

Our Cover



The LANDBANK 2018 Sustainability Report revolves around the Bank's important role and commitment in advancing the economic growth of the country through sustainability. It details how the Bank has efficiently responded to the needs of the five cornerstones - Enterprise Development, Community Development, Environmental Protection and Management, Customer Service, and Employee Development - the very pillars of its sustainability platform.

Our cover shows the role that digital technology plays in countryside growth. It has not only brought the Bank closer to its stakeholders, making its products and programs readily accessible to them — from the small farmers and fishers, to industries and enterprises, but has allowed the Bank to reach the marginalized and the unbanked. LANDBANK is indeed in the forefront of the country's sustainable growth agenda. It is the enabler of progress and development of the Philippine countryside.



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The main report and loose leaves are printed on Divina Era Cream 100 gsm.

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Vision

By 2023, LANDBANK shall be the leading universal bank that promotes inclusive growth, especially in the unbanked and underserved areas, through the delivery of innovative financial products and services powered by digital banking platforms.



Mission

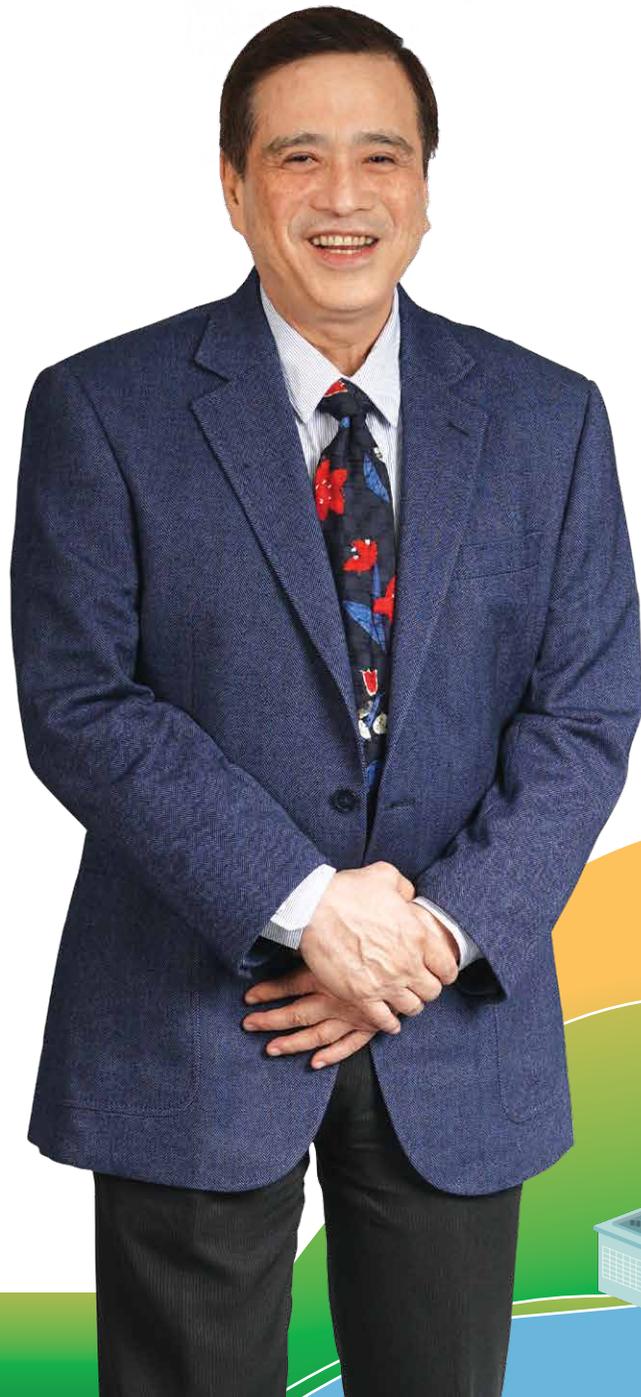
To Our Clients and Publics:

We provide accessible and best technology solutions to deliver timely and responsive financial and support services to meet the needs of our clients, especially Small Farmers and Fishers (SFFs), Micro, Small and Medium Enterprises (MSMEs), Countryside Financial Institutions (CFIs), Local Government Units (LGUs) and government agencies, while promoting sustainable development anchored on good governance.

To Our Employees:

We are the employer of choice. We develop and nurture talents who exemplify the highest standards of ethics, social responsibility and service excellence. We support diversity and cultivate a healthy work environment with equal opportunity for professional growth and advancement.





Foreword

MESSAGE OF THE PRESIDENT & CEO

We are pleased to present to you the **LANDBANK 2018 Sustainability Report (SR)** – the Bank’s seventh SR and the second SR prepared in accordance with the GRI Standards.

LANDBANK has used the GRI Reporting Framework for our voluntary reporting journey since 2009, ensuring that our economic, social, and environmental performance are aligned with the GRI Standards and based on the Bank’s five sustainability cornerstones: Enterprise Development, Community Development, Environmental Protection and Management, Customer Service, and Employee Development.

Producing this report with the theme **“Advancing Economic Growth through Sustainability”**, is one of the concrete ways we promote sustainable development to our stakeholders by communicating the initiatives of the Bank in ensuring that our business products, issues, and developments are geared towards developing enterprises, communities, the environment, our customers, and our employees, beyond financial profitability.

“As we continue to align our operations towards the fulfillment of the Bank’s business goals, so have we continued to deepen our commitment to promote inclusive growth in the countryside, promote community development, and preserve the environment.”

102-14

For **Enterprise Development**, we are featuring the **Bank's Special Program for Environment-friendly and Efficiently-Driven Jeepneys (SPEED Jeepneys) Program**, launched in support of the government's Public Transport Modernization Program. This also shows the Bank's commitment to promote environmental protection and sustainability through an accessible loan repayment scheme for the availers.

For the section on **Community Development**, we are highlighting how the **Buot Livelihood Association (BULAI)** demonstrates the impact and importance of women in the development of a community.

Under **Environmental Protection and Management**, we are featuring LANDBANK's accreditation by the **Green Climate Fund (GCF)** as the first Direct Access Entity (DAE) in the country. As DAE, LANDBANK will oversee, manage, monitor and channel financing to GCF-approved projects that pursue climate change mitigation and adaptation programs.

In the **Customer Service** section of this report, we are showcasing the **Seal of Excellence Award of Hall of Famers** conferred to LANDBANK by the Civil Service Commission for being among the three government agencies that earned the most number of Citizen's Satisfaction Center Seal of Excellence Awards (CSC-SEA), with a total of 24 Seals from 2010 to 2016.

Lastly, for **Employee Development**, we are highlighting the Bank's **Quality Circles Program (QCP)** which aims to encourage healthy competition and promote a quality culture in the Bank; discover and recognize the creative power of our employees; identify initiatives that can be replicated in other operations across the Bank; and develop QC Teams ready to compete outside the Bank.

Alongside all these, we remained aggressive in improving our financial viability while staying true to our social mandate. LANDBANK registered a net income of P15.483 Billion this year. The Bank also registered an increase in other financial indicators - with assets growing to P1.9 Trillion from P1.6 Trillion in 2017; deposits at P1.7 Trillion from P1.4 Trillion in the previous year; and total capital up by 15% to P131.6 Billion from P114.0 Billion in 2017.

For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report.

As we continue to align our operations towards the fulfillment of the Bank's business goals, so have we continued to deepen our commitment to promote inclusive growth in the countryside, promote community development, and preserve the environment.

We look forward to your continued support as we nurture our relationships with the agriculture and business sectors of the country - most especially the farmers, fishers, micro and small entrepreneurs, cooperatives, rural banks, the local and national government, the Overseas Filipino Workers and all our partners, as together we work towards development that is inclusive, shared, and sustainable.

As the country moves forward, LANDBANK will progressively continue with its efforts to embody its mandate for countryside development and to take the lead in innovative banking through its products and services. LANDBANK will steadfastly support National Government programs and efforts in promoting inclusive growth and expanding financial inclusion especially in the unbanked and underserved areas nationwide.



ALEX V. BUENAVENTURA
President and CEO

We are Land Bank of the Philippines

LANDBANK takes pride in the extensive role it plays in advocating inclusive growth and national development. Its distinct mandate as the sole financial intermediary for the Comprehensive Agrarian Reform Program (CARP) makes it an enabler of small farmers, including agrarian reform beneficiaries, small fishers and their associations. It fully supports the agriculture and fisheries sector and provides financing to agri and aqua businesses as well as related projects of local government units and government-owned and controlled corporations (GOCC).

The Bank also boosts national government priority programs encouraging economic growth in sectors: micro, small and medium enterprises, communications, transportation, housing, education, health care, environment-related projects, tourism, and utilities, among others.

The institution also significantly contributes to the national coffers – remitting cash dividends from its net income which forms part of LANDBANK’s support to the government’s revenue generation efforts.

LANDBANK is the only government financial institution present in all 81 provinces and the largest formal credit institution in the rural areas.

The Bank continues to champion Financial Inclusion (FI) through products such as:



DEPOSIT PRODUCTS



LOAN PRODUCTS



CARD PRODUCTS



e-BANKING PRODUCTS



INVESTMENT PRODUCTS AND SERVICES



REMITTANCE PRODUCTS



AGRARIAN SERVICES

The Bank also conducts FI Caravans covering municipalities across the country and various farmers’ forums in different provinces especially in the unbanked and underserved areas of the country.

102-1, 102-2, 102-6

Our Scale



*Parent as of December 2017 and 2018

Our Presence

As the only bank in all 81 provinces of the country, LANDBANK's extensive network reaches out across the country, continuously expanding every year. In 2018, the Bank already has 396 Branches, 1,969 Automated Teller Machines, and 44 Provincial Lending Centers. It also has 49 LANDBANK easy access facilities, nine head office based lending units, six tellering booths and six foreign exchange booths. It continues to have strong correspondent banking relationships with 232 foreign banks and maintained deposit accounts with 24 top-tier banks in 11 countries. Likewise, the Bank nurtures healthy partnerships with 158 foreign and local companies specializing in remittances and overseas manpower deployment businesses.

At the end of 2018, the Bank had 31 partner-paying agents composed of commercial banks, rural banks and pawnshops. Together with LANDBANK branches, the pay-out network consists of 4,935 outlets.

NEW BRANCHES:

- | | |
|--|------------------------------------|
| ① Samal Island Branch | ⑩ San Andres Catanduanes Branch |
| ② San Juan Southern Leyte Extension Office | ⑪ Aurora Zamboanga Del Sur Branch |
| ③ Moalboal Cebu Branch | ⑫ Limay Bataan Branch |
| ④ Tuao Cagayan Extension Office | ⑬ Kapatagan Lanao Del Norte Branch |
| ⑤ Cabagan Isabela Branch | ⑭ Atimonan Quezon Branch |
| ⑥ Calamba Misamis Occidental Branch | ⑮ Romblon Romblon Branch |
| ⑦ Muñoz Science City Branch | ⑯ Catanauan Quezon Branch |
| ⑧ Cataingan Masbate Branch | ⑰ Quezon Bukidnon Branch |
| ⑨ Claver Surigao Del Norte Branch | |



102-4, 102-6

External Charters / Initiatives



Membership in Associations



We help promote inclusivity. We help foster the country sustainably. We help you GROW.

Access to the best technology solutions

Our commitment to our stakeholders to fulfill our mandate

₱62.2B



loan releases were extended to small farmers and fishers through 1,076 farmers and fishers cooperatives, 153 countryside financial institutions, and 163 irrigators' associations involving 556,875 beneficiaries for the period January - December 2018

₱734.3B



total loans to priority sectors (30.2% growth from 2017), comprised 92% of total loans to all sectors (₱ 798.8 B)

₱799.2B*



regular loans (32.9% growth from 2017)

₱512.2B



outstanding loan for the National Government priority programs (34.5% growth from 2017)

₱135.3B



outstanding loans to MSMEs (50.6% growth from 2017) where ₱ 22.3 B was lent to microenterprises and ₱ 113.0 B to SMEs

₱27.4B



outstanding Livelihood loans (28.9% growth from 2017)

1,256



OFWs benefitted from the Reintegration Program loan

₱44.7B



outstanding loans for Communications (42.8% growth from 2017)

₱4.8B

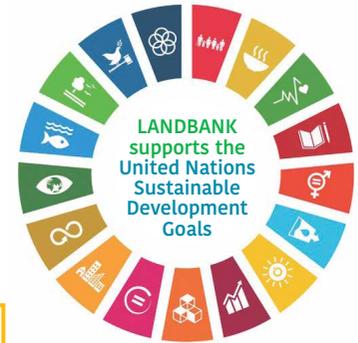


approved loans to electric cooperatives for BRIGHTNESS Program (946,967 households and businesses gained access to electricity) (₱2.9 B in loan releases in 2018)

₱230.6B



cumulative loan releases for ASENSO Program, assisting 155,955 SMEs



₱837.8B

Electronic Modified Disbursement Scheme - automated government transactions

₱88.6B

e-Tax Payment System - Paperless tax filing

₱2.8B

through Link.BizPortal - electronic payment facility where 549 merchants (49% government) are enrolled

₱359M

distributed to 71,876 Jeepney operators under the Pantawid Pasada Program

₱75.9B

given to more than 4 Million beneficiaries under the Conditional Cash Transfer Program

₱21.4B

disbursed to nearly 9 Million Unconditional Cash Transfer Program beneficiaries

2,860

new clients (formerly unbanked individuals)

Deliver timely and responsible financial and support services to clients

₱133.7B

outstanding loans to the Utilities sector (27.5% growth from 2017)

₱59.0B

outstanding loans (22.6% growth from 2017) for Socialized, Low-cost and Medium-cost Housing

₱51.7B

outstanding loans (33.0% growth from 2017) for Transportation

₱8.1B

outstanding loans for Education (33.5% growth from 2017) that put up 41 new school buildings and 427 additional classrooms

₱83.8B

cumulative loan releases for the LGU Lending Program that benefitted 671 LGUs and generated 139,615 jobs

₱22.1B

outstanding loans for Tourism (150.3% growth from 2017)

₱10.9B

outstanding loans for Environment related projects (36.9% growth from 2017)

₱19.2B

outstanding loans for Health Care (35.2% growth from 2017)

*Highest year-on-year growth since 2009

About the Report

The Bank's socioeconomic and environmental impacts to its stakeholders in 2018 are reflections of the growth it has achieved beyond its financial performance. "Advancing Economic Growth through Sustainability" refers not only to the Bank's gains but also on each of its stakeholders' accomplishments.

By funding the government's priority programs and enterprises while efficiently managing its various programs that create profound impacts on its numerous clients, partners, CSR and program beneficiaries, the Bank continues to promote economic growth that uplifts the lives of its stakeholders. The Bank also continues to support the professional growth of its employees and the results to the institution have been rewarding - institutionalizing innovation and constant improvement through quality programs and committed quality personnel and harvesting a Civil Service award for its frontline performance, which in turn reflect the institution's overall accomplishments.

The 2018 Sustainability Report is the Bank's 8th SR. This report has been prepared in accordance with the GRI Standards: Core option. The last SR issued by the Bank is its 2016-17 Sustainability Report, entitled "Bolstering Growth through Financial Inclusivity." The Bank which reported its sustainability performance biennially now does so every year. This report discloses LANDBANK's activities that are important to its stakeholders, which consist of Bank clients,

employees and service company workers deployed in the Bank, government agencies, communities, business partners, industry organizations, and service firms.

LANDBANK highly considers stakeholder inputs, and has incorporated their feedback in developing this report. These stakeholders were determined based on discussions by the Bank's Corporate Social Responsibility Technical Working Group (CSR TWG). Material topics that remained significant to stakeholders for the 2018 sustainability report include Community Development, Economic Development, Employee Development, Environmental Protection, General, and Stakeholder Relations.

The 2018 Sustainability Report discloses areas where LANDBANK has operational control and social involvement. It covers the Bank's national operations during this period. There are no major restatements for the current report, and all the relevant data parameters have been updated.

For questions and/or concerns about this report, you may contact:

Corporate Affairs Department

32/F LANDBANK Plaza, 1598 MH del Pilar cor. Dr. J. Quintos Sts. Malate, Manila (02) 8 522-0000 local 7374 / 8 405-7374

102-3, 102-15, 102-46, 102-48, 102-49, 102-50, 102-51, 102-52, 102-53, 102-54



30.2%

increase in loans to priority sectors



“Advancing Economic Growth through Sustainability”, refers not only to the Bank’s gains as a result of its performance, but also describes the growth of each of its stakeholders.

₱734.3B

total loans to Priority Sectors





The Land Bank of the Philippines (Parent), a financial institution wholly-owned by the National Government, is at the forefront of other agencies that have a perfect stakeholder relationship score (15%) under the corporate governance scorecard rating among GOCCs. It is a reflection of how the Bank responds to and prioritizes its stakeholders. Since the Bank's board has incorporated sustainability in its governance strategy, it has tasked the Corporate Social Responsibility Technical Working Group (CSR TWG) to review and determine relevant sustainability indicators and disclose to the Management Committee (MANCOM) / CSR Steering Committee pertinent economic, environmental and social aspects that the Bank may focus on.



Stakeholder Engagement and Material Topics

The stakeholder topics are carefully laid-out to concerned departments, which document the material topics before presenting to the MANCOM.

The CSR TWG, representatives from different units of the Bank, oversees the preparations of the Bank's Sustainability Report (SR). It identifies, reviews, and finalizes suitable sustainability indicators which should be considered within the reporting period. Through consultations, periodic meetings, and determination of internal as well as external stakeholders' insights, the CSR TWG revisits the SR's contents and carefully considers the results of the Materiality Workshop and Stakeholder Engagement Sessions based on the GRI reporting framework, which will help the CSR TWG in determining important topics relevant to stakeholders before the report could be published.

In maintaining its close relationship with its stakeholders, it is essential for the Bank to understand and involve its stakeholders in the activities and decisions of the organization. This is continuously done through feedback solicitation to better understand specific concerns and expectations across stakeholder groups. LANDBANK determines its key stakeholders through a comprehensive assessment, identifying both influencers and those influenced by the Bank, to arrive at a fair, inclusive and complete determination of balanced interests.

Stakeholder Management Plan

STAKEHOLDER ENGAGEMENT	INTERNAL	EXTERNAL	
<p data-bbox="331 320 562 347">Stakeholder Group</p> 	<p data-bbox="779 416 1010 475">LANDBANK Officers and Employees</p>	<p data-bbox="1167 384 1503 539">Clients (Government Agencies, LGUs, Retail Bank Clients, Micro, Small and Medium Enterprises (MSMEs), and Cooperatives)</p>	<p data-bbox="1570 336 2029 587">LANDBANK Subsidiaries: LBP Insurance Brokerage, Inc. (LIBI), LANDBANK Countryside Development Foundation, Inc. (LCDFI), LBP Leasing and Finance Corporation (LLC), LBP Resources and Development Corporation (LBRDC), Masaganang Sakahan, Inc. (MSI)</p>
<p data-bbox="315 639 577 667">Type of Engagement</p> 	<p data-bbox="741 719 1048 778">notices, mails, trainings and consultation meetings</p>	<p data-bbox="1167 699 1503 815">consultation meetings, satisfaction surveys, funding, loan provision, capacity building</p>	<p data-bbox="1671 735 1921 762">consultation meetings</p>
<p data-bbox="277 919 613 946">Frequency of Engagement</p> 	<p data-bbox="831 999 958 1026">continuous</p>	<p data-bbox="1189 999 1480 1026">need-based interactions</p>	<p data-bbox="1653 999 1944 1026">need-based interactions</p>
<p data-bbox="309 1150 584 1177">Response to Concerns</p> 	<p data-bbox="696 1182 1088 1369">HR Policy, grievance machinery system to note employee concerns, trainings, promotions, provision of safe working conditions, employee benefits or compensation packages</p>	<p data-bbox="1189 1214 1473 1337">product and service development/provision, client data protection, customer service</p>	<p data-bbox="1653 1246 1944 1273">need-based interactions</p>

102-21, 102-40, 102-42, 102-43

EXTERNAL

EXTERNAL			
Regulatory Bodies	Partners	CSR Beneficiaries	Suppliers
compliance to applications, policies, regulations, laws and mandates; consultation meetings	financial statements, annual reporting, shareholder/investor meetings, consultation meetings, contractual agreements	field visits and interactions	contracts (eg. Memorandum of Agreement)
continuous	need-based interactions	need-based interactions	need-based interactions
compliance with regulatory standards, risk management, corporate governance structure, ethical business practices, performing as per mandates	annual reporting, financial statements, disclosures, sustainability reporting, risk management and business continuity strategies, ethical business practices	community development to include support to livelihood, education, capacity building, disaster response and donations to relevant advocacies	government regulations, ethical procurement

102-21, 102-40, 102-42, 102-43

Material Topics

LANDBANK greatly values the inputs of its stakeholders in building and improving its development strategy. Materiality refers to the process of how LANDBANK determines which issues are of utmost importance and relevance to be disclosed, on environmental, social, and economic concerns. It also helps in determining the boundary of each material topics to be reported. Through this, LANDBANK determines the key points which help define the report content for the year. For this, LANDBANK discloses those issues resulting from the stakeholder engagements and materiality assessments conducted.

The Bank's Corporate Social Responsibility Technical Working Group (CSR-TWG) is tasked to review and identify sustainability indicators applicable to the Bank, and propose to the CSR Steering Committee a matrix of GRI disclosures and report outline. A combination of external and internal stakeholder inputs were used to determine the final material topics to ensure the inclusiveness and completeness of the data. The series of stakeholder engagements had a total of 163 participants from various internal and external stakeholders groups, namely clients, Bank employees, service company workers deployed in the Bank, government agencies, communities, business partners, industry organizations, and service firms.



163
Total participants

102-32, 102-42, 102-43

Material Topics Identified by Stakeholders

GENERAL



- Anti-corruption
- Compliance
- Corporate Governance
- Risks, Impacts, Opportunities and Business Continuity

ECONOMIC DEVELOPMENT



- Annual Reporting
- Economic Performance
- Audit
- Market Presence
- Procurement Practices, Supply Chain Management
- Financial assistance received from government
- Development and impact of infrastructure investments and services supported
- Indirect economic impacts

EMPLOYEE DEVELOPMENT



- Employment benefits, Compensation
- Employee training and education, Employee performance reviews
- Ethical operations and management
- Labor Management Relations/Collective Bargaining Agreements
- Occupational Health and Safety

COMMUNITY DEVELOPMENT



- Community engagement - community development, capacity building and CSR programs, and impact assessments
- Operations with significant actual and potential negative impacts on local communities

ENVIRONMENTAL PROTECTION



- Biodiversity
- Energy consumption within (and outside) the organization
- Financial risks related to climate change
- GHG Emissions and management
- Sustainable Programs/Products-Environment, Climate Change, Communities
- Solid Waste Management, Effluents Management
- Environmental compliance

STAKEHOLDER RELATIONS



- Customer Health and Safety
- Customer Privacy
- Financial Assistance to LGUs
- Financial Inclusion
- Loan Policies, interest rates
- Marketing and communications-Customer Satisfaction surveys, Information and Communication
- Online and mobile banking, software development
- Stakeholder mapping and engagement
- Discrimination
- Human Rights
- Security practices



INTERNAL STAKEHOLDERS
LANDBANK Officers and Employees



EXTERNAL STAKEHOLDERS
Clients (Mandated sector customers: small farmers, small fishers, agrarian reform beneficiaries and all their associations; Government Agencies, Local Government Units, Retail Bank Clients, Cooperatives); LANDBANK subsidiaries; Regulatory Bodies; Partners, CSR Beneficiaries, and Suppliers.

Financial Highlights

LANDBANK's continued strong performance in 2018 is a proof to its steady growth year after year, which it expects to generate in order to finance development programs and government priority projects.

The direct economic value generated and distributed is reported in the financial statements in the Annual Report, including financial position, comprehensive income, changes in capital funds, and cash flows. The Bank's Financial Accounting Department generate a consolidated report submitted by various business units. In terms of regulation and accountability, the financial statements are likewise submitted to the Bangko Sentral ng Pilipinas (BSP), and the Commission on Audit (COA), while the summary of operational costs is reported to the Department of Budget and Management (DBM). The Governance Commission for GOCCS (GCG) requires the Bank to regularly post its financial statements on its website with the Bank's seal of transparency.

The local and national regulations, internal policies and international banking standards guide LANDBANK's finances. The Bank's Strategic Planning Group takes the lead in aggregating operational highlights as reported by different operational units and as indicated in the annual reports.

102-45, 201-1

FINANCIAL HIGHLIGHTS Parent Company

Economic Value Generated

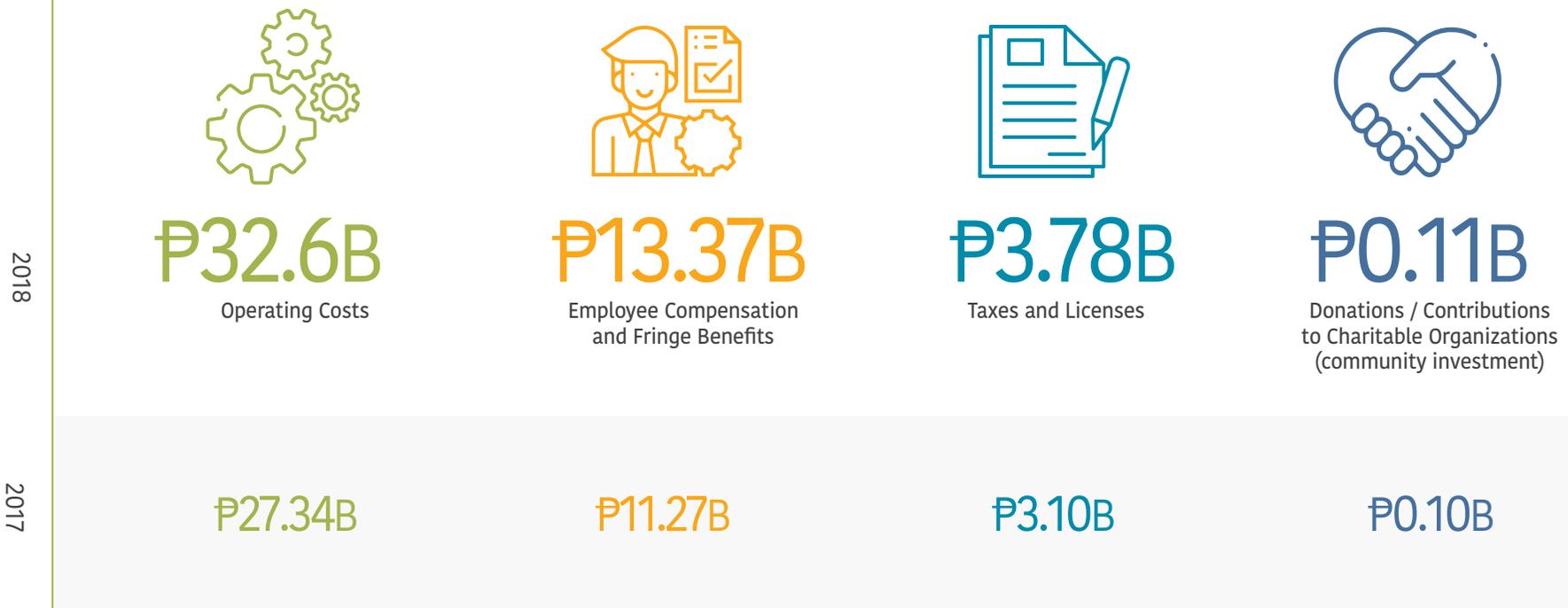


2018
₱67.12B

Gross Revenues

2017
₱54.10B

Economic Value Distributed





Corporate Governance

As an official depository of government funds and with the social mandate to spur countryside development, LANDBANK's corporate governance is expected to adhere to the most stringent measures. Its strongly guided governance framework and structure are consistent with its long-term institutional goals, with particular emphasis on promoting inclusive growth.

Recently, LANDBANK ranked third among GOCCs, at 95.5% in its corporate governance scorecard rating, which shows the Bank's strong governance structure particularly with the way its Board performs its responsibilities, how it relates with to its stakeholders, and the manner it discloses relevant information

For detailed disclosure on the application of its corporate governance structure and practices, please refer to the Corporate Governance section on page 21 in [LANDBANK's 2016-17 Sustainability Report](#).

LANDBANK is the financial intermediary of the government for its Comprehensive Agrarian Reform Program. Moreover, it is the largest government bank and ranked fourth in terms of assets, loans and capital and second in deposits among the universal banks in the country. It is also the primary depository bank of the national government, servicing 70% of government accounts.



2018 Major Awards

**LANDBANK “Sikat Saka” Program
Best Innovation in Sustainable Financial
Products and Services**
Global Sustainable Finance Network
(Karlsruhe Sustainable Finance Awards 2018)

**LANDBANK Ecobrick Program
Environmental Impact Award Category**
Philippine Council of Associations and Association Executives
(The ‘Ang SUSI’ “Associations nurture National Growth through
Social Unity and Sustainability Innovations” Awards 2018)

**LANDBANK Inclusive Banking Center
Recognition of Excellence**
OpenGov Recognition of Excellence
(RoE) 2018

**Land Bank of the Philippines
National Outstanding Volunteer Award in the Organization
- Corporate category**
Philippine National Volunteer Service Coordination Agency

**LANDBANK Financial Inclusion Caravan
Outstanding Development Project
Financial Inclusion Category**
Association of Development Financing
Institutions in Asia and the Pacific (ADFIAP)

**Land Bank of the Philippines
Outstanding Credit Surety Fund Lending Bank
Outstanding Credit Surety Fund Program Partner**
Bangko Sentral ng Pilipinas

**LANDBANK Financial Inclusion Caravan - Award of Excellence
LANDBANK VOLUNTEERific Program - Award of Excellence
LANDBANK 2017 Wall and Desk Calendars - Award of Merit**
International Association of Business Communicators
(2018 Quill Awards)

**LANDBANK’s Financial Inclusion Caravan
Silver Anvil under the Specialized
Public Relations Programs
Advocacy Campaign Category**
Public Relations Society of the Philippines
(53rd Anvil Awards)

*For a complete list of all the awards received by the Bank,
you are invited to access the 2018 Annual Report through www.landbank.com.*



Ethics and Integrity

CODE OF CONDUCT

LANDBANK's high rating in its corporate governance scorecard is partly attributed to its consistent perfect score in relating to its stakeholders. Recently, it also posted a high rating in terms of its disclosure and transparency as an institution. These are indicators of how the Bank's Code of Conduct is diligently followed. The Code was established and approved by the Board of Directors on November 23, 2006. LANDBANK, to this day, regularly communicates the Code of Conduct to all its employees.

ETHICS HOTLINE

LANDBANK has put together internal mechanisms for reporting unethical or unlawful behavior. Complaints or grievances coursed through regulatory channels such as the Civil Service Commission (CSC) Contact Center ng Bayan and OP's 8888 Citizen's Complaint Hotline are addressed based on established procedures. In 2018, the Bank continued to implement the LANDBANK No Gift Policy (circa 2017) which was amended to further promote high standard of ethics in public service. It has also put in place the whistleblowing internal guidelines to comply with current regulations, including an online link set-up in its website to the whistleblowing web portal of the Governance Commission for GOCCs (www.whistleblowing.gcg.gov.ph).

The Risk Management Group (RMG) collected information and identified significant risks based on the operations assessed for risks related to corruption.



(8) 405-7660
or (8) 522-0000
local 7660

LANDBANK Ethics
Hotline Number

While LANDBANK takes a precautionary approach in the operations, it is open to innovation and further development of new products and technologies that support its services. The Bank ensures that it prevents risks which may cause any form of harm or negative impacts to the public. In 2018, the Bank assessed a total of 702 Bank units to mitigate the risk related to corruption.

Procurement Practices

Establishing a transparent, cost efficient and sustainable procurement process is an important strategy for the Bank that will also result in a more economical and profitable supply chain.

LANDBANK continues to optimize its procurement practices as it rigorously complies with Government Procurement Act or Republic Act (RA) No. 9184. This and the other procurement decisions that the Bank has implemented and made may be found on page 25 of the Bank's 2016-2017 Sustainability Report at www.landbank.com.

Compliance

Deeply embedded in the Bank's core values is a vigorous Compliance Risk Management system which ensures the culture of integrity and compliance.

The Compliance Management Group (CMG) is responsible for implementing the Bank's compliance system, a process that identifies and mitigates compliance risk which may decrease the franchise value of the Bank. The system also ensures that business operations are conducted in accordance with laws, rules and regulations, code of conduct and sound policies, and standards of good practice.

102-9, 102-10, 102-16, 102-17, 102-28, 102-30, 205-1

CMG's vital role in assessing risks regulations, rules and laws and its participation in a number of committees and Technical Working Groups in its preparation for adopting internal policies and implementing guidelines may be found in the Bank's Sustainability Report on page 27 of the Bank's 2016-2017 Sustainability Report at www.landbank.com.

Audit

Internal audits ensure compliance with laws and regulations, evaluate an organization's internal controls which includes accounting processes and corporate governance and help maintain an accurate and timely financial reporting. Internal Audit Group (IAG), in order to ensure its independence, reports functionally to the Audit and Compliance Committee and is under the administrative supervision of the President and CEO.

As an enhancement for 2018 and to ascertain that there is compliance with environmental and social policies and risk assessment procedures and that these are being implemented by business units, IAG implemented the following:



Conducted risk-based operations audit of business units which cover compliance with EMS good practices implemented by the Bank



Reviewed projects financed by the Bank to ensure compliance with applicable environmental laws, regulations and requirements by determining whether they are supported by Environmental Compliance Certificate issued by the Environmental Program and Management Department (EPMD)

102-30



Managed a limited scope operations audit of EPMD whose main functions, among others, were to implement the environmental policy on credit delivery and provide technical support on environmental due diligence and climate change vulnerability assessment on Bank-financed programs and projects



Provided assistance as resource persons to the Quality Management Department (QMD) on its Integrated Management System project (integration of the EMS and QMS standards) and participated in the IMS internal assessments as one of the assessors

IAG also enhanced its Audit Risk Scoring System of business units to consider the Risk and Control Self-Assessment results on residual and actual losses which were relevant in prioritizing units that were audited in 2018. It likewise implemented the limited scope audit to cover more business units by focusing on selected sub-processes that were assessed as high-risk areas.

Grievance Machinery

To nurture a work culture that encourages open communication, LANDBANK created a grievance machinery system for its employees to state and resolve their work-related issues and concerns. The grievance machinery is aligned with the Civil Service Commission (CSC) Memorandum Circular 02 series of 2001, or the revised Policies on Settlement of Grievance in the Public Sector, and Republic Act No. 9825 or the Alternative Dispute Resolution Act of 2004, with its implementing rules and regulations. The Bank's grievance policy is communicated to new employees during the LANDBANK in Perspective seminar, in workshops facilitated by the Organization Development Department (ODD) for Line Managers, and during coaching and mentoring of Bank Officers, Managers and Supervisors.

Our Sustainability Cornerstones

LANDBANK is at the forefront of countryside development by championing an inclusive economic growth strategy that is fairly distributed across society and creates opportunities for all. These are given prominence through each of the five (5) sustainability cornerstones.

ENTERPRISE DEVELOPMENT

This section features the Bank's significant programs and projects which contribute and improve the economic conditions with direct impact and market presence to the Bank's various priority sectors and stakeholders.



COMMUNITY DEVELOPMENT

This section highlights the Bank's activities or initiatives that directly and indirectly provide social value to its stakeholders and the community.





ENVIRONMENTAL PROTECTION & MANAGEMENT

This section focuses on the environmental management practices that are incorporated in the Bank's agrarian and banking operations, services, and decisions. It also consists of activities that contribute to the proper management of materials and natural resources, pollution prevention, and climate change mitigation and adaptation.



CUSTOMER SERVICE

This section emphasizes the programs, projects, and activities that enhance the Bank's products and services, as well as systems that interphase with its internal and external customers, and other stakeholders.



EMPLOYEE DEVELOPMENT

This section concentrates on activities and programs that promote good labor practices, conducive work environment, professionalism, and employee engagement.



Enterprise Development



Transforming Enterprises to Alleviate Social Problems

LANDBANK is the largest single provider of loans to farmers and fishers, their cooperatives, local government units, and small and medium enterprises (SMEs). It is at the forefront of the Philippine Development Plan's strategies on expanding economic opportunities through access to finance that will create more enterprises and consequently, more jobs. This role has become more evident as reflected on the growth of its sectoral loans in 2018, particularly on mandated sectors and SMEs. However, more than the countless programs it funds that generate economic activities are the essential enterprises which alleviate social problems, such as the transportation crisis and growing air pollution. The recent LANDBANK-led P1 billion credit facility for the Jeepney Modernization Program, a nationwide priority program of the national government through the Department of Transportation, is an example of a government direct intervention that provides solution to a social-ill. The Bank has put up the credit facility that will significantly help drivers and their operators replace their old Public Utility Jeepneys (PUJs) with modern vehicles with environment-friendly features.

In a ceremony held recently in Davao City, Transportation Secretary Arthur Tugade and Finance Secretary and LANDBANK Chairman Carlos Dominguez signed the Memorandum of Understanding for the **Special Program for Environment-friendly and Efficiently-Driven Jeepneys (SPEED Jeepneys) Program**. Land Transportation and Franchising Board (LTFRB) Chairman Martin Delgra III and LANDBANK President and CEO Alex Buenaventura signed as witnesses.

Under the Program, the Bank will help transport cooperatives and corporations acquire new PUV units compliant with the Philippine National Standard specifications set by the Department of Trade and Industry for PUV Class 2 and Class 3. LANDBANK will extend loans of up to 95% of the total acquisition cost of the unit to be financed, with the remaining 5% as the borrower's equity. Loans are payable for up to seven years.

Compliant transport groups with approved routes, an established operating fleet management system and parking under the LTFRB Omnibus Franchising Guidelines will benefit from the Program. Public Utility Vehicle (PUV) drivers under the same Program will have fixed salaries, receive performance-based incentives equivalent to at least 10% of the entity's gross income shared among drivers, and be entitled to government's social benefits that include SSS and PhilHealth.

The SPEED Jeepneys Program was initially rolled out in Metro Manila, Metro Cebu, and Metro Davao and will soon be fully implemented nationwide.

The Program will fund electric and hybrid vehicles which will help reduce toxic fumes from PUVs and support alternative clean energy options for the public transport sector. It also seeks to increase the daily income of PUV drivers as well as their operators and help them own the PUJs that they drive through a simple and accessible loan repayment scheme. The transition to modern jeepneys is also expected to enhance the safety and convenience of the commuting public and decrease traffic congestion.

"We are very happy for these transport corporations' trust in LANDBANK. We hope that this partnership will inspire more transport cooperatives and corporations to also allow LANDBANK to help them comply with the government's modernization program," said LANDBANK President and CEO Alex Buenaventura. He, together with PM Jeepney Drivers and Operators Services, Inc. (PMJDOSI) President Roberto Martin, led the signing of the Memorandum of Agreement between PMJDOSI and LANDBANK, attended by their respective senior officers. For his part, Mr. Martin saw the partnership as a challenge to do well in order to show the riding public their readiness in modernizing PUVs. He also thanked LANDBANK for trusting their group as one of the initial recipients of the lending facility.

Yuri Sarmiento, President of 1-TEAM and member of the technical working group that created the PUV modernization program, also thanked LANDBANK for investing in improving the mass transportation system. This results in a more efficient and commuter-friendly system where stakeholders such as drivers, operators, mechanics, and small business owners increase their financial gain as a result of these adjustments.

Currently, there have already been a number of approved loan applications for the program and more are expected to be approved not only in Metro Manila, Cebu and Davao but other parts of the Visayas including Tacloban.

Interested drivers and operators or transport cooperatives may get in touch with the Lending Program Management Group at (02) 8405-7509 or visit the nearest LANDBANK Lending Center in their area.



Top:
LANDBANK President and CEO Alex Buenaventura (3rd from left) and PMJDOSI President Roberto Martin (center) led the signing of the Memorandum of Agreement as witnessed by senior officers from LANDBANK and PMJDOSI.

Bottom:
LANDBANK President and CEO Alex Buenaventura with PM Jeepney Drivers & Operators Services, Inc. (PMJDOSI) Chairman and President Roberto "Ka Obet" Martin during the launching of the Manila City Hall to Quezon City Hall route on 29 October 2018. PMJDOSI is one of the major availers of the SPEED PUV program.

"We hope that this partnership will inspire more transport cooperatives and corporations to also allow LANDBANK to help them comply with the government's modernization program,"



Sustainable Ventures for Inclusive Economic Growth

Development is the movement that occurs when there is improvement in the economic well-being and quality of life in a particular community. This entails creating opportunities and providing the necessary tools for communities to become equipped and pursue their ventures that lead to success.

103-1, 103-2, 103-3, 413-1



The Bank's very existence is anchored in this belief as it dedicates itself in uplifting individuals, communities, government units and enterprises through the nurtured relationships it has formed with its partners and stakeholders.

In 2018, the Bank provided a myriad of opportunities through the loans it released to its mandated and priority sectors. Nearly all the government priority programs that it supported through the loans it granted grew in size from a year ago. As it expands its reach to the rural peripheries, the Bank continues to work relentlessly in sustaining this growth, enabling communities to further develop their enterprises, for a more inclusive development.

103-1, 103-2, 103-3, 201-1, 201-2, 203-1, 203-2, 413-1

Development Impact of LANDBANK Loans



Loans to Mandated and Priority Sectors

TOTAL OUTSTANDING LOANS TO MANDATED AND PRIORITY SECTORS



Total Outstanding Loans to Mandated and Priority Sectors against **93.86%** of 2017



Total Outstanding Loans to Priority Sector against **₱564.1B** of 2017



Total Outstanding Loans to Mandated Sector against **₱45.3B** of 2017

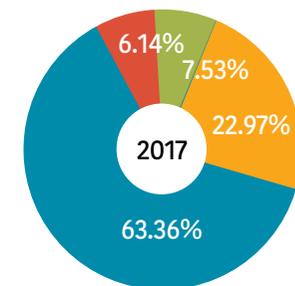
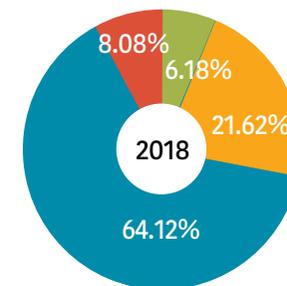
201-1, 201-2, 203-1, 203-2

Loans to All Sectors



Total Loans to All Sectors against **600,978.86B** in 2017

PERCENTAGE OF TOTAL LOANS



- Mandated Sector
- Supporting Agriculture & Fisheries
- Support for National Government Priority Programs including PPP
- Other Loans

Loans to All Sectors

(in millions of Pesos)

MANDATED SECTOR

	2018	2017
 Small Farmers (incl. Agrarian Reform Beneficiaries and their associations)	₱49,267.96	₱45,188.92
 Small Fishers and their associations	78.18	86.78
Sub-Total Mandated Sector	₱49,346.14	₱45,275.70

SUPPORT FOR AGRICULTURE AND FISHERIES

	2018	2017
 Agribusiness	₱151,236.62	₱82,589.66
 Aqua Business	2,417.99	2,227.26
 Agri-Aqua related projects of LGUs and GOCCs	19,051.50	53,269.90
Sub-Total Agriculture and Fisheries	₱172,706.11	₱138,086.82

OTHER SECTORS

	2018	2017
 LGUs	₱11,614.95	₱10,582.37
 GOCCs	1,642.77	-
 Others	51,262.10	26,313.85
Sub-Total Other Loans to Others	₱64,519.83	₱36,896.22

SUPPORT FOR OTHER NATIONAL GOVERNMENT PRIORITY PROGRAMS INCL. PUBLIC PRIVATE PARTNERSHIPS (PPP) PROJECTS

	2018	2017
 Micro, Small and Medium Enterprises	₱135,312.22	₱89,844.12
 Communications	44,681.67	31,281.79
 Transportation	51,733.44	38,898.04
 Housing (socialized, low-cost, medium-cost)	58,965.93	48,113.48
 Education	8,108.47	6,072.72
 Healthcare	19,175.83	14,187.43
 Environment-related projects	10,924.97	17,304.45
 Tourism	22,117.70	8,835.08
 Utilities	133,751.23	104,903.98
 Other Programs	27,433.86	21,279.03
Sub-Total Support for National Government Priority Programs including PPP	₱512,205.32	₱380,720.12

201-1, 201-2, 203-1, 203-2

Client Awards & Recognition



Gawad PITAK (Pinakatatanging Kooperatiba) for model agri- and non-agri cooperatives is an endeavor of LANDBANK to recognize the finest among its partner cooperatives who work hand-in-hand with the Bank in pursuing its mandate of propelling countryside development.



Gawad Korporasyon ng KAagapay sa Ating GAnap na tagumPAY (GAWAD KAAGAPAY) for corporate clients which recognizes Bank-assisted corporations for their outstanding performance contributing to the Bank's development thrusts.



Gawad SME (Small and Medium Enterprises) for successful small and medium enterprises which is the Bank's annual search among its SME clients whose projects improved the socioeconomic conditions of the locality to recognize those who have exhibited excellence in management and played a crucial role in empowering people and catalyzing change in their respective communities.



Gawad CFI (Countryside Financial Institutions) for outstanding countryside financial institutions, an annual award conferred to countryside financial institutions that serve as the Bank's allies in delivering financial services and extending credit assistance to clients and priority sectors in the countryside.



Gawad PILAK (Pagkilala sa mga Institusyon at Indibidwal na Lumingap sa mga Adhikain para sa Kaunlaran) recognizes Bank's clients who have remained loyal partners for the last 25 years and became instruments in the successful implementation of LANDBANK's various products and services including special lending programs that significantly benefited their institutions, their employees and members, and the other members of their community.

Client Recognition Program 2018



Bontoc Multi-Purpose Cooperative
Hall of Fame Agri-based Category
(Bontoc, Southern Leyte)



SM Development Corporation
Outstanding Large Corporation Non-agri-based Category
(Mall of Asia, Pasay City)



New Rural Bank of San Leonardo (NE), Inc.
First Place
(Cabanatuan City, Nueva Ecija)



Velomer Agri Business Corporation
First Place
(Malaybalay City, Bukidnon)



The award was conferred to **100 Bank clients** who have remained loyal partners for the last 25 years

As the financial intermediary for the government's priority projects which address current social concerns, LANDBANK helps provide entrepreneurial opportunities for the marginalized.



Community Development



A Sustainable Ecosystem

Buot Livelihood Association, Inc (BULAI) became a recipient of LANDBANK's Gawad Kabuhayan Program (GKP), which enabled it to set-up its own natural vegetable and livestock farm. The group received an eight-month training with the program partner, the LANDBANK Countryside Development Foundation, Inc. (LCFDI).

Organized six years earlier by Josephine Barliso, BULAI experienced a growth surge after partnering with LANDBANK and recently secured an initial agreement with a Cebu-based food processing corporation. The corporation will purchase ripe Guyabano from BULAI and process the fruits into powdered juice.

As a result of its regular income, BULAI was able to build and maintain a 50 square meter office, where the members now regularly meet. It is a far cry from the former venue which was either at one of the member's residence or under the trees.

BULAI's organic farm is on a 1,000 square meter lot where various vegetables like squash, string beans, eggplant, papaya lettuce, and radish, among others are organically grown using natural and microbial technology. The farm also grows livestock like goats and pigs that are provided organic feeds.

BULAI's growing social enterprise received adequate support services through technical assistance. Its members learned about farm plan and design, urban gardening and management, practical vermiculture, pest management, and concoction-making, among others.

"Thanks to LANDBANK, which provided all the necessary support, not only did the lives of some 40 families improved but the same families have also been empowered to help protect the environment," a grateful Barliso shared.

Also a beneficiary of LANDBANK Gawad Sibol Program (GSP) since 2016, BULAI contributes to a unique ecosystem where gender equality and opportunities are supported by a social enterprise that promotes biodiversity and ecological sustainability.

For the past 12 years, GSP has developed into three phases, broadening the protection of watersheds in different parts of the country. The program included Cebu on its second and third phases, covering five hectares in the province's highlands. In these phases, an all-women farmers' group grew and made a difference by benefitting from hardwood and fruit bearing trees and began mobilizing a community in Cebu's uplands.

In 2006, LANDBANK and the Department of Environment and Natural Resources (DENR) entered into a partnership that sought to promote environmental protection through planting forest and fruit-bearing trees nationwide. Then known as the "Adopt-A-Watershed Program," GSP has now enabled financial opportunities for communities, especially those in remote areas. The Program has also empowered partner people's organizations (POs), allowing them to contribute to the growth of their respective communities. GSP is a platform which not only protects and increases the biodiversity of denuded watersheds equivalent to 114 hectares by planting 132,300 seedlings in various regions in the country to-date, it also capacitates a number of indigenous peoples and local community groups.

"Thanks to LANDBANK, which provided all the necessary support, not only did the lives of some 40 families improved but the same families have also been empowered to help protect the environment."



The Buot Livelihood Association (BULAI) found in the hinterlands of Cebu City proves that there is strength when women pool their resources and strength together.

**90,539.53**

Total number of volunteerific hours rendered

**86.23%**

Sectoral employee participation

Socially Engaged Corporate Citizens

LANDBANK's unwavering support to community development begins with every program it starts that has a social aspect of enabling its stakeholders who want to be involved to become better corporate citizens. As the Bank continues to reach out to the marginalized members of society, it brings with it socially responsible and sustainable programs that will enable the vulnerable to thrive.



Volunteerific Program

The LANDBANK Volunteerific Program allows employees and the Bank's partner members to share their time and capabilities to help the vulnerable sectors of society.

The Program began to support and develop the culture of volunteerism among the workforce, in adherence to Republic Act No. 9418 or the Volunteer Act of 2007, and the Civil Service Commission Memorandum Circular No. 23 s.2012 or Volunteer Program in the Public Sector. Its implementation is in coordination with the Philippine National Volunteer Service Coordinating Agency (PNVSCA). Under the Program, participants volunteer their offwork time to various programs under LANDBANK's CSR thrust. These include the Gawad Kabuhayan Program, Gawad Patnubay Scholarship Program, Manila Bay SUNSET Partnership Program, Gawad Sibol Program, and Gawad KATUBIGAN Program, among others. Each program is rooted on specific causes, such as livelihood, education, environment, and disaster mitigation.

The Bank's Corporate Affairs Department which manages the Bank's CSR activities provide updated information about the Program and regularly coordinates with the Bank's different sectors. However, LANDBANK is also open to other similar volunteer programs its employees may be interested to do these following an approval process.

This year's Volunteerific participation was able to exceed the target by 26.23%.

The awards and recognition ceremony aimed to honor employees and the vast amount of effort they put in volunteering, which should encourage more Landbankers to likewise participate and be engaged in the VOLUNTEERific Program.

LANDBANK received two major awards in 2018 from different institutions. The first recognition was an **Award of Excellence** from the International Association of Business Communicators (IABC), a global network of communications professionals during the 16th Philippine Quill Awards in July 2018. The second was the **National Outstanding Volunteer Award** given by the PNVSCA last December 2018 for the Bank's exemplary volunteerism performance.



2 Major awards
received in 2018



9,482
Total number of employees



11.07
Average volunteer hours per employee



8,158
Total number of volunteers



Gawad KATUBIGAN Program

The Gawad KATUBIGAN (Kaakibat na Tulong sa Bayan para sa Inuming Kailangan) is a disaster preparedness and response program under the Bank's CSR that provides disaster prone areas with preparedness training as well as access to clean water through portable water filtration systems.

The Program is in partnership with Waves for Water International (W4W), and provides technology transfer and water filtration systems capable of filtering one million gallons of water per device that can last from five to ten years if properly maintained. The Program also aims to reduce waterborne diseases.



 **291**
Water Filtration Systems provided

 **28**
LGUs with additional clean water

 **29,000**
Individuals got access to clean water



203-2, 413-1



Gawad e-Dukasyon Program

LANDBANK partnered with Knowledge Channel Foundation, Inc. (KCFI) and the Department of Education (DepEd) in establishing the Gawad e-Dukasyon, an opportunity for the Bank to reach out to the youth and educate them on the significance of agriculture.

The Program supports the government’s K-12 Program and utilizes the wide reach of Knowledge Channel and popular media personalities in order to maximize the reach and promotion of agriculture to the youth, for them to be inspired and encouraged to pursue agriculture-related courses in college.

The Program’s primary objective is to produce videos: Crop Production and Harvest, Poultry Raising, and Aquaculture and Fisheries. These videos, entitled “AgriCOOLture,” are aired over Knowledge Channel, and the e-modules are made available on the internet. The videos are also available over all Knowledge Channel-connected public schools nationwide as supplement for the students’ Agriculture subject in the curriculum.



The Gawad e-Dukasyon Program complements the Bank’s Gawad Patnubay Scholarship Program since both conveys a strong message that agriculture is a promising career, with great potential for a thriving business.

203-2, 413-1



Gawad e-Dukasyon Program Reach since 2016

5,007,943

learners of the 6,000+ public schools

More than

10,000

out-of-school youth and mature learners enrolled in the DepEd Alternative Learning System (ALS)

Over

10,000

teachers of formal schools and community learning centers

1,500,000

household learners nationwide in both private and public schools including family members

The **general public**



Gawad Patnubay Scholarship Program

LANDBANK's Gawad Patnubay (Gawad Pag-aaral Tungo sa Maunlad na Bayan) Scholarship Program is an Education-to-Employment initiative that provides opportunities to benefit underprivileged, but deserving students who specialize in the field of agriculture and fisheries. The Program provides scholarship to mostly children of small farmers. As a follow-through to the Program, the Bank also established the **Education-to-Employment (E2E) Internship Program** component which aims to provide holistical education support to the scholars. The scholars receive the following privileges:



GAWAD PATNUBAY SCHOLARSHIP PROGRAM:



100% subsidy for tuition fees



Financial award for honor students with (P30,000 - P50,000) cash incentive



Competitive monthly stipend



Research / Thesis funding up to P10,000



Annual **book allowance**

E2E INTERNSHIP PROGRAM:



100% subsidy for the review and examination fees

Licensure examination for Agriculturists / Fisheries / Forestry and Agricultural Engineer



10-week internship program:

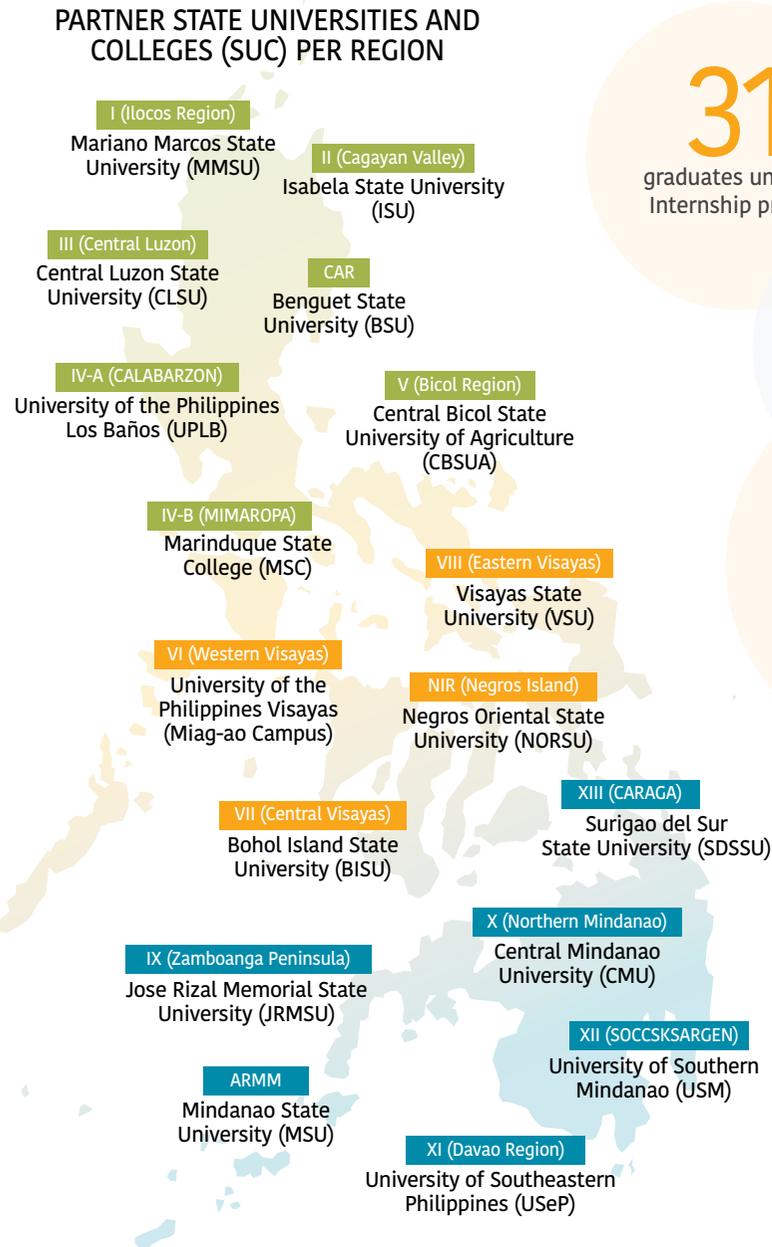
- Inclusive of airfare, accommodation, food and stipend
- Three weeks for classroom lectures at the LANDBANK Plaza in Manila
- Seven weeks on field internship with partner institutions

Among the 35 scholars who graduated in 2018, 10 graduated with honors and 4 out of 4 licensure examinees passed the exam.

In 2018, 110 scholarships were extended by the Bank through the Gawad Patnubay.

Meanwhile, in the same year, there were 31 graduates under the E2E Internship Program. The interns were placed in various agriculture-related organizations as well as the Bank's program partners such as the following institutions:

- Land Bank of the Philippines
- LANDBANK Countryside Development Foundation, Inc.
- Philippine Rice Research Institute
- Department of Agriculture
- National Tobacco Administration
- Philippine Fiber Industry Development Authority (Batac)
- Philippine Center for Postharvest Development and Mechanization
- Department of Science and Technology - Philippine Council for Agriculture, Aquatic, and Natural Resources Research and Development
- University of the Philippines - Visayas
- Central Mindanao University Research Center
- University of Southeastern Philippines

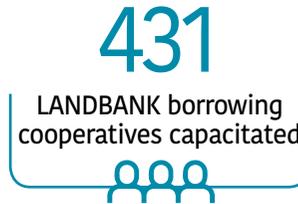


LOCAL COMMUNITIES

LANDBANK is committed to providing capacity-building programs on strategic management and governance to its affiliated cooperatives. Together with the LANDBANK Countryside Development Foundation Inc. (LCDFI), the Bank's initiatives reach out to areas beyond its operations, helping build resilient communities. LANDBANK takes the necessary steps in holistically cultivating these communities by improving their financial literacy, developing entrepreneurship and arranging opportunities for growth and sustained success.



103-1, 103-2, 103-3, 413-1



NUMBER OF TRAININGS CONDUCTED PER REGION

34 祀
North/Central Luzon and NCR

41 祀
South Luzon and Bicol

23 祀
Visayas

21 祀
Mindanao





Project Likas Saka

LCDFI continued Project Likas Saka in 2018 with financial support from LANDBANK. From the initial two (2) existing project sites, the Project expanded to 25 sites with nine (9) in Luzon, ten (10) in Visayas and six (6) in Mindanao composed of 30 established farmer clusters. LCDFI conducted nine (9) seminars that benefited 649 Agrarian Reform Beneficiaries (ARB) or Small Farmer members and engaged 25 Local Farm Technicians (LFTs) who serve as farmer-leaders in each project site.

413-1

The LCDFI organized 68 batches of cluster monitoring and visits in order to determine the needs of the participating farmer clusters, as well as provide updates on the organic agriculture technology. The LGUs in each of the project sites also became natural partners to gain maximum support for the Program and its beneficiaries.

Project Coco-BinHi

In 2018, there were 29 training batches with 456 participants. Each three-day training seminar consisted of 30% classroom-type lectures from Philippine Coconut Authority-Zamboanga Research Center (PCA-ZRC) and 70% field work, including hand-on training that introduced the farmers to innovative farming technologies in order to manufacture high value products from coconuts.

The Project Coco BiNHi (Bigay and Hiram) Program started in 2017 by LCDFI and LANDBANK in partnership with the PCA-ZRC. The Project pilot tested an approach that will enable small coco farmers to increase their productivity and consequently their earning capacity. This will allow their business to scale-up and become credit-worthy borrowers.

The Project provided capacity-building intervention for selected small holding coconut farmers. Participants were organized into farm clusters and were given seminars on planting and replanting using improved coconut populations and planting systems to rehabilitate coconut farms through fertilization and intercropping. The Project provided an initial supply of fertilizers and other farm inputs to farmers. This also became an opportunity for LANDBANK to reach out as a suitable credit option to farmers for it to finance additional fertilizers or provide capital for processing coconut products.



GAWAD KABUHAYAN Program

LANDBANK's Gawad Kabuhayan Program, now in its third phase, has evolved into a natural farming program in line with the Bank's Gawad Sibol Program and in partnership LCDFI. In 2018, it has adopted the following sites:



Beneficiaries of natural vegetable farming and livestock farming

LOCATION	COOPERATIVE	MEMBERS/ BENEFICIARIES
Sitio San Ysiro, Brgy. San Jose, Antipolo City, Rizal Province	San Isiro Upland and Lowland Farmers' Association (SIULFA)	15
Brgy. Buot, Cebu City, Province of Cebu	Buot Livelihood Association (BULAI)	25
Sitio Lower Talubek, Lamhahak, Lake Sebu, South Cotabato	Talubek Unified Development Association (TUDA)	28



413-1



456 participants in Project Coco-BinHi trainings

Share-A-Gift

During the 2018 National Volunteer Month, LANDBANK conducted a feeding and gift-giving outreach activity for almost 500 street children in the City of Manila last December 8, 2018.

With the support of the City of Manila, through its Manila Department of Social Welfare (MDSW), the event was held at the Del Pan Sports Complex, Tondo, Manila. About 150 volunteers from LANDBANK joined the activity.



500

7-12 year old street children



150

LANDBANK volunteers

LANDBANK Christmas Program

In 2018, Landbankers supported a book gift-giving activity to 600 indigenous children from Loacan Elementary School in Brgy. Loacan, Itogon, Benguet. Each child received a copy of "Karapat Dapat," a book on children's rights by Center for Art, New Ventures and Sustainable Development (CANVAS). During the activity, storytelling sessions and art workshop were also conducted.



600

Indigenous children benefited from book gift-giving activity

LANDBANK not only defines community development through its CSR programs but also creates the means for communities to inclusively grow by supporting the education of the members of its mandated sector, engaging corporate citizens to invest their time, talent and treasure in building communities, and continuing to nurture the environment while providing livelihood possibilities to those in need.



Environmental Protection and Management



LANDBANK: the Philippines' Direct Access to Climate Finance

Aligned with its vision to promote inclusive growth and improve the quality of life in the countryside, LANDBANK is leading the way towards actions that spur sustainable development and environmental protection. As an industry leader in climate finance in the Philippines, LANDBANK has been accredited as the country's first Direct Access Entity (DAE) to the Green Climate Fund (GCF). The Bank's new role will provide access to available funding for projects that seek to support mitigation and adaptation actions that will address climate change impacts in the Philippines.

Organized in 2010, the GCF serves as the financial mechanism to support the commitments made by 194 countries that are parties to the United Nations Framework Convention on Climate Change (UNFCCC). The GCF aims to help developing countries exercise ownership of climate funding by channeling financial assistance in the form of grants, loans, equity or guarantees through accredited DAEs. With the DAEs working closely with National Designated Authorities (NDAs), recipient countries are able to better integrate climate funding with their national climate action plans.

In partnership with the Climate Change Commission (CCC), which is the country's NDA for the GCF, LANDBANK shall work closely with the proponents of climate change mitigation and adaptation programs and projects of national government agencies (NGAs) and local government units (LGUs); business enterprises such as SMEs, cooperatives, private corporations; financing institutions; communities, as well as local and civil society organizations.

LANDBANK was accredited as the Philippines' first DAE to the GCF along with 16 others during the October 2018 GCF board meeting in Bahrain, where it also approved 19 new projects worth over US\$ 1 billion. This brings the total GCF-supported initiatives in 2018 to 42,

worth over US\$ 8 billion. As a DAE, LANDBANK's role is to manage GCF projects from development, implementation, monitoring and evaluation, until completion, using the Bank's own systems, such as financial, procurement, environmental and social standards, and audit and accounting procedures.

In acquiring the accreditation, LANDBANK President and CEO Alex V. Buenaventura acknowledged the technical support and guidance from government agencies like the CCC and the Department of Environment and Natural Resources, as well as the World Resources Institute and other multilateral institutions like the United Nations Development Program and the Frankfurt School of Germany through the GCF Readiness Programme.

"LANDBANK recognizes its role in strengthening the country's capacity to access climate finance sources for the achievement of our national development goals," said Buenaventura. He also said that the Bank will serve as a conduit for channeling GCF financing to pursue climate change mitigation and adaptation programs in such fields as sustainable agriculture, forestry, fisheries, energy, transport, water, housing, tourism, health, and infrastructure, among others.

To date, the GCF has 75 accredited entities worldwide, implementing 93 projects amounting to over USD 4.6 billion since the fund was established by donor countries, which committed to invest more than US\$10 billion.

Interested project proponents may contact LANDBANK's Environmental Program & Management Department at (632) 8405-7339 or email lbp.epmd@mail.LANDBANK.com.

"LANDBANK recognizes its role in strengthening the country's capacity to access climate finance sources for the achievement of our national development goals."



LANDBANK Assistant Vice President for Environmental Program & Management Prudencio Calado III (fourth from right) represented the Bank during the Green Climate Fund Meeting in Manama, Bahrain. Also in photo are (from left) GCF Accreditation Panel member Atty. Antonio Gabriel La Viña, GCF Accreditation Panel Chair Anastasia Northland, Josefina Ramos of Climate Change Commission, GCF Accreditation Panel member Yogesh Vyas, GCF Accreditation Specialist Olena Borysova, GCF Secretariat Rouna A, and EPMD Program Assistant Amelito Segarra Jr.



114

Hectares in land area covered by
Gawad Sibol Program since 2006

Fostering a Greener Society

Mandated to help support those who cultivate the soil, fish the seas, and protect land and water resources from exploitation and degradation, LANDBANK is in the position to influence and enable communities to sustain their environment.

As a government institution that provides economic opportunities to its stakeholders, the Bank has the responsibility to serve as an example to other institutions not only in diligently complying with all environmental regulations and policies, but also in carrying out this responsibility across its supply chain to promote efficient resource usage and enhance ecological balance.

LANDBANK continuously optimizes its environmental performance by providing innovative products and services that are tailored to help the Bank achieve its targets and goals towards sustainable development. The Bank exercises environmental protection in its operational sites and extends it across its supply chain in order to lower its carbon footprint. LANDBANK's Integrated Quality & Environmental Policy provides guidance for the development of environmental management practices that are incorporated in the Bank's operations, services, and decisions.

Environmental Management System (EMS) is embedded in the Bank's daily operations. LANDBANK's environmental and social policy on credit delivery ensures that all Bank-financed programs are environmentally sound and compliant with relevant laws and regulations. The Bank follows green procurement guidelines that ensure that environmental protection extends across the supply chain.

LANDBANK's Integrated Quality & Environmental Policy is communicated through internal and external channels. The EMS Technical Team under the IMS Working Committee is comprised of representatives from the various departments that are responsible for the environmental activities of LANDBANK.

103-1, 103-2, 103-3, 302-1



Energy Consumption

LANDBANK manages its energy efficiency by continuing to reduce its energy consumption through the Electricity Conservation Program (ECP). Under Executive Order No. 39, the Bank's ECP serves as a guideline in energy management, which requires all LANDBANK units to initiate energy conservation measures, as well as measure, monitor, and report the results of such measures. This helps the Bank to understand the energy performance of its branches and identify areas of improvement.

Each month, electricity consumption reports are submitted to the Department of Energy. Every floor of the LANDBANK Plaza has sub-meters that record each floor's energy consumption. The information gathered and other data on the annual energy consumption are collected and submitted to the Management as part of the EMS report.

ENERGY DASHBOARD

GASOLINE		2018	2017	CHANGES
	Liters (L)	34,215	36,293	5.7% ↓
	Megajoules (MJ) in millions	1.2	1.2	
DIESEL				
	Liters (L)	122,189	132,841	8% ↓
	Megajoules (MJ) in millions	4.7	5.1	
	Generator Set (L)	146,629*	13,400	
	Generator Set (MJ) in million	5.6	0.5	
ELECTRICITY				
	Kilowatt-hour (kWH)	10,020,500	10,164,167	1.4% ↓
	Megajoules (MJ) in millions	36.1	36.6	

Conversion factors used: (US Energy Information Administration website, <https://www.eia.gov>)

- Gasoline, heat value: 120,333 Btu2 per US gallon where 1 Btu2 = 1,055.05585 joules
- Diesel, heat value: 137,381 Btu2 per US gallon where 1 US gallon = 3.78541 liters
- 1 kWH = 3,600,000 joules

* increase in diesel is due to the continuous usage of generator set from April to June 2018 due to the replacement of defective power transformer

103-1, 103-2, 103-3, 302-1, 303-4, 303-5

Water Consumption

LANDBANK believes that water is the source of all life, and it therefore commits to be a responsible user of this important natural resource. LANDBANK ensures the wise and efficient consumption of water in the LANDBANK Plaza and all its branches and field units nationwide. As what has been done in past years, water is recovered in storage tanks and recycled for use in the cooling towers.

LANDBANK continues to avail of water supply from Maynilad Water Services, which in turn derives its supply from the Angat Dam in Bulacan.

Total Water Consumption

	2017	CHANGES
 Per water bills	69,174 cu.m.	70,074 1.3% ↓

Emissions

An integral part of LANDBANK'S sustainable agenda involves understanding its greenhouse emissions, which play a major role in its overall sustainability performance. The Bank monitors and reviews the efficiency of its operations; and creates guidelines on how to reduce their effect in the environment.



103-1, 103-2, 103-3, 305-1, 305-2, 305-3

GREENHOUSE GASES (GHG) DASHBOARD

Total Emmissions Within LANDBANK - scope 1				
GASOLINE		2018	2017	CHANGES
	MTCO2e	80.1	84.9	5.7% ↓
DIESEL				
	MTCO2e	720.4*	356.0	102% ↑
Total Emmissions Within LANDBANK - scope 2				
ELECTRICITY				
	MTCO2e	6,449.2	6,541.7	1.41% ↓
Total Emmissions Outside LANDBANK - scope 3				
EMPLOYEE TRANSPORT				
	MTCO2e	5,952.4	5,148	15.6% ↑

* increase in diesel is due to the continuous usage of generator set from April to June 2018 due to the replacement of defective power transformer

Effluents and Waste

LANDBANK continues to partner with organizations that share its waste management advocacy of properly disposing recyclable and non-recyclable materials, toxic wastes, polystyrene, used oil, and harmful by-products.

Total Water Discharge

Receiving Body Water: Manila Bay



Quality of Wastewater Discharge

Scope: LANDBANK Plaza

Parameters	2018		2017		Standards
	Jan - Jun	Jul - Dec	Jan - Jun	Jul - Dec	
Biological Oxygen Demand	29	16	14	29	< 30 mg/L
Chemical Oxygen Demand	51	30	30	51	< 60 mg/L
Total Suspended Solids	17	18	40	17	< 50 mg/L
pH	7.86	7.90	7.62	7.86	6.0 - 9.0
Oil and Grease	1.3	0.98	1.8	1.3	< 5 mg/L

Environmental Compliance

LANDBANK's Pollution Control Officers prepare and submit reports to the DENR and related agencies. They facilitate environment-related permits and their renewal (i.e. discharge permits, permits to operate generator sets, etc.), and assist LANDBANK in its efforts to be compliant with national and local environmental regulations.

Sustainable Finance

LANDBANK's preeminent attention towards environmental protection and management underscores the value of preserving finite resources in order to reap long term and lasting benefits for the society at large.

The Bank's Integrated Quality and Environmental Policy as well as the Environmental and Social Safeguard Policy advances environmental compliance to ensure that all Bank-financed programs are consistent with environmental laws and regulations. These measures are diligently conducted through environmental reports, evaluation processes and performance reviews through the conduct of missions from external multilateral organizations, and the establishment of policies and systems that mitigate environmental repercussions which may impact on both the Bank's stakeholders and its beneficiaries.

103-1, 103-2, 103-3, 303-4

2018 Environmental Programs Highlights:



Apart from the Bank's previous programs for environment protection, the following are the highlights of the Bank's 2018 Environmental Programs through the Environmental Program and Management Department (EPMD):

- 1 To cover LANDBANK's internal operations, it implements the following:
 - a. The **Administrative Order 026 Series of 2018 on the Enhanced Environmental and Social Safeguards Policy Relative to Credit Delivery**, ensures that the Bank's loan clients are compliant with the relevant environmental and social laws in the Philippines by observing environmental and social due diligence.
 - b. Similarly, the **Environmental and Social Management Framework (ESMF)** is also developed and implemented for Official Development Assistance (ODA)-financed projects to ensure environmental compliance of our loan clients.
 - c. **Green Procurement Policy** is issued and observed in purchasing goods and services.
- 2 LANDBANK's **Climate S.M.A.R.T. (Synergistic Mitigation, Adaptation, Resiliency, and Transformation) Financing Program** supports the government's thrust to address climate-related risks. Projects under Climate SMART are classified into three categories:
 - a. The **Climate Change Mitigation Program** is geared towards the reduction of GHG emissions.
 - The **Carbon Finance Support Facility (CFSF)** is the Bank's flagship program for climate mitigation, offering financing and assistance to piggery and sanitary landfill projects in order to generate carbon credits.
 - The **Renewable Energy (RE) Lending Program** provides enhanced access to credit financing programs in support of government policy on promoting renewable energy development, utilization and commercialization.
 - The **Go Green Program** is an Inclusive Financing Program for SMEs and LGUs which supports the government's policy in reducing electricity consumption by financing energy efficiency initiatives.
 - The **Support Program for Environment-Friendly and Efficiently-Driven (SPEED) PUVs** is a financing program which aims to help in the modernization of the public transport system.
 - b. The **Climate Change Adaptation Program** seeks to address potential climate change impacts even before they occur.
 - The **Climate SAFE (Special Adaptation Facility for the Ecosystem) Program** supports the government in implementing RA 9729 or the Climate Change Act of 2009 and RA 10174 or the Establishment of People's Survival Fund (PSF) to complement the financing requirements of eligible borrowers, including LGUs, for their adaptation projects.
 - The **Climate Resilient Agriculture Program** offers financing to climate change adaptation initiatives by promoting climate resilient agriculture.
 - The **Bringing Urbanization and Innovation through LANDBANK's Diverse Engineering Resources Support (BUILDERS) Program** provides business loans to SMEs in the local construction market, forming part of the Bank's contribution to the Public-Private Partnership projects of the National Government by extending credit support to private and public sector players in the industry.
 - c. The **Climate Change Resiliency Program** aims to help victims of climate change and natural disasters, allowing them to return to their usual/ normal state.
 - The **LANDBANK CARES (Calamity and Rehabilitation Support) Program for Countryside Financial Institutions (CFIs) and Home Buyers** offers loan restructuring and rehabilitation credit program for existing and new customers severely affected by disasters in areas declared under the state of calamity by the Office of the President or LGUs.

INVESTMENT IN BIODIVERSITY

Manila Bay SUNSET Partnership Program, Inc.

The Manila Bay SUNSET Partnership Program, Inc. (MBSPPPI) is LANDBANK's flagship Corporate Social Responsibility Program. It is a public-private collaboration of 28 member institutions that constantly seek sustainable ways to help clean and protect the marine and coastal resources of the Manila Bay and promote effective, proper and efficient garbage disposal management in the area.

The program's current priority activities include:



Monthly clean-up of Manila Bay areas



Information, education, and communication (IEC) campaigns in different public schools in the cities of Manila and Las Piñas



Fund-raising activities through the Manila Bay Clean-up Run



Recovery program of collecting waste polystyrene from partner institutions



Adopting of a Manila Bay tributary / estero and introducing water quality improvement interventions

103-1, 103-2, 103-3, 304-1, 304-2, 304-3



The Manila Bay SUNSET Partnership Program Partners As of end-2018

1. Land Bank of the Philippines
2. Asian Social Institute
3. City Government of Manila
4. Cooperative Development Authority
5. Department of Environment and Natural Resources - Manila Bay Coordinating Office
6. Department of Environment and Natural Resources - National Capital Region
7. De La Salle University Manila
8. Department of Finance
9. Department of Public Works and Highways - National Capital Region
10. Division of City Schools - Manila
11. Environmental Management Bureau - National Capital Region
12. LANDBANKOOP
13. LBP Countryside Development Foundation, Inc.
14. LBP Insurance Brokerage, Inc.
15. LBP Leasing and Finance Corporation
16. LBP Resources and Development Corporation
17. Manila Broadcasting Company
18. Manila Ocean Park
19. Manila Yacht Club
20. Masaganang Sakahan, Inc.
21. Maynilad Water Services, Inc.
22. Metropolitan Manila Development Authority
23. Miss Earth Foundation, Inc.
24. Pamantasan ng Lungsod ng Maynila
25. Philippine Information Agency - National Capital Region
26. Polystyrene Packaging Council of the Philippines
27. Polytechnic University of the Philippines
28. Villar Sipag at Tiyaga Foundation, Inc.

Manila Bay Clean-up

Through the clean-up drive, the Partnership was able to retrieve 241.89 kilograms of waste polystyrene materials. The collected waste will be creatively reused or upcycled and transformed into rulers through the assistance of one of the MBSPPPI partners, the Polystyrene Packaging Council of the Philippines (PPCP). These upcycled rulers were showcased during MBSPPPI's Information, Education, and Communication (IEC) campaign on proper solid waste management.



Mabuhay Balls Program

The Mabuhay Balls Program seeks to further develop more efficient ways of sustainably improving the water quality in Manila Bay as well as the protection of its coastal resources by including the clean-up of its tidal or drainage channels. The Mabuhay Balls inhibit the growth of algae, break down sludge and silt, and help improve water clarity and flow. It also hopes to increase community awareness, involvement, and commitment, specifically those stakeholders living near tributaries and "estero" or creek environs.



Water quality improvement from 92×10^8 fecal coliform last January 2018 to

35×10^6 mpn/100ml
fecal coliform on December 2018

The Program was implemented at Estero de Kabulusan in Tondo, Manila from December 2017 until December 2018.

A total of 19,000 Mabuhay Balls were made for the Program and dropped at the Estero de Kabulusan in Tondo, Manila. LANDBANK volunteers and those from MBSPPPI partner institutions worked together for the Program. DENR's Environmental Management Bureau of NCR (EMB-NCR) supported the Program by conducting water quality sampling to assess the effectiveness of the intervention.

The EMB-NCR monitored the Estero's water quality monthly based on DENR's Water Quality Guideline and General Effluent Standards under 2016-08. Among the various parameters to assess water quality, the fecal coliform's decreased levels showed promising results. Fecal coliform is part of the Total Coliform group but this is specifically found in human or animal waste. Its presence in the environment could be attributed to improper waste disposal.

Campus Tours

A series of campus tours, known as “Binion School Tour”, an MBSPPPI’s IEC Campaign, was designed for public high school students in Manila to educate them on the proper solid and liquid waste management under the concept of “3Rs plus D” or “Reduce, Reuse, Recycle and Discipline.”

There were 10 Binion School Tours held in 2018 where 2,058 students participated, or 113 more students from 2017. School recipients were identified by the Youth for Environment in Schools Organization (YES-O) of the Division of City Schools (DCS) Manila which include: Osmeña, Nolasco, Villamor, Maceda, Calderon, Lakandula, Magsaysay, EARIST Vocational, and Manila Science High Schools, and Aguinaldo Integrated School.

The student participants received the upcycled rulers made from waste polystyrene products from program partner Polystyrene Packaging Council of the Philippines (PPCP) while a video produced by the MBSPPPI called “That Thing Called Basura” was also shown to the students to help promote proper waste management.



Ecobrick Program

LANDBANK’s Ecobrick Program which started in July 2018, is a volunteer-based activity intended to manage solid wastes, particularly single-use plastic materials as well as to impart to LANDBANK employees the value of recycling. It is also both a mind-set change and paradigm shift from considering used plastics with no value to treating them as possible important raw materials.

In 2018, the Bank received an Environmental Impact Award during the 6th Philippine Council of Associations and Association Executives (PCAAE) Associations Summit at Subic Bay Exhibition and Convention Center, Subic Bay Freeport Zone, Olongapo, Zambales on November 23, 2018. The award, under the PCAAE’s Outstanding Project Awards, is given to organizations that have demonstrated outstanding achievements in helping the environment, empowering people, serving communities, enhancing trade and industry, developing technology solutions, and being agents of change.

LANDBANK was ranked by online global community, www.gobrick.com as the Number 1 ecobricking community in the world with 2,422 members and 2,877 ecobricks made as of December 31, 2018.





Gawad Sibol Program

The Gawad Sibol Program began in 2006 in order to :

- 1 Reforest, protect and increase biodiversity of denuded watersheds across the Philippines
- 2 Contribute to the National Greening Program (NGP) of the Department of Environment and Natural Resources (DENR)
- 3 Help mitigate the impact of global warming and climate change, and minimize floods during typhoons in the covered areas
- 4 Empower local community groups, indigenous people and peoples' organizations as partners for the Program's success and sustainability; and
- 5 Provide volunteerism opportunities to LANDBANK employees.

Now on its third phase, the Gawad Sibol Program accomplished the following:



From 2006 to the end of 2018, the Program has increased the number of areas covered across the country to a **total of 25 sites and 114 hectares in land area.**

304-1, 304-2, 304-3

As the financial channel in mitigating climate change and adapting programs and projects of the government in preserving and nurturing the environment, it is in the Bank's preeminent nature to protect the habitat and source of growth of its mandated sector.

The Philippine Eagle

The Philippine Eagle, with only 400 pairs remaining in the wild, is now considered as critically endangered due to illegal hunting, and deforestation, which adversely affect its habitat. The Philippine Eagle Foundation (PEF) in Davao City hopes to increase the Philippine Eagle's population through a holistic approach of public education, research, and captive breeding. For 30 years, the PEF has been at the forefront of efforts to save the national bird and its forest habitat. It has spearheaded various campaigns dedicated to the conservation and protection of the endangered Philippine Eagle.

With the financial support from the Bank in 2017, the Captive Breeding Facilities were finally completed in 2018. For this, LANDBANK was hailed as the sole institution dedicated to finance the breeding of the national eagle.





Customer Service



Frontline Service Champion Recognition Bolsters Customer Connection

LANDBANK continues to exemplify its commitment to its mission of delivering timely and responsive financial and support services to meet the needs of its customers. This is evident on how the Bank stays connected and maintains its close relationship with its customers. In 2018, the Bank greatly improved its call answer rate, email response rate and resolution rate in managing complaints. Its service level, email service, and complaint management performance all fared better compared to the previous year by 34.15%, 19.92% and 3.81% respectively.

The Bank's overall customer care performance was notable in 2018. It is affirmed with a recognition it received from the Civil Service Commission (CSC) as one of three (3) Frontline Service Champions for its work in complying with the Anti-Red Tape Act (ARTA) of 2007 during the Commission's Service Excellence Hall of Fame Awards last January 2018. The CSC conferred the award during its Thanksgiving celebration, which coincided with the 10th year of the ARTA law that aims to improve frontline service in government offices.

LANDBANK garnered its highest ARTA Report Card Survey (RCS) rating of 88.14% in 2015 – one of the highest among government agencies surveyed between 2010 and 2017. The ARTA RCS provides a quantitative measure of the quality and efficiency of government frontline services through compliance with the ARTA provisions and overall satisfaction of clients.

LANDBANK also achieved 100% and 89.40% resolution rates of all concerns referred by the CSC's Contact Center ng Bayan (CCB) from 2012 to 2016 and in 2017, respectively. CCB serves as the government's primary helpdesk for citizens' inquiries and assistance for frontline service procedures.

LANDBANK was also conferred with the Seal of Excellence Award Hall of Famers for being among the three agencies that earned the most number of Citizen's Satisfaction Center Seal of Excellence Awards (CSC-SEA), with a total of 24 Seals from 2010 to 2016. The Seal of Excellence is given to agencies that garnered an 'excellent' rating in the RCS through a "mystery client validation," and passed the validation process.

"These recognitions from the CSC inspire us to keep on innovating to improve our frontline service delivery. Through the hard work and dedication of our employees, rest assured that LANDBANK will continuously uphold the highest standards in servicing our clients and the public at large," said LANDBANK President and CEO Alex Buenaventura.

Indeed, LANDBANK's latest award among many only strengthens its resolve to sustain its quality service delivery for its customers, whose growth and success are also the Bank's.

LANDBANK Human Resources Management Group Head & Vice President Joselito B. Vallada (center) received the plaque of recognition during the Civil Service Commission's thanksgiving celebration on January 22, 2018. With him are: (from left) CSC National Capital Region Director IV Judith Dongallo-Chicano, CSC Commissioner Leopoldo Roberto W. Valderosa, Jr., CSC Chairperson Alicia Dela Rosa-Bala, LANDBANK Employee Relations Department Manager Mira Leah B. Patio, Assistant Department Manager Salve Trinidad P. Malijan, and CSC Commissioner Robert S. Martinez



"Through the hard work and dedication of our employees, rest assured that LANDBANK will continuously uphold the highest standards in servicing our clients and the public at large."



Connecting from the Heart

Strengthening stakeholder relations essentially begins with the Bank's most important stakeholder – its customers. As it continuously seeks to improve how to better understand its customers, it also needs to more closely consider their needs by first learning how to connect with them and creating authentic relationships.



86.20%

Answer rate in service level

CUSTOMER CARE PERFORMANCE HIGHLIGHT

	2018	2017
Service Level		
 Received	415,813	489,461
Answered	358,430	254,755
Answer Rate	86.20%	52.05%
Email Service		
 Received	177,750	209,709
Responded within T.A.T.*	160,793	147,938
Response Rate	90.46%	70.54%
Complaint Management		
 Received	889	505
Closed (as of Dec 31)	863	471
Resolution Rate	97.08%	93.27%

*Turnaround time

LANDBANK received a **Certificate of Collaboration** from the Strategic Action and Response Office under the Office of the Cabinet Secretary for the Bank's compliance in the implementation of the 8888 Citizen's Complaint Hotline.

The Corporate Affairs Department-Customer Care Center, as central repository of complaints, was commended for exceeding the compliance baseline rate and for garnering a resolution rate of 95% for closing and resolving 298 cases from 311 total complaints and concerns.

Product Portfolio Development

Since LANDBANK is an advocate of countryside development that transforms the lives of the marginalized, it continuously develops its internal capacities in order to provide cutting edge products and services that addresses their needs. To continually improve efficiency and service delivery, the Bank pursues the expansion of its delivery channels, creating convenient access to banking services, customer-focused bank products and services, and cash management services to the National Government. The Bank also maintains a healthy working environment and ensures that clients are comfortable and safe within its premises.

Product Responsibility

Product responsibility is part of the Bank's strategy in granting optimal services that are consistent with a constantly improving customer service and a closer and trusting relationship with its stakeholders. The Bank values the earned trust of its clients by meeting their expectations and incorporating their needs in the Bank's value chain. It also utilizes core banking processes through its Quality Management Systems, improving its delivery channels and being consistent with its transparency, enhancing its information technology infrastructure, nurturing long-term partnerships and recognizing best practices and exceptional performance.

103-1, 103-2, 103-3, 417-1

Customer Privacy

LANDBANK firmly adheres to its responsibility towards confidential information given by its customers. Unless in cases authorized by law, the Bank is accountable and compelled to protect every customer information.

The Bank's Compliance Management Group, Legal Services Group, and other authorized units are in-charge of handling customer privacy, reviewing guidelines and policies, executing strategies, establishing internal controls to protect customer data and ensuring that these data are not compromised.

LANDBANK's data privacy is in accordance with the Data Privacy Act. The Bank continues to educate its employees on the significant role of confidentiality and data privacy of customer's information.



Customer Satisfaction

Retaining customers who are more than satisfied with the Bank's performance and responds to their needs is key in expanding LANDBANK's scope and presence to more unbanked areas. Moreover, it is the catalyst that sustains the Bank's financial inclusion mandate.

The Bank values its clients by prioritizing their health and safety in all its branches and satellite offices. This is also given consideration when designing various products and services.

The Bank also constantly improves its services to better address stakeholder concerns and expectations by effectively monitoring client satisfaction through its help desks, direct queries and complaints to its frontline officers, as well as feedback from consultation meetings.

The Corporate Affairs Department leads the customer servicing through the Customer Care Center which includes a 24/7 hotline, email, and social media channels for improving customer inquiries and concerns. On the other hand, the Strategic Planning Group is responsible for improving customer service, measuring satisfaction and product development.



103-1, 103-2, 103-3, 416-1

LANDBANK's Delivery Channels

In 2018, LANDBANK added three (3) initiatives in order to further reach out to its stakeholders and clients:

<p>Electronic Salary Loan (eSL)</p>	<p>Electronic Salary Loan (eSL) is a new electronic-based salary loan product of LANDBANK that offers eligible employees of government agencies and private institutions with a facility to apply for salary loan, inquire loan details, inquire loan payment history, make loan payment through LANDBANK's electronic banking channels such as the Mobile Banking Application (MBA) and receive notifications through SMS or email.</p>
<p>Interbank Fund Transfer via InstaPay</p>	<p>InstaPay is an electronic fund transfer (EFT) facility that allows LANDBANK clients to transfer PHP funds to other participating BSP-supervised banks and non-bank electronic-money issuers in the Philippines using the LANDBANK iAccess and Mobile Banking Application (MBA). The funds are credited real-time to the receiver's account upon successful transaction.</p>
<p>LBP Minimum Access Volume (MAV) Rice Auction System</p>	<p>LBP Minimum Access Volume (MAV) Rice Auction System is a system developed by LANDBANK for the National Food Authority (NFA) Council on the auction of service fees on rice importation based on the minimum access volume guidelines by NFA.</p>



For a complete list of the Bank's continuing products, services, programs, channels, and facilities, kindly refer to the Bank's website at www.landbank.com.



Employee Development



Mindset for Quality Drives Growth for the Bank

In adhering to its mission for its employees, LANDBANK supports home-grown initiatives encourage volunteerism, cultivate a healthy work environment, and promote diversity and equal opportunities for professional growth and advancement. Among the Bank's initiatives for work improvement through employee participation is the Quality Circles Program (QCP).

The QCP has seven objectives including: (1) promoting continuous improvement and innovation; (2) enhancing performance leading to better products, services and processes; (3) recognizing and the sharing and adoption of innovative ideas; (4) developing team spirit, harmonious work relationship and more effective team work; (5) improving communication and building an attitude of problem prevention; (6) encouraging job involvement, enriching leadership qualities and personal development; and (7) expanding analytical capabilities and stimulating problem-solving skills of employees.

The Quality and Innovation Committee (QIC) provides guidance in the implementation of the QCP. It is chaired by the Corporate Services Sector head with the heads of the Agricultural and Development Lending Sector, Branch Banking Sector, Operations Sector, Treasury and Investment Banking Sector and Strategic Planning Group, as members. The program is spearheaded by the Quality Management Department.

The QCP has two categories: (1) Volunteer Functional Unit which is composed of QC teams whose members belong to the same functional unit while (2) Unit-Management & Leadership Development Program (MLDP) Collaboration is composed of QC teams formed through a partnership between MLDP teams e.g. Management Training Program (MTP), Leadership Development Program (LDP) with co-members of a Bank unit where the project will be implemented. The Human Resource Management Group head also participates in the QIC as panel for final project presentations of QCP teams under the Unit-MLDP Collaboration Category.

Two runs of QCP competition are conducted annually. The teams undergo a two-day Basic Course on Quality Circles that introduces them to the various tools used to analyze work problems, formulate and assess possible solutions, and devise action and implementation plans towards work improvement. QMD assists the teams through coaching sessions and consultation meetings. Mock presentations before selected Group and/or Department Heads are arranged in order to prepare the teams for their final project presentations. Each team presents their implemented project to the QIC, which also serves as a pre-qualification for the annual Bankwide competition. Three (3) winners from each batch/category compete and vie for cash prizes.

On February 20, 2018, LANDBANK held its first-ever Bankwide Quality Circles Competition where nine teams competed. The competition was meant to encourage healthy competition to promote a culture of quality in the bank, to discover and recognize creativity among the employees; spot for initiatives that can be replicated internally, and develop LANDBANK's homegrown QC teams that are ready to compete with other QC teams outside the Bank. While the final project presentations are evaluated by the QIC, the Annual Bankwide Competition are judged by esteemed quality practitioners from various industries.

As of December 2018, the QCP produced 36 Quality Circles composed of 152 individual participants with projects focused on reduction of turn-around time/retrieval time, elimination of non-value adding days, enhancement/streamlining of processes, improvement of tools, resource optimization, and improvement of knowledge, among others.

As the QCP produces projects that further increase the Bank's efficiency and competitiveness while constantly improving employee morale, it hopes to further develop solution-driven and quality-oriented individuals who will each contribute to the Bank's growth and success.



The winners of the 2nd Bankwide Quality Circles Competition (from top) The Collaborators from Southeast Luzon Branches Group (Project Sponsor: FVP Marilou L. Villafranca) emerged as Champion, HRMG Force from Human Resource Management Group (VP Joselito B. Vallada) was adjudged as 1st runner-up, and Cost Cutter Dynamism from Central Clearing Department (Project Sponsor: AVP Joseph R. Castillo) was awarded the 2nd runner-up.

This intrinsic concern for its employees' welfare is deeply embedded in the Bank's culture and consistent with its tagline: "We help you grow," that applies to employees from the moment they are hired until they exit from the Bank.

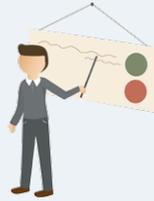


Promoting a Culture of Excellence

As strategic partners in helping fulfill the Bank's mission, Landbankers are given every opportunity to contribute and showcase their talents. The Bank considers its employees as its precious social capital and enables their continued and further growth through structured training that will help develop their full potential.

99.32%

Personnel trained



811

Newly-hired employees attended the LANDBANK in Perspective Program



However, the employees are also given opportunities where they can contribute to both their own professional advancement as well as helping boost the Bank's performance through employee generated initiatives. In doing so, LANDBANK inculcates and cultivates a habit and inculcating a culture of excellence.

Increasing Employee Value through Training

Recognizing the value of its employees, LANDBANK's Organization Development Department (ODD) provides the necessary learning and development programs to enable the Bank's talent pool to become better at what they do. This intrinsic concern for its employees' welfare is deeply embedded in the Bank's culture and is consistent with its tagline "We help you grow," which applies to employees from the moment they are hired until they exit from the Bank.

In 2018, 811 newly-hired employees attended the LANDBANK in Perspective, an employee orientation program which aims to facilitate their smooth integration into the LANDBANK culture. On the other hand, 91 would-be retirees attended the Towards New Horizons: A Pre-Retirement Seminar, to empower them with the right tools needed in making informed decisions to guarantee a productive life beyond LANDBANK.

For this year, a total of 8,532 (or 99.32%) personnel of the Bank were trained.

Learning Management System

The ODD, in strategically partnering with internal subject matter experts, administered five (5) new courses via the LANDBANK e-Learning Access Portal (LEAP) in 2018 with an average passing rate of 98.4%.

With the creation of the Bank's LEAP, Landbankers are given an alternative mode, other than face-to-face classroom trainings, to avail of the Bank's L&D programs.

2018 New Courses offered via LEAP

	Response Rate	Passing Rate
BASIC TRADE TRANSACTIONS	96%	100%
BBS ON-LINE ASSESSMENT (4 MODULES)	(PER MODULE) 99%	99%
BUSINESS CONTINUITY MANAGEMENT AWARENESS	96%	95%
ENTERPRISE RISK MANAGEMENT	96%	99%
INTEGRATED MANAGEMENT SYSTEM	93%	99%



Average Number of Training Hours

103-1, 103-2, 103-3, 404-1, 404-2



Type and Scope of Skills Management Programs Offered in 2018

(FUNCTIONAL GROUPING & NUMBER OF PEOPLE TRAINED)

BRANCH BANKING	24,009
INTEGRATED MANAGEMENT	13,365
INFORMATION TECHNOLOGY	3,911
CREDIT MANAGEMENT	1,796
CULTURE BUILDING	1,341
FINANCIAL MANAGEMENT	1,339
CUSTOMER SERVICE	1,260
PERSONALITY DEVELOPMENT	1,181
TRADE	1,009
MANAGEMENT AND LEADERSHIP	961
HUMAN RESOURCES	807
COMPLIANCE MANAGEMENT	759
SUPERVISION	675
RISK MANAGEMENT	509
PROPERTY APPRAISAL	411
COMMUNICATION	305
MARKETING	296
AUDIT	281
TREASURY MANAGEMENT	237
LEGAL	212
PROCUREMENT	189
FINANCE MARKET ANALYSIS	145
AGRARIAN	136
TRUST	130
FACILITIES MANAGEMENT	62
SECURITY	61
OFFICE MANAGEMENT	60
DATA ANALYSIS	59
REMITTANCE	51
CORE BANKING	48
ENGINEERING	46
ADMINISTRATIVE	45
INVESTMENT BANKING	22
SYSTEMS DESIGN AND MANUALIZATION	3

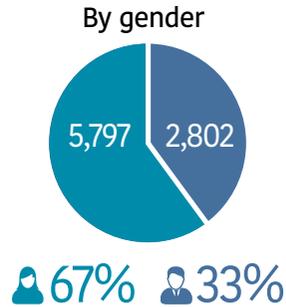
TOTAL

55,721

The LANDBANK Workforce

(Regular Employees)

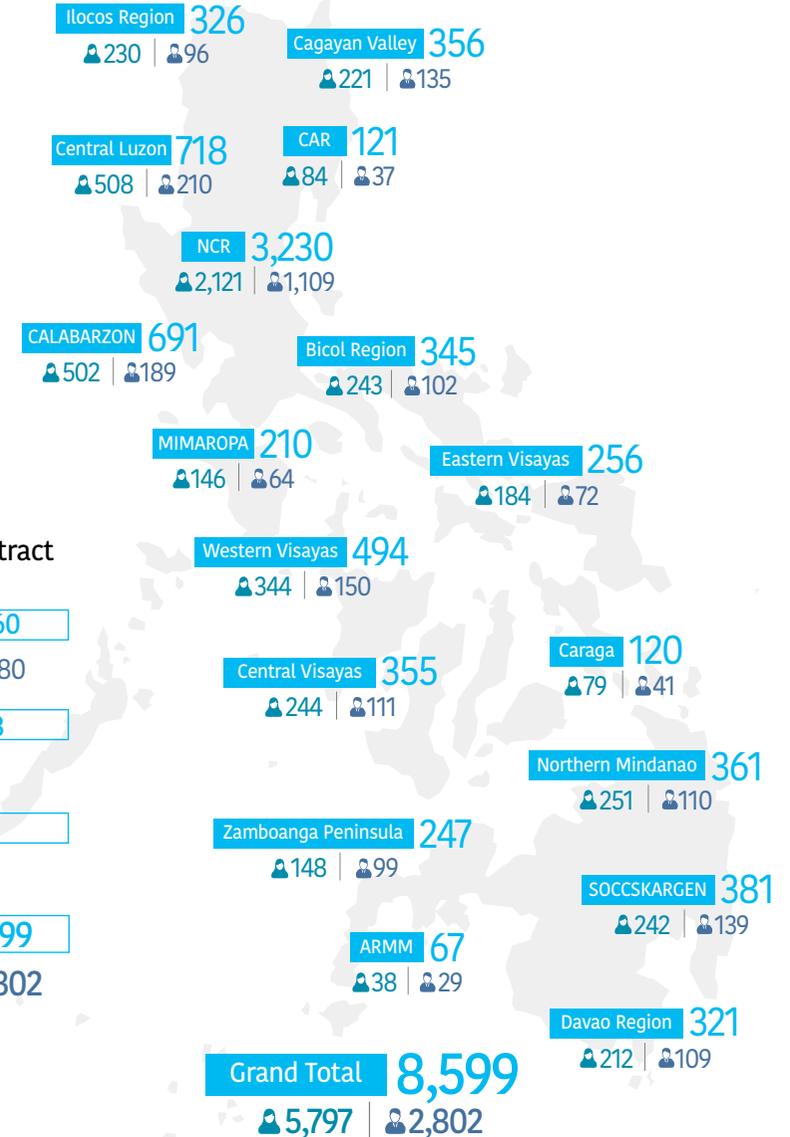
LANDBANK embraces diversity as it addresses various marginalized sectors. Women outnumber the men two to one in the Bank. Its employee demographic breakdown show a robust pool of both young and senior talents that will sustain the institution, providing the necessary mechanisms that manages and evaluates the Bank in the long-term.



Ratio of basic salary and remuneration



Total workforce by region and gender



By remuneration (number & average basic salary)

Category	Number	Average Basic Salary
Head Office	1,415	P58,927.40
Field Units	4,382	P48,241.73
Total	5,797	
Head Office	863	P61,011.05
Field Units	1,939	P50,983.15
Total	2,802	

By age group

Age Group	Number	Women	Men
Under 30 years old	2,666	1,862	804
30-50	4,271	2,921	1,350
Over 50 years old	1,662	1,014	648
Grand Total	8,599	5,797	2,802

By employment contract and gender

Contract Type	Number	Women	Men
Permanent	8,560	5,780	2,780
Co-terminous	38	17	21
Temporary	1	0	1
Grand Total	8,599	5,797	2,802

I. Standard Allowances, Benefits, and Incentives provided by the Bank to All Qualified Employees:

1. Standard Allowances and Benefits

- Personnel Economic Relief Allowance
- Uniform/Clothing Allowance
- Year-End Bonus and Cash Gift
- Mid-Year Bonus

2. Specific-Purpose Allowances and Benefits

- Representation Allowance (Pay Grade 8 and up)
- Transportation Allowance (Pay Grade 8 and up)
- Per Diem
- Honoraria
- Night-Shift Differential
- Overtime Pay
- Subsistence Allowance
- Special Counsel Allowance
- Overseas and Other Allowances for Government Personnel Stationed Abroad

3. Other Allowances and Benefits granted under Specific conditions and situations

- Magna Carta for Public Health Workers
- Program on Awards and Incentives for Service Excellence (PRAISE)
- CSC Honor Award Program
 - Dangal ng Bayan Award
 - Presidential Lingkod Bayad Award
 - Civil Service Commission Pagasa Award
- Awards for Individual Excellence
 - Perfect Attendance Award
 - Professional Award
 - Trailblazing Products and Service Program
- Awards for Milestone Years of Service
 - Loyalty Award
- Awards for Group Excellence
 - Award for Institutional Achievement
 - Branch Banking Award
 - ADLS Awards of Excellence for Lending Units
 - Audit Achiever's Award

4. Incentives

- Anniversary Bonus
- Collective Negotiation Agreement (CNA) Incentive
- Productivity Enhancement Incentive
- Performance Based Bonus

II. Indirect Compensation:

- Bank Share to Provident Fund
- Bank Share to GSIS
- Bank Share to Pag-IBIG
- Bank share to PHIC

III. Reimbursable Expenses:

- Mobile Communication Facility
- Extraordinary and Miscellaneous Expense Fund (PG 13 and Up)

IV. Medical / Health Care / Life Care Benefits:

- Financial Assistance for Dreaded Diseases
- Loss of Life and Disability Benefit Plan
- Mutual Aid Benefit Program
- Mandatory Annual Medical Examination
- Flu Vaccination
- Access to Emergency Medicines for Field Units Employees

V. Leave Benefits:

- Sick Leave
- Vacation Leave
- Maternity Leave
- Paternity Leave
- Maternity and Paternity Leave for Adoptive Parents
- Parental Leave for Solo Parents
- Special Emergency Leave
- Special Leave Privilege
- Special Leave for Women (Magna Carta of Women)
- Sick Leave with Full Pay
- Extension of Sick Leave with Half Pay
- Rehabilitation Leave
- Study Leave With Pay
- Forced Mandatory Leave
- Compensatory Service
- 10-Day Leave under Republic Act No. 9262
- LBPEA Time-Off
- Muslim Holiday in Areas outside the Autonomous Region
- Monetization of Leave Credits
- Terminal Leave

VI. Others

- Financial Assistance and Relief Goods
- Floral Wreath for Deceased Employees, their immediate family members and Retirees
- Shuttle Service

Labor and Management Relations

LANDBANK understands the importance of freedom of association at the workplace to ensure that employees are provided with a platform where they can share their concerns as a group. The Bank realizes the mutual benefits gained when such freedom is guaranteed. Collective Negotiation Agreement (CNA) embodies the intent and purpose of Management and employees to promote and improve the industrial relations between them. The CNA outlines the terms and conditions of employment to ensure a safe working environment for all employees including proper wages, working hours, health and safety, as well as overtime services.

Respecting the rights of its employees to form associations, LANDBANK ensures that the development and conduct of CNA is guided by laws, rules and regulations issued by the CSC and Public Sector Labor-Management Council. The Bank conducts collective negotiations with the Land Bank of the Philippines Employees' Association (LBPEA), representing the rank-and-file employees, every three years. Additionally, monthly and periodic town hall meetings happen between the Management and LBPEA to address issues that impacts on employee welfare. A representative from the LBPEA is given the opportunity to talk to the Bank's newly-hired employees during the employee orientation seminar also known as LANDBANK in Perspective.

102-41, 103-1, 103-2, 103-3, 402-1, 407-1

The Bank's 6th CNA specifically echoes the following provisions for the 1987 Philippine Constitution granting to government workers the right to form unions and to collective negotiations:

Article IX (B) Section 2 (5)	The right to self-organization shall not be denied to government workers.
Article III Section 8	The right of the people, including those in the public and private sectors, to form unions, associations, or societies for purposes not contrary to law shall not be abridged.
Article XIII Section 3	The State shall afford full protection to labor, local and overseas, organized and unorganized, and promote full employment and equality of employment opportunities for all. It shall guarantee the rights of all workers to self-organization, collective bargaining and negotiations, and peaceful concerted activities, including the right to strike in accordance with the law. They shall be entitled to security of tenure, humane conditions of work, and a living wage. They shall also participate in policy and decision making processes affecting their rights and benefits as may be provided by law.

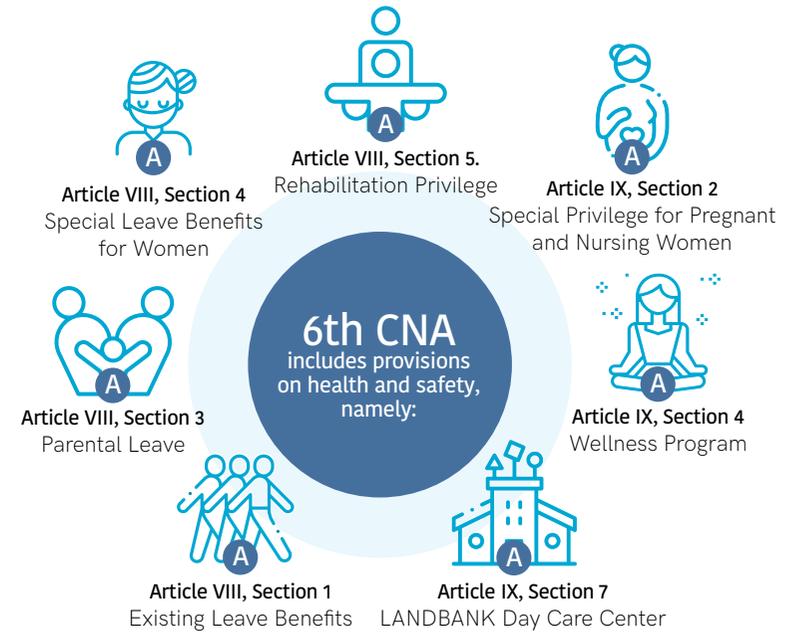
The 6th CNA between LANDBANK and LBPEA was concluded on December 15, 2017. This Agreement is effective for the period 2017 to 2020, which issued amendments to the 5th CNA:

Article XI Section 1	The Bank agrees to work for the improvement of existing benefits in accordance with improvement in productivity and service delivery consistent with existing laws, rules, regulations and guidelines.
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Occupational Health and Safety

LANDBANK’s Health and Safety Committee (HSC) serves as a planning and policy-making body for all matters pertaining to occupational safety and health. Four (4) representatives of the LBP Employees’ Association (LBPEA) are members of the HSC representing 100% of rank-and-file employees. Membership to these committees is covered by an office order while collegial discussions, deliberations and agreements are documented in minutes of meetings, resolutions and other formal documents. The HSC was created to ensure a work environment that is free from occupational safety and health hazards in order to maintain the well-being of LANDBANK employees, as well as promote work-productivity.

The 6th Collective Negotiation Agreement covers health-related aspects, e.g., implementation of Employee Wellness program, administration of health-related benefits as prescribed by law, and special privilege for pregnant and nursing women exempting them from work-related physical exertion.



Work-related injury

Sex	Type of Injury
	<i>Multiple injuries secondary to fall</i>
1 male*	Knee cap dislocation
2 females**	Laceration

*service company worker

**1 service company worker and 1 regular employee



103-1, 103-2, 103-3, 403-1, 403-2

Human Rights

At LANDBANK, 100% of Physical Security Office (PSO) personnel are continuously trained and encouraged to attend seminars/conventions with regard to application of security, including utmost respect for human rights.

The premise and escort guards hired by the Bank have also attended trainings on the Bank's policy and the government's regulations on human rights as supervised / monitored by PSO. Moreover, the guards are required to undergo trainings at Camp Crame / Provincial PNP Office 60 days before their respective security guards' license expires.

Every first Saturdays of the month, PSO religiously conducts security briefing held at LBP Plaza attended by security guards and armored car personnel deployed in NCR Branches. The PSO likewise conducts similar security briefings to 1,763 security guards and 816 armored car crews deployed in Provincial Branches / Cash Operations Units (COU).



Caring for the professional growth and development of its employees supports the Bank's success in providing quality service for all while advancing financial inclusivity.

CSR Steering Committee

Pres. & CEO Alex V. Buenaventura
President and CEO
Chairperson: CSR Steering Committee

Members:

EVP Joselito P. Gutierrez
Head- Agricultural and Development Lending Sector

EVP Liduvino S. Geron
Head: Branch Banking Sector





EVP Julio D. Climaco, Jr.
Head: Corporate Services Sector

EVP Alan V. Bornas
Head: Operations Sector

EVP Carel D. Halog
Head: Treasury and Investment Banking Sector

CSR Technical Working Group

FVP Catherine Rowena B. Villanueva

Head: Corporate Affairs Department
Chairperson: CSR TWG

AVP Prudencio E. Calado III

Head: Environmental Program
Management Department
Vice Chairperson: CSR TWG

Members:

VP Dina Melanie R. Madrid

Head: Facilities and Procurement
Services Group

FVP Amelia S. Amparado

Head: Compliance Management
Group

VP Efren S. Tedor

Head: Physical Security Office

VP Maria Edelwina D. Carreon

Head: Internal Audit Group

FVP Noel B. Marquez

Head: Legal Services Group





Roy C. Oscillada

Executive Director: LANDBANK Countryside Development Foundation Inc.

VP Elenita C. Rapanut

Head: Branch Banking Support Development

FVP Elcid C. Pangilinan

Head: Strategic Planning Group

FVP Emellie V. Tamayo

Head: Lending Program Management Group

FVP Sofia C. Ladores

Head: Risk Management Group

DM Mira Leah B. Patio

Head: Employee Relations Department

FVP Alden F. Abitona

Head: Technology Management Group

CSR TWG Alternate Members

AVP Sheila Marie Encabo
Maria Anna Elizabeth Lado-ing
Strategic Planning Group (SPG)

Pauline Angelic Roxas
Environmental Program and Management
Department (EPMDD)
Lending Program Management Group (LPMG)

Salve Trinidad Malijan
Employee Relations Department (ERD)

AVP Alexander Lazaro
Facilities and Procurement Services Group (FPSG)

VP Benedict Vocal
Froilan Valmocena
Risk Management Group (RMG)

Atty. Romina Dalagan
Legal Services Group (LSG)

Neyzhel Miana
Internal Audit Group (IAG)

Evelyn Villaruel
Alenna Joyce Hermoso
Compliance Management Group (CMG)

Dennis Malveda
Carla Mirabueno
Branch Banking Support Department (BBSD)

Marites Laserna
Technology Management Group (TMG)

Edgardo Flores
Physical Security Office (PSO)

Julie Ann DR Ocampo
LANDBANK Countryside Development
Foundation, Inc. (LCDFI)

CSR TWG Secretariat

Julienne B. Picato
Senior Corporate Affairs Officer / Head
CAD - CSR Relations Unit

Mary Joshias C. Guan
Acting Corporate Affairs Analyst
CAD - CSR Relations Unit

Jericho B. Montellano
Corporate Affairs Analyst
CAD - CSR Relations Unit

GRI Content Index (Core)



For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report.

GRI Index Reference & Disclosure Number	Disclosure Title	Page No. and/or Direct Answer
GRI 101: Foundation 2016		
GRI 102: General Disclosures 2016		
GRI 102-1	Name of the organization	4
GRI 102-2	Activities, brands, products and services	4
GRI 102-3	Location of headquarters	10
GRI 102-4	Location of operations	6
GRI 102-5	Ownership and legal form	12
GRI 102-6	Markets served	4, 5, 6
GRI 102-7	Scale of the organization	5, 8, 9
GRI 102-8	Information on employees and other workers	60
GRI 102-9	Supply chain	22
GRI 102-10	Significant changes to the organization and its supply chain	22
GRI 102-11	Precautionary Principle or approach	Refer to p. 25 SR 2016-2017
GRI 102-12	External initiatives	7,10
GRI 102-13	Membership of associations	7
Strategy		
GRI 102-14	Statement from senior decision-maker	2
GRI 102-15	Key impacts, risks, and opportunities	8, 9, 10
Ethics and Integrity		
GRI 102-16	Values, principles, standards, and norms of behavior (Code of Conduct)	1, 22, 23
GRI 102-17	Mechanisms for advice and concerns about ethics	22, 23
Governance		
GRI 102-18	Governance structure	20
GRI 102-19	Delegating authority	20
GRI 102-20	Executive-level responsibility for economic, environment, and social topics	74, 75
GRI 102-21	Consulting stakeholders on economic, environment, and social topics	14, 15, 16
GRI 102-22	Composition of the highest governance body and its committees	20
GRI 102-23	Chair of the highest governance body	20
GRI 102-24	Nominating and selecting the highest governance body	20

GRI Index Reference & Disclosure Number	Disclosure Title	Page No. and/or Direct Answer
GRI 102-26	Board and executives' roles in the organization's mission statements, strategies, policies, and goals related to sustainability	74, 75
GRI 102-28	Evaluating the highest governance body's performance	22
GRI 102-29	Identifying and managing economic, environmental and social impacts	13
GRI 102-30	Effectiveness of risk management processes	22, 23
GRI 102-31	Review of economic, environmental, and social topics	14, 15
GRI 102-32	Highest governing body's role in sustainability reporting	12, 16, 17
GRI 102-36	Process for determining remuneration	71
Stakeholder Engagement		
GRI 102-40	List of stakeholder groups	13, 14, 15
GRI 102-41	Collective bargaining agreements	71
GRI 102-42	Identifying and selecting stakeholders	13, 14, 15, 16
GRI 102-43	Approach to stakeholder engagement	13, 14, 15, 16
GRI 102-44	Key topics and concerns raised	17
Reporting Practice		
GRI 102-45	Entities included in the consolidated financial statements	Refer to p. 192 AR 2018
GRI 102-46	Defining report content and topic boundaries	10, 13
GRI 102-47	List of material topics	17
GRI 102-48	Restatement of information	10
GRI 102-49	Changes in reporting	10
GRI 102-50	Reporting period	10
GRI 102-51	Date of most recent report	10
GRI 102-52	Reporting cycle	10
GRI 102-53	Contact person for questions regarding the report	10
GRI 102-54	Claims of reporting in accordance with GRI Standards	10
GRI 102-55	GRI content index	79, 80, 81, 82
GRI 102-56	External assurance	The report has not been externally assured

GRI Index Reference & Disclosure Number	Disclosure Title	Page No. and/or Direct Answer
Economic Performance		
GRI 200 Economic Standard Series		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its boundary	23, 29, 49
GRI 103-2	The management approach and its components	23, 29, 49
GRI 103-3	Evaluation of the management approach	23, 29, 49
GRI 201: Economic Performance 2016		
GRI 201-1	Direct economic value generated and distributed	18, 19, 29, 30, 31
GRI 201-2	Financial implications and other risks and opportunities due to climate change	29, 30, 31, 47
GRI 201-3	Defined benefit plan obligations and other retirement plans	70
GRI 201-4	Financial assistance received from government	P2.01B tax credits
Market Presence		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its boundary	Refer to p. 76, 82-83 SR 2016-2017
GRI 103-2	The management approach and its components	Refer to p. 76, 82-83 SR 2016-2017
GRI 103-3	Evaluation of the management approach	Refer to p. 76, 82-83 SR 2016-2017
GRI 202: Market Presence 2016		
GRI 202-1	Ratios of standard entry level wage by gender compared to local minimum wage	69
GRI 202-2	Proportion of senior management hired from the local community	All senior management from local community, as per governmental laws and regulations
Indirect Economic Impact		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its boundary	29, 30, 31
GRI 103-2	The management approach and its components	29
GRI 103-3	Evaluation of the management approach	29
GRI 203: Indirect Economic Impacts 2016		
GRI 203-1	Infrastructure investments and services supported	29, 30, 31
GRI 203-2	Significant indirect economic impacts	29, 30, 31, 38, 39, 40

GRI Index Reference & Disclosure Number	Disclosure Title	Page No. and/or Direct Answer
Anti-Corruption		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its boundary	22
GRI 103-2	The management approach and its components	22
GRI 103-3	Evaluation of the management approach	22
GRI 205: Anti-Corruption 2016		
GRI 205-1	Operations assessed for risk-related corruption	22
GRI 205-2	Communication and training about anti-corruption policies and procedures	68
GRI 200 Environmental Standards		
Energy		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its boundary	49, 50, 52
GRI 103-2	The management approach and its components	49, 50, 52
GRI 103-3	Evaluation of the management approach	49, 50, 52
GRI 302: Energy 2016		
GRI 302-1	Energy consumption within the Organization	49, 50
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GRI 103: Management Approach 2016		
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GRI 103-2	The management approach and its components	13, 14, 15, 50
GRI 103-3	Evaluation of the management approach	13, 14, 15, 50
GRI 303: Water 2016		
GRI 303-4	Water discharge	52
GRI 303-5	Water consumption	50
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GRI 103-1	Explanation of the material topic and its boundary	53, 54
GRI 103-2	The management approach and its components	53, 54
GRI 103-3	Evaluation of the management approach	53, 54
GRI 304: Biodiversity 2016		
GRI 304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	54, 57
GRI 304-2	Significant impacts of activities, products, and services on biodiversity	54, 55, 57
GRI 304-3	Habitats protected and restored	54, 55, 57

GRI Index Reference & Disclosure Number	Disclosure Title	Page No. and/or Direct Answer
Emissions		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its boundary	51
GRI 103-2	The management approach and its components	51
GRI 103-3	Evaluation of the management approach	51
GRI 305: Emissions 2016		
GRI 305-1	Direct (Scope 1) GHG emissions	51
GRI 305-2	Energy indirect (Scope 2) GHG emissions	51
GRI 305-3	Other indirect (Scope 3) GHG emissions	51
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GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its boundary	52
GRI 103-2	The management approach and its components	52
GRI 103-3	Evaluation of the management approach	52
GRI 307: Environmental Compliance 2016		
GRI 307-1	Non-compliance with environmental laws and regulations	none
Employment		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its boundary	Refer to p. 76, 79-82 SR 2016-2017
GRI 103-2	The management approach and its components	Refer to p. 76, 79-82 SR 2016-2017
GRI 103-3	Evaluation of the management approach	Refer to p. 76, 79-82 SR 2016-2017
GRI 401: Employment 2016		
GRI 401-1	New employee hires and employee turnover	New hires: Female 552; Male 271 Separated: Female 131; Male 82
GRI 401-2	Benefits provided to full-time employees that are not provided temporary or part-time employees	70
Labor / Management Relations		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its boundary	71
GRI 103-2	The management approach and its components	71
GRI 103-3	Evaluation of the management approach	71
GRI 402: Labor / Management Relations 2016		
GRI 402-1	Minimum notice periods regarding operational changes	71

GRI Index Reference & Disclosure Number	Disclosure Title	Page No. and/or Direct Answer
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GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its boundary	72
GRI 103-2	The management approach and its components	72
GRI 103-3	Evaluation of the management approach	72
GRI 403: Occupational Health and Safety 2016		
GRI 403-1	Workers representation in formal joint management-worker health and safety committees	72
GRI 403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	72
Training and Education		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its boundary	67, 68
GRI 103-2	The management approach and its components	67, 68
GRI 103-3	Evaluation of the management approach	67, 68
GRI 404: Training and Education 2016		
GRI 404-1	Average hours of training per year per employee	68
GRI 404-2	Programs for upgrading employee skills and transition assistance programs	68
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GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its boundary	Refer to p. 76 SR 2016-2017
GRI 103-2	The management approach and its components	Refer to p. 76 SR 2016-2017
GRI 103-3	Evaluation of the management approach	Refer to p. 76 SR 2016-2017
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GRI 405-1	Diversity of governance bodies and employees	69
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GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its boundary	73
GRI 103-2	The management approach and its components	73
GRI 103-3	Evaluation of the management approach	73
GRI 406: Non-Discrimination 2016		
GRI 406-1	Incidents of discrimination and corrective actions taken	none

GRI Index Reference & Disclosure Number	Disclosure Title	Page No. and/or Direct Answer
Freedom of Association and Collective Bargaining		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its boundary	71
GRI 103-2	The management approach and its components	71
GRI 103-3	Evaluation of the management approach	71
GRI 407: Freedom of Association and Collective Bargaining 2016		
GRI 407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	71
Security Practices		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its boundary	73
GRI 103-2	The management approach and its components	73
GRI 103-3	Evaluation of the management approach	73
GRI 410: Security Practices 2016		
GRI 410-1	Security personnel trained in human rights policies or procedures	73
Human Rights Assessment		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its boundary	73
GRI 103-2	The management approach and its components	73
GRI 103-3	Evaluation of the management approach	73
GRI 412: Human Rights Assessment 2016		
GRI 412-2	Employee training on human rights policies or procedures	73
GRI 412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	none
Local Communities		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its boundary	28, 29, 42
GRI 103-2	The management approach and its components	28, 29, 42
GRI 103-3	Evaluation of the management approach	28, 29, 42
GRI 413: Local Communities 2016		
GRI 413-1	Operations with local community engagement, impact assessments, and development programs	27, 28, 29, 38, 39, 41, 42, 43, 44

GRI Index Reference & Disclosure Number	Disclosure Title	Page No. and/or Direct Answer
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GRI 103: Management Approach 2016		
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GRI 103-3	Evaluation of the management approach	63
GRI 416: Customer Health and Safety 2016		
GRI 416-1	Assessment of the health and safety impacts of product and service categories	63
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GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its boundary	62
GRI 103-2	The management approach and its components	62
GRI 103-3	Evaluation of the management approach	62
GRI 417: Marketing and Labeling 2016		
GRI 417-1	Requirements for product and service information and labeling	62
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GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its boundary	62
GRI 103-2	The management approach and its components	62
GRI 103-3	Evaluation of the management approach	62
GRI 418: Customer Privacy 2016		
GRI 418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	none
Socioeconomic Compliance		
GRI 103: Management Approach 2016		
GRI 103-1	Explanation of the material topic and its boundary	22, 23
GRI 103-2	The management approach and its components	22, 23
GRI 103-3	Evaluation of the management approach	22, 23
GRI 419: Socioeconomic Compliance 2016		
GRI 419-1	Non-compliance with laws and regulations in the social and economic area	none



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