



BCDA Corporate Governance Scorecard Report (CGSR) CY 2021

BCDA MANDATE

Vision

Leading the way towards creating viable, sustainable and world-class economic zones for nation building through the sound and balanced conversion and development of selected military baselands.

Mission

BCDA, as the Principal Conversion Authority, commits to:

1. Accelerate the sound and balanced conversion of former of former military baselands into self-sustaining, productive-use, anchored on private sector participation and with the involvement of affected sectors and communities;
2. Optimize revenue generation from disposition of, and business developed from, Metro Manila camps to fund conversion and development;
3. Create opportunities for investment and employment in Central Luzon; and,
4. Develop a highly motivated professional workforce.

STAKEHOLDER RELATIONSHIPS

BCDA's stakeholders are as follows:

- 1) the Office of the President/National Government;***
- 2) Congress;***
- 3) the Armed Forces of the Philippines;***
- 4) the Project-Affected People;***
- 5) Local Government Units;***
- 6) BCDA's subsidiaries; and***
- 7) BCDA's Investors/Joint Venture Partners/Lessees.***

BCDA is an active partner of Government in National Development

It shall perform its functions towards this end through the responsible stewardship of the country's resources, as well as the production and creation of wealth and infrastructure necessary to support vital government initiatives.

BCDA is committed to fulfill its mandate to its stakeholders by improving the quality of life of and giving dignity to the workforce, their families and the communities that it develops through the conversion of former military bases and other properties into premier sustainable centers of economic growth.

In order to promote sustainable development following the conversion of former military baselands and the creation of centers of growth, BCDA follows an approved Master Development Plan which ensures the optimized values of land development. Likewise, BCDA secures an Environmental Compliance Certificate and complies with the Design Standards and Guidelines—such as in Fort Bonifacio—to ensure that its development is within these prescribed guidelines and that the projects and activities are environment-friendly. A joint Monitoring Team composed of BCDA representatives and its private partners is likewise in place to monitor compliance with said Guidelines. Non-compliance of which is meted with sanctions and appropriate penalties.

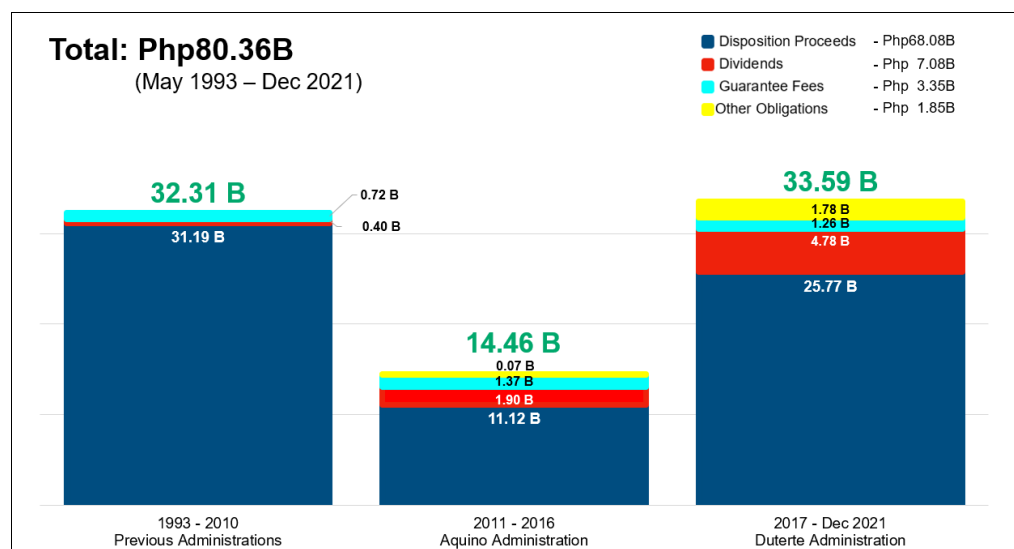
BCDA engages with its Stakeholders to improve on its services

BCDA recognizes the rights of stakeholders as established by law or through mutual agreements and encourages active cooperation between BCDA and its stakeholders.

During the past year, BCDA continued to engage with its stakeholders through the following activities:

1) Office of the President/National Government

BCDA remits the net proceeds from the disposition program to the Bureau of Treasury (Btr) on an annual basis.



**Remittance to the National Government for the year applies to the disposition proceeds of the preceding year*

Since the creation of BCDA in 1992, its remittance to the National Government (NG) has reached Php80.36 billion as of December 2021 inclusive of Php7.276 billion for remittance upon receipt of the government approvals. The said remittance consisted of Php68.80 billion in disposition proceeds, Php7.08 billion in dividends, Php3.35 billion in guarantee fees and Php1.85 billion remittances for other obligations.

BCDA's excellent performance during the Duterte administration can be attributed to the aggressive policies supported by the administration to resolve long-standing disputes over the properties or with business partners. Because of this, BCDA's remittance during the Duterte administration reached Php33.59 billion, Php19.13 billion higher compared to the Php14.46 billion remittance during the six-year Aquino administration.

BCDA also presented its infrastructure projects and programs for the approval of the Office of the President and for implementation by the concerned government entities such as the National Economic and Development Authority (NEDA) Board Committee on Infrastructure (Infracom) and/or its committees.

2) **Congress**

BCDA attended the Congressional hearings concerning BCDA-related projects and programs. It also actively participated in discussions during meetings convened by the House Committee on Bases Conversion which dealt on matters concerning policies and programs relating to bases conversion, the operation of special economic zones in former military bases, sale of military camps and disposition of proceeds thereof.¹

In 2021, BCDA actively participated in Congressional hearings on matters which will affect the interest and mandate of BCDA and submitted its position papers and other compliance reports on the following legislations:

- a. House Bill No. 63 or the proposed Amendment of RA 7227 or the "Bases and Conversion Development Act of 1992";
- b. House Bill No. 8669 or the proposed Amendment of RA 7227 or the "Bases Conversion Development Act of 1992";
- c. Senate Bill No. 1357 entitled "An Act Reforming the Corporate Income Tax and Incentive System, Amending for the Purpose Sections 4, 20, 27, 28, 34 and 290 of the National Internal Revenue Code of 1997,

¹ Republic of the Philippines, House of Representatives 18th Congress, House Committees' Jurisdiction

as Amended, and Creating therein New Title XIII, and for Other Purpose" / House Bill No. 4157 or the Corporate Recovery and Tax Incentives for Enterprises (CREATE) Act;

- d. Senate Bill No. 2122 entitled "An Act Adopting a 30-Year National Infrastructure Masterplan";
- e. House Bill No. 9349 entitled "An Act Increasing the Rate of Dividends to be Declared by Government-Owned or Controlled Corporations to the National Government and Expanding the Covered Agencies Required to Remit Dividends, Amending for the Purpose Republic Act No. 7656, entitled "An Act Requiring Government-Owned or Controlled Corporations to Declare Dividends under Certain Conditions to the National Government, and for Other Purpose";
- f. Draft National Water Resources Bill;
- g. House Bill No. 8882 entitled "An Act Revising the Charter of the City of Baguio";
- h. Draft CREATE Implementing Rules and Regulations;
- i. Senate Bill Nos. 246, 519, 894 and House Bill No. 4664 or the proposed Real Property Valuation and Assessment Reform Act;
- j. House Bill No. 9633 or the proposed National Patient Navigation and Referral System;
- k. Senate Bill No. 2296 entitled "An Act Creating the Baguio City, La Trinidad, Itogon, Sablan, Tuba, and Tublay Development Authority (BLISTTDA), Defining its Powers and Functions, and Providing Funds Therefor";
- l. Senate Bill No. 1549 entitled "An Act Creating the Regional Investment and Infrastructure Coordinating Hub of Central Luzon, and for Other Purposes;
- m. House Bill Nos. 4316 and 4462 or the proposed International Shipping Bill;
- n. House Bill Nos. 1664, 247, 3916, 4660, 5347 or the proposed RA 7309 (Board of Claims) Amendment;
- o. Olympian Memorial Bill;
- p. House Bill No. 9339 or the proposed Sustainable Sports Facilities Bill;

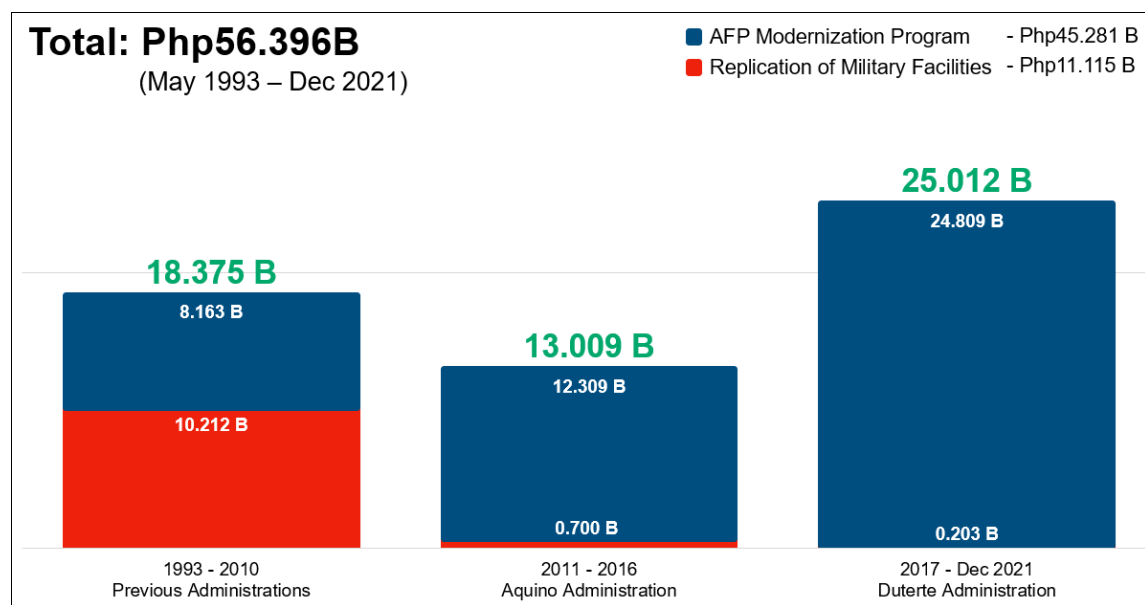
q. House Bill No. 10461 or the proposed National College for Science, Technology, Engineering, and Mathematics (NCSTEM) Act.

3) **Armed Forces of the Philippines (AFP)**

The Armed Forces of the Philippines is the BCDA’s main beneficiary. Since 2016, the BCDA started aligning all its corporate social responsibility projects to support and benefit its main stakeholder, the Armed Forces of the Philippines – and ultimately, its men and women.

BCDA’s role in modernizing the Armed Forces of the Philippines is summed up in this quote: *“We help strengthen the Armed Forces while building great cities.”*

BCDA, under the Duterte Administration pledges to “go over and above what the past BCDA has done for the military”, making investment in the Filipino soldier its avowed task and priority.



BCDA posted its highest contributions to the AFP amounting to Php25.012 billion during the Duterte administration, Php12.003 billion higher compared to the Php13.009 billion contributed during the six-year Aquino administration. The breakdown of the AFP share is as follows:

Particular	Amount (Php Billion)
AFP Modernization Program	
Remitted	38.075
For Remittance	7.206
Sub-total	45.281

Replication of Military Facilities	11.115
Total AFP Share	56.396

Furthermore, BCDA took a proactive approach in dealing with the AFP, particularly where remittance and accounting of AFP disposition proceeds were concerned. Institutional mechanisms were put in place to foster smooth communications with the AFP which included:

- a) consultations and dialogues among BCDA-Senior DND/AFP Leaders/Officials;
- b) attendance to Joint DND/AFP-BCDA Technical Working Groups regarding military replication projects;
- c) membership to the Philippine Multi-Sectoral Advisory Board (MASB) composed of representatives from key sectors of society which aims to help the Philippine Army pursue its transformation initiatives;
- d) conduct of the AFP Regional Forum as part of BCDA's Stakeholder Engagement Program; and,
- e) the formal issuances of notices/copies to concerned parties on the regular remittances by BCDA to Bureau of Treasury.

The BCDA Public Affairs Department (PAD) carried on the directives of the BCDA Board for PAD to lead the implementation of a Stakeholder Satisfaction Program. In response to this, PAD introduced its Stakeholder Satisfaction and Awareness Program to measure both impact of BCDA on the country's progress and its responsiveness to the needs of stakeholders. Recognizing that the AFP is BCDA's biggest stakeholder, PAD carried out a series of fora in different military camps in Luzon, Visayas and Mindanao. Serving as secretariat to the fora series was the Philippine Army Civil Military Operations Group.

The fora highlights two major activities: the presentation on the "Role of the BCDA in the AFP Modernization Program" by the BCDA President and Chief Executive Officer; and, the dissemination of PAD survey questionnaire intended to measure awareness and satisfaction of the military attendees in BCDA's performance under its mandate for the AFP.

As of 31 December 2021, the BCDA has conducted twenty-two (22) forums for the Armed Forces to boost awareness of programs and activities mainly benefiting the uniformed services. The list is provided below:

	Event Description	Date
1	Camp Aguinaldo for DND-AFP Metro Manila-based Public Information Officers	August 2011

2	Antipolo, Metro Manila for AFP Regional Public Information Officers	06-07 September 2012
3	3rd Infantry Division, Camp Peralta in Jamindan, Capiz	11-12 October 2012
4	Eastern Mindanao Command in Camp Panacan, Davao City	06-07 November 2012
5	Central Command in Camp Lapu-Lapu, Cebu	18-19 March 2013
6	9th Infantry Division, Camp Elias Angeles, Camarines Sur	04-05 July 2013
7	Western Command in Camp Artemio Ricarte, Puerto Princesa, Palawan	30-31 January 2014
8	North Luzon Command in Camp Servillano Aquino, Tarlac	09 September 2014
9	Philippine Army Forum, PA Headquarters	16 October 2014
10	Southern Luzon Command in Camp Guillermo Nakar, Lucena, Quezon	20 April 2015
11	Philippine Navy Governance Forum, Headquarters, Philippine Navy Naval Station Jose B. Andrada, Roxas Boulevard, Manila	25 November 2015
12	4th Infantry Diamond Division, Cagayan de Oro	26 November 2015
13	Army Wide Civil Military Operations, Baguio City	08 December 2016
14	Philippine Army CMOG, Fort Bonifacio	14 February 2017
15	Philippine Air Force, 1 st Division, 600 th Air Base Group and Air Logistics Command, Clark Air Base, Pampanga	25 August 2017
16	Forum for the Public Information Officers of the AFP held at Seda Hotel, BGC, Taguig City	01 March 2018
17	Forum for the 202 nd Infantry Brigade, 2 nd Infantry Division, Philippine Army, Lake Caliraya, Brgy, West Talaongan, Cavinti, Laguna	19 April 2018
18	Forum for the AFP Northern Luzon Command, Camp Servillano A. Aquino, San Miguel, Tarlac	31 May 2018
19	Public Information Officers Forum held at Ascott Hotel, BGC, Taguig City	20 June 2019
20	Philippine Navy Forum held at the Asero Hall, Philippine Marine Corps, Marine Barracks Rudiardo Brown, Bonifacio Naval Station, Fort Bonifacio, Taguig City	27 January 2020

21	Usapang Pangkaunlaran, Usapang Pangkapayapaan Clark: Philippine Air Force Virtual Forum	29 January 2021
22	Usapang Pangkaunlaran, Usapang Pangkapayapaan Northern Luzon: Philippine Air Force Virtual Forum	16 December 2021

4) *Project-Affected People (PAP)*

The BCDA's Social Support Division took care of the Project-Affected People (PAP) in New Clark City, by conducting dialogues and focus discussions on the effects of BCDA's projects on them and of BCDA's offer of relocation site or financial assistance. BCDA even conducted house-to-house visits to address PAP issues on livelihood projects. An inter-agency Committee composed of the Commission on Human Rights, the Philippine Commission on Urban Poor, the Philippine National Police and affected LGUs was also created to ensure that the relocation activities of BCDA are within the bounds of the law and that the rights and safety of the PAPs are protected.

Moreover, to ensure the health and well-being of the PAPs, medical and dental missions have been conducted on a regular basis to assist the PAPs who have been directly affected by the development of the area.

BCDA values the opportunity to give back the to the project-affected people and indigenous communities as it builds New Clark City.

5) *Local Government Units (LGUs)*

The BCDA is in constant consultation and coordination with the concerned LGUs when it comes to the implementation of its projects, particularly in the New Clark City. This is to get the support of the LGUs as well as ensure the smooth and speedy completion of the projects.

6) *BCDA Subsidiaries*

The BCDA had set policy directions on properties/lands to be developed in consonance with BCDA's mandate.

BCDA executed Performance Agreements (PAs) with its subsidiaries to set their respective annual key targets and to ensure that they remain committed into delivering their projects and programs. As part of its oversight function, BCDA required the subsidiaries to submit their Corporate Operating Budget for approval by the Board.

7) ***Investors/Joint Venture (JV) Partners/Lessees***

A Project Management and Monitoring Committee (PMMC), composed of members from both the BCDA and the JV partners, meet once a month to discuss issues arising from the implementation of the Joint Venture Agreement. The Agreements reached by the PMMC were submitted to their respective Boards for approval. The Top Management of the JV Partner likewise made presentations to the Board on the status of the Projects being undertaken and apprised the Board of their plans for the property.

Regular meetings with BCDA's JV Partners were also conducted to thresh out issues before they become unmanageable.

CORPORATE SOCIAL RESPONSIBILITY

The BCDA pursues with enthusiasm its various corporate social responsibility programs—reaching not only people who have been directly affected by its undertakings but also those who share the organization's aspirations for a more caring, more nurturing Philippine society.

In responding to its stakeholders, BCDA adopts the following CSR philosophy:

“We at BCDA are committed to fulfill our mandate to our stakeholders by improving the quality of life of and giving dignity to our workforce, our families, and the communities that we develop through the conversion of former military bases and other properties into premier sustainable centers of economic growth.”

The mission of BCDA, as laid down by its mandate, is to help build a strong nation and bring prosperity to all Filipinos. Its Corporate Social Responsibility (CSR) advocacies are focused towards that goal— achieving inclusive growth. Its various development projects are rooted in protecting the welfare and further improving the lives of people in the communities where BCDA and its subsidiaries operate.

Consistent with this CSR philosophy is the BCDA's two-pronged approach to deliver services to its stakeholders, to wit:

- **PEOPLE-oriented projects** geared towards improving life in communities and benefitting targeted stakeholders affected by BCDA development projects. Its objectives are succinctly encapsulated in its “Yaman at Kaalaman Alay sa Kapwa” (YAKAP) program.

- **ENVIRONMENT-oriented activities** for the protection, preservation and sustainable use of natural resources in project areas, which is appropriately expressed in KKK (Kalinga sa Kalikasan para sa Kabuhayan) program.

Serving the Military and the Communities

The extent of BCDA's CSR activities goes far beyond its considerable financial support to beneficiary agencies and contiguous cities and municipalities.

BCDA pays tribute to the men and women of the Armed Forces of the Philippines (AFP), who go above and beyond the call of duty to keep our nation free. Through its CSR projects, it aims to contribute to the development of "a world-class Armed Forces, source of national pride."

Together in Challenging Times

BCDA recognizes its duty and responsibility to support its major stakeholder, the AFP, through its "Saludo sa Sundalo" program.

The program encompasses stakeholder engagement activities that recognize the troops as a partner and as a hero, given their service and sacrifice. Aside from responding to the needs of the armed forces, the BCDA seeks to improve the quality of life of its project-affected communities, a goal that is anchored on its desire for inclusivity in its development projects. The need to win this battle against COVID-19 has unified the country. It has also put on the spotlight the frontliners, who stepped up to protect the nation and prevent the spread of the disease.

In 2021, the BCDA rose to the challenge and sought for ways to help protect the military frontliners amidst calamities—while enabling other communities to cope better amidst the pandemic—through aid and assistance.

Solidarity in Health: BCDA Supports AFP's Fundraising Activities

As a gesture of support to the military, BCDA donated personal protective equipment (PPE), including KN95 masks, to the Armed Forces of the Philippines Office of the Special Service.

The donation was given in response to the AFP's fundraising initiative, its 21-kilometer Virtual Endurance Run, which was themed, "Mitigating the Effects of the Pandemic Through Sports and Fitness."

Launched in the run-up to the AFP's 86th Foundation Anniversary, the virtual run sought to raise money for PPEs to be used by AFP health workers who have been in the frontlines against COVID-19.

BCDA, PAF Team Up to Bring Aid to Typhoon Odette Victims

Responding to the urgent call for aid in the wake of Typhoon Odette, the BCDA, in partnership with the Air Logistics Command (ALC) of the Philippine Air Force (PAF), donated relief packages to calamity-stricken families in Cebu.

The packages containing canned goods, noodles packs, rice, water, hygiene kits and other food items were turned over on December 23, 2021 to ALC Chief MGen. Florante Amano at the command's headquarters in Clark Air Base, Mabalacat.

BCDA immediately coordinated with the Air Logistics Command, recognizing the need for urgent action to help Filipinos devastated by the typhoon.

By exhibiting the spirit of *bayanihan* and remaining united amid the adversity, BCDA and PAF were able to bring temporary relief and happiness to those ravaged by Typhoon Odette, especially during the Holiday Season. BCDA was fortunate to have the Air Logistics command as an ally which can mobilize swiftly and bring aid to those in need.

Following the onslaught of the typhoon, the Air Logistics Command at the Clark Air Base worked with partners in the local community to collect in-kind donations for affected families. The said relief items were loaded into a C-130 military aircraft and transported to the calamity-stricken areas, where they were turned over to the national government through the National Disaster Risk Reduction and Management Council (NDRRMC). The NDRMMC is in charge of the distribution of the said donations.

Typhoon Odette (international name: Rai) ravaged parts of Visayas and Mindanao, leaving a trail of destruction and triggering mass evacuations.

Data from the NDRRMC showed that the reported death toll due to the typhoon reached 389 as of 27 December 2021, while the combined damage to agriculture and infrastructure amounted to Php22 billion.

On 21 December 2021, President Rodrigo Roa Duterte declared a state of calamity in areas battered by Typhoon Odette, including the regions of Mimaropa (Region 4-B), Western Visayas (Region 6), Central Visayas (Region 7), Eastern Visayas (Region 8), Northern Mindanao (Region 10), and Caraga (Region 13).

Caring for family

In line with the saying, "Charity begins at home," BCDA provided assistance to families of employees that were affected by COVID-19. Food packs amounting to Php5,000.00 were delivered to the homes of BCDA workers, who were in isolation or in a medical facility for treatment. These are meant to provide sustenance to the sick employee and/or their families, while the BCDA employee/head of family is in isolation and recovery. This benefited 233 employees from both the Manila and Clark offices of BCDA.



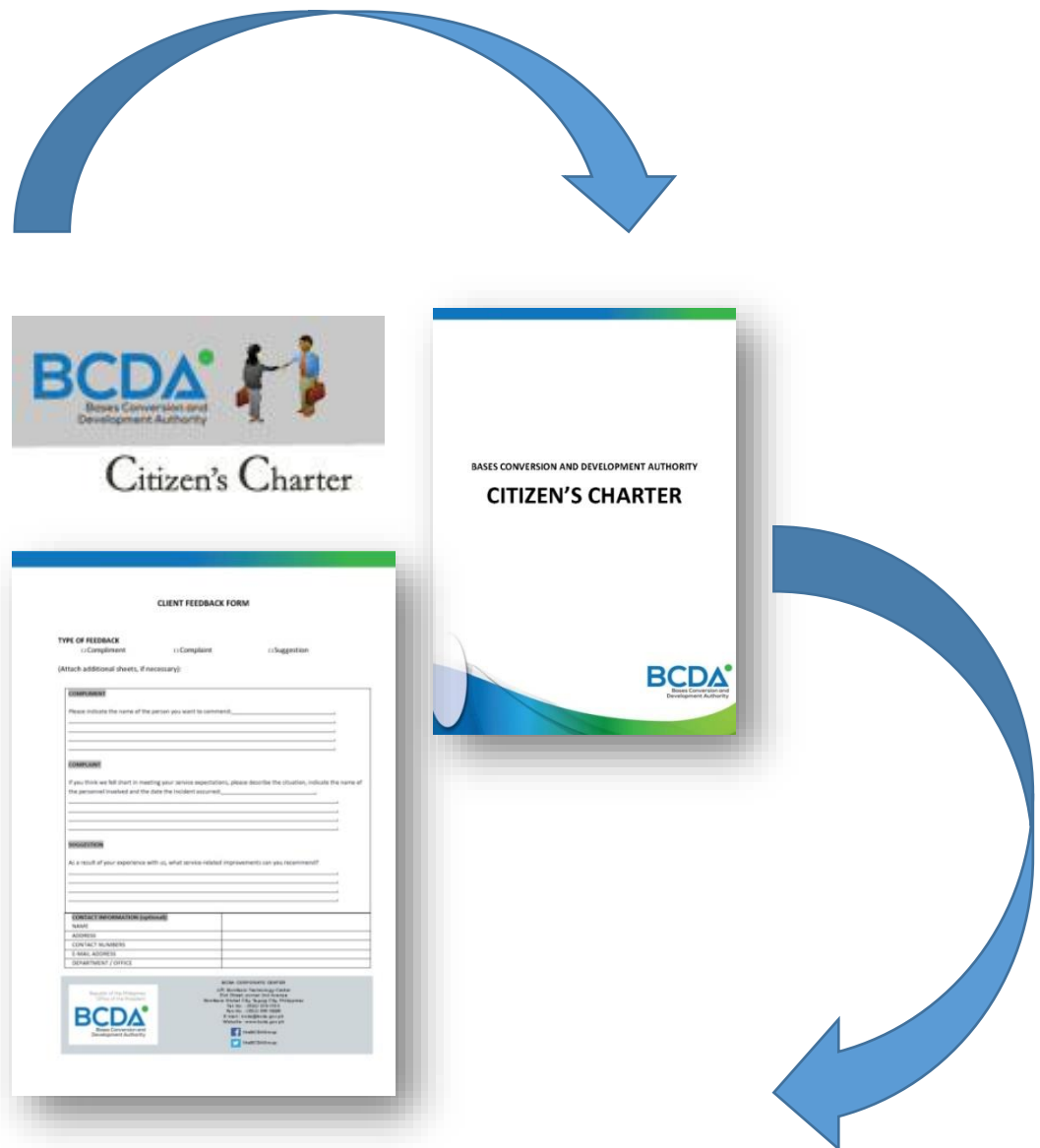
FEEDBACK MECHANISM

BCDA's stakeholders can air their concerns to BCDA through various means:

Website

The Homepage contains links to the Citizen's Charter, the Good Governance Conditions and the Corporate Governance Scorecard of BCDA.

The downloadable Citizen's Charter contains BCDA's Service Philosophy and Client Feedback Form. The charter is immediately accessible in the Home Page of the BCDA's website, www.bcdagov.ph.



The contact details of the BCDA are also published on the website in both the Home and Contact Us pages. Each page also links to the Contact Us page.

Annual Report

The Annual Report also contains the contact details of BCDA Management and the corporate office.

Feedback and other concerns such as possible violation of their rights could contact Ms. Leilani B. Macaset, Vice President of the of the Public Affairs Department, at her email address lmacasaet@bcda.gov.ph and phone number (632) 8575-1733 and also through the corporate address bcda@bcda.gov.ph, jointly managed by Corporate Communications Officer Maricar Villamil of the Public Affairs Department, along with identified departments designated by Management.

Other contact numbers of BCDA officials are declared on the BCDA Website under the BCDA Management Directory.

EMPLOYEE HEALTH, SAFETY AND WELFARE

BCDA actively implements an Occupational Health Program that aims to increase the productivity of its employees through preventive health care and wellness promotion activities.

The BCDA Occupational Health Program has several component activities that are geared towards achieving and maintaining the well-being of its employees, to wit:

- HMO coverage for all regular employees;
- On-site Annual Physical Examination (APE) for all HMO principal members and their dependents;
- On-site blood chemistry for employees with diagnosed chronic illnesses;
- Annual executive check-up packages at hospital of choice for executives occupying Salary Grade 28 positions and above;
- On-site annual vaccination program for employees and dependents;
- Medical reimbursement plan for all regular employees;
- Optical/Dental benefits for regular employees;
- Maternity benefits;

- Health and Wellness seminars held bi-annually;
- Various activities that promote a healthy and active lifestyle.

The BCDA Occupational Health programs/ activities are cascaded to the employees and published via email and posted in the bulletin board. BCDA utilizes the intranet to intensify information on health, safety, and welfare of employees.

Health and Wellness Programs conducted in 2021

- **Annual Physical Exam** under the BCDA HMO, wherein 67 out of 158 (42%) regular employees availed. The APE package consisted of a thorough physical exam with CBC, urinalysis, fecalysis, chest x-ray, pap smear for females 35 years old and above, ECG and Basic Blood Chemistry (FBS, Lipid Profile, Creatinine and SGPT) for employees 35 years old and above. 188 contractual employees out of 259 employees (73%) under DBPSC underwent mandatory APE.
- **Voluntary pneumonia and flu vaccination** were conducted starting May to December 2021. Vaccines were made available to all BCDA employees and dependents. A flu vaccination drive was conducted last December 2021 to dispose of the 2,000 flu vaccine donation from Zuellig Pharmaceutical.
- **Mandatory COVID-19 primary vaccination** of employees started March 2021 and we achieved 99% fully vaccinated status by the end of the 3rd quarter.
- **Health and Wellness Webinars** were conducted. Topics on COVID-19 VOC, vaccines, sports and fitness, mental health and nutrition were covered.
- **Mental Health Services** were made available to all BCDA employees starting August 2021. Employees have access to mental health articles, chat helpline, and online consultation through the mobile app.
- **Work-Out-Wednesdays** was launched in November 2021 wherein employees have virtual access to a variety of live group exercise classes for one hour once a week.
- **Random Drug Testing** as part of the government's anti-drug campaign. Twenty percent of the total number of BCDA's employees were randomly chosen for drug testing.

Measures undertaken to Fight COVID-19

The BCDA management considers its workforce as its most important asset. The health and wellness of its employees is the most important priority of BCDA.

For the past year, the BCDA has been diligently exerting all its efforts to make sure that all of its employees are safe and protected from the SARS-CoV-2, the virus that causes the Corona Virus Disease 2019 (COVID-19). BCDA is committed to keeping its employees safe during the COVID-19 pandemic.

The BCDA HRMD regularly issued advisories and guidelines on COVID-19 health and safety protocols as well as alternative work arrangements in BCDA offices in Taguig, Clark, and Bataan via email and social network whenever there are surges of COVID-19 infection in the workplace and there are new policies issued by the Civil Service Commission and the COVID-19 Inter-Agency Task Force for the Management of Emerging Infectious Diseases.

Implementation of Alternative Work Arrangement

BCDA continued to adopt a Work-from-Home (WFH) arrangement and implemented guidelines on COVID-19 prevention and control in all its offices and facilities in response to the “new normal” amidst the COVID-19 crisis in the country. A skeleton workforce was adopted by each group/department/unit following certain parameters.

BCDA implemented guidelines to help its employees to make a smooth paperless transactions, manage their tasks appropriately, and connect regularly.

The “Mask + Social distancing and Hand Hygiene” or MSH Formula in the workplace had been formulated for all BCDA personnel, including visitors and guests, to protect everyone against the spread of COVID-19. This formula includes the implementation of a “No Mask, No Entry Policy,” social distancing at a minimum of six feet radius, and the practice of hand hygiene.

Recommendations for office attire and grooming, proper respiratory etiquette, and disinfection protocols at home had also been specified.

Sanitation protocols and disinfection processes issued by the building administrators in the prevention, control, and management intervention of COVID-19 were advised. BCDA required all its employees and guests to use the StaySafe App to aid in the management of COVID-19 cases by

reminding people to maintain physical distance, as well as recording and monitoring COVID-19 symptoms.

Visible signs for symptom screening were posted in conspicuous places to remind the people entering the building premises.

Employees who were exhibiting symptoms of fever (>37.5 C), cough, cold, sore throat, or diarrhea were not allowed to go to work and were advised to undergo home quarantine.

Meanwhile, those with or without symptoms, but with a history of travel or exposure to a COVID-positive patient, were quarantined for at least 14 days, monitored, and tested for COVID-19, if needed, based on DOH guidelines. An isolation area in all BCDA offices were also set up for the staging of employees or guests who come in with fever or respiratory symptoms.

Testing was provided to employees and security personnel along with their family members who have had close contact with people who have contracted the virus, at no cost to them. This is one of BCDA management's efforts to ensure that employees are safe and healthy while at home with their families or even at work.

Aggressive contact tracing was done to assure that all employees who were exposed to the virus were tested. Employees were encouraged to perform self-assessment based on the "close contact" criteria of BCDA's Human Resource Management Department (HRMD).

The BCDA HRMD had also rolled out several health advisories to keep the employees aware of important information and update on COVID-19 via email and social network.

The BCDA Clinic conducted outpatient consultation safely through teleconsultation by scheduling an appointment through the Company Physician's appointment page. If a physical examination is needed, no more than one patient is allowed inside the clinic. Proper protection was provided for the clinic staff, and regular disinfection of the clinic and equipment were done.

A COVID-19 safety officer for each department was assigned to monitor control measures such as physical distancing, wearing of masks, regular disinfection, and symptom checking. The safety officers are part of the Safety and Health Committee created in BCDA.

As part of BCDA's wellness program, adequate health and psychosocial interventions, such as stress debriefings, webinars on how to boost the immune system and how to keep a balanced and healthy lifestyle, and access to online counseling were offered to employees. Proper installation,

supervision, and regular refilling of alcohol-based hand sanitizers in all BCDA offices, and dispensers were made accessible by the General Services Division (GSD) to all BCDA personnel, including visitors and guests.

To further minimize exposure to the virus, BCDA also provided free shuttle services from employees' respective residences to the office and vice versa.

BCDA Holds COVID-19 Vaccine Orientation for Staff

In preparation for the arrival and roll-out of COVID-19 vaccines in the Philippines, the BCDA Clinic organized a series of virtual COVID-19 vaccine orientation talks for its staff during the month of February 2021. The series also informed the attendees of BCDA's plans to make jobs available for its personnel and their dependents. While government workers rank seventh in the national priority list, BCDA is ready to order vaccines for its employees and their family members, who want to get inoculated as soon as possible.

Due to a limited global supply, COVID-19 vaccines in the country are given in phases to priority groups, starting with medical frontliners and senior citizens with comorbidities.

Company physician Dr. Faith Reyes discussed during the orientations the national vaccination roadmap, the science behind vaccine development, and health considerations before getting inoculated.

She stressed that with the emergence of new variants, much now depends on the pace to have more people vaccinated.

"It is a race between the virus and the vaccine. Getting the highest possible efficacy is less important than getting as many people vaccinated," Dr. Reyes said, reiterating that the benefits of COVID-19 vaccines far outweigh the potential risks of adverse reactions, as well as the risk of developing severe COVID-19 and death.

She stressed that staff with comorbidities or classified as high-risk should seek their doctor's prior advice.

Addressing the issue of vaccine hesitancy, Dr. Reyes emphasized that only vaccines with an Emergency Use Authorization (EUA) by the Philippine Food and Drug Administration (FDA) will be procured and given to the Filipinos. FDA has so far granted EUA to three COVID-19 vaccine manufacturers: Sinovac Biotech, AstraZeneca, and Pfizer-BioNTech. Their COVID-19 vaccines have undergone thorough evaluation by the FDA and a panel of the country's leading independent vaccine experts, Dr. Reyes assured BCDA employees.

While getting inoculated provides added protection against COVID-19, Dr. Reyes said coupling vaccination with mask-wearing, handwashing, and social distancing is critical to significantly slow the spread of COVID-19. Beyond personal protection, these safe and effective interventions will help the Philippines achieve herd immunity and overcome the pandemic.

Under the leadership of President and Chief Executive Officer Vince Dizon, who also serves as the deputy chief implementer of the National Task Force against COVID-19, BCDA has always prioritized the health and safety not only of its stakeholders but also of its employees amid the pandemic.

Stepping Up as Once

On January 30, BCDA joined a global corporate virtual walkathon through Vantage Fit, an app that offers employee engagement, and fitness and wellness solutions. There were 63 BCDA personnel, who participated in the virtual walkathon that ran from January 30 to March 1. The activity motivated employees to establish a work-life balance: being productive in work, while taking care of their overall well-being.

The virtual walkathon yielded a productive way to kickstart the day, as the users followed the fitness goals she or he had set for himself or herself in the app. More than a worldwide competition, the walkathon compelled the participants to compete with themselves, to gain daily progress, and to eventually become more physically fit.

The BCDA participants, who ran (or walked) to chase their personal fitness goals, helped land BCDA on the 12th spot. It's a major feat, considering that there were 74 teams that joined the competition.

With more than 3,700 employees from various corporations and countries who participated, Charlette Gingosa of the Investment and Financial Management Group, Dr. Faith Reyes, Geraldine Polintan of the Accounting and Comptrollership Department, and Elmer Elizaga and Franz Cimeni of the Property and Procurement Management Department made it to the top 100. Each participant received a prize of \$10.

Mass Swab Testing of BCDA Personnel conducted in March 2021

BCDA Personnel (Officers and Rank & File)	223
Security Guards	15
Utility Personnel and Drivers	72
Drivers who volunteered as Ambulance Drivers	2

BCDA Employees doing volunteer work at the Mega Swabbing Facilities (MSF) and Oplan Kalinga	22
Total	334

Mandatory COVID-19 vaccination

Mandatory COVID-19 primary vaccination of all employees in BCDA offices in Taguig, Clark, Tarlac and Bataan started in March 2021. By the end of 3rd Quarter, BCDA achieved 99% fully vaccinated status.

Likewise, BCDA started requiring all its visitors to present their vaccination card or RT-PCR test results valid for 72 hours before they can be allowed inside the BCDA premises. Once inside, they are required to follow all the health and safety protocols being implemented.

Sanctions Arising from Non-Compliance with the BCDA Health and Safety Protocol









On 22 April 2021, BCDA issued Office Order No. 002, Series of 2021 entitled “Implementing Rules on the Imposition of Administrative Sanctions Arising from Non-Compliance with the BCDA Health and Safety Protocol.”

The said policy was issued in furtherance of the implementation of COVID-19 prevention and management initiatives in the BCDA to provide a safe working environment and promote a culture forward thinking risk mitigation. It shall cover all BCDA personnel assigned in Taguig, Clark, Tarlac and Bataan.

The BCDA security officers were instructed to strictly monitor and report those who may be found in violation of any of the BCDA health and safety protocols. Violators of these safety and health protocols shall face administrative sanctions in accordance with the abovementioned policy.

5 **What happens if an employee violates the health and safety protocols?**

Violations

-  Miscalculation of health status in the StaySafe app system
-  Failure to use the StaySafe app system when physically reporting for work
-  Congregating during break time or mealtime for more than five (5) minutes
-  Improper wearing of the required Personal Protective Equipment (PPE), or failure to wear PPE
-  Failure to practice social distancing pursuant to IATF guidelines
-  Reporting back to work without necessary requirements/clearance
-  Improper disposal of PPE and cleaning materials used for disinfection
-  Other acts that may be considered as a violation of health and safety protocols.

Procedure	Possible offense <small>(Simple, less grave, or grave offense)</small>	Possible sanctions
<ol style="list-style-type: none"> HRMD shall issue a "Notice of Complaint" to the alleged violator. Upon receipt of a notarized explanation, HRMD shall submit the investigation report with recommendation and complete records. A formal charge may be issued thereafter, following the regular procedure provided under the 2017 Rule on Administrative Case in the Civil Service (RACCS). 	<ol style="list-style-type: none"> Simple to grave misconduct Simple to gross neglect of duty Less serious dishonesty to serious dishonesty Insubordination to gross insubordination 	<ol style="list-style-type: none"> Reprimand Suspension Dismissal

BCDA Launches WOTD

The BCDA formally launched its wellness program on May 10, 2021 through a live broadcast of its first WorkOut of The Day (WOTD). The activity was spearheaded by the BCDA-HRMD Wellness Team, with the supervision of Arrey Perez, senior vice president of the Corporate Services Group.

This BCDA-HRMD initiative aims to keep employees healthy and motivated by encouraging them to engage in at least one 20-minute fitness activity daily. The program also promotes a healthy lifestyle among the agency’s personnel, while working from home.

During the program, HRMD also introduced the fitness and sports activities that await the BCDA employees in the coming months, such as the BCDA WorkOut Wednesdays (WOW) and the virtual marathon.

The event commenced with the WOTD, where BCDA employees went all out and danced on camera to upbeat, modern music—giving everyone a much-needed break. Special prizes were also given away. The “Best in Sports Attire” awards were given to Mr. Richard Joe Mastrili, from the Community Relations and RROW, and Ms. Susan Rodriguez, from the Treasury and Project Finance Department. Meanwhile, Mr. John Chua from the Subsidiaries, Affiliates, and Projects Monitoring Department, and Ms. Hedda Rulona, from the Budget and Revenue Allocation Department, won the “Dynamite” award.

BCDA Wellness Holistic Approach

On the 10 August 2021, during the BCDA Town Hall Meeting, the BCDA HRMD, led by Dr. Faith Reyes, presented the latest information on the COVID-19 Delta variant, warning people of its higher transmissibility rate and viral load. While BCDA has been greatly successful in its vaccination efforts for the employees, Dr. Reyes reminded people to be stricter in observing the health and safety protocols of the company.

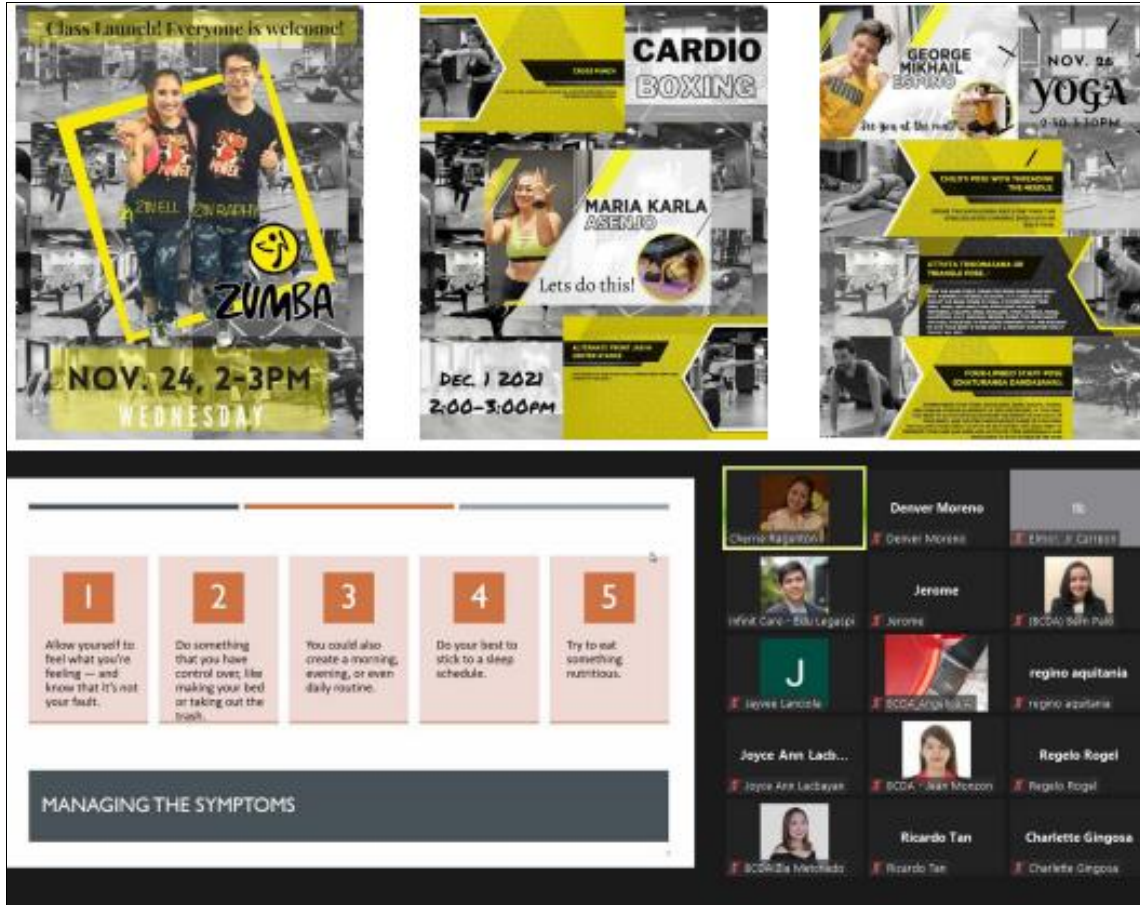
Despite these challenges, we have to be resilient, Dr. Reyes said. And the way to build resilience, she added, is to look at wellness from all angles. With this notion, she presented the “BCDA Wellness Holistic Approach,” which focuses on four main parts: 1) sports and fitness, 2) physical health, 3) occupational safety, and 4) mental health.

Physical health, Dr. Reyes explained, is about identifying the employees’ health risks and reducing these risks, and managing and preventing chronic diseases. Meanwhile, taking care of employees’ occupational safety means that BCDA is adapting healthy working conditions for the “preservation of human lives and resources, and to prevent damage or loss of properties.”

This includes safety controls, like providing shuttle services for employees, implementing the use of the StaySafe app, surrounding the office with plants (which can serve as air purifiers), installing air purifiers, etc.

Subsequently, professional triathlon coach and BCDA consultant Melvin Fausto discussed BCDA’s sports and fitness programs, which will come in four stages: data gathering, clustering (identifying the different fitness plans for each employee), awareness campaign, and virtual wellness initiatives (which includes the Work Out of the Day [WOTD] emails the BCDA employees have been getting in the past few months). Coach Fausto said, for the next phase, and when restrictions will have eased, BCDA will

organize bigger activities for the employees, like a wellness festival and other sporting events.





Occupational Safety

- **April 21, 2021** - Reconstitution of the Occupational Safety and Health (OSH) Committee S.O. No. 078, s. 2021
- **August and September 2021** - Attendance in the Basic OSH Training of Committee members



Mental Health

- **August 17, 2021** - Onboarding Session for BCDA Employees with Infnit Care, the BCDA's Mental Health Support Provider
- **September 7, 2021** - Psychological First Aid Training for BCDA employees
- **September 14, 2021** - Conduct of the Mental Health Survey
- **November 12, 2021** - Onboarding Session for the Executive Officers with Infnit Care, the BCDA's Mental Health Support Provider
- **November 15, 2021** - Webinar on Understanding Anxiety and Depression
- **November 22, 2021** - Launch of Mindful Mondays



Physical Health

- **January to July 2021** - Annual Physical Examination for CY 2021
- **November 11, 2021** - Random Drug Testing of Employees
- **December 2021** - Registration for the 2022 Annual Physical Examination



Sports and Fitness

- **May 2021** - Launch of Workout of the Day, c/o assigned departments
- **August 2021** - Launch of FB page Movers and Shakers
- **September 8, 15, 22, 29 2021** - Fitness Orientation Sessions: Corporate Services Group, Investment and Financial Management Group, Executive Offices, Conversion and Development Group and Legal Services Group
- **October 29, 2021** - Spooktacular Fitness Challenge
- **November 13, 2021** - Launch of Healthy Christmas Dish and Yule Tri Challenge
- **November 24, 2021** - Work Out Wednesday (WOW) Fitness: Zumba
- **November 26, 2021** - WOW Webinar on Healthy Eating, with Chef Namee Sunico and WOW Fitness: Yoga



Reporting to Work in BCDA based on Alert Levels

On 05 November 2021, the BCDA Management issued an advisory on reporting for work based on alert levels. This is in line with the IATF issuance on the Guidelines on the Implementation of Alert Levels System for COVID-19 Response in Pilot Areas.

All BCDA personnel were instructed to observe the following guidelines:

- Effective 08 November 2021, the work deployment schedules (Teams A and B) per department previously submitted to HRMD shall be followed based on the Alert Levels imposed in BCDA offices, to wit:

Alert Level	On-Site Capacity for Government Agencies and Instrumentalities	Capacity Per Site (with social distancing)				
		BTC	One West	Clark PMO	Motorpool/PDS	BTP
1	At Full on-site capacity (consistent with minimum public health standards)	152	101	42	27	13
2	50-70% on-site capacity (with WFH and other flexible work arrangements)	76-106	50-70	21-29	14-18	9
3	30-49% on-site capacity (with WFH and other flexible work arrangements)	46-75	30-49	12-20	8-13	7
4	20-29% on-site capacity (with WFH and other flexible work arrangements)	30-45	20-29	8-11	5-7	4
5	ECQ guidelines shall apply	Limited to personnel that will perform tasks and activities that are urgent or extremely necessary as approved by their group heads.				

BCDA's Mental Health Program for Employees

Pursuant to Republic Act No.11306 also known as the Mental Health Act (MHA) of 2018, the Civil Service Commission (CSC) issued Memorandum Circular No. 4, Series of 2020, on the Mental Health Program in the Public Sector, which took effect on January 26, 2020.

The issuance requires government agencies to develop a mental health program that shall promote overall mental wellness and provide an inclusive, conducive, and supportive work environment to ensure a productive and healthy workforce.

In this light, the BCDA aims to establish a mental health program for all its employees with the following objectives:

- Strengthen effective leadership and governance for mental health by formulating, developing, and implementing policies, strategies, programs, and regulations relating to mental health in the workplace;
- Develop a comprehensive, integrated, effective and efficient mental health program to meet the psychosocial needs of its employees;
- Protect the rights of employees with psychiatric, neurologic, and psychological health needs;
- Integrate mental health care in the basic health services and in the human resources systems and processes; and
- Integrate services promoting mental health in the workplace.

The Mental Health Program for BCDA will be undertaken through the engagement of a mental health service provider. The said program shall include activities that will look into work-related issues and concerns that affect the overall health and wellness of BCDA employees. These activities will include the conduct of first aid training on mental health to help the organization recognize early warning signs of mental health problems in the workforce; giving psychological first-response; and referring people to a mental health professional, if needed.

An easy online access to licensed local psychologists will also be made available for employees, for consultations and counseling sessions. These sessions will maintain strict standards of confidentiality.

For information dissemination, BCDA will also conduct regular mental health webinars and will send out educational email campaigns.

To institutionalize the program, a Mental Health Policy that complies with the Mental Health Act will be drawn up for BCDA. This policy shall endeavor to strengthen the management’s advocacy towards raising mental health awareness, preventing stigma and discrimination, and providing support to those who are at risk and/or with mental health conditions in BCDA.

BCDA Launches its First Mental Health Care Provider

According to several research studies, addressing wellbeing at work increases productivity by up to 12%. These studies provide strong evidence that companies with high levels of mental health awareness are more successful. BCDA is proactive in ensuring its employees’ physical and mental well-being. BCDA aims to build and maintain a healthy and happy workplace that supports and promotes the mental well-being of all employees.

During the Town Hall Meeting held on 10 August 2021, HRMD likewise presented the mental health program, primarily focused on Infit Care, BCDA’s new mental health care provider.

Infit Care has valuable features for employees: unlimited online chat consultations from 6:00 a.m. to 11:00 p.m.; content resources that include materials (articles, videos, etc.) on managing stress, easing anxiety, coping with low moods, nurturing relationships, and practicing mindfulness; and online counseling sessions.

All information gathered during the sessions—whether through chat or online counseling—will be strictly confidential, and will be kept between the employee and the counselor.

BCDA employees are encouraged to register for Infit Care using the following link: <https://tinyurl.com/BCDACares>



The image is a registration guide for the 'infinit care' app, presented as a four-step process in dark blue rounded rectangular boxes. Step 1: 'Download the app via Google Play or App Store. Search for "Infinit Care" or use the QR codes appropriate to your device.' It includes two QR codes labeled 'Android' and 'IOS'. Step 2: 'If you registered via web before, you can directly log-in with your username and password. If not, register by entering your details: o First name o Last name o Email. Nominate a password. And if applicable, use the invite code provided by your company. Skip if not applicable.' It includes two QR codes labeled 'Android' and 'IOS'. Step 3: 'Verify your account via email. Once you're done, you may access the app by logging in with your log-in details. Start reading about mental health, chatting with mental health care partners, and booking appointments!' It includes a thumbs-up icon. The 'infinit care' logo is positioned between the first and second steps. A top banner reads: 'Have you registered yet to our Infinit Care? scan these QR codes now!'.

EMPLOYEE TRAINING AND DEVELOPMENT

An annual training program (in-house) is prepared at the start of the year. The Human Resource Management (HRMD), through its training and development unit, offers various programs to professionalize the workforce such as undergoing continuing education or introducing new work standards. These programs allow the employees to hone the skills they need to perform their duties and tasks in the office, while at the same time help achieve personal growth and advancement in their careers.

Data on training and development programs for its employees are regularly cascaded and are published via email and posted in the BCDA bulletin board and on the BCDA EDGE.

As of 31 December 2021, BCDA has carried out the following:

- 6,453 training hours / 1,213 employees or a total of 5.3198 training hours per capita met
- 27 in-house trainings conducted

The list of In-House Training and Development Programs held in 2021 are as follows:

- Cloud-Based Project Management System (Smartsheet) Training
- NGAC Detailed Master Development Plan (DMDP) Workshops
- Forum on R.A. 7877 or the Anti-Sexual Harassment Act of 1995
- Orientation-Workshop on R.A. 9184
- Public Affairs Department Teambuilding
- Webinar on Understanding Gender Inequalities at the time of COVID-19 Pandemic
- Workshop on the Basics of RA 10752 and Training on the Right-of-Way Acquisition Law
- Google Forms
- Session on Cybersecurity
- #Positivitea: The Science of Happiness in the Workplace
- Seoul Smart City
- #Positivitea: The Science of Happiness in the Workplace conducted for Investment and Financial Management Group (IFMG)
- #Positivitea: The Science of Happiness in the Workplace conducted for Executive Offices (EOs)
- #Positivitea: The Science of Happiness in the Workplace
- R.A. 9184 Training for BAC for Infrastructure
- R.A. 9184 Training for BAC for Consultancy
- R.A. 9184 Training for BAC for Goods
- New Employees' Orientation Program (Batch 1)
- New Employees' Orientation Program (Batch 2)

- Psychological First Aid Training
- Constructors Performance Evaluators (CPEs) Accreditation Training
- Forum on Small Value Procurement (SVP) for Suppliers
- Webinar on GSIS Government Property Insurance
- Webinar on Understanding Anxiety and Depression
- Enhancing the Email Business Writing of BCDA
- Google Workspace Refresher Training
- Enhancing the Email Business Writing of BCDA
- Digital Media Training Sessions
- Webinar on R.A. 9262 or the Anti-Violence Against Women and Children Law
- Online Effective Business Writing Workshop

Orientation on Using HGDG for BCDA Projects

On 19 July 2021, key personnel from each department, together with the members of the Gender and Development Focal Point System (GFPS), attended the first of the two-part orientation on Gender and Development (GAD), facilitated by Maricel Aguilar.

The two-hour virtual orientation focused on the importance of understanding the gender elements in the project development cycle, which is the key in crafting the BCDA’s annual GAD plan and budget, and preparation of the GAD annual accomplishment report.

Aguilar emphasized that the participants must endeavor to gain a deeper understanding and appreciation of the GAD concepts and how they apply in the context of BCDA—instead of just treating it merely as a directive that we need to comply with. Otherwise, Aguilar said, the BCDA GAD program will never take off, and issues relating to its implementation will not be resolved.

The participants—most of whom were members of the GFPS technical working group and representatives from units involved in project development and implementation—were presented with specific and doable action items.

This was done in an effort to hand-hold these key personnel as they integrate GAD into the BCDA project development cycle.

Welcome to the E.D.G.E.

BCDA strives to continuously support employee development through continuous enhancement of knowledge, skills and attitudes aligned with the BCDA mandate.

BCDA advocates fairness and equitability in providing formal Learning and Development (L&D) interventions in a manner that all men and women regardless of employment status, age, religion, sexual orientation, ideologies & beliefs and those with special needs will receive equitable distribution of planned interventions that will enhance personal and professional growth.

The HRMD in collaboration with the Information and Communication Technology Department (ICTD) officially launched the Enhanced Digital Gateway for Employees (EDGE) during the Town Hall Meeting held on 10 August 2021.

The EDGE is the one-stop shop for the formal training programs available that aims to strengthen the competence of the BCDA employees. It is BCDA's cloud-based learning and development hub, which aims to provide BCDA personnel with easier access to learning opportunities. It offers access to a wide array of training programs, webinars, and scholarship opportunities—all of which are carefully curated to make searching for opportunities for professional development easier and more enjoyable.

Aside from the basic programs that discuss core, technical, and leadership competencies, personal development courses have also been added to balance work related interventions.

Some of the subject matters covered are communication and interpersonal skills, financial management, I.T. skills, health and wellness, personal mastery, and various general interest topics, including life skills.

It also offers asynchronous digital learning through "lunch and learn," or bitesized videos that can help BCDA employees build the necessary skills to be successful in their respective roles.

CORPORATE GOVERNANCE

The BCDA is committed to good governance practices while pursuing its mandate to develop former military bases and Metro Manila camps into centers of productive commercial use for the benefit of the country, the Armed Forces, and other government beneficiaries.

Governance Framework

BCDA adopts the Governance Commission for GOCCs' (GCG) Code of Corporate Governance for GOCCs. In doing so, it proves to be responsive to its stakeholders while serving as a responsible steward of state resources.

The BCDA Board of Directors sets policies to guide Management in carrying out its duties and responsibilities with integrity and transparency. This affirms BCDA's full compliance with the Code of Corporate Governance. In addition, the BCDA Manual of Corporate Governance serves as a guide in achieving BCDA's corporate goals while adhering to the principles of good corporate governance. The Manual, which was approved by the Board on July 09, 2014 through Board Resolution No. 2014-07-115, is envisioned to steer the organization towards excellence and competitiveness both locally and globally, as such enabling BCDA to be a valuable partner of the government in national development.

The Manual aims to set in place the promotion and pursuit of corporate governance reforms and the observance of the principles of accountability, transparency, and professionalism within the organization. It details the duties and responsibilities of the Board to the state and its stakeholders, and provides the structure through which the corporation's objectives are set and the means to achieve these.

Board Appraisal

The Board recognizes the importance and benefits of conducting a regular evaluation to determine its effectiveness. In 2021, the members of the Board conducted a self-assessment to evaluate the performance of the Board as a whole and that of the Board Committees. The members of the Board and of the Board Committees accomplished their Self-Assessment Questionnaire, answering questions which had the following criteria: Leadership, Roles and Responsibilities, Independence, Stewardship, Reporting and Disclosure.

Ethical Standards for Public Officials and Employees and the BCDA Code of Conduct

The highest standards of ethics are embodied in Republic Act No. 6713 or the Code of Conduct and Ethical Standards for Public Officials and Employees. It provides the eight (8) norms of conduct – commitment to public interest, professionalism, justness and sincerity, political neutrality, responsiveness to the public, nationalism and patriotism, commitment to democracy, and simple living.

In line with RA 6713, the BCDA Code of Conduct was developed and approved by the Board in 2015. The BCDA Code of Conduct was issued through Office Order No. 004. As described in Section 5.2, members of the BCDA Board, officers, personnel, project employees, consultants and contractual employees working for BCDA are directed to strictly observe the provisions of the BCDA Code of Conduct. Incorporated in the Code of Conduct are BCDA's Whistleblowing Policy and No Gift Policy which set forth the principles, corporate values, and rules of conduct of BCDA officers and employees in carrying out their official duties and responsibilities, taking into consideration the policies instituted by the Civil Service Commission (CSC) relating to integrity, transparency, and accountability in government.

BCDA strictly adheres to the BCDA Code of Conduct and its provisions are cascaded to new employees through the Values for Institutional Effectiveness Workshop (VIEW) conducted by the HRMD.

The Board of Directors, Top Management and Employees of BCDA, upon the discharge of his/her duties, are required to take an oath of office. It is an oath or affirmation of the public official to uphold and defend the Constitution; that he/she will bear true faith and allegiance to it; obey the laws, legal orders and decrees promulgated by the duly constituted authorities; will faithfully discharge to the best of his/her ability the duties of the office or position upon which he/she is about to enter; and that he/she voluntarily assumes the obligation imposed by his/her oath of office, without mental reservation or purpose of evasion.

Copies of said oaths are given to the public official and the same is deposited with the CSC and the National Archives.

There is also an Integrity Pledge that was issued and signed by every employee which acknowledges an employee's responsibility to serve as an example in the fight against corruption.

There are processes and steps to monitor compliance by employees, which are undertaken by the BCDA Internal Auditor. For the Board of Directors, there is a Compliance Officer assigned to monitor the same.

Whistleblowing Policy

BCDA's Whistleblowing Policy defines and prescribes the protection afforded to whistle blowers and witnesses and the conditions for entitlement to protection to deter frivolous and false disclosures. It promotes responsible reporting and disclosure of vital information in response to the detection of fraud, bribery and corruption within the organization. It aims to encourage concerned individuals to report on actions or omissions of the BCDA officers and staff, including the BCDA Board, which are deemed illegal and unethical – or those which are in violation of good governance principles and entail unhealthy business practices that are grossly disadvantageous to BCDA.

No Gift Policy

In line with Section 29 of the Code of Corporate Governance for Government Owned and Controlled Corporations (GOCCs) on policies and rules governing solicitation and acceptance of gifts and benefits, the BCDA's No Gift Policy adheres to the highest form of ethical standards and compels the BCDA organization to demonstrate fairness, professionalism and excellence in delivering quality services, without expecting any undue favor or reward.

BCDA Freedom of Information

In compliance with Executive Order No. 2 of 2016, which upholds transparency measures in the Philippine government, BCDA supports Freedom of Information (FOI) by having its own People's FOI Manual.

The Freedom of Information upholds the constitutional right of the Filipino people to access information that is of public concern. The public may request for any information or document regarding BCDA and its projects via the FOI portal.

COMPOSITION OF THE BOARD

Website

The BCDA Website contains information on the BCDA Board of Directors, which includes their biographical details, appointment date, and the number of board meetings attended in 2021.

The profile is also written on the BCDA Website, which contains biographical details of its Directors, appointment date and the number of board meetings attended in 2021.

Such details are shown below:

GREGORIO D. GARCIA III

Age 77, Filipino

Date of Appointment: 10 August 2016

Date of Oath of Office: 11 August 2016

Number of board meetings attended in CY2021: 24/24

Mr. Garcia does not hold more than five positions in Government-owned and controlled corporations (GOCCs) and publicly-listed companies

GOCC

- Chairman, Bases Conversion and Development Authority
- Member, Board of Directors, North Luzon Railways Corporation

Private but not publicly-listed company

- Chairperson, Heritage Park Management Corporation
- Vice Chairman, Fort Bonifacio Development Corporation
- Member, Board of Directors, North Luzon Railways Corporation
- Member, Board of Directors, Subic-Clark Alliance for Development Council
- Member, Board of Directors, Bonifacio Estate Services Corporation
- Member, Board of Directors, Bonifacio Global City Estate Association
- Member, Board of Directors, Bonifacio Art Foundation, Inc.
- Member, Board of Directors, Filinvest BCDA Clark, Inc.
- Member, Board of Directors, Philippine Japan Initiative for CGC, Inc.

A leading marketing and political consultant, Mr. Garcia has a strong background in banking, real estate, marketing, and branding. For 20 years, he was the chairman and chief executive officer (CEO) of the advertising agency, Leo Burnett Manila. Leo Burnett Manila is one of the biggest advertising agencies in the country.

Earlier in his career, he worked for the advertising agency Ace Compton, as creative head. He then worked for Mr. Tomas Aguirre, the founder of Banco Filipino, where he eventually became the vice president.

He was the founding director of the Advertising Board of the Philippines, founding chairman of the Creative Guild of the Philippines, and founding director of the Bank Marketing Association of the Philippines.

Mr. Garcia is a recipient of the Lifetime Achievement Award, from the Creative Guild of the Philippines, and the Maverick Award, from the Association of the Philippine Advertising Agencies.

Mr. Garcia earned his college degree at Colegio de San Juan de Letran.

ARISTOTLE B. BATUHAN

Age 55, Filipino

Date of Appointment: 14 October 2016

Date of Oath of Office: 19 October 2016

Number of board meetings attended in CY2021: 24/24

Atty. Batuhan does not hold more than five positions in Government-owned and controlled corporations (GOCCs) and publicly-listed companies.

GOCC

- Member, Board of Director, Bases Conversion and Development Authority
- Member, Board of Directors, North Luzon Railways Corporation

Private but publicly-listed company

- Member, Board of Directors, Fort Bonifacio Development Corporation
- Member, Board of Directors, Bonifacio Water Corporation
- Member, Board of Directors, Bonifacio Communications Corporation
- Member, Board of Directors, Filinvest BCDA Clark, Inc.
- Member, Board of Directors, Philippine Japan Initiative for CGC, Inc.
- Member, Board of Directors, Rosehills Memorial Management, Inc.

He was born on 07 September 1966, in Cebu City, Philippines. He obtained his Bachelor of Laws from the University of the Philippines in 1992, and his Master of Laws from the Harvard Law School, Cambridge, Massachusetts, U.S.A., in 1995. At Harvard University, his areas of concentration included constitutional law and public international law. Upon graduation from Harvard, he worked briefly as a visiting foreign attorney at the prestigious law offices of Hale & Dorr in Boston.

From 1996 to 1999, Atty. Batuhan worked as a senior associate at Sycip Salazar Hernandez & Gatmaitan, the largest law firm in the Philippines. His practice areas included corporations, foreign investments, project finance, public utilities (telecommunications and water), banking, securities, and privatization. He also has experience in corporate, civil, and criminal litigation, and has argued cases before labor and other administrative tribunals.

Atty. Batuhan was tapped to join the Presidential Management Staff, Office of the President in April 1999, with the rank of Presidential Assistant. He was tasked to review foreign-funded projects and government infrastructure contracts. He resigned his post in October 2000. Atty. Batuhan also served as senior legal consultant at the Office of the Presidential Chief of Staff in January 2006 to early 2007.

Atty. Batuhan co-founded the Batuhan Blando Concepcion Law Offices in October 2001, and was its Managing Partner until July 20, 2010, when he was appointed as Undersecretary of the Department of Transportation and Communications (DOTC). He resigned from DOTC on October 15, 2011, and resumed his private practice as special counsel at the Batuhan Blando Concepcion & Trillana Law Offices.

Mr. Batuhan serves as President and Chief Executive Officer of Motoring Ventures Phils., Inc.

VICE ADMIRAL FERDINAND S GOLEZ (RET)

Age 67, Filipino

Date of Appointment: 07 April 2011

Reappointed to the position by President Rodrigo Roa Duterte on 16 June 2017

Date of Oath of Office: 29 June 2017

Number of board meetings attended in CY2021: 24/24

Mr. Golez does not hold more than five positions in Government-owned and controlled corporations (GOCCs) and publicly-listed companies.

GOCC

- Member, Board of Directors, Bases Conversion and Development Authority
- Member, Board of Directors, North Luzon Railways Corporation

Private but not publicly-listed company

- Member, Board of Directors, Fort Bonifacio Development Corporation
- Member, Board of Directors, Bonifacio Water Corporation

- Member, Board of Directors, Bonifacio Communications Corporation
- Member, Board of Directors, Bonifacio Estate Services Corporation

Mr. Golez has a highly accomplished and well-decorated career in his naval profession. He has profound experience in leading and managing major commands of the Navy. He went on a tour of duty, at the helm of the Philippine Navy, as its flag officer in command. The flag officer-in-charge is the most coveted position in the Navy.

He rose to the top command as a manager and leader of a 23,000-strong sailor and marine force. His expertise spans naval and maritime operations, intelligence and strategic planning, national security administration, resource allocation, and organizational development. Among his major achievements are the establishment and institution of the Philippine Navy Board of Advisers (a multi-governance sector coalition, composed of experts and leaders in various sectors of society); the conduct of Maritime Security Forums from 2008-2010, for different naval forces around the archipelago; and other relevant activities that aimed to invigorate the future of the Navy.

In 2010, after a long and fruitful career in the Navy, he joined the Energy Development Corporation (EDC) as head of its Security Department. He planned, devised, and implemented a working security system to ensure uninterrupted power production in all areas where renewable power is generated.

LT GEN GLORIOSO V MIRANDA (RET)

60, Filipino

Date of Appointment: 08 January 2018

Date of Oath of Office: 24 January 2018

Number of board meetings attended in CY2021: 24/24

Mr. Miranda does not hold more than five positions in Government-owned and controlled corporations (GOCCs) and publicly-listed companies.

GOCC

Member, Board of Directors, Bases Conversion and Development Authority

Private but not publicly-listed company

Member, Board of Directors, Fort Bonifacio Development Corporation

Member, Board of Directors, Bonifacio Water Corporation

Lieutenant General Miranda had a distinguished military career. He has expertise in combat, personnel management, operational research,

strategic planning, national security administration, and strategic management.

He served as the Commanding General of the Philippine Army from 09 December 2016 to 05 October 2017. As such, he organized combat operations, prepared national defense plans, and trained army reserve units.

Prior to this, he also served as Acting Chief of Staff of the Armed Forces of the Philippines (AFP) from 22 April 2016 to 30 June 2016, and vice chief of staff of the AFP, from 08 March 2016 to 09 December 2016.

As one of the country's valiant soldiers, he served as the commander of the Northern Luzon Command in Tarlac City; served as commander of the 7th Infantry Division in Nueva Ecija; commander of the 102nd Infantry Brigade in Sarangani Province; commander of Anti-terrorism Joint Task Force GENSAN in General Santos City; battalion commander of the 25th Infantry Battalion in Maguindanao; and the task force commander of the 602nd Infantry Brigade also in Maguindanao.

He obtained his military education in 1983 from the Philippine Military Academy. He earned two master's degrees in National Security Administration and in Business Administration from the National Defense College of the Philippines and Isabela Colleges, respectively.

MR. DAVID L. DIWA

72, Filipino

Date of Appointment: 07 February 2018

Date of Oath of Office: 13 February 2018

Number of board meetings attended in CY2021: 24/24

Mr. Diwa does not hold more than five positions in Government-owned and controlled corporations (GOCCs) and publicly-listed companies.

GOCC

Member, Board of Directors, Bases Conversion and Development Authority

Member, Board of Directors, North Luzon Railways Corporation

Private but not publicly-listed company

Member, Board of Directors, Fort Bonifacio Development Corporation

Much of Diwa's work has been devoted to advocating labor rights and trade unions, a passion he inherited from his father, who worked in a fishing village in Catbalogan, Samar.

In 2010, he was appointed as labor representative for the National Tripartite Industrial Peace Council under the Department of Labor and Employment (DOLE)– Bureau of Labor Relations. During this time, Diwa helped improve the formulation of labor and employment policies as part of the said advisory council. He also served as a commissioner for the National Wages and Productivity Commission, also an attached agency of DOLE.

In 1992, Diwa was elected general secretary of the Caucus of Independent Unions on the Public Sector, the largest federation of government employees' unions at that time.

He worked as a consultant for the Philippine Postal Corporation and various non-government organizations (NGOs), which led him to be involved in other specializations, such as social welfare, trade and investment policy, energy, environment and consumer protection. His training at the Center for Research and Communication (now the University of Asia and the Pacific), proved helpful in his engagement in the field of policy research and advocacy.

In 2005, he was elected vice chairman of Lakas Manggagawa Labor Center, a moderate group. He participated in national and international conferences on labor and trade relations, such as the 8th ASEAN Regional Tripartite Social Dialogue Conference held in Manila Philippines; the Regional Conference on Economic Integration and International Trade, held in Bangkok, Thailand; a leadership program in Nanyang Polytechnic University in Singapore; International Labor Organization (ILO) Regional Seminar on Wage Policy, held in Bali, Indonesia; and the 7th World Assembly: World Movements on Democracy, held in Lima, Peru. He also participated in study tours about public sector unions in Norway, Sweden, Germany, and in Geneva.

MR. GERARD M. CAMIÑA

68, Filipino

Date of Appointment: 05 May 2018

Date of Oath of Office: 15 May 2018

Number of board meetings attended in CY2021: 24/24

Mr. Camiña does not hold more than five positions in Government-owned and controlled corporations (GOCCs) and publicly-listed companies.

GOCC

Member, Board of Directors, Bases Conversion and Development Authority

Member, Board of Directors, North Luzon Railways Corporation

Private but not publicly-listed company

Member, Board of Directors, Fort Bonifacio Development Corporation
Member, Board of Directors, Filinvest BCDA Clark, Inc.

Mr. Camiña served as the regional director of the Land Transportation Office (LTO) Region VI, from July 2001 to October 2013. During his term, he was awarded the Most Outstanding Regional Director for three consecutive years, from 2010 to 2012.

Mr. Camiña's leadership in the LTO enabled him to implement effective quality management system standards in the business processes and frontline services of the Region VI office. These projects earned him praises from various government agencies.

In 2015, Mr. Camiña contributed to the restoration of the 153 year-old ancestral home in Arevalo, Iloilo City, called the Avanceña Camiña Balay nga Bato, and to its conversion into a museum. The National Commission for Culture and the Arts, through the National Museum, considered the house as an important cultural property, and a historical landmark in Iloilo City. The project supports Camiña's vision to transform the ancestral home to a place of pride in Iloilo City.

Mr. Camiña is also a passionate farmer. He has helped the locals in his province increase their income through his conceptualization of "farm-to-fork tourism" in Sibunag, Guimaras. In 2014, his advocacy was recognized by the Canadian Government by way of a cash grant, to fully promote the said project in Guimaras, and to strengthen its impact among the beneficiaries. The Iloilo provincial government likewise declared Camiña's farm in Guimaras a model farm in the province.

MR. HENRY L. URI

47, Filipino

Date of Appointment: 19 August 2019

Date of Oath of Office: 11 September 2019

Number of board meetings attended in CY2021: 24/24

Mr. Uri does not hold more than five positions in Government-owned and controlled corporations (GOCCs) and publicly-listed companies.

GOCC

Member, Board of Directors, Bases Conversion and Development Authority

Private but not publicly-listed company

Member, Board of Directors, Bonifacio Transport Corporation

Member, Board of Directors, Philippine Japan Initiative for GCG, Inc.

He is a top-rated radio announcer and reporter, who had worked for the Manila Broadcasting Company–DZRH, the country’s oldest and widest-reaching radio network in Asia.

As a dedicated media practitioner, he currently covers the day-to-day activities of President Duterte. He also serves as the president of the Malacañang Press Corps, covering the Malacañang Palace.

As a recipient of the prestigious 2018 Golden Dove Awards for Best Radio Newscaster, he has hosted several top-rated News and Public Affairs programs of DZRH, including the daily program “Magandang Umaga Pilipinas” and “Coffee Break.”

In his 20 years of service in the Philippine radio industry, Mr. Uri excelled as an executive producer, reporter, disc jockey, and anchor, as well as an account manager and product endorser, for the leading broadcast stations under the Manila Broadcasting Company.

He has a proven track record in providing superior executive support in major projects that require excellent communication skills, marketing, and public relations expertise.

Mr. Uri earned his degree in Mass Communications from the Manuel S. Enverga University Foundation, in Lucena City.

MR. PEDRO “JUNIE” R. LAYLO, JR.

54, Filipino

Date of Appointment: 03 December 2019

Date of Oath of Office: 03 December 2019

Number of board meetings attended in CY2021: 24/24

Mr. Laylo does not hold more than five positions in Government-owned and controlled corporations (GOCCs) and publicly-listed companies.

GOCC

Member, Board of Directors, Bases Conversion and Development Authority

Private but not publicly-listed company

Member, Board of Directors, Fort Bonifacio Development Corporation

Member, Board of Directors, Bonifacio Estate Services Corporation

Member, Board of Directors, Crescent West Development Corporation

Mr. Laylo has almost thirty years of experience in the field of polling and strategic research. He served as a fellow and political scientist for the Social Weather Stations (SWS) from 1990 to 2001.

As a political scientist, he was in charge of directing political surveys at the national, congressional, provincial, and city/municipal levels. He was also one of the principal investigators in both the 1998 and 2001 ABS-CBN/SWS Exit Polls.

While at SWS, he wrote various articles for both local and international publications, and served as editor of the SWS bi-monthly publication entitled, "Survey Snapshots."

In 2001, Mr. Laylo worked for then President Gloria Macapagal- Arroyo, and directed research studies, using quantitative and qualitative methods in dealing mainly with governance, policy, as well as political and communication campaigns.

He was appointed by President Arroyo in April 2008 as a member of the Board of Directors at the Philippine Reclamation Authority (PRA). He resigned his post in 2009.

He became the resident pollster of the Manila Standard Today, where he directed and analyzed the results of nationwide polls leading to the 2010 and 2016 elections.

From May 2010 up to the present, he has been working as a freelance political and strategic research consultant for the government and private corporations. He founded the Laylo Research Strategies (LRS) in October 2010, and currently serves as its principal pollster. LRS is a polling and strategic research consultancy firm catering to the empirical needs of political candidates, government agencies, and private organizations/corporations.

He completed his Masters in Public Opinion Research from the University of Connecticut in May 1999.

GISELA Z. KALALO

Age 44, Filipino

Date of Appointment as Corporate Secretary: 18 August 2021

Corporate Secretary, Bases Conversion and Development Authority
Officer-In-Charge, Office of the Senior Vice President, Legal Services Group

Atty. Kalalo, obtained her degree in Bachelor of Laws from the San Beda College of Law and became a member of the bar in 2004.

Below is the list of training programs attended by Atty. Kalalo in CY 2021:

- Online Training for the World Bank Public-Private Infrastructure Advisory Facility (PPIAF) COVID-19 Rapid Support conducted by the Department of Finance on 09-11, 17-18 and 23 February 2021, 01-02 and 15 March 2021, and 14-15 April 2021;
- Introduction to RA 9285 or the Alternative Dispute Resolution Act of 2004 and Executive Order No. 97, Series of 2012 entitled "Revoking Executive Order No. 523 (s. 2006) and Conferring upon the Office for Alternative Dispute Resolution the Management, Development, Coordination, and Oversight of Alternative Dispute Resolution Programs in the Executive Department, and For Other Purposes" conducted by the Office for Alternative Dispute Resolution on 26 February 2021;
- Webinar on Government Property Insurance conducted by the Government Service Insurance System (GSIS) held on November 08, 2021;
- 2021 National ADR Convention "Justice in the Digital Age: Synergy of Traditional ADR and Technology conducted by the Office for Alternative Dispute Resolution on 01-03 December 2021; and
- Webinar on RA 9262 or the Anti-Violence Against Women and Children (VAWC) Law conducted by Atty. Maria Cleofe Gettie C. Sandoval held on December 06, 2021.

RESPONSIBILITIES OF THE BOARD

Composition of the Board. The powers and functions of BCDA are exercised by the Board of Directors to be composed of nine (9) members, as follows:

- a) A full-time Chairman;
- b) Eight other members from the private sector, two (2) of whom shall come from the labor sector.²

The current Chairperson is **Mr. Gregorio D. Garcia III**, while the Officer-In-Charge, Office of the President & Chief Executive Officer is **Atty. Aristotle B. Batuhan**.

The Board is the policy making body and is primarily responsible for good governance in BCDA. Corollary to this main responsibility, the Board shall chart the corporate strategy and set guidelines for accomplishment of corporate objectives, as well as provide an independent check on management.

1.1. *Mandate and Responsibility for BCDA's Performance.* The responsibilities of Board are articulated in the BCDA Charter and other relevant legislation, rules and regulations. These responsibilities shall include the duty to:

- 1.1.1 Provide corporate leadership to BCDA subject to rule of law, and the objectives set by the State and BCDA.
- 1.1.2 Establish BCDA's vision and mission, strategic objectives, policies and procedures that shall guide its activities, including the means to effectively monitor Management's performance.
- 1.1.3 Define BCDA's values and standards.
- 1.1.4 Foster the long-term success of BCDA and secure its sustained competitiveness and profitability in a manner consistent with its corporate objectives and the best interests of the State.
- 1.1.5 Determine the organizational structure of BCDA, define the duties and responsibilities of its officials and employees and adopt a compensation and benefit scheme at least equivalent to that of the Central Bank of the Philippines.³

² Sec. 9, R.A. 7227

³ Section 10 (a), Republic Act No. 7227

- 1.1.6 Appoint all officials down to the third level and authorize the BCDA President to appoint all others: Provided, that all appointments shall be based on merit and fitness and all personnel actions shall be in pursuance of Civil Service Laws, rules and regulations, except those coterminous employees of Members of the Board.⁴
- 1.1.7 The Board, in the performance of its duty to manage the business and affairs of BCDA, shall delegate the management authority to the President and CEO. The President is charged by the Board with the day-to-day leadership of Management of BCDA. The President is expected to keep the Board apprised and updated, in an open and transparent manner, of BCDA's progress and of any material deviations from the goals, objectives or policies established by the Board. To this end, the Board shall refrain from giving direct instructions to Management and shall course all directives through the President and CEO.
- 1.1.8 Prepare the annual and supplemental budgets of BCDA.⁵
- 1.1.9 Comply with reportorial requirements, as required in the BCDA Charter, as well as applicable laws, rules and regulations.
- 1.1.10 Carry out the mandate of BCDA, as provided in its Charter.
- 1.1.11 Act as an effective and independent check on Management.

The BCDA Board has reviewed BCDA's mission and vision during the Board-level Strategic Planning Session held on 25 – 27 October 2021 from 9:00 AM to 12:00 NN and monitored the implementation of BCDA's corporate strategy. The said meetings were held via Zoom platform.

⁴ Sec. 10 (b), R.A. 7227

⁵ Sec. 10 (c), R.A. 7227

BCDA BOARD COMMITTEES

To aid in ensuring compliance with the principles of sound corporate governance, the Board has created committees to support it in the performance of its functions and in accordance with the Charter and to aid in good governance.

The BCDA Board has created the following Committees:

- Organization Development Committee
- Audit and Corporate Governance Committee
- Risk Management, Legal and External Relations Committee
- Finance and Investments Committee
- Business Development Committee

Organization Development Committee

In lieu of the Nomination Compensation/Remuneration Committee, the Board has created the Organization Development (OD) Committee which shall be composed of at least three (3) members, which shall include one (1) of the directors representing the labor sector.

The Committee shall meet at least once every quarter. The Chairperson of the Committee may call a special meeting whenever necessary. The presence of two (2) members shall constitute a quorum.

The actual composition of the OD Committee as of 31 December 2021 are as follows:

Chairman	Director David L. Diwa
Members	Chairman Gregorio D. Garcia III OIC PCEO Aristotle B. Batuhan Director Ferdinand S. Golez Director Glorioso V. Miranda Director Gerard M. Camiña Director Henry L. Uri Director Pedro R. Laylo, Jr.

The OD Committee is chaired by Director David L. Diwa. Mr. Diwa is an advocate of labor rights and trade union. He was appointed as a labor representative for the National Tripartite Industrial Peace Council under the Department of Labor and Employment (DOLE) – Bureau of Labor Relations in 2010. During this time, Mr. Diwa helped improved the formulation of labor and employment policies as part of the said advisory council. He also served as a commissioner for the National Wages and Productivity Commission, also an attached agency of DOLE.

The OD Committee met twice in 2021 and discussed the following agenda items:

- a. Application with Governance Commission for GOCCs (GCG) for Authorization to Grant the 2019 Performance-Based Bonus (PBB) for qualified officers and employees of BCDA; and
- b. Salient features of Executive Order No. 150, entitled "Approving the Compensation and Position Classification System (CPCS)" and its effect to the current compensation package of the BCDA employees.

During the year, the Committee performed the following duties:

- Assisted the Board of Directors in the conduct of studies and policy formulation, pertaining to issues, concerns and problems affecting the organization and its personnel.
- Coordinated with Management in addressing specific key result areas (KRAs) and in adhering to existing policies on such matters as personnel recruitment, performance evaluation standards and processes, assignments, promotions and entitlements.
- Pursued organizational goals such as the promotion of meritocracy, the development of teamwork and the enhancement of morale among personnel.
- Conducted a review of the organizational structure to ensure that it remains responsive to BCDA's goals, objectives and strategies.

Audit and Corporate Governance Committee

The Committee shall be composed of at least three (3) members. An independent board member, if any, shall chair the Audit and Corporate Governance Committee. Each member shall have an adequate understanding of accounting and auditing principles in general and of the BCDA's financial management systems and environment in particular.

The Committee shall meet at least once every quarter. The Chairperson of the Committee may call a special meeting whenever necessary. The presence of two (2) members shall constitute a quorum.

The actual composition of the Audit and Corporate Governance Committee as of 31 December 2021 are as follows:

Chairman	Chairman Gregorio D. Garcia III
Members	Director Ferdinand S. Golez Director Glorioso V. Miranda Director Gerard M. Camina Director Pedro R. Laylo, Jr.

The Audit Committee is headed by Chairman Gregorio D. Garcia III. Mr. Garcia is a marketing and communications professional with a strong exposure in banking and real estate development. He is a leading marketing and political consultant.

Mr. Garcia has well-earned marketing and branding reputation and was chairman and chief executive officer of Leo Burnett Advertising, a key position he held for 20 years. Leo Burnett Philippines is one of the biggest advertising agencies in the country. It has handled Procter and Gamble, McDonald's, Phillip Moris, Kimberly Clark, Unilab, among others.

The Audit Committee met four (4) times in CY 2021. Some of the agenda items that were taken up during the said meetings were as follows:

- a. Audit Report on BCDA Revenue Collection;
- b. Audit Report on Usufruct Contracts;
- c. Audit Report on BCDA Property Management System;
- d. Revised Manual of Operations of the Internal Audit Services Department (IASD); and
- e. IASD 2022 Annual Audit Plan.

During the year, the Committee performed the following functions:

- Reviewed and approved the Annual Audit Plan of the IASD;
- Reviewed the IASD's audit report and recommended solutions that would address the audit findings to the BCDA Board. The Audit Committee likewise ensured that the resolutions, as concurred in by the BCDA Board, will be acted upon by Management to address the audit findings;
- Ensured that the IASD reviewed the periodic financial statements focusing on the propriety of changes in accounting policies and practices, significant adjustments resulting from the audit and compliance with accounting standards, and check the financial reports against its compliance with both the internal financial management policies and pertinent accounting standards, including regulatory requirements;

- Ensured that the IASD monitored and evaluated the adequacy of BCDA’s internal control systems, and that proper coordination was made with the Commission on Audit (COA); and
- Ensured that the IASD had free and full access to all the company’s records, properties and personnel relevant to the internal audit activity and that the internal audit activity was free from interference.

Risk Management, Legal and External Relations Committee

The Risk Management, Legal and External Relations Committee shall be composed of three (3) members. The Chairman of the Committee must possess an adequate understanding of Philippine Law and the legal system and knowledgeable in strategic publicity and issues management.

The Committee shall meet at least once every quarter. The Chairperson of the Committee may call a special meeting whenever necessary. The presence of two (2) members shall constitute a quorum.

The actual composition of the Risk Management, Legal and External Relations Committee as of 31 December 2021 are as follows:

Chairman	Director Aristotle B. Batuhan
Members	Chairman Gregorio D. Garcia III Director Ferdinand S. Golez Director Henry L. Uri Director Pedro R. Laylo, Jr. Director David L. Diwa Director Gerard M. Camiña

The Risk Management, Legal and External Relations Committee is chaired by Director Aristotle B. Batuhan. Mr. Batuhan’s practice areas included corporations, foreign investments, project finance, public utilities [telecoms and water], banking, securities and privatization. He also has experience in corporate, civil and criminal litigation, and has argued cases before labor and other administrative tribunals.

Mr. Batuhan co-founded Batuhan Blando Concepcion Law Offices in October 2001 and was its Managing Partner until 20 July 2010, when he was appointed as Undersecretary of the Department of Transportation and Communications (DOTC).

He resigned from DOTC on 15 October 2011 and resumed his private practice as Special Counsel at Batuhan Blando Concepcion & Trillana Law Offices.

The Risk Management, Legal and External Relations Committee met seventeen (17) times in CY 2021. Some of the agenda items that were taken up during the meeting were as follows:

- a. Memorandum of Agreement (MOA) on the Philippine Navy Replication Project;
- b. Dispute Resolution on the Serendra Project;
- c. Dispute Resolution Agreement with Megaworld;
- d. Authority of the OGCC and BCDA LSG to Represent BCDA in Cases/Petitions filed before the Department of Agrarian Reform (DAR) by Individuals Affected by the Development of New Clark City
- e. BCDA 2021 Corporate Risk Registry;
- f. Negotiation Parameters of Serendra Dispute;
- g. Compromise Agreement between BCDA and Monegasque Holdings, Inc.;
- h. MOA between BCDA and Bamban LGU for the Development of the 3.5-has. Relocation Site for NCC Project Affected People (PAP);
- i. Temporary Power Supply Agreement (TPSA) among BCDA, Shin Clark Power Holdings, Inc. (SCPHI) and TARELCO II for the power supply in NCC for a period of two (2) years; and
- j. MOA between BCDA and the Philippine National Oil Company (PNOC) for BCDA to provide advisory services to PNOC.

The Risk Management, Legal and External Relations Committee reviews and evaluates legal strategies, risk management measures, and public affairs issues to ensure that risks are identified and are addressed immediately and accordingly.

During the year, the Committee undertook the following tasks:

- Monitored the creation of a risk management structure for the organization by Management;
- Reviewed, evaluated and monitored policy-level studies, risks and threat assessments and other reports provided by Management for consideration of the Board;
- Assessed the information provided by Management on risk exposures and risk management activities;
- Reviewed, evaluated and monitored Management's researches on the probable causes and possible solutions to risks that were faced by Management;
- Reviewed and recommended measures on legislative proposals affecting BCDA;

- Assessed the Annual Planning Program of the Corporate Planning Department as it relates to risk management;
- Provided oversight over Management’s activities in managing market liquidity, operational, legal and other risks of the corporation;
- Reviewed and evaluated public affairs’ issues affecting BCDA’s activities, programs and projects, as identified and presented by Management. It also reviewed and evaluated the measures recommended by Management to address such issues for possible consideration of the Board; and
- Reviewed, evaluated and monitored Management’s policies pertaining to the organization’s relationship with its stakeholders, as well as with the national and local government units.

Finance and Investments Committee

The Finance and Investments Committee shall be composed of at least three (3) members. Each member must possess an adequate understanding of accounting and auditing principles in general and of BCDA’s financial management systems and environment in particular.

The Committee shall meet at least once every quarter. The Chairperson of the Committee may call a special meeting whenever necessary. The presence of two (2) members shall constitute a quorum.

Below is the actual composition of the Finance and Investments Committee as of 31 December 2021:

Chairman	Director Ferdinand S. Golez
Members	Chairman Gregorio D. Garcia III OIC PCEO Aristotle B. Batuhan Director Gerard M. Camiña Director Henry L. Uri Director Glorioso V. Miranda

The Finance and Investments Committee is headed by Director Ferdinand S. Golez. Mr. Golez has a master’s degree in Business Administration from the Ateneo De Manila University.

The Finance and Investments Committee met nineteen (19) times in CY 2021. Some of the agenda items that were taken up during the said meetings were as follows:

- a. 2021 Revised Corporate Operating Budget;
- b. Monthly Collection Report;
- c. Additional Budget for the National Fiber Backbone Project – Phase 1 and Supplemental MOA between BCDA and DICT for the said project;
- d. Inclusion of DICT Projects to the BCDA Corporate Operating Budget (COB) and 2021 Annual Procurement Plan (APP);
- e. Supplemental Budget for 2021 of BCDA Subsidiaries such as CDC, CIAC, JHMC and PPMC;
- f. Supplemental Budget for Rebudgeting of 2020 GAA;
- g. Remittance to the Bureau of Treasury;
- h. JHMC Dividend Remittance for 2016-2018 and 2019;
- i. BCDA 2022 Budget Proposal;
- j. Issuance of the 2020 Financial Statements of BCDA;
- k. Dividend for CY 2020;
- l. MOA for the Engagement of the Development Bank of the Philippines (DBP) as Financial Advisor;
- m. Performance Agreement between BCDA and CDC; and
- n. 2022 BCDA's Corporate Operating Budget

During the year, the Committee discharged the following functions:

For Sale, Lease or Joint Venture Agreement involving BCDA properties

- Reviewed the financial feasibility of the mode of disposition of the project, as endorsed by the Business Development Department (BDD);
- Reviewed the continuing financial status and compliance with the agreement, as reported by the Subsidiaries, Affiliates and Projects Monitoring Department (SAPMD); and
- Identified key issues, provided guidance and proposed solutions for approval of the Board.

Exercise oversight function in the fiscal management of BCDA resources

- Formulated policies and guidelines for the annual and supplemental budgets of the BCDA and its subsidiaries for approval of the Board;
- Provided guidelines for the investment of corporate funds and conducted periodic review to determine the profitability of investments and/or placements for approval of the Board;

- Reviewed receivables and recommended actions to the Board to increase collection efficiency; and
- Determined the necessity of incurring loans or other financing arrangement, and reviewed proposed terms for approval by the Board.

Exercise financial oversight on BCDA Subsidiaries and Affiliates

- Recommended appropriate business model for, and reviewed the financial targets of the Performance Agreement with the Subsidiary;
- Reviewed the proposed annual and supplemental budget of the Subsidiaries for approval by the Board;
- Reviewed the performance and determine the financial viability of BCDA’s subsidiaries and affiliates, and recommended the need for reorganization, streamlining, abolition or privatization for approval by the Board; and
- Provided financial policies and guidelines for approval by the Board and monitored compliance based on report of Management.

Business Development Committee

The Business Development Committee shall be composed of at least three (3) members. Each member shall have experience in the fields of business, economics, finance management and/or marketing.

The Committee shall meet at least once every quarter. The Chairperson of the Committee may call a special meeting whenever necessary. The presence of two (2) members shall constitute a quorum.

The actual composition of the Business Development Committee as of 31 December 2021 are as follows:

Chairman	Chairman Gregorio D. Garcia III
Members	OIC PCEO Aristotle B. Batuhan Director David L. Diwa Director Gerard M. Camiña Director Glorioso V. Miranda Director Henry L. Uri Director Pedro R. Laylo, Jr. Director Ferdinand S. Golez

The Business Development Committee is headed by Chairman Gregorio D. Garcia III. Mr. Garcia is a marketing and communications professional with a strong exposure in banking and real estate development. He is a leading marketing and political consultant.

The Committee convened seventeen (17) times in CY 2021. Some of the agenda items that were taken up during the said meeting were as follows:

- a. Terms of Reference (TOR) for the Bidding of New Clark City - National Academy of Sports (NCC-NAS) Phase 1;
- b. Revised MOA among DOH, CDC and BCDA for the Establishment and Operation of Temporary Quarantine Facilities for COVID-19;
- c. NGAC Detailed Master Development Plan and Design Standards and Guidelines;
- d. Deed of Usufruct re Agro-Industrial Business Corridor in NCC Phase 1 – covering 7-hectare land;
- e. Policies and Priorities for Funding by BCDA of Projects for Adjacent and Neighboring LGUs and Communities of BCDA Special Economic Zones;
- f. Procurement of the Operations and Maintenance for the NCC Sports Hub;
- g. GFCP Central Park Concept Design and Pilot Affordable Housing Site Development Plan;
- h. Conceptual Development Plan for the 5,700 sqm. Leased Area in Camp John Hay (Development Plan by Filinvest Consortium for the 5,700 sqm. Sheridan Drive Property in Camp John Hay);
- i. NCC Luxury Mountain Resort Conceptual Development Plan;
- j. Philippine Science High School Campus Master Development Plan in NCC;
- k. Amended Institutional Leases at the Bonifacio Global City;
- l. Subic Clark Railway Project – Right-of-Way Price Ceiling for Acquisition of Select Industrial, Commercial and Residential Land
- m. Reopening of COVID-19 Quarantine Facilities;
- n. Financial Assistance (FA) Packages for the Informal Settlers Families (ISFs) in the Clark Civil Aviation Complex (CCAC), Clark Freeport Zone and Clark Special Economic Zone;
- o. Construction of Utility Corridor in NCC Phase 1; and
- p. National Academy of Sports (NAS) Deed of Usufruct.

During the year, the Committee performed the following duties and responsibilities:

- Reviewed the strategies and policies that generally affect the investment climate, marketing and after-sales service programs of BCDA;

- Conducted periodic review and validation to determine the viability of the assets for disposition;
- Conducted regular validation and review of the Master Development Plans of BCDA properties to determine its suitability to current real estate trends and developments;
- Formulated sound, strategic business management framework to maximize benefits from the disposition and development of land and other assets; and
- Assessed investment proposals which will require study for formulation of policies for approval by the Board.

Meetings of the Board

The dates of the CY 2021 Board meetings have been agreed upon with the Directors before the end of CY 2020 to ensure optimal attendance rates. The agreed upon dates is attached hereto as **Annex "A"**. In addition, teleconferencing/videoconferencing is allowed to enable the Director who could not be physically present in the Board meeting to participate in the discussion and to vote on the issues presented.

The Board met twice a month and they had attended at least 90% of all the authorized and duly called for Board meetings. The high attendance record of the Board members demonstrates their strong commitment to devote sufficient time and attention to perform their duties and responsibilities.

The attendance record of the Board Members to Board and Committee meetings is hereby attached as **Annex "B"** and could be accessed on the BCDA website under the *Board and Officers Section* of the Good Governance Conditions - *b.4 Attendance Record of Directors in Board and Committee Meetings*.

Access to Information

To give the Board sufficient time to prepare for Board and Committee meetings, the agenda and Board materials, including the pertinent attachments, were uploaded into the BCDA Dropbox Folder at least three (3) working days before the scheduled Board and Committee meetings, pursuant to the Operations Manual of the BCDA Board Secretariat.

Internal Audit

BCDA has a separate internal audit function. The Head of the Internal Audit Services Department (IASD) is Mr. Marvin D. Obaob, who occupies the position of Salary Grade 26 (Assistant Vice President).

Under the new BCDA organizational structure, which was approved by the GCG in 2019, the IASD is under the supervision of the Office of the Chairman.

The appointment and removal of the internal Auditor does not require the approval of the Audit and Corporate Governance Committee since it is the BCDA President and CEO who has the authority to appoint the internal auditor, upon the recommendation of the BCDA Chairman and the Organization Development Committee.

Likewise, the internal auditor occupies a *plantilla* position hence, his appointment is not dependent on the decision of the Audit and Corporate Governance Committee. However, said Committee provides feedback on the performance of the internal auditor.

Risk Oversight

Risk management system and how risks are managed

To ensure that risk factors encountered by the organization are adequately identified, accurately assessed, and prioritized, BCDA developed the BCDA Corporate Risk Registry. The risk registry was developed through the concerted effort and inputs of the different BCDA departments and units after a series of pre-work activities held in 2021.

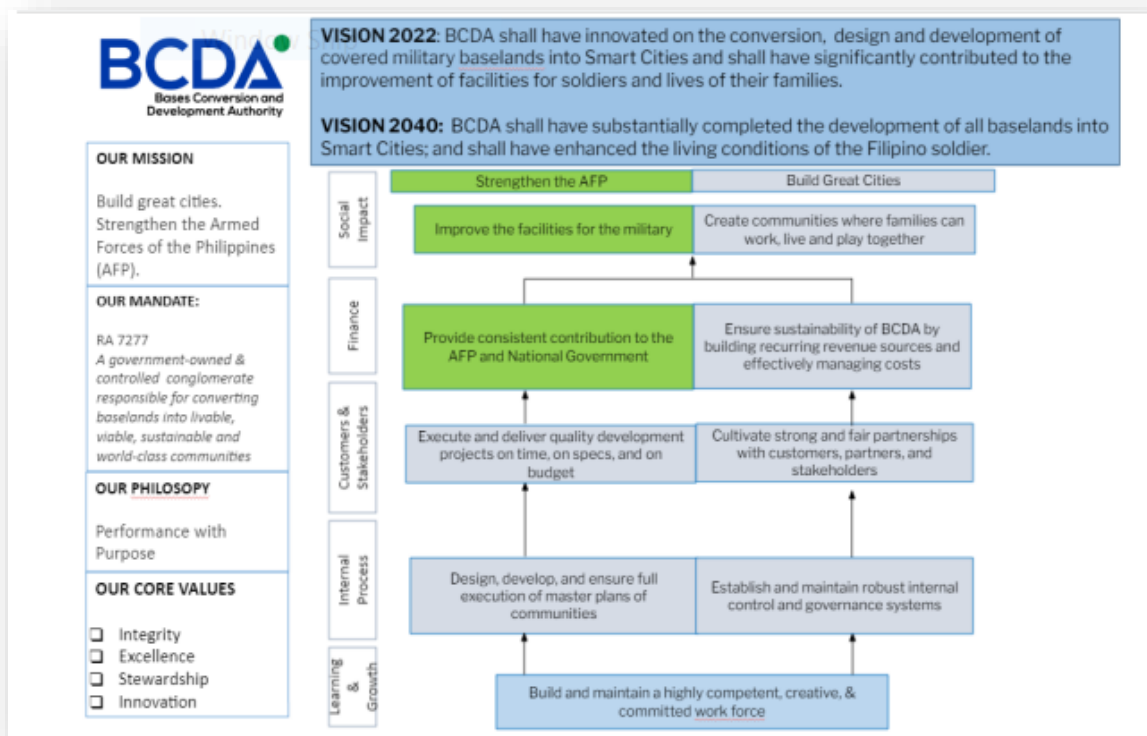
The BCDA Risk Registry is a repository of identified risks of BCDA. It contains the various risk factors that the organization faces, the impact of the risk factors to the organization, the controls that were in place to avoid such risks from occurring, the action plans should the risk occur, and the responsible units tasked with implementing the risk management and mitigation strategies.

From January to March 2021, the Regulatory, Compliance and Risk Management Department (RCRMD) conducted an Orientation on Risk Management and the new Registry Template with BCDA departments. This was followed by a workshop in the preparation of the departments' respective risk registries, after which, all the departments were asked to submit their department risk registries.

The RCRMD reviewed the risk registries submitted by each department and subsequently the BCDA 2021 Corporate Risk Registry.

Preparation of the BCDA Corporate Risk Registry

There are nine (9) corporate objectives in the 2021 BCDA Strategy Map and are guided by the strategic themes on Building Great Cities, Strengthening the AFP. The BCDA Strategy Map communicates how the BCDA corporate strategies accomplish the Vision and Mission in a single page. It also shows how BCDA creates value for its stakeholders through its projects.



The strategic objectives are grouped together per perspective. It may be driver perspective (Internal Business Process and Learning and Growth), or outcome perspective (Customer/Stakeholder, Financial and Social Impact). These objectives are arranged in a cause and effect logical manner to emphasize its relationship with one another.

The RCRMD identified thirty-five (35) high to very high-risk ratings which were plotted in the Corporate Risk Registry. These risks were assessed based on its impact to the corporate-level objectives. The RCRMD reviewed these risks and its corresponding risk treatment plans.

BCDA 2021 Corporate Risk Registry

The BCDA 2021 Corporate Risk Registry is a compilation of the various risks from different departments. It includes the identified risks, controls

to manage the risk, level of severity/impact to the organization and the risk treatment plan in addressing the risk.

The risks are interconnected with each other that, should one department's risk occur, the operations of different departments will likely be affected and their expected deliverables delayed. In the long run, this will either lead to non-accomplishment of BCDA's short-term and long-term visions, or at least delay their accomplishment. Below is the summary of the risks that affect the nine (9) strategic objectives of BCDA:

1. The objective, **Improve the facilities for military**, aims to uplift the dignity of the soldiers. This is in accordance with BCDA's Mission Statement to Build Great Cities and Strengthen the Armed Forces of the Philippines (AFP). BCDA aims to accomplish this objective through its replication projects. This is brought about by the challenges in procurement and securing of approvals from the AFP. Negative perception of BCDA among members of the AFP is also seen as a risk that contributes to the delay in project implementation.

BCDA aims to mitigate this through adjustments in budget and procurement timeline for the former, and through the conduct of networking activities among BCDA top management and AFP leadership for the latter. Another mechanism that might mitigate these challenges is the continued implementation of communication activities and corporate social responsibility (CSR) project with the AFP as target beneficiary.

2. The objective, **Create communities where families can work, live and play together**, is also geared towards BCDA's mandate on conversion and development of former military baselands into economic centers. BCDA aims to accomplish this through partnerships with the private sector. The risks that might discourage the private sector are the delays in the clearing and delivery of project areas, and illegal construction/improvements on BCDA properties. These risks occur due to the resistance of project affected people (PAP) to BCDA development projects and also due to the suspension of financial assistance for PAPs because of the Audit Observation Memorandum (AOM) of the Commission on Audit (COA).

BCDA aims to mitigate this by transferring to the private locators the cost of clearing the property to comply with the COA AOM. Another mechanism to mitigate the risk is to coordinate with local government units (LGU) to deny building permits on improvements or new structures to be built by informal settlers, and to seek the assistance of the AFP in the monitoring and securing of BCDA properties.

3. The objective, **Provide consistent contribution to the AFP and National Government**, is in accordance with R.A. 7227, as amended by R.A. 7917, directing BCDA to remit to the National Government disposition proceeds. With the ongoing COVID-19 pandemic, business partners/lessees suffer from reduced revenues from their respective businesses. In addition to this, the different interpretation of the contractual provisions on the Minimum Annual Secured Revenue Share (MASRS) in BCDA's Joint Venture Agreement with its joint venture partners might impact the revenue collection and the amount that BCDA remits to the National Government.

The action to be undertaken by BCDA is the negotiation with the contracting party to come up with a settlement agreement as regards the MASRS. It is expected to reduce the impact of the risk on BCDA remittances to the National Government.

4. The objective, **Ensure sustainability of BCDA by building recurring revenue sources and effectively managing costs**, pertains to the continued revenue generation through long-term earnings. This can be accomplished by BCDA by ensuring that contracts to be entered into are advantageous to BCDA. The risk that has disrupted the accomplishment of this objective is the COVID-19 pandemic which has impacted the disposition of BCDA properties, i.e. low demand for real estate.

To reduce the impact of this risk, BCDA will identify cleared and titled properties that might be disposed of for projects that are not necessarily affected by the pandemic, such as agro-industrial sector.

5. The objective, **Execute and deliver quality development projects on time, on specs and on budget**, is in accordance with the National Government's thrust to implement infrastructure projects aimed at decongesting traffic in Metro Manila, and facilitate the influx of economic activities in the country, among others. The risks that might disrupt the accomplishment of the objective are:

- a. Delays in project implementation because of the issues in the clearing operations of right-of-way (ROW). Regular coordination meetings with concerned government agencies might mitigate this.
- b. Contractor's poor performance because of poor management and decision-making on the part of the Contractor. BCDA aims to mitigate this through its existing control measures and possible contract termination or through the imposition of liquidated damages.

- c. Titling of BCDA properties by private individuals/indigenous people groups by the National Commission on Indigenous Peoples (NCIP). BCDA aims to mitigate this through the filing of appropriate cases.
6. Each stakeholder plays a crucial role for BCDA to achieve its vision. The objective, **Cultivate strong and fair partnerships with customers, partners and stakeholders**, recognizes that and any disruption such as negative news on BCDA might affect its development projects. Negative news on BCDA may come from controversial projects that have opposition from different sectors, or due to the presence of legal issues, among others.

BCDA aims to mitigate this through the implementation of a communication plan that counters negative, or wrong information about BCDA. This consists of the release of positive stories on BCDA, improvement of relationships with media partners and conduct of dialogues with different sectors.

7. The objective, **Design, develop and ensure full execution of master plans of communities**, aims to master plan communities with the understanding of the needs of future inhabitants. The objective aims to ensure that master plans of BCDA properties are future-ready and able to contribute to the overall vision of BCDA. The risks that might disrupt this objective are deviations from development plans and delays in survey works, planning and design of BCDA properties.

The risk treatment plan for these risks are ensuring compliance with the approved design standards and guidelines (DSG) through its incorporation in performance agreements/contracts with locators. Another initiative that can be implemented is requiring DSG compliance by the locators prior to the issuance of their business permits.

8. The objective, **Establish and maintain robust internal control and governance systems**, aims to strengthen the corporate governance systems and internal processes of the organization. As part of the internal process perspective, the projects that contribute to the attainment of this objective are centered on equipment, processes, office premises and technology.

The most apparent risk that can occur is the possible transmission of COVID-19 among BCDA personnel. The control measures in place to prevent this include: daily disinfection of office premises/vehicles and provision of health and safety protocols, among others.

On equipment and technology, the COVID-19 pandemic highlighted the need for a secure work space and a business continuity plan with information technology as integral in continued operations. Hence, the risks that might impact this objective are those on information and communication technology (ICT). These risks include security issues, delays in ICT infrastructure enhancements and loss of data, among others. The control measures to prevent these risks are activities to ensure readiness of BCDA ICT Network such as: renewal and updating of security subscription, conduct of security drills and continuous monitoring of ICT systems, among others.

9. People are the fundamental assets of any organization. Apart from technology and equipment, people are the drivers that can help the organization accomplish its vision. As such, the objective, **Build and maintain a highly competent, creative and committed work force**, aims to foster a culture of purposeful performance. The risks that might impact the accomplishment of the objective is the discontinuation of the current compensation package upon approval and implementation of the Compensation and Position Classification System (CPCS) by GCG. This might lead to resignation of employees which might create a vacuum in the organization. This risk also includes lack of readiness of the next-in-rank (NIR) to assume greater responsibility. BCDA aims to mitigate this through the creation of a succession plan and to implement this in parallel with the CPCS.

The BCDA Risk Registry is a dynamic document which means that it should be periodically reviewed, revised and updated. Specifically, the occurrence of the risk and effectiveness of the risk treatment plans needs to be assessed. Ideally, the risk rating of each risk entry should decrease over time.

The BCDA Board has likewise reviewed the corporation's material controls and risk management system and found them to be adequate, as evidenced by Board Resolution No. 2021-06-058, which is likewise posted on the BCDA website under the Good Governance Conditions Section - *Any material risk factors and measures taken to manage such risks.*

Board Orientation and Training

Upon appointment to the BCDA Board, each Director is given a Directors' Manual explaining the Directors' duties, roles and responsibilities. The Manual likewise gives an overview of the mandate of BCDA and its subsidiaries. A presentation on the different projects of BCDA, the issues confronting the corporation and the remedial measures being undertaken is also provided by Management. For a better appreciation by the Directors of the different projects of BCDA and those of its subsidiaries and affiliates,

an ocular inspection is also conducted of the same.

The members of the BCDA Board further enhanced their knowledge and skill set as key-decision makers through capability building and training activities which are deemed necessary for them to fully understand and efficiently lead the implementation of good governance principles.

As part of the corporation’s continuing education for all Directors, the Board Secretariat and the HRMD inform the Board of the seminars and trainings which are relevant to the core functions of the corporation.

The BCDA arranges and funds seminars and training sessions attended by the Board of Directors. The Directors are also regularly updated of laws, rules and regulations that are applicable to BCDA.

In CY 2021, the Board Members attended the following seminars/training programs:

Board of Directors	Training / Seminar
Chairman Gregorio D. Garcia III	<ul style="list-style-type: none"> • Seminar on Transformation and Core Values conducted by NXTLVL Experience held on 25 – 27 October 2021 from 9:00 AM to 12:00 NN via Zoom
PCEO Vivencio B. Dizon	<p><i>PCEO Dizon was not able to attend any seminar due to his hectic schedule. Aside from performing his functions as the BCDA President and CEO, he is also the Deputy Chief Implementer of the National Action Plan against COVID-19.</i></p>
Director Aristotle B. Batuhan	<ul style="list-style-type: none"> • ICD Webinar – Distinguished Corporate Governance Speaker Series 2021: Boards in Post-COVID 19 Governance held on 11, 18, and 25 March 2021 from 4:00 PM to 5:30 PM via Zoom • Seminar on Transformation and Core Values conducted by NXTLVL Experience held on 25 – 27 October 2021 from 9:00 AM to 12:00 NN via Zoom

<p>Director Ferdinand S. Golez</p>	<ul style="list-style-type: none"> • ICD Online Workshop – “Crafting Your Own Roadmap: A Personal Governance Workshop with Mr. Rex Drilon II, FICD” held on 26 March 2021 from 9:00 AM to 12:00 NN via Zoom • Seminar on Transformation and Core Values conducted by NXTLVL Experience held on 25 – 27 October 2021 from 9:00 AM to 12:00 NN via Zoom
<p>Director Glorioso V. Miranda</p>	<ul style="list-style-type: none"> • ICD Webinar – Distinguished Corporate Governance Speaker Series 2021: Boards in Post-COVID 19 Governance held on 11, 18, and 25 March 2021 from 4:00 PM to 5:30 PM via Zoom • Seminar on Transformation and Core Values conducted by NXTLVL Experience held on 25 – 27 October 2021 from 9:00 AM to 12:00 NN via Zoom
<p>Director David L. Diwa</p>	<ul style="list-style-type: none"> • ICD Webinar – Distinguished Corporate Governance Speaker Series 2021: Boards in Post-COVID 19 Governance held on 11, 18, and 25 March 2021 from 4:00 PM to 5:30 PM via Zoom • Seminar on Transformation and Core Values conducted by NXTLVL Experience held on 25 – 27 October 2021 from 9:00 AM to 12:00 NN via Zoom • ICD Masterclass Series: Governing with Analytics: Building A Predictive Enterprise held on 10 December 2021, from 4:00 PM to 6:00 PM via Zoom
<p>Director Gerard M. Camiña</p>	<ul style="list-style-type: none"> • ICD Webinar – Distinguished Corporate Governance Speaker Series 2021: Boards in Post-COVID 19 Governance held on March 11, 18, and 25, 2021 from 4:00 PM to 5:30 PM via Zoom

	<ul style="list-style-type: none"> • ICD Online Workshop – “Crafting Your Own Roadmap: A Personal Governance Workshop with Mr. Rex Drilon II, FICD” held on 26 March 2021 from 9:00 AM to 12:00 NN via Zoom • ICD Masterclass Series: Corporate Governance in a Nutshell - What Effective Boards Focus on Before Everything Else held on 23 July 2021 from 4:00 PM to 6:00 PM via Zoom • ICD Masterclass Series: Personal Governance – Life with a purpose is a life well-lived held on 27 August 2021 from 2:00 PM to 6:00 PM via Zoom • ICD Masterclass Series: Double Your Valuation ... Or Not – The Zen of your IPO Journey held on 22 October 2021 from 3:00 PM to 6:00 PM via Zoom • ICD Masterclass Series: Since the Customer is King, Ace your Sales Governance held on 26 Nov 2021 from 4:00 PM to 6:00 PM via Zoom
Director Henry L. Uri	<ul style="list-style-type: none"> • Seminar on Transformation and Core Values conducted by NXTLVL Experience held on October 25 – 27, 2021 from 9:00 AM to 12:00 NN via Zoom
Director Pedro R. Laylo, Jr.	<ul style="list-style-type: none"> • Seminar on Transformation and Core Values conducted by NXTLVL Experience held on October 25 – 27, 2021 from 9:00 AM to 12:00 NN via Zoom

**Board Agreed Schedule vs. Actual Date
of Board Meetings for CY 2021**

Board Agreed schedule of Board Meetings for CY 2021	Actual Date of Board Meetings for CY 2021
January 13 and 27, 2021	January 13 and 27, 2021
February 10 and 24, 2021	February 10 and 24, 2021
March 10 and 24, 2021	March 10 and 24, 2021
April 14 and 28, 2021	April 14 and 28, 2021
May 12 and 26, 2021	May 12 and 26, 2021
June 09 and 23, 2021	June 09 and 23, 2021
July 14, 28, 2021	July 07 and 21, 2021
August 13 and 25, 2021	August 11 and 25, 2021
September 08 and 22, 2021	September 08 and 22, 2021
October 06 and 20, 2021	October 06 and 20, 2021
November 03 and 17, 2021	November 03 and 17, 2021
December 01 and 15, 2021	December 01 and 15, 2021

DISCLOSURE AND TRANSPARENCY

The BCDA Annual Report discloses the corporate objectives, financial performance indicators, non-financial performance indicators, details of whistleblowing policy, biographical details of directors and training and/or continuing programs attended by each director.

BCDA's CY2021 Audited Financial Statement was released by the Commission on Audit on 15 June 2022 and was published on the BCDA's website on 12 July 2022 or within 30 days from receipt thereof. BCDA does not practice Global Reporting Index in its Annual Report.

The Annual Report was released on 19 July 2022, or within 90 days from BCDA's receipt of its Audited Financial Statement.

FINANCIAL HIGHLIGHTS

(Based on 2021 Audited Financial Statements)

Despite the adverse impact of the COVID-19 crisis globally, the Bases Conversion and Development Authority's (BCDA) financial operations for 2021 remained strong, sustaining financial stability. This was mainly driven by continuing cash inflows from existing leases, joint ventures, and other income-generating activities of BCDA.

I. Statement of Financial Position

BCDA's total assets reached Php207.760 billion as of 31 December 2021, posting an increase of 4% or equivalent to Php7.841 billion from Php199.919 billion as of 31 December 2020. Total liabilities increased by 16% to Php43.635 billion in 2021 from Php37.569 billion in 2020, whereas equity slightly improved by 1% at Php164.124 billion in 2021 from Php162.350 billion in 2020.

Table 1. Statement of Financial Position

	2021	2020
Current Assets	36,112,473,084	27,815,760,996
Non-current Assets	171,647,448,482	172,103,052,178
TOTAL ASSETS	207,759,921,566	199,918,813,174
Current Liabilities	12,703,565,832	7,683,194,731
Non-current Liabilities	30,931,792,835	29,885,758,059
TOTAL LIABILITIES	43,635,358,667	37,568,952,790
Equity	164,124,562,899	162,349,860,384
TOTAL LIABILITIES AND EQUITY	207,759,921,566	199,918,813,174

Current Assets

Current assets totaled Php36.112 billion and Php27.816 billion in 2021 and 2020, respectively. An increase of Php8.297 billion or equivalent to 30% is mainly attributable to the increase in collection of receiveables from joint venture projects in the amount of Php13.181 billion.

Non-Current Assets

Property, Plant and Equipment, Investment Properties and Concession Assets rose by Php5.520 billion due to the implementation of various infrastructure projects.

However, the long-term portion of the Receivables account decreased by Php4.978 billion due to the implementation of the Dispute Resolution Agreement between BCDA and Megaworld Corporation for the settlement of unpaid Minimum Annual Secured Revenue Share (MASRS), including the corresponding interest and final resolution of the clearing obligation by BCDA.

Current Liabilities

Current liabilities increased by 65% or equivalent to Php5.020 billion from Php7.683 billion in 2020 to Php12.703 billion in 2021 as a result of the increase in the Armed Forces of the Philippines (AFP) share in disposition proceeds. This is also attributable to the receipt of the trust funds from various agencies, like the Department of Information and Communications Technology of Php1.303 billion to finance the National Fiber Backbone Project (Phase 1), Department of Agriculture (DA) of Php285 million to finance the development of the 50-hectare BCDA-DA Agro Industrial Business Corridor in New Clark City, and Department of Energy (DOE) of Php20 million to fund the design and construction of the service connections with the water, sewer, and drainage systems in Bonifacio Global City at the DOE area.

Non-current Liabilities

Non-current liabilities slightly increased by 4% or equivalent to Php1.046 billion, from Php29.886 billion in 2020 to Php30.931 billion in 2021, which is attributable to the increase in Deferred Credits/Unearned Income account in the net amount of Php2.711 billion relative to the recording of assets

under the Concession Agreement between BCDA and Luzon International Premier Airport Development (LIPAD) Corporation.

Equity

Equity in the total amount of Php167.124 billion as of 31 December 2021 increased by 1% or equivalent to Php1.775 billion from Php162.350 billion as of 31 December 2020. This is mainly attributed to the income generated for the year and equity in the amount of Php1.174 billion received from the National Government for the implementation of various New Clark City access roads.

II. Statement of Income

Overall operations of BCDA recorded a slight decrease in gross revenues generated from sale, lease, joint venture arrangements and other sources by Php455 million which resulted to the decrease of the net profit to Php2.312 billion, as shown in Table 2.

Table 2. Statement of Income

	2021	2020
Revenues	6,714,769,341	7,170,431,209
Less:		
Personnel / Maintenance / Other Operating Expenses	2,449,898,154	2,6777,739,693
	<hr/>	<hr/>
Income from Operations	4,264,871,187	4,492,691,516
Other Income (Expenses) / Income Tax Benefit / Financial Assistance / Subsidy, net	(1,953,106,800)	(975,839,584)
	<hr/>	<hr/>
Net Profit	2,311,764,387	3,516,851,932
	<hr/>	<hr/>

Revenues

BCDA recorded revenues in the amount of Php6.715 billion and Php7.170 billion in 2021 and 2020, respectively. The decrease of 6% is primarily due to the following: A. Lease income and joint venture income decreased by 25% due to the continuing effect of the COVID-19 pandemic, which impacted most of the BCDA stakeholders. B. Dividend income is also down by 55% due to lower dividends declared by the BCDA's affiliates.

However, the toll revenue from the operation of SCTEx rose by 17%, from Php1.158 billion in 2020 to Php1.355 billion in 2021, due to the increase in

traffic volume as a result of the lifting of travel restrictions imposed by the Inter-Agency Task Force for the Management of Emerging Infectious Diseases relative to the COVID-19 crisis.

Operating Expenses

Contribution to the AFP Modernization Program jumped to a record high of Php7.15 billion in 2021 from Php2.59 billion in 2020 due to collection of Minimum Annual Secured Revenue Share (MASRS) from joint venture transactions from Bonifacio South Pointe, JUSMAG, and Serendra projects.

Maintenance and Other Operating Expenses increased by 13% from Php834 million in 2020 to Php945 million in 2021, which is mainly attributable to the increase in COVID-19 related expenses in the amount of Php102 million related to the provision of temporary isolation facilities in New Clark City— one of the BCDA’s projects that support the government’s fight against the COVID-19 pandemic.

Income Tax (Expense) Benefit / Financial Assistance / Subsidy

This is mainly attributable to the contribution to the AFP Modernization Program of Php7.149 billion for various GAA-funded projects, financial assistance of Php117 million, net of income tax benefit of Php368 million and subsidy from the National Government of Php4.945 billion.

Truthfulness and fairness/fair representation of the 2021 Financial Statements/Report included in this publication:

The BCDA Management, led by its President and CEO, has authorized the publication of the said Annual Financial Statements/Report. This is evidenced in Board Resolution No. 2022-06-079.

**BASES CONVERSION AND DEVELOPMENT AUTHORITY STATEMENTS
OF COMPREHENSIVE INCOME**

For the years ended December 31, 2021 and 2020

(In Philippine Peso)

	2021	2020 (as restated)
INCOME		
Service and Business Income	5,861,748,199	7,163,695,769
Gains	853,021,142	6,735,440
TOTAL INCOME	6,714,769,341	7,170,431,209
EXPENSES		
Personnel Services		
Maintenance and Other Operating Expenses	251,083,656	250,488,540
Financial Expenses	945,000,119	834,596,019
Direct Cost	352,425,736	387,864,574
Non-Cash Expenses	0	188,833,496
TOTAL EXPENSES	901,388,643	1,015,957,064
PROFIT BEFORE TAX	2,449,898,154	2,677,739,693
INCOME TAX BENEFIT	4,264,871,187	4,492,691,516
PROFIT AFTER TAX	367,900,346	534,828,237
NET FINANCIAL	4,632,771,533	5,027,519,753
ASSISTANCE/SUBSIDY/CONTRIBUTION	(2,321,007,146)	(1,510,667,821)
NET INCOME	2,311,764,387	3,516,851,932
OTHER COMPREHENSIVE INCOME	0	0
TOTAL COMPREHENSIVE INCOME	2,311,764,387	3,516,851,932

**BASES CONVERSION AND DEVELOPMENT AUTHORITY STATEMENTS
OF FINANCIAL POSITION**

December 31, 2021 and 2020

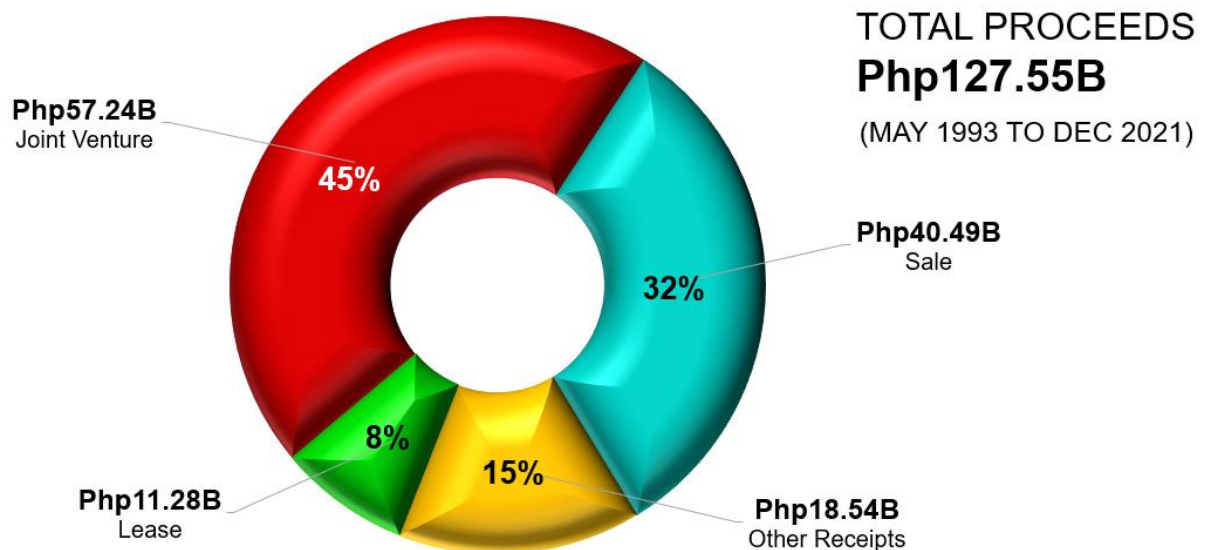
(In Philippine Peso)

	2021	2020 (as restated)	January 1, 2020 (as restate)
ASSETS			
Current Assets			
Cash and cash equivalents	15,193,883,755	5,003,162,433	14,475,981,881
Financial Assets	1,251,810,157	7,101,262	1,690,153,615
Other Investments	3,215,007,181	1,319,183,926	8,284,712,871
Receivables	8,056,539,400	17,943,151,528	9,383,993,600
Inventories	4,421,338,002	703,169,393	700,085,894
Other Current Assets	3,973,894,589	2,839,992,454	8,223,456,635
	36,112,473,084	27,815,760,996	42,758,384,496

Non-Current Assets			
Financial Assets	500,000,000	1,751,730,717	1,757,651,276
Investments in Joint Ventures	472,131,686	458,610,240	503,912,400
Investments in Associates/Affiliates	13,365,405,952	13,548,280,601	13,317,760,201
Investments in Subsidiaries	3,546,715,099	3,546,715,099	3,546,715,099
Other Investments	103,024,319	103,024,319	103,024,319
Receivables	11,291,872,374	16,269,892,934	25,196,011,427
Investment Property	83,053,580,002	84,265,675,074	73,749,275,441
Property and Equipment	9,946,528,057	17,476,521,174	3,566,464,745
Service Concession Assets	42,726,958,271	28,464,604,216	28,244,845,619
Intangible Assets	17,052,900	13,837,355	17,482,211
Deferred Tax Assets	5,073,948,202	4,646,575,837	4,081,900,565
Other Non-Current Assets	1,550,231,620	1,557,584,612	1,558,633,126
	171,647,448,482	172,103,052,178	155,643,676,429
TOTAL ASSETS	207,759,921,566	199,918,813,174	198,402,060,925
LIABILITIES AND EQUITY			
Current Liabilities			
Financial Liabilities	1,991,512,371	2,239,105,086	1,256,078,035
Inter-Agency Payables	9,129,627,003	3,767,604,786	5,146,306,107
Trust Liabilities	1,317,315,859	1,415,015,611	2,025,074,937
Provisions	41,616,068	35,974,617	28,271,271
Other Payables	223,494,531	225,494,631	227,524,631
	12,703,565,832	7,683,194,731	8,683,254,981
Non-Current Liabilities			
Financial Liabilities	15,982,697,138	17,647,358,892	18,570,900,195
Deferred Credits/Unearned Income	13,527,999,645	10,817,303,115	10,291,552,316
Other Payables	1,421,096,052	1,421,096,052	1,421,096,052
	30,931,792,835	29,885,758,059	30,283,548,563
Equity	164,124,562,899	162,349,860,384	159,435,257,381
TOTAL LIABILITIES AND EQUITY	207,759,921,566	199,918,813,174	198,402,060,925

The Commission on Audit issued an unmodified opinion on the fairness of presentation of the financial statements of BCDA.

Gross Disposition Proceeds

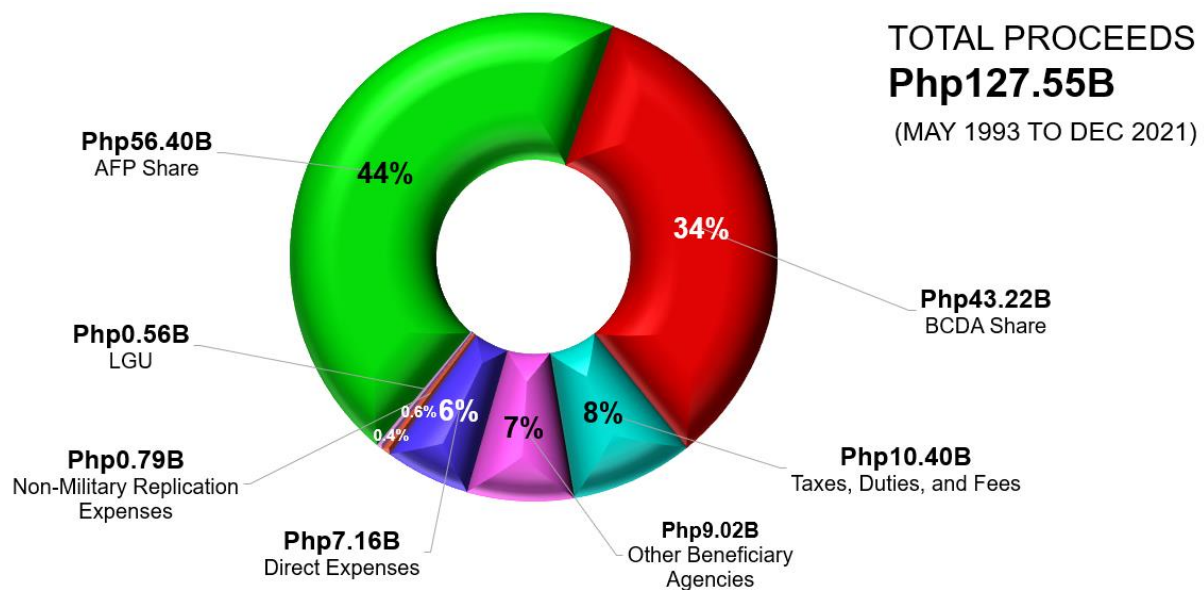


The total gross proceeds generated by BCDA from May 1993 to December 2021 arising from the disposition of Metro Manila camps covered by RA 7227 has reached Php127.55 billion. The proceeds increased by 14% compared with the previous years' level of Php112.28 billion.

The main drivers for the 14% increment were the receipt of disposition proceeds in the amount of Php8 billion from the joint venture with SM Prime Holdings, Inc. for the Bonifacio South Pointe property, Php4.127 billion from Megaworld representing the settlement of the unpaid Minimum Annual Secured Revenue shares, Php1.120 billion from the Closed-out Agreement for the Serendra Property, and Php540 million dividends from Fort Bonifacio Development Corporation. Other contributors to the growth were the proceeds from existing lease and joint venture agreements totaling Php1.48 billion.

The Php127.55 billion total disposition proceeds consist of Php57.24 billion from joint ventures, Php40.49 billion from sales, Php11.28 billion from leases, and Php18.54 billion from other receipts. This is based on actual cash generated except for replication projects undertaken by the developer and recorded as part of the gross proceeds (e.g. the replication of PAF facilities in Villamor Air Base, replication of PA, PAF, and PN facilities in JUSMAG and Villamor Air Base, and so on).

Breakdown of Gross Disposition Proceeds



The AFP is the biggest beneficiary of the disposition proceeds receiving 44% of the Php127.55 billion generated since 1993. The AFP share consisted of Php45.28 billion for the AFP Modernization Program and Php11.12 billion for the replication of military facilities in Fort Bonifacio and Villamor Air Base. The replication projects of Php7.25 billion funded by the General Appropriations Act are not yet included in the AFP share.

The share of BCDA accounted for 34% or Php43.22 billion, while the share of other beneficiary agencies represented 7% or Php9.02 billion of the total. The Local Government units also benefited from the asset disposition program with the receipt of Php560 million of the proceeds.

Disposition-related expenses deducted from the gross proceeds include Php7.16 billion for direct expenses on-site development and infrastructure projects, relocation of informal settlers, survey, titling, appraisal, and administrative expenses; Php10.40 billion for taxes, duties, and fees; and Php790 million for the replication of non-military facilities.

By law, the AFP's share consists of 35% from sale transactions and 50% from non-sale transactions. The BCDA share of 27.5% from sale transactions and 50% from non-sale transactions are being used to fund its operations, development of former military bases and construction of infrastructure projects on its properties.

BCDA remits the proceeds from the disposition program annually to the Bureau of the Treasury (BTr). After remittance, it is the responsibility of the Department of Budget and Management (DMB) to release the

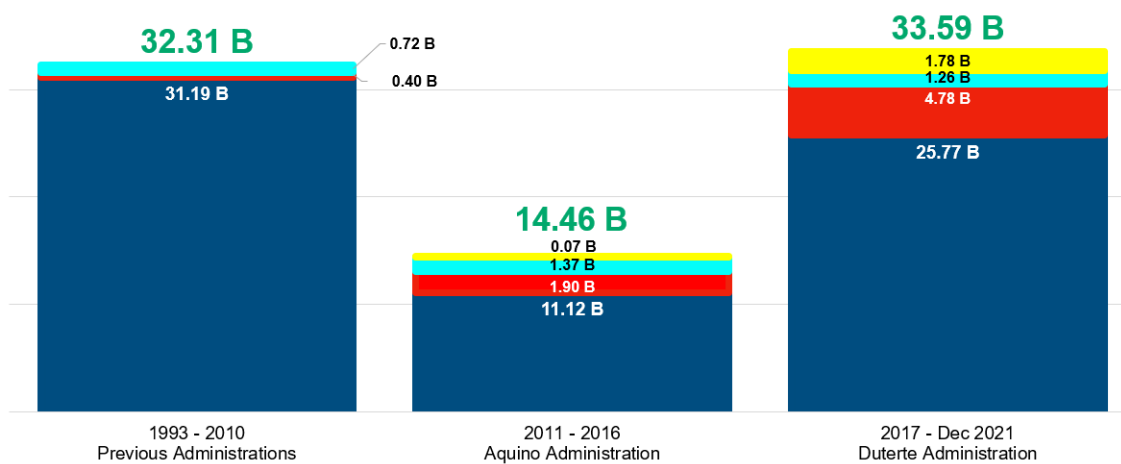
respective shares of the beneficiary agencies⁶ based on the budget execution guidelines and the approved fiscal program of the government.

Remittances to the National Government

Total: Php80.36B

(May 1993 – Dec 2021)

■ Disposition Proceeds - Php68.08B
 ■ Dividends - Php 7.08B
 ■ Guarantee Fees - Php 3.35B
 ■ Other Obligations - Php 1.85B



Since the creation of BCDA in 1992, its remittance to the National Government has reached Php80.36 billion as of December 2021 inclusive of Php7.276 billion for remittance upon receipt of the government approvals. The said remittance consisted of Php68.80 billion in disposition proceeds, Php7.08 billion in dividends, Php3.35 billion in guarantee fees, and Php1.85 billion remittances for other obligations.

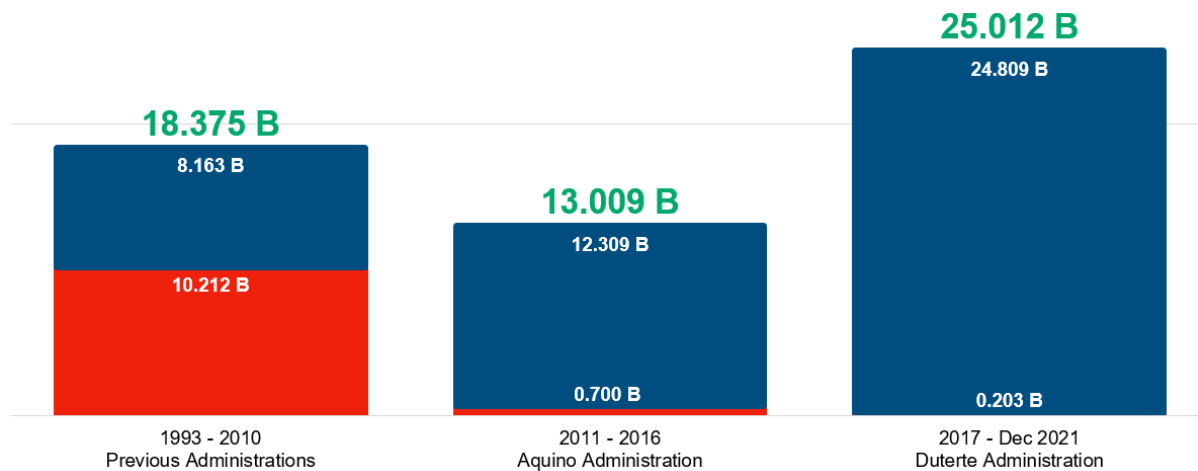
BCDA's excellent performance during the Duterte administration can be attributed to the aggressive policies supported by the administration to resolve long-standing disputes over the properties or with business partners. Because of this, BCDA's remittance during the Duterte administration reached Php33.59 billion, Php19.13 billion higher compared to the Php14.46 billion remittance during the six-year Aquino administration.

⁶ National Housing Authority, National Home Mortgage Finance Corporation, Home Insurance and Guarantee Corporation; Philippine Health Insurance Corporation; Department of Public Works and Highways and Department of Transportation; Philippine Veterans Affairs Office; Commission on Higher Education; Department of Science and Technology; Office of the Secretary, Department of Justice and the Ombudsman; National Bureau of Investigation, Bureau of Corrections, Philippine National Police, and the Bureau of Jail Management and Penology; Supreme Court of the Philippines and the Lower Courts, Sandiganbayan, Court of Appeals and Court of Tax Appeals; Department of Education and Department of Social Welfare and Development; Department of Labor and Employment; Mount Pinatubo Assistance, Rehabilitation and Development Fund; and, Philippine Economic Zone Authority.

Contributions to AFP under the Duterte Administration

Total: Php56.396B
(May 1993 – Dec 2021)

■ AFP Modernization Program - Php45.281 B
■ Replication of Military Facilities - Php11.115 B



BCDA posted its highest contributions to the AFP amounting to Php25.012 billion during the Duterte administration, Php12.003 billion higher compared to the Php13.009 billion contributed during the six-year Aquino Administration. The breakdown of the AFP share is as follows:

Particular	Amount (Php Billion)
AFP Modernization Program	
Remitted	38.075
For Remittance	7.206
Sub-total	45.281
Replication of Military Facilities	11.115
Total AFP Share	56.396

Bases Conversion and Development Authority
Directors' Attendance Record for the Period JANUARY 2021 to DECEMBER 2021

Name of Board Member	Position	Date of Most Recent Appointment	Audit and Corporate Governance Committee	Business Development Committee	Finance and Investments Committee	Organization Development Committee	Legal, Risk Management, and External Relations Committee
GREGORIO D. GARCIA III	Chairman	09 August 2016, to serve the unexpired Term of Office that begun on 01 July 2016 and will end on 30 June 2017	Y	Y	Y	Y	Y
VIVENCIO B. DIZON	Vice Chairman/ President & CEO	09 August 2016, to serve the unexpired Term of Office that begun on 01 July 2016 and will end on 30 June 2017	N	Y	Y	Y	Y
ARISTOTLE B. BATUHAN	Officer-In-Charge/ Member	14 October 2016, to serve the unexpired Term of Office that begun on 01 July 2016 and will end on 30 June 2017	Y	Y	Y	Y	Y
FERDINAND S. GOLEZ	Member	16 June 2017, to serve the unexpired Term of Office that begun on 01 July 2016 and will end on 30 June 2017	Y	Y	Y	Y	Y
GLORIOSO V. MIRANDA	Member	09 January 2018, to serve the unexpired Term of Office that begun on 01 July 2017 and will end on 30 June 2018	Y	Y	Y	Y	N
DAVID L. DIWA	Member	07 February 2018, to serve the unexpired Term of Office that begun on 01 July 2017 and will end on 30 June 2018	N	Y	N	Y	Y
GERARD M. CAMIÑA	Member	08 May 2018, to serve the unexpired Term of Office that begun on 01 July 2017 and will end on 30 June 2018	Y	Y	Y	Y	Y
HENRY L. URI	Member	09 August 2019, to serve the unexpired Term of Office that begun on 01 July 2019 and will end on 30 June 2020	N	Y	Y	Y	Y
PEDRO R. LAVLO, JR.	Member	03 December 2019, to serve the unexpired Term of Office that begun on 01 July 2019 and will end on 30 June 2020	Y	Y	N	Y	Y

LEGENDS: P – Present NA – Not Applicable

A – Absent OB – Official Business

Bases Conversion and Development Authority

Attendance Record of Directors in Board and Committee Meetings for the Period JANUARY 2021 to DECEMBER 2021

Name of Board Member	Nature of Position	Position	Board and Committee			Board Attendance			Committee Attendance		
			Total	Actual	Percentage	Total	Actual	Percentage	Total	Actual	Percentage
GREGORIO D. GARCIA III	Appointive	Chairman	49	49	100%	24	24	100%	25	25	100%
VIVENCIO B. DIZON	Appointive	Vice Chairman/ President & CEO	37	31	83.78%	19	15	78.95%	18	16	88.89%
ARISTOTLE B. BATUHAN	Appointive	Officer-In-Charge/ Member	46	46	100%	24	24	100%	22	22	100%
FERDINAND S. GOLEZ	Appointive	Member	49	49	100%	24	24	100%	25	25	100%
GLORIOSO V. MIRANDA	Appointive	Member	47	47	100%	24	24	100%	23	23	100%
DAVID L. DIWA	Appointive	Member	43	43	100%	24	24	100%	19	19	100%
GERARD M. CAMIÑA	Appointive	Member	49	49	100%	24	24	100%	25	25	100%
HENRY L. URI	Appointive	Member	45	45	100%	24	24	100%	21	21	100%
PEDRO R. LAYLO, JR.	Appointive	Member	45	45	100%	24	24	100%	21	21	100%

DM

Bases Conversion and Development Authority
Attendance Record of Directors in Board Meetings for the Period JANUARY 2021 to DECEMBER 2021

Name of Board Member	Total	Actual	% Attendance	Date of Board Meeting																								
				Jan 13	Jan 27	Feb 10	Feb 24	Mar 10	Mar 24	Apr 14	Apr 28	May 12	May 26	Jun 09	Jun 23	Jul 07	Ju 21	Aug 11	Aug 25	Sep 08	Sep 22	Oct 06	Oct 20	Nov 03	Nov 17	Nov 01	Dec 15	
GREGORIO D. GARCIA III	24	24	100%	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P
VIVENCIO B. DIZON	19	15	78.95%	P	OB	P	P	P	P	P	OB	P	A	P	OB	A	P	OB	OB	A	P	OB	P	OB	OB	OB	OB	OB
ARISTOTE B. BATUHAN	24	24	100%	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P
FERDINAND S. GOLEZ	24	24	100%	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P
GLORIOSO V. MIRANDA	24	24	100%	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P
DAVID L. DIWA	24	24	100%	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P
GERARD M. CAMIÑA	24	24	100%	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P
HENRY L. URI	24	24	100%	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P
PEDRO R. LAVIJO, JR.	24	24	100%	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P

244

OB – January 27, 2021 – As the Deputy Chief Implementer of the National Action Plan against COVID-19, PCEO Dizon was in Makati City to attend the COVID-19 Vaccine Code Team Visit.

OB – February 10, 2021 – PCEO Dizon attended the meeting called by DOF Sec. Carlos Dominguez.

OB – April 14, 2021 – As the Deputy Chief Implementer of the National Action Plan against COVID-19, PCEO Dizon attended the opening ceremony of the temporary treatment and monitoring facility in Subic.

OB – May 26, 2021 – As the Deputy Chief Implementer of the National Action Plan against COVID-19, PCEO Dizon attended the 2021 Virtual Business Mission of US ASEAN Business Council (Meeting with the National Action Plan Against Covid-19).

OB – July 07, 2021 – As the Deputy Chief Implementer of the National Action Plan against COVID-19, PCEO Dizon attended the Vaccination Rollout for Tourism Frontliners in Boracay Island.

OB – August 11, 2021 – As the Deputy Chief Implementer of the National Action Plan against COVID-19, PCEO Dizon attended the Ceremonial Vaccination of Tourism Industry Workers in Bohol.

OB – August 25, 2021 – As the Deputy Chief Implementer of the National Action Plan against COVID-19, PCEO Dizon attended the Senate Committee Hearing on Accountability of Public Officers and Investigations (Blue Ribbon).

OB – September 22, 2021 – Chairman Garcia attended an emergency closed-door meeting with Taguig Mayor Lino Cuyetano.

OB – September 22, 2021 - As the Deputy Chief Implementer of the National Action Plan against COVID-19, PCEO Dizon attended the meeting with President Rodrigo Roa Duterte on Covid-19 Concerns in Davao City.

OB – October 06, 2021 - As the Deputy Chief Implementer of the National Action Plan against COVID-19, PCEO Dizon attended the Ceremonial Vaccination for Tourism Industry Workers in Rizal.

Bases Conversion and Development Authority

Attendance Record of Directors in Committee Meetings for the Period JANUARY 2021 to DECEMBER 2021

AUDIT AND CORPORATE GOVERNANCE COMMITTEE MEETING	Name of Board Member	Total	Actual	% Attendance	Date of Committee Meeting			
					Sept 08	Oct 20	Nov 17	Dec 15
	GREGORIO D. GARCIA III	4	4	100%	P	P	P	P
	ARISTOTLE B. BATUHAN	2	2	100%	P	P	NA	NA
	FERDINAND S. GOLEZ	4	4	100%	P	P	P	P
	GLORIOSO V. MIRANDA	4	4	100%	P	P	P	P
	GERARD M. CAMIÑA	4	4	100%	P	P	P	P
	PEDRO R. LAYLO, JR.	2	2	100%	NA	NA	P	P

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Bases Conversion and Development Authority
Attendance Record of Directors in Committee Meetings for the Period JANUARY 2021 to DECEMBER 2021

FINANCE AND INVESTMENTS COMMITTEE MEETING					
Name of Board Member	Total	Actual	% Attendance	Date of Committee Meeting	
				Sept 06	Sept 07
FERDINAND S. GOLEZ	2	2	100%	P	P
GREGORIO D. GARCIA III	2	2	100%	P	P
VIVENCIO B. DIZON	2	2	100%	OB	OB
ARISTOTLE B. BATUHAN	2	2	100%	P	P
GERARD M. CAMIÑA	2	2	100%	P	P
HENRY L. URI	2	2	100%	P	P

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OB – September 06, 2021 – As the Deputy Chief Implementer of the National Action Plan against COVID-19, PCEO Dizon attended the NTF meeting regarding the National and Regional Vaccine Operation Centers.
OB – September 07, 2021 – As the Deputy Chief Implementer of the National Action Plan against COVID-19, PCEO Dizon attended the Senate Blue Ribbon Committee Hearing re the COA observations on DOH COVID expenses.

Bases Conversion and Development Authority

Attendance Record of Directors in Committee Meetings for the Period JANUARY 2021 to DECEMBER 2021

ORGANIZATION DEVELOPMENT COMMITTEE MEETING					
Name of Board Member	Total	Actual	% Attendance	Date of Committee Meeting	
				Oct 06	Dec 15
GREGORIO D. GARCIA III	2	2	100%	P	P
VIVENCIO B. DIZON	1	1	100%	OB	NA
ARISTOTLE B. BATUHAN	1	1	100%	NA	P
FERDINAND S. GOLEZ	2	2	100%	P	P
DAVID L. DIWA	2	2	100%	P	P
GERARD M. CAMIÑA	2	2	100%	P	P
GLORIOSO V. MIRANDA	2	2	100%	P	P
HENRY L. URI	2	2	100%	P	P
PEDRO R. LAYLO, JR.	2	2	100%	P	P

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OB – October 06, 2021 - As the Deputy Chief Implementer of the National Action Plan against COVID-19, PCEO Dizon attended the Ceremonial Vaccination for Tourism Industry Workers in Rizal.

Bases Conversion and Development Authority
Attendance Record of Directors in Committee Meetings for the Period JANUARY 2021 to DECEMBER 2021

Name of Board Member	Total	Actual	% Attendance	Date of Committee Meeting																		
				Jan 13	Jan 27	Feb 10	Mar 24	Apr 14	May 12	May 26	Jun 09	Jun 23	Jul 07	Jul 21	Aug 11	Aug 25	Sep 08	Sep 22	Nov 17	Dec 01		
GREGORIO D. GARCIA III	17	17	100%	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	
VIVENCIO B. DIZON	15	13	86.67%	P	OB	OB	OB	OB	P	OB	A	P	P	P	P	P	P	P	P	P	OB	MA
ARISTOTLE B. BATUHAN	17	17	100%	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P
FERDINAND S. GOLEZ	17	17	100%	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P
GLORIOSO V. MIRANDA	17	17	100%	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P
DAVID L. DIWA	17	17	100%	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P
GERARD M. CAMIÑA	17	17	100%	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P
HENRY L. URI	17	17	100%	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P
PEDRO R. LAVIJO, JR.	17	17	100%	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P

- OB – January 27, 2021 – As the Deputy Chief Implementer of the National Action Plan against COVID-19, PCEO Dizon was in Taguig City to attend the Covid-19 Vaccine Code Team Visit.**
- OB – February 10, 2021 – As the Deputy Chief Implementer of the National Action Plan against COVID-19, PCEO Dizon was in San Juan City to attend the Covid-19 Vaccine Code Team Visit.**
- OB – March 24, 2021 – As the Deputy Chief Implementer of the National Action Plan against COVID-19, PCEO Dizon, together with Sec. Galvez and Sen. Bong Go, personally welcomed the arrival of the Second Batch of Sinovac doses at the NAIA Terminal 2.**
- OB – April 14, 2021 – As the Deputy Chief Implementer of the National Action Plan against COVID-19, PCEO Dizon attended the opening ceremony of the temporary treatment and monitoring facility in Subic.**
- OB – May 26, 2021 – As the Deputy Chief Implementer of the National Action Plan against COVID-19, PCEO Dizon attended the 2021 Virtual Business Mission of US ASEAN Business Council (Meeting with the National Action Plan Against Covid-19).**
- OB – July 07, 2021 – As the Deputy Chief Implementer of the National Action Plan against COVID-19, PCEO Dizon attended the Vaccination Rollout for Tourism Frontliners in Borcay Island.**
- OB – August 11, 2021 – As the Deputy Chief Implementer of the National Action Plan against COVID-19, PCEO Dizon attended the Ceremonial Vaccination of Tourism Industry Workers in Bohol.**
- OB – August 25, 2021 – As the Deputy Chief Implementer of the National Action Plan against COVID-19, PCEO Dizon attended the Senate Committee Hearing on Accountability of Public Officers and Investigations (Blue Ribbon).**
- OB – September 22, 2021 – Chairman Garcia attended an emergency closed-door meeting with Taguig Mayor Lino Cuyetano.**
- OB – September 22, 2021 – As the Deputy Chief Implementer of the National Action Plan against COVID-19, PCEO Dizon attended the meeting with President Rodrigo Roa Duterte on Covid-19 Concerns in Davao City.**

Prepared by:

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Noted by:

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 Corporate Secretary