

SOCIAL SUPPLEMENTAL DATA

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:

- [2024 Integrated Report](#) – Ayala Land’s Integrated Report prepared in accordance with the International Integrated Reporting 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).
- [Sustainability and ESG Approach](#) – An overview of economic, environmental and social issues that are material to Ayala Land, sustainability strategy, and progress on key metrics and target.
- [Sustainability Reporting References](#) – Index tables relating to the 2024 Integrated Report and 2024 Sustainability Data Packs, aligned with the GRI Standards, SASB Standards and TCFD Recommendations

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EMPLOYMENT

Full-Time Employees	2019	2020	2021	2022	2023	2024
Total¹	6,180	6,133	5,756	6,362	7,254	7,107
<i>By Business</i>						
Ayala Land Parent ²	331	320	293	275	259	253
Construction	837	803	818	856	924	919
Hotels and Resorts	1,505	1,421	1,091	1,199	1,470	1,516
Offices	36	33	36	37	47	55
Property Management	447	557	567	613	687	738
Residential	1,271	1,223	1,236	1,372	1,414	1,349
Services	838	785	792	969	1,210	1,241
Shopping Centers	650	590	538	592	647	681
Estates	56	127	130	156	184	211
ALI Capital Group	209	220	202	230	341	61
Logistics	-	54	53	63	71	83
<i>By Gender</i>						
Male	2,985	2,963	2,760	2,974	3,343	3,268
Female	3,195	3,170	2,996	3,388	3,911	3,839
<i>By Age</i>						
Under 30	2,733	2,411	2,014	2,291	2,666	2,303
30 to 50	3,071	3,303	3,338	3,610	4,108	4,288
51 and up	376	419	404	461	480	516
<i>By Rank</i>						
Staff	4,932	4,801	4,409	4,869	5,542	5,352
Middle Management	1,223	1,302	1,316	1,459	1,676	1,713
Senior Management	25	30	31	34	36	42
<i>By Location</i>						
Luzon	5,528	5,427	5,092	5,620	6,414	6,264
Visayas	490	517	478	531	502	579
Mindanao	162	189	186	211	338	264

Full-Time Employees (Percentage)	2019	2020	2021	2022	2023	2024
<i>By Gender</i>						
Male	48%	48%	48%	47%	46%	46%
Female	52%	52%	52%	53%	54%	54%
<i>By Age</i>						
Under 30	44%	39%	35%	36%	37%	32%
30 to 50	50%	54%	58%	57%	57%	60%
51 and up	6%	7%	7%	7%	7%	7%
<i>By Rank</i>						
Staff	80%	78%	77%	77%	76%	75%
Middle Management	20%	21%	23%	23%	23%	24%
Senior Management	0%	0%	1%	1%	0%	0.6%
<i>By Location</i>						
Luzon	89%	88%	88%	88%	88%	88%
Visayas	8%	8%	8%	8%	7%	8%
Mindanao	3%	3%	3%	3%	5%	4%

Headcount	2019	2020	2021	2022	2023	2024
<i>Direct Hires</i>						
Full-Time Employees ³	6,180	6,133	5,756	6,362	7,254	7,107
Project and Seasonal Employees ⁴	5,071	4,159	4,287	4,767	5,317	4,552
Consultants	168	142	126	162	184	187
Independent Contractors	25,816	10,314	19,942	23,654	28,041	22,003
Indirect Hires	13,329	12,292	11,567	12,802	12,489	12,401
Total	50,564	33,040	41,678	47,747	53,285	46,250

¹ Employee Headcount includes Ayala Land Parent, Ayala Land Premier, Inc., Alveo Land, Avida Land, Amaia Land, Bella Vita, Estates Group, Ayala Land Offices, Ayala Land Malls, Inc., AyalaLand Logistics Holdings Corp., AyalaLand Hotels & Resorts, Corp., Makati Development Corp., Ayala Property Management Corp., ALISI, Aprisa, Amicassa, DirectPower, SASI, ALI Capital, Prime Support Services Inc. and subsidiaries of the business units.

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

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.

Gender Diversity in the Workforce

Headcount	2019	2020	2021	2022	2023	2024
<i>Top Management⁵</i>						
Male	6	6	6	6	5	5
Female	1	1	1	2	4	4
<i>Senior Management⁶</i>						
Male	12	16	14	15	18	23
Female	6	7	10	11	9	10
<i>Middle Management</i>						
Male	681	699	722	789	887	897
Female	542	603	594	670	789	816
<i>Staff</i>						
Male	2,286	2,242	2,018	2,164	2,433	2,343
Female	2,646	2,559	2,391	2,705	3,109	3,009

Percentage	2019	2020	2021	2022	2023	2024
<i>Top Management⁵</i>						
Male	86%	86%	75%	67%	56%	56%
Female	14%	14%	13%	22%	44%	44%
<i>Senior Management⁶</i>						
Male	67%	67%	54%	56%	67%	70%
Female	33%	29%	38%	41%	33%	30%
<i>Middle Management</i>						
Male	56%	53%	49%	47%	53%	52%
Female	44%	46%	41%	40%	47%	48%
<i>Staff</i>						
Male	46%	51%	41%	39%	44%	44%
Female	54%	58%	49%	49%	56%	56%

TALENT ATTRACTION AND RETENTION

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

New Hires

	2019	2020	2021	2022	2023	2024
Total	1,326	403	676	1,564	1,710	1,057
<i>By Gender</i>						
Male	671	196	256	673	764	441
Female	655	207	420	891	946	616
<i>By Age</i>						
Under 30	907	266	484	1,020	1,051	590
30 to 50	396	123	185	522	617	429
51 and up	23	14	7	22	42	38
<i>By Rank</i>						
Staff	1,199	358	609	1,422	1,508	876
Middle Management	127	44	66	142	197	175
Senior Management	-	1	1	-	5	6
<i>By Location</i>						
Luzon	1,161	328	614	1,379	1,510	925
Visayas	137	71	45	145	127	63
Mindanao	28	4	16	40	73	69

⁵ Top management is defined as Ayala Land Management Committee.

⁶ Excludes top management to avoid double counting.

Workforce by Race/Ethnicity and Nationality

	Total Direct Employees	Share of Workforce	Total Managerial Workforce	Share of Managerial Workforce
Total	7,107	100%	1,755	100%
Filipino	7,104	99.95%	1,752	99.83%
American	2	0.03%	2	0.11%
Iranian	1	0.02%	1	0.06%

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 next survey will be conducted in 2025.

	2019	2020	2021	2022	2023	2024
Engagement scores	90%	-	90%	-	91%	-

Employee Turnover

	2019	2020	2021	2022	2023	2024
Total Turnover⁷	737	599	890	980	836	862
Employee turnover rate ⁸	12.55%	9.51%	14.97%	16.17%	12.28%	11.01%
<i>By Gender</i>						
Male	340	287	384	430	401	383
Female	397	312	506	550	435	479
<i>By Age</i>						
Under 30	385	340	522	491	385	391
30 to 50	331	236	355	469	421	440
51 and up	21	23	13	20	30	31
<i>By Location</i>						
Luzon	654	504	795	861	739	747
Visayas	72	62	69	93	61	84
Mindanao	11	33	26	26	36	31

Parental Leaves

Parental Leaves	2019	2020	2021	2022	2023	2024
Employees Entitled to Parental Leave						
Male	2,974	3,343	3,268	2,974	3,343	3,268
Female	3,388	3,911	3,839	3,385	3,911	3,839
Employees that Took Parental Leave						
Male	78	65	59	62	79	49
Female	124	141	122	140	140	188
Employees who Returned to Work						
Male	78	62	54	60	71	47
Female	114	137	95	117	135	178
Return-to-Work Rates ⁹						
Male	100%	95%	92%	97%	90%	96%
Female	92%	97%	78%	84%	96%	95%

Collective Bargaining Agreement

Collective Bargaining Agreements	2019	2020	2021	2022	2023	2024
Percentage of total employees covered by collective bargaining agreements ¹⁰	5.90%	5.00%	4.10%	3.20%	3.40%	1.98%

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 fulltime employees during the year.

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

¹⁰ Within the Ayala Land group, Ayala Land Parent has an employees' union

HUMAN CAPITAL DEVELOPMENT

Training Statistics	2019	2020	2021	2022	2023	2024
Total Training Hours¹¹	204,743	184,308	173,491	171,317	250,540	284,993
Average Training Hours	33.13	30.05	30.11	26.93	34.54	40.1
<i>By Gender</i>						
Male	38.61	32.01	33.62	29.8	39.54	43.55
Female	28.01	28.22	26.92	24.42	30.27	37.17
<i>By Rank</i>						
Staff	31.25	28.5	29.2	26.4	33.38	37.33
Middle Management	41.23	36.14	33.45	28.93	38.69	49.25
Senior Management	8.02	14.1	20.34	17.95	19.79	21.34

MDC-TESDA Graduates ¹²	2019	2020	2021	2022	2023	2024
MDC Safety	5,139	1,685	925	4,890	12,266	9,061

HEALTH AND SAFETY

Health and Safety	2019	2020	2021	2022	2023	2024
Total Person Hours¹³	190,035,488	78,206,202	108,295,600	137,697,581	151,447,220	150,125,156
Total Disabling Injuries ¹⁴	45	11	12	4	8	9
Fatality	3	0	1	0	0	2
Permanent Disabling Injury/Illness	3	0	0	0	0	-
Lost Time Injury / Illness ¹⁵	39 ¹⁶	11	11	4	8	7
Total Disabling Injury Rate (TDIR) ¹⁷	0.24	0.14	0.11	0.03	0.05	0.06

Absentee Rate ¹⁸	2019	2020	2021	2022	2023	2024 ¹⁹
ALI Parent	6.52%	4.66%	4.36%	3.59%	6.09%	3.52%

¹¹ Total training hours of regular and probationary full-time employees.

¹² 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.

¹³ Total man-hours are from the following business groups: Construction, Property Management, Mall and Hotel Operations.

¹⁴ Includes work-related injuries of construction projects. No disabling injuries were recorded in operating properties.

¹⁵ 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.

¹⁶ Initiatives to improve the accuracy of the reporting process led to the increase in recorded lost time injury/illness in 2019.

¹⁷ TDIR is measured using the following formula: (Total disabling injuries x 1,000,000) / Total man-hours

¹⁸ Covers Ayala Land Parent only.

¹⁹ The target absentee rate is 5% in 2024