



# Banking on Sustainability



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## OUR THEME




The Bank of the Philippine Islands has always been practicing sustainability in its 158 years of existence. This Banking on Sustainability Report is our commitment to continue our sustainability journey that stretches long into the horizon as reflected in the photo of the cover. BPI is actively into sustainable energy financing of projects which include tourism projects.



# About this Report

“Banking on Sustainability” is Bank of the Philippine Islands’ (BPI) second sustainability report. Consistent with our first report, this has been prepared based on the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines. GRI is a set of standards for reporting economic, environmental and social performance of organizations worldwide.

As reported in the previous year, our sustainability framework focused on four strategic themes, namely:

-  Total customer experience
-  Market expansion
-  Reduction of our environmental footprint
-  Employee engagement

We deemed it necessary though to include certain information in our first report in order to present a more comprehensive picture of the BPI organization and its programs.

## Scope of our report

In our journey to sustainable development and reporting, we expanded our coverage thereby increasing our performance indicators from 16 last year to 26 this year. These indicators were applied to the whole BPI Group, consisting of its Head Office, branches and other satellite offices, as well as its various subsidiaries. Where there are limitations in the gathering of information, these are specifically stated in the corresponding sections of the report.

Reporting Period	2009	2008
Calendar Year	2009	2008
Date Published	December 2010	November 2009
GRI Application Level	B self-declared	C self-declared
Reporting Cycle	Annual	Annual

## Preparation of our report

In 2008, the Sustainability Technical Working Group (STWG) was created and is composed of the various unit heads of the BPI Group. It was then tasked to identify and manage matters relating to the sustainability of the bank. In 2009, the STWG sub-committees carried on the tasks of continuously monitoring performance in their assigned areas, implementing projects to improve compliance while at the same time expanding their scope of coverage. They remained as the repository of the knowledge and information system on sustainability reporting.

Our economic data were taken from our Audited Financial Statements, which were stated in accordance with the Philippine Financial Reporting Standards (PFRS). On the other hand, environmental and social information came from the management information systems of the bank’s various units.

This report was completed from the various stakeholders’ feedback and interactive internal consultation and discussions. To show our progress in our sustainability efforts, we presented comparative data for two years when available and applicable.

While we made enhancements in our data collection technique, we believe that there’s always room for improvement going forward. As in the past, we encourage you to assist us in this endeavor by giving us your valuable comments and suggestions on our sustainability programs.

Report Application Level	C	C+	B	B+	A	A+	
Standard Disclosures	<b>G3 Profile Disclosures</b> <b>OUTPUT</b>	Report on: 1.1 2.2 - 2.10 3.1 - 3.8, 3.10 - 3.12	Report Externally Assured	Report on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5 - 4.13, 4.16 - 4.17	Report Externally Assured	Same as requirement for Level B	Report Externally Assured
	<b>G3 Management Approach Disclosures</b> <b>OUTPUT</b>	Not Required		Management Approach Disclosures for each Indicator Category		Management Approach Disclosures for each Indicator Category	
	<b>G3 Performance Indicators &amp; Sector Supplement Performance Indicators</b> <b>OUTPUT</b>	Report on a minimum of 10 Performance Indicators, including at least one from each of: Economic, Social and Environmental.	Report on a minimum of 20 Performance Indicators, at least one from each of Economic, Environmental, Human rights, Labor, Society, Product Responsibility.	Report on each core G3 and Sector Supplement* Indicator with due regard to the Materiality Principle by either: a) reporting on the indicator or b) explaining the reason for its omission.			

\*Sector supplement in final version

# Message from the President and CEO

After setting a banking industry milestone with the Bank of the Philippine Islands' (BPI) first sustainability report for 2008, the challenge for us in 2009 was not only the continuous monitoring and measurement of our economic, social and environmental footprint. Our efforts were likewise directed at expanding our coverage and the corresponding relevant Global Reporting Initiative (GRI) indicators.

**BPI's sustainability track revolves around making ourselves more accessible, more convenient, and more cost effective for more Filipinos.**

In this second report of "Banking on Sustainability", we are proud that we have gone a step further notwithstanding the fact that our data collection system is still wanting in terms of linkages and efficiency. We have successfully evolved from a self-declared C-level report to a self-declared B-level report with our GRI indicators surpassing the 16 in 2008 to 23 in 2009.

Our established sustainability framework, which focuses on total customer experience, market expansion, reduction of our environmental footprint, and employee engagement, has been tested and proven to be the right combination towards sustainable banking. As such, we have decided to operate along this framework during the year but mindful of developments which may assist us in the meaningful improvement of our sustainability efforts.

BPI's sustainability track revolves around making ourselves more accessible, more convenient, and more cost effective for more Filipinos. Aside from offering accessibility to our banking services, our various electronic platforms such as our BPI Express Phone, BPI Express Online and BPI Express Mobile likewise serves as open communication lines with our customers. Comments and suggestions including service complaints are received through these channels, on top of those being serviced by our Customer Care Department, and are acted upon accordingly. We collate all these feedback, analyze our processes and if necessary, enhance our capability to improve on our customer service.

Over the years, we have seen a dramatic decline in customer complaints by 42% in 2008 from 2007 and by another 66% in 2009.

Our energy projects portfolio under our Sustainable Energy Finance (SEF) Program grew by a substantial P1.27 billion at the end of 2009. Our partnership with International Finance Corporation (IFC) was renewed for another two years. At the same time, we entered into a risk-sharing facility agreement with them, where IFC will guarantee 50% of loans granted under the SEF program. This breakthrough will enable us to pursue financing in the higher risk renewable energy market. Our long term goal is to see BPI driving innovation in the energy market and adding value to financially viable projects and at the same time, bringing about positive social and environmental impacts.

In addition, we have established our mobile microfinance bank, BPI Globe BankKO, together with Ayala Corporation and Globe Telecoms. This bank will specifically cater not only to the needs of the microfinance institutions but also of those of the underbanked at the base of the pyramid.

Our green initiatives include a Solid Waste Management (SWM) program, where all our employees through information campaigns and our janitors through SWM orientations, were encouraged to do waste segregation at source. On the energy savings side, we embarked on the rehabilitation of the head office lighting system and the replacement of light bulbs into compact fluorescent lamps (CFL). Across the bank, we implemented the Electronic Statement of Account (eSOA) to effectively reduce paper consumption.

On employee engagement, we extended the BPI-Harvard Leadership Excellence Acceleration Program (LEAP) to 250 more officers. The objective of this program is to develop the officers' leadership skills, strategic and innovative thinking, and customer centricity. Also, during and in the aftermath of Typhoon Ondoy (Ketsana), our employees displayed their



unselfish dedication to the bank and the community at large by ensuring uninterrupted service delivery despite the floods. They also donated not only cash and goods, but also their time and effort in the sorting, packing, and distribution of relief goods even after office hours.

Our sustainability endeavors were recognized by the London-based New Economy, which named BPI as the Most Sustainable Bank in the Philippines in 2009 in their Sustainability Banking Awards. This award is certainly an inspiration for us to continually strive to raise the bar of our sustainability efforts and cement BPI's banking leadership.

Much of our sustainability gains are attributed to the able support of our BPI employees to our sustainability initiatives. We are grateful for their ideas, cooperation and team spirit. Our journey towards sustainable development will always teach us new beginnings that we will embrace and adapt. As such, our processes will undergo various stages of iteration to provide enhanced value to all our stakeholders. We therefore enjoin the whole BPI community to work together in creating an environment that is clean and healthy not only for the present generation but more so for the future generations.

On behalf of our Board of Directors and Team BPI, I invite you to read through our report and share with us your thoughts and comments, which can secure a sustainable BPI through the decades.

AURELIO R. MONTINOLA III

# About BPI

The Bank of the Philippine Islands (BPI) is a domestic commercial bank with an expanded banking license. It was founded in 1851 and was listed in the predecessor exchange of the Philippine Stock Exchange (PSE) in 1966. Its principal office is located at 6768 Ayala Avenue, Makati City.

## Market Position

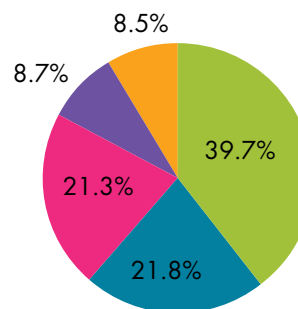
- ▶ 3rd largest bank in terms of assets which stood at P724.4 billion as of end - 2009
- ▶ Most profitable bank in the Philippines with net earnings of P8.5-billion for the year 2009
- ▶ Highest market capitalized bank of P155.8 billion as of end - 2009

## Credit Rating

Rating Agency	Rating Date	Rating	
Fitch Ratings	Nov 2009	National Long-term Rating	AAA(phl)
		Subordinated notes	AA+(phl)
		Long-term foreign currency Issuer Default Rating (IDR)	BB
		Long-term local currency IDR	BB+
Moody's Investor Service	May 2009	Bank Financial Strength Rating	C-

## Ownership Structure

- Roman Catholic Archbishop of Manila
- Standard Chartered Bank - DBS Bank, Ltd.
- Ayala DBS Holdings, Ltd.
- Ayala Corp.
- Public (1.3 billion shares)



## Delivery Infrastructure

Branches	812
Domestic	809
Greater Manila Area	451
Provincial	358
International	3
Hong Kong	1
London	2
Business Centers	13
Remittance Centers	21
ATMs	1,566

## Alternative Channels:

- ▶ Call center
- ▶ Mobile banking
- ▶ Internet banking
- ▶ Remittance partnership and tie-ups in the United States, Europe and Asia

## Awards and Recognition

With the release of our 2008 Sustainability Report, BPI's and the Philippine banking industry's first ever published Sustainability Report, the bank was awarded "Most Sustainable Bank, Philippines" by The New Economy. Other citations from regional and international publications as well as local organizations are as follows:

### Major Banking Products and Services Offered

- ▶ Peso and Foreign Currency Deposits
- ▶ Commercial and Consumer Loans
- ▶ Leasing
- ▶ Asset Management and Trust
- ▶ Corporate Finance
- ▶ Securities Dealership
- ▶ Foreign Exchange
- ▶ Payments and Settlement Services
- ▶ Insurance

For our complete line-up of products and service pls. see our 2009 Annual Report at our website [www.bpiexpressonline.com](http://www.bpiexpressonline.com)

### Customers

- ▶ Large Corporate
- ▶ Middle Market
- ▶ Micro, Small and Medium Enterprises
- ▶ Consumers

### Employees

Banking Services	:	11,549
Insurance Services	:	606
Total	:	12,155

International Awards	Awarding Body
Best Bank in Philippines	Global Finance, Alpha Southeast Asia, Euromoney, FinanceAsia
Bank of the Year in the Philippines 2009	The Banker
Best Domestic Bank, Philippines	Asiamoney, The Asset
Best Retail Bank in the Philippines, 2008	Asian Banker
Best Trade Finance Bank	Alpha Southeast Asia
Gold Awardee (2008 ICD Corporate Governance Scorecard for Publicly Listed Companies)	Institute of Corporate Directors
Winner of the Gold Corporate Awards	The Asset
#7 Best managed company #4 Best corporate governance #3 Most committed to a strong dividend policy	FinanceAsia
Best Remittances Provider of the Year in Southeast Asia (Philippines)	Alpha Southeast Asia
Best Cash Management Bank in the Philippines	FinanceAsia
Best Local Cash Management Bank in the Philippines	Asiamoney
Best Foreign Exchange Bank in the Philippines	FinanceAsia
Best Domestic Provider of FX Services in the Philippines	Asiamoney
#5 Overall #4 Corporate Reputation #2 Financial Reputation	The Wall Street Journal (The Wall Street Journal Asia 200 Survey)
Local Awards	Awarding Body
Best Commercial Bank Respondent on OF Remittances	Bangko Sentral ng Pilipinas
BPInoy Learning Program - Silver (Most Effective Family-Oriented Brand Campaign) (Best Innovative & Integrated Media Campaign)	Integrated Marketing Communications Effectiveness in the Philippines and Asia
Search for 10 Outstanding Expat Pinoy Children - Silver (Most Effective Teens Brand Campaign)	
Expect More Campaign - Bronze (Best Innovative & Integrated Media Campaign) New Brand of Customer Service Campaign (Best Established Service Brand Campaign)	
One of the Top Real Property Taxpayers of Quezon City for the Year 2008	70 <sup>th</sup> Foundation Anniversary Celebration of Quezon City

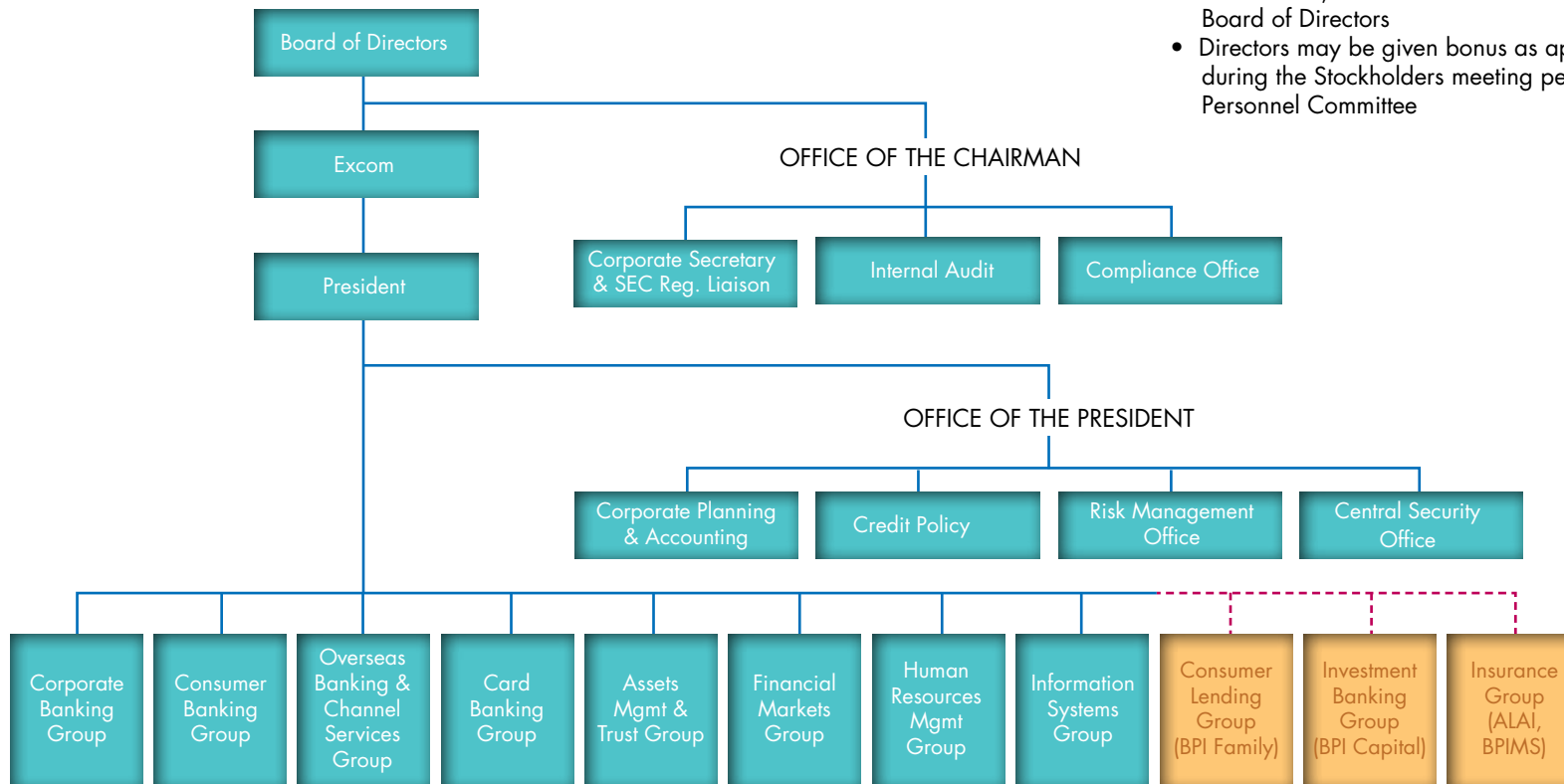
# Corporate Governance

Sound and effective corporate governance has always been BPI's foundation towards business stability and success. Our corporate governance practice entails integrity and professionalism in everything we do, adherence to all laws and regulations, and prudence in decision making.

## Board of Directors

The Board of Directors is the highest governance body of BPI and is primarily responsible for creating and enhancing BPI's shareholder value and ensuring that this objective is achieved in all its business activities.

<b>Composition</b>	15 Directors, including 4 independent directors
<b>Selection</b>	Elected by BPI stockholders entitled to one vote at the annual meeting
<b>Competence</b>	Highly qualified business professionals possessing a variety of expertise and experiences required in the governance of a financial services institution and possess the qualifications required for a director as embodied in our Corporate Governance Manual
<b>Compensation</b>	<ul style="list-style-type: none"> <li>Per diems for attendance at meetings of the Board and Board Committees, amount of which is fixed by a resolution of the Board of Directors</li> <li>Directors may be given bonus as approved by the Stockholders during the Stockholders meeting per recommendation of the Personnel Committee</li> </ul>



The Board of Directors has seven sub-committees that carry specific management responsibilities:



### Management Structure

BPI's executive officers are the Chairman, Vice-Chairman, the President and Chief Executive Officer (CEO), the Treasurer, and the Corporate Secretary, all of whom are appointed by the Board of Directors. The President and Chief Executive Officer is mainly responsible for the general supervision of the business, affairs and property of BPI, and over its employees as well as fulfill the duties imposed, orders and resolutions of the Board of Directors. The President/CEO's duties are carried out with the help of his senior management team heading the various business groups outlined in the organization chart.

### Compliance to Policy Statement

As an established financial institution known for its banking leadership and with a reputation of integrity and stability, it is BPI's policy to fully comply with the spirit of all laws and regulations governing its business activities. Compliance is a direct responsibility of each employee and each one is held accountable for all compliance obligations associated with his/her work.

### Compliance to Laws and Regulations

BPI ensures compliance to laws and regulations which is imperative to the sustainability of our operation in as much as they impact on the bank's integrity, transparency and corporate responsibility.

**Prevention of Conflict of Interest.** It is incumbent on the bank's directors, officers and employees that the interest of the bank should always prevail. As such, our employees are required not to directly or indirectly take on any personal profit or advantage by reason of their position in BPI. To prevent our personnel from engaging in any conflict of interest activity, we have existing policies and guidelines on conflict of interest contained in our Management and Operating Manual (MOM) and Personnel Policy Manual. These manuals are available electronically in our Lotus Notes Database for easy access of all our employees. Moreover, any bank personnel who has knowledge of or suspects violation of the policy on conflict of interest is mandated to report in accordance with the Whistleblower policy, which is also included in the MOM.

**Guarding Against Anti-Money Laundering Acts.** To protect the bank and our employees from being used in money laundering, BPI has instituted an Anti-Money Laundering Program that covers all companies of the BPI group. The program outlines the policies and procedures on how to detect/counter money laundering as well as how to handle suspicious transactions. To ensure that all employees of the bank are knowledgeable of the bank's anti-money laundering program, all employees are required to undergo the anti-money laundering training course. The program and other related policies and procedures are all posted in our MOM database.

Moreover, BPI is the only local bank that acquired a software called Efficient Risk Analysis System Enhancement (ERASE), which generates alerts for transactions perceived to be suspicious.

**Respecting Human Rights.** As an organization operating in the Philippines, compliance with all laws includes laws on human rights protection and laws against child or forced labor.

BPI not only complies with the said laws but is committed in helping the stakeholders we serve achieve better lives. One of our major responsibilities centers on our employees. All throughout the bank's existence, we strive to give them the best opportunities possible. Through the various labor unions where majority of our employees are members, we keep open communication lines with them. BPI also ensures that our employees and their families are able to live a decent life by providing a comprehensive benefits package and a superior career development program. We do not discriminate as our hiring and promotion/rewards structure lean towards achievements and performance. Respecting human rights extends to our business operation and process in our dealings and relationships with our clients, shareholders and suppliers.

BPI employs persons who are graduates of a four-year college course. Notwithstanding, we are against any form of child labor and we do not and will never ascribe to forced labor.

Our security personnel undergo training before they are certified to become security guards and are retrained every two years thereafter. Their training includes among others, the subject on "Legal Aspect of Society" composed of the following topics:

1. Primer on Human Rights/Bill of Rights
2. Basic Elements of Crime
3. Laws of Arrests
4. Legal Liabilities of Security Guards

Our corporate governance principles and practices and organizational core values (Statement of Purpose) are included and discussed in more detail in our 2009 Annual Report available in our website—[www.bpiexpressonline.com](http://www.bpiexpressonline.com).

# Our Stakeholders

In the normal course of our business, BPI deals with various stakeholders who played critical roles in the realization of our goals and long-term aspirations. Our stakeholders include all sectors and organizations we transact with in our daily operations.

We constantly gather the thoughts, advice and recommendations of our stakeholders and consider them in our decision-making processes to ensure sound business operations and improve on specific aspects of our operations. Points of engagement with our various stakeholders include but are not limited to interactions through our distribution network, meetings and conferences, accreditation processes, presentations, surveys, training programs and seminars, publications, regulatory audits, and community or environmental projects.



## Customers

- Top-tier companies
- Middle market companies
- Micro, small, and medium enterprise
- Individuals



## Employees

- Total of 12,155
- 11,549 in banking services
- 606 in insurance services



## Government, regulatory authorities

Includes:  
Bangko Sentral ng Pilipinas (BSP)  
Philippine Deposit Insurance Corporation (PDIC)  
Securities and Exchange Commission (SEC)  
Philippine Stock Exchange (PSE) and other agencies



## Industry organizations

- Bankers Association of the Philippines (BAP)
- Chamber of Thrift Banks
- Bank Marketing Association of the Philippines (BMAP)
- Bank Administration Institute of the Philippines (BAIPHIL)
- Makati Business Club
- Other organizations



### Communities

The community at large where BPI, mainly through its BPI Foundation, can carry out its various corporate citizenry thrusts, and where BPI offices are located



### Non-governmental and other civil society groups

BPI's social arm, BPI Foundation forms part of Ayala Social Initiatives (ASI) and is a member of –

- League of Corporate Foundation (LCF)
- Association of Foundations (AF)
- Philippine Council for NGO Certification (PCNC)

BPI also have alliances with other environmental organizations such as the International Finance Corporation (IFC) and World Wide Fund (WWF) - Philippines



### Suppliers

Various suppliers of product inputs and goods and services



### Investors

- 96.1% institutional investors
- 3.9% individual investors

As an organization determined to contribute its own share in preserving the environment and helping the needy sector of our society, we have made major alliances with a couple of environmental and social partners.

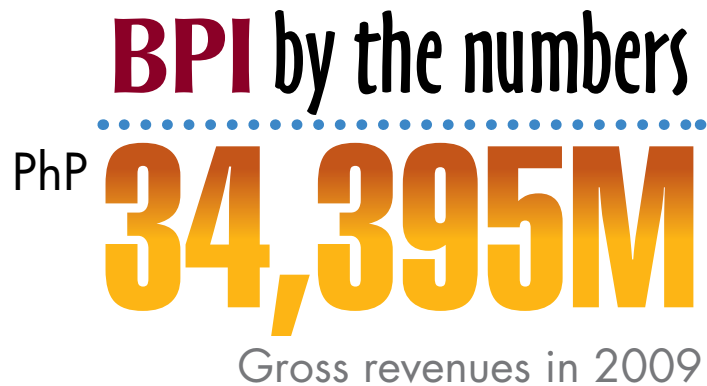
Partners	Nature of Engagement
 <p><b>International Finance Corporation (IFC)</b></p> <p>IFC is the World Bank's private investment arm, whose purpose is to create opportunity for people to escape poverty and improve their lives. To achieve this goal, IFC fosters sustainable economic growth in developing countries by financing private sector investment, mobilizing capital in the international financial markets, and providing advisory services to businesses and governments.</p>	<p>BPI partnered with IFC for our Sustainable Energy Financing (SEF), a program that finances renewable energy and energy-efficiency projects, and a risk sharing facility.</p> <p>Year of Partnership: 2008 Operations: Philippines Binding</p>
 <p><b>World Wide Fund for Nature (WWF) Philippines</b></p> <p>WWF-Philippines, also known as Kabang Kalikasan ng Pilipinas (KKP), is a national organization of the WWF* network. WWF-Philippines initiates conservation programs that place strong marine emphasis in the conservation of species and habitats and utilizes highly integrative and participatory approaches to find solutions that work for the environment and for the people that live in and depend on it.</p>	<p>WWF-Philippines is BPI's partner for the bank's sustainable development initiatives and activities most especially on environmental aspects.</p> <p>Year of Partnership: 2008 Operations: Philippines Non-Binding</p>

\*WWF (Worldwide Fund) is one of the world's largest and most effective independent organizations dedicated to the preservation of nature.

# Sustainability at BPI

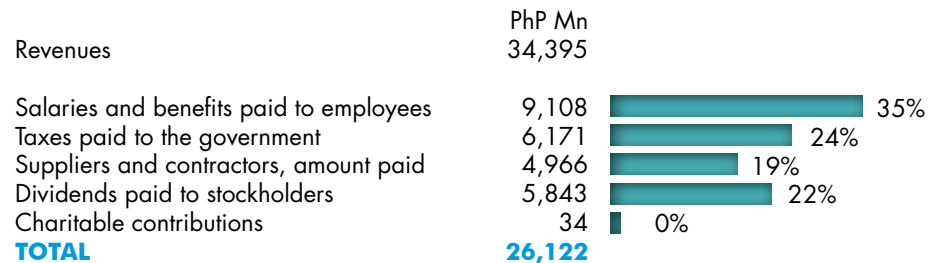
As a financial institution, we believe that our primary responsibility is to manage our core businesses to achieve financial success for the benefit of our shareholders, customers and employees.

However, with the present challenges of a globalized economy and the looming issue of climate change, we are more mindful of our role in resource preservation and community development as well. While we have been doing sustainability practices in the past 158 years, BPI will continue to incorporate sustainability approaches in each and every aspect of our business. We are quite optimistic that we will achieve our sustainability ideals as these are anchored on our high corporate governance standards supported by a strong human resource.



## Economic Impact

Aside from serving our customers' banking and financial needs, BPI operations contributes to its various stakeholders through dividend payments to our valued shareholders, salary and benefits paid to our employees, tax payments to the national and local governments where we operate, and business dealings with our suppliers and third party service providers. Despite the economic challenges in 2009, we made the following economic contribution:



Note: Above figures represents the consolidated BPI Group as of December 31, 2009 except for dividends paid to stockholders, which is for BPI Parent only.

As this report is intended to provide details of the environment and social aspect of our business, a more comprehensive discussion on the economic and financial performance of the Bank is contained in our 2009 Annual Report published in our website [www.bpiexpressonline.com](http://www.bpiexpressonline.com).

**Banking on Sustainability**

As we pursued our business objectives in line with sustainable development, we continued to focus on the four strategic themes we set in 2008.

**Enhancing Total Customer Experience**

- ▶ Effective customer management
- ▶ Improving customer satisfaction
- ▶ Enhanced customer communication
- ▶ Ensuring customer privacy

Apart from giving the most innovative and value laden products to our clients, BPI continuously strives to provide the best service that our customers deserve. We therefore constantly solicit feedbacks, review and upgrade our systems and policies and establish programs to determine what our customers want for a total and satisfactory banking experience.

**Servicing a Wider Market**

- ▶ Reaching the Micro entrepreneurs
- ▶ Servicing Filipinos around the world

As a financial institution, BPI is keen on providing financial access to the underbanked majority. We continue to identify new markets to serve and at the same time create and customize products for them, so they can meaningfully improve their lives and give their fair share to the economy.

**Reducing our Environmental Footprint**

- ▶ Energy, water, paper and waste management
- ▶ Promoting sustainable energy thru financing

With climate change becoming more apparent, it is our desire to help slow down, if not stop climate change, by exploring ways on how we can reduce our environmental footprint, as well as develop products aimed at natural resource preservation and conservation.

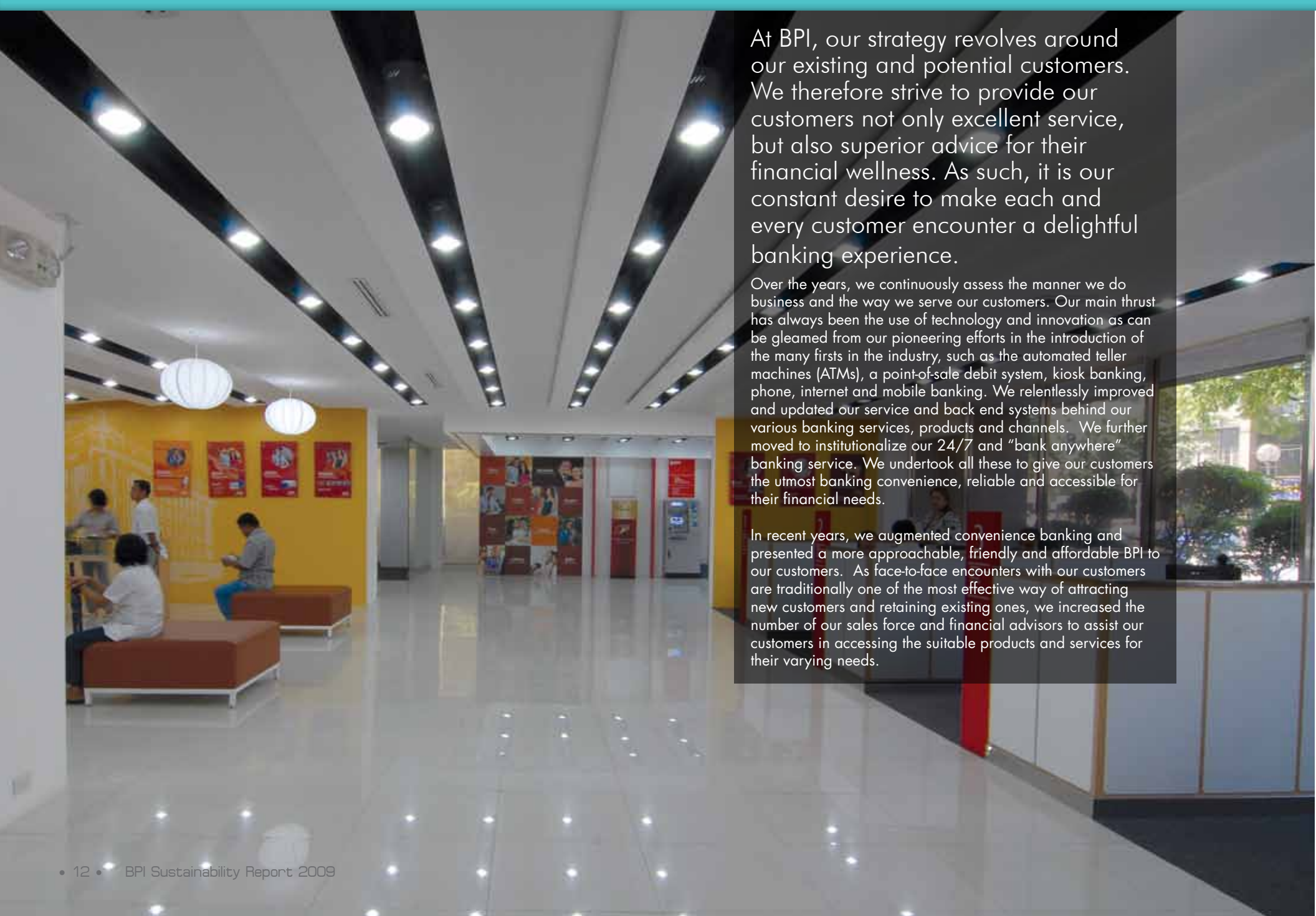
**Engaging our Employees**

- ▶ Fostering equal opportunities
- ▶ Growing our employees
- ▶ Taking care of our employees
- ▶ Maintaining good labor relations
- ▶ Keeping our employees connected
- ▶ Ensuring employees' health, safety, protection and total well-being
- ▶ Promoting a sense of community and care for the environment

We believe that our success lies heavily on our people. As such, we fully recognize the value of taking good care of our employees. Our goal has always been to provide them competitive pay and comprehensive financial benefits, equal job opportunities, a healthy and safe workplace and to honor their rights. Our foremost objective though is employee development thru various training programs in order to make them more competitive, performance-driven and goal oriented.

We also share our vision of good corporate citizenry with our employees who we encouraged to take part in the bank's and other partner-organizations' socially relevant activities by making donations or thru volunteerism.

# Enhancing Total Customer Experience



At BPI, our strategy revolves around our existing and potential customers. We therefore strive to provide our customers not only excellent service, but also superior advice for their financial wellness. As such, it is our constant desire to make each and every customer encounter a delightful banking experience.

Over the years, we continuously assess the manner we do business and the way we serve our customers. Our main thrust has always been the use of technology and innovation as can be gleaned from our pioneering efforts in the introduction of the many firsts in the industry, such as the automated teller machines (ATMs), a point-of-sale debit system, kiosk banking, phone, internet and mobile banking. We relentlessly improved and updated our service and back end systems behind our various banking services, products and channels. We further moved to institutionalize our 24/7 and “bank anywhere” banking service. We undertook all these to give our customers the utmost banking convenience, reliable and accessible for their financial needs.

In recent years, we augmented convenience banking and presented a more approachable, friendly and affordable BPI to our customers. As face-to-face encounters with our customers are traditionally one of the most effective way of attracting new customers and retaining existing ones, we increased the number of our sales force and financial advisors to assist our customers in accessing the suitable products and services for their varying needs.

## Effective customer management

For an effective customer management, we segmented our customers based on their common characteristics in order to serve their particular set of needs, and at the same time build a deeper relationship with each of the segments.

Customers who require advice on their financial investments are assigned a Relationship Manager (RM). RMs also assist their customers on matters related to channels and operations. To ensure the delivery of quality service to this particular segment, the Bank's RMs were increased from 284 to 332. For customers who prefer to transact business in the channels, the Bank employs channel managers to see to it that the channels are adequately manned, fully operational and properly supported to deliver real time service.

**Sales-Driven Branch.** Aside from delivering quality branch service, our branch personnel are regularly provided guidelines in assessing customers and their needs, thereby allowing them to offer other products of the Bank which will fit their needs. The program called 'New Sales Operating Model' was launched in 2008 and continued to provide our branch personnel with daily sales huddles, coaching by sales experts, sales scripts and product cross-sell strategies that would enable them to introduce the proper products to the customers. RMs, on the other hand, attended Financial Advisory Programs and certifications to make them effective financial advisers to the more sophisticated customers. All our 332 RMs are certified financial advisors. Overall, these programs enabled our branches to sell over 1.1 million products in 2009.

**BPI On Call.** BPI established relationship with corporations with a corporate payroll arrangement as one of them, 'BPI On Call' had been to over 1,000 companies in 2009. With the objective of providing solutions to employees seeking financial health, a series of financial wellness seminars are conducted, with topics ranging from how to start building one's savings, budgeting and smart spending, building and protecting assets and introduction to investments. A total of 54,048 products

were sold through this initiative. Moreover, this effort was well appreciated by both employers and employees as it opened an opportunity for the employees to become financially progressive.

## Improving customer satisfaction

In order to gauge the quality of the BPI banking experience, we embarked on a number of customer survey programs aimed at appraising our Team BPI's performance and measuring the level of satisfaction of our customers and business partners. Through these, we are able to identify delightful aspects of our service that should be maintained, as well as facets and areas, which should be improved.

Our Total Quality Office (TQ) is in charge of conducting, monitoring, and rationalizing the results and effectiveness of these surveys. Surveys were conducted for head office, branch, and insurance customers as well as for credit card merchants. Internally, surveys were also done for head office and branches personnel. The following customer satisfaction surveys were executed in 2009:

**Mystery Client Survey.** The Mystery Client Survey or MCS is an effective tool in measuring service turnaround time, personnel's as well as security guards' behavior and quality of service provided to our clients. Following our standard practice, the MCS was done thrice in all of the 809 branches in the Philippines during the year. The branches scored 86%, with BPI Family Savings Bank branches garnering the highest with 87%, followed by BPI Greater Metro Manila branches at 86%. BPI Provincial branches rated 84%. The result of each branch performance forms part of the branch scorecard, which is used for the performance appraisal for the year.

**Net Promoter.** The Net Promoter is a management tool for assessing the loyalty of our customers by responding to the question "How likely is it that you would recommend our company to a friend or colleague?" Responses should be in a scale of 0-10, after which respondents are categorized into three groups, namely: Promoters (9-10



rating), Passive (7-8 rating), and Detractors (0-6 rating). A Net Promoter Score (NPS) is computed by deducting the percentage of Detractors from the percentage of Promoters.

For 2009, our NPS of 60% was taken from the responses of 3,000 personal banking and 496 preferred banking customers. This year's score was in the same range of the previous year's score and at par with global standard of 60%. The result of the survey was used by the Bank to measure and improve customer loyalty, gather information on what makes our customers recommend BPI, and measure client awareness on the various products and services being offered by the bank, specially newly introduced service features.

**Expect More Smiles Program.** Our "Expect More Smiles" program continued to provide BPI with customer feedback on the quality of our servicing personnel. Our clients actively participated in the simple voting process of putting the corresponding colored chips either in the "happy" or "sad" face. Several outstanding branch personnel were awarded the Customer's Choice of the Year during the annual recognition night, the 2009 Escudo Awards for their consistent and excellent customer service.

## Enhanced customer communication

The 'voice of the customer' is a constant source of rich information for BPI for implementing improvements across our various customer touch points and operational units. Aside from the branches, we have three other platforms through which we deliver updates to our customers and other stakeholders, and where they can bring up their comments, suggestions and complaints. These are: (1) the Call Center, where they can speak to a phonebanker, (2) the BPI Express Online (EOL), where they can send emails; and (3) the BPI Express Mobile, where they can send an SMS message.

We also have a system of checking, resolving and responding effectively to customer queries and complaints. Furthermore, customer complaints, the proper handling of incidents and their respective resolutions are being shared and discussed at regular service clinics and morning huddles in our branches to prevent recurrence of similar situations. These enable us to preserve customers' trust in BPI as well as strengthen our customer relationship.

Certain units of the bank likewise proactively share information on customer feedback and service rules on a regular basis through bulletins and circulars, which already incorporate institutionalized processes. Our Customer Care Department (CCD) issues the Customer Care Expressions Bulletin quarterly, and the Operating Risk Management releases Frequently Asked Questions (FAQs) readings. Both publications are reviewed by Branch Service Rules (BSR) Unit to ensure that they are in consonance with prescribed policies and operating procedures of the Bank.

**Customer Comments and Suggestions.** All comments and suggestions received by the Call Center via telephone calls, emails or mobile banking facility are processed and referred to the units responsible for these when necessary. In turn, the various units of the Bank review the suggestions and apply the recommended and/or necessary improvements to the specific business or service area.

**Customer Complaints.** Customer feedbacks directly coursed through the branches are directly resolved by the receiving branches or are acted upon in coordination with the pertinent units of the Bank.

In addition, CCD was established to initially handle branch and deposit related concerns almost a decade ago but its scope was expanded to include concerns with other units to ensure that all client issues are totally addressed within an internally set mandated turn-around-time. CCD handles customer complaints received via the three self-service channels. Some feedbacks are also obtained through clients' visit or letters to specific units of the Bank, and correspondences sent to the Office of the President, and the Bangko Sentral ng Pilipinas (BSP).

Complaints are often completely resolved while taking into consideration risk parameters of the bank. For the few unresolved cases, the circumstances and the reasons

behind such decisions are clearly explained to the clients. In whatever case, we have always treated our clients with honesty and sincerity.

Majority of customer concerns remained to be human behavior and transactional services related at 96.9% of the total. The total volume of complaints though recorded a remarkable decrease of 66.5% from 1,425 to 478 in 2009 or .0003% of total number of transactions. This consistent declining trend in the past decade resulted from the training on client handling that we provided our employees and the upgrading of our front and back end systems as well as the affected policies to meet the ever-changing banking demands of our customers. Our programs on customer friendliness, promptness in attending to phone calls, and service feedback mechanism also aided our campaign at self service banking channels usage, and product cross-selling strategy.

## Customer Concerns

Nature of Complaint	Number of Complaints			% to Total			2009 vs 2008		2008 vs 2007	
	2009	2008	2007	2009	2008	2007	Change	%Change	Change	%Change
Branch Personnel	208	801	1,167	43.51	56.21	47.32	(593)	(74.03)	(366)	(31.36)
Branch Services	255	582	1,182	53.35	40.84	47.93	(327)	(56.19)	(600)	(50.76)
Branch Premises	15	42	117	3.14	2.95	4.74	(27)	(64.29)	(75)	(64.10)
<b>TOTAL</b>	<b>478</b>	<b>1,425</b>	<b>2,466</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>(947)</b>	<b>(66.46)</b>	<b>(1,041)</b>	<b>(42.21)</b>
Percentage of Complaint versus Total No. of Transactions	0.0003%	0.0009%	0.0019%							

**CCD diligently follows a five-step customer complaint handling process in attending to a client concern:**

**Step 1**

Receipt of customer complaint

**Step 2**

Dispatch

**Step 3**

Action on complaint

**Step 4**

Feedback to customer

**Step 5**

Closure

(TAT Monitoring, Lessons Learned)

**Ensuring customer privacy**

At BPI, we ensure that customer privacy and information security will not be compromised. We therefore treat all customer information as private and confidential. As such, we have developed internal policies and systems on customer information security. All bank personnel are required to adhere to these policies, as well as with regulatory requirements, on customer privacy and protection.

For the mutual protection of the Bank and our customers, we have identified and establish measures in order to prevent breach of customer privacy and/or information security.



**Possible Source/  
Cause of Breach**

**Preventive Measures**

- | Possible Source/<br>Cause of Breach | Preventive Measures  |
|-------------------------------------|--|
| Bank Personnel                      | <ul style="list-style-type: none"> <li>• Policies/procedures, inclusive of customer privacy and information security, are made available and accessible thru Lotus Notes via the Management and Operating Manual (MOM) database. MOM also incorporates the 'Service Code for Consumer Banking in the Philippines' as one of the references.</li> <li>• Periodic reminders on customer privacy and information security thru Lotus Notes Mail broadcast.</li> </ul>   |
| System                              | <ul style="list-style-type: none"> <li>• Security access matrix (creation, authorization and authentication) procedures/ restrictions are in place.</li> <li>• Firewalls, patches and fixes to systems are regularly upgraded to prevent external and internal attacks.</li> <li>• Information Security and Technology Risk Management (ISTRM) Unit periodically reviews/ensures the completeness, relevance, effectiveness, and usability of our Information Security Management Manual.</li> <li>• Information Security Incident Response Team (ISIRT) was established to handle/investigate incidents of possible breach of information.</li> </ul> |
| Clients                             | <ul style="list-style-type: none"> <li>• Upon release of ATM cards, clients are being advised by attending employee not to divulge their PIN to anyone.</li> <li>• Tips on how to safeguard from fraudsters through the ATMs and website are regularly issued.</li> </ul>  |

For 2009, we have not encountered any complaint or incident of breach of customer privacy or information security.

# Servicing a Wider Market



BPI's operations evolved through the years in response to the changes in the domestic and global landscape. We have transformed ourselves from initially catering to the requirements of the top tier corporations only to servicing the diversified market segments of the society. Our business expansion was achieved through a combination of organic growth and acquisition.

Organic growth is achieved through client acquisition, entry into new markets or geographical areas, marketing promotions and campaigns, and innovative products offerings. In recent years, we focused on growing our lending business to the small and medium scale enterprises and the consumers. We have also laid the groundwork to further go down market to give financial access to the underserved segment of our society.

Over the past years we underwent various mergers and acquisitions to expand our array of services as well as the markets we serve.

## Mergers and Acquisitions

Year	Company	Purpose
1974	People's Bank & Trust Co.	Distribution network expansion
1981	Commercial Bank & Trust Co.	Distribution network expansion and commercial lending business
1982	Ayala Investment & Dev't, Makati Leasing, & Philsec	Expansion into investment banking services
1982	Peoples Development Bank	Enhanced presence in Southern Luzon
1982	Ayala Int'l Finance, Hong Kong	Overseas presence
1984	Family Bank and Filinvest Credit	Expansion into consumer finance
1984	Asian Int'l Bank, New York	U. S. presence
1991	First Cavite Savings	Enhanced presence in Southern Luzon
1996	City Trust Banking Corp.	Consolidation of leadership in consumer lending
2000	Far East Bank & Trust Co.	Consolidation of leadership in all core businesses, i.e., middle market, asset management and remittance business
2000	Ayala Insurance Holdings	Bancassurance business
2001	DBS Philippines and consumer loans of ABN AMRO Phils., Inc.	Consumer lending business
2005	Prudential Bank & Trust Co.	Small and medium sized entrepreneurs

## Reaching the micro entrepreneurs

In line with our prudent diversified lending thrust, we extended loans not only to large, medium, and small scale industries but also to the micro scale industries. At the end of 2009, our micro scale industry portfolio amounted to P7.9 billion, 35% higher than the previous year with its share to total loans improving from 1.8% to 2.3%. But more importantly, P435 million or 5.5% of our exposure to this sector were granted to microfinance institutions (MFIs). This excludes another P158 million loans booked at BPI Globe BankO (BankO), our mobile microfinance bank. Our total outstanding loans to MFIs at the end of the year reached P592 million as against their approved credit facilities of P949 million.

Our lending to the MFIs enabled us to indirectly assist a total of 190,000 micro-entrepreneurs. We, however, intend to directly serve this lower end of the market spectrum, which are currently unbanked, through BPI Globe BankO.

As we believe that microfinance is an effective component of economic development and poverty alleviation, we have taken our banking relationship with MFIs beyond financing their funding requirements. In partnership with Ateneo de Manila University's Institute of Social Sciences, we also provide capacity building programs by sending trainers to MFIs locations to conduct courses on portfolio management, product development, governance, and MIS.

BPI Globe BankO, a joint venture with Ayala Corporation and Globe Telecoms Corporation, was officially established in 2009 upon receipt of the Bangko Sentral ng Pilipinas (BSP) approval. BankO initially granted wholesale microfinance loans but will eventually provide microloans, microsavings and microinsurance services to micro entrepreneurs through partnership arrangements with MFIs. In view of its target market, it will utilize Globe Telecoms' low-cost mobile technology for the delivery of its services and the transfer of funds.

## Servicing Filipinos around the world

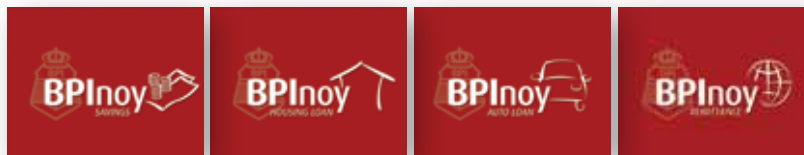
BPI considers the Overseas Filipinos (OFs) as a separate and special market segment because of their unique situation that requires a totally different and specialized financial solution. As such, we do not only service and deliver their hard earned remittances to their identified beneficiaries, we also provide to them other banking and financial services that would help them and their families have a better life and a secured future.

### Expanding remittance services

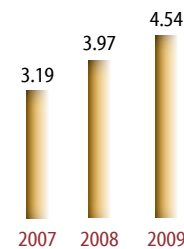
In order to reach and serve more OFs around the globe, we partnered with Bank of Albilad of the Kingdom of Saudi Arabia in addition to our more than 140 strong extensive global network of BPI Remittance Centers, correspondent banks and tie-ups arrangements with institutions in various countries with high concentration of OFs. Furthermore, our two branches of BPI Europe Plc in London also provide cross-border services in 12 Euro-zone countries.



Senior BPI officers with 2009 BPI Inoy awardees Cristeta Comerford, White House Executive Chef; Dr. Eli Remolona, chief representative for Asia and the Pacific of the Bank for International Settlements; and painter Anita Magsaysay-Ho.



### Remittance Volume Bn USD



### Remittance Market Share (%)



**Awardees of the 2009 BPI Inoy Search for Ten Outstanding Expat Pinoy Children (seated)**



**Empowering Overseas Filipinos**

Beyond remittances, the number of OFs maintaining deposit accounts with BPI increased to 904,000 amounting to P33.5 billion. These deposit accounts and their online access to such accounts through our internet banking channel allowed OFs to gain greater control of their finances. BPI's wide range of products and services were further linked to remittances and deposits to enable them to look after their families as if they never left their homes.

With their BPI Inoy Remittance account, OFs enjoy the following customized products and services:

- Bills payment for a particular purpose such as utilities, tuition, loans, gift, etc.
- Save Up Deposit, an automated savings facility for future needs
- For seafarers, housing loan facility where payment scheme is spread over 10 months instead of the entire year, corresponding to the terms of their employment
- Equity Build Up Fund for regular contributions for a specified period while earning higher interest rate, to save for a downpayment for their "rate-protected" dream house
- For U.S. Government Pensioners, a Direct Deposit Program that allows them access to their retirement fund overseas.

Moreover, our BPI Inoy Learning Series tied up with various non-governmental organizations/training centers, continued to offer a holistic Financial Literacy and Values Education to provide OFs and their families/beneficiaries financial and emotional empowerment. This program teaches them how to manage and control their finances, and includes an entrepreneurship module to prepare them to be financially independent in case they lose their job abroad or they decide to come home for good. BPI also engaged a renowned psychologist to assist them to cope up with social issues related to long-distance relationships and single parenthood among others. BPI Inoy Learning Series caravans were brought to various areas of the country such as Iloilo, Cavite, Dumaguete, Cebu, and Davao. These caravans reached around 2,500 OF families/beneficiaries in 2009.

BPI likewise continued with its morale-boosting programs aimed at inspiring OFs and their families/beneficiaries to lead successful lives.

- BPI Inoy awards, on its 4th year, pays tribute to exceptional OFs who brought glory to the country with their excellent achievements abroad. In 2009, we honored Ms. Cristeta Pasia-Comerford, Dr. Eli Remolona and Mrs. Anita Magsaysay-Ho, and the following awardees in the previous years:

Award Year	Awardees
2008	Mr. Rico Hizon Ms. Josie Natori
2007	Ms. Monique Lhuillier Dr. Jorge Garcia
2006	Ms. Lea Salonga Mr. Diosdado Banatao

- The Search for Ten Outstanding Expat Pinoy Children, on its 3rd year, honors outstanding and talented children of OFs.

# Reducing Our Environmental Footprint

With the apparent disregard for the preservation of our country's natural resources and with the pace of industrialization taking its toll on the environment, thereby resulting to climate change, we recognize that as a responsible financial institution, we should be proactively involved in contributing to climate change mitigation.

Being a resource user and waste generating entity as well, BPI stayed focused on its environmental responsibilities even as it waded through the economic challenges arising from the effects of the global financial crisis. We assessed our operations, keeping in mind our operational requirements and business capabilities. We identified specific areas where we can produce the highest benefits, set our goals to reduce our impact on the environment, and rolled out affordable initiatives. We are always committed to adopt the corresponding measures and practices in our operations to manage our footprint and as such, we have widened our coverage to include other units of our operations namely, the business centers, cash centers and other owned buildings.

## Energy, water, paper, and waste management

Following a two-year intensive information campaign aimed at increasing awareness among our employees on urgent and vital environmental issues, we executed our plans to reduce our energy and water consumption by at least 5% in 2009.

Below are our green initiatives/projects implemented in 2009:

### Energy Saving Lights

**~3,700**  
Lights replaced

Replacement of lights into new energy efficient lighting systems like CFLs, 36W fluorescent lamps in our BPI Head Office, BPI Family Bank Head Office and BPI Card Center Building

### Waterless Urinals

Replacement of male urinals with waterless ones to conserve water consumption in our BPI and BPI Family Bank Head Offices

**107**

Waterless urinals installed

### Electronic Statement of Account (eSOA)

Non-printing and sending of Quarterly Statements of Accounts (SOAs) for our employees' individual (non-joint) BPI, BPI Family Savings Bank and BPI Direct Savings Deposit accounts starting with the March 2009 statement cut-off. The statements were instead made electronically available thru the bank's internet platform, the BPI Express Online (EOL). This move was aimed at reducing paper consumption and waste generation.

**Php 4.1M**  
Savings in printing and delivery costs

### Solid Waste Management (SWM) Program

Installation of two-trash-bin sets in every floor in selected BPI buildings is the first component of the program, which is waste segregation at source.

Information Campaign as to how the employees can properly implement waste segregation was done through a series of email announcements using the Lotus Notes Facility. SWM Orientations were also conducted for our janitors in charge of collecting and disposing the wastes of the buildings.

Aside from the segregation bins, the ground floor lobbies of covered Head Office Buildings were each provided with one electronic wastes (e-wastes) box where employees and clients alike can drop off their electronic wastes such as old mobile phones, mobile phone batteries and chargers and other obsolete/defective electronic devices. BPI took care of sending the contents of the boxes to recycling companies authorized to handle e-wastes.

### 2-trash-bin sets

installed in all floors of BPI Head Office, BFSB Head Office, BPI Card Center and Intramuros Complex Buildings



### BPI Recyclables Fairs (RFs)

Conduct of RFs to further enable BPI employees to do their share in reducing the volume of wastes directed to the landfills.

**4 RFs**

2 in BPI Head Office  
1 in Intramuros Complex  
1 in NCCC Mall Davao  
(in coordination with the NCCC Cares, Inc.)



### Carpooling program

**17** Registered  
qualified carpool groups

Instituted a carpooling program to engage our employees to contribute in energy conservation. Under the program, a carpooling group must be composed of at least 4 persons (driver + 3 passengers), 3 of them must be BPI employees. Qualified groups were given incentives comprising of monthly gas allowance and free parking at identified parking slots at the BPI Head office on a first-come, first-served basis.

Aside from widening our scope of coverage in terms of locations, we also enhanced our measurements of our direct GHG emission. From purchased electricity only in 2008, we also accounted for GHG emission from fuels used for our generator sets, armored cars trips, and from foreign travels of our employees. Foreign travels include board meetings and/or visits to foreign offices, corporate presentations in investor conferences, attendance in international awards or recognition ceremonies, seminars, and training programs among others.

Our environment-related consumption results for 2009 are indicated below. Our efforts/initiatives in 2009 for our head office buildings, namely BPI Head Office, BPI Family Bank Head Office, BPI Card Center, and BPI Intramuros, which we started tracking in 2008, resulted in a 3% savings in electricity consumption.

## Environmental Footprint

	Consumption	GHG Emission
Indirect energy consumption – purchased electricity	54,644,829 kwh	27,057 tons
Direct energy consumption		
– Fuel from Generator sets	71,899 ltrs	193 tons
– Traveling	3,479,872 kms	28,793 tons
<b>Total GHG Emission</b>		<b>56,043 tons</b>
<b>Water Consumption</b>	<b>601,029 cu. m.</b>	<b>n.a.</b>

## Purchased Electricity

Consumption (in kwh)	2009	2008	Change	%Change
Head Office Building	15,344,020	15,815,680	(471,660)	(2.98)
HO Managed Building	12,936,000	Not reported		
Branches*	25,400,934	19,093,718		
Business Center/PLAUs	579,854	Not reported		
Cash Centers	384,021	Not reported		
<b>TOTAL</b>	<b>54,644,829</b>	<b>34,909,389</b>		

GHG Emission (in tons)	2009	2008	Change	%Change
Head Office Buildings	7,598	7,831	(234)	(2.98)
HO Managed Buildings	6,405	Not reported		
Branches*	12,577	9,454		
Business Center / PLAUs	287	Not reported		
Cash Centers	190	Not reported		
<b>TOTAL</b>	<b>27,057</b>			

\* Coverage : 2009 – 759; 2008 - 685

## GHG Emission (from travel)

	Consumption (in kms)	GHG Emission (in tons)
Cash Centers' Armored Cars	2,740,837	1,961
Employee International Travel	739,035	26,832
<b>TOTAL</b>	<b>3,479,872</b>	<b>28,793</b>

## Promoting sustainable energy thru financing

Apart from consciously reducing our resource consumption and waste generation, we have likewise integrated resource conservation in our financial intermediation activities by providing loans and leases for renewable energy and energy-efficient projects thru our Sustainable Energy Financing (SEF) program. The SEF program is our catalytic way of encouraging clients to adopt a more sustainable operation.

BPI energy efficiency and renewable energy experts are on call to examine clients' business potential for efficient systems and equipment modifications that would improve their energy use. Technical findings from these studies are presented to the clients, together with estimated investment costs, energy savings generated from the upgrade (or avoided purchase of energy from the grid, in the case of renewable energy), and installation and projected reduction of greenhouse gas emissions. A customized financing scheme based on the energy savings or energy generation for each project is likewise offered, the terms of which are usually patterned to fit the payback periods for the investments.

Through this program, BPI is able to assist clients in improving their operational efficiency and profitability while engaging its clients in climate change mitigation. To date, BPI has assisted 72 clients through technical assistance and preliminary walkthrough energy audit, with an estimated investment of P11 billion in sustainable

energy projects and a projected reduction of 72 thousand tons of greenhouse gas emissions.

In 2009, we were able to increase our loans to sustainable energy projects substantially to P1.34 billion from the previous year's P70 million. Projects financed by the bank were: for *renewable energy* – post harvest facility and biogas; and for *energy efficiency* – hospital machine upgrade, manufacturing plant and equipment rehabilitation, construction of a "Green" hotel and loan to vendors/suppliers of energy efficient (EE) component/equipments.



The SEF program, in partnership with the International Finance Corporation (IFC), was further enhanced with a risk-sharing facility agreement with IFC this year. With the risk sharing facility, BPI is able to pursue the higher-risk renewable energy market as IFC guarantees 50% of the loans granted under the program.

With the SEF program, BPI looks forward to engaging more commercial and industrial industries to expand its sustainable energy portfolio and in the process help ease the strain on the environment.

## Direct Energy Consumption (Fuel for Generator Sets)

	Consumption in liters
Head Office Building	18,200
HO Managed Buildings	7,800
Branches	34,631
Business Centers / PLAU's	9,389
Cash Centers	1,879
<b>TOTAL</b>	<b>71,899</b>
Equivalent GHG Emission (in tons)	193

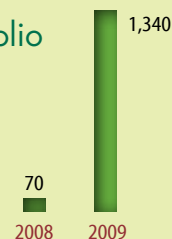
\* Coverage : 2009 – 564; 2008 - 477

## Water Consumption

Consumption (cu.m.)	2009	2008	Change	%Change
Head Office Building	158,550	147,376	11,174	7.58
HO Managed Building	128,544	Not reported		
Branches	279,191	619,611		
Business Center/PLAU's	29,066	Not reported		
Cash Centers*	5,677	Not reported		
<b>TOTAL</b>	<b>601,029</b>	<b>766,987</b>		

\*Coverage: 2009-564; 2008-477

## O/S SEF Portfolio in million pesos



# Engaging our Employees



Attaining business objectives is hinged on well-rounded, properly trained and fully attuned personnel. The delivery of quality and delightful service to customers can only come from a satisfied, secured and engaged workforce. Recognizing that our success greatly depends on our people, BPI is strongly committed to nurturing our human resource in every way possible.

BPI acknowledges the value of developing the abilities of its employees, providing competitive compensation package and ensuring a safe and healthy working environment for its employees. We thus invest heavily on training and development programs, rationalize our pay scale and benefits package, strive to have a safe and healthy workplace, and ensure respect and protection of the rights of everyone in the organization.

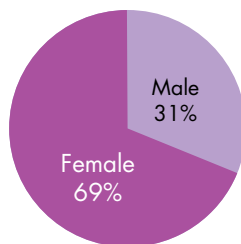
## Fostering equal opportunities

Considering the special demands of our business as a financial institution, we strive to maintain a certain standard in hiring our employees. The standard calls for highly qualified employees who are capable of adopting and living our corporate values and working towards the achievement of the company's goals.

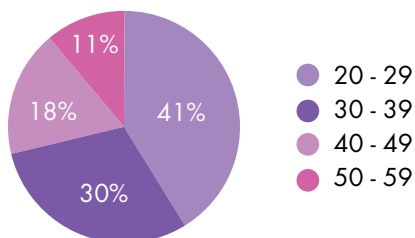
In our operation, we observe the principle of equal opportunities as we give credence to academic achievements and performance, not on gender or religion, of the aspiring and existing employees of the bank.

Our total workforce of 12,155 in 2009 is comprised of 69% women and 31% men. The 2:1 ratio of female to male is evident across all ranks with the exception of the senior management whose ratio is 1:1. In the Board of Directors' level, six of the 15 members or 40% were women.

### Workforce by Gender

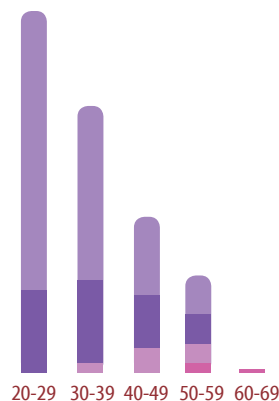
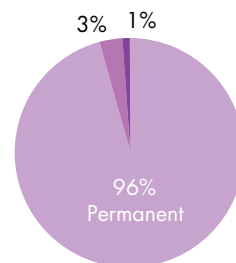


### Workforce By Age



## Work Tenure

Status	No.
Permanent	11,779
Probationary	376
Contractual	110
<b>TOTAL</b>	<b>12,265</b>



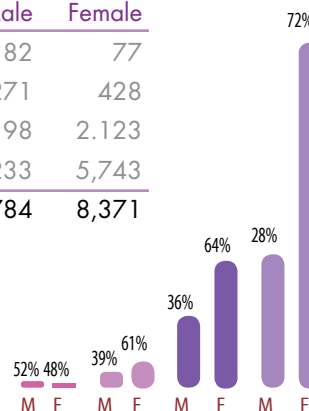
### By Age & Rank

Age Bracket	No.
20 to 29	4,991
30 to 39	3,688
40 to 49	2,132
50 to 59	1,339
60 to 69	5
<b>TOTAL</b>	<b>12,155</b>

### By Gender and Rank

Position/Rank	Male	Female
Senior Management	82	77
Middle Management	271	428
Junior Supervisory	1,198	2,123
Rank and file	2,233	5,743
<b>TOTAL</b>	<b>3,784</b>	<b>8,371</b>

- Rank and file
- Junior Supervisory
- Middle Management
- Senior Management



## Our Human Resources Philosophy and Policies

- Each job should be filled with the best qualified employee available
- Employees should be paid well and fairly
- Employees should be informed of matters that affect them
- The Bank should maintain benefit plans that will assist the employees in providing for his economic security
- The Bank will provide training programs that will assist employees in learning to do their jobs better and to prepare for assignments of greater responsibility
- The Bank will provide safe and healthful working conditions
- The Bank should maintain a healthy Labor Management Relations

Our Personnel Compensation Committee (PerCom), composed of 4 members of the Board of Directors who are not officers of the bank and 1 of whom is an independent director, sees to it that these policies are implemented by the bank.

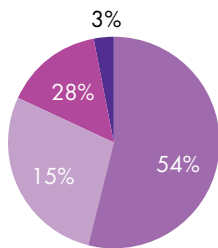


## Growing our employees

As we operate in a diverse, fast-evolving and highly competitive industry, it is imperative that our human resource constantly upgrade and develop their skills for them to be more relevant and responsive to the needs of the various stakeholders that we serve. To address this, BPI has a range of training programs and workshops 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 become future leaders of the organization.

To ensure that each and every employee undergoes these programs, the bank set a goal of at least five days training per employee per year. In 2009, we achieved a 5.9 average training days per employee, a slight improvement from the previous year's 5.7 training days.

### Training Hours



Post/Rank	No. of hrs
Senior Management	1,870
Middle Management	19,955
Junior Supervisor	10,667
Rank and File	39,346
<b>TOTAL</b>	<b>71,838</b>



A strategic training program that the bank undertook in 2009 was the BPI-Harvard Leadership Excellence Acceleration Program (LEAP). The program aims to build competencies and skills, including strategic thinking, leadership, customer management, innovation and customer-centricity. Taking off from the 2008 Leadership Development Program, LEAP in 2009 uses a virtual learning medium of instruction, developed by the Harvard Business Publishing (HBP) and facilitated by HBP moderator. It is a blended learning program that includes experts led and peer-to-peer learning, self-paced learning, group exercises, lectures and workshops. About 300 BPI officers graduated from the program in 2009.

## Taking care of our employees

**Performance Assessment and Career growth.** Performance measurement is generally based on the accomplishment of the employee, the business unit or the bank, or using a combination of all, as the employee's responsibilities may dictate. Factors include earnings performance, volume, capital strength, risk containment, corporate governance, customer satisfaction, adherence to corporate values, contributions both to operating unit and company wide achievement.

BPI continues to reward its people for their satisfactory performance and contribution towards the attainment of the bank's business goals, either through salary increases or promotion to the next job level. In 2009, 6,584 or 54% of our employees underwent performance evaluation and were rewarded accordingly.

### Employees Subject to Performance Evaluation

Subject to regular performance evaluation:	2009
Officers	3,535
Staff employed in subsidiaries (except BPI Family Bank)	948
Specialist	484
Management Trainees	144
<b>Total</b>	<b>5,111</b>

Subject to special performance evaluation:	
Staff regularized in 2009	961
Staff promoted to level B & C in 2009	264
Staff accepted to Officership Training Program (OPT) in 2009	248
<b>Total</b>	<b>1,473</b>

<b>Total employees subject to performance evaluation</b>	<b>6,584</b>
% of employees subject to performance evaluation	54%

Qualified staff and external applicants are given the opportunity to become bank officers by undergoing the Officership Training Program (OTP). OTP is a developmental program of the bank where candidates go through classroom and on-the-job training to equip them with knowledge in banking operations and basic skills to supervise people. A total of 291 or 98% of OTP candidates passed the program and were eventually promoted to the rank of Assistant Manager.

The Bank also offers the Bank Officers Development Program (BODP), a premier development program, the emphasis of which is to develop generalists with sound judgment and decision-making skills. The program consists of classroom and on-the-job training in banking and is open to junior officer with the rank of Assistant Manager and external hires with MBM/MBA degrees and graduated among the top five of his class or who obtained his degree from a reputable foreign school.

The staff employees of the bank, majority of which are members of the different employees unions, also receive yearly salary increases based on the regular collective bargaining agreement (CBA).

Aside from periodic performance evaluation, BPI also implements cross postings and job rotations. These moves are meant to expose our employees to the various areas of our operation in order to prepare and equip them with the necessary skills and knowledge as they take on higher positions and responsibilities.

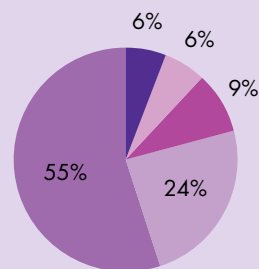
**Benefits.** As we recruit people who can make BPI sustainable in the long term, we provide a comprehensive and competitive benefits package to our employees to take care of theirs and their families' needs. Some of the benefits we offer are leave privileges (for vacation, sickness, maternity/paternity, and emergency situations), subsidized and/or low-rate auto, housing, salary/multi-purpose and emergency loans, medical allowances, comprehensive medical and group term insurance, and retirement benefits.

The basic monthly salary (BMS) we offer to our new employees is above the minimum wage required by law and is standard for newly hired employees regardless of their place of assignment within the country. BMS for newly hires is determined based on the job level entry point, i.e., level A, B, C or specialist hire. Job level is determined based on the qualifications of the candidate, as well as the job position.

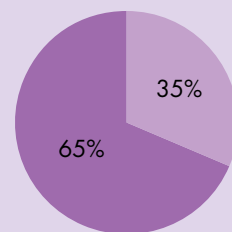
Basic compensation of our employees is regularly reviewed to ensure that they continue to enjoy a decent way of living. We believe that our benefits package enabled us to improve our attrition rate from 11% in 2008 to 7% in 2009.

## Employee Attrition Distribution

### By Age



### By Gender



## Ratio of Basic Salary of Men to Women by Employee Category

	2009
STAFF	29:71
OFFICERS	41:59
Junior Supervisory	36:64
Middle Management	40:60
Senior Management	54:46
TOTAL	37:63

Age	No. of Employees	
	2009	2008
20-29	450	670
30-39	205	512
40-49	79	130
50-59	53	82
60-69	51	45
TOTAL	838	1,439
Ratio to total # of employees	7%	11%

Gender	No. of Employees	
	2009	2008
Male	292	452
Female	546	987
TOTAL	838	1,439
Ratio to total # of employees	7%	11%

## Maintaining good labor relations

BPI recognizes the importance of maintaining a harmonious relation with our employees. Maintaining this good relation has been possible through open communications with our 25 labor unions, where 78% of our staff are members.

Labor-management sessions, where feedbacks and concerns are discussed and clarified, are conducted regularly with the various labor unions. This effort is instrumental to the continued smooth operations of our business throughout the years. No untoward labor-management related incident has been experienced by BPI in more than ten years now.



## Keeping our employees connected

Aside from the open dialogue with our labor unions, BPI provides other venues to keep our employees connected within the organization. For one, employees are given access to Lotus Notes Mail, an email facility provided by the bank to expedite communication of information for decision-making and execution. Through the Lotus Notes Mail, employees can easily access policies, procedures and bulletins they need and want to know.

A Human Resource (HR) portal, myBPIonline was also introduced in late 2008. The purpose of this platform is to provide pertinent information and self-help tools for employees to effectively navigate through the various stages of their work journey or lifecycle while in BPI.

Through myBPIonline, varied information ranging from personnel policies and guidelines, information about BPI, employee benefits, HR forms, services, training schedules, promotions, BPI Groups' business locations, BPI news/events, and even schedule of holidays are made available for the convenience of all employees. This portal also has a dedicated interactive form section for employees' suggestions on further improving our services to both internal and external clients.



## Ensuring employees' health, safety, protection and total well-being

At BPI, we believe that behind an engaged organization is a healthy and a well-balanced workforce. Hence, we exert all efforts in providing a safe and healthy workplace, promoting work-life balance and protecting the rights of our employees.

### Creating a safe and healthy working condition

To ensure not only the continuous flow of operation, but also the safety of our personnel, we have in place a General Policy on Physical Security Management and a Business Continuity Plan Policy. These policies lay out the procedures to safeguard employees from harm in case of disasters and other untoward incidents, as well as ensure the continued delivery of our services and products. Included in the policy is the conduct of evacuation drill. In 2009, we conducted three fire drills in our head office buildings – one each in BPI, BPI Family Savings Bank and BPI Card Center.

We provide adequate facilities - safe/secure work area, adequate lighting, proper ventilation, passageways, ergonomic office furniture, adequate office equipments, separate restroom facilities for men and women, drinking fountains and water tanks for a safe and comfortable working environment for our employees. Fire extinguishers and water sprinklers are also properly installed in our offices.

For emergencies and other medical needs, we have medical clinics in our BPI and BPI Family Savings Bank head office buildings and these are equipped with first aid kits, manned by a physician and a nurse, and have available protective gears, if needed, for our employees. For our provincial offices, the bank provides cash equivalents for the employees for their medical needs. In November 2008, we passed the latest inspection audit on compliance with health and safety standards conducted by the Department of Labor and Employment (DOLE).

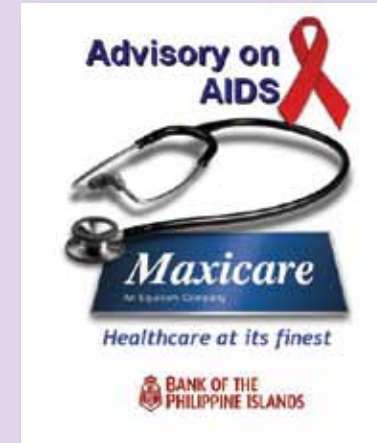
The bank also provides yearly medical and medicine allowances to all employees, as part of our health benefits, to help defray medical, dental, or optical expenses and purchases of medicines during the year. Still part of our health benefits, is our Group Hospitalization Insurance Program (GHIP), designed to reimburse/cover substantial portion of eligible hospital, maternity, medical, and surgical expenses of all regular employees and/or their insured dependents.

For this year, four of our personnel sustained injuries, the expenses for the treatment of such were covered by the bank's GHIP.

Rank	Injury Sustained
Officer	Neck and lower back injury in lifting and carrying a duffle bag of bills from the armored car to the branch cash vault
Rank & File	Injured in a motorcycle accident on his way to work
Rank & File	Injured in a vehicular accident on her way to work
Rank & File	Right arm injury during a company sponsored sports activity

We issued bulletins thru our Lotus Notes Mail and/or post in our HR Health Advisory database, on certain diseases/sickness and various health tips to warn, alert, inform and help our employees on how to avoid, prepare, react or treat possible illnesses or health hazards.

The Bank's Wellness Program was initially launched in August 2009 at the NBC Tent in Bonifacio Global City (BGC) where employees and their families joined the 2.3 km 'Walk-a-Fun' in BGC, dancing, workout and yoga under the auspices of fitness trainers as the children enjoyed the games.



### Protecting our employees

BPI values the dignity of every employee and guarantees to respect their rights. BPI has set standards/policies needed to preserve harmony, discipline and protection of all the members of the organization.

In particular, one policy protects our employees from any form of sexual-harassment. It states that sexual harassment is prohibited and declared an administrative offense with corresponding sanctions.

The function of the Employee Relations Division (ERD) of our Human Resources Group (HRG) includes the resolution of employee problems and other HR concerns. ERD ensures that due process is exercised in the review of any case.

### Promoting work-life balance

BPI believes in the importance of work-life balance and learning. Hence, we incorporate certain activities in our operations which would enhance interaction among our people and where they can learn and share experiences while at the same time allowing them to be physically and mentally fit.

Once a year, we allow our employees to have fun and recharge by institutionalizing an annual summer outing. This is a time where the members of the various units of the bank not only unwind but also bond as a group. Every four years, the bank organizes an event or activity for our employees in the Greater Metro Manila and nearby areas to allow them to meet and enjoy the company of other members of the organization.

Employees are also encouraged to join the various interest clubs (aikido, badminton, bonsai, bowling, camera, chess, and culinary clubs) for them to not only relax and take a break from their day-to-day rigorous work but also for them to discover other skills/potentials and to help them be fit and healthy. This is also a venue where they can meet new friends and share their expertise/ideas.

## Promoting a sense of community and care for the environment

At BPI, we encourage our employees to build in them a sense of community and care for the environment by getting them involved in certain community and environmental projects and campaigns. Throughout 2009, we organized a number of fund raising activities, donation drives, environmental activities and volunteerism campaigns.

January	Launched of Solid Waste management (SWM) Program
February	Donate-your-old tarp campaign
March	BPI Earth Hour
April	Earth Day Celebration accompanied by an environmental forum and a light exchange activity (2 incandescent bulbs in exchange of 1 free CFL in BPI Head Office)
May	Recyclable Fair
June	I Love Earth Photo Contest
August	Recyclable Fair
September	Personal Carbon Footprint Calculation Activity
October	Environmental Forum
November	Earth Friendly Bazaar
December	Earth Friendly Parol Making Contest



## SPECIAL FEATURE

# “Employees for Employees (E4E)”

### Lending a helping hand to typhoons Ondoy and Pepeng victims

In the latter part of the year, our employees once again showed their sense of community as they heeded the call to donate and volunteer to help the more than a thousand of their colleagues who were victims of typhoons Ondoy (Ketsana) and Pepeng (Pharma). The campaign was called “Employees for Employees (E4E)”. BPI employees made donations in cash and in kind and at the same time volunteered to sort, pack and distribute the goods to affected employees.

Moreover, a number of our employees reported for work though they themselves were victims of the typhoon. This does not only show the dedication and commitment of our employees to their work but more importantly, it is a testament of their concern for our customers and the public we serve.



BPI STA. CRUZ LAGUNA BRANCH  
Major road and streets leading to commercial area still flooded as of September 21, 2009.



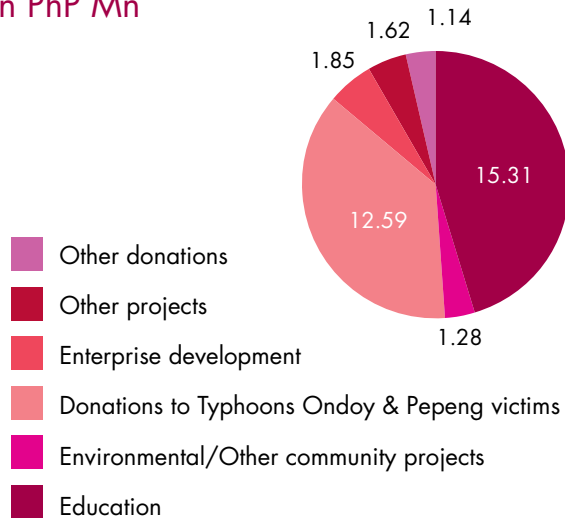
# Corporate Social Responsibility

**Education.** In order to promote not only education but excellence in education, we institutionalized or support programs or projects geared towards this aspiration.

Apart from integrating good corporate citizenry in the delivery of various products and services, BPI is actively supporting community development thru our social development arm, the BPI Foundation, Inc. (BFI). For the past 31 years, entrepreneurship, education and environment have been BFI's focus areas.

For 2009, our donations and charitable contributions amounted to P33.8 million and were appropriated as follows:

## Breakdown of Charitable Contributions In PhP Mn



### BPI -DOST Science Awards

In our 21st year, we recognized 29 more students from 10 partner universities for their remarkable science/research projects. Mikhail P. Solon, a student of the University of the Philippines, bagged the "2009 BPI-DOST Project of the Year" for his "Analysis of Selected Non-Linear and Non-Local Systems." The BPI -DOST Science Awards encourages scientists and researchers to reach higher levels of excellence in their respective fields.



### BPI College Scholarship Program

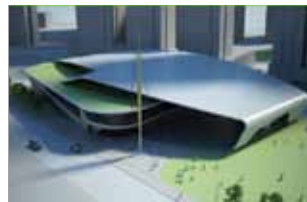
In 2009, we awarded scholarship to 5 new dependents of our BPI Group of Companies employees. The program promotes a culture of academic excellence to deserving children of our employees and to encourage science and engineering course related studies.

## Partnership with NGOs and other institutions on Educational Programs



### 1,000 Teachers Program

BPI supported 20 college scholars taking Education courses by providing stipend of P25K/scholar. This program of the Philippine Business for Education (PBE) hopes to improve the quality of our teachers and uplift the teaching profession as well.



### The Awesome Lab at Mind Museum

In support of making science entertaining, fun and engaging, we sponsored The Awesome Lab of the Mind Museum, the first world class Science Museum in the Philippines. The second tranche of P9M of the P15M construction cost of the lab was paid out in 2009.



### 175K Project

As part of the 175K book project of the Ayala Group of Companies, BPI employees donated over 44K storybooks to 44 public elementary schools nationwide.

**Environment.** Recognizing the need to contribute in environment or resource preservation, we instituted programs and activities that would increase awareness and participation of our employees.



**e-Donate**

130 used but working personal computers, instead of being thrown away as wastes, were given to 3 public schools and 1 learning center in Manila, Leyte and Cagayan de Oro, City.

**VOLUNTEERISM**



**Habitat Build for Humanity Philippines**

In coordination with the Habitat for Humanity Philippines, 92 of our employees joined in the habitat build and rendered a total of 717 man-hours for the 50 families affected by typhoon Frank in Iloilo City and families in Maogma Village, Barangay Balatas, Naga City.



**International Coastal Clean-Up**

35 of our Cebu employees volunteered and planted 1,000 mangrove propagules in Cordova, Cebu.



**Servathon of Hands-On Manila(HOM)**

Once again, 32 of our employees joined Hands-On Manila's Servathon 2009. For 2009, BPI employee volunteers constructed computer tables at Isaac Lopez Integrated School in Mandaluyong City.



**Greening the Rooftop of BPI Head Office**

To increase environmental preservation awareness and create "urban farmer" consciousness, 70 BPI employees participated in transforming the BPI Head Office unused rooftop helipad into a garden.

**Entrepreneurship.** We continue our commitment to strengthen the operations of the underserved microfinance institutions (MFIs) and small & medium enterprises (SMEs) by conducting a variety of training courses/learning sessions as well as extending affordable credit facilities.



**BPI – Ateneo Building Capacities of MFIs**

182 MFI representatives from around 69 MFIs participated in the various training courses we offered in 2009. The training courses enhanced the delivery of services to more than 800 MFIs client beneficiaries.



**Developmental Capacity – Building loans**

We continue to assist MFIs by granting affordable/customized loans for organizational strengthening and information systems enhancement.



**Show Me, Teach Me, SME – Empowering Entrepreneurs**

BPI and BPI Family Bank in partnership with the Department of Trade and Industry (DTI) conducted financial and credit literacy sessions in Antipolo, Legaspi City and Cagayan de Oro to 132 entrepreneurs.

# GRI Content Index



GRI Indicator	Description	Page/s
<b>1</b>	<b>Strategy and Analysis</b>	
1.1	Statement from the most senior decision maker(s) of the organization	2, 3
1.2	Description of key impacts, risks, and opportunities	2, 3
<b>2</b>	<b>Organizational Profile</b>	
2.1	Name of the organization	Cover, 4
2.2	Primary brands, products, and/or services	4, 5
2.3	Operational structure and major divisions	6
2.4	Location of the company headquarters	4, back cover
2.5	Countries of operations	4
2.6	Nature of ownership and legal form	4
2.7	Markets served	5
2.8	Scale of the reporting organization	4, 5
2.9	Significant changes during the reporting period	N/A
2.10	Awards and recognitions received during the reporting period	5
<b>3</b>	<b>Report Parameters</b>	
	<b>Report Profile</b>	
3.1	Reporting period	1
3.2	Date of most recent previous report	1
3.3	Reporting Cycle	1
3.4	Contact point for questions about the report and its contents	Back cover
	<b>Report Scope and Boundary</b>	
3.5	Process for defining report content	1
3.6	Boundary of the report	1
3.7	Limitations on the scope or boundary of the report	1
3.8	Basis for reporting on joint ventures, subsidiaries, and other related entities	1
3.9	Assessment methods for data and bases for estimates in data compilation	1
3.10	Explanation of the effect of any re-statements of information provided in previous reports	N/A
3.11	Significant changes from previous reporting period	N/A
	<b>GRI Content Index</b>	
3.12	GRI Content Index Page	34-36
	<b>Assurance</b>	
3.13	Current policy and practice dealing with external verification	*

\*As we continue to strengthen our sustainability thrusts, we hope to seek independent verification in the near future.

<b>GRI Indicator</b>	<b>Description</b>	<b>Page/s</b>
<b>4</b>	<b>Governance, Commitments, and Engagement</b>	
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4.4	Mechanisms for shareholders and employees to provide recommendations	8, 28
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4.6	Procedures for avoiding conflict of interest in top management	7
4.7	Procedures for determining qualifications and experience of top management for guiding the organization	6
4.8	Statement concerning missions and values implemented internally	6, 7
4.9	Procedures for top management to supervise the organization's performance	6, 7
4.10	Process to assess the performance of top management	6, 26
4.11	Explanation of how the organization has adopted the precautionary principle	20-23, 30-35
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4.13	Listing of groups of interest included by the organization	8, 9
	<b>Stakeholders Engagement</b>	
4.14	List of stakeholders groups	8, 9
4.15	Basis for identification and selection of stakeholders groups	8
4.16	Approaches used to include interest groups	8
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	<b>ECONOMIC</b>	
	<b>Management Approach Discussions</b>	10
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EC2	Coverage of the organization's defined benefit plan obligations	27
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EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	32, 33
	<b>ENVIRONMENT</b>	
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EN3	Direct energy consumption by primary energy source	23
EN4	Indirect energy consumption by primary source	22
EN5	Energy saved due to conservation and efficiency improvements	22
EN8	Total water withdrawal by source	23
EN16	Total direct and indirect greenhouse gas emissions by weight	22, 23
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	20-23

<b>GRI Indicator</b>	<b>Description</b>	<b>Page/s</b>
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<b>Management Approach Discussions</b>		
	Labor Practices and Decent Work Indicators	6, 7, 24
LA1	Total workforce by employment type and employment contract	25
LA2	Total number and rate of employee turnover by gender, age	27
LA3	Benefits provided to full-time (permanent) employees	27
LA4	Percentage of employees covered by collective bargaining agreements	28
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region	29
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases	29
LA10	Average hours of training per year per employee by employee category	26
LA12	Percentage of employees receiving regular performance and career development reviews	26, 27
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LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity	25
LA14	Ratio of basic salary of men to women by employee category	27
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HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor	7
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contributed to the elimination of forced or compulsory labor	7
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations	7
<b>Product Responsibility Performance Indicators</b>		
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	12-15
PR8	Total number of substantiated complaints regarding breach of customer privacy and losses of customer data	15
<b>Society</b>		
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	**

\*\* Part of our corporate governance is to strive to adhere to all laws, rules and regulations. Hence, we have not had any legal charges for anti-competitive behavior, anti-trust, and monopoly practices

# Acknowledgments

BPI Sustainability Technical Working Group (STWG)

**Aurelio Luis R. Montinola III**

President and CEO

**Gertie K. Sinio**

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**Writers Edge, Inc.**

**Tamerlane B. Urao**

Layout and Design

**Jimmy A Domingo**

Photography

## BPI Sustainability Report 2009 FEEDBACK FORM

1. To which stakeholder group do you belong?

- Customer   
  Investor   
  Supplier   
  Industry Organization  
 BPI Employee   
  Government/Regulatory Agency   
  NGO   
 Others \_\_\_\_\_ (pls. specify)

2. How did you obtain a copy of BPI Sustainability Report?

- BPI Website   
  BPI Employee   
 Others \_\_\_\_\_ (pls. specify)

3. What are your general comments about the report?

- |  | Strongly Agree           | Agree                    | Disagree                 | Strongly Disagree        | Neutral                  |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| The report is well structured and easy to understand.                      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The report is written in a reader friendly way and is interesting to read. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

4. What is your overall impression of the report?

- |                   | Excellent                | Good                     | Fair                     | Poor                     |
|-------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Content and Scope | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Layout and Design | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

5. Which part of the report did you find most interesting and helpful?

- Message from the President and CEO   
  Governance   
  Our Sustainability Performance  
 About BPI   
  Our Stakeholders   
 Others \_\_\_\_\_ (pls. specify)

6. Did the report address the issue relevant to you?

- Yes   
  No   
  Not Sure

7. Please indicate other issues which should be addressed and included in the next report.

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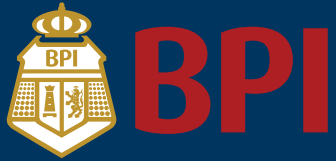
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8. Other comments and suggestions:

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BPI welcomes comments, suggestions and inquiries on our Sustainability Report. Please write or call:

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# 2009

**SUSTAINABILITY REPORT**



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