

**WE MAKE IT**

**EASY**

BPI strives to be an employer of choice by providing a safe, secure and conducive working environment for its employees. It continually safeguards their rights and provides equal opportunity for people to realize their fullest potential and make them agents of change for their communities.

**for our people.**



New global challenges that characterize the financial sector, together with an increasingly complicated and rapidly changing situation, make it even more important to invest in the development of people.

This is why BPI has built a system to manage and develop human resources, which is continuously evolving in order to effectively meet today's emerging business challenges.

## OUR BIGGEST ASSET:

# 12,406

Total workforce as of end-2012



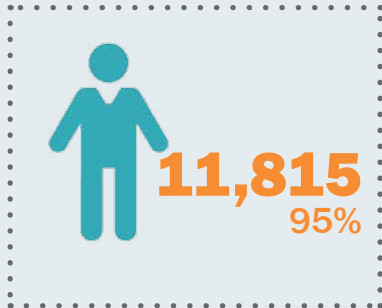
**3,783**  
30%



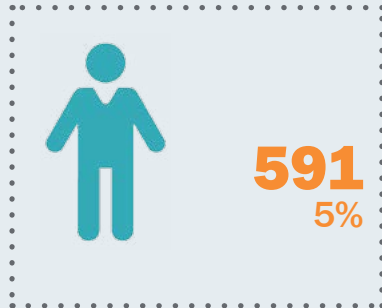
**8,623**  
70%

## By Employment Type

### PERMANENT



### PROBATIONARY

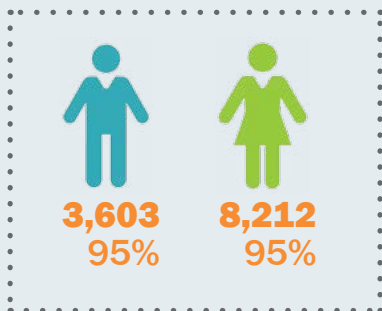


### CONTRACTUALS

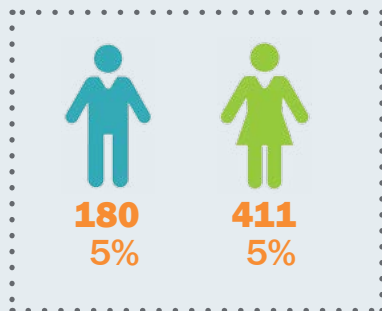


## By Gender

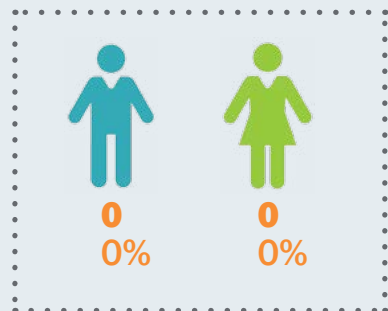
### PERMANENT



### PROBATIONARY

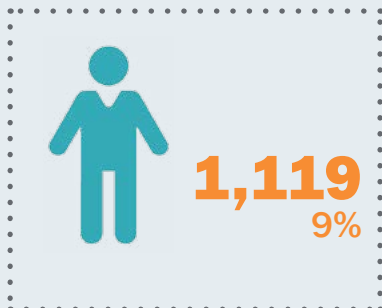


### CONTRACTUALS

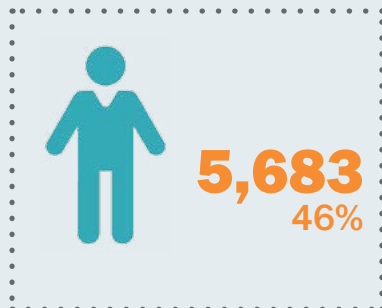


## By Age

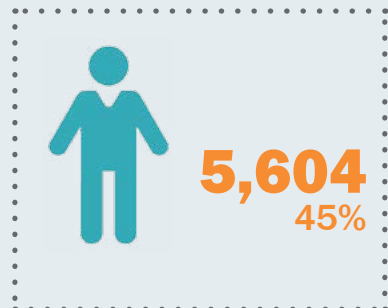
### OVER 50 YEARS OLD



### 30-50 YEARS OLD



### BELOW 30 YEARS OLD



We believe that our long-term success depends on our ability to attract, develop and retain the right people who can be resilient to the changes brought about by increasing demands in the business environment.

Aiming to be recognized as an employer of choice, we continue to implement best workplace practices and continue to engage our employees so that they in turn give our customers a more positive experience.

#### Performance evaluation

Our employees undergo regular performance evaluations based on their individual accomplishments vis-a-vis their responsibilities, as well as that of the business unit or the Bank. This takes into consideration our earnings performance, asset quality, business volume, customer satisfaction, and corporate governance, among other things.

Job evaluations served as basis for employee salary increases as well as career advancements. In 2012, a total of 6,571 employees, comprising 53.0% of our organization, had undergone regular performance evaluation while 8.0% had taken special/career development evaluations.

## BEST PLAC

Moreover, we made our Performance Management System available in the cloud. This online system made it easier for our officers to set their goals, monitor job performance and conduct appraisals.

#### Compensation

To become a rewarding place to work, BPI continues to offer competitive pay and benefits packages at all levels.

Regular employees are provided with a comprehensive pay and benefits package, which includes a quarterly bonus (inclusive of the required 13th month pay), overtime pay, and leave credits (vacation, sick, emergency, and maternity/paternity). Our compensation package is reviewed regularly.

We offer a basic monthly salary that is above the minimum wage mandated by law, and is applied uniformly across the country. We determine job levels (A, B, C or specialist hire) based on our assessment of the employee's job qualifications and position.

Annual salary increases are given to 80% of our staff, which are members of 25 labor unions, in accordance with the collective bargaining agreement (CBA). On the other hand, merit increases are provided to officers. The merit increase is based on personal performance vis-a-vis their objectives for the year.

We extend the inherent benefits of being a financial institution by offering our employees and their families our

products and services at affordable terms. These include low-interest rates for auto and housing loans, emergency loans, medical and group term insurance, salary and emergency loans. In addition, we provide financial security to employees even after their retirement from the Bank through our retirement benefit plan. The plan defines an amount that employees will receive which is dependent on the employee's age, years of service and compensation.

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# E TO WORK

**53%**

Percentage of employees who had undergone regular performance evaluations in 2012

**8%**

Percentage of workforce who had taken special/career development evaluations

**80%**

Percentage of workforce who are members of labor unions and are covered by collective bargaining agreements

## Continuing education

We continue to provide a range of training programs designed along the Bank's business objectives. These development programs are aimed at honing the skills and capabilities of our employees in carrying out their daily duties, as well as preparing them to assume higher responsibilities as the next leaders of the organization.

We use a blended learning approach that includes workshops, coaching/mentoring, instructor-led training sessions, and web-based training courses.

We also design and facilitate leadership and management training programs for supervisors, functional managers, and senior managers to support our investment in leadership development.

New entrants undergo value-strengthening workshops. Others attend Personal Effectiveness and Professional Enhancement Programs. MBA graduates who aim to fast track a successful banking career can expand their expertise to asset management, trust operations, and investment and corporate banking through the Bank Officers Development Program. Newly minted managers under the Stepping Up to Management (SUM) initiative learn the skills they will need in cultivating relationships, managing people and resources, and working effectively with supervisors towards efficiency.

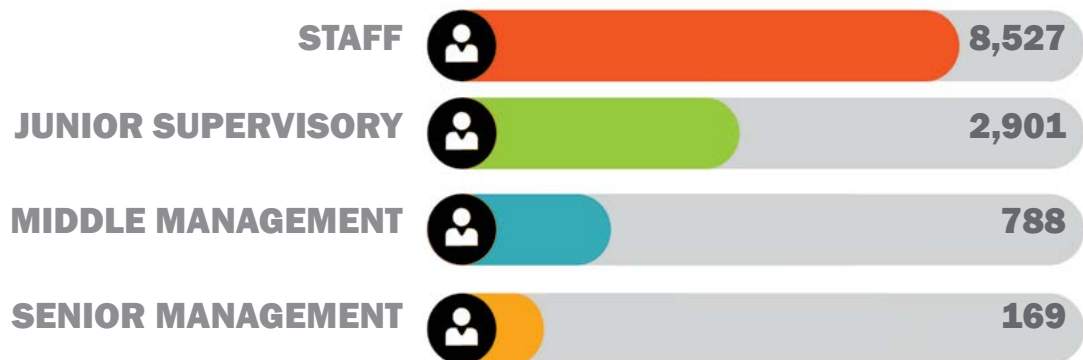
Mid-level officers take part in the BPI Leadership Excellence Acceleration Program (BPI LEAP). Launched in 2008, this effort was developed in partnership with Harvard Business Publishing, a wholly owned subsidiary of the Harvard Business School, whose faculty jointly facilitates the sessions with top BPI executives. Future leaders of the bank get valuable lessons on sustainability and world-class leadership, which has made transitions to fill vacant management posts seamless.

More than 800 graduates later, BPI LEAP has become a benchmark in training and development. In 2012, the prestigious People Management Association of the Philippines recognized it as the People Program of the Year. This recognition from the premier organization of people managers in the country fetes HR programs that are "relevant, unique, innovative and cutting-edge."

The Bank also looks after its retiring employees through the conduct of annual seminars on estate planning, investment opportunities in the Bank and outside, and transition from being an employee to an entrepreneur. There are also counselling programs that help employees face life during retirement.

# INVESTMENT IN EMPLOYEE TRAINING

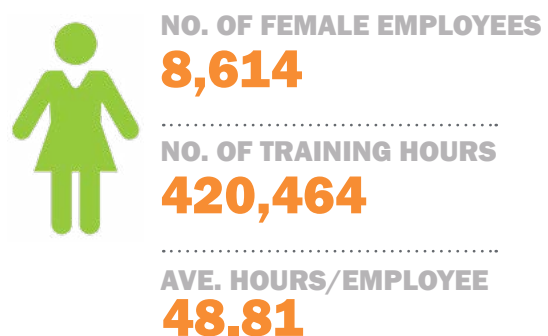
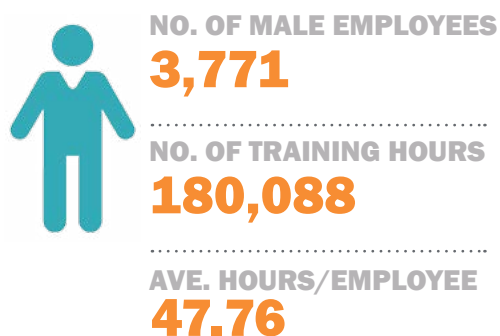
## NO. OF EMPLOYEES BY RANK



## AVE. TRAINING HOURS PER EMPLOYEE

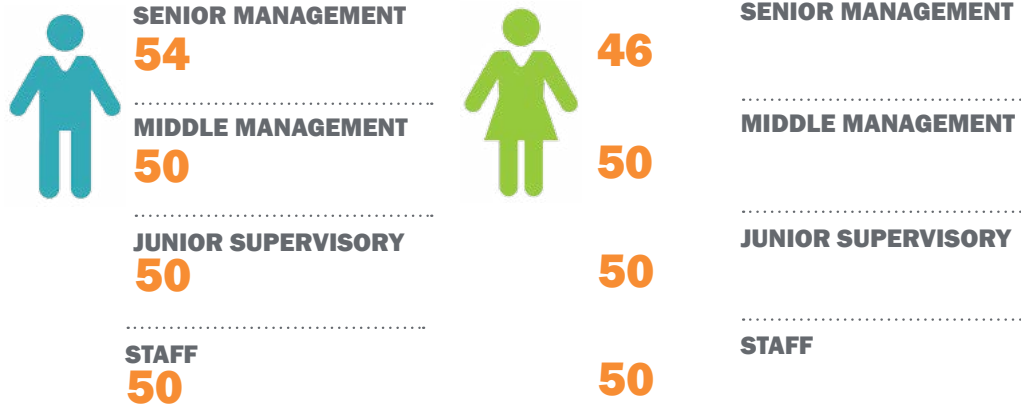


## BY GENDER

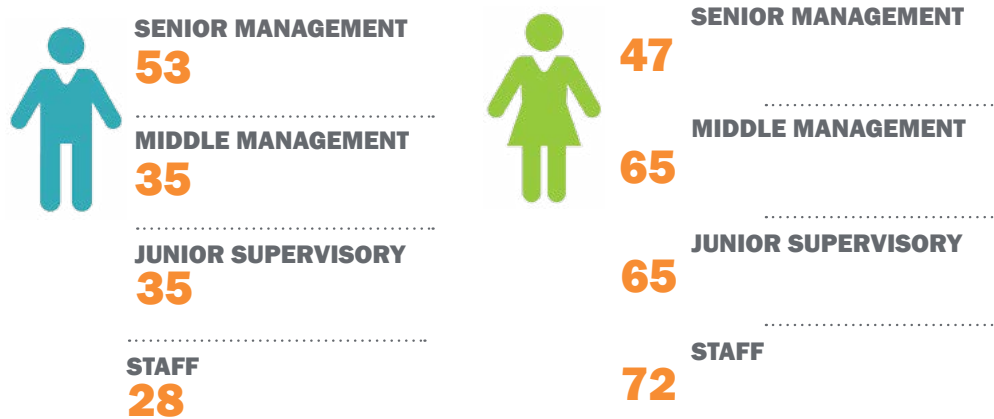




## BASIC SALARY RATIOS

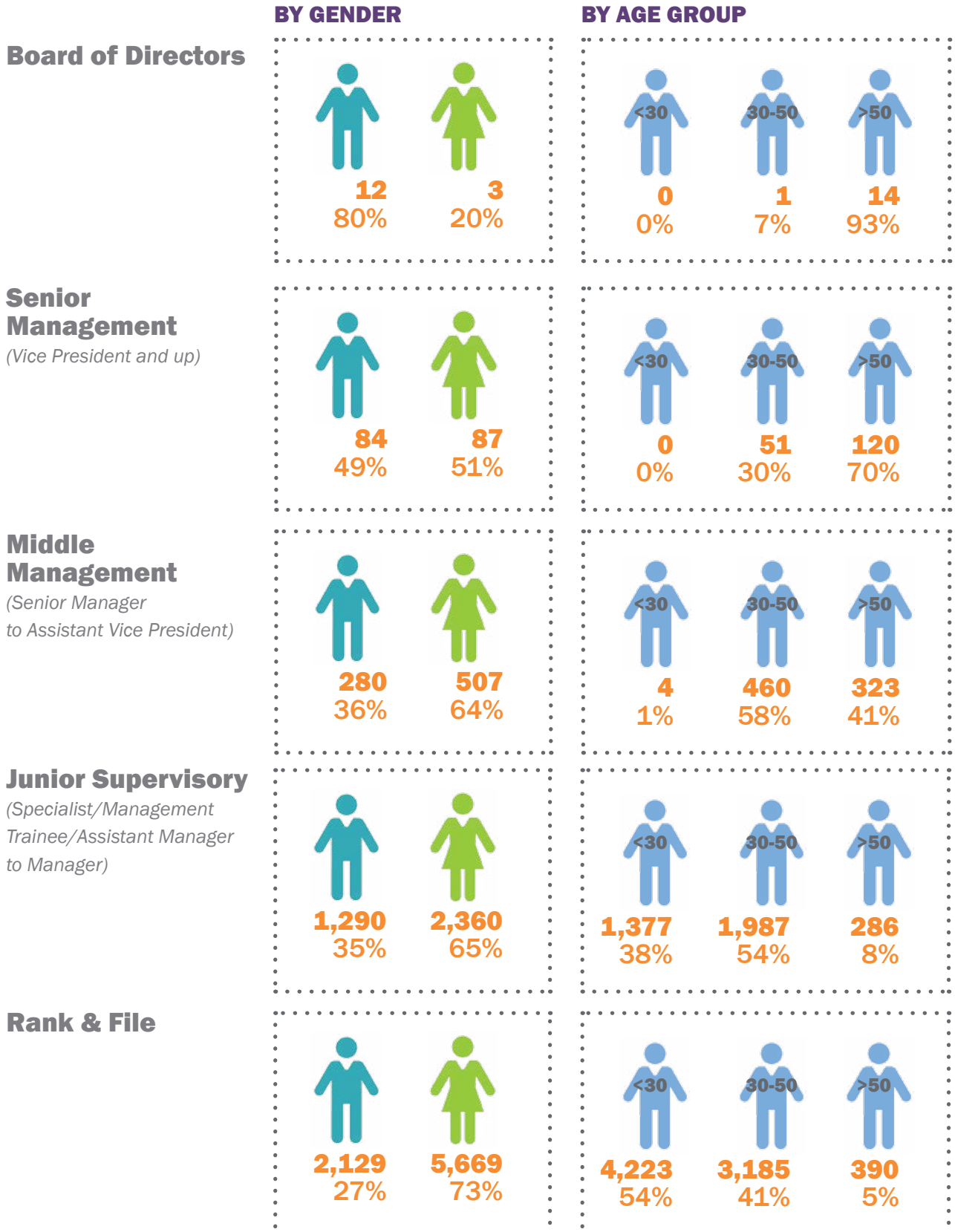


## REMUNERATION\*



\*Basic salary plus additional amounts such as those based on years of service, bonuses including cash and/ or equity such as stocks and shares, benefit payments, overtime, time owed, and any additional allowances

# BY GOVERNANCE BODY

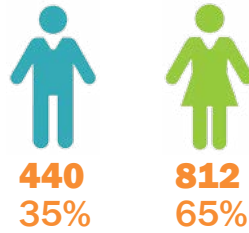


## Employee retention

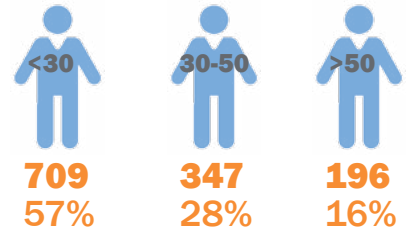
Being in a growing industry where there is competition for talent drives us to continuously improve our employee retention strategy. Our staff attrition rate of 10.1% in 2012 remains below the industry average.

## Turnover 1,252

### BY GENDER

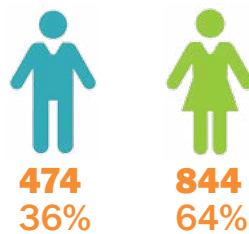


### BY AGE GROUP

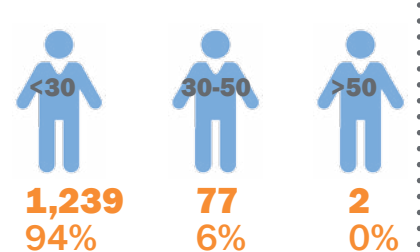


## New Hires 1,318

### BY GENDER



### BY AGE GROUP



# RETURN TO WORK AND RETENTION RATES AFTER PARENTAL LEAVE

**EMPLOYEES ENTITLED TO PARENTAL LEAVE**

**5,934**

**EMPLOYEES WHO TOOK PARENTAL LEAVES**

**208**



**119**



**89**

**EMPLOYEES WHO RETURNED TO WORK AFTER PARENTAL LEAVE ENDED**

**208**



**119**



**89**

**EMPLOYEES WHO RETURNED TO WORK AFTER PARENTAL LEAVE ENDED AND STILL WITH BPI AS OF DECEMBER 2012**

**197**



**115**



**82**

## Health, safety and work-life balance

Being in a financial services company does not expose our employees to occupational health and safety issues usually associated with manufacturing and industrial companies. As such, we have no recorded incidents of injury, occupational diseases, serious work-related diseases and other fatalities in our organization in 2012.

We run education and training programs regarding serious illnesses. Examples of programs implemented are seminars on cancer awareness, prevention of stroke, and basic life support. We also regularly issue health bulletins.

Aside from health education, we also have risk-control programs in place to assist workforce members and their families regarding serious diseases.

This was done through wellness fairs conducted in the head offices and provincial business centers where employees and their families avail of free or discounted services such as vaccinations, bone screening and physical examinations. Our clinics in BPI and BFSB head offices also attend to daily and emergency health care of our employees.

On its third season, our banner wellness program, Keep Fit, Feed a Child, involves about 600 employees who pledged to lose or gain weight based on their Body Mass Index (BMI). For every pound lost, BPI matches it with a Php100 contribution to a feeding program called “Pasiglahin ang Estudyanteng Pinoy” (PEP), in partnership with Kabisig ng Kalahi Inc. and Mead Johnson Nutrition.

Beyond being a fitness program, Keep Fit Feed a Child aims to create awareness on the lack of nutrition among children from 4-10 years old and how it affects school dropout rate and educational performance.

BPI initially turned over Php60,000 that will be used to provide a healthy lunch and milk every day for six months to 30 malnourished children in Grades 1 and 2 at Gen. Gregorio del Pilar Elementary School in Tondo, Manila.

**Adherence to labor laws**

We continue to strictly comply with labor laws and regulations and implement best practices in our workplace. This commitment resulted in zero incidents of labor discrimination, compulsory labor, child labor or human rights abuses.

While the Bank has not been a party to legal cases arising from any of these labor issues, we have a grievance mechanism embedded in the Collective Bargaining Agreement to promptly dispose and amicably settle all grievances. Steps are clearly defined until the level of arbitration.

While we continue to actively recruit qualified people to our workforce, regardless of race, color, gender, religion, political opinion or social origin, we also take advantage of the abundance of local skills and talents available in areas where there are BPI units such as in our branches, business centers and the like. This is also because local residents are more familiar with the local market environment.

**Labor relations**

We maintain harmonious relations with our labor unions. The Bank also has an open-door communications policy to address concerns among employees immediately before they escalate.

As a requirement in their certification process, we trained and retrained our security personnel, who are not formally part of our workforce and belong to third-party agencies, every two years on human rights-related topics. This is to ensure that they uphold the rights not only of our employees but also of our clients, suppliers and other stakeholders that do business with us.

**Employee volunteerism**

We seek to empower our people to make a positive difference to customers and communities. We also encourage them to grow, develop themselves and give back to society. Our 12,406-strong workforce continued to benefit from the our policy of investing in the personal growth of our people. One of the venues for personal growth is the Bayanihan Para sa Inang Bayan (BPI Bayan), a nationwide employee volunteerism program that we started in 2011.

Total volunteer hours invested by BPI employees in the pioneering program were estimated to amount to Php4.2 million in 2012.

# Investing in Volunteerism

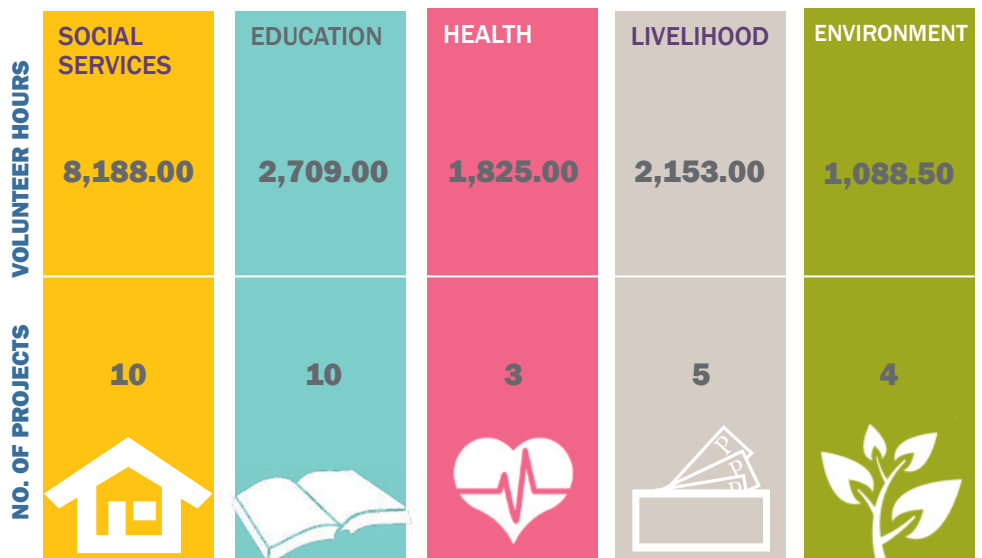
**15,963.50**

Total volunteer hours for 32 BPI BAYAN projects

**4,177,808**

Estimated total investment in Php based on standard hourly cost of BPI rank-and-file employees

## Nature of Volunteerism Projects





**BPI BAYAN  
'ENHANCED  
MY LIFE AND  
MADE ME MORE  
COMPASSIONATE.  
I BECAME PROUDER  
AS A UNIBANKER  
BECAUSE I AM  
WORKING WITH A BANK  
THAT HAS A BIG HEART.'**

Even after being with BPI for 18 years, Gary Rosales said he still gets tongue-tied whenever someone asks him what a biology graduate is doing in a financial institution. Without a doubt, he said he loves his job as head of BPI's Perdices branch in Dumaguete City. But Gary said he had always felt there was something more that he could do to give back to the community.

In 2011, opportunity smiled on Gary. BPI launched the Bayanihan Para sa Inang Bayan (BPI Bayan), which challenges employees to come up with a volunteerism project that would not only engage the workforce, but more importantly create an impact on areas where the Bank operates.

Gary immediately thought of Silliman Beach, a source of pride for many residents of the seaside city but has lately been beset by a garbage problem. "This was the first time that regular coastal cleanups have been undertaken in Silliman Beach," Gary said. "The community was very delighted at what we were doing. In fact, some of our partner

organizations became inspired to replicate the initiative in other areas.”

Aside from the cleanups, the BPI Dumaguete Cluster also held mangrove and tree-rearing activities, as well as information drives and artificial reef construction. Gary’s main role involved inviting employees to join, which can be tricky due to conflicting schedules and the unpredictable weather.

When the group’s initiative was recognized by the Bank as one of the top BPI Bayan programs for 2012, Gary said the victory was much more personal.

“I’ve come full circle when I joined BPI Bayan,” he said. “It reinforced my belief that there are still a lot of people out there who are very generous. The program reflects BPI’s culture of giving, leadership, and excellence. I know now I am home.”

More than 300 kilometers south of Dumaguete, there is a ray of hope in the usually grim halfway house for young cancer patients and their families in Davao City. Dubbed the “Share a Life” program, the heartwarming initiative seeks to make things easier for both kids and their parents or caregivers by helping them through this difficult part of their lives.

“Our main goal was to address the medical, psycho-social concerns of chronically ill patients,” said BPI Davao JP Laurel’s Arleen Aportadera, who originally came up with the idea. “It is a blessing to be of service to others and to have the opportunity to make a difference in the lives of these innocent children and their families.”

There are activities for the kids and their parents and guardians under the program. The volunteers take the kids to the movies and hold parties for them to turn their attention away from painful cancer treatments.



## **BPI BAYAN EMPLOYEE VOLUNTEERS IN ACTION**

*(Top) Gary Rosales, head of BPI Perdices Branch in Dumaguete City, delighted nearby communities with an initiative to clean up the Silliman Beach. (Left) Arleen Aportadera of BPI Davao JP Laurel Branch rallied her employees behind the “Share a Life” program for young cancer patients.*

Meanwhile, the parents and guardians receive a well-deserved break with a day at the salon for free haircuts and nail care.

To help the families of the cancer patients, the volunteers looked for partners who can regularly fund the program. The Dumaguete group also relied on the help of like-minded organizations in sustaining their efforts.

For both Gary and Arleen, participating in BPI Bayan strengthened their belief in BPI as an institution that looks after the welfare of society instead of being motivated by profit alone.

“It instilled in BPI employee volunteers a sense of pride,” said Arleen. “It enhanced my life, and made me more compassionate. I became prouder to be a Unibanker because I am working with a bank that has a big heart for others.”