as text messaging, phone calls and via Messenger, Viber and emails. Contact tracing was continuously being performed when there were known confirmed and/or suspected COVID-19 cases.

The HWU oversees the implementation of DBP’s healthcare plan and addresses all medical and dental concerns of employees and their qualified dependents. In June 2021, the HWU conducted a vaccination activity wherein the following were administered to availing employees and dependents:

- a. Fluarix Tetra (quadrivalent anti-flu) 457 employees availed
- b. Prevenar13 (anti-pneumonia) – 264 employees availed

In coordination with the Chief Safety Officer, fifty (50) employees were randomly selected to undergo a Mandatory Random Drug Testing on November 2021. This activity is pursuant to the Civil Service Commission Memorandum Circular No. 13 s. 2017. All fifty employees tested negative.

Wellness



The Wellness Team of HWU implements an Integrated Physical Fitness Program or IPFP. This program offers Zumba, Cardio, kickboxing, yoga and others to ensure that employees remain fit and healthy. Some employees avail of gym training with equipment every morning and/or after working hours. However, due to the pandemic the above activities were put on hold. In CY 2021, the unit focused on handling multiple hospital negotiations for venues for the branches where the vaccination will be done. They also assisted some employees to look for a hospital or quarantine facility that can accommodate DBP employees infected with the virus.

#### Occupational Safety

DBP adheres to the Circular on the National Occupational Safety and Health Policy Framework (JMC 1, s.2020) by continuously conducting ocular inspection of the premises to ensure the safety of its personnel, workers, clients and guests.

The Bank puts emphasis on the commitment, active participation and support of Management, employees, outsourced personnel, subsidiaries, contractors and sub-contractors, suppliers and partners, including the clients and the general transacting public in keeping a safe and healthy working condition in its premises.

With this in place, an Employee Climate Survey was released on December 2021. Based on the survey response, 3,039 strongly agreed while 7,053 agreed to the survey questions under workplace wellness and safety in the bank for an overall bank wide rating of 76%. The survey statements include: "The Bank ensures employee safety at work" and "The office is safe and conducive to work".

Geared towards emergency preparedness, new signage such as "EXIT", "NOT AN EXIT" and glow in the dark arrow signs were installed at the Head Office to guide employees and guests in case of an emergency. Employees participated in the "Drop-Cover-Hold" exercise for the quarterly nationwide simultaneous earthquake drill (NSED) spearheaded by the NDRRMC. No actual evacuation was conducted during CY 2021 in compliance with the IATF guidelines to mitigate the spread of the COVID-19 virus.

Also part of developing safety awareness of the employees is the regular conduct of lectures for DBP Orientation for New Employees (DBP ONE) and issuance of safety and health advisories.

#### **(b) State the company's training and development programmes for its employees, including the data.**

The Bank's policy on training and development is embodied in the following policies and guidelines. It is the policy of DBP to establish a continuing professional development program that will provide employees opportunities to advance their career within the organization and allow them to continuously upgrade their skills and competencies at par with the Bank and industry standards.

- DBP Competency Framework or Model

Pursuant to Board Resolution No. 0386 dated November 11, 2015, the DBP Competency Framework was approved for bank-wide use in line with the Bank's objective to promote a high performance culture and to integrate the competency standards in human resource systems. The DBP Competency model outlines 11 core competencies (required for all employees across levels), 4 leadership competencies (for people managers), and a set of distinct functional or technical competencies for identified job groups in the Bank. In 2020, the Bank conducted the competency assessment and profiling of 100% of Bankwide employees classified into 16 job groups as part of the Bank's commitment to the GCG under Strategic Measure No. 12 of the 2019 DBP Performance Scorecard. The results of Bankwide online competency assessment resulted in an overall average rating of 2.59 in a scale of 1 – 3 where 3 means Exceeds Standards. The Bankwide online competency assessment baselining in 2020 served as the basis for the design and implementation of L & D interventions as embodied in the Bank's Capability Building Strategy Paper.

- DBP Circular No. 49 dated December 18, 2018 - DBP Learning and Career Development Plan (LCDP)

The DBP-LCDP integrates guidelines on training, scholarships, and other HR interventions to strengthen the Bank's organizational capability and sustain a high-performing culture. The program is anchored on

the Civil Service Commission (CSC) Omnibus Rules Implementing Book V of Executive Order No. 292 (Sections 1 & 2, Rule VIII) that “all government agencies are mandated to establish a continuing program on career and personnel development for all employees at all levels and to create an environment or work climate conducive to the development of skills, talents, and values for better public service”. The LCDP covers all DBP officers and staff holding permanent appointments who are qualified to avail of foreign or local training or scholarships including employees holding temporary positions eligible to attend learning and development programs that support both individual and organizational development. The objectives of the DBP Learning and Career Development Plan are: (1) to enhance employee effectiveness in the performance of their functions either through in-service training, formal education, local or foreign scholarship grants; (2) to provide the employees with opportunities to pursue further studies such as masters' degree, continuing education or certification programs to support their professional and career advancement; (3) to encourage employees to take responsibility for their own career growth and development in the organization through self-development and life-long learning/education activities; (4) to develop multi-skilling by setting up a mechanism which gives employees opportunities to experience and learn other job functions and responsibilities within the Bank consistent with the Bank's needs and requirements and based the employees' Individual Development Plan (IDP).

Under the LCDP, the 70-20-10 learning philosophy is adopted which provides employees opportunities to avail of the following L& D interventions:

- IN-SERVICE TRAINING - refers to formal, short-term seminar or workshop designed to help address competency gaps or enhance the knowledge and skills of the employees in the performance of their functions.
  1. Orientation Program (DBP-ONE) - activities and courses designed to orient new hires about the programs, thrusts, and operations of the Bank. The course also includes a briefing on the mandatory courses which Bank employees are required to attend.
  2. Functional/Specialized/Technical Program – programs designed for specific functional groups to help address competency gaps or enhance knowledge and competencies in specific functional areas.
  3. Management and Leadership Development Program – program aimed at honing the skills and competencies of people managers in the Bank to effectively carry out their management and leadership functions as well as prepare them for higher responsibilities.
  4. Culture and Values Enhancement Program –courses designed for employees across all levels which promote and uphold DBP core values, public service ethics, integrity in the workplace, and good governance.
- OTHER HR DEVELOPMENT INTERVENTIONS - refers to study or other development programs that provide learning opportunities for DBP employees.
  1. Scholarship Grants — fully or partially-funded programs offered by local or foreign institutions.
  2. Professional Certification Programs — Professional credentials which may include technical, specialized, or management certification programs designed to help professionals enhance their skills or meet the standards set by the professional associations or regulatory bodies.
  3. Job Rotation — involves the temporary reassignment of one or more employees to equivalent or non-equivalent positions or levels between or among the units in an office or between or among offices. Supplemental Guidelines on DBP Job Rotation was issued per DBP Circular No. 19 dated June 30, 2020.
  4. Professional Advancement and Continuing Education Support (PACES) — refers to Bank's sponsorships or assistance extended to employees whether through financial assistance or official time only to help the employee obtain an MBA/Master's Degree.
  5. Coaching & Mentoring Program — provides a venue for a deliberate one-to-one process or focused conversations creating an environment of growth and continuous improvement.

As of March 2020, the Bank has recognized various Digital/Online Learning Programs, pursuant to CSC Memo Circular No. 3 s. of 2021, as part of its capability-building strategy and Learn From Home program which were launched during the pandemic period.

- Learning and Development Needs are linked to performance and prioritized based on Individual Development Plan which is jointly planned and agreed upon by the employee (ratee) and supervisor (rater) during the Strategic Performance Management System (SPMS).

Under the existing guidelines of the Bank on SPMS Process, Stage 6: Performance Rewarding & Development Planning provides that the completion of the performance evaluation process paves the way to performance rewarding and development planning. The results of the performance review and evaluation will serve as the basis for:

1. The PRAISE Committee in identifying nominees for various awards categories;
2. The DBP-PMT in identifying the top performers in the Bank who will qualify for performance-based incentives;
3. The supervisors/department/sector heads in coordination with the Human Resources Management in lining up merit selection/career development plan of employees; and
4. The Human Resources Management (HRM) in identifying relevant and appropriate interventions based on developmental needs identified by the respective supervisors.

- Study Plan

The Bank provides Study Leave benefit with pay for qualified employees to help them prepare for Bar or Board examination or complete their master's degree. The study leave is covered by a contract between the Bank and the employee concerned based on existing CSC guidelines.

In 2021, the Bank's Learning and Development Program sustained its efforts to cope with and adapt to changes caused by the pandemic. Considering the restrictions imposed while under community quarantine, the Human Resource Management Group (HRMG) continued its Learn-From-Home program that allows employees to take online courses and access both the Bank's eLearning Facility (iLearn) and eLearning platforms from reputable providers while working from home. Bank-wide employees, from the Board of Directors to Rank-and-File employees, have availed internal training programs via a blended learning approach: synchronous (webinar) or asynchronous (eLearning or micro learning). Among these programs are the Read and Learn, and Watch and Learn programs that use mixed media to improve skills and knowledge. Monthly training calendars and employee training records were also made available for viewing on the Self-Service mode of the DBP iHRIS under the Training module. The Bank likewise continues to provide external training opportunities as well as local and foreign scholarships for qualified employees. Relevant information about these are also included in either the Bank's internal (e.g. DBP Bulletin, DBP Newsgram, Career Updates) or external (e.g. Annual Report) publications.

Please refer to Page 41 for the summary of training and development programs attended by employees. The [2021 Employees' Training and Development Programs](#), on the other hand, may be accessed through the DBP Website.

#### **4) What is the company's statement on zero tolerance for fraud, corruption and malpractice?**

DBP seeks to uphold and embody moral excellence in public service by making integrity and decency a way of life at all levels of the organization. DBP officers and employees shall act ethically and lawfully in all transactions and dealings with stakeholders, avoiding any appearance of irregularity that could erode the Filipino's trust and confidence in the Bank as an institution and in the government as a whole.

DBP exercises zero tolerance for all types of fraud, including illegal practices, corruption, and malpractices. The Bank thus, commits to seriously deal with any allegation of fraud by initiating an objective and impartial investigation of all suspected incidents surrounding such allegation that involves its officer or employee, or that transpired in a transaction where DBP is a party.

**5) What are the company’s procedures for handling complaints by employees concerning illegal (including corruption) and unethical behavior?**

The DBP has institutionalized a whistleblower protection policy thru DBP Circular No. 16, S. 2013 that aims to encourage responsible reporting of acts or omissions constituting illegal activities. It has also established the guidelines on reporting and investigation of allegation of commission of illegal activity reported under the policy.

A report/disclosure of an Illegal Activity shall be in writing and under oath. The report may also be made initially through telephone call, or other electronic means, provided that the report/disclosure shall be made in writing and under oath within seventy-two (72) hours from initial report. If no report under oath is made within 72 hours, it shall be treated as an anonymous complaint and if the allegations therein are verifiable and supported by evidence, a fact-finding investigation shall be conducted in accordance with the DBP’s Implementing Guidelines of the Revised Rules on Administrative Cases. An investigation shall also be conducted to ascertain the identity of the person who made the report/disclosure for possible filing of appropriate charges against him if the allegations are proven to be false and malicious in accordance with Section 9.4 of this Policy.

An Illegal Activity may be reported to any of the following senior officers of the Bank:

- a. President and Chief Executive Officer
- b. Chief Governance Officer;
- c. Chief Legal Counsel;
- d. Chief Compliance Officer;
- e. Head of Internal Audit; or
- f. Head of the Human Resource Management

In case the report was made to any of the officers mentioned in Section 6.2 above other than the Chief Governance Officer, the concerned officer shall, within seventy-two (72) hours from receipt of the report, refer the same to the Chief Governance Officer. Upon receipt of the report, the CGO shall docket the same as an adverse report and proceed with the fact-finding investigation thereon until its final determination under the DBP’s Implementing Guidelines of the Revised Rules on Administrative Cases.

**6) Explain how employees are protected from retaliation.**

The DBP Whistleblower Protection Policy establishes measures to ensure that Whistleblowers and Witnesses are adequately protected against any form of retaliation. Interference, retaliation, and other forms of retribution against Whistleblowers or Witnesses to a Protected Disclosure are considered grave administrative offense and shall be dealt with in accordance with DBP’s Implementing Guidelines of the Revised Rules on Administrative Cases.

All officers and employees can freely report irregularities, violations of laws, rules and regulations, or even corrupt practices or non-observance of the Bank’s Code of Ethics without fear of retaliation. The Bank also maintained its dedicated hotline for internal and external reporting under the policy.

**7) Does the company provide contact details via its website or Annual Report which stakeholders (e.g. employees, clients, the general public, etc.) can use to voice their concerns and/or complaints about any possible violations of their rights?**

Yes. There is a Complaints Handling section on the Corporate Governance Page of the DBP Website which specifies how (instructions are in English and Tagalog) and where clients and consumers can file their feedback and complaints. It includes the contact details (address, telephone number, and email address) of the department in charge as well as the 24/7 ATM Hotline. Relevant details are also displayed on the footer of the Bank’s website.

**H. DISCLOSURE AND TRANSPARENCY**

**1) Does the Bank disclose the following information in the DBP Annual Report and website?**

Corporate objectives	Yes
----------------------	-----

Financial performance indicators	Yes
Non-financial performance indicators	Yes
Biographical details (at least age, qualifications, date of first appointment, relevant experience, and any other directorships of listed companies) of directors/commissioners	Yes

**2) Does the bank confirm its full compliance with the Code of Corporate Governance and where there is non-compliance, identify and explain the reasons for such issue for 2021.**

Yes, the Bank has confirmed its full compliance with the Code of Corporate Governance (Governance Commission for GOCCs Memorandum Circular No. 2012-07). A [copy of the certification](#) is downloadable from the Bank website.

**3) Is the Annual Report downloadable from the website?**

Yes. The Bank's [2021 Annual and Sustainable Development Report](#) may be downloaded from the Corporate Governance Page of the DBP Website.

**4) Does the bank practice Global Reporting Index (GRI) on its annual reports?**

Yes. The Bank's 2021 Annual and Sustainable Development Report complies with the Global Reporting Index standards.

**5) Are there members of the Board of Directors who hold more than five (5) positions in GOCCs and PLCs?**

None. DBP strictly complies with GCG's directive and ensures that all members of the Board of Directors will not exceed five (5) positions in GOCCs and PLCs. A list of their membership in the governing board of the Bank's subsidiaries and affiliates may be downloaded from the [Bank's website](#). The [2021 Annual and Sustainable Development Report](#) also contains information on their concurrent positions.

**6) Date of Receipt of Audited Financial Report from COA** : 30 June 2022

**7) Date of Release of Audited Financial Report** : 11 July 2022

**8) Is the true and fairness/fair representation of the annual financial statements/reports affirmed by the board of directors and/or the relevant officers of the company?**

DBP's the Board of Directors affirmed the truthfulness and fairness of the Annual Financial Statement/Reports on 15 June 2022. A copy of the statement may be downloaded from the [Bank's website](#).

**I. BOARD, DIRECTOR, COMMITTEE, AND CEO APPRAISAL**

**1) Disclose the process followed and criteria used in assessing the annual performance of the board and its committees, individual director, and the CEO/President.**

In line with the principles of good governance and in compliance with the Bank's Manual on Corporate Governance, the Bank conducted the annual Peer Assessment on the performance of the members of the Board of Directors for the period January to December 2021. The results of the Peer Assessment have been a regular subject of examination conducted by the Bangko Sentral ng Pilipinas in its annual audit of the Bank.

**a) Guidelines on the Peer Assessment System for the Members of the Board**

1. Every January of each year or on a date decided upon by the Board, a peer assessment of effectiveness for each Director shall be conducted using the criteria and rating system presented in the attached form.
2. Assessment shall only be applicable to Directors who have served the Bank for at least six (6) months prior to the rating date. The Board may extend the rating date for Director/s who has/have not reached the minimum six (6) months period.

3. The accomplished forms shall be submitted to a unit or person designated by the Board who will consolidate, compute the average rating and forward the collective Board rating to the Chairman of the Governance Committee, the Chairman of the Board and the President/CEO of the Bank.
4. This collective Board rating will be derived from the Individual Director's Peer Ratings which shall be computed as follows;
  - a. Add all equivalent points for each item using the following:
 

<b>STRONG</b> (demonstrates excellent level of skills, ability, performance, etc.)	-	3 points
<b>ADEQUATE</b> (demonstrates effective level of skills, ability, performance, etc.)	-	2 points
<b>NEEDS IMPROVEMENT</b> (demonstrated minimal level of skills, ability, performance, etc.)	-	1 point
  - b. Multiply the results with the corresponding weight equivalents for each criteria.
  - c. Sum up all results and compare to the schedule below to obtain the average adjectival rating:
 

<b>STRONG</b>	-	Between 9.6 – 14.25 points
<b>ADEQUATE</b>	-	Between 4.76-9.5 points
<b>NEEDS IMPROVEMENT</b>	-	4.75 points or less
  - d. For the Board's collective rating, average up the numerical equivalent points obtained by each director and translate to the adjectival rating using the same grid/scale used for the individual rating as shown in 4c.
5. It shall be the responsibility of the Office of the Corporate Secretary to furnish each Director with the relevant documents/information for the proper accomplishment of the assessments such as: bio data, attendance record, etc.

**b) Guidelines on the Appraisal of Board Committee Performance**

1. Every first quarter of each year or on a date decided upon by the Board, an appraisal of effectiveness for each board committee shall be conducted using the criteria and rating system presented in the attached form.
2. The raters shall be the regular members of the specific committee, except for the Executive Committee where the raters shall be all members of the Board, for at least three (3) months prior to the rating date. The Board may extend the rating date for director/s who has/have not reached the minimum three (3) months period.
3. The accomplished forms shall be submitted to the Corporate Governance Unit of the Office of the Corporate Secretary (CGU-OCS) which will consolidate, compute the average rating and present a summary report to the Board of Directors through the Governance Committee.
4. The numerical rating per each statement shall be as follows:

Rating	Description
5	Strongly Agree
4	Agree
3	Somewhat Agree
2	Disagree
1	Strongly Disagree

5. In order to arrive at the collective rating of the performance of board committee, the following computation shall be used:

- a. Add all equivalent points for each item per category and divide by the total number of statements per category;
- b. Multiply the results with the corresponding weight equivalents for each category;
- c. Sum up all results and compare to the schedule below to obtain the average adjectival rating:

OUTSTANDING	-	5
VERY SATISFACTORY	-	Between 4.0-4.99
SATISFACTORY	-	Between 3.0-3.99
UNSATISFACTORY	-	Between 2.0-2.99
POOR	-	Between 1.0-1.99

## 2) Discuss the results of the assessment or appraisal conducted for the year.

Results of the appraisal for CY 2021 showed that the Board of Directors displayed a high level of effectiveness and efficiency with an over-all rating of “Very Satisfactory” while each member obtained a strong adjectival rating. Board-Level Committees, on the other hand, achieved a “Very Satisfactory” or an “Outstanding” rating for the 2021 performance period.

## J. IS THERE NON-COMPLIANCE WITH GOOD GOVERNANCE CONDITIONS?

Guided by its Enhanced Corporate Governance Framework for 2019 – 2022, DBP stands firm on its commitment to sustain compliance with all good governance conditions as well as applicable laws and regulations such as the GCG Code of Corporate Governance (Memorandum Circular No. 2012-07) and the Bangko Sentral ng Pilipinas' guidelines on Corporate Governance. It likewise ensures adherence to mandatory disclosures in DBP's website, Freedom of Information reportorial requirements, and compliance with the Anti-Red Tape Authority directives such as Updating of the DBP Citizen's Charter.

The results of validating agencies' evaluation of the Bank's compliance with the Good Governance Conditions for 2021 have yet to be published/released.

## Summary of Employees' Training and Development Programs for CY 2021

No.	TITLE OF SEMINAR/TRAINING	EMPLOYEE COUNT	AVERAGE of NO. OF HOURS
1	1ST PSTD PHILIPPINE MENTORING SUMMIT	9	3
2	OFFICE FOR ALTERNATIVE DISPUTE RESOLUTION (OADR) WEBINAR SERIES SEASON 2 EPISODE 3: INTRODUCTION TO EO NO. 78 S.2012 AND ITS IRR EPISODE 4: REPUBLIC ACT NO. 9285	4	6.5
3	[WEBINAR] BAIPHIL EXECUTIVE LEARNING SERIES - THE 2021 PHILIPPINE ECONOMIC OUTLOOK	26	2
4	[WEBINAR] EMOTIONAL INTELLIGENCE AND LEADERSHIP	7	13
5	17th NATIONAL OCCUPATIONAL SAFETY AND HEALTH CONGRESS: "BUILDING RESILIENT OSH SYSTEM AT THE ENTERPRISE LEVEL: BEST OSH PRACTICES AMIDST CRISES"	1	21
6	1ST GOVERNMENT INTERNAL AUDITORS SUMMIT: "INNOVATIVE AUDITING: WORKING AND THINKING DIFFERENTLY" _ WEBINAR	1	7.5
7	2021 AGIA ANNUAL CONVENTION CUM SEMINAR	3	16
8	2021 CES LEADERSHIP CONCLAVE: "RESILIENCE 4.0: COURAGE, AGILITY, AND FUTURE-READY LEADERSHIP"	1	8
9	2021 PCW GAD TOOLKIT ON 18-DAY CAMPAIGN TO END VIOLENCE AGAINST WOMEN	30	6
10	2021 PCW GAD WEBINAR SERIES	79	12
11	2021 VISA SECURITY SUMMIT VIRTUAL EDITION	6	32
12	2ND SEMESTER CSI LEADERSHIP SERIES: VALUES-DRIVEN LEADERSHIP	10	8
13	31ST BAIPHIL VIRTUAL CONVENTION: RESPONSIVE AND SUSTAINABLE BANKING IN THE NEW NORMAL	10	12
14	48th ECOP MEMBERS' GENERAL MEETING: "IMPLEMENTING GUIDELINES ON THE SAFETY SEAL CERTIFICATION PROGRAM AND DOTR INTERVENTION & PROGRAMS DURING PANDEMIC"	1	2.5
15	4TH BSP WEBINAR SERIES: THE AGE OF DIGITAL BANKING	21	2.5
16	4TH PUBLIC HEALTH CONVENTION ON MENTAL HEALTH: "GRATEFUL AND HOPEFUL: BUILDING A RESILIENT MENTAL HEALTH SYSTEM"	5	12
17	57TH PAP ANNUAL CONVENTION: "RECALIBRATING PHILIPPINE PSYCHOLOGY: TOWARDS A MORE RESPONSIVE DISCIPLINE IN THE CHALLENGING TIMES"	10	21
18	5-DAY ONLINE TRAINING COURSE FOR POLLUTION CONTROL OFFICERS	1	40
19	5TH EFMA ONLINE IN-HOUSE BRIEFING: SME CLIENT/NEEDS IN THE POST COVID-19 WORLD	22	1
20	92ND BAP TREASURY CERTIFICATION PROGRAM	2	109.5
21	ABA OBERTHUR WEBINAR: IBNS, A NEW WAY TO PROTECT CASH FROM ATM PHYSICAL ATTACKS	1	2
22	ABCOMP GMM AND WEBINAR: LEVERAGING ON FINTECH - FINANCIAL SERVICES UNDER THE NEW ECONOMY ARRANGEMENT	32	2
23	ACCELERA PRO CPD ACCREDITED PROGRAMS: COMPETENCY A AND COMPETENCY B (WITH 28.5 CPD UNITS)	1	28.5
24	ACCOUNT OFFICERS DEVELOPMENT PROGRAM (AODP)	22	114
25	ACCOUNT OFFICERS DEVELOPMENT PROGRAM (PART 2): INTERNAL CREDIT RISK MANAGEMENT	52	36
26	ACCOUNTING FOR MANAGEMENT DECISION-MAKING	1	21
27	ACCOUNTING FOR NON-ACCOUNTANTS WITH FINANCIAL STATEMENT ANALYSIS	5	12
28	ADBI FEATURED SPEAKER WEBINAR: BSP GOV. BENJAMIN E. DIOKNO ON FINANCIAL DIGITALIZATION AND INCLUSIVE COVID-19 RECOVERY	14	2



29	ADFIAP Virtual Presentation and Dialogue on 'SOURCE' The Multilateral Platform for Infrastructure	1	1.5
30	ADVANCED SPREADSHEET FOR BUSINESS REPORTING	14	8
31	AGILE PROJECT MANAGEMENT E-LEARNING	1	21
32	AGILE PROJECT MANAGEMENT ESSENTIALS	1	9
33	AIC 2021 - 20TH ASEP INTERNATIONAL CONVENTION   STRUCTURAL ENGINEERING: GETTING SMARTER TO NEW AND FUTURE CHALLENGES	5	24
34	ANALYTICS FOR BUSINESS: DEVELOPING INSIGHTS FROM DATA	1	18
35	ANTI-MONEY LAUNDERING (AML) eLEARNING FOR NEW EMPLOYEES	193	3
36	ANTI-MONEY LAUNDERING (AML) IMMERSIVE E-LEARNING MODULE SERIES	21	4
37	ANTI-MONEY LAUNDERING (AML) REFRESHER eLEARNING	2131	4
38	ANTI-MONEY LAUNDERING READ AND LEARN KIT ELEARNING	382	2
39	ANTI-MONEY LAUNDERING TRAINING COMPLIANCE PLAN BRIEFING	69	1
40	ANTI-MONEY LAUNDERING UPDATES FOR BOARD OF DIRECTORS AND SENIOR MANAGEMENT	71	2
41	ANTI-MONEY LAUNDERING UPDATES WATCH AND LEARN	8	2
42	ASENSO PILIPINAS: BUILDING DIGITAL RESILIENCE	2	3
43	ASIA AML/CFT 3RD ANNUAL SUMMIT 2021	11	15
44	ASIAN BANKERS ASSOCIATION POLICY ADVOCACY WEBINAR	2	2
45	ASK PAÑERA: EPISODE 1: WHAT IS THE SAFE SPACES ACT AKA "THE ANTI-BASTOS LAW"	26	1
46	ATM SECURITY WEBINAR SERIES	5	4
47	AUDIT OF IT GOVERNANCE WEBINAR	1	16
48	BAIPHIL GMM AND ELS: The Fundamentals of CREATE Law and Updates on Tax Regulations	2	2
49	BANCNET VIRTUAL REFRESHER FOR EBANKING/ATM CENTER OPERATIONS	6	3
50	BANK FRAUDS AND FORGERY DETECTION - SIGNATURE VERIFICATION	24	6
51	BANK RECONCILIATION BLENDED LEARNING WEBINAR	252	7
52	BASIC ACCOUNTING AND BOOKKEEPING FOR NON-ACCOUNTANTS	1	14
53	BASIC ACCOUNTING AND INTERNAL CONTROL FOR NON-ACCOUNTANTS WEBINAR	2	24
54	BASIC BUSINESS RECORDING	4	8
55	BASIC INTERNAL CONTROL CONCEPTS AND INTERNAL AUDITING PRINCIPLES AND PRACTICES WEBINAR	9	16
56	BASIC TO ADVANCED EXCEL	28	7
57	BASIC TRAINING FOR POLLUTION CONTROL OFFICERS (PCO)	1	40
58	BASICS OF DERIVATIVES	2	6
59	BEST PRACTICES IN DETECTING FAKE CERTIFICATES AND LAND TITLES	6	3.5
60	BRANCH BANKING AUDIT SEMINAR 1 (THE BRANCH BANKING BUSINESS OBJECTIVES, RISKS, CONTROLS AND THE RELATED AUDIT STRATEGY)	5	8
61	BRANCH RETOOLING WEBINAR: STRENGTHENING AML-RELATED COMPLIANCE	28	8
62	BREWING@AIM: CONVERSATIONS WITH THOUGHT LEADERS VIRTUAL SESSION	30	1.5
63	BRIEFING ON THE RESULTS OF THE 3RD SECTORAL RISK ASSESSMENT (SRA) AND THEMATIC REVIEW ON TERRORISM FINANCING (TF) AND PROLIFERATION FINANCING (PF) AND IMPLEMENTATION OF TARGETED FINANCIAL SANCTIONS	2	4
64	BSP CIRCULAR NO. 1011: GUIDELINES ON THE ADOPTION OF THE PHILIPPINE FINANCIAL REPORTING STANDARDS (PFRS) 9 - FINANCIAL INSTRUMENTS WEBINAR	8	3.5
65	BSP CIRCULAR NO. 1105 (GUIDELINES ON ESTABLISHMENT OF DIGITAL BANKS)	2	2
66	BSP CIRCULAR NO. 989: GUIDELINES ON THE CONDUCT OF STRESS TESTING EXERCISES WEBINAR	2	3
67	BSP WEBINAR ON TARGETED FINANCIAL SANCTIONS (TFS) IMPLEMENTATION	10	3
68	BSP WEBINAR SERIES: FINANCIAL MARKETS AND ECONOMIC STRESSES DURING THE PANDEMIC	1	2
69	BUSINESS CONTINUITY MANAGEMENT READ AND LEARN KIT	296	1
70	BUSINESS CONTINUITY OVERVIEW	1	8

71	BW INSIGHTS: MEETING TRANSFORMED CONSUMER NEEDS THROUGH FINTECH	2	1.5
72	CAPITAL MARKETS AND FIXED INCOME SECURITIES ANALYSIS COURSE	13	12.5
73	CCET DEEP DIVE SESSION FOR GOCCs	3	7.5
74	CCNAV7: INTRODUCTION TO NETWORK	1	27
75	CERTIFICATE COURSE IN STRATEGIC COMPLIANCE FOR BANKING INDUSTRY	5	64
76	CERTIFIED FIXED INCOME MARKET SALESMAN REVIEW SESSIONS	12	11
77	CERTIFIED INFORMATION SECURITY MANAGER (CISM) REVIEW WEBINAR	1	40
78	CESCON 2021: CES LIFELONG LEARNING FOR LEADERSHIP CONGRESS	17	16
79	COMPETENCY ADVANCEMENT FOR LAW LIBRARIANS	1	12
80	COMPETENCY-BASED RECRUITMENT AND SELECTION	2	8
81	COMPLIANCE WITH OPERATIONAL RISK MANAGEMENT GUIDELINES	16	3
82	CONSUMER ASSISTANCE MANAGEMENT SYSTEM BLENDED LEARNING	333	5
83	COORDINATED INCIDENT RESPONSE FOR ADVANCED PERSISTENT THREATS (APTs) - UNHIDING HIDDEN COBRA	2	40
84	CORPORATE GOVERNANCE ORIENTATION PROGRAM FOR GOVERNMENT-OWNED AND CONTROLLED CORPORATIONS	5	8
85	CORPORATE NUTRITION COUNSELLING AND CULINARY MEDICINE PROGRAM FOR MEN AND WOMEN (SESSION 1)	84	4
86	CORPORATE NUTRITION COUNSELLING AND CULINARY MEDICINE PROGRAM FOR MEN AND WOMEN (SESSION 2)	78	3
87	CORPORATE SECRETARY AS CORPORATE GOVERNANCE PROFESSIONAL	1	16
88	COVID-19 VACCINE ROLL OUT (TOWN HALL MEETING FOR THE GENERAL POPULATION/PUBLIC/ALL OTHER GOVERNMENT OFFICIALS AND EMPLOYEES)	19	2
89	CREDIT INVESTIGATION COMPETENCY UPGRADING PROGRAM (CI-UP) - READ AND LEARN SERIES	90	6
90	CREDIT INVESTIGATION COMPETENCY UPGRADING PROGRAM (CI-UP) LIVE SESSION: BATCH 1	88	14
91	CREDIT POLICIES AND PROCEDURES REGULATORY FRAMEWORK, LOAN PRODUCTS AND LENDING PROGRAMS AND CREDIT RISK ASSESSMENT MODULES (AODP BASIC CREDIT LEVEL)	188	9
92	CUSTOMER CENTRICITY: CUSTOMER-FOCUSED COMPETITIVE EDGE	11	2
93	CUSTOMER SERVICE RESET 2.0	98	2
94	CYBERSECURITY COMPETENCY FRAMEWORK WEBINAR	2	3
95	DATA ENCODERS MASTERY PROGRAM (DEMP) EXPANSION OF PAX REACH (EPR) BLENDED LEARNING	537	3
96	DATA ENCODERS MASTERY PROGRAM WEBINAR	305	2
97	DATA PRIVACY ACT (DPA) ORIENTATION	1	3
98	DATA PRIVACY AWARENESS TRAINING	3267	2
99	DATA PRIVACY AWARENESS WEBINAR	492	2
100	DATA PROTECTION OFFICER (DPO) ACE PROGRAM	1	7
101	DBP GENERAL ORIENTATION AND ONBOARDING FOR NEW EMPLOYEES: AN ONBOARDING TOOLKIT	20	4
102	DBP INNOVATION FRAMEWORK CASCADING SESSIONS	55	2
103	DBP ORIENTATION FOR NEW EMPLOYEES (DBP ONE), ANTI-MONEY LAUNDERING AND INFORMATION SECURITY BLENDED LEARNING	100	24
104	DDI PINPOINT ADMINISTRATION ORIENTATION	2	1
105	DESIGN THINKING AND CREATIVITY FOR INNOVATION	1	100
106	DEVELOPING RECOVERY MEASURES IN MITIGATING EFFECTS OF DISASTER TO GOVERNMENT RECORDS_WEBINAR	18	20
107	DEVELOPMENT LENDING SECTOR INSTRUCTIONAL MANUAL ON ADMINISTRATIVE AND HR-RELATED MATTERS BLENDED LEARNING	51	9
108	DEVELOPMENT PROGRAM FOR BRANCH HEADS & LENDING CENTER HEADS (DP-BLENCH/BMDP) BRANCH BANKING AUDIT MODULE_BATCHES 1 & 2 WEBINAR	34	7

109	DEVELOPMENT PROGRAM FOR BRANCH HEADS & LENDING CENTER HEADS (DP-BLENCH/BMDP) INTERNAL CONTROL FRAMEWORK _BATCHES 1 & 2 WEBINAR	56	6
110	DEVELOPMENT PROGRAM FOR BRANCH HEADS & LENDING CENTER HEADS (DP-BLENCH/BMDP) INTERNAL OPERATIONS AUDIT _BATCHES 1 & 2 WEBINAR	54	4
111	DEVELOPMENT PROGRAM FOR BRANCH HEADS & LENDING CENTER HEADS (DP-BLENCH/BMDP) INTERNAL REGULATORY COMPLIANCE _BATCHES 1 & 2 WEBINAR	55	4
112	DEVELOPMENT PROGRAM FOR BRANCH HEADS & LENDING CENTER HEADS (DP-BLENCH/BMDP) LEADING THE SERVICE TEAMS _BATCH 1 WEBINAR	55	4
113	DEVELOPMENT PROGRAM FOR BRANCH HEADS & LENDING CENTER HEADS (DP-BLENCH/BMDP) MODULE 3 _BATCH 2 WEBINAR	29	16
114	DEVELOPMENT PROGRAM FOR BRANCH HEADS & LENDING CENTER HEADS (DP-BLENCH/BMDP) MODULE 4 _BATCH 2 WEBINAR	29	16
115	DEVELOPMENT PROGRAM FOR BRANCH HEADS & LENDING CENTER HEADS (DP-BLENCH/BMDP) MODULE 5 _BATCH 2 WEBINAR	22	16
116	DEVELOPMENT PROGRAM FOR BRANCH HEADS & LENDING CENTER HEADS (DP-BLENCH/BMDP) MODULE 6 _BATCH 1 WEBINAR	27	16
117	DEVELOPMENT PROGRAM FOR BRANCH HEADS & LENDING CENTER HEADS (DP-BLENCH/BMDP) MODULE 6 _BATCH 2 WEBINAR	28	16
118	DEVELOPMENT PROGRAM FOR BRANCH HEADS & LENDING CENTER HEADS (DP-BLENCH/BMDP) MODULE 7 _BATCH 1 WEBINAR	27	16
119	DEVELOPMENT PROGRAM FOR BRANCH HEADS & LENDING CENTER HEADS (DP-BLENCH/BMDP) MODULE 7 _BATCH 2 WEBINAR	29	16
120	DICT ONLINE TRAINING USING ENCRYPTION TO SECURE GOVERNMENT DATA AND DIGITAL SERVICES	3	4
121	DIGITAL DESIGN	1	30
122	DIGITAL MARKETING: TRANSFORMING THE WAY WE PROMOTE BUSINESS	8	8
123	DISABILITY AWARENESS AND SENSITIVITY BLENDED LEARNING (BATCH 1)	70	3
124	DISABILITY AWARENESS AND SENSITIVITY BLENDED LEARNING (BATCH 2)	57	3
125	DISASTER RESILIENCE READ AND LEARN KIT	1376	2
126	DISASTER RISK REDUCTION AND MANAGEMENT WEBINAR: BE INVOLVED - YOU ARE THE HELP UNTIL HELP ARRIVES	149	2
127	EARTH DAY 2021 WEBCAST: PINASIGLANG MUNDO	14	7
128	ECOURSE: ACCOUNTING FUNDAMENTALS COURSE	12	2.5
129	ECOURSE: CRITICAL THINKING FOR SELF-DEVELOPMENT	1	8
130	ECOURSE: EXCEL CRASH COURSE - SPREADSHEET TUTORIAL FOR FINANCE	57	3.5
131	ECOURSE: EXCEL SKILLS FOR BUSINESS: ESSENTIALS	1	25
132	ECOURSE: FINANCIAL INTEGRATION IN SOUTHEAST ASIA	2	1
133	ECOURSE: HOW TO READ FINANCIAL STATEMENT	4	1.5
134	ECOURSE: MONEY MARKET, FOREIGN EXCHANGE AND TIME VALUE OF MONEY	2	8
135	ECOURSE: NON-COMMUNICABLE DISEASE (NCD) COURSE FOR PRIMARY CARE	1	16
136	ECOURSE: PERFORMANCE MANAGEMENT FOR PRIME-HRM LEVEL 2	6	25
137	ECOURSE: RECEIVING AND RESPONDING TO WORKPLACE COMMUNICATION	6	8
138	EFFECTIVE BUSINESS COMMUNICATION AND PRESENTATION SKILLS	6	8
139	EFFECTIVE BUSINESS WRITING	9	8
140	EFFECTIVE WAYS OF HANDLING THE BANKS' CYBER THREATS AND ETHICAL ISSUES IN CYBER SECURITY	7	2
141	EFFECTIVELY MANAGING THIRD PARTY TECHNOLOGY RISK WEBINAR	2	1
142	EMBRACING THE AGILITY MINDSET WEBINAR PUBLIC PROGRAM	217	6
143	EMPOWERED TEAMWORK ENABLEMENT	2	8
144	ENERGY AUDIT ORIENTATION	74	3
145	ENHANCED ERPICAS USERS' TRAINING	307	3
146	ENVIRONMENTAL RISK MANAGEMENT WEBINAR	3	1
147	ENVIRONMENTAL SOCIAL GOVERNANCE (ESG): FOSTERING SUSTAINABLE FINANCING IN BANKING WEBINAR	17	2

148	ESTATE PLANNING, SUCCESSION, FAMILY CODE, AND INVESTMENT (15 CPD UNITS)	1	22
149	ETHICAL DILEMMAS AND INTERNAL AUDIT	2	3
150	ETHICS AND ETIQUETTE IN THE PH FINANCIAL MARKETS	4	3
151	EXECUTIVE SESSIONS ON BUSINESS RESTRUCTURING AND REHABILITATION AND PRACTICAL APPLICATIONS OF THE FIST LAW	25	7.6
152	EXPLORING THE ROLE OF FINTECH IN THE POST-COVID WORLD AND HOW IT WILL AFFECT FINANCIAL INSTITUTIONS	5	1
153	FACILITATING DIGITISATION OF YOUR SMES	1	1.5
154	FINANCE IN THE DIGITAL WORLD WEBINAR	10	1.5
155	FINANCIAL CONSUMER PROTECTION (FCP) AWARENESS eLEARNING	1635	4
156	FINANCIAL INSTITUTIONS STRATEGIC TRANSFER (FIST) LAW BRIEFING	25	2
157	FINANCIAL LITERACY IN UNCERTAIN TIMES	1	3
158	FINANCIAL RESTRUCTURING AND BANKRUPTCY WEBINAR	2	16
159	FINANCIAL SUPERVISION IN THE TIME OF COVID-19 2022 REGULATORY RELIEF MEASURES AND UPDATES ON BSP REGULATIONS	6	2
160	FINE-TUNING AML TRANSACTIONS MONITORING	17	1
161	FINEX LIFE MEMBERS 2ND VIRTUAL GET TOGETHER   HEALTH IS WEALTH - THE SCIENCE OF FOOD SUPPLEMENTS: DO WE REALLY NEED THEM?	1	1
162	FIRE PREVENTION AWARENESS MICROLEARNING	263	1
163	FUNDAMENTALS OF AUDIT EVIDENCE AND WORKPAPERS_ WEBINAR	1	3
164	FUNDAMENTALS OF BUSINESS CONTINUITY MANAGEMENT_ WEBINAR	11	8
165	FUTURISTIC CITIES - SMART AND RESILIENT	1	23.5
166	FX NON-TRADE CURRENT TRANSACTIONS BLENDED LEARNING	523	2.5
167	GAD WEBINAR SERIES 2021   GAD PLANNING AND BUDGETING: FROM PREPARATION TO GAD FUNDS AUDIT	3	6
168	GENDER, DIVERSITY AND SOCIAL INCLUSION WEBINAR	1	8
169	GREEN SOCIAL SUSTAINABLE BONDS SERIES 3: ROLE OF FINANCIAL INSTITUTIONS IN SUPPORTING SUSTAINABLE DEVELOPMENT	8	2.5
170	HIGHER LEVEL LEADERSHIP_ WEBINAR	6	1
171	HOW BRANDS IN FINANCIAL SERVICES DESIGN AND IMPROVE EXPERIENCES	3	2
172	HOW FINTECH IS SHAPING THE FUTURE OF BANKING	2	2.5
173	IMPROVING THE ORGANIZATION AND CONTROL OF FILES FOR EFFECTIVE RECORD-KEEPING	62	9
174	IMPROVING TRANSPORTATION IN THE COUNTRY AND INITIATIVES ON PUBLIC TRANSPORTATION TO ENABLE THE ECONOMY TO SAFELY REOPEN WEBINAR	7	2
175	INDEPENDENT VALIDATION/AUDIT OF THE BANK'S ICAAP WEBINAR	8	18
176	INFORMATION SECURITY AWARENESS FOR AISOS (ISAA) ELEARNING 2021	239	3
177	INFORMATION SECURITY AWARENESS FOR PRIVILEGE USERS_ WEBINAR	77	2
178	INFORMATION SECURITY AWARENESS SESSION FOR SENIOR MANAGEMENT	12	1
179	INFORMATION SECURITY EMPLOYEE AWARENESS (ISEA) ELEARNING 2021	2891	3
180	INTERMEDIATE EXCEL TRAINING FOR BANKERS	25	15.52
181	INTERNAL QUALITY AUDIT (IQA) (BASED ON ISO 9001:2015 STANDARD)	13	16
182	INTERNATIONAL DISASTER RESILIENCE FORUM	1	14
183	INTRADAY LIQUIDITY WEBINAR	3	3
184	INTRODUCTION TO GIS USING ARCGIS	2	36
185	INVESTMENT FORUM ON ENERGY TRANSITION: UNLOCKING OPPORTUNITIES AT THE LOCAL LEVEL	2	3.5
186	ISAD PROFESSIONAL DEVELOPMENT HYBRID SESSION	8	9
187	ISLAMIC FINANCE 2021-2022: TOWARDS MORE SUSTAINABLE GROWTH	4	2
188	ISO 31000: 2018 RISK MANAGEMENT FUNDAMENTALS	1	12
189	IT PROJECT MANAGEMENT	1	8
190	KICKSTARTING GREEN RECOVERY	2	1
191	KNOW YOUR MONEY AND COUNTERFEIT DETECTION	40	6.5

192	KNOW YOUR POLICY AND PROCESS (KYPP): A BRIEFING ON CREDITABLE WITHHOLDING TAX PROCESS AND RECONCILIATION	273	1
193	KNOW YOUR PRODUCT/PROGRAM (KYPP): SWINE REPOPULATION, REHABILITATION AND RECOVERY CREDIT PROGRAM (SWINE R3)	116	3
194	KNOW YOUR PRODUCT/PROGRAM (KYPP): TRADE FINANCE PRODUCTS AND SERVICES BLENDED LEARNING	407	4
195	KNOW YOUR PRODUCT/PROGRAM (KYPP):NEWLY-APPROVED AND REVISED DBP LENDING PROGRAMS	230	2
196	LEADERSHIP DEVELOPMENT (LEAD) REIMAGINED SERIES: DIGITALIZATION	30	22.5
197	LEADERSHIP DEVELOPMENT (LEAD) REIMAGINED SERIES: FINTECH	30	22.5
198	LEADERSHIP DEVELOPMENT (LEAD) REIMAGINED SERIES: INNOVATION	30	22.5
199	LEADERSHIP IN THE DIGITAL ERA	22	14
200	LEADERSHIP MENTORING FOR MAXIMUM IMPACT	124	3
201	LEADING HIGH PERFORMING VIRTUAL TEAMS WEBINAR SERIES	139	8
202	LEADING WITH EMOTIONAL INTELLIGENCE	6	8
203	LEADING WITHOUT THE TITLE	9	4
204	LEARNING AND DEVELOPMENT PROCESS FOR PRIME HRM LEVEL 2_ WEBINAR	2	24
205	LGU FINANCE AND THE MANDANAS RULING	36	2
206	LICENSURE RENEWAL ECOURSE: (1) SETTLEMENT AND STABILITY ANALYSIS OF FOUNDATIONS; (2) CRACK ANALYSIS, REPAIR AND CONTROL IN MASS CONCRETE STRUCTURES; (3) SOIL EXPLORATION AND ANALYSIS FOR ENGINEERING DESIGN UTILIZATION (13 CPD UNITS)	2	24
207	MALASAKIT IN THE WORKPLACE: WORK, ATTITUDE AND VALUES ENHANCEMENT (WAVE)	28	8
208	MANAGEMENT ASSOCIATES PROGRAM (MAP) BATCH XII MODULE 100 - INDUCTION AND ORIENTATION	34	104
209	MANAGEMENT ASSOCIATES PROGRAM (MAP) BATCH XII MODULE 200 - BUSINESS OF BANKING, FINANCE AND ECONOMICS	34	184
210	MANAGEMENT SESSION ON SUSTAINABILITY REPORTING	35	1.5
211	MANAGING REMOTE EMPLOYEES AND TEAMS	2	9
212	MANAGING SME CLIENT RELATIONS IN A SUSTAINABLE FINANCE NETWORK	3	1
213	MANAGING WORKPLACE CONFLICT	2	8
214	MAP GENERAL MEMBERSHIP MEETING: "GOVERNANCE WARRIORS: HOW INDEPENDENT DIRECTORS CREATE VALUE?"	1	2
215	MATERIALS MANAGEMENT AND INVENTORY CONTROL (MMIC)	7	16
216	MODEL RISK MANAGEMENT AND FAIRNESS AND BIAS IN ALGORITHMS WEBINAR	8	2.5
217	MONITORING AND EVALUATION (M&E) WEBINAR SERIES	1	7.5
218	MS OFFICE FOR DIGITIZED FORMS	67	8
219	MS OFFICE TO DIGITIZED REPORTS	32	8
220	NATIONAL RISK ASSESSMENT	2	2
221	NATURE-BASED SOLUTIONS: INFRASTRUCTURE FOR URBAN AND COASTAL RESILIENCE	4	2
222	NEGOTIATION SKILLS WORKSHOP WEBINAR	12	12
223	NEW WORK STYLES AND MANAGEMENT UNDER COVID-19 CRISIS	3	2
224	NFPA 25 INSPECTION, TESTING, AND MAINTENANCE OF FIRE SPRINKLER SYSTEM	2	3
225	NOW: NEW OPPORTUNITIES AWAITING IN DAVAO CITY	2	1.5
226	OCCUPATIONAL FIRST AID & CPR WITH AED TRAINING	11	16
227	OCCUPATIONAL FIRST AID AND BASIC LIFE SUPPORT	1	16
228	OFFICE FOR ALTERNATIVE DISPUTE RESOLUTION (OADR) WEBINAR SERIES SEASON 2 EPISODE 1: INTRODUCTION TO RA NO. 9285 AND EPISODE 2: INTRODUCTION TO EO NO. 97 S. 2012	3	6
229	OFFICE FOR ALTERNATIVE DISPUTE RESOLUTION (OADR) WEBINAR SERIES SEASON 2 EPISODE 10: ADR IN THE GOVERNMENT	2	6

230	OFFICE FOR ALTERNATIVE DISPUTE RESOLUTION WEBINAR SERIES: ADR FOR BUSINESS AND ADR IN THE EYES OF THE MEDIATOR	2	7.5
231	ONLINE BASIC TRAINING AND REFRESHER COURSE FOR POLLUTION CONTROL OFFICER (PCOs)	3	40
232	ONLINE LEADERSHIP WORKSHOP ON RISK MANAGEMENT	1	8
233	ONLINE LEARNING: FACILITATING LEARNING THROUGH TECHNOLOGY	2	19
234	ONLINE MANDATORY CONTINUING LEGAL EDUCATION - VII COMPLIANCE (WITH 19 MCLE UNITS)	1	19
235	ONLINE MANDATORY CONTINUING LEGAL EDUCATION - VII COMPLIANCE (WITH 36 MCLE UNITS)	22	36
236	ONLINE WORKSHOP FOR IN-DEPTH PRIVACY IMPACT ASSESSMENTS (PIA) AND FRAMEWORK CONTROLS WORKSHOP	1	18
237	ONLINE WORKSHOP ON SERVANT LEADERSHIP	1	8
238	OPERATIONS AND MANAGEMENT AUDIT WEBINAR	2	24
239	ORIENTATION FOR LICENSED LIBRARIANS, PROVIDERS AND MONITORS ON THE USE OF CPD ACCREDITATION SYSTEM	1	3.5
240	PANDEMIC PREPAREDNESS AND OSH PROGRAMMING	1	3
241	PERFORMANCE EXCELLENCE TRAINING	15	24
242	PHILGEPS TRAINING PHASE 1	34	16
243	PHILID: AUTHENTIC VS FAKE LOG-IN CREDENTIALS WEBINAR	26	2.5
244	PHILIPPINE GOVERNMENT ACCOUNTING STANDARDS WEBINAR	1	24
245	PHILIPPINE PERSONAL PROPERTY SECURITY REGISTRY (PPSR) DISCUSSION	1	2
246	PHILIPPINE QUALITY AWARD (PQA) ASSESSOR'S PREPARATORY COURSE 2021	8	20
247	PHILIPPINE WATER CHALLENGE KICK-OFF WEBINAR	6	2
248	PILIPINAS: ASPIRE, RISE, SUSTAIN SERIES: GREEN WASHING OR GREEN LEADING	8	2
249	POWER BI IN A DAY: DEVELOPING POWER BI VISUALIZATIONS THAT TELL STORIES	7	10
250	PQA AWARD AND WEBINAR - GEARING TOWARDS THE BETTER NORMAL: ORGANIZATIONAL EXCELLENCE AMID COVID-19 CRISIS	2	2
251	PREPARATION FOR SUCCESSFUL IMS RE-CERTIFICATION	107	8
252	PREPARATION FOR SUCCESSFUL IMS RE-CERTIFICATION: MANAGEMENT'S ROLE AND RESPONSIBILITIES	24	2
253	PRIVACY AWARENESS WEEK 2021 - VALUING PRIVACY IN THE TIMES OF DIGITAL TRANSFORMATION	2	14
254	PRIVACY IMPACT ASSESSMENT (PIA) WEBINAR WORKSHOP	83	3
255	PRIVACY, SAFETY, SECURITY AND TRUST (PSST!) ONLINE	13	3
256	PROBLEM SOLVING AND DECISION MAKING TECHNIQUES	35	16
257	PROJECT FINANCE LEARNING SESSION (PART 3 AND PART 4)	7	4
258	PROJECT FINANCE OVERVIEW	11	4
259	PSTD 46TH NATIONAL CONVENTION: "FUTURE FORWARD: UNLOCK YOUR COMPANY'S COMPETITIVE ADVANTAGE"	8	18
260	PSTD'S FEBRUARY 2021 E-TIPANAN: ACCELERATING TALENT DEVELOPMENT TO THRIVE IN THE NEW REALITY	2	2
261	PSTD'S JULY 2021 E-TIPANAN: ENHANCING L&D EFFECTIVENESS THROUGH SOCIAL LEARNING (BEST PRACTICES FROM MICROSOFT AND QBE)	2	3
262	PSTD'S MARCH 2021 E-TIPANAN: THE FUTURE OF LEARNING AND DEVELOPMENT WEBINAR	1	4
263	PSYCHOLOGICAL FIRST AID	3	2
264	PUBLIC SECTOR HR SYMPOSIUM	17	16
265	PUBLIC SERVICE ETHICS AND ACCOUNTABILITY WEBINAR	9	3
266	PUBLIC SERVICE VALUES PROGRAM WEBINAR	75	14
267	PUBLIC WEBINAR ON EXAMINING PHILIPPINE REGULATORY POLICIES ON SOLID WASTE MANAGEMENT	27	2.5
268	RECRUITMENT, SELECTION, AND PLACEMENT FOR PRIME HRM LEVEL 2	2	25

269	REIMAGINATION SERIES   BUILDING TRUST IN A DIGITAL ECONOMY EPISODE 5: THE DIGITAL TRANSFORMATION OF BANKING AND FINANCIAL SERVICES IN THE PHILIPPINES IN THE NEXT 10 YEARS	7	2
270	RELATED PARTY TRANSACTIONS WEBINAR	2	4
271	REMOTE AUDITING IN THE PUBLIC SECTOR WEBINAR	2	16
272	REPETITIVE STRAIN INJURY AND ERGONOMICS ACROSS GENDER	113	3
273	RESILIENCE HOURS: PATHWAY TO RESILIENCE	31	3
274	RESULTS ORIENTED TRAINING DESIGN	1	8
275	REVIEWING/AUDITING THE GOVERNANCE OF ETHICAL CULTURE AND THE INCIDENTS OF FRAUD OR MALPRACTICE	5	24
276	REWARDS AND RECOGNITION FOR PRIME HRM LEVEL 2	2	19
277	RISK MANAGEMENT IN DEVELOPMENT PROJECTS	2	20
278	RISK MANAGEMENT WEBINAR	5	24
279	SECURING WEB APPLICATIONS WEBINAR	1	1
280	SEISMIC ASSESSMENT AND RETROFITTING OF EXISTING REINFORCED CONCRETE BUILDINGS USING SEISMOBUILD (WITH 16 CPD UNITS)	2	16
281	SEMINAR ON BASIC LEADERSHIP AND EFFECTIVE SUPERVISION SEMINAR (BLESS) FOR BANK SUPERVISORS (PUBLIC PROGRAM)	108	8
282	SOLVING PROBLEMS IN THE WORKPLACE: CREATIVE PROBLEM SOLVING AND DECISION MAKING	11	8
283	SOUND CREDIT RISK MANAGEMENT	22	8
284	SPARTA-AAP WEBINAR SERIES SESSION 2: DATA STEWARDS AND THEIR ROLE IN DATA GOVERNANCE	5	2
285	STOCK MARKET 101	3	2
286	STRATEGIC AND OPERATIONAL PLANNING WEBINAR	2	16
287	STRATEGIC THINKING FOR LEADERS	23	12
288	STRESS AND TIME MANAGEMENT FOR LEADERS	5	6
289	STRESS MANAGEMENT: HOW TO STRESS-PROOF YOUR LIFE	5	1
290	SUCCESSION PLANNING IN A POST-PANDEMIC ERA	2	6
291	SULONG PILIPINAS 2021: CLIMATE CHANGE AND THE NEW NORMAL WITH THE YOUTH SECTOR	4	6
292	SULONG PILIPINAS 2021: PARTNERS FOR PROGRESS (A PRE-SONA ECONOMIC DEVELOPMENT AND INFRASTRUCTURE CLUSTERS FORUM)	4	7
293	SUPERVISORY DEVELOPMENT COURSE TRACK 1	1	40
294	SUPERVISORY DEVELOPMENT PROGRAM	20	9
295	SUSTAINABILITY AND CLIMATE RISK WEBINAR	36	2
296	SUSTAINABILITY REPORTING AWARENESS PROGRAM	71	8
297	SWIFT COMMUNITY UPDATE - FOCUS ON INDIA, SOUTH ASIA AND THE ASEAN REGION	7	5
298	SYNCHRONOUS MANDATORY CONTINUING LEGAL EDUCATION - 7TH COMPLIANCE PERIOD (WITH 36 MCLE UNITS) WEBINAR	1	36
299	TECHNIQUES OF FINANCIAL ANALYSIS	55	40
300	THE BUSINESS OF TREASURY: BANKING PERSPECTIVE	1	21
301	THE C-SUITE LEADERS SERIES: FINANCIAL PLANNING AND MANAGEMENT WEBINAR	3	1.5
302	THE FUTURE OF FIXED INCOME 2021	1	3.5
303	THE GREAT HR RESET: UPGRADING EMPLOYEE EXPERIENCE THROUGH HR AUTOMATION CONFIRMATION	2	2
304	THE INSTITUTE OF INTERNAL AUDITORS PHILIPPINES ANNUAL CONVENTION: "IA 4.0 MOVING AHEAD X MOVING BEYOND"	2	12
305	THE INSTITUTE OF INTERNAL AUDITORS PHILIPPINES RISK RESET SUMMIT	13	12
306	THE REVOLUTION OF BIG DATA, ARTIFICIAL INTELLIGENCE AND ROBOTICS FOR BUSINESS ACROSS ALL INDUSTRIES	4	2
307	THE ROAD TO IPO: INFO SESSION ON AMENDED LISTING RULES	2	1

308	THE ROAD TO IPO: INFORMATION, PROGRESS, AND OPPORTUNITIES (2021 ROUNDTABLE DISCUSSION ON IPO LISTING)	4	1
309	TOGETHER WE ARE FIGHTERS: A PROSTATE CANCER AWARENESS SESSION FOR BOTH MEN AND WOMEN	84	3
310	TOGETHER WE ARE FIGHTERS: CERVICAL CANCER AWARENESS FORUM FOR BOTH MEN AND WOMEN	113	3
311	TRACKING COVID-19 IMPACT ON CREDIT RISK IN 2021	12	1
312	TRAINING COURSE FOR MANAGING HEADS	1	8
313	TRAINING SESSION AND WALKTHROUGH ON PPSR SYSTEM USE AND MIGRATION AND RE-REGISTRATION PROCESS OF CHATTEL MORTGAGE TRANSACTIONS	17	3
314	TRANSFORMING GOVERNMENT USING MICROSOFT POWER PLATFORM	1	1
315	UNDERSTANDING THE FIST LAW AND ITS IMPLEMENTING RULES AND REGULATIONS	15	3
316	UNDERSTANDING THE REVISED GUIDELINES OF THE STRATEGIC PERFORMANCE MANAGEMENT SYSTEM - INDIVIDUAL PERFORMANCE APPRAISAL SYSTEM (SPMS-IPAS)	78	3.5
317	UNFOLDING YOUR RIGHTS: WOMEN'S STATUTORY BENEFITS UNDER PH LAWS	95	3
318	UNTAPPED GREEN SECTOR: OPPORTUNITIES IN THE BAMBOO INDUSTRY III	2	1.5
319	USER'S TRAINING FOR PROJECT GUAVA EQUITIES MODULE (PROJECT GEM): ACCOUNTING	19	6
320	USER'S TRAINING FOR PROJECT GUAVA EQUITIES MODULE (PROJECT GEM): DEALING AND RISK	7	6
321	USER'S TRAINING FOR PROJECT GUAVA EQUITIES MODULE (PROJECT GEM): REPORTER	19	6
322	USER'S TRAINING FOR PROJECT GUAVA EQUITIES MODULE (PROJECT GEM): SETTLEMENTS	4	6
323	USER'S TRAINING FOR PROJECT GUAVA EQUITIES MODULE (PROJECT GEM): STATIC DATA FOR EQUITIES	7	6
324	VIRTUAL CURRENCY: REGULATIONS, GOVERNANCE AND PRACTICES WEBINAR	38	2
325	VIRTUAL ECONOMIC FORUM 2021: THE DIGITAL ECONOMY PH	4	10
326	VIRTUAL HR LEADERS STRATEGY MEETING PHILIPPINES 2021: TECHNOLOGY AT THE CORE OF HR TRANSFORMATION	4	10
327	VIRTUAL SEMINAR WORKSHOP ON COACHING AND MENTORING FOR LEADERS	7	16
328	VISA VIRTUAL TRAINING: INTRODUCTION TO DISPUTE RESOLUTION	1	16
329	VU ACCELERATE: DIGITAL CURRENCY - WHAT IT IS WHY IT MATTERS WEBINAR	13	1
330	VU ACCELERATE: INTRODUCTION TO DIGITAL CURRENCY AND CENTRAL BANK DIGITAL CURRENCY DEEP DIVE WEBINAR	12	1
331	WATCH AND LEARN SERIES: DBP "HELLO, DOC?" SERIES 2: COVID-19 AWARENESS PROGRAM	145	1
332	WATCH AND LEARN: CUSTOMER SERVICE RESET 2.0	54	2
333	WATCH AND LEARN: MENTAL HEALTH - CONNECTING AND BUILDING HEALTH RELATIONSHIPS WITH CO-WORKERS	4	3
334	WATCH AND LEARN: THINKING STRATEGICALLY THROUGH UNDERSTANDING DBP	59	2
335	WEBINAR ON ANTI-MONEY LAUNDERING (AML)/COMBATTING FINANCING OF TERRORISM/COUNTER PROLIFERATION FINANCING (BSP CIRCULAR NO. 1022) FOR DIRECTORS AND SENIOR MANAGEMENT	23	3
336	WEBINAR ON BUILDING BLOCKS OF FIXED INCOME PORTFOLIO STRATEGIES	25	3
337	WEBINAR ON R.A. 9184 AND ITS 2016 IMPLEMENTING RULES AND REGULATIONS FOR DBP	207	22
338	WEBINAR SERIES ON FUTURES THINKING FOR ENHANCING PUBLIC SECTOR PRODUCTIVITY	22	2
339	WEBINAR: 40 HOUR BASIC POLLUTION CONTROL OFFICERS ONLINE TRAINING COURSE	10	40
340	WEBINAR: 8 HOURS ENVIRONMENTAL TRAINING FOR MANAGING HEADS	6	8
341	WEBINAR: ADVANCED EXCEL TRAINING FOR BANKERS	5	10.8



342	WEBINAR: ADVANCED VIRTUAL WORKSHOP ON DEVELOPING CLIMATE CHANGE ADAPTATION CONCEPT NOTES FOR THE GREEN CLIMATE FUND INCLUDING THE SIMPLIFIED APPROVAL PROCESS	3	20
343	WEBINAR: BAIPHIL EXECUTIVE LEARNING SERIES -MENTAL AND PHYSICAL HEALTH: HOW TO COPE WITH THE NEW NORMAL WORK ARRANGEMENT	8	2
344	WEBINAR: BSP MONEY COUNTERFEIT DETECTION	9	1
345	WEBINAR: COMMUNICATING WITH IMPACT (A DDI INTERACTION MANAGEMENT COURSE)	16	8
346	WEBINAR: DBP "HELLO, DOC?" SERIES 2: COVID-19 VACCINE AWARENESS PROGRAM	156	2
347	WEBINAR: DBP "HELLO,DOC?": A GUIDE DURING THE PANDEMIC	323	1
348	WEBINAR: DEVELOPMENTAL CONVERSATIONS FOR LEADERS	9	24
349	WEBINAR: EFFECTIVE LEADERSHIP SKILLS	1	8
350	WEBINAR: EMBRACING CHANGE (A DDI INTERACTION MANAGEMENT COURSE)	16	8
351	WEBINAR: ENHANCED STANDARDS ON CREDIT RISK MANAGEMENT	10	7
352	WEBINAR: EXECUTING STRATEGY AT THE FRONTLINE (A DDI INTERACTION MANAGEMENT COURSE)	16	8
353	WEBINAR: FRAUD AND FORGERY DETECTION AND PREVENTION PROGRAM	42	6
354	WEBINAR: INTRODUCTION TO VISA'S PRE-DISPUTE SERVICES (VERIFI) FOR ISSUERS	11	1
355	WEBINAR: KNOW YOUR MONEY AND COUNTERFEIT DETECTION	53	7
356	WEBINAR: MENTAL HEALTH AWARENESS IN THE WORKPLACE	15	1
357	WEBINAR: ONLINE WORKSHOP FOR DATA PRIVACY AWARENESS AND COMPLIANCE IMPACT ASSESSMENT AND CYBERSECURITY THREATS AND ATTACKS	1	21
358	WEBINAR: PROBLEM SOLVING AND DECISION MAKING TECHNIQUES	1	16
359	WEBINAR: PROJECT PAGLAUN TRAINING WORKSHOP	1	24
360	WEBINAR: PUBLIC SERVICE VALUES IN TIMES OF ADVERSITIES	52	14
361	WEBINAR: SOLVING PROBLEMS IN THE WORKPLACE - CREATIVE PROBLEM SOLVING AND DECISION MAKING	15	8
362	WEBINAR: SUPERVISORY EFFECTIVENESS FOR IMPROVED QUALITY AND PRODUCTIVITY	5	24
363	WEBINAR: THE COMPLIANCE FRAMEWORK	2	2
364	WEBINAR: UNDERSTANDING THE SUPERVISORY ASSESSMENT FRAMEWORK	26	2
365	WEBINAR: VISA MARKETING SERVICES WITH BEST PRACTICES	15	1
366	WEBINAR: WEEKLY WITH JC - THE BUSINESS OF BANKING	3	1.5
367	WEBINAR: YEAR-END TAX REMINDERS & RELATED TAX UPDATES	1	2