

WORKFORCE

Annual Report 2022



Makati Development Corporation (MDC) aims to deliver world-class construction projects that meet global standards in support of parent company Ayala Land's value proposition to its customers.

The company is currently ramping up construction operations in order to respond to the rapid rise in Ayala Land's project portfolio, as well as to accelerate the pursuit of its strategies on external business expansion, industrialized construction, and digitalization.

In the midst of this ramp-up, the company is pursuing initiatives to reinforce its adherence to world-class standards. This ensures that the organization remains focused on its pursuit of excellence regardless of the business environment.

Early this year, Top Management revisited the company's Corporate Vision to strengthen the readiness of the organization to sustain the upsurge in construction projects. In this exercise, the value of MDC's people, its most important asset, was reaffirmed. As such, it is crucial for the organization to be vested in the company's Vision, and be willing and capable to take on stretched goals to ensure the success of the company.

The Corporate Resources and Services Group (CRSG) is MDC's strategic partner in driving a high level of engagement across the organization. By sharpening skills and competencies, facilitating career growth and development, and cultivating a productive work environment, CRSG strengthens the company's Employee Value Proposition (EVP) which ultimately promotes a high-performing culture.

The enclosed high-level report represents the company's major workforce accomplishments in the various facets of Human Resources, and showcases the continued commitment of CRSG to shape the MDC organization in order to support business goals and directions. All the information presented here have been collated in order to satisfactorily meet the standards of ISO 30414:2018.

In behalf of Top Management, I would like to express my sincerest appreciation to all those who were involved in the creation of MDC's Workforce Annual Report, and I look forward to your continued commitment in upholding the ISO standard in Human Capital Reporting.

Ferdie M. Mangali

Head, Corporate Resources and Services Group
Makati Development Corporation

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01

OVERVIEW

Makati Development Corporation (MDC) is the leading Engineering, Procurement, Construction, and Construction Management (EPCCM) company in the Philippines.

As the construction arm of the largest property developer in the country, Ayala Land, Inc. (ALI), MDC has shown its leadership and expertise in building commercial, residential, industrial, leisure, and infrastructure projects for close to 50 years.

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).

5	Overview
	Workforce Profile & Diversity
	Leadership
	Workforce Costs & Recruitment
	Learning & Development
	Compliance & Ethics
	Safety, Health, & Wellbeing
	Culture & Engagement

Vision

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

Mission

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

- D**elighting Customers
- R**especting Lives
- I**nnovating Sustainable Solutions
- V**alue-creation
- E**xtraordinary Teams
- N**ation-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

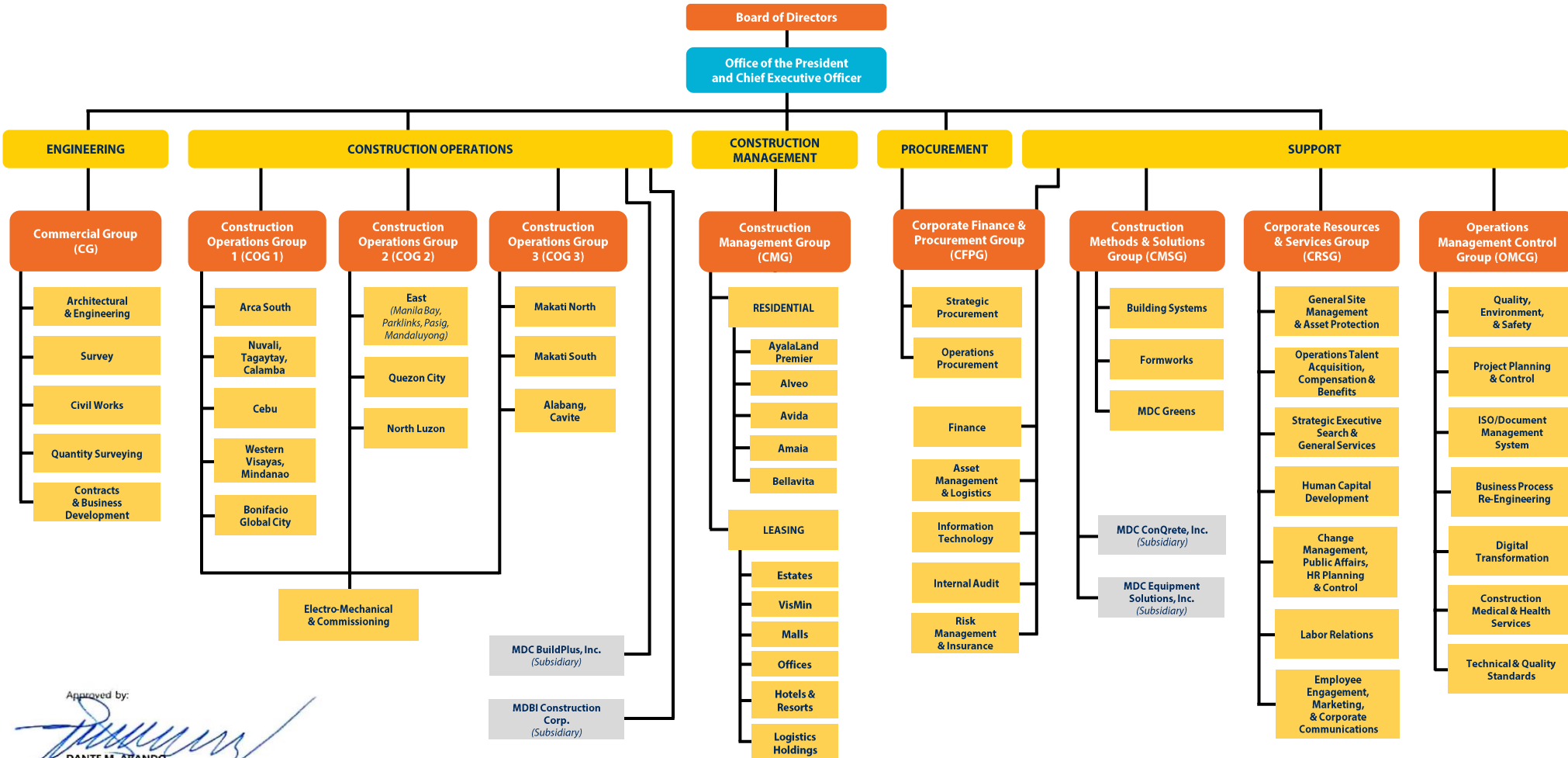


Our Employee Value Proposition



Organizational Chart

- 7 Overview**
- Workforce Profile & Diversity
 - Leadership
 - Workforce Costs & Recruitment
 - Learning & Development
 - Compliance & Ethics
 - Safety, Health, & Wellbeing
 - Culture & Engagement



Approved by:

DANTE M. ABANDO
 President & CEO
 Effective May 25, 2023

Year-End 2022 Performance

MDC maintained its industry leadership in 2022. Supported by a robust 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 2022, despite the impact of the pandemic on the construction industry.



28,945

Total Workforce



Php 42.5B

Total Revenue



508

Projects in Pre-Construction, Construction, and Post-Construction stages



Php 2.6B

NIAT with margin of 6%

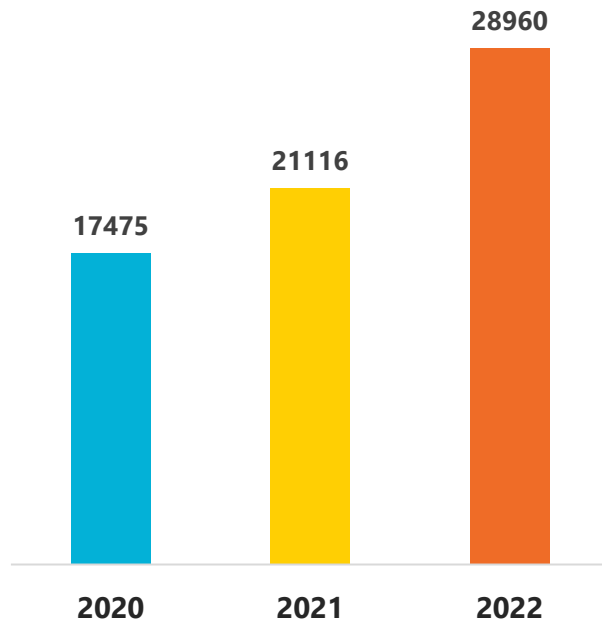
02

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.

Number of Employees

MDC employed a total of 28,945 employees in 2022. The increase in workforce is driven by a growing number of projects and ramp-up of construction activities after the pandemic.



Total Workforce Headcount

Workforce Statistics

MDC Employees	2020	2021	2022
Full Time Equivalents (FTEs)	28.4%	23.5%	19%
Contingent and Temporary Workforce	71.6%	76.5%	81.0%
PODs ¹	0.6%	0.6%	0.7%
Managers ²	9.1%	9.4%	9.2%
Turnover Rate ³	7%	8%	9%
Average Training Hours per Employee	57	39	31
Average Workforce Age	33	33	33
Average Tenure of Employees	3	3	3
Employee Training Participation ⁴	100%	90%	91%
Revenue per Employee ⁶	7.24	8.17	7.72
Profit per Employee ⁷	0.13	0.61	0.46
Human Capital ROI	0.31	1.30	0.98
Absenteeism (average days) ⁵	26	12	10

1 - PODs (Persons of Determination) over total Workforce Headcount

2 - Managers over total FTEs

3 - Voluntary turnover rate without retirement

4 - Includes training participation of resigned employees within the year

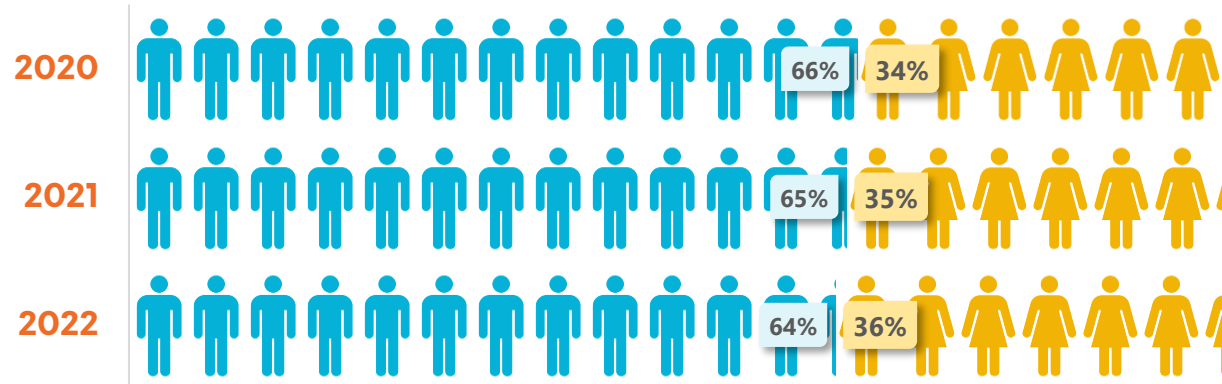
5 - Excludes those who filed for indefinite leaves

6 and 7 - In PHP (Philippine Peso) millions

Gender

Our internal workforce is comprised of 64% male employees and 36% female employees, while our external workforce is comprised of 91% male employees and 9% female employees.

Internal Workforce:



Headcount:

2020: 4,954
 2021: 4,960
 2022: 5,501

External Workforce:

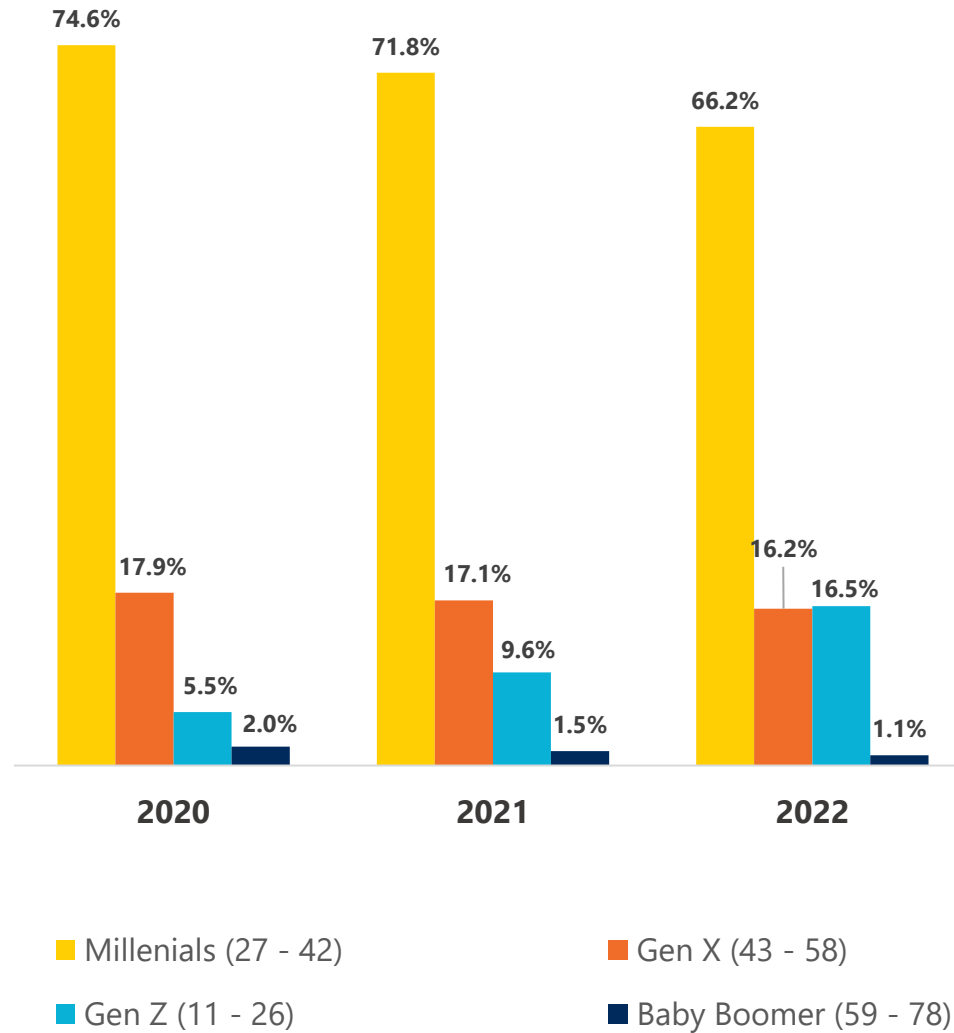


Headcount:

2020: 12,521
 2021: 16,156
 2022: 23,459

Age and Generation

Millennials make up majority of our workforce while the average age is 33 years old.



Headcount:

2020: 4,954

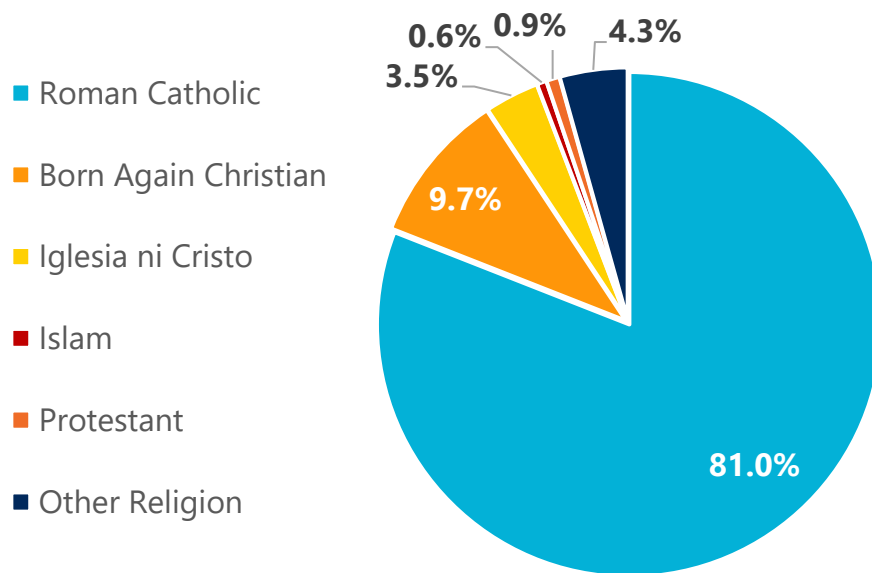
2021: 4,960

2022: 5,501

Other Indicators of Diversity

- Majority of our workforce are Roman Catholics
- Persons of Determination (PODs) are provided with equal opportunities in MDC with 37 POD employees (0.7%) serving as part of our internal workforce

Religious Beliefs



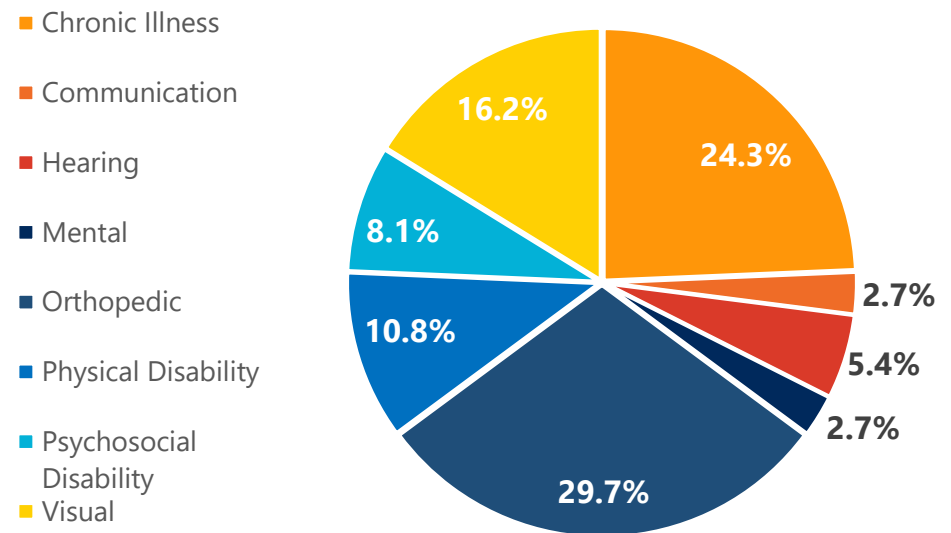
Headcount:

2020: 4,954

2021: 4,960

2022: 5,501

Persons of Determination (PODs)



Headcount of PODs:

2020: 28

2021: 30

2022: 37

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.

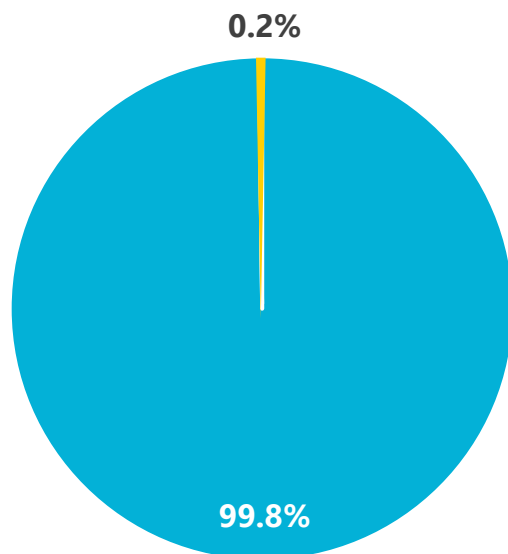
Other Indicators of Diversity

- 99.8% of employees are Filipino nationals
- 92.5% of employees have attained a Bachelor's Degree

Nationality

- Filipino
- Other Nationalities

*British
 French
 Greek
 Indian
 Pakistani
 Nepalese
 Australian
 et.al*



Headcount:

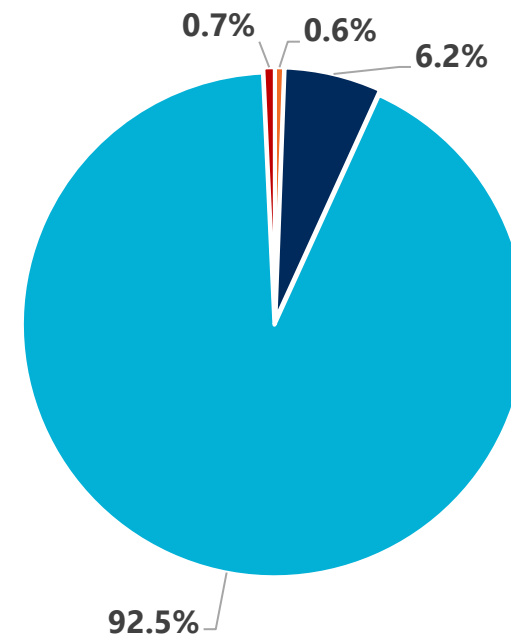
2020: 4,954

2021: 4,960

2022: 5,501

Educational Attainment

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



Headcount:

2020: 4,954

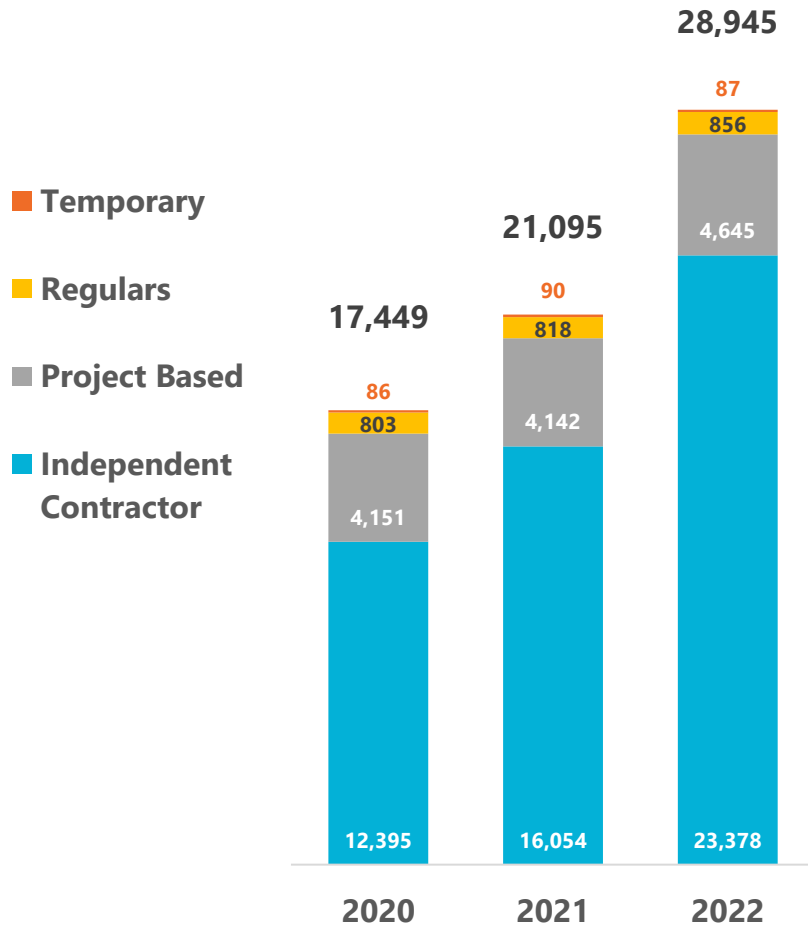
2021: 4,960

2022: 5,501

Workforce Availability

Our workforce is strategically positioned in various geographical operation centers across the Philippines to ensure focused service for our customers and optimal use of resources.

Total Workforce



Project Site Workforce¹

	2020	2021	2022
Construction Operations Group 1 <i>(BGC, Arca South, Nuvali, Tagaytay, Calamba)</i>	19.2%	22.1%	19.0%
Construction Operations Group 1 <i>(Cebu, Western Visayas, Mindanao)</i>	17.8%	20.5%	25.6%
Construction Operations Group 2 <i>(East, Pasig, Mandaluyong, QC, North Luzon)</i>	11.4%	11.3%	10.7%
Construction Operations Group 3 <i>(Makati North, Makati South, Alabang, Cavite)</i>	22.6%	20.0%	19.4%
Construction Methods and Solutions Group <i>(Co-located with COGs)</i>	16.4%	15.7%	12.2%
Fit-out Operations <i>(Co-located with COGs²)</i>	12.6%	10.5%	13.0%

1 - Includes Worker's Cooperatives and Third Parties

2 - Construction Operations Group

03

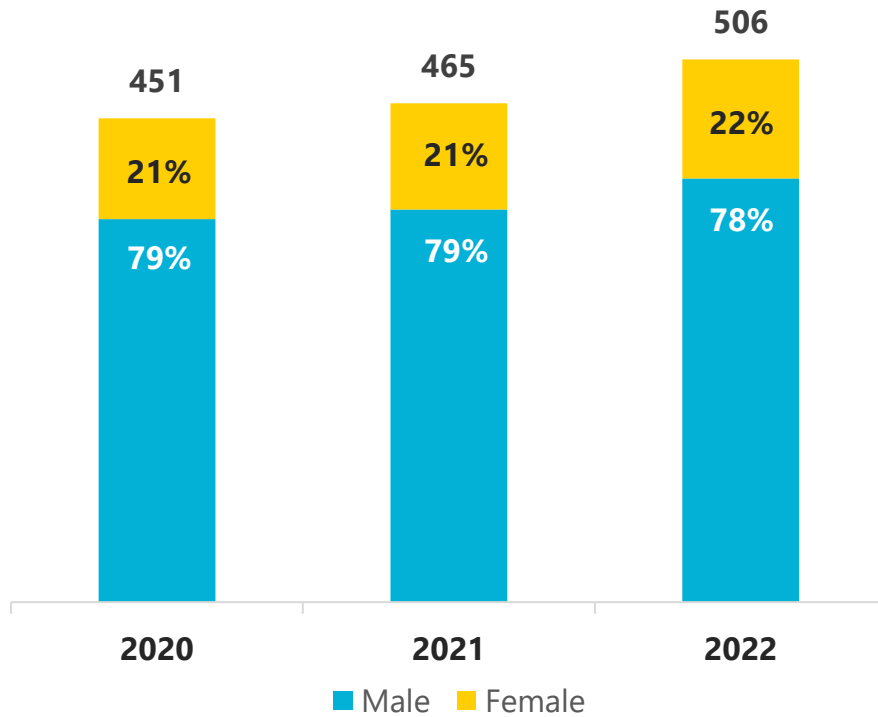
LEADERSHIP



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 2022, 78% of Managers are male while 22% are female.



Headcount of Managers:

2020: 451

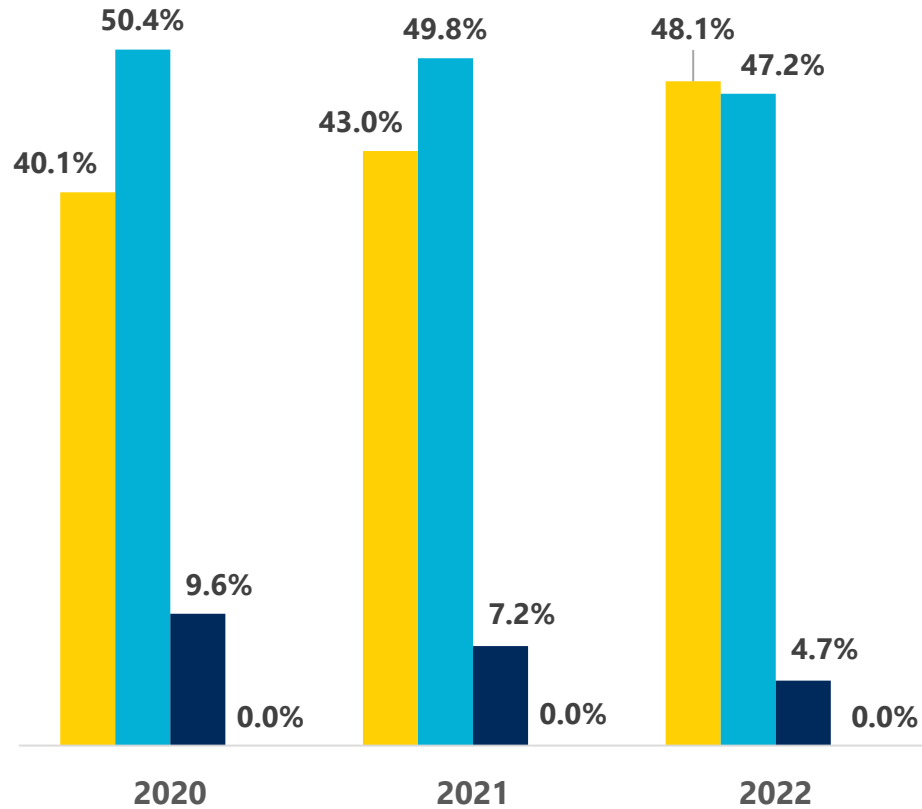
2021: 465

2022: 506



Managers by Age and Generation

As of end 2022, majority of the Management Team are represented by Millennials and Gen X leaders, with the Millennial headcount surpassing Gen X by 0.9%.



Headcount of Managers:

2020: 451

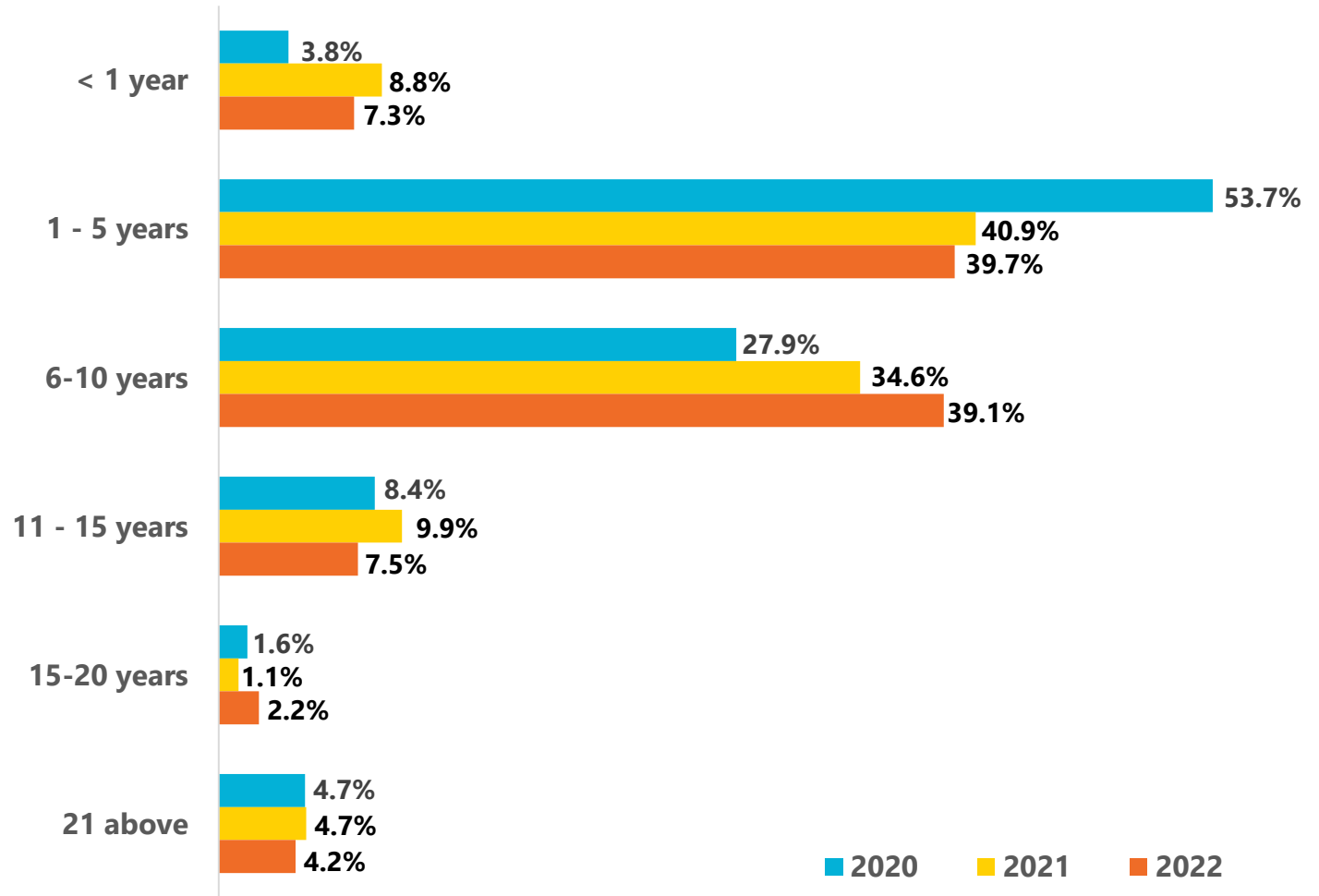
2021: 465

2022: 506

■ Millennials (27 - 42) ■ Gen X (43 - 58)
 ■ Baby Boomer (59 - 78) ■ Gen Z (11 - 26)

Tenure of Managers

Majority of Managers have been with MDC for one to five years, while 2.2% have been with the company for more than 20 years.



Headcount of Managers:

2020: 451
 2021: 465
 2022: 506

Span of Control

Span of Control reflects the number of employees reporting to one Supervisor or Manager.
An MDC Manager, on average, is responsible for six people.



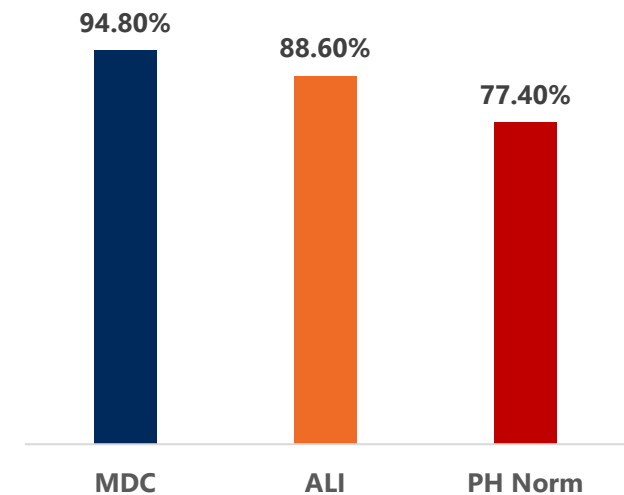
Leadership Trust

Through various communications and mentoring initiatives, Managers are able to build trust and create a safe and enriching work environment for their teams. In the 2021 ENGAGE Survey*, MDC achieved high ratings for Leadership, Supervision, and Communication – all scoring higher than Ayala Land and Philippine norms.

MDC's ENGAGE Survey Results for 2019 and 2021 vs ALI and PH Norms for leadership-related categories

	Total Favorable Score (2021)	Makati Development Corporation 2019	Ayala Land Group 2021	Philippines Norm 2021
Leadership	95	5*	9*	24*
Supervision	92	6*	5*	25*
Collaboration	95	n/a	5*	11*
Communication	96	2*	7*	16*
Empowerment & Accountability	96	3*	5*	11*

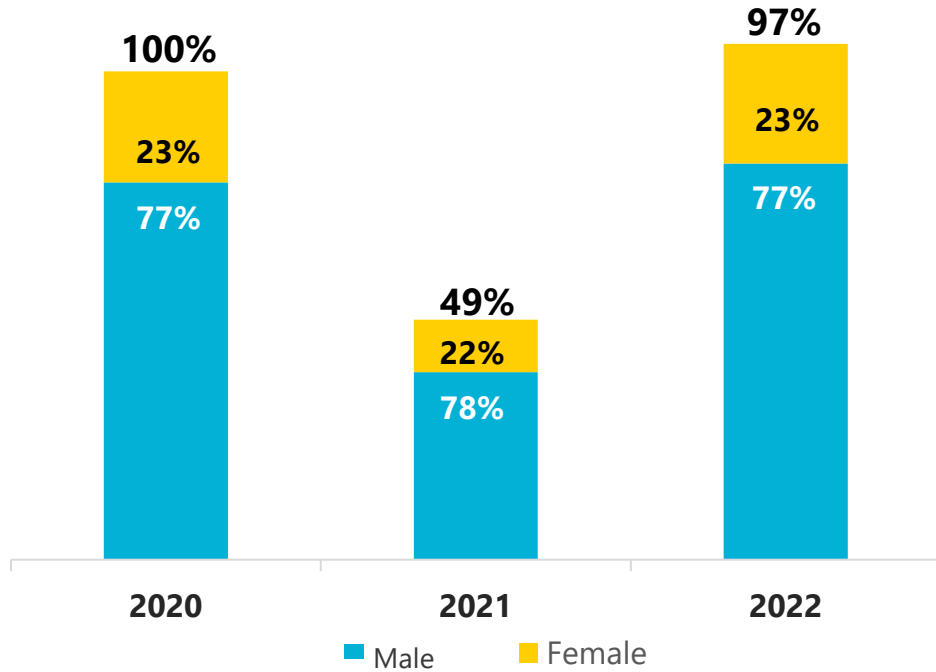
Comparative Results ENGAGE 2021 Leadership Categories



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 2021. Numbers highlighted in yellow indicates the difference in scores, MDC being ahead versus previous year and versus ALI and PH Norms for 2021.

Leadership Learning & Development

Leadership training programs were provided for 97% of Managers in 2022.



Headcount of Managers:

2020: 451

2021: 465

2022: 506

MDC also offers various **Executive Development Programs** to its Senior Leaders to ensure continual professional growth. Since 2015, a total of **19 Senior Leaders¹** were sent as delegates to these programs which includes learning of best practices and immersions both here and abroad.

	Count
By Gender	
Male	18
Female	1
By Generation	
Baby Boomer	3
Gen X	12
Millennials	4
By Level	
Division Managers	4
Senior Division Managers	6
Assistant Vice President	4
Vice President	5

1 - Division Managers and Above

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 2022, MDC paid a total of Php 8.9B to employees.

	2020	2021	2022
Salaries and Wages	2,682	2,611	2,972
Employee Benefits	379	327	318
Taxes and Social Securities	127	153	170
Outsourced Services	3,046	3,649	4,950
Agency Fees	280	341	466
Other Expenses	2	1	1

Note: In PHP (Philippine Peso) millions



Productivity

In 2022, MDC earned PHP 7.72M in revenue per employee.

	2020	2021	2022
Revenue per employee	7.24	8.17	7.72
EBIT ¹ per employee	0.2	0.81	0.61
EBITDA ² per employee	0.38	1.00	0.74
Profit per employee	0.13	0.61	0.46

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.



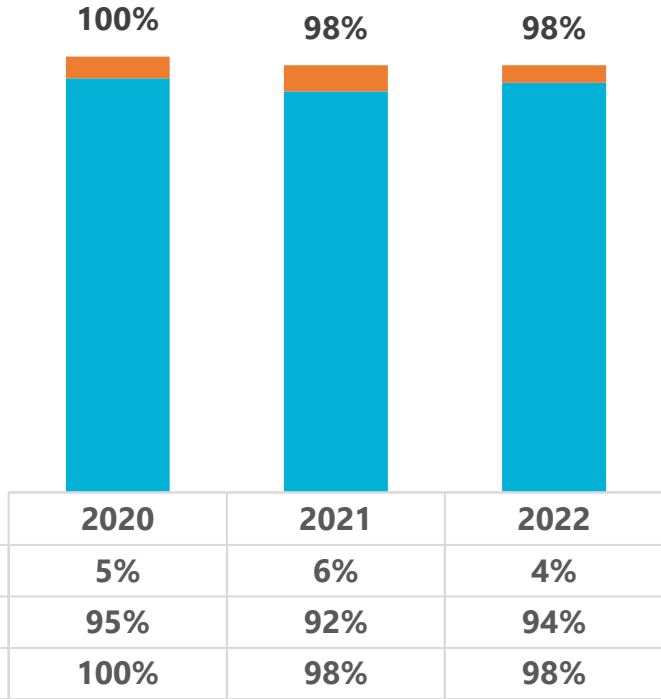
Note: Above threshold of 97% target fill rate

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.

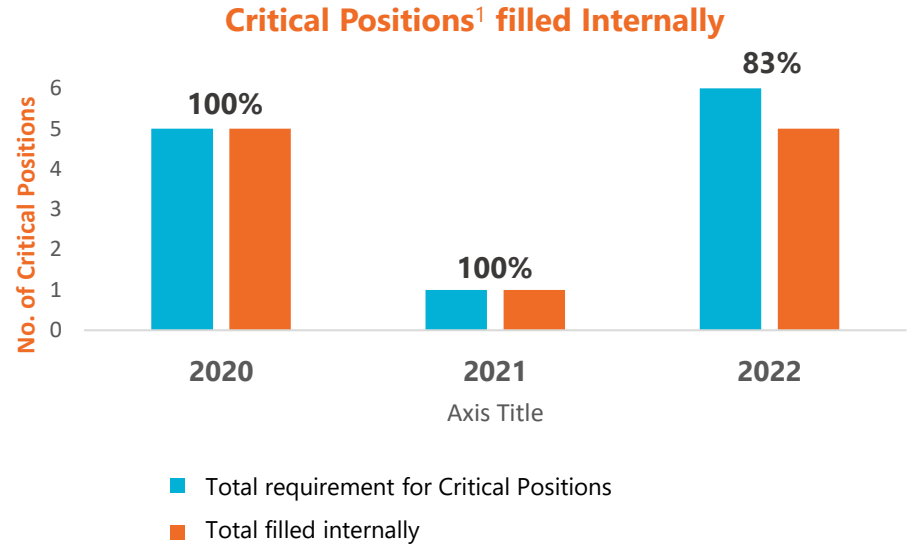
Mobility

- Qualifying Rate of 82% and Fill Rate Average of 99%
- Critical Positions filled internally at 83%
- This comprises transfers between locations and functions within the organization



Headcount:

2020: 4,954
2021: 4,960
2022: 5,501



1- 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.

Talent Attraction Programs

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

YOUNG CONSTRUCTION PROFESSIONALS LEADERSHIP SUMMIT (YCPLS)

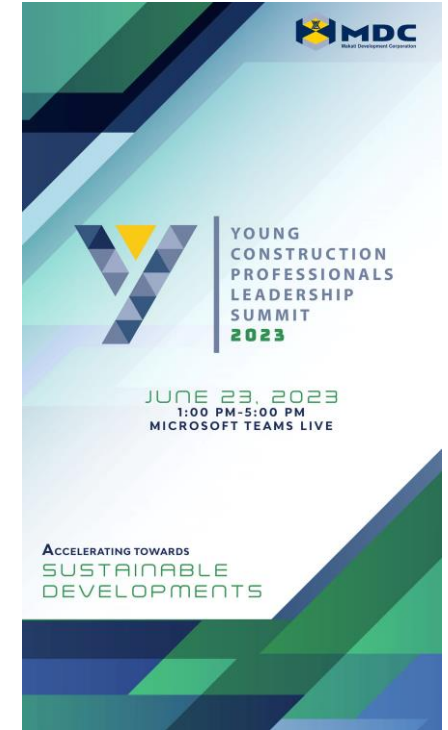
An annual summit organized by MDC to facilitate the convergence of future builders from the best engineering and architecture schools in the Philippines. YCPLS is a venue where students can meet industry professionals and peers to discuss the latest industry trends, technologies, and methodologies.

OTHER PROGRAMS:

- Cadetship
- Internship
- Professional Advancement for Career Excellence (PACE)
- Linkages with top architecture and engineering schools and universities



- 28 Overview
- Workforce Profile & Diversity
- Leadership
- Workforce Costs & Recruitment**
- Learning & Development
- Compliance & Ethics
- Safety, Health, & Wellbeing
- Culture & Engagement



In 2022, MDC ranked 39th In Prosple Philippines' Top 100 Employers for Fresh Graduates and #4 in the Construction and Property Services Industry Category.

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.

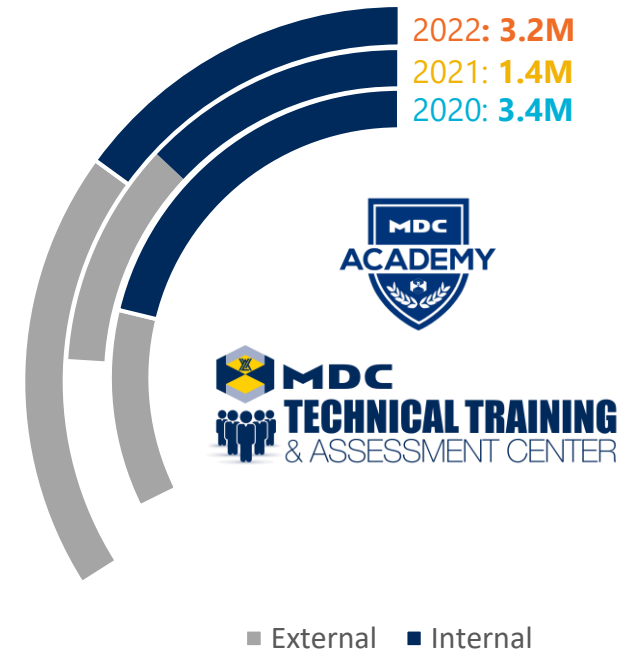
In addition, the MDC Safety and Quality Training Organization provides programs for construction occupational health and safety.

Total Developing & Training Costs

MDC spent a total of PHP 3.2M to develop and upskill its workforce in 2022.

- 30 Overview
- Workforce Profile & Diversity
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	2020	2021	2022
Corporate Training Costs	2.1M	1.3M	1.5M
Skills Training Costs	1.1M	1.1M	1.9M
Training Spend per Employee ¹	Php 408	Php 202	Php 296
Training Participation Rate			
<i>Corporate</i>	100%	90%	91%
<i>Skilled Workforce</i>	31%	23%	98%
Training Hours per Employee			
<i>Corporate</i>	57	39	31
<i>Skilled Workforce</i>	50	19	19
Total Training Hours per Year			
<i>Corporate</i>	289k	175k	157k
<i>Skilled Workforce</i>	84k	18k	92k
Training Satisfaction Rating	4.6	4.7	4.8



Headcount:

2020: 4,954

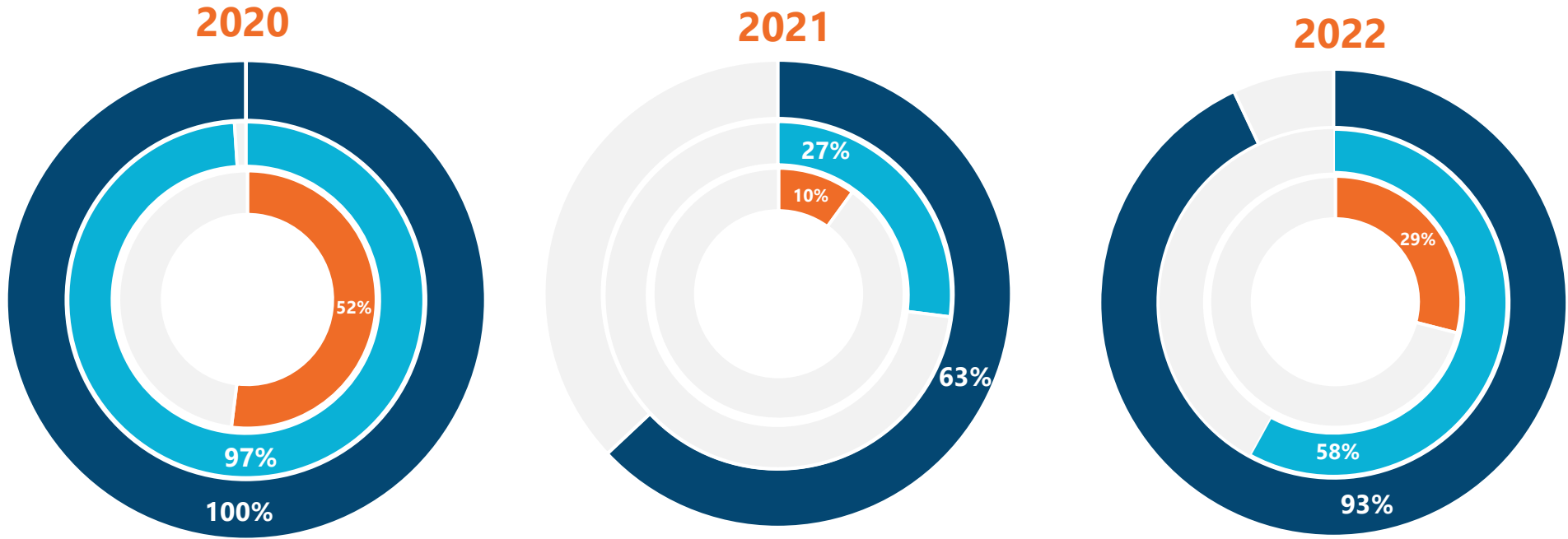
2021: 4,960

2022: 5,501

1- For corporate direct hires only

Training Participation per Category

A variety of training categories are offered to employees for their learning and development.



- Core Programs (Safety, Quality, Timely Delivery, Cost Efficiency & Sustainability)
- Function Based Programs
- Culture Building and Leadership Programs

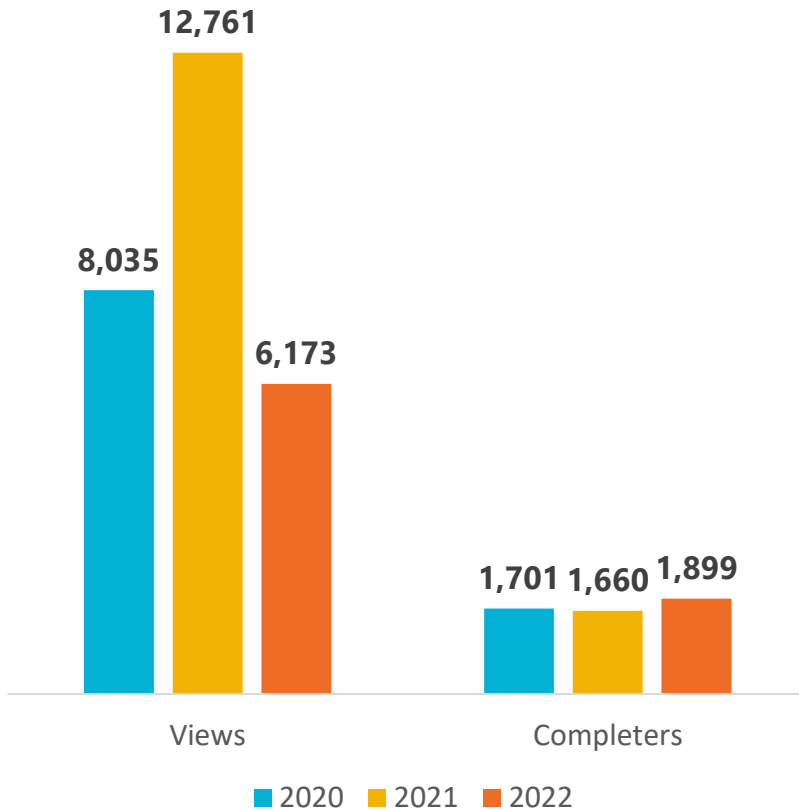
Headcount:

2020: 4,954

2021: 4,960

2022: 5,501

2022 Training Investment for MDC's Internal Workforce



3,869.25

e-Learning hours since inception in 2020



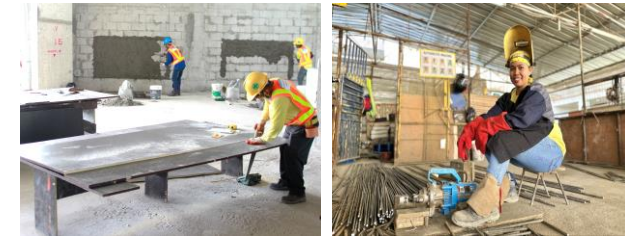
312

Available modules via MDC Spark, an e-Learning platform launched in 2020



2022 Training Investment for MDC's External Workforce

40,244 workers trained since inception in 2015
26,441 NC II-certified workers since 2015
13,803 workers trained since 2015 for non-NC II courses
28 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

Reinforced Steel Bar
Rigging Operation
Material Elevator Operation
Gondola Operation
Heavy Equipment Operations
Skills Trainers' Training
Conducting Trade Tests

The background of the page is a photograph of a construction site, overlaid with a semi-transparent orange filter. In the foreground, three construction workers wearing white hard hats and high-visibility safety vests are gathered around, looking at and pointing to documents. One worker's vest has 'MDC' on it, and another's has 'DXG'. In the background, other workers and the skeletal structure of a building under construction are visible.

06

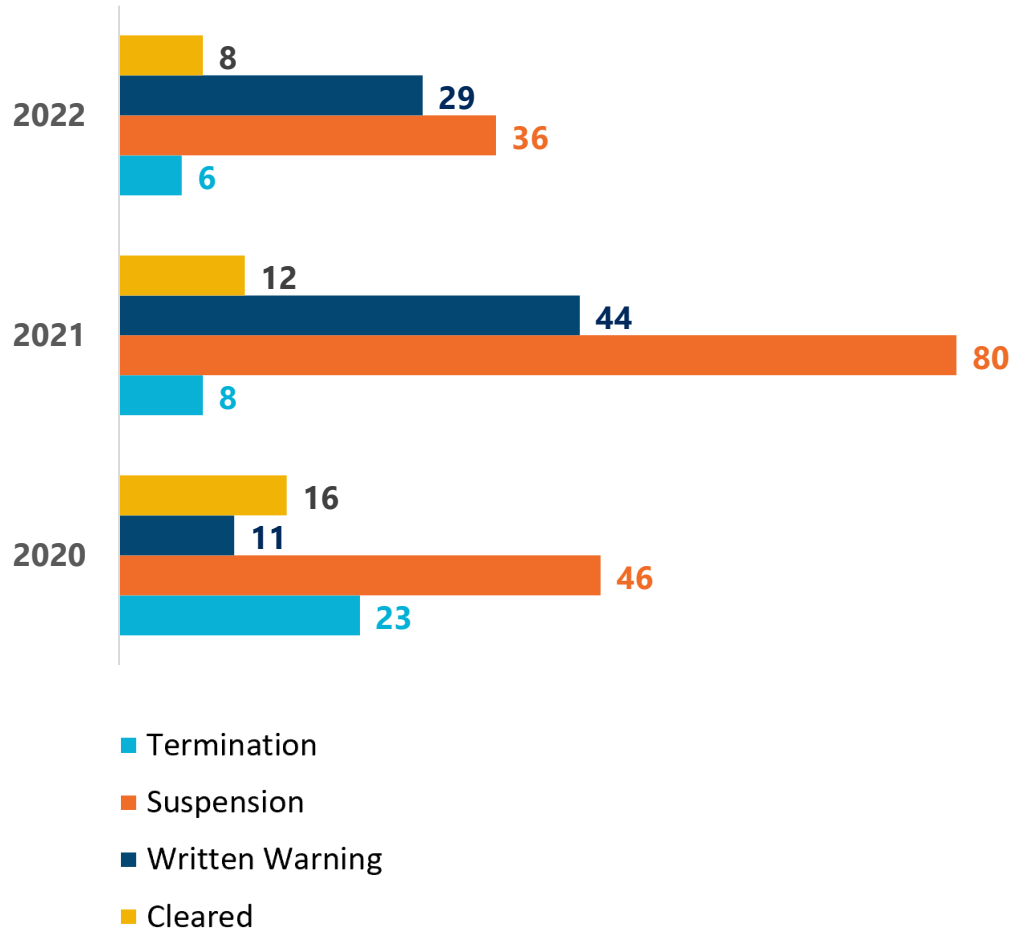
COMPLIANCE & ETHICS

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



- **88.3% 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

Compliance and Ethics Programs

While no bargaining units are in place, MDC ensures industrial peace by maintaining a high level of communication and engagement through various programs.

THERE IS I IN INTEGRITY

IN ALI WE DO THE RIGHT THING, ALiWAYS



What conditions can be reported?
 The Program allows the whistleblower/s to report any of the following six reportable conditions:

- CONFLICTS OF INTEREST
- MISCONDUCT OR POLICY VIOLATIONS
- THEFT, FRAUD, AND MISAPPROPRIATION
- FALSIFICATION OF DOCUMENTS
- FINANCIAL REPORTING CONCERNS
- RETALIATION COMPLAINTS

To know more about the Business Integrity Program, please refer on the ALI's website through this link:
<https://www.ayalaland.com.ph/business-integrity-program/>



- Code of Ethics and Discipline Road Shows
- Integrity Awareness Program for Employees, Vendors, and Subcontractors
- Ayala Land Business Integrity Program
- Whistleblower Policy
- Business Gifts and Gratuities Policy
- Annual Disclosure of Business Interests
- Conduct of external and internal audits
- Town Halls, Management Team Briefings, and Tool Box Meetings

INTEGRITY COMPASS

MANCOM EDITION

Integrity is staying true to yourself in word and action despite adversity. While it will be easier to cheat, lie or make short cuts, it will ultimately affect your perception of self-worth. Fulfilling work is only achieved with Integrity.

Darwin L. Salispip
 Head, COG3
 President, MDC Construction Corp.



LIVEM Stories

MENCHIE M. HORARIO
 SR. QUANTITY SURVEYOR
 COMMERCIAL GROUP

INTEGRITY

Menchie received from a subcontractor a corporate giveaway notebook with money hidden inside. Refusing to be bribed, she displayed the value of integrity by surrendering the gift and money to management.

Recognize good deeds & acts of service excellence
 Share your stories on
LEADERSHIP, INTEGRITY, VISION, EXCELLENCE & MALASAKIT.

Email your stories to:
alcasidjowel@mdc.com.ph or aranza.kule@mdc.com.ph

MORAL COMPASS

Commitment is the bedrock of healthy relationships and significant accomplishments. It is based on a mutually-agreed actions made with one another that all links stand, whether in friendships, in work, or marriage.

The thing is, to excel in the areas that matter to us, it requires that we invest ourselves – and commit – because where we choose to invest ourselves creates the foundation and structure of our lives.


We commit because we make a conscious decision to do so. Whether we commit to support ALI's Pay It Forward and raise P200M, or simply get out of bed in the morning to work, the point is, it isn't only our lives that are shaped by our commitments.

Commitment to things produces endless ripples like stones thrown in water; we may never know how far or to what extent our commitment has touched other's lives.


During a global crisis, we need leaders who commit. The moment we decide to quit is the moment we are giving all those who depend on us the permission to quit, too.

We are the leaders of ourselves.

There's no one better.




"WE ARE THE LEADERS OF OURSELVES."



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, and Wellbeing

MDC launched the Zero Incident Program and the Internal EHS 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.

	2020	2021	2022
Lost Time Injury	0.14	0.11	0.03
Occupational Accidents	3.69	2.69	2.27
Fatality Rate	0	0.00002	0
OHS Training Participation Rate	96%	86%	80%



102 projects

reached the milestone of one million safe person hours or more with no TDI incident occurring in 2022



COVID-19 Response Efforts

448,029 Antigen tests administered

46,048 Vaccinated in-house

41,049 Antibody tests administered

14,131 Vaccinated through partnership with LGUs

2,790 COVID-19 safety toolbox meetings held

1,090 Individuals assisted via MDC's 24/7 Employee Care Hotline

490 COVID-19 safety lay fora sessions for employees, workers, and partners

290 COVID patients assisted by MDC's in-house medical team

0 Project site shutdowns in 2022



62 Doctors

114 Registered Nurses

10 Dentists



Note: Construction Medical and Health Services (CMHS) is MDC's in-house team of medical professionals.

Safety & Quality Training Organization

MDC SQTO* received a full 3-year accreditation as an OSH training organization to provide valuable DOLE-mandatory trainings, such as COSH and BOSH, to employees and stakeholders.

- 40 Overview
- Workforce Profile & Diversity
- Leadership
- Workforce Costs & Recruitment
- Learning & Development
- Compliance & Ethics
- Safety, Health, & Wellbeing**
- Culture & Engagement



MDC SQTO is now offering

CONSTRUCTION OCCUPATIONAL HEALTH & SAFETY TRAINING

Training Objectives:

- Equip participants with Occupational Safety, Health, and Environmental concepts, principles, and practices.
- Identify Occupational Safety and Health standards set by the Department of Labor and Employment and its partner agencies.
- Strengthen compliance with DO 198 - Implementing Rules and Regulations of RA 11058 - An Act Strengthening Compliance with Occupational Safety and Health Standards and Providing Penalties for Violators thereof and other applicable laws that enforce OSH programs in the organization.
- Determine the impact of safety practices in ensuring a safe working environment.
- Discuss the competencies of OSH enforcers and their role in building a safe working environment for every person.

For more information, contact the following:

- Rhodney Remata: remata.rhodney@mdc.com.ph
- Cherry Rose Esclares Sanchez: esclares.cherry@mdc.com.ph
- Edward Calizo: calizo.edwardrey@mdc.com.ph
- Fernan Patrick Macatangay: macatangay.fernand@mdc.com.ph

MDC
Makati Development Corporation

MDC SQTO is now offering

BASIC OCCUPATIONAL HEALTH & SAFETY TRAINING

Training Objectives:

- Explain the importance of OSH, the Philippine OSH data, and the corresponding OSH legislations.
- Identify the existing and potential safety and health hazards and describe their corresponding effects.
- Determine the appropriate control measures for specific safety and health hazards.
- Describe the importance of effective OSH communications.
- Explain the roles of the Safety Officer in the overall management of the OSH program.
- Become a certified BOSH SO2 Safety Officer based on RA 11058 and DO 198 guidelines.

For more information, contact the following:

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MDC
Makati Development Corporation

MDC SQTO* - Safety and Quality Training Organization, a unit under the Operations Management Control Group

Health and Wellness Programs

MDC at AKO ✓
PROTEKTADO
AVIP Town Hall

June 4, 2021
2:00 PM

Registration starts at 1:30PM
 MS Teams Live

MDC

MHS **ACTIVE**
 MIND MATTERS
 Good Mental Health for All

MENTAL HEALTH HELP DESK

How are you?
 If things are getting too much for you and you feel you can't cope, ask for help. We're here to listen.

Sign-up now for a **FREE Face-to-Face Consultation** with our Guest Psychologist, **Dr. Gertrude Paredes**. No need to worry, your information will be treated with utmost confidentiality.

Please contact **Dr. Jelo De Guzman** of our CHMG Team at **+6391781913788** to reserve your slot. Consultations are available every **M-W-F 9AM-5PM**.

About our Guest Psychologist:
DR. GERTRUDE PAREDES, Ph.D., Psy. Ed.D.
 Licensed Psychologist and Psychosocial Senior Clinical Psychologist, East Avenue Medical Center
 Lecturer, Speaker, and Book Author

MENTAL HEALTH FIRST AID
 WITH **DR. AIME GUARINO**
 Registered Psychologist and Guidance Counselor

November 5, 2020
 2:00 PM - 3:30 PM
 Via MS Teams Live

PROGRAM FLOW

- 1:30PM Registration
- 2:00PM Mental Health First Aid by Dr. Aime Guarino
- 3:00PM Question & Answer

MHS **DANUBAY** **BALAL**

MHS **SHARE**

QUIT SMOKING, START HEALING

DID YOU KNOW?

- A cigarette is made using the tobacco leaf which contains nicotine and a variety of other compounds. As the tobacco and compounds burn, they release thousands of dangerous chemicals, including over 48 known to cause cancer.
- Cigarette smoke contains the poisonous gases carbon monoxide and nitrogen oxide as well as trace amounts of cancer-causing radioactive particles. Every time you smoke, poisonous gases pass into your lungs, then into your blood stream, where they spread in every organ of your body.
- All forms of tobacco are dangerous including cigars, pipes and smokeless tobacco such as chewing tobacco and snuff.
- Nicotine is an addictive chemical in tobacco. After you inhale tobacco smoke, nicotine induces a pleasurable feeling. When you repeatedly expose your brain to nicotine, it becomes desensitized making you crave more and more nicotine just to feel normal.

MDC **ACTIV9**

MENTAL HEALTH MATTERS
 May is Mental Health Awareness Month

#GratefulForWellness

MDC **ACTIV9**

**WALKING
 RUNNING
 CYCLING
 CHALLENGE**

**JOIN US IN CREATING
 A HEALTHY WORKPLACE CULTURE!**

#REVUpEngagement

MDC **ACTIV9** **MHS**

WELLNESS FIESTA

**BOOTHS HEALTH TALKS
 BLOOD DRIVE
 AND MANY MORE!**

JULY 18 TO 21 **MDC CORPORATE CENTER**
2022 **PENTHOUSE**

MDC **ACTIV8**

LIVE GR8FUL

On MDC Active's 8th year, let's cultivate a culture of appreciation, resilience and *malasakit* as we rise above the trying times.

Live Gr8ful is a collection of MDC stories, snapshots and insights on gratitude.

#Activ8ENGAGEment

08

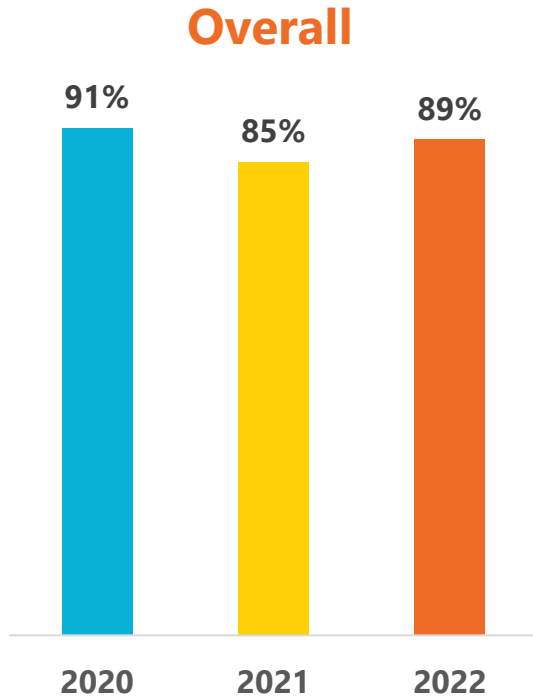
CULTURE & ENGAGEMENT

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.

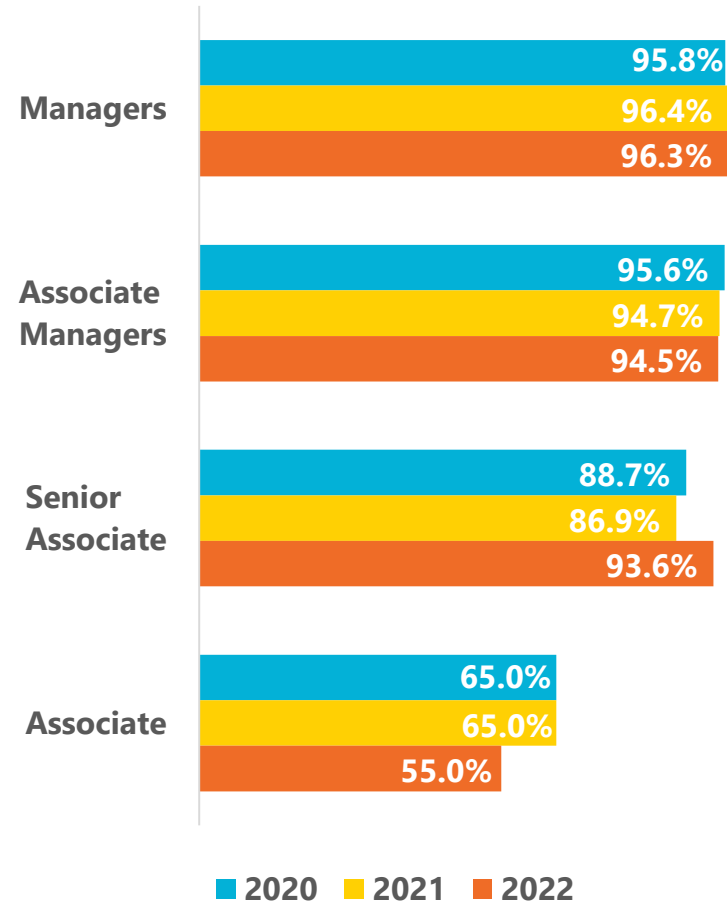
Retention Rate

Measures the percentage of employees staying in the company for a defined period of time.
 In 2022, MDC ended the year with 89% retention rate



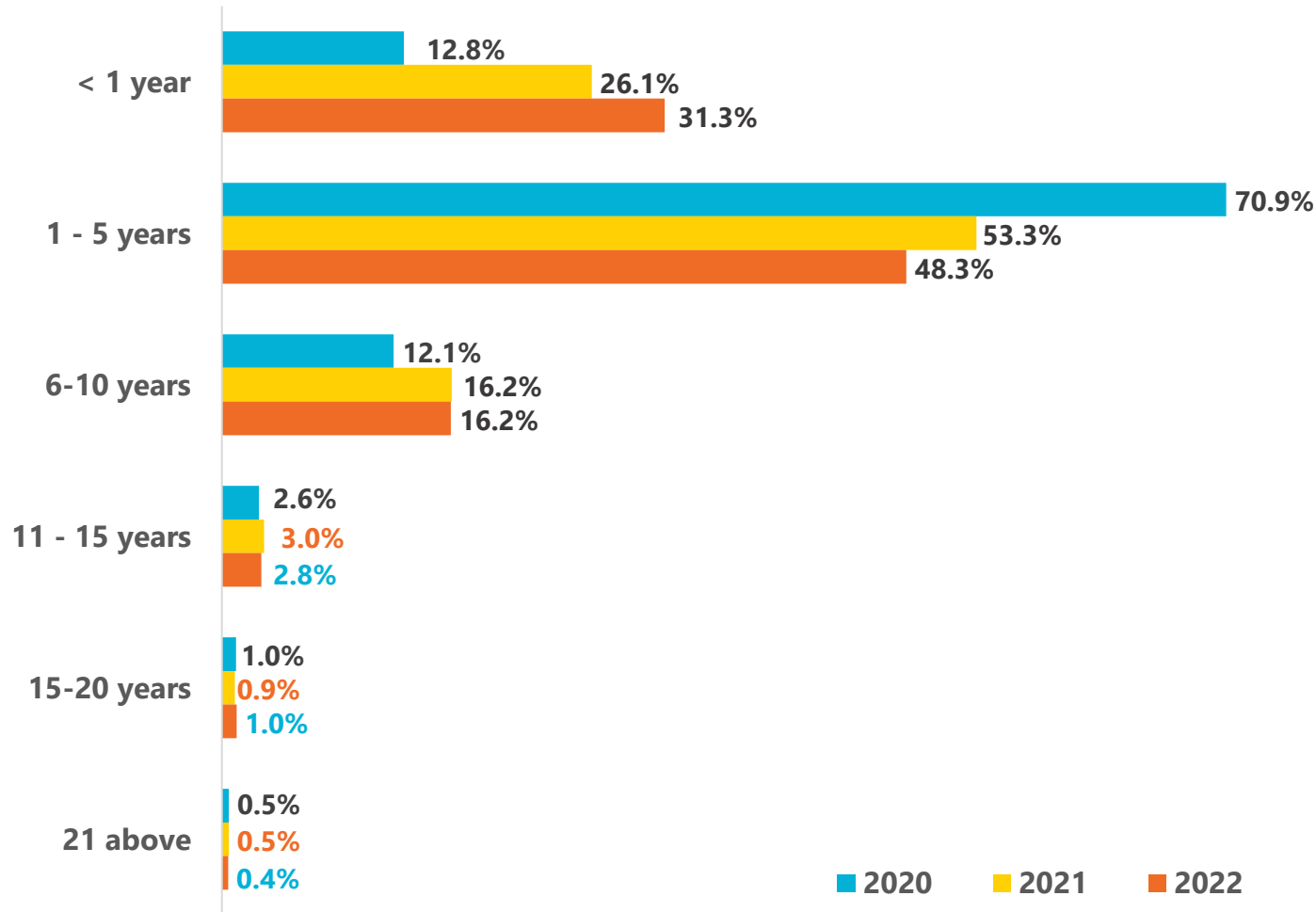
Headcount:

2020: 4,954
 2021: 4,960
 2022: 5,501



Tenure

The average tenure of employees is 3 years.



Headcount:

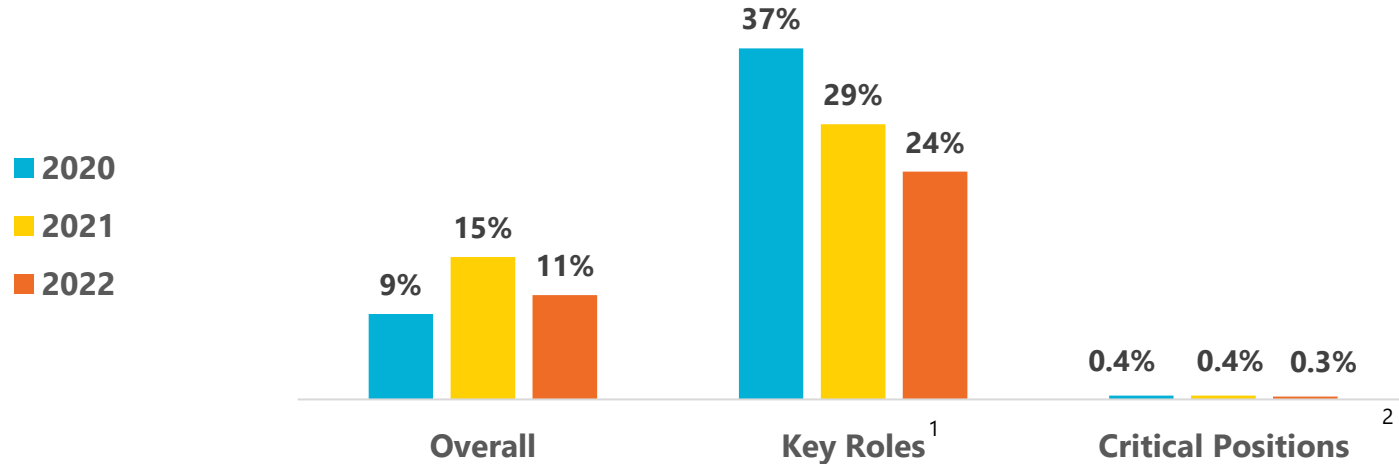
2020: 4,954

2021: 4,960

2022: 5,501

Turnover Rate

MDC observed an overall decrease in turnover rate in 2022.



Voluntary	Overall	Key Roles ¹	Critical Positions ²
2020:	7%	38%	0%
2021:	8%	25%	0%
2022:	9%	23%	0%
Involuntary	Overall	Key Roles ¹	Critical Positions ²
2020:	2%	35%	2%
2021:	7%	33%	1%
2022:	2%	29%	2%

Headcount:

2020: 4,954

2021: 4,960

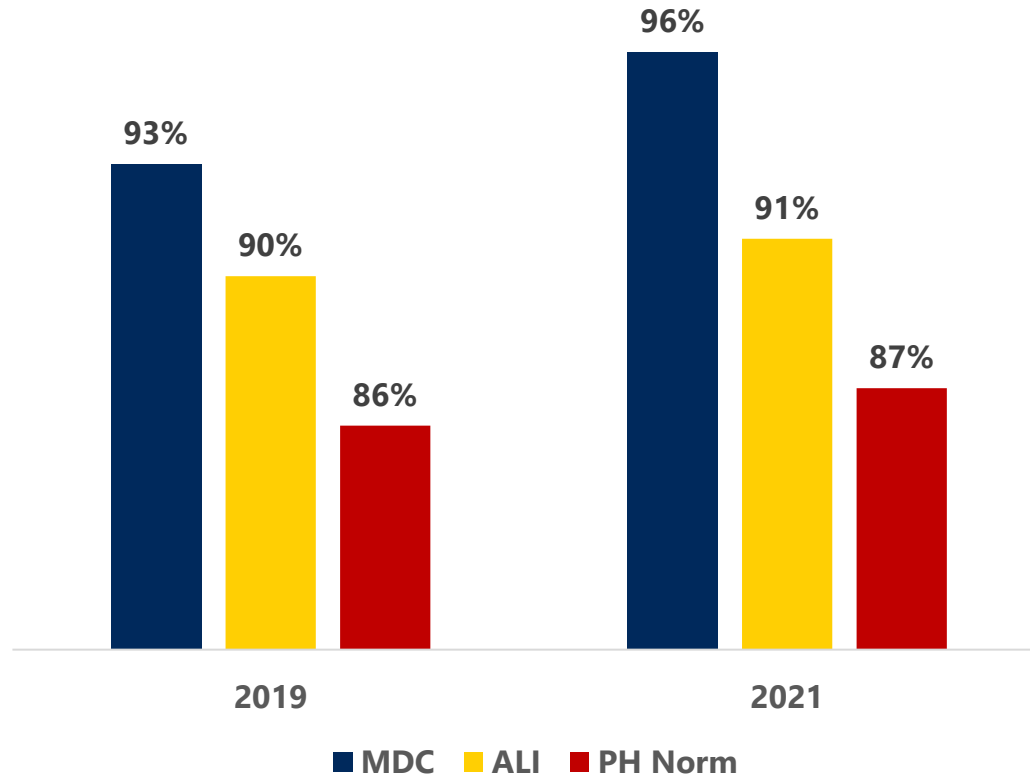
2022: 5,501

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.

Engagement, Satisfaction, & Commitment

MDC achieved a high **ENGAGE Survey*** score of 96% in 2021.

Our overall ratings in 2019 and 2021 surpassed Ayala Land's group score and the Philippine norm for engagement.



ENGAGE

ADMINISTERED BY WILLIS TOWERS WATSON

100%
 Survey Response Rate in 2021
 versus 98% in 2019

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 2021.

MDC's ENGAGE Survey Scores per Category vs Ayala Land Group and Philippine Norms

	Total Favorable Score (2021)	MDC 2019	Ayala Land Group 2021	Philippine Norm
Career Development	95	n/a	5*	16*
Change Readiness	95	n/a	8*	41*
Collaboration	95	n/a	5*	11*
Communication	96	2*	7*	16*
Company Image & Competitive Position	97	n/a	5*	n/a
Customer Focus	98	n/a	4*	8*
Empowerment & Accountability	96	3*	5*	11*
Execution Excellence	93	n/a	6*	13*
Goals & Objectives	99	1	2*	5*
Inclusion	91	n/a	5*	37*
Leadership	95	5*	9*	24*
Operating Efficiency	97	2*	6*	13*
Performance Management	90	n/a	5*	n/a
Stress, Balance, & Workload	85	7*	9*	27*
Supervision	92	6*	5*	25*
Total Rewards	81	9*	13*	20*
Training & Learning	94	n/a	10*	27*
Values	96	4*	5*	12*
Well-being	95	n/a	4*	n/a
Sustainable Engagement	96	2*	5*	9*

Note: Numbers highlighted in yellow indicates the difference in scores, MDC being ahead versus previous year and versus ALI and PH Norms for 2021.

MDC Active

To promote fun, synergy, and productivity, MDC implements various employee engagement activities through the MDC Active initiative.



Engagement Programs

565

Participants Reached

2022

54,401

2021

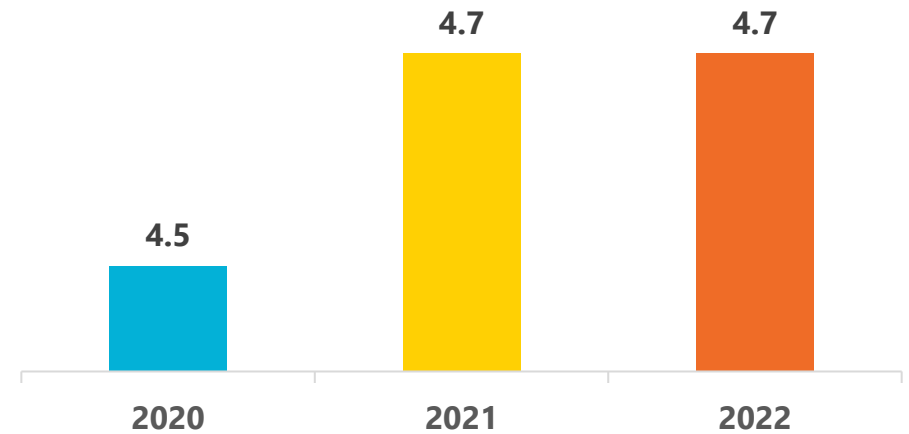
45,698

2020

96

12,544

MDC Active Events Satisfaction Rating



MDC Active

Nine years since its inception, MDC Active is one of the company's longest-running people programs.

- 49 Overview
- Workforce Profile & Diversity
- Leadership
- Workforce Costs & Recruitment
- Learning & Development
- Compliance & Ethics
- Safety, Health, & Wellbeing
- Culture & Engagement**



Awards and Recognitions

Year	Awards Received
2021	<ul style="list-style-type: none"> 1 Gold IBA Stevie Award for Company of the Year 1 People's Choice Stevie Award for Company of the Year 1 Silver IBA Stevie Award for Achievement in Product Innovation 1 Silver IBA Stevie Award for HR Department of the Year 1 Bronze IBA Stevie Award for Most Valuable Corporate Response 1 Bronze IBA Stevie Award for Support Department of the Year 1 Bronze IBA Stevie Award for IT Team of the Year 1 Philippine Excellence in Concrete Construction Award 3 Makati DRRMC Awards
2022	<ul style="list-style-type: none"> 15 SOPI Construction Safety Awards 2 DOLE Gawad Kaligtasan at Kalusugan Awards 1 Gold Stevie Awards for Great Employers – Employer of the Year 1 Bronze Stevie Awards for Great Employers – Employee Engagement 1 Bronze IBA Stevie Award for HR Department of the Year 1 Bronze IBA Stevie Award for IT Team of the Year 1 Philippine Excellence in Concrete Construction Award 1 ACI Excellence in Concrete Construction Award



WE BUILD.

Makati Development Corporation

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Arca South Estate, Taguig City, Philippines 1630

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

