

# WORKFORCE

Annual Report 2023

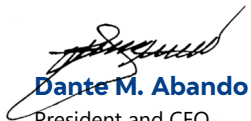
# Message from the President and CEO

Dear Reader,

The year 2023 was unprecedented for Makati Development Corporation (MDC) as the company accelerated strategies for business expansion, industrialized construction, and digitalization. I am also delighted to report that MDC became the first construction company in the Philippines and the world to receive the ISO 30414:2018 certification for Human Resources Management - solidifying our commitment to our human capital.

We take great pride in our achievements, and we believe that our people are our strongest enablers. We realized that being ISO 30414-certified is a continuous journey of doing the right things for our people so that they can thrive and grow alongside the company. In 2024, quality excellence, learning and continuous upskilling, employee engagement, health and wellness, diversity, equity, inclusion, and innovation will all serve as key focus areas for people development and talent attraction.

I am proud to present the 2023 MDC Workforce Annual Report, a comprehensive overview of our commitment to MDC's Vision: To build a Community of World-Class Builders creating Exceptional and Sustainable projects.



**Dante M. Abando**

President and CEO  
Makati Development Corporation



# Message from the HR Group Head



Dear Reader,

In 2023, MDC received the ISO 30414:2018 certification for Human Resources Management, allowing us to leverage the strengths and diversity of our people and improve the programs we offer them. Our people are key to our customers' success and are pivotal to our strategies for quality, growth, and sustainability.

MDC's key people strategies in 2024 shall continue to be aligned with our key business strategies and our employee value proposition: rewards and recognition, health and well-being, enriching career, energizing culture, sense of community and fulfillment, and a safe and dynamic workplace. This will allow us to continue to do right by our people and will help MDC deliver the best business results. We believe in the power of a community that is happy, healthy, capable, and engaged. With this, we will continue to elevate what we do for our people, our business, and our society.

All of these initiatives, as well as our accomplishments and demographics in 2023, are summarized in this annual publication. We hope this gives you insight into how much MDC values its Community of World-Class Builders.

A handwritten signature in black ink, appearing to be 'F. Mangali'.

**Ferdie M. Mangali**

Vice President  
Head, Corporate Resources and Services Group  
Makati Development Corporation

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# 01

# OVERVIEW

**Makati Development Corporation (MDC)** is the leading Engineering, Procurement, and Construction (EPC) company in the Philippines. An ISO-certified company and a Quadruple A Platinum-licensed Contractor in the Philippines, MDC's 50-year track record spans more than 800 commercial, residential, high-rise, industrial, land development, and infrastructure projects for parent company Ayala Land, as well as public, and private sectors.



# Our Philosophy

MDC's core philosophies and values empower its workforce to strive for excellence while providing value for customers and fulfilling its nation-building role. These also represent MDC's commitment to supporting the UN Sustainable Development Goals (UN SDGs).

## Vision

We are a community of World-Class Builders creating Exceptional and Sustainable projects.

## Mission

We are **DRIVEN** to deliver Construction Excellence by:

Delighting Customers  
 Respecting Lives  
 Innovating Sustainable Solutions  
 Value-Creation  
 Extraordinary Teams  
 Nation-Building

## Operating Principles

Together, we shall succeed, guided by our Operating Principles of SQTCS, DRIVE, and DRIFT.  
 At the heart of our Operating Principles is the growth, engagement, and empowerment of our People.

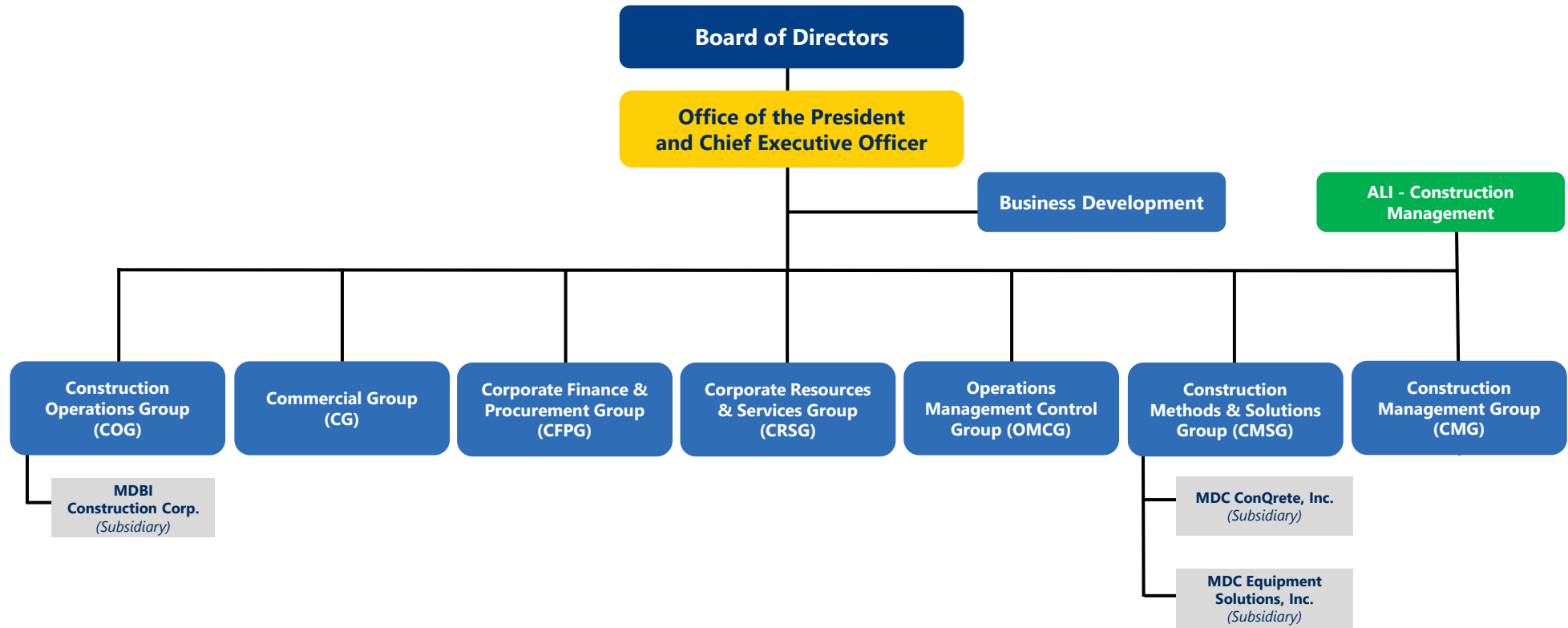
## Values

Leadership, Integrity, Vision, Excellence, Malasakit, and Synergy (LIVEMS)

## Supported UN SDGs



# Organizational Chart



# Year-End 2023 Performance

MDC maintained its industry leadership in 2023. Supported by a robust internal and external project pipeline and an engaged workforce, MDC remains the largest Philippine construction company in terms of revenue and Net Income After Tax (NIAT) generated as of year-end 2023 according to Business World.



**60,298**

Total Workforce\*



**Php 47.2B**

Total Revenue



**276**

Projects in Pre-Construction and Construction stages



**Php 2.26B**

NIAT

\*Includes FTEs and Contingent Workforce (temporary workforce, independent contractors, and other contracted services – as defined in ISO 30414:2018 Standards)





# 02

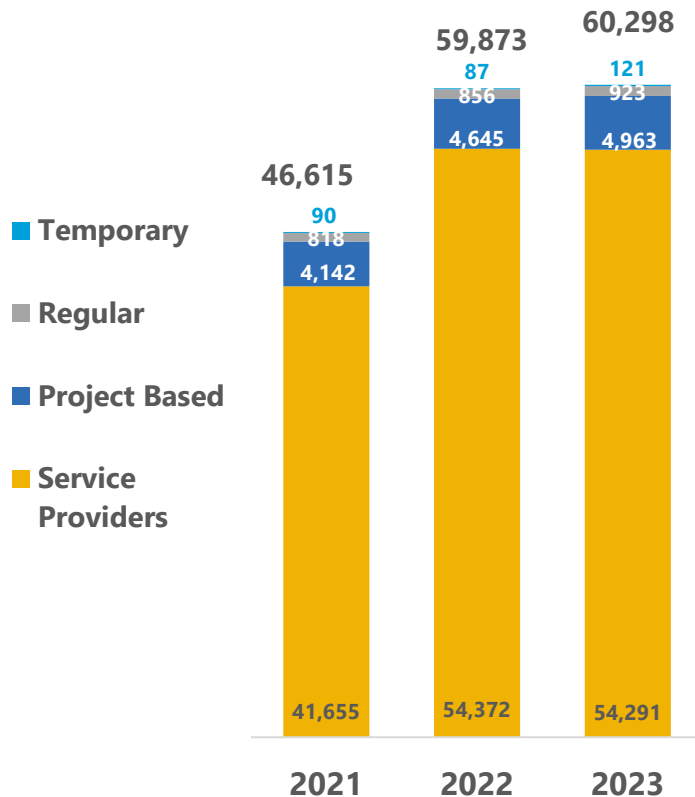
# WORKFORCE PROFILE & DIVERSITY

To make meaningful change, MDC is committed to cultivate Diversity, Equity, and Inclusivity among its workforce – all of its backgrounds, beliefs, abilities, and the entire range of human experience – to maximize the potential of employees, encourage a culture of respect, and build a safe and enjoyable workplace for all.

# Workforce Headcount and Availability

MDC engaged 60,298 individuals in 2023 comprising direct hires and outsourced services. The increase in workforce is driven by a growing number of projects and ramp-up of construction activities.

**Total Workforce\***



\*Includes FTEs and Contingent Workforce (temporary workforce, independent contractors, and other contracted services – as defined in ISO 30414:2018 Standards)

**Workforce Statistics**

MDC Employees	2021	2022	2023
Full Time Equivalents (FTEs)	10.6%	9.2%	9.8%
Contingent and Temporary Workforce	89.4%	90.8%	90.2%
PODs <sup>1</sup>	0.6%	0.7%	0.7%
Managers <sup>2</sup>	9.4%	9.2%	8.9%
Turnover Rate <sup>3</sup>	8%	9%	8%
Average Training Hours per Employee	39	31	45
Average Workforce Age	33	33	33
Average Tenure of Employees	3	3	4
Employee Training Participation <sup>4</sup>	90%	91%	90%
Revenue per Employee <sup>5</sup>	8.17	7.72	8.02
Profit per Employee <sup>6</sup>	0.61	0.46	0.38
Human Capital ROI <sup>7</sup>	1.30	0.98	0.74
Absenteeism (average days) <sup>8</sup>	12	10	10

1 - PODs (Persons of Determination) over total FTEs

2 - Managers over total FTEs

3 - Voluntary turnover rate without retirement

4 - Includes training participation of resigned employees within the year

5 and 6 - In PHP (Philippine Peso) millions

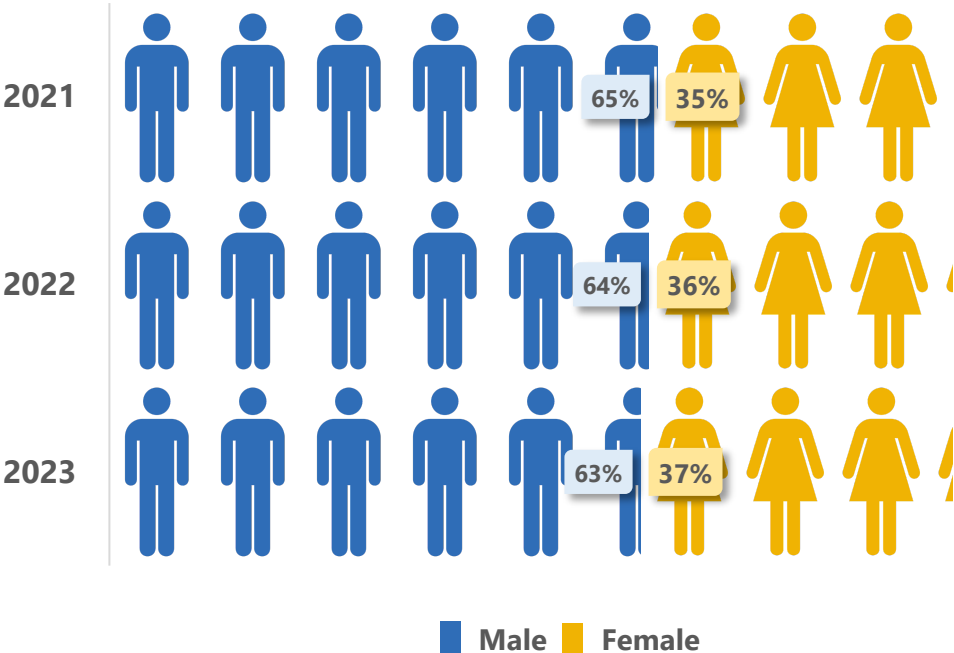
7 - ROI (Return of Investment)

8 - Excludes those who filed for indefinite leaves

# Gender

Our internal workforce is comprised of 63% male employees and 37% female employees.

## Internal Workforce:



## YE Headcount:

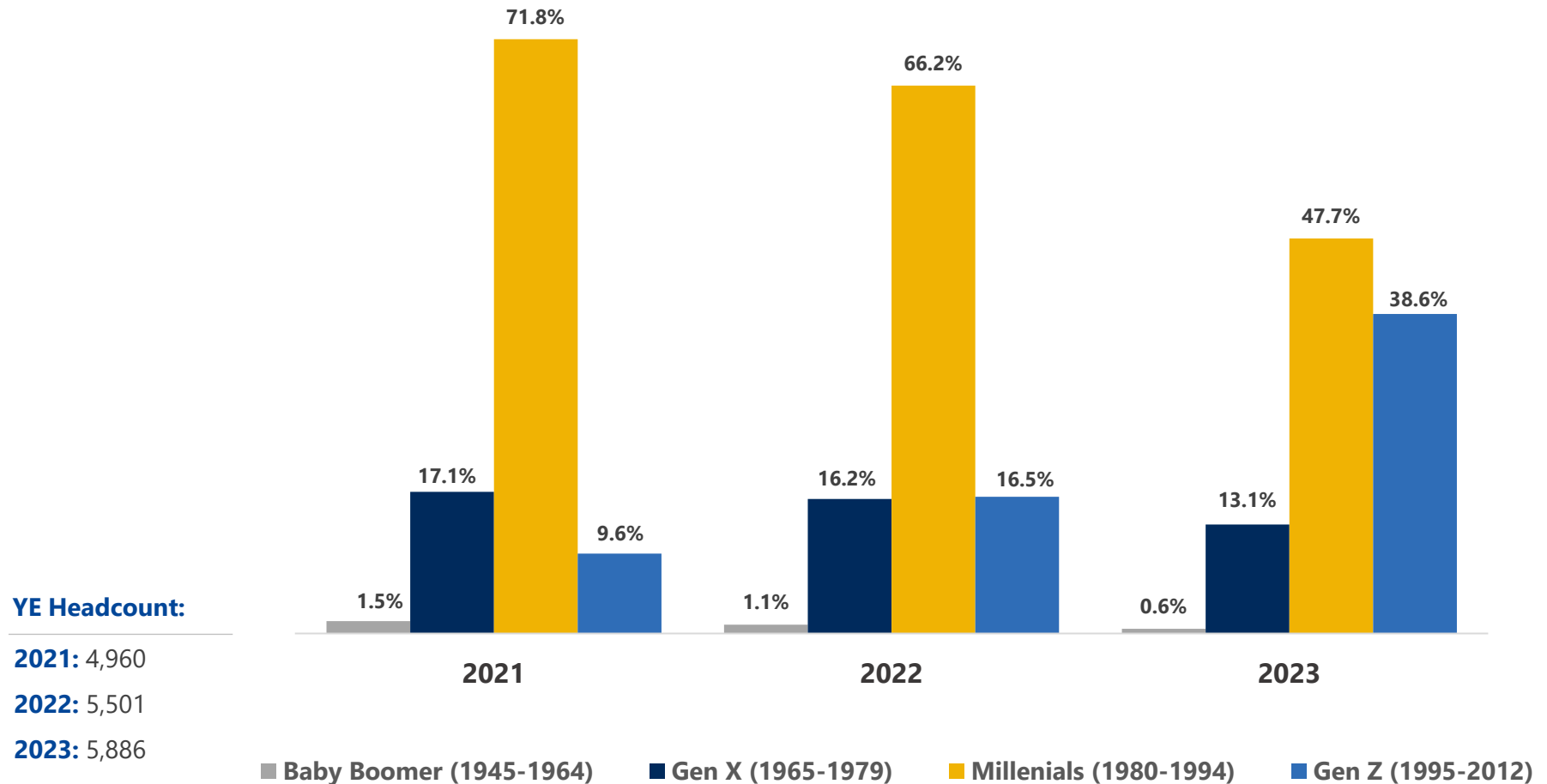
**2021:** 4,960  
**2022:** 5,501  
**2023:** 5,886



# Age and Generation

Majority of our workforce constitutes Millennials with an average age of 33.

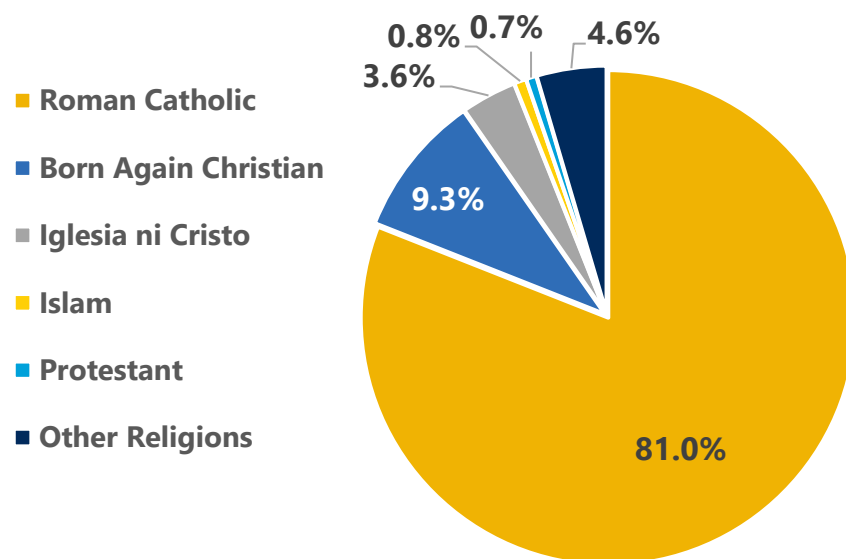
In 2023, there has also been a 22.1% increase in the representation of Generation Z employees.



# Other Indicators of Diversity

- Majority of our workforce are Roman Catholics.
- Persons of Determination (PODs) are provided with work opportunities in MDC with 41 POD employees (0.7%) serving as part of the internal workforce.

## Religious Beliefs



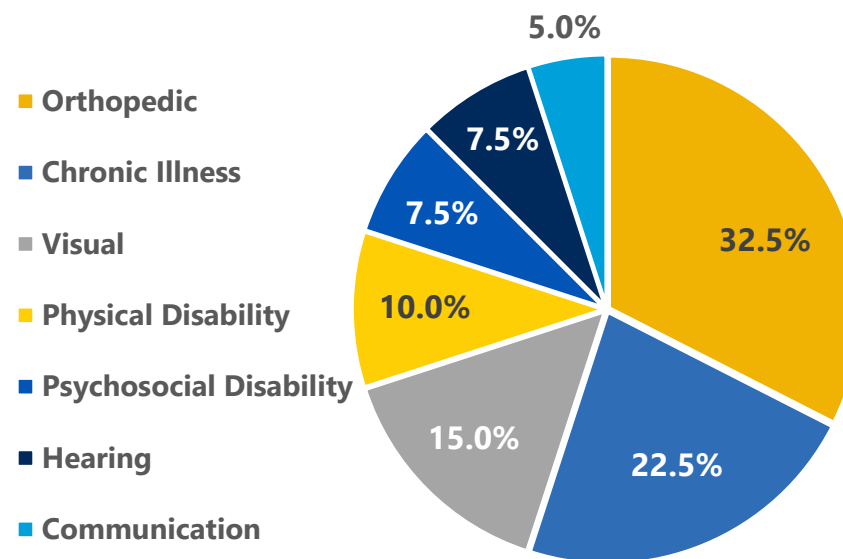
## YE Headcount:

**2021:** 4,960

**2022:** 5,501

**2023:** 5,886

## Persons of Determination (PODs)



## Headcount of PODs:

**2021:** 30

**2022:** 37

**2023:** 41

Note: According to House Bill No. 7033, Persons with Disability (PWDs) shall now be labeled as **Persons of Determination (PODs)** to ensure their full and effective participation in all aspects of society, and to be on equal footing with a person without disability.

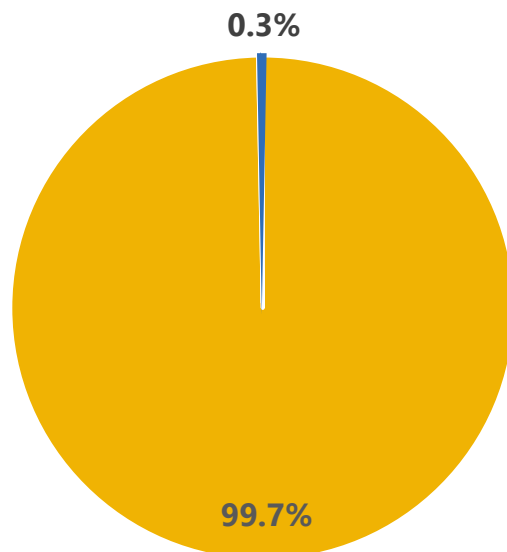
# Other Indicators of Diversity

- 99.7% of employees are Filipino nationals
- 87.3% of employees have attained a Bachelor's Degree

## Nationality

- Filipino
- Other Nationalities

British  
Chinese  
Dutch  
French  
Indians  
Nepalese  
Australian  
et.al



## YE Headcount:

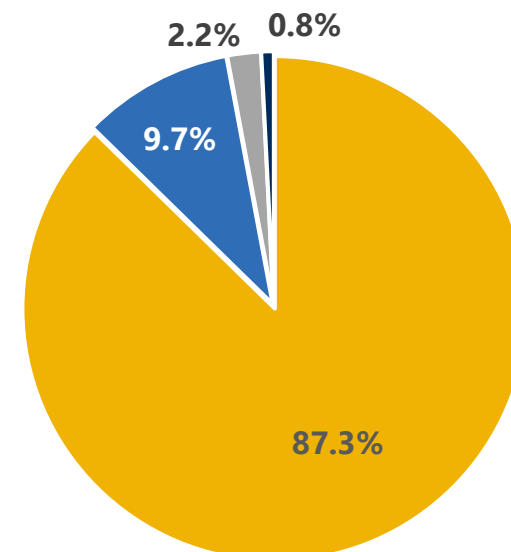
**2021:** 4,960

**2022:** 5,501

**2023:** 5,886

## Educational Attainment

- Bachelor's Degree
- Undergraduate
- Vocational
- Master's Degree





# 03

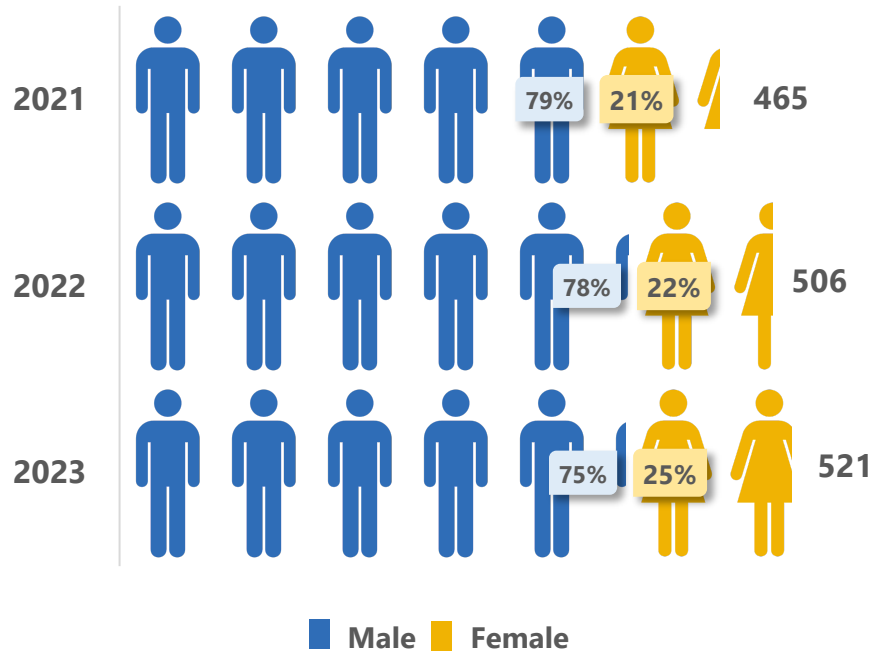
# LEADERSHIP



MDC's leaders enforce a strong commitment to construction excellence, innovation, and resilience. They are responsible for promoting integrity and engaging their respective teams to drive business growth and success.

# Managers by Gender

As of end 2023, 75% of Managers are male while 25% are female.



## YE Headcount of Managers:

**2021:** 465

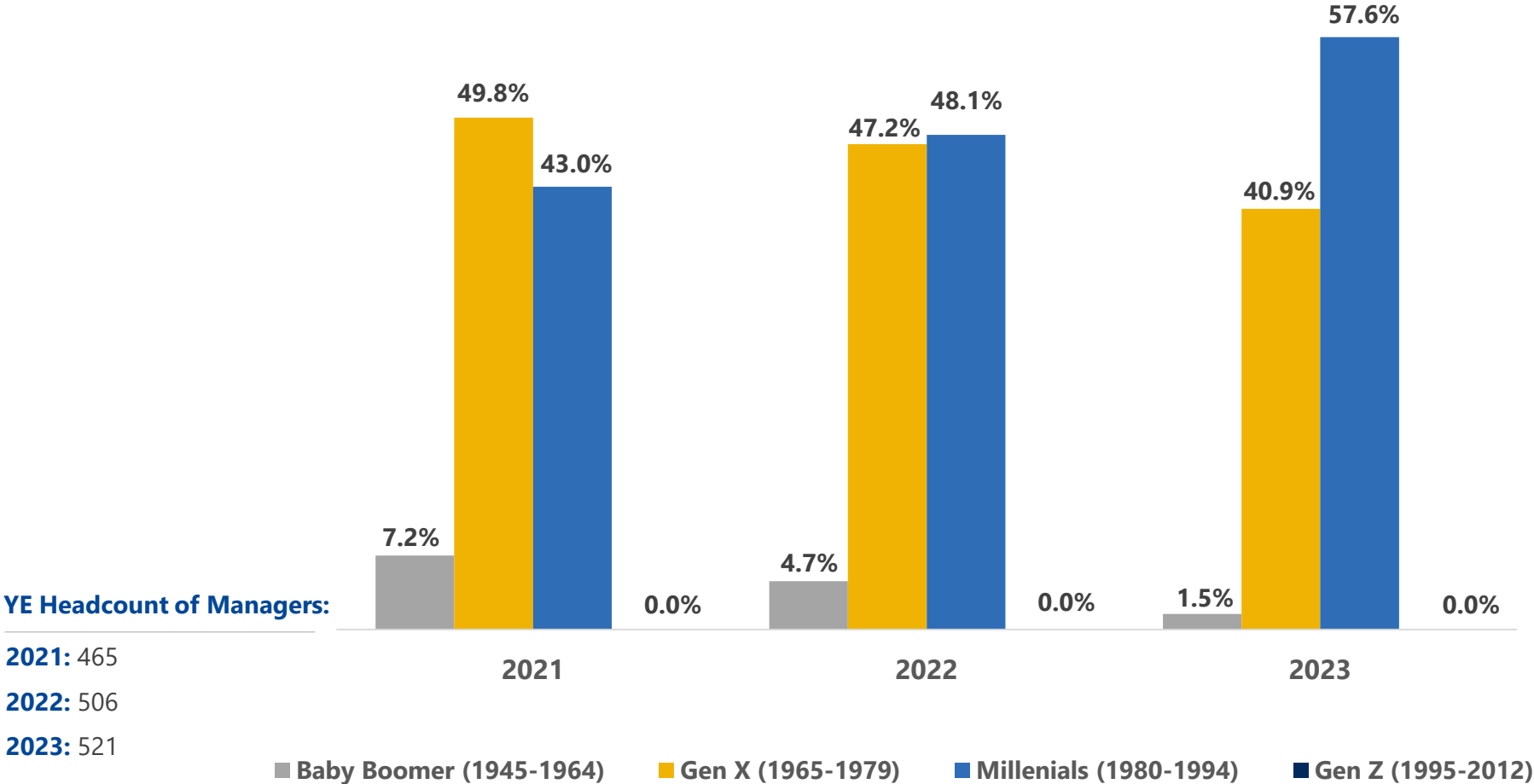
**2022:** 506

**2023:** 521



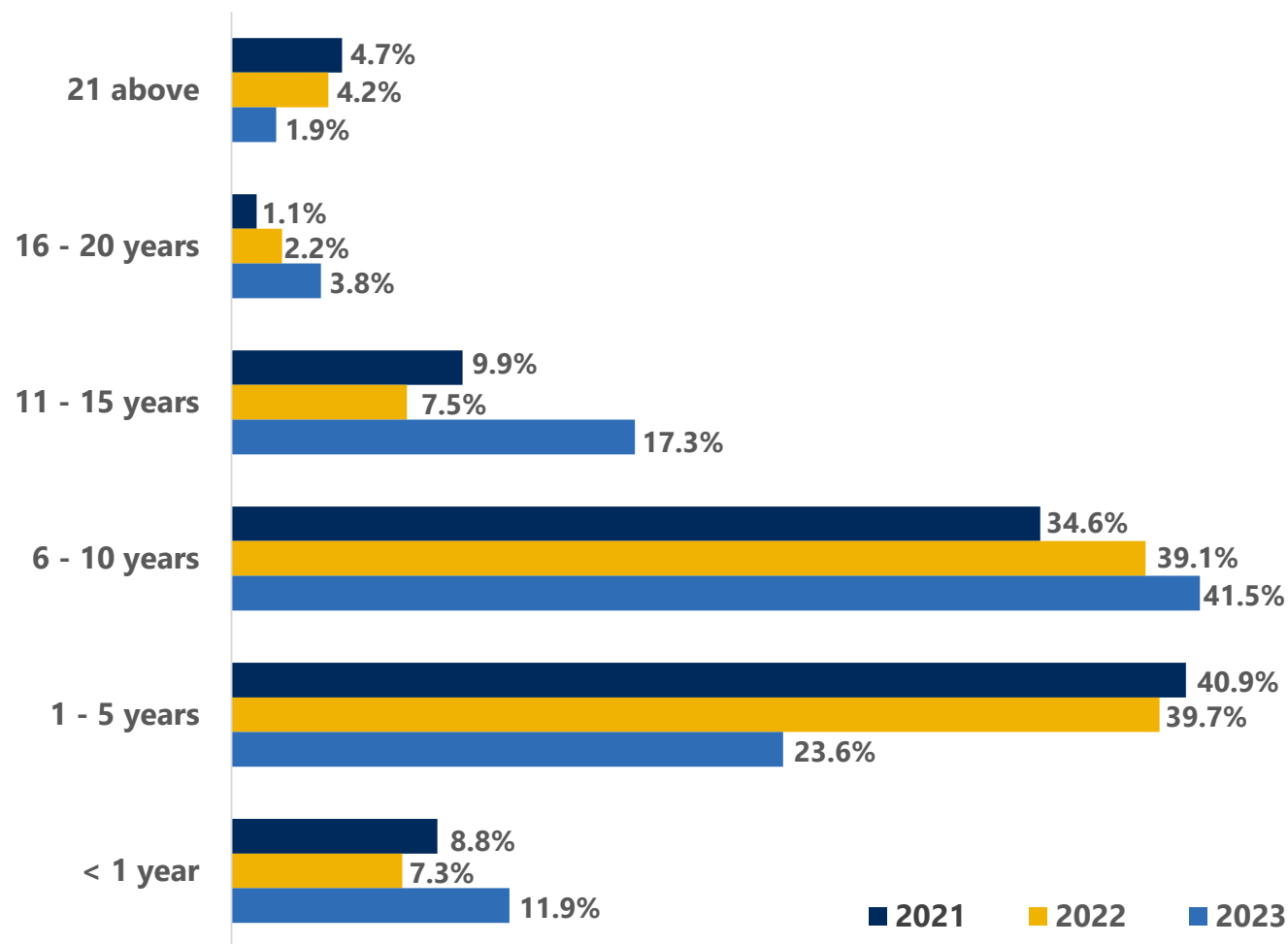
# Managers by Age and Generation

As of end 2023, majority of the Management Team are represented by Millennials and Gen X leaders, with the Millennial headcount surpassing Gen X by 16.7%.



# Tenure of Managers

Majority of Managers have been with MDC for six to ten years, while 3.8% have been with the company for more than 16 years.



## YE Headcount of Managers:

**2021:** 465

**2022:** 506

**2023:** 521

# Span of Control

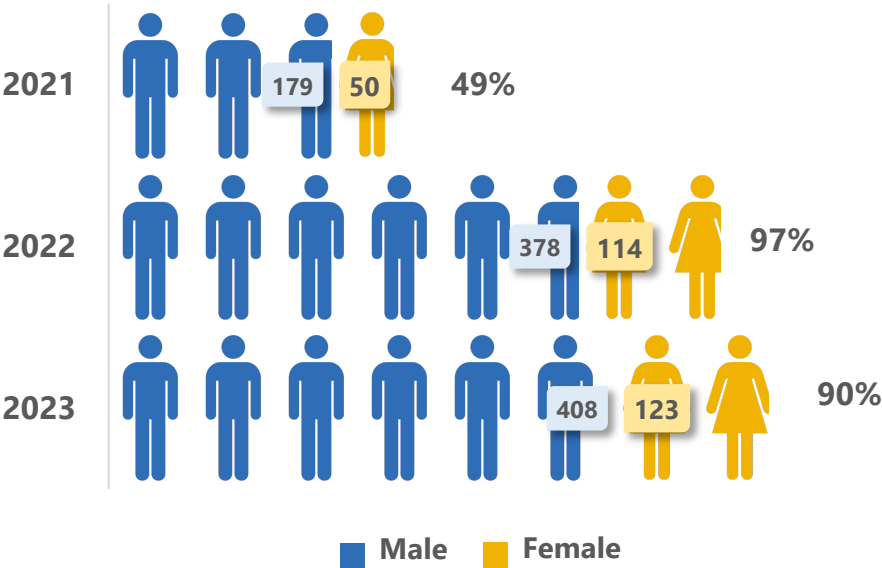
An MDC Manager, on average, is responsible for seven people.



Span of Control reflects the number of employees reporting to one Supervisor or Manager.

# Leadership Learning & Development

Leadership training programs were provided for 90% of Managers in 2023.



### YE Headcount of Managers<sup>2</sup>:

- 2021: 465
- 2022: 506
- 2023: 531

MDC also offers various **Executive Development Programs** to its Senior Leaders to ensure continual professional growth. Since 2015, a total of **23 Senior Leaders<sup>1</sup>** were sent as delegates to these programs which includes learning of best practices and immersions both here and abroad.

	Count
<b>By Gender</b>	
Male	22
Female	1
<b>By Generation</b>	
Baby Boomer	3
Gen X	14
Millennials	6
<b>By Level</b>	
Division Managers	7
Senior Division Managers	7
Assistant Vice President	4
Vice President	5

1 - Division Managers and Above  
2 – Includes separated managers



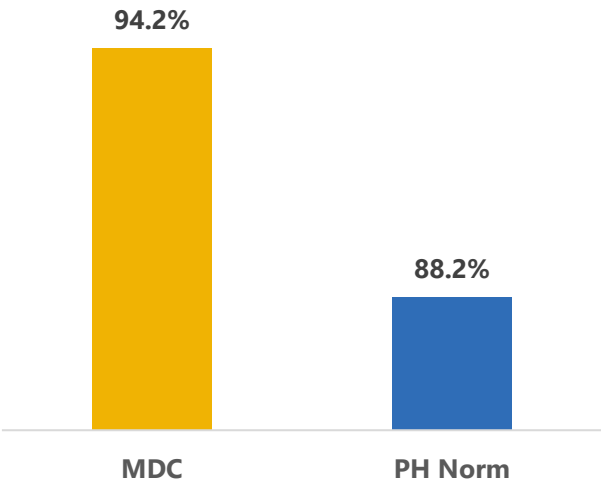
# Leadership Trust

Through various communication and mentoring initiatives, Managers are able to build trust and create a safe and enriching work environment for their teams. In the 2023 ENGAGE Survey\*, MDC achieved high ratings for Leadership, Communication, and Empowerment & Accountability.

MDC’s ENGAGE Survey Results for 2021 and 2023 vs PH Norms for leadership-related categories

	Total Favorable Score (2023)	Makati Development Corporation 2021	Philippines Norm 2023
Leadership	95	0	+11*
Supervision	91	-1*	+4*
Collaboration	94	-1*	+5*
Communication	96	0	+5*
Empowerment & Accountability	95	-1*	+5*

Comparative Results ENGAGE 2023 Leadership Categories



ENGAGE Survey\* is a biennial workforce climate survey conducted by Willis Towers Watson (WTW) for the entire Ayala Group. The last survey was conducted in 2023. Numbers highlighted in yellow indicates the difference in scores.

A large-scale construction site is shown in the background, featuring multiple tall cranes and numerous vertical rebar structures. In the foreground, a group of construction workers wearing hard hats and safety vests are gathered around a set of blueprints, appearing to be in a collaborative meeting. The entire image is overlaid with a semi-transparent blue filter.

# 04

# WORKFORCE COSTS & RECRUITMENT

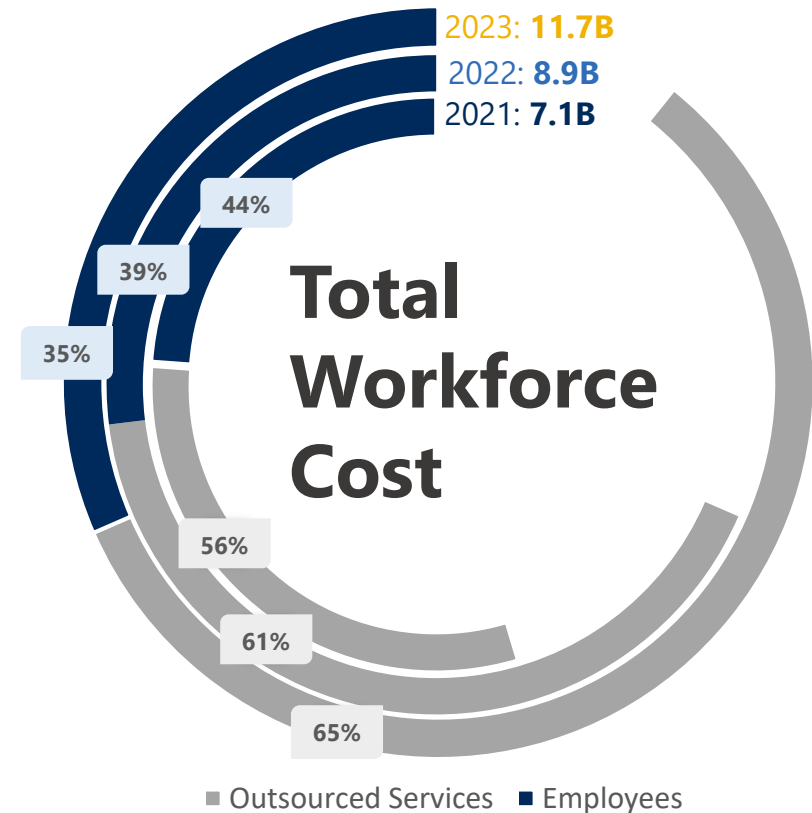
As one of the largest employers in the Philippines, MDC provides relevant opportunities for career growth and avenues for partnership and collaboration with the academe, industry experts, and peers.

# Total Workforce Costs

In 2023, MDC paid a total of Php 11B to employees and outsourced services.

	2021	2022	2023
Salaries and Wages	2,611	2,972	3,558
Employee Benefits	327	318	349
Taxes and Social Securities	153	170	233
Outsourced Services	3,990	5,416	7,551
Other Expenses	1.3	1.5	4.3

Note: In PHP (Philippine Peso) millions



# Productivity

In 2023, MDC earned PHP 8.02M in revenue per employee.

	2021	2022	2023
Revenue per employee	8.17	7.72	8.02
EBIT <sup>1</sup> per employee	0.81	0.61	0.52
EBITDA <sup>2</sup> per employee	1.00	0.74	0.63
Profit per employee	0.61	0.46	0.38

1 – Earnings Before Interest and Taxes

2 – Earnings Before Interest, Taxes, Depreciation, and Amortization

Note: In PHP (Philippine Peso) millions

# Time to Fill

MDC regularly fills its hiring requirements ahead of target.



Note: Above threshold of 97% target fill rate

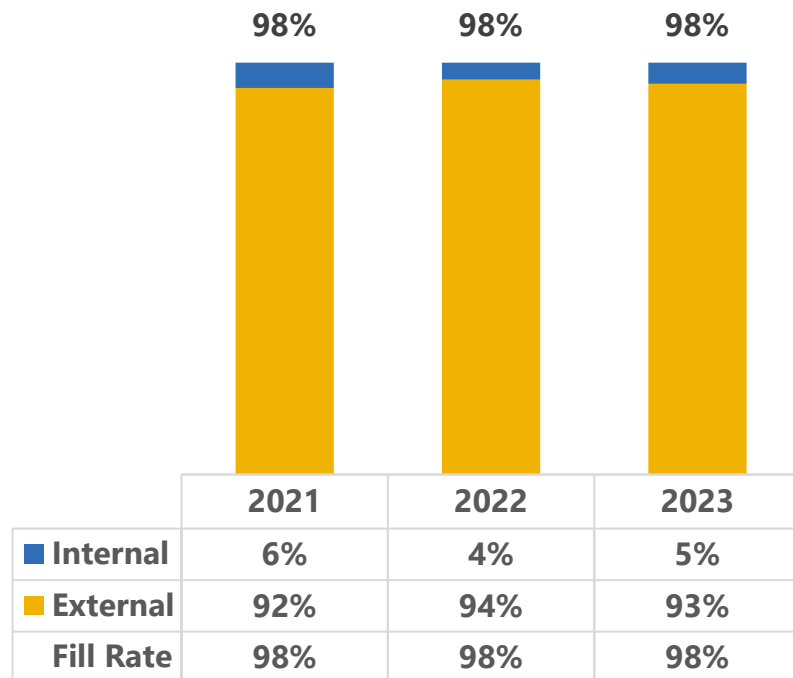
1 - Positions which have a significant influence on decision-making and carrying out of company policies and targets. These cover supervisory and middle management positions.

2 - Those that have a high impact on MDC's performance and achievement of its vision and goals, and if are vacant, would have a significant impact to the organization.

Critical roles include the identified functional and business leaders.

# Mobility

- Qualifying Rate of 114% and Fill Rate Average of 98%
- Critical Positions filled internally at 100%



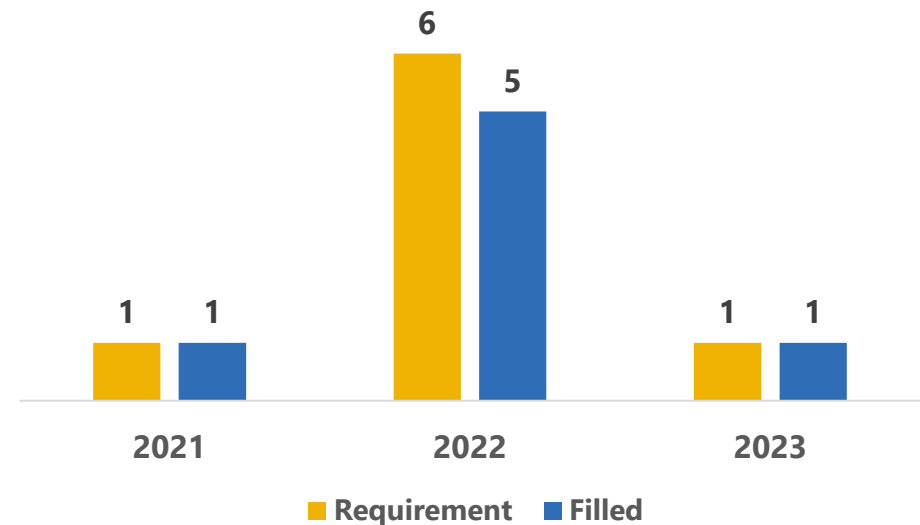
## YE Headcount:

**2021:** 4,960

**2022:** 5,501

**2023:** 5,886

## Critical Positions<sup>1</sup> filled Internally



1- Positions that have a high impact on MDC's performance, the achievement of its vision and goals, and, if vacant, would have a significant impact to the organization. Critical roles include the identified functional and business leaders.



# Talent Attraction Programs

MDC maintains partnerships with top architecture and engineering schools and universities to provide learning, networking, and work opportunities for aspiring builders.

## CADETSHIP TRAINING PROGRAM

A learning program which aims to provide fundamental knowledge about MDC's project execution process through a series of modular learning sessions and work immersion opportunities. The Cadetship Training Program has trained a total of 155 cadets from 2008 up to 2023.

### OTHER PROGRAMS:

- Internship Programs
- Professional Advancement Programs
- Industry and University Conferences





# 05

# LEARNING & DEVELOPMENT

Investing in the potential of its workforce, MDC provides various learning and career enrichment programs to facilitate professional growth and development.

MDC Academy was established to provide technical, leadership, and soft skills trainings for employees, while the TESDA-accredited MDC Skills Training and Assessment Center provides NC-II certification courses to upskill workers.

In addition, the MDC Safety and Quality Training Organization provides programs for construction occupational health and safety.

# Total Developing & Training Costs

MDC spent a total of PHP 110.4M to develop and upskill its workforce in 2023.

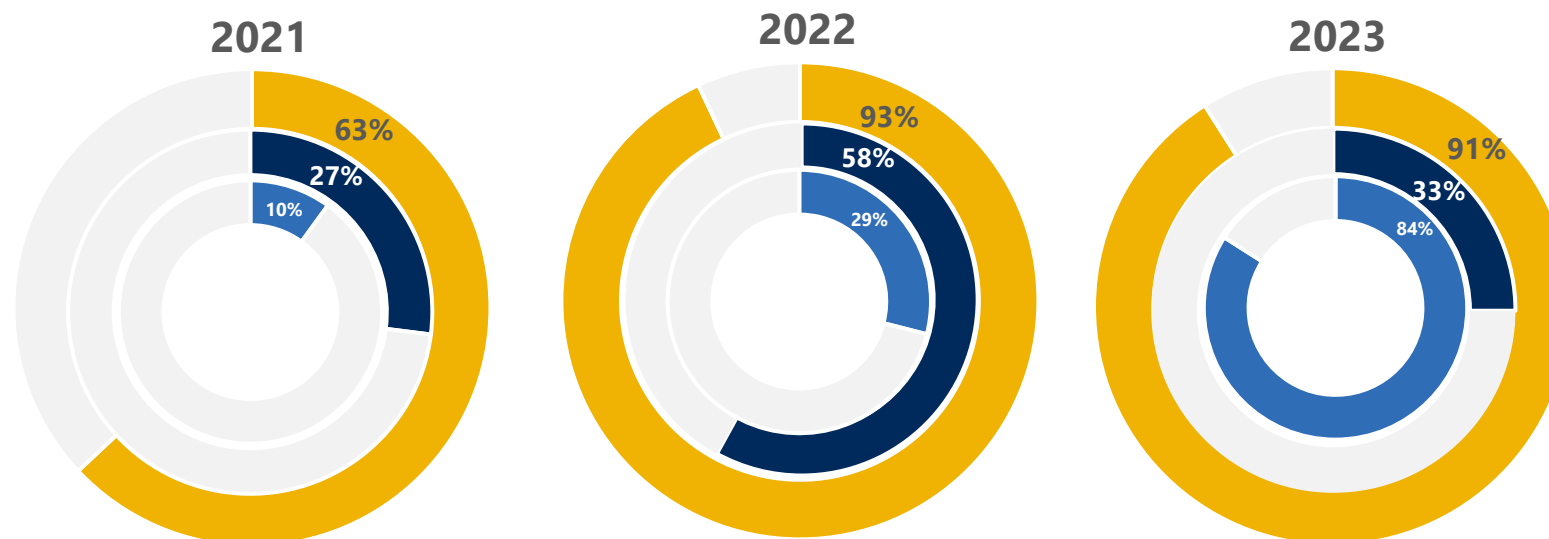
	2021	2022	2023
Training Costs	1.3M	1.5M	2.3M
Training Spend per Employee <sup>1</sup>	Php 202	Php 296	Php 426
Training Participation Rate	90%	91%	90%
Training Hours per Employee	39	31	45
Total Training Hours per Year	175K	157K	245K
Training Satisfaction Rating	4.7	4.8	4.8



<sup>1</sup>- For corporate direct hires only

# Training Participation per Category

In 2023, Core Programs on Construction Excellence achieved the highest participation rating of 91% amongst other categories.



- Core Programs on Construction Excellence
- Function Based Programs
- Culture Building and Leadership Programs

## YE Headcount:

**2021:** 4,960

**2022:** 5,501

**2023:** 5,886



# Training Investment for MDC's External Workforce\*

The MDC Technical Training Center supports the livelihood of MDC's external workforce\* by providing free TESDA-certified NC II courses aimed at upskilling participants in various construction trades.

**49,611** workers trained since inception in 2015

**26,898** NC II-certified workers since 2015

**27** qualified trainers

**10** qualified assessors

**8** training centers nationwide



## COURSES AVAILABLE:

Carpentry NC II  
Masonry NC II  
Electrical Installation & Maintenance NC II  
Scaffolding Works NC II  
Shielded Metal Arc Welding NC II  
Tile Setting NC II  
Tile Grout Application  
Plumbing  
Sealant Application

Construction Painting  
Gypsum Board Installation  
Kitchen Cabinet Installation  
Layout and Mensuration for Workers  
Precast Concrete Installation  
Precast Concrete Manufacturing  
Pool Maintenance  
Tree Pruning  
Land Preparation

Pesticide Safety  
Reinforcing Steel Works  
Rigging Operation  
Material Elevator Operation  
Gondola Operation  
Heavy Equipment Operation  
Skills Trainers' Training  
Conducting Competency-Based  
Trade Tests



\*Includes Contingent Workforce (temporary workforce, independent contractors, and other contracted services – as defined in ISO 30414:2018 Standards)

The background of the slide is a blue-tinted photograph of a construction site. In the foreground, a worker's hand is visible, holding a white hard hat. The hard hat features the MDC logo, which consists of a stylized hexagon with a 'Z' inside, and the letters 'MDC' below it. In the background, several tall construction cranes are visible against a clear sky.

**06**

# COMPLIANCE & ETHICS

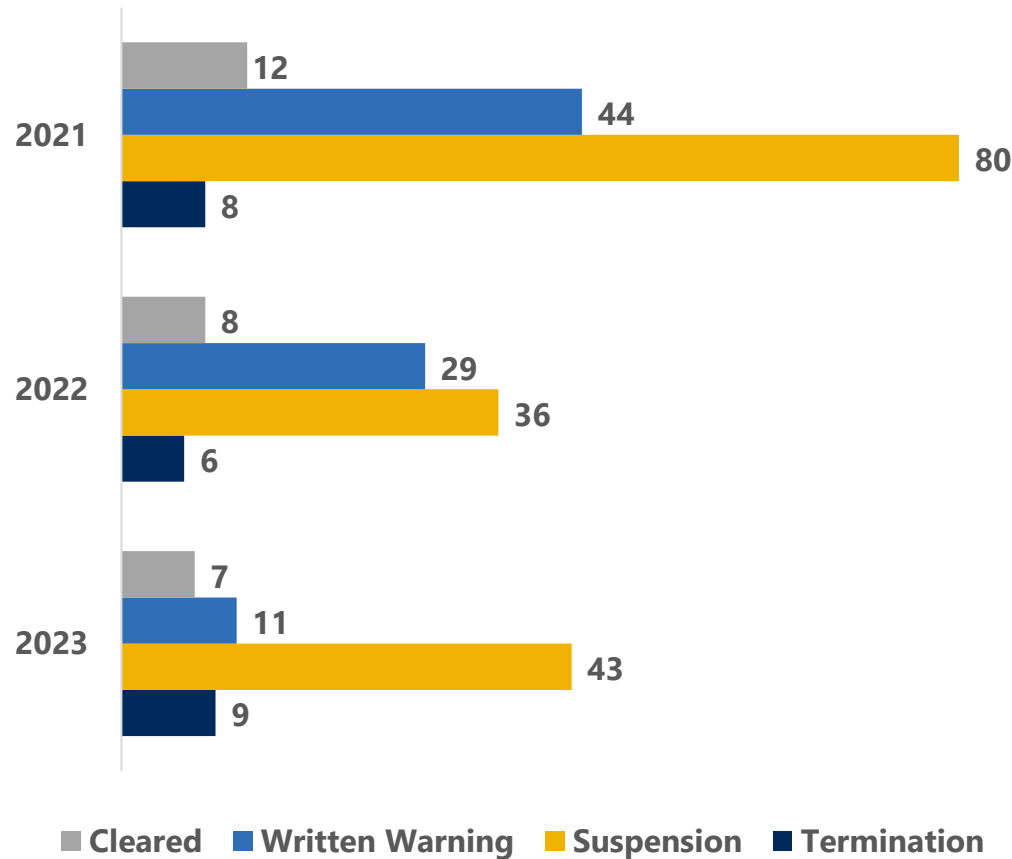
MDC is aligned with its parent company, Ayala Land and the entire Ayala Group, in upholding the highest standards of corporate governance. For MDC, integrity is a vital element to sustained business growth and total customer satisfaction.



# Grievances & Disciplinary Actions Filed

All employees are expected to practice integrity at all times. MDC promotes good governance by regularly conducting Work Ethics-related trainings and having various Business Integrity Channels available.

## Disciplinary Action Cases



- **100% Participation Rate** on Compliance and Ethics Training
- **Zero Grievances** filed
- **Average 13 to 15 days turnaround time** from filing to resolution
- **100% compliance** on third party labor audits

A woman wearing a white hard hat and a high-visibility safety vest is shown in profile, looking towards the right. She is wearing glasses and a dark shirt. The background is a blurred construction site. The entire image has a blue overlay. In the top left corner, there is a yellow rectangle with the number '07' in white. To the left of the woman, the text 'SAFETY, HEALTH & WELLBEING' is written in large, bold, white capital letters. In the bottom right corner, there are two paragraphs of white text.

07

# SAFETY, HEALTH & WELLBEING

MDC is an industry leader in implementing best health, safety, and environmental practices. Vital to MDC's success, the company implements a wide range of programs to safeguard the wellbeing of its employees and create a healthy workplace for all.

Since 2003, MDC has maintained world-class ISO certifications for Occupational Health and Safety, and Environmental Management Systems.

# Organizational Health, Safety, & Wellbeing

MDC launched the Zero Incident Program and the Internal Environment, Health, and Safety Audit to regularly assess and improve its Safety performance and ultimately prevent safety-related incidents onsite. Employee health and wellbeing are likewise being safeguarded by a fully-complemented team of doctors and nurses under the Construction Medical and Health Services (CMHS) unit.

	2021	2022	2023
<b>Lost Time Injury</b>	0.11	0.03	0.05
<b>Occupational Accidents</b>	2.69	2.27	1.92
<b>Fatality Rate</b>	0.00002	0	0
<b>Overall OHS Training Participation Rate</b>	86%	80%	85%



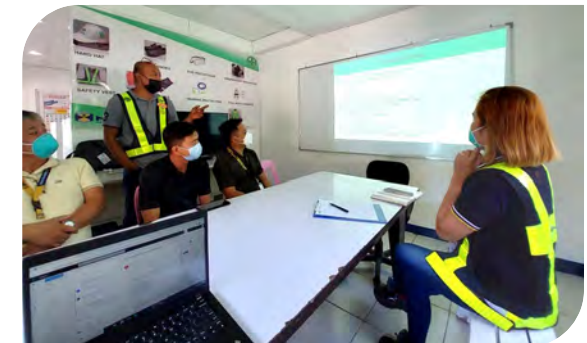
**2023 Gold Stevie for Health, Safety, and Environment Program of the Year**

**132 Safety Organization of the Philippines – Construction Safety Awards**



## 87 projects

reached the milestone of one million safe person hours or more with no Total Disabling Injury (TDI) incident occurring in 2023.



# Safety & Quality Training Organization

MDC SQTO<sup>1</sup> received a full 3-year accreditation as an OSH<sup>2</sup> training organization to provide valuable DOLE-mandatory trainings, such as COSH<sup>3</sup> and BOSH<sup>4</sup>, to employees and stakeholders.



**59** Training Sessions  
**4,939** Attendees  
**98%** Participation Rating  
**4.8** Program Rating

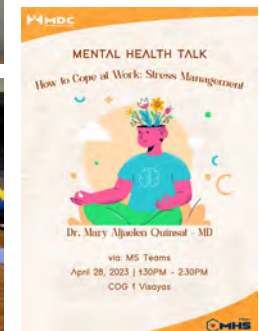
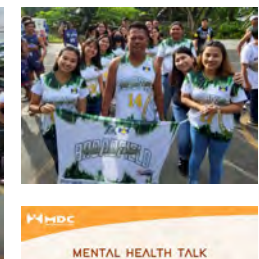


- 1 – MDC Safety and Quality Training Organization is a unit under the Operations Management Control Group
- 2 – Occupational Safety and Health
- 3 – Construction Occupational Safety and Health
- 4 – Basic Occupational Safety and Health



# Health and Wellness Programs

MDC promotes health and wellness through various initiatives such as fitness classes, wellness fiestas, sports tournaments, First Friday Mass, wellness classes, etc., to support a healthier and more engaged workforce.







08

# CULTURE & ENGAGEMENT

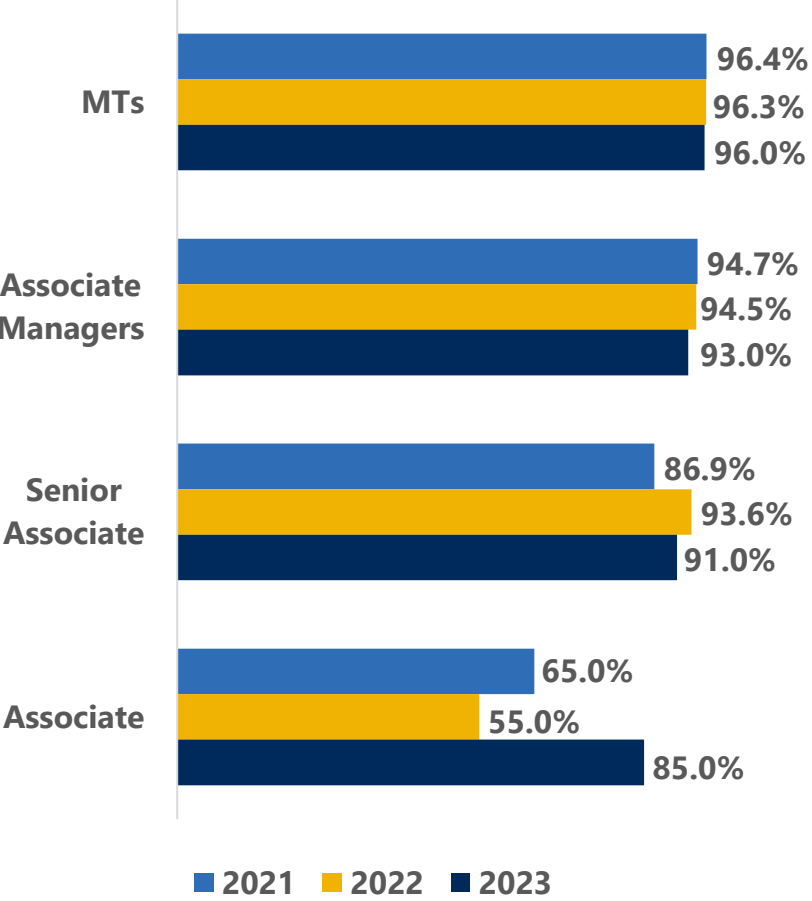
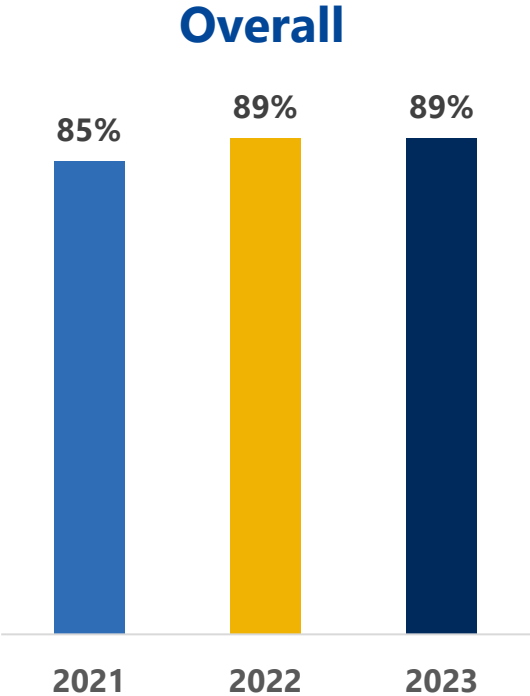
MDC believes that a highly-engaged workforce equates to operational success and customer satisfaction.

MDC Active, the company's employee engagement initiative, provides work-life harmony, health and wellness, spiritual wellness, culture building, and sustainability programs to enrich, empower, and energize employees.



# Retention Rate

MDC maintained it's retention rate in 2023 vs previous year.

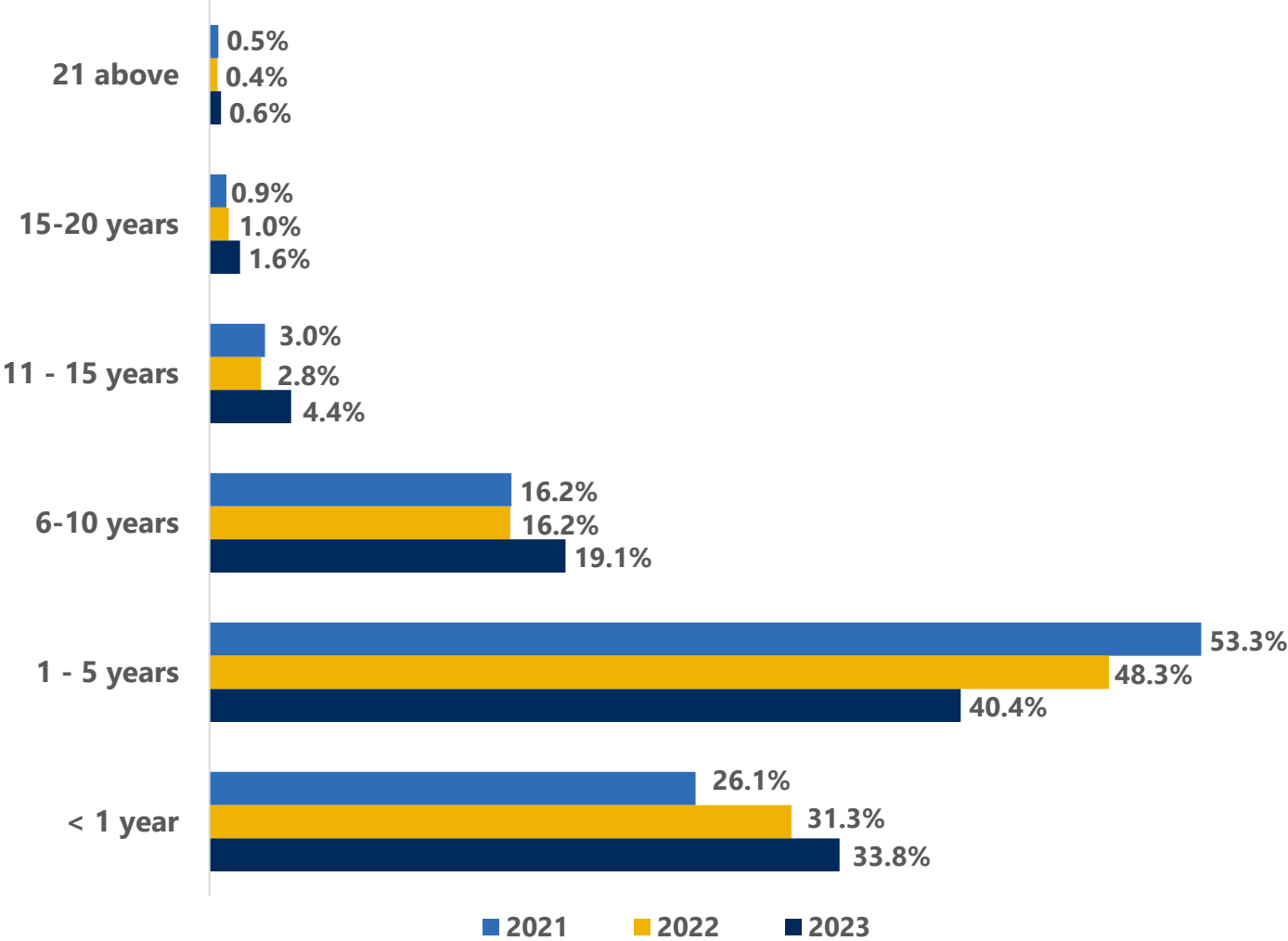


YE Headcount:

2021: 4,960  
2022: 5,501  
2023: 5,886

# Tenure

The average tenure of employees is 3 years.

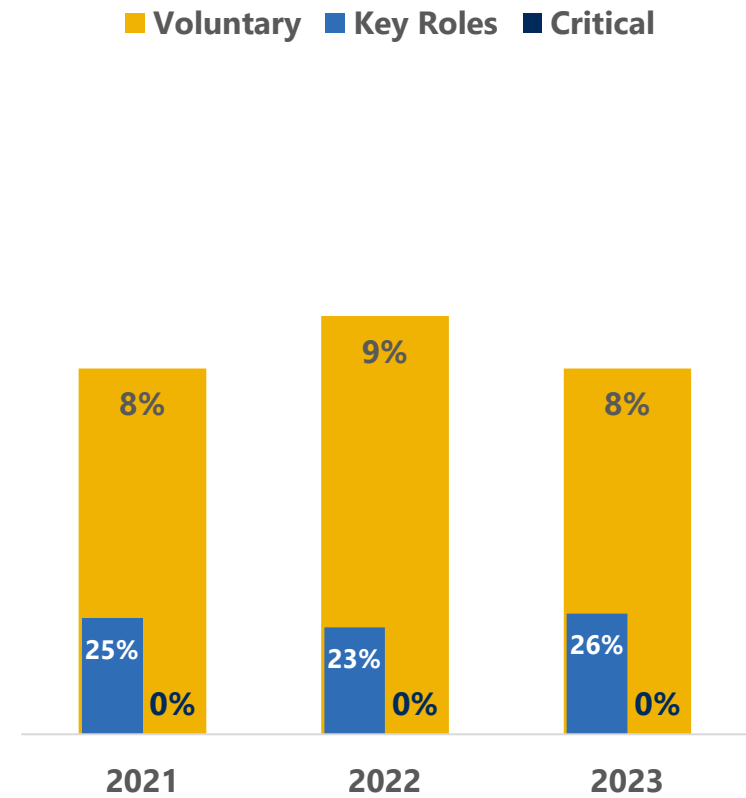
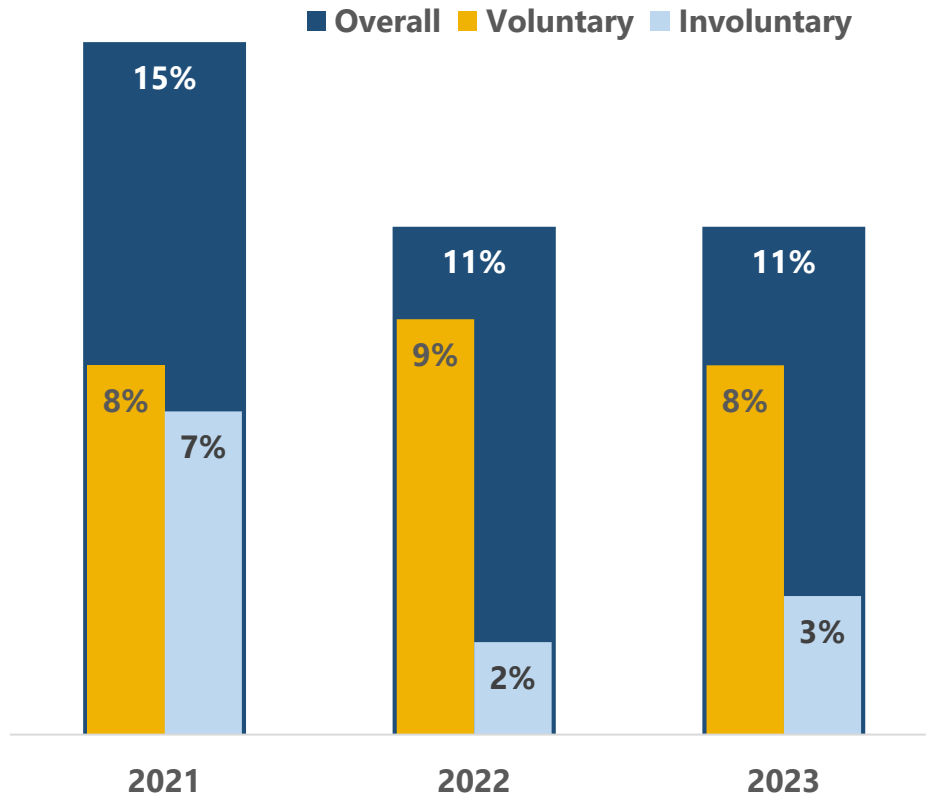


### YE Headcount:

2021: 4,960  
2022: 5,501  
2023: 5,886

# Turnover Rate

MDC observed an overall decrease in its turnover rate in 2023.



## YE Headcount:

**2021:** 4,960

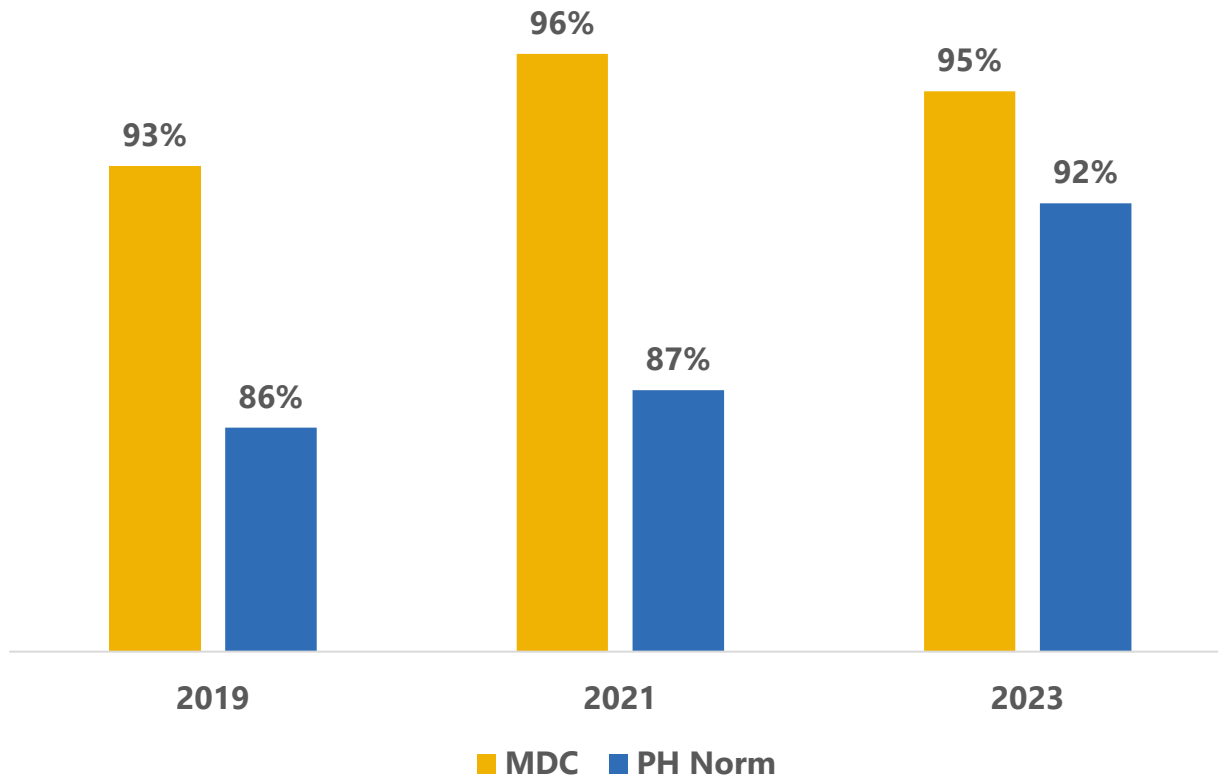
**2022:** 5,501

**2023:** 5,886

# Engagement, Satisfaction, & Commitment

MDC achieved a high **ENGAGE Survey\*** score of 95% in 2023.

Our overall ratings in 2021 and 2023 surpassed the Philippine Norm for engagement.



## ENGAGE

ADMINISTERED BY WILLIS TOWERS WATSON

# 100%

Survey Response Rate in 2023

**ENGAGE Survey\*** is a biennial workforce climate survey conducted by Willis Towers Watson (WTW) for the entire Ayala Group. The last survey was conducted in 2023.

# Engagement, Satisfaction, & Commitment

MDC's 2023 ENGAGE Survey scores per category versus previous year and Philippine Norm benchmarks

## MDC's ENGAGE Survey Results for 2021 and 2023 vs PH Norms for workforce engagement-related categories

	Total Favorable Score (2023)	Makati Development Corporation 2021	Philippines Norm 2023
Goals & Objectives	98	-1*	4*
Inclusion	91	0	2*
Stress, Balance, & Workload	86	1*	2*
Values	95	-1*	5*
Well-being	95	0	6*
Sustainable Engagement	95	-1*	*

**ENGAGE Survey\*** is a biennial workforce climate survey conducted by Willis Towers Watson (WTW) for the entire Ayala Group. The last survey was conducted in 2023. Numbers highlighted in yellow indicates the difference in scores, MDC being ahead versus previous year, and versus PH Norms for 2023.

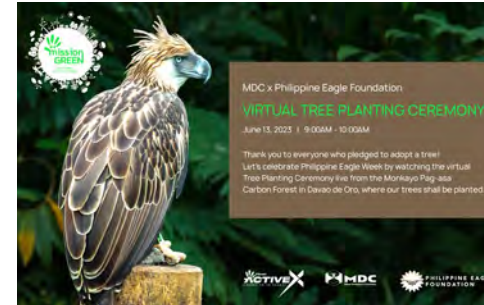






# Sustainability & CSRs

MDC practices environmental responsibility and supports community engagement by participating in Sustainability & CSR initiatives such as voluntours, coastal clean-ups, donation drives, medical missions, etc.



## MDC x PHILIPPINE EAGLE FOUNDATION:

**600** native trees adopted  
 Monkayo Pagasa Carbon Forest

**498** employee-donors



## MDC x ALI CARBON FOREST VOLUNTOURS:

**1,091** volunteers

**9,140** voluntour hours



# Sustainability & CSRs

MDC practices environmental responsibility and supports community engagement by participating in Sustainability & CSR initiatives such as voluntours, coastal clean-ups, donation drives, medical missions, etc.



**70,042** volunteerism hours  
Brigada Eskwela, Feeding Programs, Clean-up drives, Disaster Relief, Medical Missions

**Php 720,000** total donations in kind

**848,000** cc of blood donated

**8,539** kgs. of plastic donated





# Awards and Recognitions in 2023

- 132 Safety Organization of the Philippines – Construction Safety Awards
- 1 HR Asia Best Companies to Work for in Asia – Philippines
- 1 HR Asia Digital Transformation Award – Philippines
- 1 Gold Stevie Awards for Great Employers – Employer of the Year (Industrial)
- 1 Silver Stevie Awards for Great Employers – Workplace Health & Well-being
- 1 Bronze Stevie Awards for Great Employers – Workforce Learning & Development
- 1 Bronze Stevie Awards for Great Employers – Most Valuable Employer
- 1 Gold Stevie International Business Award – HSE Program of the Year
- 1 Gold Stevie International Business Award – Support Department of the Year (Finance)
- 1 Silver Stevie International Business Award – Support Department of the Year (Strategic Procurement)
- 1 Bronze Stevie International Business Award – Technology Department of the Year (BIM Division)
- 1 Philippine Excellence in Concrete Construction Award – Viento Tower 1
- 1 ACI People's Choice Award – Vermosa Land Development
- 1 BUILD Magazine EPCCM Contractor of the Year – Philippines
- 1 MIDAS Top Structure Award (1<sup>st</sup> Runner Up)
- 1 Philippine Daily Inquirer x Statista Best Employers 2024 Award
- 1 DOH Sandugo Award
- 1 DND Gawad Pagkilala Award
- 1 DOH Dugong Bayani Silver Award
- 1 Asia CEO Awards - Circle of Excellence Award for Global Filipino Executive of the Year
- 2 UPAA Awards
- 1 Ayala Innovation Excellence Award - Finalist





## **Makati Development Corporation**

MDC Corporate Center, Radian Street,  
Arca South Estate, Taguig City, Philippines 1630

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