

Level 1

C. Role of Stakeholders

C.1 The rights of stakeholders that are established by law or through mutual agreements are to be respected.		Guiding Reference	Yes/No	Explanation/Supporting Documents
Does the company disclose a policy and practices that address:				
C.1.1	The existence and scope of the company's efforts to address customers' welfare?	<p>OECD Principle IV (A): The rights of stakeholders that are established by law or through mutual agreements are to be respected. In all OECD countries, the rights of stakeholders are established by law (e.g. labour, business, commercial and insolvency laws) or by contractual relations. Even in areas where stakeholder interests are not legislated, many firms make additional commitments to stakeholders, and concern over corporate reputation and corporate performance often requires the recognition of broader interests.</p>	Yes	<p>ALI recognizes that its customers contribute significantly to the success of the Company. As such, ALI is unrelenting towards further strengthening the trust and confidence of its customers by constantly ensuring on-time delivery of best-in-class products and services.</p> <p>IR Website: Corporate Governance > Role of Stakeholders > Rights of Stakeholders that are Established by Law > Customers, Bullets 1 & 2 http://ir.ayalaland.com.ph/CorpGovernance.aspx?id=76</p> <p>2016 ACGR: Corporate Governance > Annual CG Report > 2016 Annual Corporate Governance Report > Pg 42, Item (1) Customers' welfare, Policy https://ir.ayalaland.com.ph/wp-content/uploads/2017/06/2016-Annual-Corporate-Governance-Report-updated-as-of-June-08-2017-1.pdf</p> <p>2016 Integrated Report: Home > Investor and Analyst Corner > 2016 Integrated Report > Pg 81, Role of Stakeholders, Customers, Bullets 1 & 2 https://ir.ayalaland.com.ph/wp-content/uploads/2017/04/AYALA-LAND-ANNUAL-REPORT-2016%E2%80%A2041817.pdf</p>
C.1.2	Supplier/contractor selection procedures?		Yes	<p>ALI recognizes the rights of all our business partners and strives to forge long-term and mutually-beneficial relationships with them through impartial dealings and adherence to the highest level of moral and ethical conduct.</p> <p>ALI grants equal opportunities to, and promote fair and open competition among vendors and trade partners by encouraging the highest level of productivity, efficiency, quality, and cost-competitiveness.</p> <p>IR Website: Corporate Governance > Role of Stakeholders > Rights of Stakeholders that are Established by Law > Suppliers, Bullets 1 & 2 http://ir.ayalaland.com.ph/CorpGovernance.aspx?id=76</p>

			<p>2016 ACGR: Corporate Governance > Annual CG Report > 2016 Annual Corporate Governance Report > Pg 42, Item (1) Supplier/contractor selection practice, Policy</p> <p>https://ir.ayalaland.com.ph/wp-content/uploads/2017/06/2016-Annual-Corporate-Governance-Report-updated-as-of-June-08-2017-1.pdf</p> <p>2016 Integrated Report: Home > Investor and Analyst Corner > 2016 Integrated Report > Pg 81, Role of Stakeholders, Business Partners and Suppliers, Item b.</p> <p>https://ir.ayalaland.com.ph/wp-content/uploads/2017/04/AYALA-LAND-ANNUAL-REPORT-2016%E2%80%A2041817.pdf</p>
C.1.3	The company's efforts to ensure that its value chain is environmentally friendly or is consistent with promoting sustainable development?		<p>Yes</p> <p>ALI strongly adheres to best sustainable practices in the delivery of our products and services.</p> <p>IR Website: Corporate Governance > Role of Stakeholders > Rights of Stakeholders that are Established by Law > Environmentally Friendly Value Chain, Bullet 1</p> <p>http://ir.ayalaland.com.ph/CorpGovernance.aspx?id=76</p> <p>2016 ACGR: Corporate Governance > Annual CG Report > 2016 Annual Corporate Governance Report > Pg 42, Item (1) Environmentally friendly value-chain, Policy</p> <p>https://ir.ayalaland.com.ph/wp-content/uploads/2017/06/2016-Annual-Corporate-Governance-Report-updated-as-of-June-08-2017-1.pdf</p> <p>2016 Integrated Report: Home > Investor and Analyst Corner > 2016 Integrated Report > Pg 81, Role of Stakeholders, Sustainability Report</p> <p>https://ir.ayalaland.com.ph/wp-content/uploads/2017/04/AYALA-LAND-ANNUAL-REPORT-2016%E2%80%A2041817.pdf</p>
C.1.4	The company's efforts to interact with the communities in which they operate?		<p>Yes</p> <p>ALI is aware that its projects have a significant impact in the areas where it operates. The Company is dedicated to improving the quality of life not only of its customers but also the families and people in the communities that surround its developments, and the society as a whole.</p> <p>IR Website: Corporate Governance > Role of Stakeholders > Rights of Stakeholders that are Established by Law > Communities</p> <p>http://ir.ayalaland.com.ph/CorpGovernance.aspx?id=76</p> <p>2016 ACGR: Corporate Governance > Annual CG Report > 2016 Annual Corporate Governance Report > Pg 42, Item (1) Community interaction, Policy</p>

			<p>https://ir.ayalaland.com.ph/wp-content/uploads/2017/06/2016-Annual-Corporate-Governance-Report-updated-as-of-June-08-2017-1.pdf</p> <p>2016 Integrated Report: Home > Investor and Analyst Corner > 2016 Integrated Report > Pg 81-82, Role of Stakeholders, Communities</p> <p>https://ir.ayalaland.com.ph/wp-content/uploads/2017/04/AYALA-LAND-ANNUAL-REPORT-2016%E2%80%A2041817.pdf</p>
C.1.5	The company's anti-corruption programmes and procedures?		<p>Yes</p> <p>ALI supports the government's anti-money laundering campaign and other laws by complying with all the rules and regulations imposed by the PSE, SEC, PDEx, BSP and other government institutions.</p> <p>IR Website: Corporate Governance > Role of Stakeholders > Rights of Stakeholders that are Established by Law > Anti-corruption Programs and Procedures, Bullet 3</p> <p>http://ir.ayalaland.com.ph/CorpGovernance.aspx?id=76</p> <p>2016 ACGR: Corporate Governance > Annual CG Report > 2016 Annual Corporate Governance Report > Pg 42, Item (1) Anti-corruption programmes and procedures, Activities</p> <p>https://ir.ayalaland.com.ph/wp-content/uploads/2017/06/2016-Annual-Corporate-Governance-Report-updated-as-of-June-08-2017-1.pdf</p> <p>2016 Integrated Report: Home > Investor and Analyst Corner > 2016 Integrated Report > Pg 81-82, Role of Stakeholders, Stakeholder Communication of Concerns and Unethical Practices</p> <p>https://ir.ayalaland.com.ph/wp-content/uploads/2017/04/AYALA-LAND-ANNUAL-REPORT-2016%E2%80%A2041817.pdf</p>
C.1.6	How creditors' rights are safeguarded?		<p>Yes</p> <p>ALI acknowledges the rights of creditors as stakeholders and is committed to honoring its contracted financial obligations and any financial covenants these may contain.</p> <p>IR Website: Corporate Governance > Role of Stakeholders > Rights of Stakeholders that are Established by Law > Creditors, Bullet 1</p> <p>http://ir.ayalaland.com.ph/CorpGovernance.aspx?id=76</p> <p>2016 ACGR: Corporate Governance > Annual CG Report > 2016 Annual Corporate Governance Report > Pg 42, Item (1) Safeguarding creditors' rights, Policy</p> <p>https://ir.ayalaland.com.ph/wp-content/uploads/2017/06/2016-Annual-Corporate-Governance-Report-updated-as-of-June-08-2017-1.pdf</p>

				<p>2016 Integrated Report: Home > Investor and Analyst Corner > 2016 Integrated Report > Pg 85, Role of Stakeholders, Creditors, Bullet 1</p> <p>https://ir.ayalaland.com.ph/wp-content/uploads/2017/04/AYALA-LAND-ANNUAL-REPORT-2016%E2%80%A2041817.pdf</p>
C.1.7	Does the company have a separate report/section that discusses its efforts on environment/economy and social issues?		Yes	<p>The Annual Integrated and Sustainability Report was released last April 2017</p> <p>IR Website: Corporate Governance > Sustainability</p> <p>http://ir.ayalaland.com.ph/CorpGovernance.aspx?id=57</p> <p>2016 ACGR: Corporate Governance > Annual CG Report > 2016 Annual Corporate Governance Report > Pg 42, Item (2)</p> <p>https://ir.ayalaland.com.ph/wp-content/uploads/2017/06/2016-Annual-Corporate-Governance-Report-updated-as-of-June-08-2017-1.pdf</p> <p>2016 Integrated Report: Home > Investor and Analyst Corner > 2016 Integrated Report > Pg 83, Role of Stakeholders, Sustainability Report</p> <p>https://ir.ayalaland.com.ph/wp-content/uploads/2017/04/AYALA-LAND-ANNUAL-REPORT-2016%E2%80%A2041817.pdf</p>

C.2 Where stakeholder interests are protected by law, stakeholders should have the opportunity to obtain effective redress for violation of their rights.		Guiding Reference	Yes/No	Explanation/Supporting Documents
C.2.1	Does the company provide contact details via the company's website or Integrated Report which stakeholders (e.g. Customers, suppliers, general public etc.) Can use to voice their concerns and/or complaints for possible violation of their rights?	<p>OECD Principle IV (B): The legal framework and process should be transparent and not impede the ability of stakeholders to communicate and to obtain redress for the violation of rights.</p>	Y	<p>ALL provides contact details which stakeholders can use to voice their concerns and/or complaints for possible violation of their rights.</p> <p>IR Website: Contact Us</p> <p>http://ir.ayalaland.com.ph/ContactUs.aspx</p> <p>2016 ACGR: Corporate Governance > Annual CG Report > 2016 Annual Corporate Governance Report > Pg 60, Item (4) Investors Relations Officer</p> <p>https://ir.ayalaland.com.ph/wp-content/uploads/2017/06/2016-Annual-Corporate-Governance-Report-updated-as-of-June-08-2017-1.pdf</p> <p>2016 Integrated Report: Home > Investor and Analyst Corner > 2016 Integrated Report > Pg 85, Disclosure and Transparency, Company Website Pg 283, Shareholder Services and Assistance</p> <p>https://ir.ayalaland.com.ph/wp-content/uploads/2017/04/AYALA-LAND-ANNUAL-REPORT-2016%E2%80%A2041817.pdf</p>

C.3 Mechanisms for employee participation should be permitted to develop.		Guiding Reference	Yes/No	Explanation/Supporting Documents
C.3.1	Does the company explicitly disclose the policies and practices on health, safety and welfare for its employees?	OECD Principle IV (C): The degree to which employees participate in corporate governance depends on national laws and practices, and may vary from company to company as well. In the context of corporate governance, mechanisms for participation may benefit companies directly as well as indirectly through the readiness by employees to invest in firm specific skills. Examples of mechanisms for employee participation include: employee representation on boards; and governance processes such as work councils that consider employee viewpoints in certain key decisions. International conventions and national norms also recognise the rights of employees to information, consultation and negotiation. With respect to performance enhancing mechanisms, employee stock ownership plans or other profit sharing mechanisms are to be found in many countries. Pension commitments are also often an element of the relationship between the company and its past and present employees. Where such commitments involve establishing an independent fund, its trustees should be independent of the company's management and manage the fund for all beneficiaries.	Yes	ALI discloses its policy on health, safety, and welfare for its employees. IR Website: Corporate Governance > Enterprise Risk Management > Establishment of the Company's Occupational Safety and Health (OSH) Program http://ir.ayalaland.com.ph/CorpGovernance.aspx 2016 ACGR: Corporate Governance > Annual CG Report > 2016 Annual Corporate Governance Report > Pg 48, Item (3) (a) https://ir.ayalaland.com.ph/wp-content/uploads/2017/06/2016-Annual-Corporate-Governance-Report-updated-as-of-June-08-2017-1.pdf 2016 Integrated Report: Home > Investor and Analyst Corner > 2016 Integrated Report > Pg 112, Establishment of the Company's Occupational Safety and Health (OSH) Program https://ir.ayalaland.com.ph/wp-content/uploads/2017/04/AYALA-LAND-ANNUAL-REPORT-2016%E2%80%A2041817.pdf
C.3.2	Does the company explicitly disclose the policies and practices on training and development programmes for its employees?		Yes	ALI provides relevant training and development programmes for its employees. 2016 ACGR: Corporate Governance > Annual CG Report > 2016 Annual Corporate Governance Report > Pg 13, Item (6) and Pg 44, Item (c) https://ir.ayalaland.com.ph/wp-content/uploads/2017/06/2016-Annual-Corporate-Governance-Report-updated-as-of-June-08-2017-1.pdf 2016 Integrated Report: Home > Investor and Analyst Corner > 2016 Integrated Report > Pg 82-83, Employees https://ir.ayalaland.com.ph/wp-content/uploads/2017/04/AYALA-LAND-ANNUAL-REPORT-2016%E2%80%A2041817.pdf
C.3.3	Does the company have a reward/compensation policy that accounts for the performance of the company beyond short-term financial measures?		Yes	ALI has a reward/compensation policy that accounts for the performance of the company beyond short-term financial measure. In particular, the Company implements an Employee Stock Ownership (ESOWN) Plan to introduce into the Company's performance and rewards systems a long-term perspective to complement the short-term components and mechanisms that are in place. This is meant to encourage decision-makers to balance short-term with long-term goals and objectives. 2016 ACGR: Corporate Governance > Annual CG Report > 2016 Annual Corporate Governance Report > Pg 45, Item (d)

				https://ir.ayalaland.com.ph/wp-content/uploads/2017/06/2016-Annual-Corporate-Governance-Report-updated-as-of-June-08-2017-1.pdf 2016 Integrated Report: Home > Investor and Analyst Corner > 2016 Integrated Report > Pg 83, Employee Stock Ownership Plan https://ir.ayalaland.com.ph/wp-content/uploads/2017/04/AYALA-LAND-ANNUAL-REPORT-2016%E2%80%A2041817.pdf
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C.4 Stakeholders including individual employee and their representative bodies, should be able to freely communicate their concerns about illegal or unethical practices to the board and their rights should not be compromised for doing this.		Guiding Reference	Yes/No	Explanation/Supporting Documents
C.4.1	Does the company have a whistle blowing policy which includes procedures for complaints by employees and other stakeholders concerning alleged illegal and unethical behaviour and provide contact details via the company's website or Integrated Report	OECD Principle IV (E): Unethical and illegal practices by corporate officers may not only violate the rights of stakeholders but also be to the detriment of the company and its shareholders in terms of reputation effects and an increasing risk of future financial liabilities. It is therefore to the advantage of the company and its shareholders to establish procedures and safe-harbours for complaints by employees, either personally or through their representative bodies, and others outside the company, concerning illegal and unethical behaviour.	Yes	ALL provides contact details which stakeholders can use to voice their concerns and/or complaints for possible violation of their rights. IR Website: Corporate Governance > Ayala Land Business Integrity Program > Business Integrity Channels http://ir.ayalaland.com.ph/CorpGovernance.aspx?id=38 2016 ACGR: Corporate Governance > Annual CG Report > 2016 Annual Corporate Governance Report > Pg 45, Item (4) https://ir.ayalaland.com.ph/wp-content/uploads/2017/06/2016-Annual-Corporate-Governance-Report-updated-as-of-June-08-2017-1.pdf 2016 Integrated Report: Home > Investor and Analyst Corner > 2016 Integrated Report > Pg 81-83, Stakeholder Communication of Concerns and Unethical Practices, Whistle-blowing Policy and Business Integrity Channels https://ir.ayalaland.com.ph/wp-content/uploads/2017/04/AYALA-LAND-ANNUAL-REPORT-2016%E2%80%A2041817.pdf
C.4.2	Does the company have a policy or procedures to protect an employee/person who reveals alleged illegal/unethical behaviour from retaliation?		Yes	ALL provides contact details which stakeholders can use to voice their concerns and/or complaints for possible violation of their rights. IR Website: Corporate Governance > Ayala Land Business Integrity Program > Business Integrity Channels http://ir.ayalaland.com.ph/CorpGovernance.aspx?id=38 2016 ACGR: Corporate Governance > Annual CG Report > 2016 Annual Corporate Governance Report > Pg 45, Item (4) https://ir.ayalaland.com.ph/wp-content/uploads/2017/06/2016-Annual-Corporate-Governance-Report-updated-as-of-June-08-2017-1.pdf

				<p>2016 Integrated Report: Home > Investor and Analyst Corner > 2016 Integrated Report > Pg 81-83, Stakeholder Communication of Concerns and Unethical Practices, Whistle-blowing Policy and Business Integrity Channels</p> <p>https://ir.ayalaland.com.ph/wp-content/uploads/2017/04/AYALA-LAND-ANNUAL-REPORT-2016%E2%80%A2041817.pdf</p>
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