



CORPORATE GOVERNANCE ENHANCEMENT SESSIONS FOR DIRECTORS AND OFFICERS

PLDT ANNUAL CORPORATE GOVERNANCE ENHANCEMENT SESSION

For Year: 2018

Date: November 16, 2018

Training Hours: 4 hours

Sustainability Strategy in a Disruptive Business Environment: ESG Best Practices and Compliance Issues

Dr. Matthew Bell

Asia Pacific and Oceania Managing Partner, Climate Change and Sustainability Services, Ernst & Young



Dr. Matthew Bell discussed global megatrends and business disruptions and how companies may cope with the changing environment. His presentation highlighted responsible regional and global business practices that shape a sustainable future, as well as climate risks and opportunities, and investor demand and sustainability reporting. Dr. Bell noted the increasing focus on ESG in the Philippines and suggested materiality objectives that will maximize company ESG initiatives.

Blockchain Technology Use Cases and Strategic Benefits, Risks and Governance Issues

Mr. Paul Brody

Principal, Ernst & Young, Global Innovation Leader, Blockchain Technology



Mr. Paul Brody presented key concepts of blockchain technology (BCT) and BCT use cases in business enterprise. He discussed how compliance and governance may be engineered into the use of BCT and what major transitions are likely to result from the adoption of BCT as a standard tool for enterprise interaction. Mr. Brody likewise discussed how a company interested in BCT may explore BCT's business application and viability by identifying a strategic plan starting with manageable pieces to implement, and addressing real problems.



PLDT ANNUAL CORPORATE GOVERNANCE ENHANCEMENT SESSIONS AND TRAININGS

For Previous Years

Charting the Digital Age, its Risks and Strategies, through Governance, and a Responsive Corporate Culture

Mr. Aaron Dignan
Founder, The Ready
September 2017



Mr. Aaron Dignan discussed the complexities of doing business in the digital age and how organizations can transform to adapt and address the challenges while maximizing opportunities. He provided examples of different kinds of organizational operating systems and how they solve problems of control, alignment, culture and governance. Mr. Dignan also related the purpose and role of governance in the transformation of an organization.

People and Culture Transformation Strategies in the Digital Age

Ms. Maria Elizabeth S. Sichon
Chief People & Culture Officer, PLDT Inc. & SMART Communications, Inc.
September 2017



Ms. Elizabeth “Liza” S. Sichon shared her knowledge and experience on people, culture, and organizational transformation strategies, including how a mature company can adapt and transform into a digital company. She discussed the important role of people and culture in the transformation of an organization.

Governance & Customer Experience: A Survey of Global Customer Experience Strategies

Mr. Ralph W. Brunner
Chief Customer Experience and Data Analytics Advisor, PLDT Inc. & SMART Communications, Inc.
September 2017



Mr. Ralph W. Brunner presented 15 best practices and strategies on Customer Experience adopted by various global companies from different industries including retail, telecommunications, e-commerce and other digital services. He shared strategies on how organizations are managing and improving customer experience to meet complex and changing customer demands, and issues between personalization and privacy.



Digital Transformation, Risk Management and Governance in the 21st Century

Mr. Mike Walsh
CEO, Tomorrow
November 2016



Mr. Mike Walsh shared his views on risks arising from fast, disruptive and constantly shifting digital technologies in the 21st century and management's responsibility to respond strategically, highlighting key governance and strategic priorities in digital transformation.

Digital Governance: Issues in Emerging Technologies

Mr. Chia Ling Koh
Director, Singapore Law Practice of Queen Street Legal LLC
November 2016



Mr. Chia Ling Koh gave his insights on emerging technologies and the governance and ethical issues surrounding the use of these technologies, such as Bit Coin, FinTech, Cyber Security, Ethical Hacking, and Data Analytics.

The Philippine Competition Act and Philippine Competition Commission

Atty. Emmanuel M. Lombos / Atty. Arlene M. Maneja
Partner, SyCip Salazar Hernandez & Gatmaitan
May 2016



The speakers discussed the salient provisions of the Philippine Competition Act, including the structure, powers and functions of Philippine Competition Commission.

Cyber Security in the 21st Century: The Threat Landscape

Christopher C. Camejo
Director -Threat and Vulnerability Analysis, NTT Com Security February 2016



Mr. Camejo discussed cyber security issues in the 21st century. He discussed riskbased security with an emphasis on the need to understand the particular environments in which companies operate. Mr. Camejo ended the discussion with a live hacking demonstration. Complementing Mr. Camejo's discussion, Mr. Scott Spaven, head of client and broker engagement of AIG, talked about the risk management process which entails risk identification, assessment, selection of risk handling method and monitoring and evaluation.



Data and Information Rules: What the Board Should Know Atty. Jose

Jesus M. Disini, Jr.

Managing Partner, Disini and Disini Law Office

October and December 2015

Atty. Disini emphasized that “Privacy” is a business issue, is a matter for compliance and is also principally a governance issue. He also discussed the differing approaches to and rules on privacy, particularly those of the European Union and Asia Pacific Economic Cooperation. He then talked about the Philippine Data Privacy Act and its implications particularly with respect to its compliance and risk dimensions and the necessary and appropriate governance responses thereto.



21st Century Leadership and Governance: Thriving Amid Change, Complexity, and Lots of Choices

Mr. Chris Lowney

Chairman, Catholic Health Initiatives

December 2014

Mr. Lowney talked about ethics and personal governance as necessary aspects of leadership. He emphasized that each person has a leadership opportunity and responsibility. He also pointed out the important attributes or values of successful leaders in today's environments: purpose greater than self (heroism), self-awareness, ingenuity and freedom, and courage.



Handling Ethical Dilemmas: Tools and Techniques

Ms. Gretchen Winter

Executive Director, Center for Professional Responsibility in Business and Society

University of Illinois at Urbana-Champaign

November 2013

Ms. Winter introduced practical tools that executives can employ to handle ethical dilemmas as a way of building professional responsibility. The participants were made to practice the skill of decision making through caselets or “two minute challenges”. She also invited the participants’ attention to various roles of an executive as a leader, a peer and a manager. The discussion ended with ways to enhance the power of individuals in organizations and to harmonize the influence of organizational and individual values.





Navigating the New World of Business

Dr. Thomas Donaldson

Professor of Business Ethics

The Wharton School, University of Pennsylvania, USA November 2012



Dr. Donaldson discussed how companies operate in these turbulent times and navigate issues of reputational risk, governance and integrity. He discussed major failures in the areas of governance and risk management and the dangerous patterns of rewards and cultural weakness. He stressed that while compliance with rules and regulations is important, it should be augmented by right leadership, proper systems and a culture guided by the right values, such as integrity, responsibility, and fairness.

Performance, Principles and People: A Discussion with the PLDT Leadership

Mr. Steven John Priest

Senior Advisor

Global Compliance Services, Inc., Charlotte, USA

December 2011



Mr. Priest presided over a very interactive discussion on Board Governance and Responsibilities. He provided input on the role of the board and senior management particularly in the areas of governance and compliance risks, corporate culture, and leadership. Importance was also given to recent developments in global legislation and regulations, as well as emerging best practices on governance, ethics and compliance, focusing on directors' qualifications and independence, executive compensation, and succession planning.

Enterprise Risk Management in Relation to Transformation and Change Efforts of an Organization

Mr. Marc Ronez

Asia Risk Management Institute, Singapore

December 2010



Mr. Ronez discussed the challenges of corporate transformation and why most organizations find it difficult to change. He talked about how Enterprise Risk Management, when properly implemented can effectively support corporate transformation. Finally, he stressed the need to develop an ERM Roadmap for nurturing and leading continuous change in organizations.



A Crisis is a Terrible Thing to Waste: Lessons from the Great Depression

Mr. Keith T. Darcy

Executive Director

Ethics and Compliance Officer Association, Massachusetts, USA

December 2009



Mr. Darcy spoke about corporate misdeeds in the new millennium and the causes of the global financial crisis. More importantly, he outlined lessons that may be learned and applied by corporate executives in the performance of their duties. Mr. Darcy narrated how the global financial crisis sparked a loss of trust on a massive scale and a lesson from this is to align a company's culture with its particular brand promise. He also stated that there are many levels of tone at the top and stressed the need for consistency of leadership from the boardroom to the shop level.

The Global Financial Crisis and Corporate Governance

Dr. Jesus P. Estanislao

Chairman

Institute of Corporate Directors

October 2008



Dr. Estanislao reviewed the four pillars of business ethics which are: good board practices, appropriate control mechanisms and processes, strong regime of disclosure and transparency and protection of (minority) shareholder rights. These pillars were discussed in relation to the recent financial crisis. Also discussed was the CG improvement pathway which includes: initiation, compliance, proficiency and institutionalization. In closing, the Dr. Estanislao highlighted the importance of culture to complete the environment for an ethical organization.

Stages of Corporate Moral Development

Dr. Antonette Palma-Angeles

Director, JB Fernandez Center for Ethics

Ateneo de Manila University

October 2008



Dr. Palma-Angeles introduced the participants to the idea of corporate moral development and also talked about its various stages. Illustrative cases for each stage were presented. A practical exercise of assessing the stage of the companies in the PLDT group was undertaken, followed by a discussion of what needs to be done to move the company up the stages of corporate moral development.



Corporate Governance Trends in Asia

Prof. Low Chee Keong

Chinese University of Hong Kong

Member - Listing Committee, Hong Kong Stock Exchange

May 2007



*Photo from Chinese University of
Hong Kong*

Prof. Low presented lessons learned in corporate governance from the Asian Financial Crisis. Also discussed were issues pertaining to codes of corporate governance, reporting requirements, shareholder protection and board appointments. The relationship of corporate governance to public governance was also touched upon. At the end, the seminar emphasized that corporate governance is, ultimately, about the need to promote integrity and an ethical culture in a company.

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