



2024 WORKFORCE ANNUAL REPORT

A portrait of Anna Ma. Margarita B. Dy, President and Chief Executive Officer of Ayala Land, Inc. and Makati Development Corporation. She is a woman with short dark hair, smiling, wearing a light-colored blazer over a white top and a necklace with a circular pendant. Her arms are crossed.

Dear Readers,

This year marks two important milestones for MDC: our 50th anniversary and our recent ISO 30414:2018 Certification for Human Resources Management. These achievements reflect decades of dedication and excellence by our team. The ISO HR certification in particular underscores the rigorous processes we've implemented in workforce planning and talent development – hallmarks of a high-quality work environment. As we celebrate our history, we also recommit to the principle that “People are at the Center of Our Vision.” It is our people who have built MDC into a leader in construction, and they will continue to guide our future.

This year we proudly celebrate 50 years of building communities and creating value. Half a century in business is a rare achievement, and it reflects the dedication of MDC's founders, employees, and leaders. In particular, I want to thank Dan Abando for 13 years of steadfast leadership. Under Dan's guidance, we expanded into new markets and advanced our innovation and technology agenda—pioneering Design for Modular Construction, the prefabrication of building components, the adoption of Building Information Modeling (BIM), and the integration of Artificial Intelligence. We stand on the strong foundation he helped build, and we honor his legacy as we move forward.

Looking ahead, our emphasis shifts from aggressive expansion to deepening excellence in everything we do. We will streamline and standardize our internal systems, policies, and processes. We will drive higher efficiency and accountability to ensure we meet the highest standards in every job we take on. By strengthening our processes and people, we build a more resilient company to deliver superior results for our customers and communities.

As we enter our next 50 years, our vision remains clear: to build structures and relationships that stand the test of time. We commit to carrying forward the values of excellence, integrity, and long-term impact. Every bridge, building, and road we construct is a legacy for future generations. And at the heart of that legacy are our people – the engineers, architects, builders, administrators, and staff whose hard work makes quality possible.

I am grateful for the dedication of our entire MDC family: past and present. Thank you for your commitment to excellence and to each other. Together, guided by our theme “People at the Center of Our Vision,” we will continue to grow in strength and purpose. The future is bright when we build it together, with excellence and care.

A handwritten signature in cursive script, reading "Anna Ma. Margarita B. Dy".

Anna Ma. Margarita B. Dy

Anna Ma. Margarita B. Dy
President and Chief Executive Officer
Ayala Land, Inc. and Makati Development Corporation

MESSAGE FROM THE **PRESIDENT & CEO**



Dear Readers,

Within the Ayala Land Group, with MDC playing a key role, our people remain at the heart of everything we do. In a year marked by growth and transformation, we are proud to share the progress we've made in strengthening our organizational culture, enhancing employee well-being, and enabling performance at scale.

This report highlights key milestones across our core HR pillars: organizational culture, capability building, employee engagement, health and safety, and leadership. Each of these areas reflects our deep commitment to building a workplace where our people can thrive and our business can succeed.

We have made deliberate strides in shaping a culture rooted in collaboration, accountability, customer centricity, excellence, and innovation—all anchored in Ayala Land's core values. Our recruitment efforts have focused on attracting high-caliber talent that aligns with our values and possesses future-ready capabilities. Through productivity initiatives and continuous process improvements, we've empowered teams to deliver with greater efficiency and impact. We have also invested significantly in learning and development, ensuring our workforce is equipped with the skills needed to meet today's challenges and tomorrow's opportunities. Employee engagement remains a top priority. Through open dialogue, recognition programs, and regular pulse checks, we've created stronger connections across teams and increased our responsiveness to employee needs.

This report goes beyond compliance with ISO 30414:2018. It offers a transparent view of how our people strategy is deeply embedded in our business success—and reflects our core belief that when we care for our people, they, in turn, care for the business. We hope it gives our leaders, employees, and future partners a deeper understanding of how we are building a resilient, empowered, and future-ready organization—one that delivers excellence while putting people at the center of everything we do.

Isabel D. Sagun
Chief Human Resources Officer
Ayala Land, Inc.

MESSAGE FROM THE
AYALA LAND CHIEF HR OFFICER



Dear Readers,

At MDC, people are not just part of the process—they are the driving force behind every milestone we achieve. And as detailed in this report, 2024 was no exception.

We managed 293 projects in various stages, successfully starting 22 new ones on time, and proudly delivering 34 projects as scheduled. Across the country, our footprint continues to grow, with operations spanning multiple geographic centers and supported by over 53,000 employees and skilled workers.

Our portfolio today is as diverse as it is dynamic—from land development, vertical residences, and office towers, to malls, hotels and resorts, industrial parks, roads, ports, and bridges. And through all this, one truth remains: our people are at the heart of execution. Our operational success is deeply tied to the strength and spirit of our workforce—empowered, skilled, cared-for, and united by a shared set of values.

We also place great importance on total safety and quality. In 2024, 49 projects and three batching plants surpassed one million safe-person hours each, contributing to 145 million construction-related person hours worked. On the quality front, we launched the Qx Campaign, which champions execution excellence—doing things right the first time, driving innovation, embracing collaboration, and strengthening operational discipline.

And we are not stopping there. We will continue to invest in our people—through technical training, leadership development, and nurturing an entrepreneurial mindset across all levels of our organization. It is through our people that we turn plans into projects, projects into progress, and progress into lasting value for the communities we serve.

Robert Michael N. Baffrey
Chief Operating Officer
Makati Development Corporation

MESSAGE FROM THE
MDC CHIEF OPERATING OFFICER

A portrait of Ferdie M. Mangali, Human Resources Head of Makati Development Corporation. He is a middle-aged man with dark hair, smiling, wearing a light-colored suit jacket, a white shirt, and a patterned tie. His hands are clasped in front of him. The background is a soft, out-of-focus blue and white.

Dear Readers,

Our people are at the core of everything we do. By enabling and caring for them, we create lasting value—for our customers, our communities, and the industry. With this report, we are excited to share our efforts to create a successful, sustainable, and future-ready MDC through our people.

In 2024, we strengthened our commitment to our people through programs anchored on our Employee Value Proposition—aligned with ISO 30414:2018 standards. We focused on what matters most: capability-building and career growth, holistic wellbeing, recognition, culture and engagement, and a safe, inclusive workplace.

We took intentional steps forward. We refreshed and strengthened our programs to stay relevant to the evolving needs of both our people and our business. We rebranded MDC Academy into the MDC Center for Construction Excellence, sharpened our focus on technical skills and leadership, and launched the Construction Quality Excellence Skills Training (ConQxST) program to extend quality training to our skilled workforce. We enhanced our benefits and rewards package and introduced the GREATogether campaign to foster inclusion, respect, and shared purpose within our community of builders.

Throughout our 50th year, we celebrated our people—past and present—through engagement programs that honored their contributions to MDC’s legacy. These efforts are reflected in the numerous local and global recognitions MDC has received for its exemplary people programs.

As we chart new horizons, we remain deeply committed to building an organization that is agile, skilled, innovative, and fully supported. With our people paving the way forward, we are ready for whatever comes next.


Ferdie M. Mangali
Human Resources Head
Makati Development Corporation

MESSAGE FROM THE
MDC HUMAN RESOURCES HEAD

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- The data presented on pages 17, 19, 41, and 46 have been calibrated to reflect year-end headcount figures for 2022 and 2023.
- The data on page 39 has been updated in accordance with the 2024 ALI Group formula and guidelines.

OVERVIEW

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 SQTCS¹, DRIVE², and DRIFT³.

At the heart of our Operating Principles is the growth, engagement, and empowerment of our People.

Values

Leadership, Integrity, Vision, Excellence, Malasakit⁴, and Synergy (LIVEMS)

Supported UN SDGs



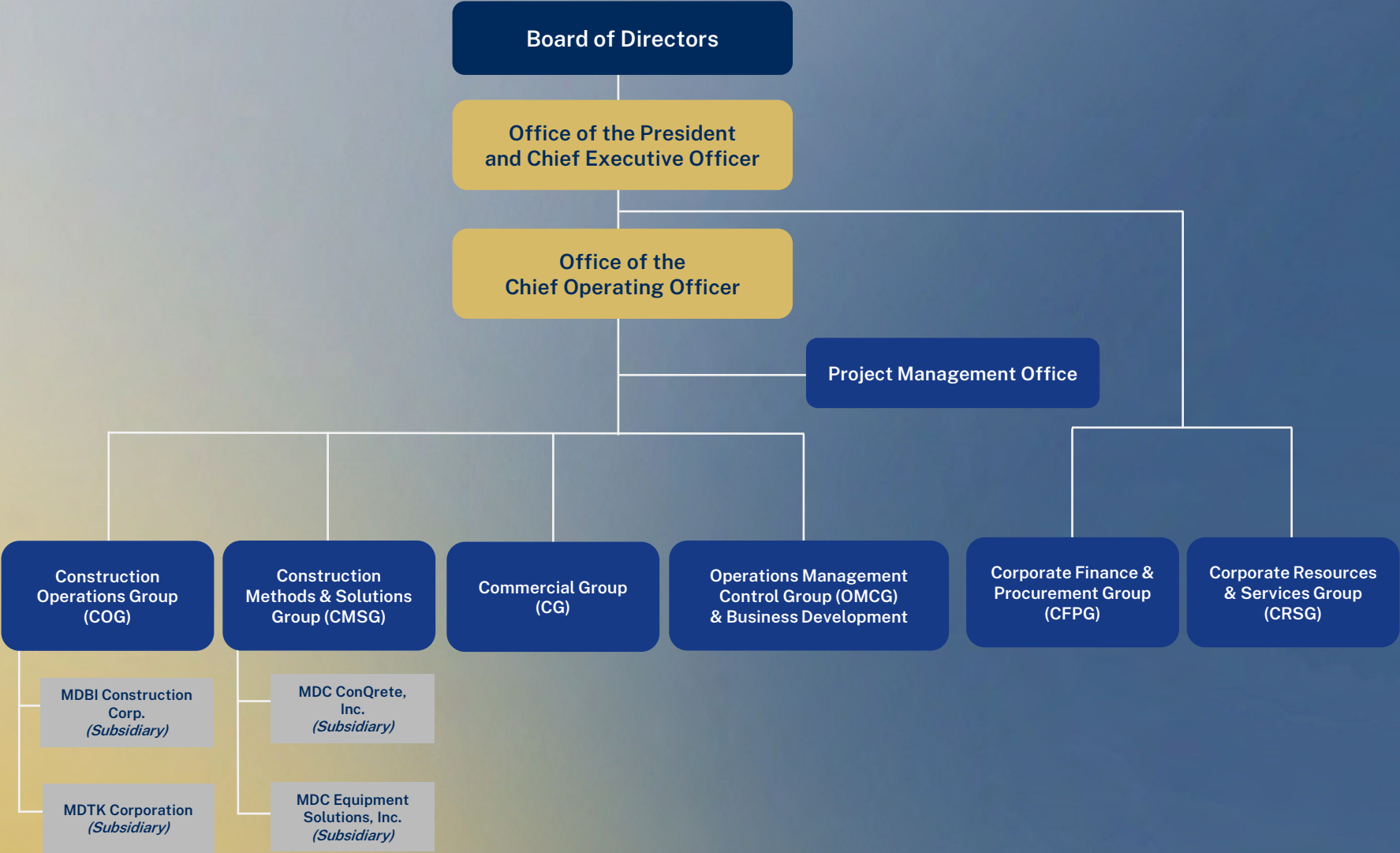
1 – SQTCS: Safety, Quality, Timely Delivery, Cost Efficiency, Sustainability

2 – DRIVE: Document, Refer, Involve, Validate, Execute (A guiding process to help employees make proper business decisions and implement solutions for challenges)

3 – DRIFT: Do it Right the First Time

4 – Malasakit: a Filipino word which means showing sincere care, concern, compassion, or empathy for our colleagues, the community, and the business

ORGANIZATIONAL CHART



Year-End 2024 Performance



53,335

Total Workforce*



51.4B

Total Revenue



115


Projects in Pre-Construction and Construction stages



777M

NIAT

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



Our people come from diverse backgrounds and professions, and we recognize the power of our collective strength in driving meaningful change and sustainable growth.

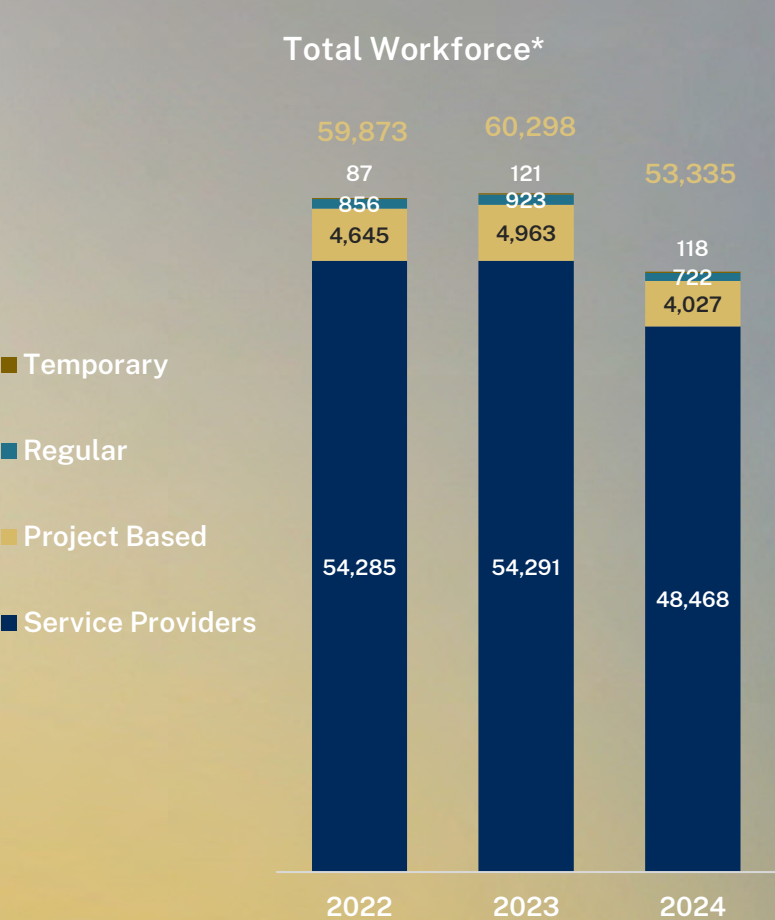
We are committed to cultivating a culture of synergy, inclusion, and shared accountability. Our diversity makes us stronger—and by embracing it, we aim to unlock every employee's potential and create a truly fulfilling and empowering workplace for all.

WORKFORCE PROFILE & DIVERSITY

WORKFORCE HEADCOUNT & AVAILABILITY



MDC engaged 53,335 individuals in 2024 comprising direct hires and outsourced services.



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

Workforce Statistics			
MDC Employees	2022	2023	2024
Full Time Equivalents (FTEs)	9.2%	9.8%	8.9%
Contingent and Temporary Workforce	90.8%	90.2%	91.1%
PODs ¹	0.7%	0.7%	1.1%
Managers ²	9.2%	8.9%	8.9%
Turnover Rate ³	8%	8%	20.5%
Average Training Hours per Employee	31	45	46
Average Workforce Age	33	33	34
Average Tenure of Employees	3	4	5
Employee Training Participation ⁴	91%	90%	88%
Revenue per Employee ⁵	7.72	8.02	10.66
Profit per Employee ⁶	0.46	0.38	0.16
Human Capital ROI ⁷	0.98	0.74	0.32
Absenteeism (average days) ⁸	10	10	9

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



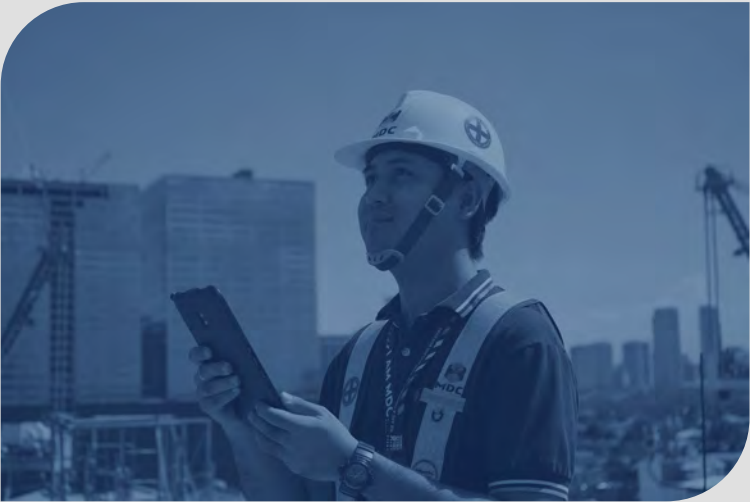
Our internal workforce is comprised of 64% male employees and 36% female employees.

Internal Workforce:



Headcount:

- 2022: 5,501
- 2023: 5,886
- 2024: 4,749



MANAGERS BY GENDER



As of end 2024, 74% of Managers are male while 26% are female.



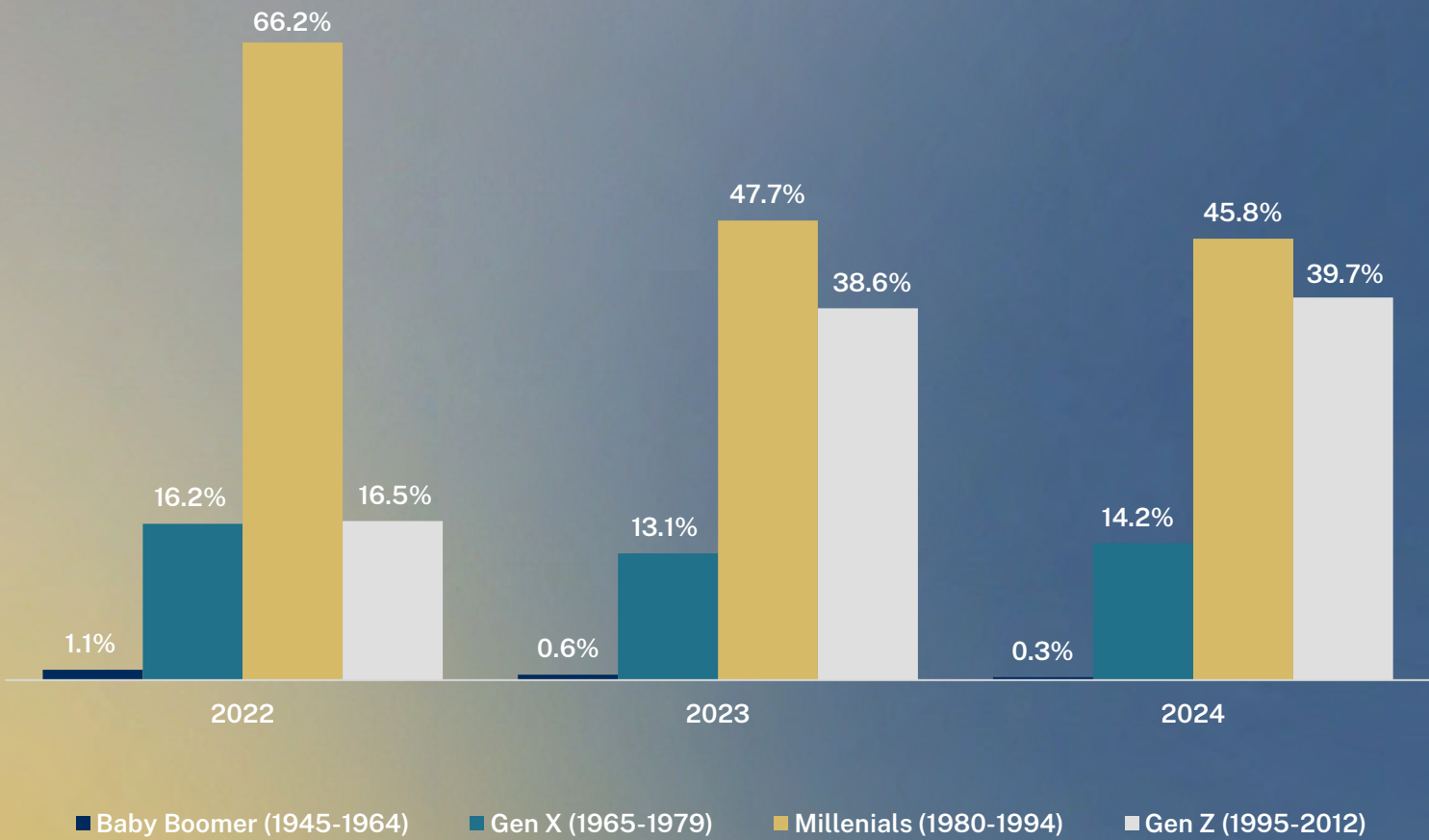
Headcount:

- 2022: 506
- 2023: 521
- 2024: 421

AGE & GENERATION



Majority of our workforce constitutes Millennials with an average age of 34.
In 2024, there has also been a 1.1% increase in the representation of Gen Z employees.



Headcount:

2022: 5,501

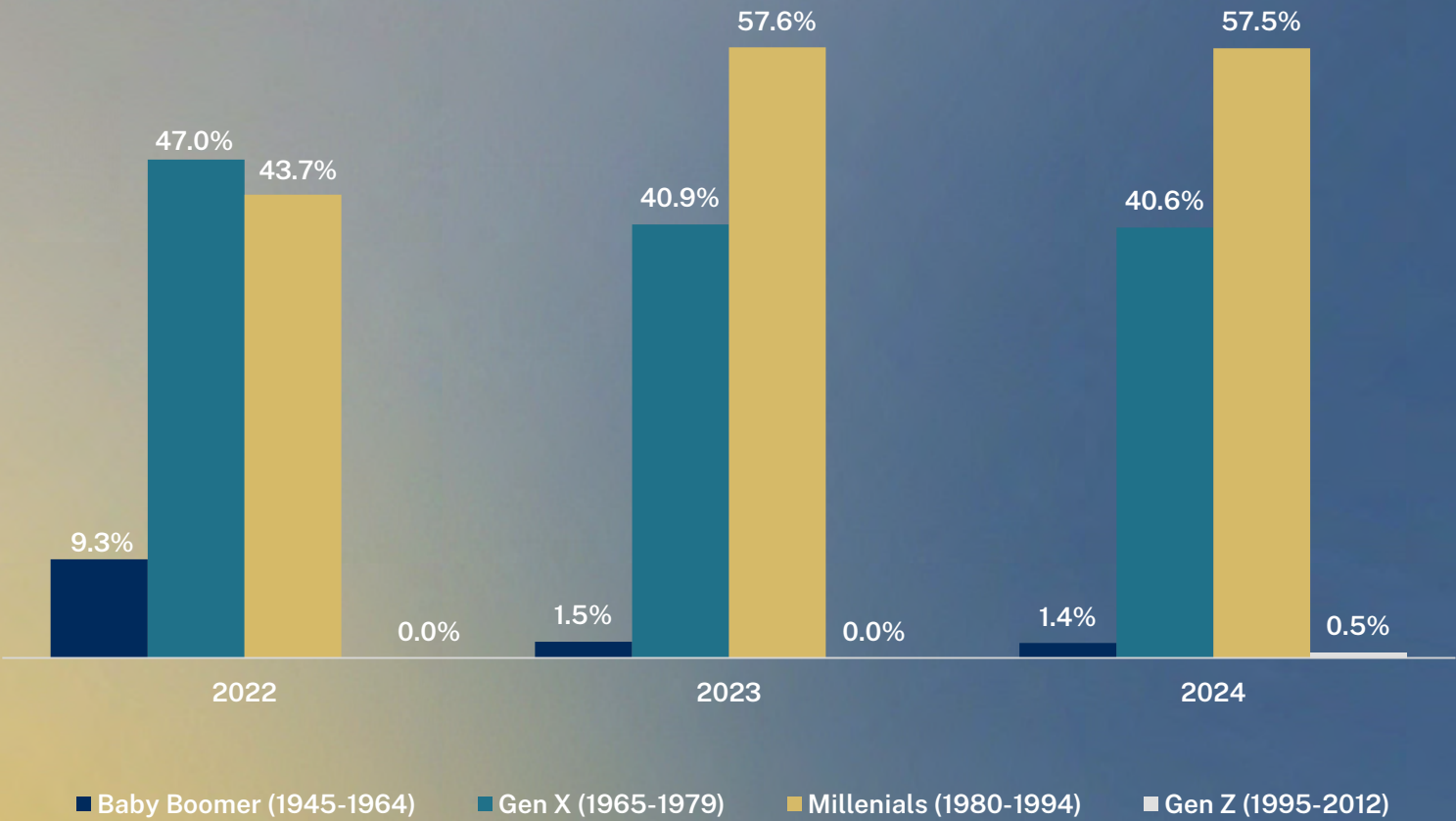
2023: 5,886

2024: 4,749

MANAGERS BY AGE & GENERATION



As of end 2024, majority of the Management Team are represented by Millennials and Gen X leaders, with the Millennial headcount surpassing Gen X by 16.9%.



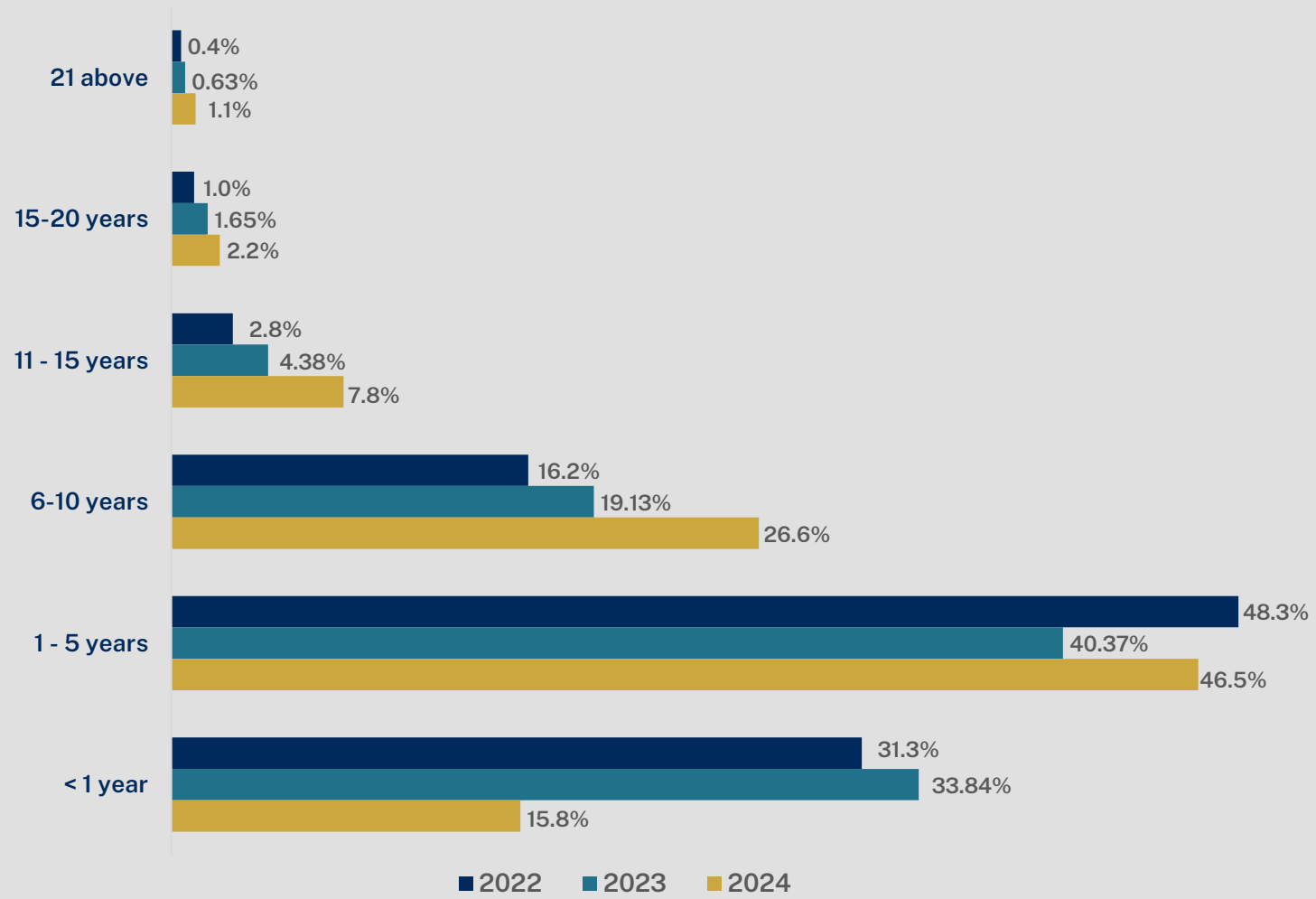
Headcount:

2022: 506
2023: 521
2024: 421

TENURE



The average tenure of employees is five years.



Headcount:

2022: 5,501

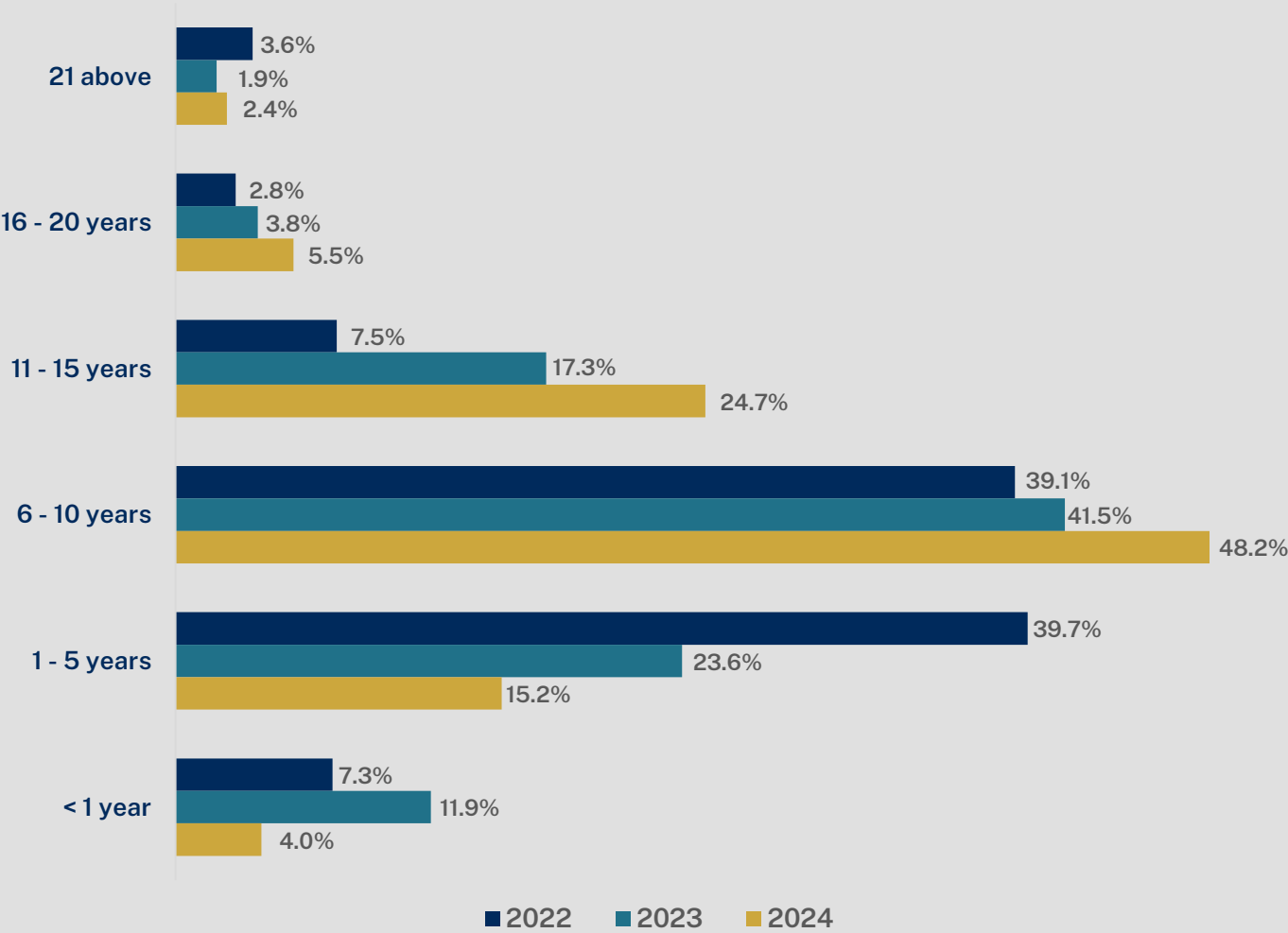
2023: 5,886

2024: 4,749

TENURE OF MANAGERS



Majority of Managers have been with MDC for six to ten years, while 7.90% have been with the company for more than 16 years.



Headcount:

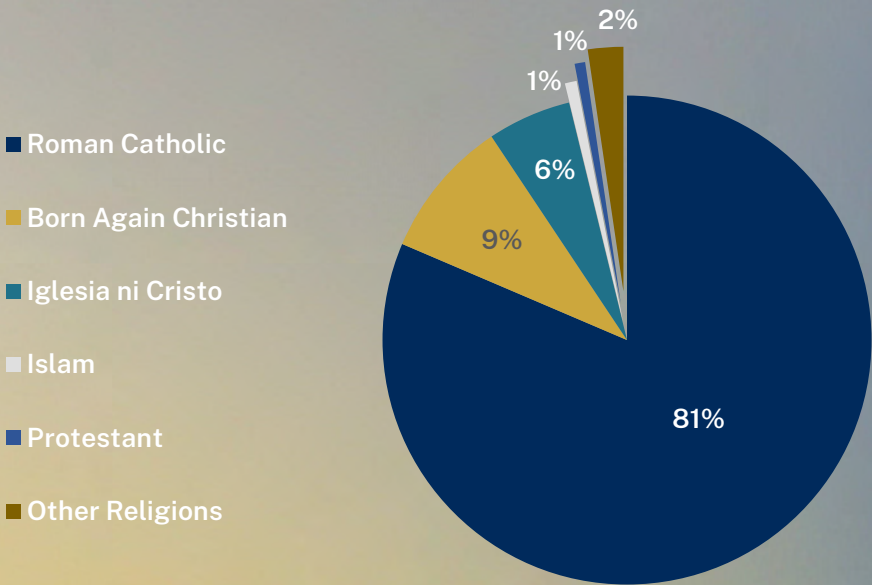
2022: 506
2023: 521
2024: 421

OTHER INDICATORS OF DIVERSITY



- Majority of our workforce are Roman Catholics.
- Persons of Determination (PODs) are provided with work opportunities in MDC with 52 POD employees (1.1%) serving as part of the internal workforce.

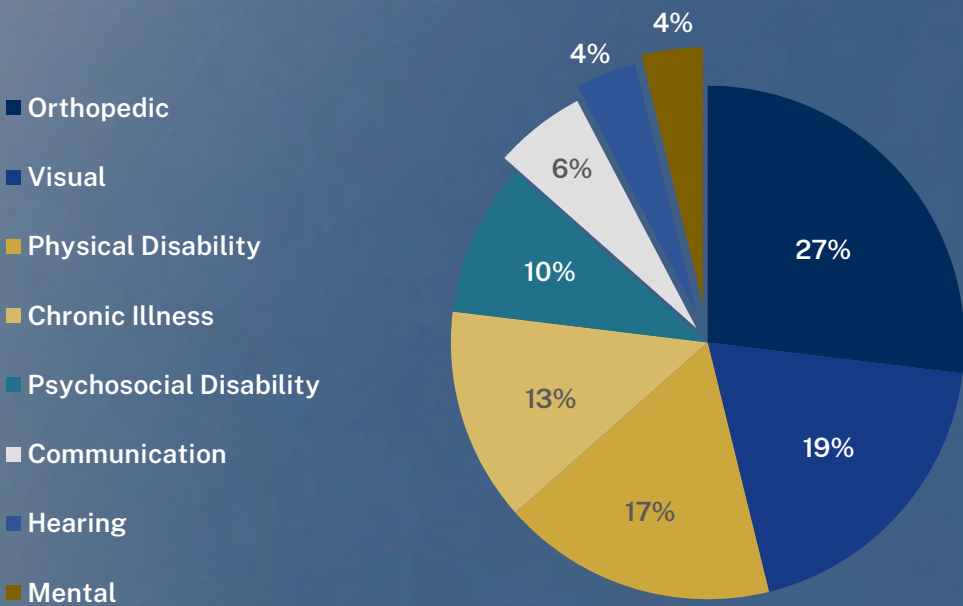
Religious Beliefs



Headcount:

2022: 5,501
2023: 5,886
2024: 4,749

Persons of Determination (PODs)



Headcount of PODs:

2022: 37
2023: 41
2024: 52

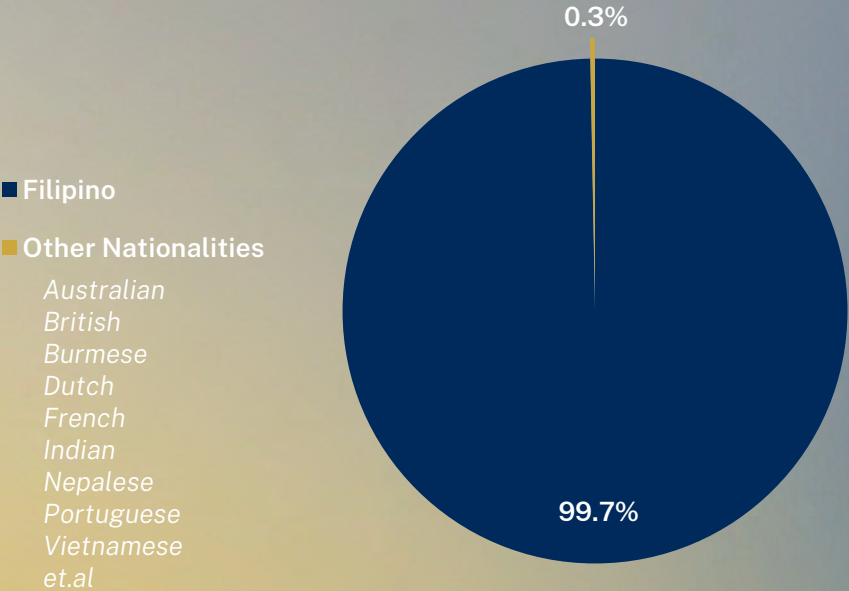
Note: According to House Bill No. 7033, Persons with Disability (PWDs) shall now be labeled as **Persons of Determination (PODs)** to ensure their full and effective participation in all aspects of society, and to be on equal footing with a person without disability.

OTHER INDICATORS OF DIVERSITY

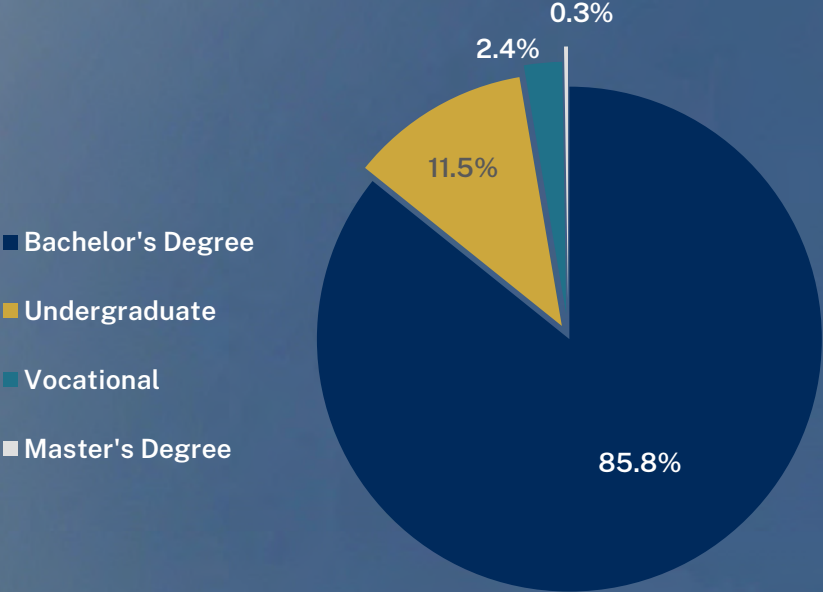


- 99.7% of employees are Filipino nationals.
- 85.8% of employees have attained a Bachelor's Degree.

Nationality




Educational Attainment



Headcount:

2022: 5,501
2023: 5,886
2024: 4,749



MDC leaders embody a strong commitment to construction excellence, innovation, and quality. They set the standard for integrity and lead by example—fostering a culture of accountability, collaboration, and continuous improvement. More than just driving performance, they inspire and engage their teams to pursue bold ideas, embrace challenges, and deliver lasting value for the business and our customers.

LEADERSHIP



LEADERSHIP TRUST

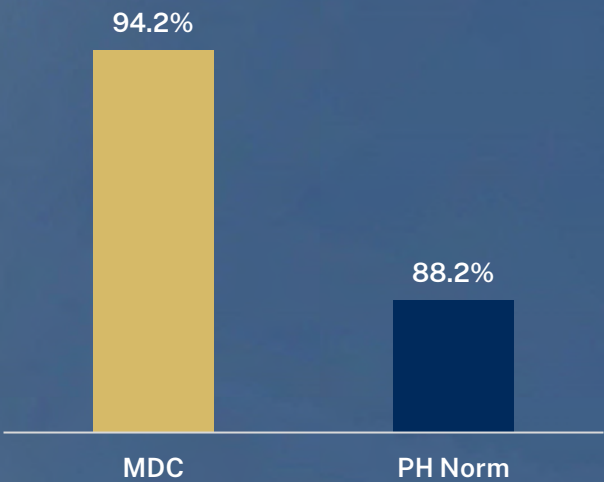


Through various communication and mentoring initiatives, Managers are able to build trust and create a safe and enriching work environment for their teams. In the 2023 ENGAGE Survey*, MDC achieved high ratings for Leadership, Communication, and Empowerment & Accountability.

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 blue indicates the difference in scores.

SPAN OF CONTROL

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



The average number of employees directly reporting to an MDC leader.

LEADERSHIP LEARNING & DEVELOPMENT



Leadership training programs were provided for 89% of Managers in 2024.



Headcount¹:

- 2022: 511
- 2023: 584
- 2024: 482

MDC also offers various **Executive Development Programs** to its Senior Leaders to ensure continual professional growth. Since 2015, a total of **42 Senior Leaders²** were sent as delegates to these programs which includes learning of best practices and immersions both in the Philippines and abroad.

Count	
By Gender	
Male	39
Female	3
By Generation	
Baby Boomer	1
Gen X	23
Millennials	18
By Level	
Division Managers	8
Senior Division Managers	16
Assistant Vice President	9
Vice President	9

1 – Total headcount of managers for the entire year of 2024 (includes resigned managers)

2 - Division Managers and above

Investing in the growth of our people is essential to the company's continued success.

To support this, MDC offers a wide range of learning and career enrichment programs designed to nurture talent, enhance capabilities, ensure quality, and prepare employees for evolving roles and responsibilities.

These initiatives aim to empower individuals at every level of the organization, fostering a culture of continuous learning, professional advancement, and long-term career fulfillment.

LEARNING & DEVELOPMENT

TOTAL DEVELOPING & TRAINING COSTS

MDC spent a total of PHP 5.4M to develop and upskill its workforce in 2024.



	2022	2023	2024
Training Costs	1.5M	2.3M	5.4M
Training Spend per Employee ¹	Php 296.00	Php 426.00	Php 1,282.00
Training Participation Rate	91%	90%	88%
Training Hours per Employee	31	45	46
Total Training Hours per Year	157K	245K	195K
Training Satisfaction Rating	4.8	4.8	4.8



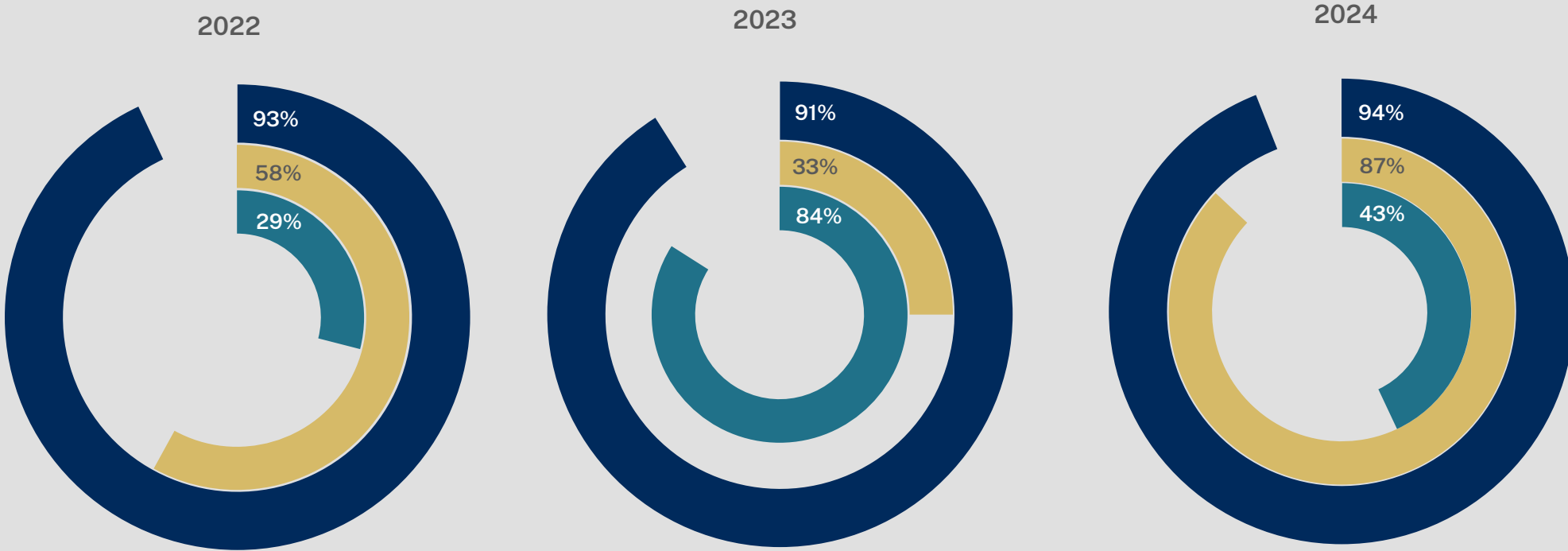
MDC Academy has been relaunched as the MDC Center for Construction Excellence, strengthening our people development programs in leadership, competencies, innovation, safety, and quality.

1- For direct hires only

TRAINING PARTICIPATION PER CATEGORY



In 2024, Core Programs on Construction Excellence achieved the highest participation rating of 94% amongst other categories.



Headcount:

2022: 5,501
2023: 5,886
2024: 4,749

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

TRAINING INVESTMENT FOR MDC'S EXTERNAL WORKFORCE



The MDC Technical Training Center was rebranded into the Construction Quality Excellence Skills Training (ConQxST) program, highlighting our focus on quality excellence in free TESDA-certified NC II courses offered to our external workforce.

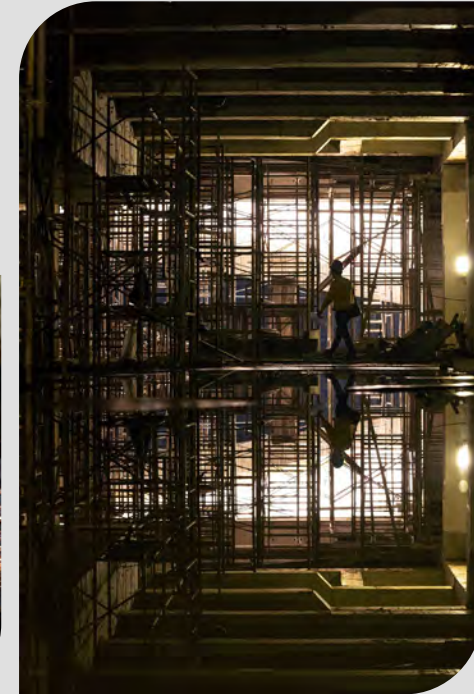
58,672 workers trained since inception in 2015

27,635 NC II-certified workers since 2015

47 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



COMPETENCY BUILDING PROGRAMS



MDC empowers its people through comprehensive competency-building programs focused on leadership, technical skills, values & mindsets, and industry best practices—ensuring a future-ready and high-performing workforce.



SAFETY & QUALITY TRAINING ORGANIZATION



MDC SQTO¹ received a full 3-year accreditation as an OSH² training organization to provide valuable DOLE-mandatory trainings, such as COSH³ and BOSH⁴, to employees and stakeholders.



58 Training Sessions

3,029 Attendees

62% 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



MDC is fully aligned with its parent company, Ayala Land, and the broader Ayala Group, in upholding the highest standards of corporate governance. Integrity is a cornerstone of sustained business growth and total customer satisfaction. By embedding ethical practices in every aspect of our operations, we build trust with our stakeholders and ensure long-term value creation.

COMPLIANCE & ETHICS

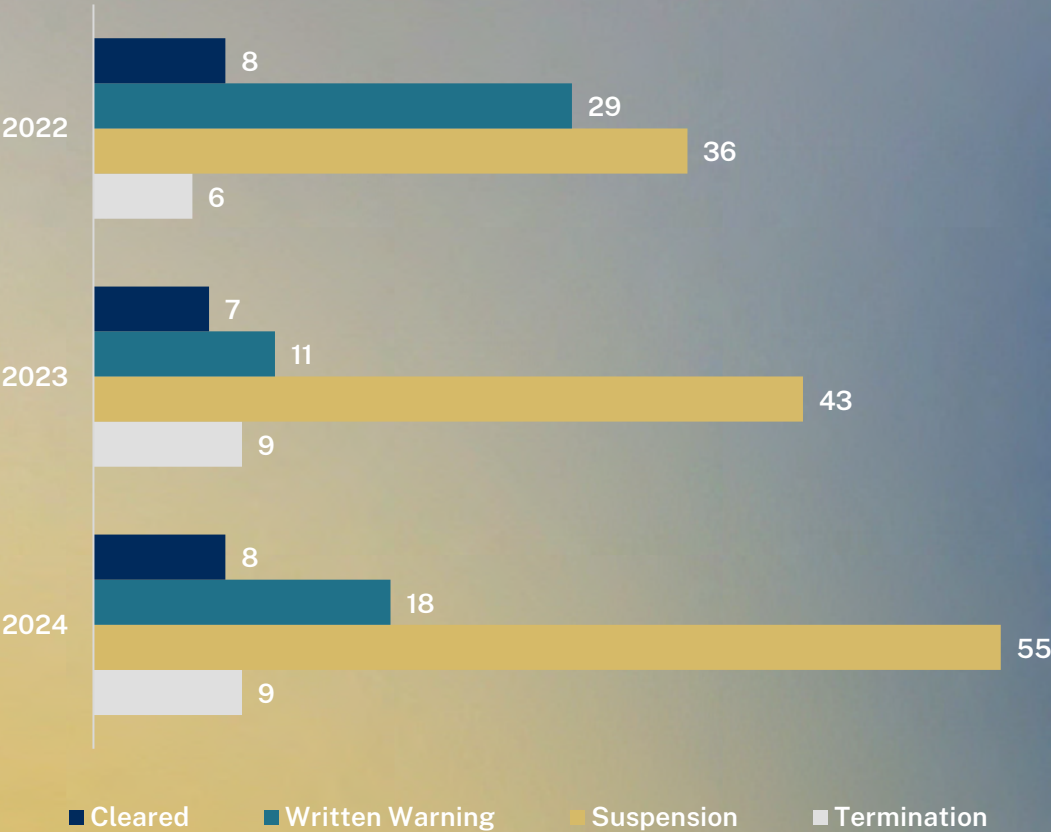


GRIEVANCES & DISCIPLINARY ACTIONS FILED



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 in Compliance and Ethics Training
- 100% Compliance in third party labor audits
- 13 Days average turnaround time from filing to resolution
- 0 Grievances filed

ORGANIZATIONAL HEALTH, SAFETY, & WELLBEING



MDC continues to implement the Zero Incident Program alongside internal Environment, Health, and Safety (EHS) audits to regularly assess and enhance its safety performance, with the ultimate goal of preventing onsite incidents.

	2022	2023	2024
Lost Time Injury	0.03	0.05	0.06
Occupational Accidents	2.27	1.92	1.17
Fatality Rate	0	0	2
Overall OHS Training Participation Rate	65%	98%	62%



- 134 Safety Organization of the Philippines – Construction Safety Awards
- 15 Safety Organization of the Philippines – Industrial Safety Awards



- 12 British Safety Council – International Safety Awards

- 116 Workplace Advocates for Safety in the Philippines, Inc. – Safety Excellence Awards



Translation: A fall from any height is fatal.



49 projects & 3 concrete batching plants reached the milestone of one million safe person hours or more with no Total Disabling Injury (TDI) incident occurring in 2024.



ORGANIZATIONAL HEALTH, SAFETY, & WELLBEING



Employee health and well-being are safeguarded by a fully staffed team of doctors and nurses under the Construction Medical and Health Services (CMHS) division, whose comprehensive care services are also extended to support the health of nearby communities through blood drives, and medical missions.



10 Dentists

31 Medical & Dental Missions

64 Medical Doctors

34 Blood Drives

99 Registered Nurses

559 Participants in various vaccination drives

1,383 Participants in the Mobile Dental Van program



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

WORKFORCE COSTS & RECRUITMENT



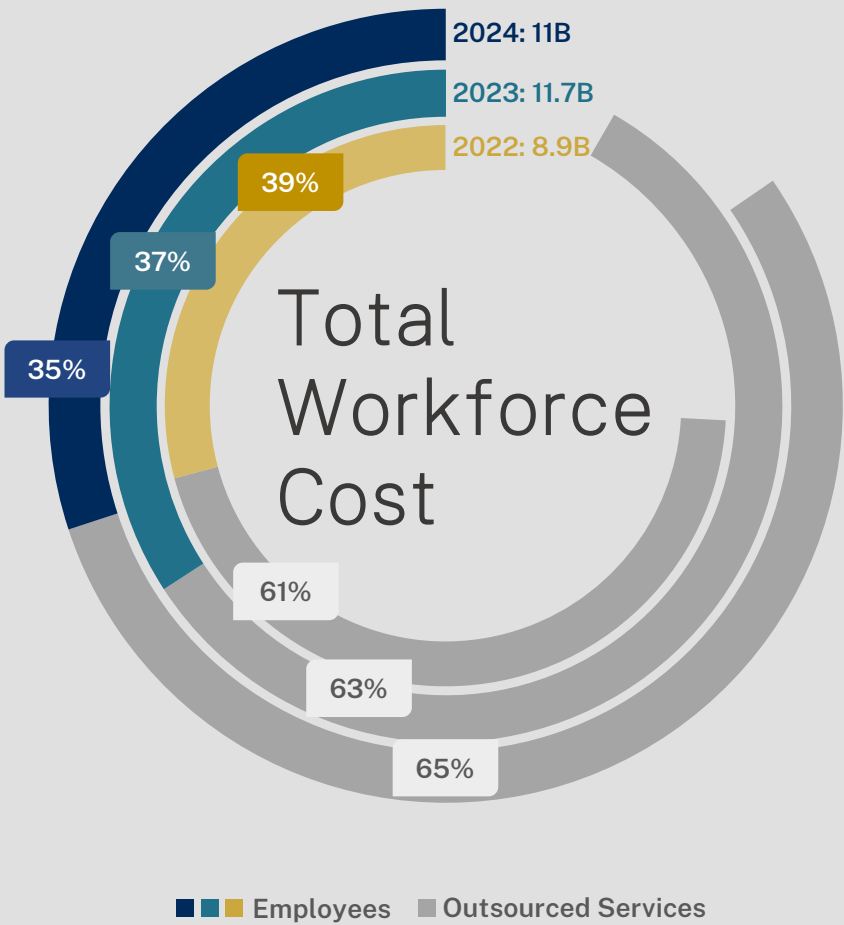
TOTAL WORKFORCE COSTS



In 2024, MDC disbursed a total of Php 11B in compensation to employees and payments to outsourced services.

	2022	2023	2024
Salaries and Wages	2,972	3,558	3,301
Employee Benefits	318	349	377
Taxes and Social Securities	170	233	243
Outsourced Services	5,416	7,551	7,084
Other Expenses	1.5	4.3	3.9

Note: In PHP (Philippine Peso) millions



PRODUCTIVITY



In 2024, MDC earned PHP 10.66M in revenue per employee.

	2022	2023	2024
Revenue per employee	7.72	8.02	10.66
EBIT ¹ per employee	0.61	0.52	0.27
EBITDA ² per employee	0.74	0.63	0.39
Profit per employee	0.46	0.38	0.16

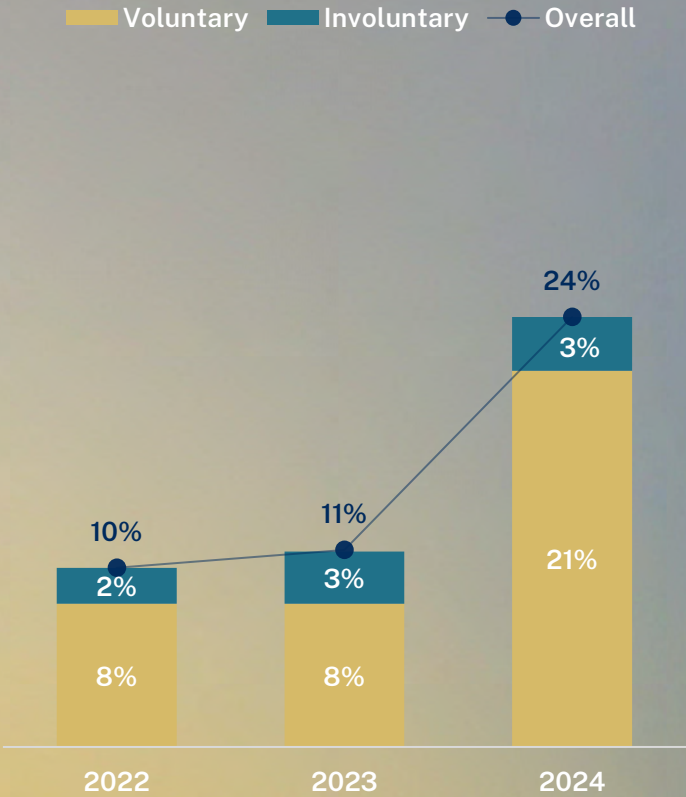
1 – Earnings Before Interest and Taxes
2 – Earnings Before Interest, Taxes, Depreciation, and Amortization

Note: In PHP (Philippine Peso) millions

TURNOVER RATE



MDC observed an overall increase in its turnover rate in 2024.



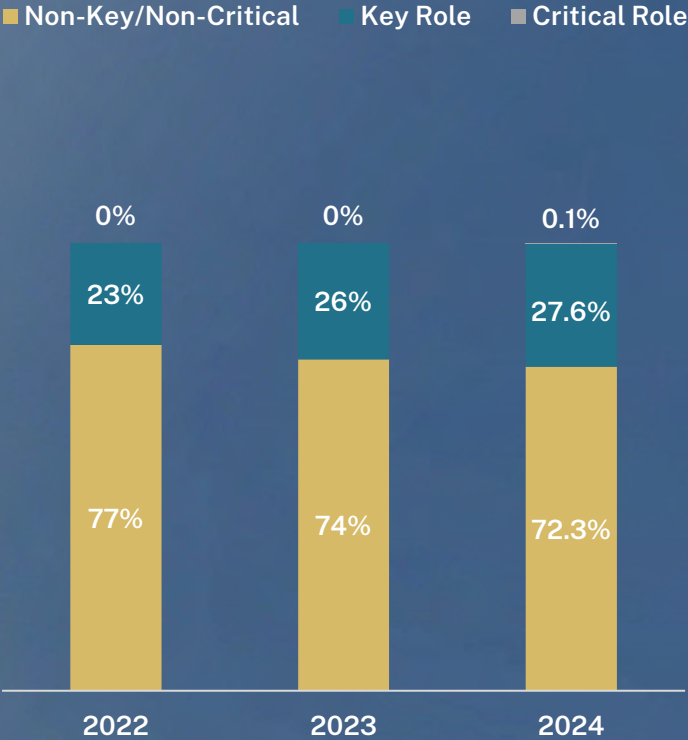
Headcount:

2022: 5,501

2023: 5,886

2024: 4,749

Voluntary Turnover



TIME TO FILL



MDC regularly fills its hiring requirements ahead of target.



Note: Above threshold of 98% 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.

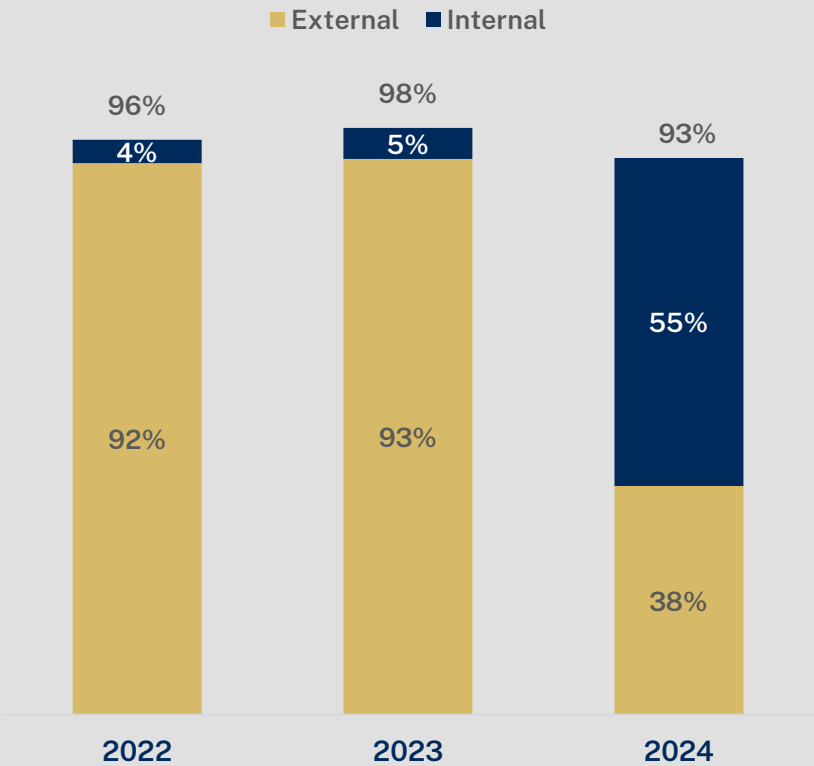
2 - Those that have a high impact on MDC's performance and achievement of its vision and goals, and if are vacant, would have a significant impact to the organization.

Critical roles include the identified functional and business leaders.

MOBILITY

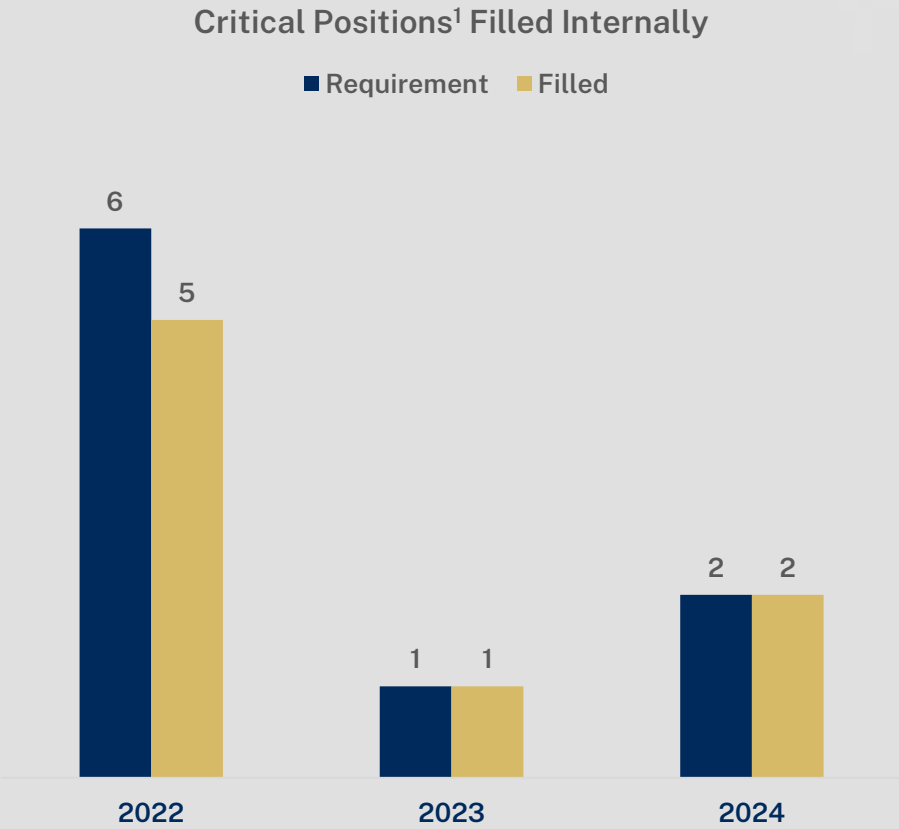


- Fill Rate Average of 93%
- Critical Positions filled internally at 100%



Headcount:

2022: 5,501
2023: 5,886
2024: 4,749



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.

MDC believes that a highly engaged workforce is key to achieving operational excellence and delivering exceptional customer satisfaction.

Through MDC Active, the company's flagship employee engagement program, we promote work-life harmony and holistic well-being. The program offers a range of activities focused on culture, holistic wellness, inclusion, and sustainability —designed to enrich, empower, and energize our people. By investing in our employees' overall well-being, we cultivate a motivated and resilient workforce that drives success from the inside out.

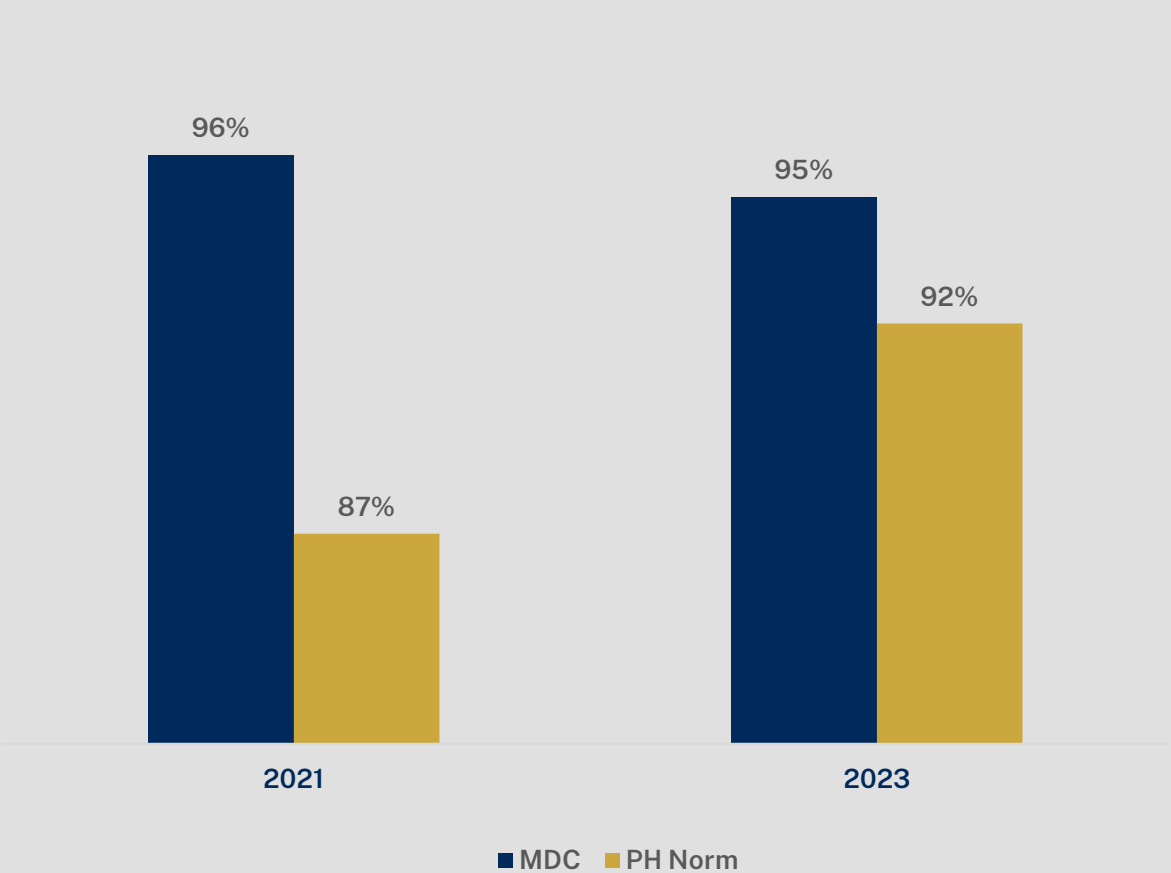
CULTURE & ENGAGEMENT



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 Philippines Norm benchmarks.

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

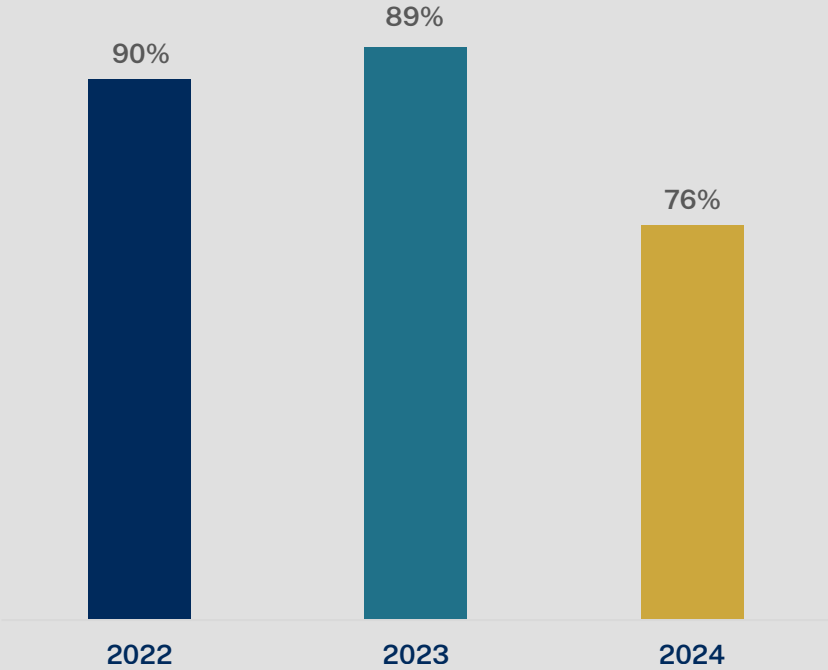
	Total Favorable Score (2023)	Makati Development Corporation 2021	Philippines Norm 2023
Goals & Objectives	98	-1*	4*
Inclusion	91	0	2*
Stress, Balance, & Workload	86	1*	2*
Values	95	-1*	5*
Well-being	95	0	6*
Sustainable Engagement	95	-1*	*

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 blue indicates the difference in scores, MDC being ahead versus previous year and versus ALI and PH Norms for 2023.

RETENTION RATE

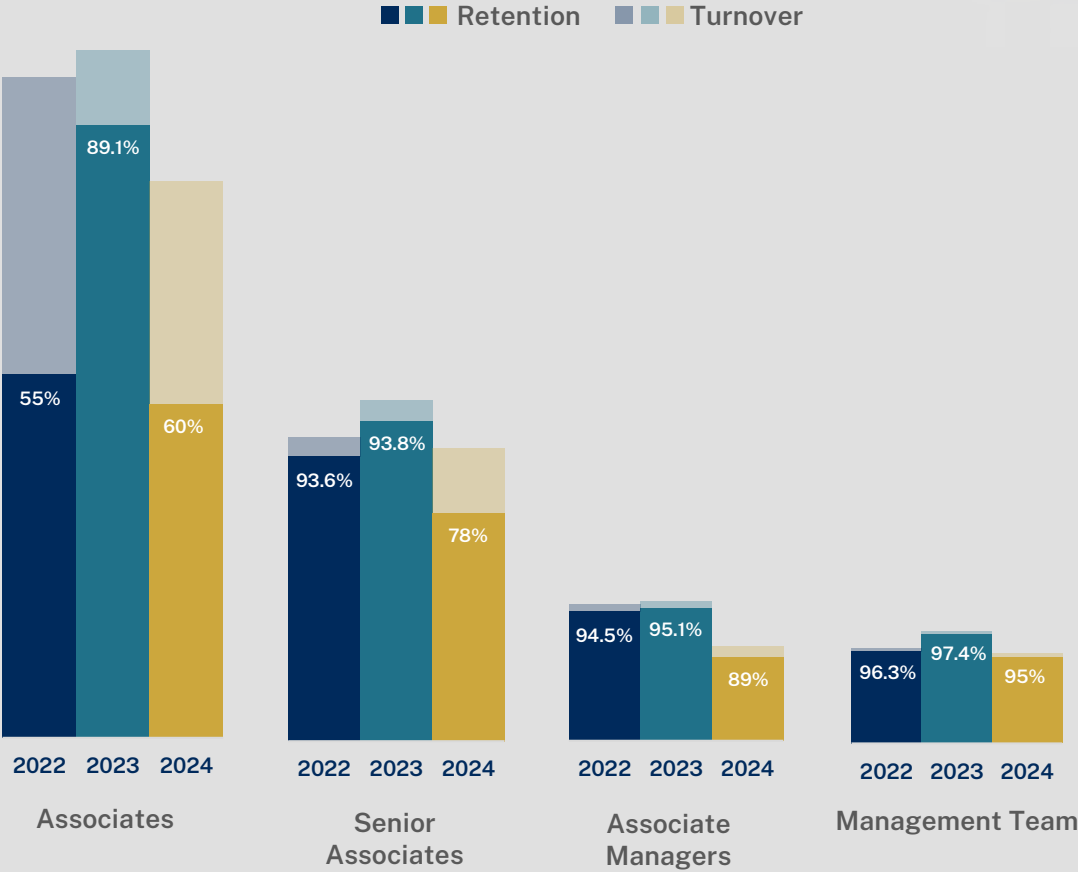


MDC logged a 11% decrease in retention rate in 2024.
Turnover rate was based on Voluntary Separation.



Headcount:

2022: 5,501
2023: 5,886
2024: 4,749



50 FORGING AHEAD AT FIFTY

Last 2024, MDC marked its 50th anniversary with nationwide celebrations, various employee engagement activities, and the launch of its 50th Anniversary Coffee Table Book entitled “Half A Century of Building” — a tribute to five decades of construction excellence and nation building.



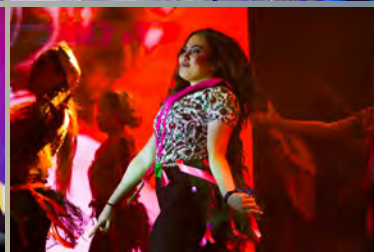
50 FORGING AHEAD AT FIFTY HALF A CENTURY OF BUILDING

50TH ANNIVERSARY COFFEE TABLE BOOK

Celebrate half a century of building through incredible images of our projects and insightful messages from our leaders.



Scan the QR code to view the digital copy.



MDC champions environmental responsibility through its core sustainability advocacy campaign, Mission GREEN. MDC also actively participates in various community engagement programs, including brigada eskwela, donation drives, medical missions, and other community-focused activities.



GREATogether!



MDC launched GREATogether to make our employee engagement programs more inclusive and supportive of our diverse organization. The campaign is centered on fostering a community built on the values of Gratitude, Respect, Empathy, Awareness, and Togetherness.

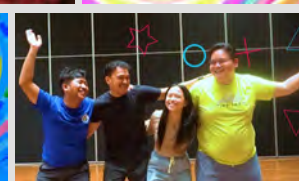
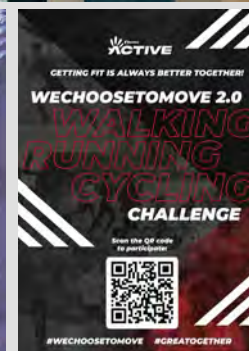
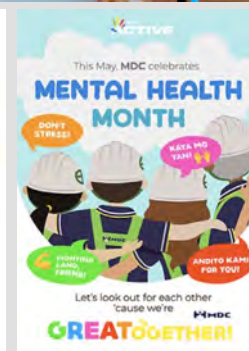
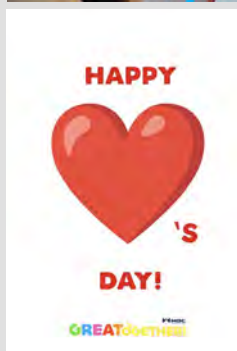
G **GRATITUDE**
We value and celebrate the diverse strengths and capabilities of our people.

R **RESPECT**
We are mindful and respectful of each other's beliefs and preferences.

E **EMPATHY**
We create meaningful connections by lifting each other up.

A **AWARENESS**
We understand and advocate the importance of DEI in the workplace.

T **TOGETHERNESS**
We grow, thrive, and move forward as one community.



AWARDS & RECOGNITIONS



MDC has earned 298 local and international awards, recognizing its programs and best practices in safety, quality, construction excellence, innovation, sustainability, and people development.

- 134 SOPI Construction Safety Awards
- 116 WASPI Safety Excellence Awards
- 15 SOPI Industrial Safety Awards
- 12 British Safety Council – International Safety Awards
- 6 International Business Awards (IBA Stevies)
- 3 Ayala Innovation Excellence Awards
- 2 Asia-Pacific Stevie Awards
- 2 Stevie Awards for Great Employers
- 1 HR Asia – Best Companies to Work for in Asia Award
- 1 HR Asia Award for Diversity, Equity, and Inclusion (DEI)
- 1 People's Choice Stevie Award for Favorite Companies
- 1 MIDAS Top Structure Awards
- 1 Philconstruct – Construction Industry Appreciation Award
- 1 Philippine Daily Inquirer – Best Employers for 2025 Award
- 1 Philippine Excellence in Concrete Construction Award (Infrastructure Category)
- 1 Philippine Quality Award – Recognition for Mastery in Quality Management (Level 3)



Current MDC President and CEO Meean Dy accepting the 2024 HR Asia – Best Companies to Work For in Asia Award with former MDC President and CEO Dan Abando



Philippine Quality Award (PQA) recognition ceremony at the Malacañang Palace – PQA is the country's highest national award for exemplary organizational performance



MDC Corporate Resources and Services Group Head Ferdie Mangali accepting the 2024 HR Asia Award for Diversity, Equity, and Inclusion



The MDC team bagging three top recognitions the 2024 Ayala Innovation Excellence Awards ceremony

A background image of a construction worker wearing a white hard hat and a high-visibility vest, looking upwards and holding a tablet. The image is overlaid with a semi-transparent blue and yellow gradient.

WORLD-CLASS BUILDERS

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www.facebook.com/mdccareers
www.linkedin.com/company/makati-development-corporation

This report is certified under the ISO 30414:2018 standard for Human Capital Reporting.