

SOCIAL DATA SUMMARY

INTRODUCTION

The social data summary discloses employee data and social performance of businesses under Ayala Land’s operations in support of our sustainability reporting suite. It should be read in conjunction with:

- [2022 Integrated Report](#) – Ayala Land’s Integrated Report prepared in accordance with the International Integrated Reporting <IR> framework using supplemental guidelines from the Global Reporting Initiative (GRI) Standards, Sustainability Accounting Standards Board (SASB), and Task Force on Climate-related Financial Disclosures (TCFD).
- [Disclosures on Management Approach](#) – Descriptions on how we manage and respond to material economic, environmental and social issues.
- [Four Focus Areas](#) – List and descriptions of economic, environmental and social issues that are material to Ayala Land.
- [Sustainability Reporting Index](#) – Index tables relating the 2022 Integrated Report and 2022 Sustainability Data Packs with the GRI Standards, SASB Standards and TCFD Recommendations.

TABLE OF CONTENTS

Employment.....	2
<i>Gender Diversity in the Workforce</i>	3
Talent Attraction and Retention	4
<i>New Hires</i>	4
<i>Employee Engagement</i>	4
<i>Employee Turnover</i>	4
<i>Parental Leaves</i>	5
<i>Collective Bargaining Agreement</i>	5
Human Capital Development	5
Health and Safety	6

EMPLOYMENT

Full-Time Employees	2017	2018	2019	2020	2021	2022
Total ¹	5,040	5,358	6,180	6,133	5,756	6,362
<i>By Business</i>						
Ayala Land Parent ²	399	358	331	320	293	275
Construction	617	717	837	803	818	856
Hotels and Resorts	1,358	1,357	1,505	1,421	1,091	1,199
Offices	22	26	36	33	36	37
Property Management	361	402	447	557	567	613
Residential	1,027	1,120	1,271	1,223	1,236	1,372
Services	696	734	838	785	792	969
Shopping Centers	538	612	650	590	538	592
Estates	22	32	56	127	130	156
ALI Capital Group	-	-	209	220	202	230
Logistics	-	-	-	54	53	63
<i>By Gender</i>						
Male	2,461	2,571	2,985	2,963	2,760	2,974
Female	2,579	2,787	3,195	3,170	2,996	3,388
<i>By Age</i>						
Under 30	2,144	2,316	2,733	2,411	2,014	2,291
30 to 50	2,552	2,739	3,071	3,303	3,338	3,610
51 and up	344	303	376	419	404	461
<i>By Rank</i>						
Staff	3,700	4,249	4,932	4,801	4,409	4,869
Middle Management	1,276	1,081	1,223	1,302	1,316	1,459
Senior Management	64	28	25	30	31	34
<i>By Location</i>						
Luzon	4,455	4,805	5,528	5,427	5,092	5,620
Visayas	438	403	490	517	478	531
Mindanao	147	150	162	189	186	211

¹ Total headcount is comprised of full-time regular and probationary employees of Ayala Land companies, and seconded employees from Ayala Corp. Additional companies included starting 2020: ALLHC, Prime Support, CHI, Accendo, CDOGC and SASI.

² A number of Ayala Land Parent headcount has been assigned to subsidiaries.

Total Employment	2017	2018	2019	2020	2021	2022
Direct Hires						
Full Time Employees ³	5,040	5,358	6,180	6,133	5,756	6,362
Project and Seasonal Employees ⁴	4,621	4,741	5,071	4,159	4,287	4,767
Consultants	152	162	168	142	126	162
Independent Contractors	36,287	36,049	25,816	10,314	19,942	23,654
Indirect Hires	12,714	13,417	13,329	12,292	11,567	12,802

Gender Diversity in the Workforce

Full-Time Employees by Gender	2017	2018	2019	2020	2021	2022
<i>Top Management⁵</i>						
Male	6	6	6	6	6	6
Female	1	1	1	1	1	1
<i>Senior Management⁶</i>						
Male	44	20	18	16	14	21
Female	20	8	7	7	10	13
<i>Middle Management</i>						
Male	727	585	681	699	722	789
Female	549	496	542	603	594	670
<i>Staff</i>						
Male	1,690	1,966	2,286	2,242	2,018	2,164
Female	2,010	2,283	2,646	2,559	2,391	2,705

³ Includes probationary and regular full-time employees.

⁴ Includes employees engaged for a specific project or undertaking whose completion has been determined at the time of the engagement of the employee.

⁵ Top management is defined as Ayala Land Management Committee.

⁶ Excludes top management to avoid double counting.

TALENT ATTRACTION AND RETENTION

This section includes summary and metrics on new hires, employee engagement, employee turnover, and parental leaves.

New Hires

	2017	2018	2019	2020	2021	2022
Total New Hires ¹	611	1,109	1,326	403	676	1,564
<i>By Gender</i>						
Male	293	527	671	196	256	673
Female	318	582	655	207	420	891
<i>By Age</i>						
Under 30	325	771	907	266	484	1,020
30 to 50	259	321	396	123	185	522
51 and up	27	17	23	14	7	22
<i>By Rank</i>						
Staff	NDA	988	1,199	358	609	1,422
Middle Management	NDA	120	127	44	66	142
Senior Management	NDA	1	-	1	1	0
<i>By Location</i>						
Luzon	527	969	1,161	328	614	1,379
Visayas	48	101	137	71	45	145
Mindanao	36	39	28	4	16	40

NDA - No data available

Employee Engagement

We measure employee engagement in Ayala Land along with the rest of the Ayala Group through an organizational climate survey conducted every two (2) years. The latest survey was conducted independently by Willis Towers Watson in 2021.

	2017	2018	2019	2020	2021	2022
Engagement Score	90%	-	90%	-	91%	-

Employee Turnover

	2017	2018	2019	2020	2021	2022
Total Turnover ⁷	611	668	737	599	890	980
Employee turnover rate ⁸	12.99%	12.69%	12.55%	9.51%	14.97%	16.17%
<i>By Gender</i>						
Male	293	333	340	287	384	430
Female	318	335	397	312	506	550
<i>By Age</i>						
Under 30	325	352	385	340	522	491

⁷ Total turnover includes voluntary resignations of full-time employees only.

⁸ Turnover rate is measured by the total number of voluntary resignations during the year over the average number of full-time employees during the year.

30 to 50	259	285	331	236	355	469
51 and up	27	31	21	23	13	20
<i>By Location</i>						
Luzon	527	593	654	504	795	861
Visayas	48	50	72	62	69	93
Mindanao	36	25	11	33	26	26

Parental Leaves

Parental Leaves	2017	2018	2019	2020	2021	2022
Employees Entitled to Parental Leave						
Male	2,461	2,571	2,985	2,963	2,760	2,974
Female	2,579	2,787	3,195	3,170	2,996	3,385
Employees that Took Parental Leave						
Male	53	89	78	65	59	62
Female	99	144	124	141	122	140
Employees who Returned to Work						
Male	52	88	78	62	54	60
Female	89	126	114	137	95	117
Return-to-Work Rates ⁹						
Male	98%	99%	100%	95%	92%	97%
Female	90%	88%	92%	97%	78% ¹⁰	84% ¹¹

Collective Bargaining Agreement

	2017	2018	2019	2020	2021
Percentage of Ayala Land Parent employees covered by collective bargaining agreements ¹²	3.0%	7.0%	5.9%	5.0%	4.1%

HUMAN CAPITAL DEVELOPMENT

	2017	2018	2019	2020	2021	2022
Total Training Hours ¹³	162,287	155,375	204,743	184,431	173,491	171,317
Average Training Hours	26.26	25.14	33.13	30.07	30.11	26.93
<i>By Gender</i>						
Male	28.36	27.50	38.61	32.03	33.62	29.80
Female	24.25	22.97	28.01	28.24	26.92	24.42
<i>By Rank</i>						
Staff	24.13	24.79	31.25	28.55	29.20	26.40
Middle Management	31.13	26.90	41.23	36.05	33.45	28.93

⁹ Return-to-work rate is measured by the total employees who returned to work over the total employees that took parental leave.

¹⁰ Of the 22%; 11% returned to work in 2022; 3% are still on maternity leave and 7% resigned.

¹¹ Of the 16%, 13% were still on ML as of end 2022, 3% resigned

¹² Within the Ayala Land group, Ayala Land Parent has an employees' union.

¹³ Total training hours of regular and probationary full-time employees.

Senior Management	52.14	11.14	8.02	14.10	20.34	17.95
-------------------	-------	-------	------	-------	-------	-------

NDA - No data available

MDC-TESDA Graduates ¹⁴	2017	2018	2019	2020	2021	2022
Total Graduates per Year	5,267	5,306	5,139	1,581	530	4,869

HEALTH AND SAFETY

	2017	2018	2019	2020	2021	2022
Total Man-Hours ¹⁵	193,399,06	196,713,917	190,035,48	78,206,202	108,295,600	137,697,581
Total No. of Disabling Injuries ¹⁶	19	19	45	11	12	4
Fatality	2	5	3	0	1	0
Lost Time Injury/Illness ¹⁷	17	14	42 ¹⁸	11	11	4
Total Disabling Injury Rate (TDIR) ¹⁹	0.10	0.10	0.24	0.14	0.11	0.03

Absentee Rate ²⁰	2017	2018	2019	2020	2021	2022
ALI Parent	3.72%	5.37%	6.52%	4.66%	4.36%	3.59%

¹⁴ In partnership between MDC and TESDA (Technical Education and Skills Development Authority), Ayala Land established TESDA-accredited training centers that develop construction-related skills and competencies under the Training for Work Scholarship Program to augment the capacity of our construction workforce. Programs offered in the training centers include electrical installation and maintenance, masonry, kitchen cabinet installation, carpentry, tile setting, scaffold erection, sealant application, painting, shielded metal arc welding, precast installation, and more.

¹⁵ Total consolidated man-hours of employees and contractors. From 2018 onwards, total man-hours are from the following business groups: Construction, Property Management, Mall and Hotel Operations. From 2016-2017, only man-hours from construction activities are declared.

¹⁶ Includes work-related injuries of construction projects. No disabling injuries were recorded in operating properties.

¹⁷ Lost time injury/illness is a work-related injury or illness resulting in time lost from work for one or more complete shifts starting on the next scheduled shift after the occurrence of the incident.

¹⁸ Initiatives to improve the accuracy of the reporting process led to the increase in recorded lost time injury/illness in 2019.

¹⁹ TDIR is measured using the following formula: (Total disabling injuries x 1,000,000) / Total man-hours

²⁰ Covers Ayala Land Parent only.