

# SOCIAL SUPPLEMENTAL DATA

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## INTRODUCTION

The social supplemental 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:

- [2023 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) Principles, industry-specific standards of the Sustainability Accounting Standards Board (SASB), and recommendations from the 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 2023 Integrated Report and 2023 Sustainability Data Packs with the GRI Standards, SASB Standards and TCFD Recommendations.

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## EMPLOYMENT

<b>Full-Time Employees</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Total <sup>1</sup>	5,358	6,180	6,133	5,756	6,362	7,254
<i>By Business</i>						
Ayala Land Parent <sup>2</sup>	358	331	320	293	275	259
Construction	717	837	803	818	856	924
Hotels and Resorts	1,357	1,505	1,421	1,091	1,199	1,470
Offices	26	36	33	36	37	47
Property Management	402	447	557	567	613	687
Residential	1,120	1,271	1,223	1,236	1,372	1,414
Services	734	838	785	792	969	1,210
Shopping Centers	612	650	590	538	592	647
Estates	32	56	127	130	156	184
ALI Capital Group	-	209	220	202	230	341
Logistics	-	-	54	53	63	71
<i>By Gender</i>						
Male	2,571	2,985	2,963	2,760	2,974	3,343
Female	2,787	3,195	3,170	2,996	3,388	3,911
<i>By Age</i>						
Under 30	2,316	2,733	2,411	2,014	2,291	2,666
30 to 50	2,739	3,071	3,303	3,338	3,610	4,108
51 and up	303	376	419	404	461	480
<i>By Rank</i>						
Staff	4,249	4,932	4,801	4,409	4,869	5,542
Middle Management	1,081	1,223	1,302	1,316	1,459	1,676
Senior Management	28	25	30	31	34	36
<i>By Location</i>						
Luzon	4,805	5,528	5,427	5,092	5,620	6,414
Visayas	403	490	517	478	531	502
Mindanao	150	162	189	186	211	338

<b>Full-Time Employees (Percentage)</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<i>By Gender</i>						
Male	48%	48%	48%	48%	47%	46%
Female	52%	52%	52%	52%	53%	54%
<i>By Age</i>						
Under 30	43%	44%	39%	35%	36%	37%
30 to 50	51%	50%	54%	58%	57%	57%
51 and up	6%	6%	7%	7%	7%	7%
<i>By Rank</i>						
Staff	79%	80%	78%	77%	77%	76%
Middle Management	20%	20%	21%	23%	23%	23%
Senior Management	1%	0%	0%	1%	1%	0.5%

<sup>1</sup> 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, Accendo, CDOGC and SASI. In 2023, ALSI, ATMI, Avida Sales Corp. and CHI were merged with other subsidiaries.

<sup>2</sup> A number of Ayala Land Parent headcount has been assigned to subsidiaries.

<b>Total Employment</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Direct Hires						
Full Time Employees <sup>3</sup>	5,358	6,180	6,133	5,756	6,362	7,254
Project and Seasonal Employees <sup>4</sup>	4,741	5,071	4,159	4,287	4,767	5,317
Consultants	162	168	142	126	162	184
Independent Contractors	36,049	25,816	10,314	19,942	23,654	28,041
Indirect Hires	13,417	13,329	12,292	11,567	12,802	12,489
<b>Total</b>	<b>59,727</b>	<b>50,564</b>	<b>33,040</b>	<b>41,678</b>	<b>47,747</b>	<b>53,285</b>

## Gender Diversity in the Workforce

<b>Full-Time Employees by Gender (Headcount)</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<i>Top Management<sup>5</sup></i>						
Male	6	6	6	6	6	5
Female	1	1	1	1	2	4
<i>Senior Management<sup>6</sup></i>						
Male	14	12	16	14	15	18
Female	7	6	7	10	11	9
<i>Middle Management</i>						
Male	585	681	699	722	789	887
Female	496	542	603	594	670	789
<i>Staff</i>						
Male	1,966	2,286	2,242	2,018	2,164	2,433
Female	2,283	2,646	2,559	2,391	2,705	3,109

<b>Full-Time Employees by Gender (Percentage)</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<i>Top Management<sup>7</sup></i>						
Male	86%	86%	86%	86%	75%	56%
Female	14%	14%	14%	14%	25%	44%
<i>Senior Management<sup>8</sup></i>						
Male	67%	67%	70%	58%	58%	67%
Female	33%	33%	30%	42%	42%	33%
<i>Middle Management</i>						
Male	54%	56%	54%	55%	54%	53%
Female	46%	44%	46%	45%	46%	47%
<i>Staff</i>						
Male	46%	46%	47%	46%	44%	44%
Female	54%	54%	53%	54%	56%	56%

<sup>3</sup> Includes probationary and regular full-time employees.

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

<sup>5</sup> Top management is defined as Ayala Land Management Committee.

<sup>6</sup> Excludes top management to avoid double counting.

<sup>7</sup> Top management is defined as Ayala Land Management Committee.

<sup>8</sup> Excludes top management to avoid double counting.

## TALENT ATTRACTION AND RETENTION

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

### New Hires

	2018	2019	2020	2021	2022	2023
Total New Hires	1,109	1,326	403	676	1,564	1,710
<i>By Gender</i>						
Male	527	671	196	256	673	764
Female	582	655	207	420	891	946
<i>By Age</i>						
Under 30	771	907	266	484	1,020	1,051
30 to 50	321	396	123	185	522	617
51 and up	17	23	14	7	22	42
<i>By Rank</i>						
Staff	988	1,199	358	609	1,422	1,508
Middle Management	120	127	44	66	142	197
Senior Management	1	-	1	1	0	5
<i>By Location</i>						
Luzon	969	1,161	328	614	1,379	1,510
Visayas	101	137	71	45	145	127
Mindanao	39	28	4	16	40	73

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.

	2018	2019	2020	2021	2022	2023
Engagement Score	-	90%	-	91%	-	91%

## Employee Turnover

	2018	2019	2020	2021	2022	2023
Total Turnover <sup>9</sup>	668	737	599	890	980	836
Employee turnover rate <sup>10</sup>	12.69%	12.55%	9.51%	14.97%	16.17%	12.28%
<i>By Gender</i>						
Male	333	340	287	384	430	401
Female	335	397	312	506	550	435
<i>By Age</i>						
Under 30	352	385	340	522	491	385
30 to 50	285	331	236	355	469	421
51 and up	31	21	23	13	20	30
<i>By Location</i>						
Luzon	593	654	504	795	861	739
Visayas	50	72	62	69	93	61
Mindanao	25	11	33	26	26	36

## Parental Leaves

Parental Leaves	2018	2019	2020	2021	2022	2023
Employees Entitled to Parental Leave						
Male	2,571	2,760	2,974	3,343	2,974	3,343
Female	2,787	2,996	3,388	3,911	3,385	3,911
Employees that Took Parental Leave						
Male	89	78	65	59	62	79
Female	144	124	141	122	140	140
Employees who Returned to Work						
Male	88	78	62	54	60	71
Female	126	114	137	95	117	135
Return-to-Work Rates <sup>11</sup>						
Male	99%	100%	95%	92%	97%	90%
Female	88%	92%	97%	78% <sup>12</sup>	84% <sup>13</sup>	96% <sup>14</sup>

## Collective Bargaining Agreement

	2018	2019	2020	2021	2022	2023
Percentage of Ayala Land Parent employees covered by collective bargaining agreements <sup>15</sup>	7.0%	5.9%	5.0%	4.1%	3.2%	3.4%

<sup>9</sup> Total turnover includes voluntary resignations of full-time employees only.

<sup>10</sup> 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.

<sup>11</sup> Return-to-work rate is measured by the total employees who returned to work over the total employees that took parental leave.

<sup>12</sup> Of the 22%; 15% are still on maternity leave (ML) as of end 2021 and 7% resigned.

<sup>13</sup> Of the 16%, 13% were still on ML as of end 2022, 3% resigned

<sup>14</sup> Of the 4%, 44% were still on ML as of end 2023, 6% resigned

<sup>15</sup> Within the Ayala Land group, Ayala Land Parent has an employees' union.

## HUMAN CAPITAL DEVELOPMENT

	2018	2019	2020	2021	2022	2023
Total Training Hours <sup>16</sup>	144,715	190,696	184,308	173,491	171,317	250,540
Average Training Hours	25.14	33.13	30.05	30.11	26.93	34.54
<i>By Gender</i>						
Male	27.50	38.61	32.01	33.62	29.80	39.54
Female	22.97	28.01	28.22	26.92	24.42	30.27
<i>By Rank</i>						
Staff	24.79	31.25	28.50	29.20	26.40	33.38
Middle Management	26.90	41.23	36.14	33.45	28.93	38.69
Senior Management	11.14	8.02	14.10	20.34	17.95	19.79

<b>MDC-TESDA Graduates<sup>17</sup></b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Total Graduates per Year	5,306	5,139	1,685	925	4,890	12,266

## HEALTH AND SAFETY

	2018	2019	2020	2021	2022	2023
Total Man-Hours <sup>18</sup>	196,713,917	190,035,488	78,206,202	108,295,600	137,697,581	151,447,220
Total No. of Disabling Injuries <sup>19</sup>	19	45	11	12	4	8
Fatality	5	3	0	1	0	0
Lost Time Injury/Illness <sup>20</sup>	13	39 <sup>21</sup>	11	11	4	8
Total Disabling Injury Rate (TDIR) <sup>22</sup>	0.10	0.24	0.14	0.11	0.03	0.05

<b>Absentee Rate<sup>23</sup></b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
ALI Parent	5.37%	6.52%	4.66%	4.36%	3.59%	6.09%

<sup>16</sup> Total training hours of regular and probationary full-time employees.

<sup>17</sup> 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.

<sup>18</sup> Total man-hours are from the following business groups: Construction, Property Management, Mall and Hotel Operations.

<sup>19</sup> Includes work-related injuries of construction projects. No disabling injuries were recorded in operating properties.

<sup>20</sup> 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.

<sup>21</sup> Initiatives to improve the accuracy of the reporting process led to the increase in recorded lost time injury/illness in 2019.

<sup>22</sup> TDIR is measured using the following formula: (Total disabling injuries x 1,000,000) / Total man-hours

<sup>23</sup> Covers Ayala Land Parent only.