

- Clinic with doctors, nurses and dentist to provide free medical and dental services and free medicines (pain reliever, anti allergies, antibiotics, antispasmodic, anti diarrhea etc.) at the Head Office; and provision of medicine cabinets/first-aid kits in branches

General Welfare

- Annual Team Building activity for each Group/Unit/Branch and socialization events that promote camaraderie among employees such as Bank Anniversary and Christmas party
- Support and recognition to various Clubs/Associations/Cooperative organized by employees that promote, encourage and conduct civic, social, cultural and sports activities, as well as savings and loan facilities among its members and provision of mini-grocery at the Head Office
- Chapel for spiritual meditation, worship and Eucharistic celebration (daily masses)
- Financial assistance and special moratorium on payment of employee fringe benefit loans for employees affected by calamity/natural disaster
- Scholarship for employees' qualified children
- Free shuttle bus service for Head Office employees (Macapagal Boulevard – Buendia LRT and EDSA-Taft MRT stations routes and back)
- Canteen with subsidized food rates and coffee shop at the Head Office
- Free parking space at the Head Office
- Employee Communications Program which includes: provision of bulletin boards; suggestion boxes; public announcement system; Intranet (e-mail) and on-line newsletters that disseminate Bank policies, corporate updates, job vacancies including tips on health and wellness as well as pointers on being prepared and safe before/during/after natural calamities (earthquake, typhoon, fire and floods)
- Special interest and foreign exchange rates and waiver of annual fee of the Bank's credit card for employees
- Office uniforms

Safety/Security

- Regular fire and earthquake drill exercises
- 24/7 or round-the-clock security
- Top-of-the-line centralized alarm system and CCTV coverage
- Fumigation of building; regular maintenance of air-conditioning, lighting/electrical, alarm and elevator systems; cleaning of building premises; provision of walkways intended for Persons With Disability (PWD); provision of fire extinguishers and regular maintenance of building water-sprinklers; regular inspection of fire exits

(b) Show data relating to health, safety and welfare of its employees.

- As of December 31, 2016, there are 8,375 Directors, Officers and Staff enrolled under the PNB Group Life Insurance and PNB Group Accident Insurance. A total of 8,583 principals are enrolled under the Bank's comprehensive health care maintenance program covering Directors, Officers, Staff and retired employees with extended coverage. A total of 13,701 subsidized dependents are likewise enrolled under the Bank's healthcare plan.
- A total of 215 PNB Maternity Benefits were processed and paid from January to December 2016.
- The Bank has adopted various healthcare activities in the workplace (e.g. discounted vaccinations, lectures, on health care or wellness program, etc.) The Bank also has an accredited Health Maintenance Organization (HMO) – accredited physician and nurses who are assigned at the PNB Medical Clinics in Makati and Pasay to attend to various medical needs/consultations of employees. Medicines for minor illnesses (e.g. pain relievers, anti-allergies, antibiotics, anti-spasmodic, anti-diarrhea, etc.) are available at the clinics.

(c) State the company's training and development programmes for its employees. Show the data.

Course Title / Duration	Description	Objectives	Target Employees	No. of	
				Runs	Participants
Orientation Program for New Hires (5 days)	An induction program designed to establish an adequately-informed perspective of the Bank's corporate vision, mission, values, policies and procedures, benefits and provide the requisite knowledge on customer service through a workshop.	At the end of this program, the participants will: 1. Be familiar with the bank's goals, history, organizational set-up, functions/ services of the divisions/ departments. 2. Be able to understand the Bank's personnel policies and procedures, employee benefits and other employment-related matters. 3. Be able to know what the Bank expects of you in terms of job performance and conduct. 4. Be able to demonstrate a positive work attitude	Newly Employees	4	119

		<p>through a deeper appreciation of the value of your work.</p> <ol style="list-style-type: none"> 5. Be able to learn and practice the skills on quality customer service with the aim of: <ol style="list-style-type: none"> a. sustaining the Bank's competitiveness in the industry; and b. further strengthening the Bank's corporate image. 			
<p>Self-Transformation and Rediscovery (STAR) Workshop</p> <p>(2 days)</p>	<p>This two -day program was designed to provide the participants with the necessary tools to enhance their personal and corporate effectiveness through self-mastery, values clarification and the projection of a professional image.</p>	<p><i>At the end of the training, participants will be able to:</i></p> <ol style="list-style-type: none"> 1. Provide the participants with the necessary tools to enhance their personal and corporate effectiveness 2. Apply skills on how to achieve self mastery 3. Rediscover personal and corporate values and integrate them with their actions 4. Set personal goals 5. Demonstrate ways on how to motivate oneself 	<p>Officership Program Participants (Part of FTTP, MTP and JEDI)</p>	<p>4</p>	<p>188</p>
<p>Leadership & Visioning Workshop</p> <p>(2 days)</p>	<p>This workshop aims to provide participants with an introduction to the basic concepts and principles of effective leadership and visioning</p>	<p>At the end of the workshop, the participants would be able to:</p> <ol style="list-style-type: none"> 1. Differentiate leadership and management 2. Describe the five sources of power and how each causes different follower behavior 3. Identify qualities associated with effective leaders 4. Enumerate and describe the different leadership styles and their application 5. Develop an appreciation for having leadership vision 6. Prepare action plans to achieve goals and objectives 	<p>Officership Program Participants (Part of FTTP, MTP and JEDI)</p>	<p>5</p>	<p>214</p>
<p>POC (Planning, Organizing, Controlling) for Productivity</p> <p>(2 days)</p>	<p>This program provides participants with the necessary competencies for day-to-day supervision through the application of the management functions.</p>	<p>At the end of the program, participants would be able to:</p> <ol style="list-style-type: none"> 1. Explain the systems approach to management; 2. Explain the different transformational processes in management to include the basic competencies for each process; and 3. Apply the learnings in planning, organizing, and controlling through structured learning exercises and case studies. 	<p>Officership Program Participants (Part of FTTP, MTP and JEDI)</p>	<p>4</p>	<p>188</p>

Performance Management (2 days)	This course aims to provide the participants with the different management techniques necessary to achieve superior performance	At the end of the workshop, the participants would be able to: 1. To explain the importance of performance management. 2. To identify the roles of the officer in performance management 3. To simulate a formal performance review.	Officership Program Participants (Part of FTTP, MTP and JEDI)	4	188
Managing Effective Teams (MET) (2 days)	This module provides participants with the necessary competencies for the day-to-day supervision through the application of the management function and also gives emphasis on the conceptual framework in building the work team.	At the end of the program, the participants will be able to: 1. Recognize the importance of building a team to accomplish goals. 2. Identify the different stages of team development. 3. Identify and practice the necessary skills in managing effective teams.	Officership Program Participants (Part of FTTP, MTP and JEDI)	5	214
PNB CARES (1 day)	This workshop aims to provide participants with the requisite knowledge and skills to effectively deliver quality customer service for both external and internal customers.	At conclusion of the course participants will be able to: 1. Review the concepts and principles of quality customer service. 2. Describe the framework for delivering quality customer service 3. Demonstrate the steps in handling customer complaints	New Employees (Part of Orientation Program), NAC Seminar/TTP/JEDI Participants	12	517
Negotiation Skills Training (2 days)	This practical two-day workshop will give participants the tools that are necessary in negotiations to help them identify what is really negotiable. In this highly interactive program, they will learn effective negotiating strategies and tactics. In addition, participants will learn how to read a situation and apply empathy to help minimize the downside risks and avoid bad results.	After the training program, participants should be able to: 1. Identify the two main types of negotiations. 2. Describe types of power available to negotiators. 3. Explain guidelines to making concessions more effectively. 4. Demonstrate various response techniques to use during negotiations	Employees with Sales Functions (i.e. AO, RO, BM, etc.)	2	71
Effective Business Writing (2 days)	This course will help the participants to understand that writing effectively means delivering their message that is unambiguous, concise and direct to the point. It is designed to take the mystery out of writing and help the participants apply proper writing styles to their written business communication.	<i>After the training program, participants should be able to:</i> 1. Develop a professional, reader-friendly written style when writing. 2. Organize ideas coherently when writing. 3. Improve written work as a result of practical writing exercises.	Officership Program Participants (Part of FTTP, MTP and JEDI)	4	188

Living Your Values Everyday (LiVE) (1 day)	A one-day program which aims to effect clarification and alignment in the value systems of the individual employee with the core values of the Bank.	At the end of the program, you will be able to: 1. Clarify your personal values 2. Appreciate the importance of values in life and work 3. Identify PNB's corporate values 4. Align your personal values with PNB's corporate values	New Employees (Part of Orientation Program), Officership Program Participants (Part of FTTP, MTP and JEDI)	44	1,531
Presentation Skills Training (2 days)	In this program, participants will learn how to conquer the podium and deliver presentations that get results. From dynamic introductions to powerful closings, participants will have an opportunity during this training to practice and refine their platform skills.	Upon completing this course participants will know how to: 1. Develop and organize a presentation for any audience and any event 2. Design visuals to enhance both the presenter's message & performance 3. Deliver visual information in a way that keeps the audience in sync 4. Handle tough questions 5. Master memorization techniques 6. Use humor effectively	Officership Program Participants (Part of FTTP, MTP and JEDI)	5	229
Developing People (2 days)	This program aims to introduce participants to the different concepts of learning and people development.	At the end of the workshop, the participants would be able to: 1. Define training and appreciate its benefits 2. Explain the steps involved in the Training Cycle 3. Enumerate and describe the adult learning principles 4. Enumerate and apply the steps to On-The-Job-Coaching	Officership Program Participants (Part of FTTP, MTP and JEDI)	3	143
Management Training Program (MTP) (87 days)	The Management Training Program (MTP) is a medium-term intensive leadership and management that aims to develop qualified rank-and-file employees to be highly competent officers of the Bank	General Objectives: 1. Develop/enhance management capabilities of employees to render them more responsive to the demands of their job. 2. Develop employees for eventual advancement and/or increased responsibility. 3. Enhance the employees' capability to implement the organization's strategic plans. 4. Help the employee realize his career plans within the organization. 5. Increase the pool of promotable employees by developing sufficient resources at different levels of the Bank to meet management requirements at higher levels this ensuring orderly replacement of management talents.	Rank-and-File personnel from Head Office and other special units of the Bank	1	43
Fast-Track Training Program (FTTP) (65 days)	The Fast-Track Training Program (FTTP) is a management development program for Branch Officers. It is	At the end of the program, the participants are expected to: 1. Acquire knowledge of the Bank Products and Services and their specific	Officer Candidates (Branches)	2	100

	designed to reinforce the competencies and expertise of high-potential rank-and-file employees in managing and servicing the Bank's business.	<p>features and peculiarities</p> <ol style="list-style-type: none"> 2. Be familiarized with different aspects of banking such as: Branch Operations, Risk Management, Compliance and other technical aspects of banking. 3. Demonstrate the necessary competencies needed by a Branch Officer, such as Interpersonal and Communication skills, Selling skills, Product knowledge 			
Teller Training Program (13 Days)	The Teller Training Program is a 13-day seminar for PNB Branch Tellers. The seminar includes topics on technical branch operation areas and customer service, emphasizing on tellering duties. Re-orientation of Bank Tellers on Company profile and HR related policies are also included in the seminar.	<p>At the end of the program, the participants are expected to:</p> <ol style="list-style-type: none"> 1. Understand their duties and responsibilities as Bank Tellers 2. Identify the different Retail Cash Products and other Bank products 3. Be familiarized with the Clearing Operations and Teller System 4. Improve skills in tellering operations, such as in handling cash, verifying signatures, and detecting counterfeit money, KYC, and providing customer service. 5. Be re-oriented with the Company profile and HR policies 	SSA-Tellers	4	210
New Accounts Seminar (7 days)	This course aims to provide participants with the knowledge and skills to efficiently handle the opening and servicing of accounts.	<p>At the end of the course the participants should be able to :</p> <ol style="list-style-type: none"> 1. Comply with Bank's guidelines, procedures and KYC Policy in opening and servicing of accounts. 2. Identify and discuss the Bank's products and services. 	SSA-New Accounts Service Reps	3	111
Branch Banking System (BBS) (3 days)	This two-day program aims to provide employees the use of the Core Banking System.	To know how to use and operate the new Core Banking System and its online components to effectively process the financial and non-financial transactions of the Bank.	Branch Employees	27	2,028
Fundamentals of Supervision (2 days)	This two-day course aims to help participants make the transition from team members to responsive and effective supervisors. The discussion and activities will focus on the roles, responsibilities and basic competencies of a supervisor.	<p>At the end of the training, participants will be able to:</p> <ol style="list-style-type: none"> 1. Define supervision and explain its transformational processes. 2. Appreciate the roles and responsibilities of a manager. 3. Practice the necessary competencies for day-to-day supervision through the use of structured learning exercises and case studies. 4. Prepare and present a program plan of action. 	Supervisors	4	209
Officership Certification Program (16 days)	This 16-day course is designed to upgrade the knowledge and competence of the Bank's officers in various areas of	<ol style="list-style-type: none"> 1. Provide a review of branch operational policies and procedures relative to the Sales and Service functions. 	Officership Program Participants (Branch Officers)	1	31

	branch operations.	2. Enable the participants to assess their customer service and develop a supportive team climate for the delivery of excellent customer service.			
Junior Executive Development Institute (JEDI)	The Junior Executive Development Institute – Management Development Program (JEDI) is an extensive leadership and management development program and comprehensive training designed to develop the overall preparedness and technical competencies of existing employees who will become the Bank’s future officers. It also aims to ensure a reserve corps of high potential personnel who are adequately trained to assume any officer position in any group within the Bank.	The program aims to train officers with high potential to move up the corporate ladder and could be farmed out to different groups aimed at the Bank’s succession plan.	PNB Rank-and-File personnel from the Head Office, Provincial and Metro Manila branches who have a minimum of two years of service with the Bank	1	45
In-Branch Selling/High Impact Selling Workshop (2 days)	This two-day program aims to provide participants with the knowledge and skills to transform their branch into an aggressive sales-oriented distribution point.	At the end of this workshop, the participants will be able to: 1. Develop a sales-oriented mindset. 2. Identify the musts to having a positive attitude. 3. Enumerate and practice the steps in building good sales relationships. 4. Enumerate and apply the steps to the selling cycle.	Officership Program Participants (Part of FTTP and JEDI)	4	374
Consulting Skills Program (1 day)	This workshop aims to provide participants with the requisite knowledge and skills in becoming effective consultants, improving personal integration and enhancing their consulting skills.	At the end of the 1-day consulting skills workshop, participants will be able to: 1. Gain awareness that the key tool in consulting is the integrated person of the consultant. 2. Get to know the client, his/her personality issues, and dilemmas. 3. Develop the proper service knowledge, attitudes, and skills, specifically, facilitation skills. 4. Understand the consulting cycle, standards and measures of excellence for each phase. 5. Appreciate what it takes to go the extra mile for the JEDI Trainee through best practices.	JEDI Mentors	3	52
Courseware Design (1 day)	This workshop aims to provide participants with the tools to design and evaluate effective classroom training for their audience according to the training guidelines and objectives.	At the end of the workshop: The participants will be able to design and evaluate effective classroom training for their audience according to the training guidelines and objectives. Specifically, they will be able to:	Trainers	1	44

		<ul style="list-style-type: none"> • Appreciate the learning principles • Describe the training cycle • Write clear training objectives • Prepare a complete program design • Evaluate training effectiveness 			
Coaching and Mentoring Skills Workshop (2 days)	This program aims to provide PNB Mentors the advanced tools in mentoring and coaching, and impart to the participants the use of systematic thinking, as opposed to intuition and gut feel, in coaching subordinates. The program will also equip them with fundamental principles, technique and approaches, establishing authentic and meaningful working relationship and to move them towards greater effectiveness in their interface with their mentees.	At the end of 1-day mentoring and coaching skills program for JEDI Mentors, participants will be able to: <ul style="list-style-type: none"> • Appreciate the link between mentoring/ coaching and leadership • Practice the coaching and mentoring process • Recognize the foundation of emotional quotient and self-mastery • Learn how to create a coaching and mentoring culture • Practice the core competencies • Appreciate the concept and importance of Emotional Intelligence (EQ) • Master the REGROW process and coaching for superior commitment models 	JEDI Mentors	3	55
Stress Management Workshop (1 day)	This program helps participants identify the causes of stress and provides many ways and techniques on how to cope with it.	At the end of the training, participants will be able to: <ol style="list-style-type: none"> 1. Understand the concept of stress, its causes and its impact 2. Cope with the symptoms of stress 3. Have a clearer understanding of the importance of managing stress 4. Use a wide range of physical and mental stress management techniques 	Rank-and-file employees, junior officers	2	80
Counterfeit Detection Seminar (Outsourced) (1 day)	In the banking industry, expertise in counterfeit detection is very important especially to those personnel whose everyday task includes handling cash. The one-day seminar will be helpful in improving skills of those personnel on detecting genuine and counterfeit Peso, US Dollar, and other bills.	At the end of the training, the participants should be able to : <ol style="list-style-type: none"> 1. Be familiar with the security features of Peso, Dollar and other currencies. 2. Comply with the BSP Clean Note Policy. 3. Acquire knowledge on updated BSP Circulars governing Peso and Dollar Currency. 	Branch Officers, Teller, JSSA	15	1,234
Selling 101 (1 day)	This one-day workshop is designed to enhance the selling skills competencies of the New Accounts Service Representatives for them to be able to develop a sales mindset.	At the end of this program, the participants will be able to: <ol style="list-style-type: none"> 1. Review and connect the duties and responsibilities of NAC to Selling 2. Develop appreciation for professional selling as a form of service 3. Demonstrate essential skills in selling 	New Accounts Seminar Participants	3	111

Developing Roadmaps to Effectively Achieve Mastery (DREAM) (1 day)	To identify specific areas to self regulate and provide participants with the necessary foundational skills to achieve self mastery	<i>At the end of the workshop, participants are expected to:</i> 1. Identify and cherish persona dreams 2. Build on areas of strength and identify areas for improvement 3. Create your own goals/plans for professional and personal development 4. Identify roadblocks that impede performance and success and be empowered to make changes	Staff; JEDI Program participants	1	45
Security Awareness Program (1 day)	The one-day seminar aims to instill security awareness for employees of the bank and remind them of their role in safeguarding the assets and premises of the bank.	At the end of the training, the participants should be able to: 1. Apply appropriate measures to prevent / counter modus activities in the workplace thereby minimizing possible losses of the bank; 2. Familiarize themselves with the different types/ uses of alarms and other security devices.	Officers and Staff	30	969
Risk Management / Information Security Seminar (1 day)	The one-day program aims to increase the level of awareness of bank employees on risk management and information security. It also provides participants an understanding of the different risk management approach undertaken by the Bank to prevent or minimize risks in the workplace.	At the end of the program, the participants are expected to: 1. Know the risk management and information security policy of the Bank; 2. Promote the preservation of confidentiality, integrity and availability of information assets.	Officers and staff	44	2,786
Signature Verification Seminar (1 day)	This one-day training workshop aims to provide our personnel with the knowledge and skills on signature verification and handwriting analysis.	At the end of the training, the participants should be able to : 1. Be able to determine forgeries and alterations in documents. 2. Apply techniques in signature verification.	Branch Staff	8	384
UITF Certification Program (1 day)	In compliance with the basic standards in the administration of trust, other fiduciary and investment management accounts issued by the BSP which states that only authorized branch managers/officers as well as UITF marketing personnel who have successfully undergone the required certification/accreditation /licensing process may perform processes for UITF clients. PNB-Trust Banking Group (TBG) is organizing a UITF Certification Program that will accredit all the marketing and operations personnel in the	This Certification Program aims to train the marketing personnel and impart them the proper knowledge they need on how to effectively market the Unit Investment Trust Funds of the PNB-TBG.	All TBG and RBS employees	10	464

	department as well as the PNB Business Managers and Relationship Officers in the domestic branches nationwide.				
Mentoring for Organizational Excellence Workshop (2 days)	A Two-Day Mentor Competency Development Workshop	By the end of this Mentoring for Organizational Excellence Workshop, the participants shall be able to: 1. Express appreciation for mentoring as an effective Workplace Learning and Performance (WLP) intervention; 2. Express personal meaning and relevance in one's role as a mentor; 3. Conduct mentoring conversations that are conducive to learning through relevant topics and management of mentoring relationships. 4. Assess self against the competency profile of an ideal mentor and commit to continually develop self; 5. Apply the acquired mentoring principles, processes and practices in an actual mentoring assignment.	Mentors	2	71
Managing People for Peak Performance (MP3) (3 days)	A 3-day comprehensive people-handling course designed to provide officers with the requisite knowledge and skills to effectively manage the performance of their direct reports. This workshop focuses on the principles of performance management, with emphasis on coaching and counseling.	At the end of this program, participants will be able to: 1. Appreciate the importance of managing employee performance, 2. enumerate and define the different performance management interventions, 3. Distinguish work situations that will require coaching and/or counseling 4. Identify and practice skills vital to successful coaching and counseling	AM1 - AVP	1	29
Everyday Project Management (2 days)	Project Managers, Team Leaders, Managers and Supervisors are always faced with the challenge of achieving a desired goal at a certain time, while optimizing resources and gaining support from others. This program enables the participants to acquire the necessary managerial and teambuilding skills, basic tools and techniques in creating and managing a project efficiently and productively. The program presents a disciplined approach in planning, organizing, monitoring and controlling the activities and resources involved in accomplishing the project	After the two-day program, the participants will be able to: 1. Define Project and Identify its different Phases. 2. Gain an overview of Basic Critical Tools and Concepts. 3. Learn and apply Basic skills needed to organize and control the project.	All Bank Officers (All levels)	7	229

	deliverables.				
Self-Mastery, Attunement, Relationship Traction (SMART) Leadership Workshop (2 days)	This workshop will introduce participants to what is now being considered as a key to leadership effectiveness and success, Emotional Intelligence or "EQ". It will enable the participants to understand and manage themselves and their interpersonal relationships skillfully.	At the end of this workshop, participants will be able to: 1. Appreciate the effective leadership principles 2. Develop a personal mission and vision and clarify personal values 3. Understand the importance of EQ to personal and professional growth 4. Practice effective team leadership skills	AM1 – AVP	1	37

(d) State the company's reward/compensation policy that accounts for the performance of the company beyond short-term financial measures.

Awards/Recognition

Service Excellence Award for teams and individuals to recognize and further promote employees' excellence, productivity and professional growth; and Service Award to those who have been servicing the Bank for a number of years. Meritorious / exceptional performance is recognized through the Bank's semi-annual promotion.

Salary and Benefit Package

Salary and Benefit Package for rank and file employees is reviewed during Collective Bargaining Agreement (CBA) and/or as may be deemed necessary. For officers, compensation package is reviewed periodically based on performance.

4) What are the company's procedures for handling complaints by employees concerning illegal (including corruption) and unethical behavior? Explain how employees are protected from retaliation.

Under the Bank's Whistleblower Policy (as approved under PNB Board Resolution No. 04/03-18-16 of March 18, 2016, as amended), employees can report or complain about internally any suspected or actual commission of theft/fraud, corruption, etc). The employee or the whistleblower is protected against retaliation, discrimination, harassment or adverse personnel action, for reporting in good faith a suspected or actual violation. Hence, anyone who retaliates against the whistleblower is subject to disciplinary action, including the possibility of termination/dismissal from the Bank service.

I. DISCLOSURE AND TRANSPARENCY

1) Ownership Structure

(a) Holding 5% shareholding or more

Shareholder	Number of Shares	Percent	Beneficial Owner
PCD Nominee Corporation (Non-Filipino)	111,091,751	8.8934610722	Various
Key Landmark Investments, Ltd.	109,115,864	8.7352812437	Its stockholders
PCD Nominee Corporation (Filipino)	105,985,781	8.4847021407	Various
Solar Holdings Corporation	67,148,224	5.3755576884	Its stockholders
Caravan Holdings Corporation	67,148,224	5.3755576884	Its stockholders

Name of Senior Management	Number of Direct shares	Number of Indirect shares / Through (name of record owner)	% of Capital Stock
No one from among the senior management of the banks owns 5% or more of the total outstanding and issued PNB shares	Not Applicable	Not Applicable	Not Applicable
TOTAL			

2) Does the Annual Report disclose the following:

Key risks	Yes
Corporate objectives	Yes