

Name of GOCC: **Philippine National Construction Corporation (PNCC)**
 Acronym: **PNCC**
 Sector: **Utilities and Communications**
 Date submitted: **25-Mar-25**
 Year being assessed: **2024**

CORPORATE GOVERNANCE SCORECARD REPORT A

COMPONENT			GOCC SUBMISSION			GOCC VALIDATION					
GRP	ITEM	QUESTION	ANS	GUIDE	COMPLIANCE	ANS	REFERENCE DOCUMENTS	ANS	Comments	Score	Applied Items
I	1.a	Does the GOCC disclose a policy that: Signifies the existence and scope of its effort to address customer's welfare?	Y	The GOCC must 1) identify its stakeholders and 2) state the policies that were created for the welfare of its customers. The stated policies must not be ambiguous and should include their underlying principles and guidelines.	As part of PNCC's Quality Management System, the Quality Manual includes the detailed summary of PNCC's stakeholders in conformance with ISO 9001:2015 standard under Clause 4.2	Y	http://www.pncc.ph/LINKS/PDF/SAME/ENED%20REVISED%20MANUAL%20ON%20CORP-RATE%20GOVERNANCE%20MANUAL%202017.pdf#page=36	Y	Disclosure found PNCC recognizes its responsibility to safeguard and promote the welfare of its stakeholders, particularly its customers. In line with this commitment, Article 9 of the Revised Manual on Corporate Governance clearly identifies PNCC's various stakeholders and outlines the Company's duties toward each group.	1.00	1
		Does the GOCC disclose a policy that: Elaborates its efforts to interact with the communities in which they operate?	Y	The GOCC must clearly identify its policy on interacting with the communities around it. The identified policy must not be ambiguous and should include its principles and guidelines.	The Corporate Social Responsibility Policy provides PNCC is committed to provide employment and economic opportunities in the community where it operates. The company will contribute to the community by supporting related and relevant programs in health, education, social services and environment, as well as cultural and civic projects. *	Y	http://www.pncc.ph/CSR/ENED%20REVISED%20MANUAL%20ON%20CORP-RATE%20GOVERNANCE%20MANUAL%202017.pdf#page=37	Y	Disclosure found PNCC has a clear policy outlining its commitment to meaningful engagement with the communities in which it operates. As stated in its Corporate Social Responsibility Policy, PNCC is dedicated to creating employment and economic opportunities within host communities.	1.00	1
		Does the GOCC disclose a policy that: Ensures that its value chain is environmentally friendly or is consistent with promoting sustainable development?	Y	The GOCC must clearly identify its policy on 1) leaving its value chain environmentally friendly, or 2) promoting sustainable development. The identified policy must not only show how the GOCC complies with existing environmental regulations but should also show how it employs value processes that reduce waste and damage to the environment. The policy should also not be ambiguous and should include its principles and guidelines.	The Corporate Social Responsibility Policy states that PNCC is committed to safeguarding the safety and health of its employees, contractors and the general public and to preserve the environment in undertaking its operations and activities. The underlying principles are detailed in the Safety, Health and Environment Code of PNCC. All employees are responsible and accountable for contributing to a safe working environment, fostering safe working attitudes, and operating in an environmentally responsible manner. *	http://www.pncc.ph/CSR/ENED%20REVISED%20MANUAL%20ON%20CORP-RATE%20GOVERNANCE%20MANUAL%202017.pdf#page=37	Y	https://www.pncc.ph/LINKS/PDF/SAME/ENED%20REVISED%20MANUAL%20ON%20CORP-RATE%20GOVERNANCE%20MANUAL%202017.pdf#page=37	Y	Disclosure found PNCC upholds a strong commitment to environmental stewardship and sustainable development throughout its operations and value chain. Safety, Health, and Environment Activities https://www.pncc.ph/LINKS/PDF/SAME/ENED%20REVISED%20MANUAL%20ON%20CORP-RATE%20GOVERNANCE%20MANUAL%202017.pdf#page=37	1.00

1	2a	Does the GOCC disclose the activities that it has undertaken to implement the abovementioned policies? (Customer health and safety)	Y	The GOCC must state the activities it has undergone during the year being assessed to implement its policies on customer health and safety. The GOCC must state the dates when the abovementioned activities took place.	PNCC in its website under the Company Policies identified the activities undertaken to implement its health and safety policies / protocols.	Y	https://www.pncc.ph/links/DPF%2024%20Safety%20Health%20and%20Environment%20Activities.pdf	Y	Disclosure found PNCC has disclosed the activities it undertook in 2024 to implement its policies on customer health and safety. These activities, detailed in the 2024 Safety, Health, and Environment Activities Report. Safety, Health, and Environment Activities https://www.pncc.ph/links/DPF%2024%20Safety%20Health%20and%20Environment%20Activities.pdf	1.00	1
1	2b	Does the GOCC disclose the activities that it has undertaken to implement the abovementioned policies? (Interaction with the communities)	Y	The GOCC must state the activities it has undergone during the year being assessed to implement its policies on community interaction. The GOCC must state the dates when the abovementioned activities took place.	PNCC states in its website the activities undergone to implement its policies on community interaction.	Y	http://www.pncc.ph/qa_csr.htm#Community	Y	Disclosure found The PNCC has disclosed on its website the activities it undertook in 2024 to implement its policies on community interaction included under its Corporate Social Responsibility (CSR) Program. Safety, Health, and Environment Activities https://www.pncc.ph/links/DPF%2024%20Safety%20Health%20and%20Environment%20Activities.pdf	1.00	1
1	2c	Does the GOCC disclose the activities that it has undertaken to implement the abovementioned policies? (Environmentally-friendly value chain)	Y	The GOCC must state the activities it has undergone during the year being assessed to implement its policies on promoting sustainable development and/or environmentally-friendly value chain. The GOCC must state the dates when the abovementioned activities took place.	PNCC states in its website the activities undergone to implement its policies on promoting sustainable development and/or environmentally-friendly value chain.	Y	http://www.pncc.ph/qa_csr.htm#Community	Y	Disclosure found The PNCC has disclosed on its website the activities it carried out in 2024 to implement its policies on promoting sustainable development and maintaining an environmentally friendly value chain. Corporate Social Responsibility (CSR) Program http://www.pncc.ph/qa_csr.htm#Community	1.00	1
1	3	Does the GOCC have a separate corporate social responsibility (CSR) report/section or sustainability report/section?	Y	The GOCC must identify both (1) the social and environmental issues of its stakeholders and (2) the activities it undertook to address the said issues during the year being assessed. No points will be given if only the stakeholders and their CSR issues are identified.	PNCC identified the social and environmental issues of its stakeholders and activities undertaken to address the said issues.	Y	http://www.pncc.ph/qa_csr.htm#Environmental	Y	Disclosure found PNCC maintains a dedicated Corporate Social Responsibility (CSR) section on its website, which identifies the key social and environmental issues affecting its stakeholders and outlines the activities undertaken in 2024 to address them. The reported activities include measures to reduce environmental impact, ensure compliance with environmental regulations, and promote resource efficiency. http://www.pncc.ph/qa_csr.htm#Environment Corporate Social Responsibility (CSR) Program http://www.pncc.ph/qa_csr.htm#Community	1.00	1
1	4	Where stakeholder interests are protected by law, stakeholders should have the opportunity to obtain effective redress for violation of their rights. Does the GOCC provide contact details via the company's website or Annual Report, which stakeholders (e.g. customers, suppliers, general public etc.) can use to voice their concerns and/or complaints for possible violation of their rights?	Y	The GOCC must have contact details (phone number or email address) specifically for concerns and/or complaints.	PNCC has provided the contact details (phone number and email address) for concerns and/or complaints of stakeholders.	Y	http://www.pncc.ph/contact_us.htm	Y	Disclosure found The PNCC provides stakeholders with accessible channels to raise concerns or lodge complaints regarding potential violations of their rights. PNCC Citizens' Charter https://www.pncc.ph/links/DPF%20Philippines%20National%20Core%20Values%20and%20Principles%20-%202024%20-%201st%20Edition.pdf http://www.pncc.ph/contact_us.htm	1.00	1
1	5.a	Performance-enhancing mechanisms for employee participation should be permitted to develop. Does the GOCC explicitly mention the health, safety and welfare policy for its employees?	Y	The GOCC must clearly identify its policy on employee health, welfare and safety. The identified policy must not be ambiguous and should include its principles and guidelines.	A social media account was created to further give other stakeholders to address their concerns and/or complaints. PNCC clearly identified its policy on health, welfare and safety.	Y	https://www.facebook.com/PNCC https://www.pncc.ph/qa_csr.htm#Community http://www.pncc.ph/qa_csr.htm#Environment http://www.pncc.ph/qa_csr.htm#Community	Y	Disclosure found PNCC has a clearly defined policy on the health, safety, and welfare of its employees. This policy, outlined under the Safety, Health, and Environment (SHE) Program in the Company Policies section of its website, establishes PNCC's commitment to providing a safe and healthy work environment while safeguarding the overall well-being of its workforce. http://www.pncc.ph/qa_csr.htm#Community Performance Enhancing Mechanism for Employee Participation https://www.pncc.ph/links/DPF%2024%20Performance%20Environment%20and%20Health%20-%202024%20-%201st%20Edition.pdf	1.00	1

GRP	ITEM	QUESTION	ANS	GUIDE	COMPLIANCE	GOCC SUBMISSION		GCG VALIDATION			
						ANS	REFERENCE LINKS/SUPPORTING DOCUMENTS	ANS	Comments	Score	Applied Items
	5.b	Does the GOCC publish data relating to health, safety and welfare of its employees?	Y	The GOCC must publish data related to health, safety and welfare of its employees such as, but not limited to, absenteeism and occupational injuries/diseases.	PNCC has provided data related to health, safety and welfare of its employees including performance-enhancing mechanism activities and ratings.	Y	https://www.pncc.phl.nkx.sip/DE/2024/2025/ann%20thi%20ind%20enroment%20activities.pdf	Y	Disclosure found The PNCC publishes data on the health, safety, and welfare of its employees through its 2024 Safety, Health, and Environment Activities Report. The report includes relevant information such as performance-enhancing mechanisms, activities, and training programs designed to promote workplace safety, employee well-being, and compliance with occupational standards.	1.00	1
	5.c	Does the GOCC have training and development programmes for its employees?	Y	The training and development programs for employees must have occurred during the year being assessed and there should be a brief description describing each of the programs.	PNCC has provided the name of the program and number of participants and inclusive dates when the trainings/seminars were held.	Y	https://www.pncc.phl.nkx.sip/DE/2024/2025/Performance%20Enhancing%20Mechanism%20for%20Employee%20Participation.pdf#page=8	Y	DISCLOSURE FOUND PNCC implements various training and development programs to enhance employee skills, knowledge, and performance. The Company provides the names of the programs, the number of participants, and the inclusive dates of each activity, as disclosed in its 2024 Performance Enhancing Mechanism for Employee Participation Report.	1.00	1
	5.d	Does the GOCC publish data on training and development programmes for its employees?	Y	The GOCC must give the name of the program and either the 1) number of participants per program or 2) average hours per training held	PNCC has provided the name of the program and number of participants and inclusive dates when the trainings/seminars were held.	Y	https://www.pncc.phl.nkx.sip/DE/2024/2025/Performance%20Enhancing%20Mechanism%20for%20Employee%20Participation.pdf#page=8	Y	Disclosure found PNCC discloses detailed data on its training and development programs, including the program titles, the number of employees who participated, and the schedules of each training or seminar. This transparency reflects the Company's commitment to continuous employee development and capacity building.	1.00	1
	6.a	Stateholders including individual employee and their representative bodies, should be able to freely communicate their concerns about legal or unethical practices to the board and their rights should not be compromised for doing this. Does the GOCC have procedures for complaints by employees concerning illegal (including corruption) and unethical behavior?	Y	The GOCC must disclose the actual procedures of their whistleblowing policy for their employees or grievance machinery. Merely stating that they have a policy will not suffice.	PNCC's Whistle Blowing Policy details the procedures on whistle blowing for employees and grievance machinery.	Y	http://www.pncc.phl.nkx.sip/DE/WHISTLEBLOWING-POLICY.pdf	Y	Disclosure found PNCC maintains a Whistleblowing Policy that sets out clear procedures for employees to report legal or unethical practices, including acts of corruption. The policy outlines the steps for lodging complaints, the designated channels for reporting, and the process for investigation and resolution.	1.50	1
	6.b	Does the GOCC have procedures to protect an employee/person who reveals illegal/unethical behavior from retaliation?	Y	The GOCC should explicitly disclose the procedures/mechanism in place that protects the whistleblower from retaliation.	PNCC's Whistle Blowing Policy details the procedures on whistle blowing for employees and grievance machinery and the protection of whistleblower from retaliation.	Y	http://www.pncc.phl.nkx.sip/DE/WHISTLEBLOWING-POLICY.pdf	Y	Disclosure found The same Whistleblowing Policy also contains explicit provisions to protect whistleblowers from retaliation. It ensures that employees who report misconduct in good faith are safeguarded against discrimination, harassment, or any adverse action arising from their disclosure.	1.50	1
					Total Score				15.00	14	

II. Disclosure and Transparency

II	7.a	Does the GOCC's website disclose the following items: Corporate Objectives	Y	The GOCC's corporate objectives must be specific, measurable, achievable, realistic and timely. Showing the GOCC's performance scorecard will also be given points.	PNCC's specific, measurable, achievable, realistic and timely corporate objectives were incorporated in its Performance Scorecard as approved by GCG	Y	https://www.pncc.ph/links/PDF%202024%20PerformanceScoreCard.pdf	Y	DISCLOSURE FOUND The PNCC discloses its specific, measurable, achievable, realistic, and time-bound corporate objectives through its 2024 Performance Scorecard, as approved by the GCG. The Scorecard provides measurable targets and performance indicators that guide PNCC's operations and strategic direction.	4.00	1
II	7.b	Does the GOCC's website disclose the following items: Financial performance indicators	Y	Apart from declaring the financial performance indicators in the annual report and audited financial statements, declaring the financial strategic measures in the GOCC's performance scorecard will also merit points.	PNCC discloses the quarterly performance report on financial strategic measures in the Performance Scorecard.	Y	https://www.pncc.ph/links/PDF%202024%20PE%20MondQuarter%20Report%201st%20Quarter.pdf https://www.pncc.ph/links/PDF%202024%20PE%202nd%20Quarter%20MondReport.pdf https://www.pncc.ph/links/PDF%202024%20PE%203rd%20Quarter%20MondReport.pdf	Y	Disclosure Found PNCC publishes its financial performance indicators, including quarterly performance reports on financial strategic measures, as reflected in the 2024 Performance Scorecard. These disclosures ensure transparency in the Company's financial performance and operational efficiency.	4.00	1
II	7.c	Does the GOCC's website disclose the following items: Non-financial performance indicators	Y	Apart from declaring the non-financial performance indicators in the annual report and accomplishment reports, declaring the non-financial strategic measures in the GOCC's performance scorecard will also merit points.	PNCC discloses the quarterly performance report on non-financial strategic measures in the Performance Scorecard.	Y	https://www.pncc.ph/links/PDF%202024%20PE%20MondQuarter.pdf https://www.pncc.ph/links/PDF%202024%20PE%202nd%20Quarter%20MondReport.pdf https://www.pncc.ph/links/PDF%202024%20PE%203rd%20Quarter%20MondReport.pdf	Y	Disclosure Found In addition to financial data, PNCC reports non-financial strategic measures in its 2024 Performance Scorecard and quarterly monitoring reports.	4.00	1
II	7.d	Does the GOCC's website disclose the following items: Details of whistle-blowing policy	Y	The GOCC must disclose the actual procedures of their whistleblowing policy for their stakeholders. Merely stating that they have a whistleblowing policy will not suffice.	Actual procedures in Whistleblowing has been stated in its policy.	Y	http://www.pncc.ph/links/PDF%20WHISTLEBLOWINGPOLICY.pdf	Y	Disclosure Found PNCC's Whistleblowing Policy contains detailed procedures for stakeholders to report legal or unethical activities. It specifies the channels for submission, the process for handling reports, and the mechanisms for investigation, ensuring integrity and accountability within the organization.	4.00	1
II	7.e	Does the GOCC's website disclose the following items: Biographical details (at least age, qualifications, date of first appointment, relevant experience, and any other directorships of listed companies) of director/commissioners	Y	All of the biographical details of ex-officio and appointive directors being asked for the item must be provided, otherwise no point will be given should there be a missing detail.	Biographical details of all appointive directors including the ex-officio director has been disclosed in the company website.	N	http://www.pncc.ph/home_our_company_BOO.htm	N	Insufficient Disclosure No disclosure of biographical details found for Dr. Alan R. Luga, GISIS Representative.	0.00	0
II	7.f	Does the GOCC's website disclose the following items: Training and/or continuing education programs attended by each director/commissioner	Y	All the trainings of Appointive Directors up until the year being assessed must be disclosed. If the Appointive Director did not attend a meeting on the year being assessed, a statement regarding the lack of training must be made in order to garner points for this item.	All the trainings attended by the governing Board has been disclosed.	Y	https://www.pncc.ph/links/PDF%2024%20Trainings%20Directors.pdf	Y	Disclosure Found PNCC discloses all training and continuing education programs attended by its appointive directors for the year 2024. The list includes program titles, content focus, and dates, reflecting the Company's commitment to continuous governance capacity building.	4.00	1

II	9	Does the GOC's website contain a statement confirming the company's full compliance with the code of corporate governance and where there is non-compliance, identify and explain reasons for each such issue?	Y	The GOC must state that it fully complies with the code of corporate governance and if there is non-compliance it must explain the reason for the non-compliance. Merely stating that the GOC generally complies with the code of corporate governance will not be taken as full compliance and will not garner any points.	PNCC states its compliance with the code of corporate governance through its SEC required Integrated Annual Corporate Governance Report.	Y	http://www.pncc.ph/cg_govr	Y	Disclosure found PNCC fully complies with the Code of Corporate Governance as stated in its Annual Corporate Governance Report. http://www.pncc.ph/cg_govr.htm	1.50	1
Total Score											
21.50											
6											

COMPONENT			GOC SUBMISSION				GCG VALIDATION				
GRP	ITEM	QUESTION	ANS	GUIDE	COMPLIANCE	ANS	REFERENCE LINKS/UPDATING DOCUMENTS	ANS	REMARKS	Score	Applied Items
III	Board Responsibility										
	11.a	Has the Board of Directors reviewed the vision and mission strategy in the last financial year?	Y	The GOC must disclose that the Board has reviewed the mission, vision and strategy during the year ending 2023. Merely stating the GOC's mission, vision and strategy and posting documents (strategy map and scorecard) will not be given points.	On annual basis, the Board through its PAN Committee reviews the vision and strategy. Prior to submission to the GCG, the Board also approves the recommendation of the PAN Committee. The Board in its meeting dated October 25, 2023 approved the Performance Scorecard for 2024 where the vision, mission and strategies were included. See attached Board Resolution on the approval of the 2024 Performance Scorecard where it included its vision, mission and strategies.	Y	http://www.pncc.ph/home_out_sourchment_BOD.htm https://www.pncc.ph/links/PDF/2024%20Board%20Res%20PESS%202024%20Aprob.pdf	Y	Disclosure found http://www.pncc.ph/home_out_company_BOD.htm https://www.pncc.ph/links/SIP/PDF/2024%20Board%20Res%20PESS%202024%20Aprob.pdf	1.50	0
	11.b	Does the Board of Directors monitor/oversees the implementation of the corporate strategy?	Y	There should be a disclosure on how the Board oversees the implementation of the corporate strategy.	The Board through its PAN Committee requires the Management to present its accomplishment on the Performance Scorecard on a quarterly basis. Links to the excerpts of the minutes of the Board PAN Committee meetings are attached hereto for reference.	Y	See the attached minutes of meetings of PAN Committee accomplishment on strategic measures on Performance Scorecard was presented by Management https://www.pncc.ph/links/SIP/PDF/2024%20PAN%20Com%20Meeting%20-%201Q%20PESS%20Report.pdf https://www.pncc.ph/links/SIP/PDF/2024%20PAN%20Com%20Meeting%20-%202Q%20PESS%20Report.pdf https://www.pncc.ph/links/SIP/PDF/2024%20PAN%20Com%20Meeting%20-%203Q%20PESS%20Report.pdf https://www.pncc.ph/links/SIP/PDF/2024%20PAN%20Com%20Meeting%20-%204Q%20Report.pdf	Y	Disclosure found The PNCC Board, through the PAN Committee, oversees the implementation of PNCC's corporate strategy by requiring Management to present quarterly accomplishment reports on the Performance Scorecard. These presentations form part of the Committee's regular agenda and are documented in the minutes of its meetings. Minutes of Meeting of PAN Committee https://www.pncc.ph/links/SIP/PDF/2024%20PAN%20Committee%20Meeting%20-%201Q%20PESS%20Meeting%20Report.pdf#page=2	1.50	1
III	13.a	Are the details of the code of ethics or conduct disclosed?	Y	The details of the Code of Ethics or Conduct must be disclosed. Merely stating that the GOC has a Code of Ethics without divulging information on the coverage of the Code or how branches are handled will not suffice.	PNCC details its Code on Employees Conduct and Discipline	Y	https://www.pncc.ph/links/SIP/PDF/2024%20PAN%20Com%20Meeting%20-%201Q%20PESS%20Report.pdf https://www.pncc.ph/cg_govr.htm	Y	Disclosure found PNCC's Code of Business Conduct and Ethics is publicly disclosed and outlines the standards of professional behavior, ethical guidelines, and disciplinary measures applicable to all covered individuals. PNCC's Code of Business Conduct and Ethics http://www.pncc.ph/cg_govr.htm	1.00	1

III	13b	Does the GOCC disclose that all Directors/Commissioners, senior management and employees are required to comply with the code?	Y	If must be explicitly stated that all the Directors, senior management and employees are required to comply with the Code. If the Code is only for employees, the item will be marked as "N."	PNCC explicitly stated in its website that all Directors, senior management and employees are required to comply with the Code of Ethics or conduct.	Y	http://www.pncc.ethics_code.htm	Y	Disclosure found PNCC explicitly states that its Code of Ethics and Conduct applies to all Directors, senior management, and employees without exception, reinforcing its commitment to ethical governance and workplace integrity. PNCC's Code of Business Conduct and Ethics http://www.pncc.phlog_code.htm	1.00	1
III	13c	Does the company disclose how it implements and monitors compliance with the code of ethics or conduct?	Y	Examples of activities done in order to implement or monitor compliance with the Code of Ethics/Conduct are: - communicating the code to all existing and new employees and directors - making the code available on the company intranet for ease of access - requiring all parties to declare annually that they have complied with the code of ethics or conduct	PNCC has disclosed in its website how it implements and monitors compliance with the code of ethics.	Y	http://www.pncc.ethics_code.htm	N	No Disclosure found While the PNCC disclosed and discussed its Code of Business Conduct and Ethics, no disclosure was available nor found on their website about the activities done to implement or monitor the Code of Business Conduct and Ethics http://www.pncc.phlog_code.htm	0.00	0
III	14	Does the Board support a Nomination/Remuneration Committee?	Y	The GOCC must disclose the names of all of the members of its Nomination, Compensation/Remuneration Committee during the year being assessed. Merely stating the name of the office/agency of the Ex-Officio Member will not suffice and will not garner any points.	PNCC disclosed the names of all the members of Corporate Governance Committee (CGC). The is also CGC assumes the responsibilities of the Nomination, Compensation and Remuneration Committee.	Y	http://www.pncc.ethics_code.htm	Y	Disclosure found PNCC discloses the members of its Corporate Governance Committee (CGC), which assumes the responsibilities of the Nomination, Compensation, and Remuneration Committee. The names of all members serving in 2024 are publicly available. Board Committees http://www.pncc.phlog_board_committees.htm#CGC	0.50	1
III	15	Did the Nomination/Remuneration Committee meet at least twice during the year?	Y	The GOCC must publish the meeting attendance records during the year being assessed.	PNCC published the meeting attendance records of the Corporate Governance Committee which assumes the responsibilities of the Nomination Committee.	Y	https://www.pncc.phlog/CorporateGovernance/2024Attendance.pdf	Y	Disclosure found The Corporate Governance Committee, formerly known as the Nomination, Compensation, and Remuneration Committee, held twelve meetings in 2024, with attendance records published on PNCC's website. Corporate Governance Committee Attendance https://www.pncc.phlog/CorporateGovernance/2024Attendance.pdf	1.50	1
III	16	If yes, is the report of the Nomination/Remuneration Committee publicly disclosed?	Y	The GOCC must publish an accomplishment report of the committee and/or minutes of the meetings held.	PNCC published the accomplishment report of the Corporate Governance Committee.	Y	https://www.pncc.phlog/CorporateGovernance/2024Attendance.pdf	Y	Disclosure found PNCC publishes the Accomplishment Report of its Corporate Governance Committee, detailing the activities and resolutions undertaken during the year. Corporate Governance Committee Report https://www.pncc.phlog/CorporateGovernance/2024Attendance.pdf	1.50	1
III	17	Does the Board appoint an Audit Committee?	Y	The GOCC must disclose the names of all of the members of its Audit Committee during the year being assessed. Merely stating the name of the office/agency of the Ex-Officio Member will not suffice and will not garner any points.	PNCC disclosed the names of all the members of Audit Committee for 2024.	Y	http://www.pncc.ethics_code.htm	Y	Disclosure found The names of all members of PNCC's Audit Committee for 2024 are disclosed on its website. Board Committees http://www.pncc.phlog_board_committees.htm#Audit	0.50	1
III	18	If yes, is the report of the Audit Committee publicly disclosed?	Y	The GOCC must publish an accomplishment report of the committee and/or minutes of the meetings held.	PNCC published the accomplishment report of the Audit Committee.	Y	http://www.pncc.phlog/CorporateGovernance/2024Attendance.pdf	Y	Disclosure found PNCC makes public the Accomplishment Report of its Audit and Finance Committee, outlining the Committee's work, findings, and oversight activities during the year. Audit Committee Report http://www.pncc.phlog/CorporateGovernance/2024Attendance.pdf	1.50	1
III	19	Does at least one member of the Audit Committee have an audit, accounting or finance background?	Y	The educational qualifications and/or work experience of the Audit Committee Members should be disclosed.	The educational qualifications and work experience of the members of the Audit Committee has been	Y	http://www.pncc.phlog_board_committees.htm#Audit	Y	Disclosure found		

			background (qualification or experience)?	All but one of the Audit Committee Members must have an audit, accounting or finance education or work background in order to garner points for this item.	Disclosed in the website. The Chairman of the Audit Committee also has an audit, accounting and finance educational and work background.						PNCC discloses the qualifications and work experience of its Audit Committee Members, noting that the Committee Chairperson, Audit Committee Members, and all Committee Members possess an audit, accounting and finance, including relevant financial oversight.	1.50	1
III	20	Did the Audit Committee meet at least four times during the year?	Y	The GOCC must disclose all the audit committee meetings held during the year being assessed.	PNCC disclosed in its website the attendance to the meetings of the members of the Audit Committee held in 2024.						PNCC has disclosed the names of all members of the Audit Committee for the year 2024. In accordance with the Governance Framework, the Audit Committee also performs the functions and responsibilities of the Risk Management Committee.	1.50	1
III	21	Does the Board appoint a Risk Management Committee?	Y	The GOCC must disclose the names of all of the members of the Risk Management Committee during the assessment of the Ex-Officio Member will not suffice and will not garner any points.	PNCC disclosed the names of all the members of Audit Committee for 2024. The Audit Committee assumes the responsibilities of the Risk Management Committee.						PNCC has disclosed the names of all members of the Audit Committee for the year 2024. In accordance with the Governance Framework, the Audit Committee also performs the functions and responsibilities of the Risk Management Committee.	0.50	1
III	22	If yes, is the report on Risk Management Committee publicly disclosed?	Y	The GOCC must publish an accomplishment report of the committee under minutes of the meetings held.	PNCC published the accomplishment report of the Audit Committee. The Audit Committee assumes the responsibilities of the Risk Management Committee.						PNCC has published the 2024 accomplishment report of its Audit Committee, which also carries out the duties and responsibilities of the Risk Management Committee.	1.50	1
III	23	Does at least one member of the Risk Management Committee have a background in finance and investments?	Y	The educational qualifications and/or work experience of the Risk Management Committee Members should be disclosed. At least one of the Risk Management Committee Members must have an investment and finance educational or work background in order to garner points for this item.	The educational qualifications and work experience of the members of the Audit Committee has been disclosed in the website. The Chairman of the Audit Committee had an extensive audit, accounting and finance educational and work background.						PNCC has published the educational qualifications and professional experience of its Audit Committee members on its website. The Chairman of the Audit Committee, Atty. Lambeo Mercado Jr., who also serves as part of the Risk Management Committee, possesses extensive educational and professional experience in audit, accounting, and finance.	1.50	1
III	24.a	Are the Board of Directors meetings scheduled at the beginning of the year (end of Q1)?	Y	The GOCC must explicitly disclose that the meetings held on the year being assessed were scheduled well in advance and when they were scheduled.	The Board disclosed that the meetings held on 2024 were scheduled well in advance.						Disclosure found. PNCC disclosed that the Board of Directors meetings for 2024 were scheduled well in advance (fourth Wednesday of each month for the year 2024). https://www.pncc.ph/LINKS/PDF/2024/20Board%20Revs%20Mtg%20Schedule.pdf	1.50	1
III	24.b	Does the Board of Directors meet at least monthly?	Y	The GOCC must show its attendance records that there were monthly meeting held.	PNCC disclosed in its website the attendance records of the meetings of the Board.						Insufficient disclosure. The dates of the meetings were not disclosed.	0.00	0

III	24.c	Did the Board of Directors meet on at least 75% on their scheduled meetings?	Y	In order to garner points for this item, the GOCC must be able to provide the meeting schedule of actual meetings held during the year in order to prove that the Board met on at least 75% of their scheduled meetings.	The Board in its meeting dated January 10, 2024 had the date of the regular meeting of the Board on the fourth (4th) Wednesday of every month for the year 2024.	Y	https://www.pncc.pnll.nksrpf.com/2024/01/10/2024-01-10-Board-Meeting-Agenda.pdf	N	Disclosure found While PNCC Board of Directors set the dates for its regular meetings to be held on the fourth Wednesday of the month for the year 2024, there was no disclosure on the dates of the actual meetings held.	0.00	0
III	24.d	Has each of the directors/commissioners attended at least 90% of all the board meetings held during the year?	Y	All of the attendance of Appointive and Ex-Officio/Alternative Directors must be consistent and all meetings held during the year in order to garner points for this item.	The average attendance for CY 2024 is 99.62%.	Y	https://www.pncc.pnll.nksrpf.com/2024/01/10/2024-01-10-Board-Meeting-Agenda.pdf	Y	Disclosure found For CY 2024, the PNCC reported an average Board attendance rate of 99.62%, with all Appointive and Ex-Officio/Alternative Directors attending at least 90% of the meetings held during the year.	1.50	1
III	24.e	Did the Board of Directors meet separately at least once during the year without the President/CEO present?	Y	The GOCC must explicitly state a meeting held on a specific date wherein the Board met without the President/CEO present.	The Board in its meeting dated December 4, 2024 met separately without the President and CEO. Refer to the excerpt of Minutes attached hereto.	Y	https://www.pncc.pnll.nksrpf.com/2024/12/04/2024-12-04-Board-Meeting-Agenda.pdf	Y	Disclosure found On December 4, 2024, PNCC Board of Directors held a meeting without the presence of the President and CEO. An excerpt of the minutes of this meeting has been made available on their website.	1.50	1
III	25.a	Does the GOCC have a policy that stipulates board papers for Board of Directors/Commissioners meetings be provided to the Board at least three (3) working days in advance of the board meeting?	Y	The GOCC must clearly disclose that the Board was provided with the board papers for the upcoming meeting at least 3 working days in advance of the said meeting.	In the company website, it was disclosed that the Board was provided with the board papers for the upcoming meeting at least 3 working days in advance of the said meeting.	Y	https://www.pncc.pnll.nksrpf.com/2024/01/10/2024-01-10-Board-Meeting-Agenda.pdf	Y	Disclosure found The PNCC disclosed that Board members are provided with board papers for upcoming meetings at least five (5) working days in advance, exceeding the three-day minimum requirement.	1.00	1
III	25.b	Is the Board Secretary trained in legal, accountability or company secretarial practices?	Y	The GOCC should disclose the educational and work background of the Corporate Secretary. In order to garner points for this item, there should be proof that the Corporate Secretary has legal, accountability or secretarial educational/work background.	The Corporate Secretary has legal work background as disclosed in his resume.	Y	https://www.pncc.pnll.nksrpf.com/2024/01/10/2024-01-10-Board-Meeting-Agenda.pdf	Y	Disclosure found Atty. John Benedict R. Dela Cruz, the PNCC Corporate Secretary, possesses a legal work background, as he obtained his law degree from the University of Sto. Tomas.	1.00	1
III	26.a	Does the company have a separate internal audit function?	Y	There should be a clear showing that there is a separate internal audit function in the GOCC, whether it be a singular internal auditor, an entire internal audit department or an existing staff of independent, the GOCC will not garner points for this item.	The audit of financial aspect is being undertaken by statutory auditor Commission on Audit, President auditors of PNCC is headed by Mr. Alvin Canavale.	Y	https://www.pncc.pnll.nksrpf.com/2024/01/10/2024-01-10-Board-Meeting-Agenda.pdf	Y	Disclosure found PNCC's operational process results are conducted by appointed Internal Quality Auditors.	1.50	1
III	26.b	Does the appointment and removal of the internal auditor require the recommendation of the Audit Committee?	Y	The GOCC should explicitly state that the appointment and removal of the internal auditor require the approval of the Audit Committee. Should the charter of the GOCC provide for another mode of appointment/removal of the internal auditor, this should also be stated in order for the assessors to consider such issue.	The appointment and removal of the internal auditor as stated in their charter.	Y	https://www.pncc.pnll.nksrpf.com/2024/01/10/2024-01-10-Board-Meeting-Agenda.pdf	Y	Disclosure found The appointment and removal of PNCC's internal auditor requires the recommendation of the Audit Committee, as stated in its charter.	1.50	1

III	27 a	Does the company disclose the internal control procedures/risk management systems it has in place?	Y	The GOCC must name all the key internal control procedures and its risk management system. Those should also be an assignment of responsibilities in order to game points for this item.	PNCC discloses its key internal control procedures and its risk management system.	Y	https://www.pncc.ph/links/PDF%2023%20ANNUAL%20REPORT%20FINAL.pdf#page=3	Y	PNCC has disclosed its key internal control procedures and risk management system, including the assignment of responsibilities for implementation.	1.00	1
III	27 b	Does the Annual Report disclose that the board of directors/commissioners has conducted a review of the company's material controls (including operational, financial and compliance controls) and risk management systems?	Y	The GOCC's annual report must explicitly state that the Board conducted a review of the company's risk management system and material controls during the year being assessed.	The annual report explicitly stated that the Board conducted a review of the company's risk management system and material controls for CY 2024. The Board Audit Committee in its meeting dated 8 May 2024 approved the action plans on the identified risks for CY 2024.	Y	https://www.pncc.ph/links/SIP%202023%20ANNUAL%20REPORT%20FINAL.pdf#page=3 				

III	29 b	Does the GOCC have a policy that encourages Director/Commissioners to attend on-going or continuous professional education programs?	Y	Apart from stating the GOCC's training policy and continuous education programs for its Directors, the GOCC may also state that it has a training budget allocated for the Directors or the year being assessed.	The Corporate Governance Charter states its policy for continuous education programs for its appointive director. There was a training budget allocated for the training of appointive directors.	Y	http://www.pncc.ph/LINKS/PDF/Board-Corporate-Governance-Committee/Charter_23-August-2023.pdf	Y	Disclosure found PNCC's Corporate Governance Charter contains a policy stating continuous education for Appointive Directors. A training budget is allocated annually for this purpose. PNCC's Corporate Governance Charter http://www.pncc.ph/LINKS/PDF/Board-Corporate-Governance-Committee/Charter_23-August-2023.pdf	1.50	1
III	29 c	Did all Appointive Directors attend at least 1 training for the calendar year?	Y	The GOCC must disclose that each Appointive Director attended at least one (1) training during the year being assessed. If there is an Appointive Director who did not attend at least one (1) training the GOCC will not garner points for this item.	All appointive directors has attended at least one training in 2024	Y	http://www.pncc.ph/LINKS/PDF/2024%20Training%20Attendance%20by%20Directors%20Report.pdf	Y	Disclosure found All PNCC Appointive Directors attended at least one training program in 2024. Board of Directors' Trainings http://www.pncc.ph/LINKS/PDF/2024%20Training%20Attendance%20by%20Directors.pdf	1.50	1
III	30 a	Is an annual performance assessment conducted of the Board of Directors?	Y	The GOCC should conduct its own Board Appraisal which is different from GCG's Internal Based Performance Evaluation for Directors (IPEED). It must be conducted in order to garner points for this item.	Aside from GCG's Internal-based Performance Evaluation for Directors (IPEED), there was an Internal appraisal done.	Y	http://www.pncc.ph/LINKS/PDF/2024%20InternalBasedPerformanceEvaluationforDirectors%20Report.pdf	Y	Disclosure Found Aside from participating in the Governance Commission for GOCC's (IPEED) Internal-based Performance Evaluation for Directors (IPEED) PNCC conducted its own Internal Board appraisal in 2024. 2024 Board Appraisal Report http://www.pncc.ph/LINKS/PDF/2024%20Directors%20Performance%20Appraisal%20Report.pdf	1.50	1
III	30 b	Does the GOCC disclose the process followed in conducting the Board assessment?	Y	The GOCC must disclose the entire process involved in undertaking the Board Appraisal.	Aside from GCG's Internal-based Performance Evaluation for Directors (IPEED), there was an Internal appraisal done.	Y	http://www.pncc.ph/LINKS/PDF/2024%20Directors%20Performance%20Appraisal%20Report.pdf	Y	Disclosure found PNCC has disclosed the process used in its Internal Board appraisal, conducted in addition to the GCG's IPEED. 2024 Board Appraisal Report https://www.pncc.ph/LINKS/PDF/2024%20Directors%20Performance%20Appraisal%20Report.pdf	1.50	1
III	30 c	Does the GOCC disclose the criteria used in the Board assessment?	Y	The GOCC should clearly state all the criteria that the Board Members used in their Board Appraisal.	Aside from GCG's Internal-based Performance Evaluation for Directors (IPEED), there was an Internal appraisal done.	Y	http://www.pncc.ph/LINKS/PDF/2024%20Directors%20Performance%20Appraisal%20Report.pdf	Y	Disclosure found PNCC's Internal Board appraisal disclosed the criteria used in evaluating the performance of its members, in addition to the GCG's IPEED. 2024 Board Appraisal Report https://www.pncc.ph/LINKS/PDF/2024%20Directors%20Performance%20Appraisal%20Report.pdf	1.50	1
III	31	Is an annual performance assessment conducted of the Board of Directors Commissioners?	Y	The GOCC should conduct an Appraisal of its Commission's performance during the year being assessed. It performs annually, upon the said Commission Appraisal was conducted in order to garner points for this item.	Aside from GCG's Internal-based Performance Evaluation for Directors (IPEED), there was an Internal appraisal done.	Y	http://www.pncc.ph/LINKS/PDF/2024%20Directors%20Performance%20Appraisal%20Report.pdf	Y	Disclosure found PNCC conducted an appraisal of the performance of its Board Commissioners in 2024, apart from the GCG's IPEED. 2024 Board Appraisal Report http://www.pncc.ph/LINKS/PDF/2024%20Directors%20Performance%20Appraisal%20Report.pdf	1.50	1
Total Score										42.00	32

Name of GOCC: **Philippine National Construction Corporation (PNCC)**
 Acronym: **PNCC**
 Sector: **Utilities and Communications**
 Date submitted: **18-Sep-25**
 Year being assessed: **2024**

CORPORATE GOVERNANCE SCORECARD REPORT B

COMPONENT				GOCC SUBMISSION				GCG VALIDATION			
GRP	ITEM	QUESTION	ANS	GUIDE	COMPLIANCE	ANS	REFERENCE LINKS/SUPPORTING DOCUMENTS	ANS	REMARKS	Score	Applied Items
II	8	Are the annual reports downloadable from the GOCC's website?	Y	Annual reports/Financial statements on the year being assessed must be downloadable from the GOCC's website.	The PNCC's Audited Financial Statements Report for 2024 was uploaded to the company's website on 1 July 2025.	Y	https://www.pncc.ph/links/pdf/2024-ANNUAL-REPORT_FINAL.pdf	Y	Disclosure found. The PNCC Annual Reports are accessible in its website through Transparency Seal under 3.4 Annual Reports. - Annual Reports Section (https://pncc.ph/transparency.htm) - 2024 Annual Report (https://pncc.ph/links/pdf/2024-ANNUAL-REPORT_FINAL.pdf) - 2024 Audited Financial Statement (https://www.pncc.ph/links/pdf/2024%20Audited%20Financial%20Statements.pdf)	2.00	1
			Y	The GOCC must explicitly state the 1.) date of receipt of the AFS from COA and 2.) the date when the AFS was released/published online. An N/A rating will be given for this item if the COA-audited financial report is not yet available or not yet transmitted to the GOCC, provided that the evidence/proof of their financial reports have already been submitted for audit and that they disclose their unaudited financial reports instead.	The PNCC's Audited Financial Statements for 2024 was 1) received from COA on June 11, 2025 and uploaded to the company's website on July 1, 2025. 2) The annual report was published online on September 9, 2025	Y	http://www.pncc.ph/transparency.htm#FOI	N	Insufficient disclosure. While PNCC received its AFS from COA on 11 June 2025, the date when the Annual Report was released/published online was not explicitly stated in its website. - Annual Reports Section (https://www.pncc.ph/SEC_Filings_Annual_Report.htm) - Transparency Seal (https://pncc.ph/transparency.htm)	0.00	0
II	10.a	Are the audited annual financial report/statement uploaded on the website within 60 days upon receipt from COA?	Y	The GOCC must explicitly state the 1.) date of receipt of the AFS from COA and 2.) the date when the AFS was released/published online. An N/A rating will be given for this item if the COA-audited financial report is not yet available or not yet transmitted to the GOCC, provided that the evidence/proof of their financial reports have already been submitted for audit and that they disclose their unaudited financial reports instead.	The PNCC's Audited Financial Statements for 2024 was 1) received from COA on June 11, 2025 and uploaded to the company's website on July 1, 2025.	Y	http://www.pncc.ph/transparency.htm#FOI	Y	Disclosure found. The date of receipt of the AFS from COA, June 11, 2025 and the date when the AFS was released/published online, July 1, 2025, were both explicitly stated on PNCC's website. Further, it was uploaded 20 days upon receipt from COA. - Transparency Seal 3 On Financial and Operational Matters (https://pncc.ph/transparency.htm) - Annual Audit Report (https://pncc.ph/links/pdf/2024%20Audited%20Financial%20Statements.pdf)	2.50	1
			Y	The GOCC must explicitly state the 1.) date of receipt of the AFS from COA and 2.) the date when the Annual Report was released/published online.	The PNCC's Audited Financial Statements for 2024 was 1) received from COA on June 11, 2025 and uploaded to the company's website on July 1, 2025 2) The annual report was published online on September 9, 2025	Y	http://www.pncc.ph/transparency.htm#FOI	N	Insufficient disclosure. While PNCC received its AFS from COA on 11 June 2025, the date when the Annual Report was released/published online was not explicitly stated in its website. - Annual Reports Section (https://www.pncc.ph/SEC_Filings_Annual_Report.htm) - Transparency Seal (https://pncc.ph/transparency.htm)	0.00	0

		COMPONENT			GOCC SUBMISSION			GGG VALIDATION				
GRP	ITEM	QUESTION	ANS	GUIDE	COMPLIANCE	ANS	REFERENCE LINKS/SUPPORTING DOCUMENTS	ANS	REMARKS	Score	Applied Items	
II	10.c	Is the true and fair/transparent representation of the annual financial statement/reports affirmed by the board of directors/commissioners and/or the relevant officers of the company?	Y	There should be a statement on/one made by the Directors and/or relevant officers confirming the truth/veracity and fairness of the GOCC's financial statements.	The Management and Board attested the true and fair representation of The Audited Financial Statements for CY 2024 through its Statement of Management Responsibility.	Y	https://www.pncc.ph/Links/PDFs/2024%20Management%20Responsibility.pdf	Y	Disclosure found. A document, Statement of Management's Responsibility for the Statement of Management affirming the truth/veracity and fairness of PNCC's financial statements was found. The Management of the Philippine National Construction Corporation (PNCC) is responsible for the preparation and fair presentation of the financial statements. ... - Annual Report Section (https://www.pncc.ph/SEC_Filings_Annual_Report.htm) - Statement of Management's Responsibility for the Financial Statements (https://www.pncc.ph/Links/PDFs/2024%20Management%20Responsibility.pdf)	2.50	1	
Total Score											7.00	3
III	Responsibilities of the Board											
III	12	Did the GOCC achieve 90% in the PES?	Y	The GOCC must publish the GCG-validated performance scorecard on the year being assessed.	The GCG validation for PNCC's performance scorecard for 2023 is updated in the company website. The GCG validation for PNCC's performance scorecard for 2024 is still ongoing.	Y	https://www.pncc.ph/Links/PDFs/Valida-tion-Result-of-the-2023-Performance-Scorecard-of-PNCC.pdf	N/A		0.00	0	
Total Score											0.00	0
GOCC SUBMISSION												
IV	Bonus											
IV	1	Does the GOCC practice Global Reporting Index (GRI) on its annual reports?	Y	The GOCC must publicly disclose that it has adopted integrated reporting based on the GRI framework for its disclosures.	PNCC adopted integrated reporting based on the GRI framework for its disclosures. As part of the Annual Report, the Securities and Exchange Commission required the company to include in its annual report the Sustainability Report which patterned from the GRI	Y	https://www.pncc.ph/Links/PDFs/2024%20Sustainability%20Reporting.pdf	Y	Disclosure found. PNCC publicly discloses that it has adopted integrated reporting based on the GRI framework patterned through the Sustainability Report. - Sustainability Report (https://www.pncc.ph/Links/PDFs/2024%20Sustainability%20Reporting.pdf) - Annual Report Section (https://pncc.ph/SEC_Filings_Annual_Report.htm)	2.00	1	
Total Score											2.00	1
IV	2	Timely release of annual financial report	Y	The GOCC must explicitly state the date when the AFS was released from COA and when it was published.	The PNCC's Audited Financial Statements for 2024 was 1) received from COA on June 11, 2025 and uploaded to the company's website on July 1, 2025.	Y	https://www.pncc.ph/transparency.htm#FOI	Y	Disclosure found. The date of receipt of the AFS from COA, June 11, 2025 and the date when the AFS was released/published online, July 1, 2025, were both explicitly stated on PNCC's website. Further, it was updated 20 days soon receipt from COA. - Transparency Seal, 3 On Financial and Operational Matters (https://pncc.ph/transparency.htm) - Annual Audit Report (https://pncc.ph/Links/PDFs/2024%20Audited%20Financial%20Statements.pdf)	2.00	1	
Total Score											4.00	2
V. Penalty												
V	1	Are there members of the Board of Directors who hold more than five (5) positions in GOCCs and PLCs?	N	The GOCC must name all the directorships of their Appointive Directors to other GOCCs and PLCs. Should the Director have more than 5 positions in other	The company's website stated all the directorships of the appointive Directors to other GOCCs and PLCs.	Y	https://www.pncc.ph/home_our_company/BOD.htm#Profile	N	Disclosure not found. No members of the PNCC Board of Directors hold more than five (5) positions in GOCCs and PLCs.	0.00	0	

Philippine National Construction Corporation (PMO) (PNCC)

	CORPORATE GOVERNANCE SCORECARD	No. of Applied Items	SCORE	WEIGHT
I	Stakeholder Relationships (15%)	14	15.00	15.00%
II	Disclosure and Transparency (35%)	9	28.50	35.00%
III	Responsibilities of the Board (50%)	32	42.00	50.00%
	Bonus	2	4.00	
	Penalty	0	0.00	
		57	89.50	100.00%

Items rated N/A	Total points of N/A items
12	4

Final CGS Score	93.23
Final CGS Rating Equivalent	Outstanding

Reviewed and Certified Correct By:

Cyril Marie L. Benedicto
CYRIL MARIE L. BENEDICTO
 Corporate Governance Officer V

Noted By:

Conie Ann C. Mortilla
CONIE ANN C. MORTILLA
 Director III, Corporate Standards Office

Jocelyn Grace N. Navato
ATTY. JOCELYN GRACE N. NAVATO
 Director IV, Corporate Standards Office