



**DMCI HOLDINGS**  
INCORPORATED

# DIVERSE PATHS, ONE FUTURE

# 20 24

Sustainability  
Report





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# About the Cover

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The cover of the 2024 Sustainability Report brings DMCI Holdings' theme, "Diverse Paths, One Future," to life a structured yet dynamic composition of industry symbols and intersecting visual elements.

The blocks represent core business sectors—construction, real estate, mining, power, water services and cement. Together, they highlight DMCI Holdings' diversified portfolio and its evolution beyond its construction origins into essential and nation-building industries.

From the crane and concrete blocks to the power plant, dump truck, water faucet and condominium building, the imagery captures the breadth of the company's operations.

These elements, arranged in geometric paths and layered visuals, symbolize synergy and forward momentum, emphasizing that while the company operates across varied sectors, its efforts converge toward a shared, sustainable future.

The clean, modern palette and isometric layout suggest structure, balance, and intentional growth—mirroring the company's long-term strategy to create value across economic, environmental, social and governance dimensions.



# About the Report

This report provides a comprehensive summary of our environmental, social, and governance (ESG) performance throughout the year, highlighting our continued dedication to responsible business practices.

It presents our sustainability efforts, addresses key challenges, and showcases our vision for the future.

## Reporting Standards

This report aligns with the Global Reporting Initiative (GRI) 2021 standards, ensuring compatibility with international sustainability reporting frameworks.

## Reporting Period

The report covers activities conducted from January 1, 2024, to December 31, 2024.

## Reporting Boundary

Unless otherwise noted, the information and data presented are consolidated from our five subsidiaries. Data related to Maynilad is included in a separate section.

## Scope of the Report

This report discloses our initiatives and performance indicators across all subsidiaries and our affiliate, including:



## Transparency, Context and Commitment

We acknowledge the challenges in data collection and validation due to the broad scope and diverse locations of our operations.

Any limitations in the data are clearly disclosed within the relevant sections. We remain committed to enhancing our reporting processes to provide more accurate, consistent, and transparent insights in the future.

## Contact Information

For questions or further information regarding the contents of this report, please contact:

**Kent Sydney H. Mercader**  
ESG Officer  
DMCI Holdings, Inc.  
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# Statement from the Leadership

The forces shaping our world, climate instability, economic volatility, and a more complex regulatory environment, are becoming more difficult to ignore.

In the Philippines, where climate risks are rising and infrastructure needs remain pressing, we at DMCI Holdings remain focused on delivering real value through robust infrastructure projects and continuous sustainability improvements across our operations.

As expectations around corporate responsibility evolve, our stakeholders are looking beyond financial results.

There is growing interest in how companies contribute to environmental management, community development, and ethical business practices.

These shifts continue to challenge us to respond with purpose, accountability, and a long-term mindset.

## Strong Economic Contribution in a Challenging Year

Despite the global slowdown in key sectors and elevated interest rates, DMCI Holdings generated ₱110 billion in direct economic value in 2024.

While revenues softened due to normalized commodity prices, slower construction activity and an anemic real estate market, we remained financially agile and focused.

94% of the economic value we generated or ₱103.87 billion was channeled toward our stakeholders—through operating costs, employee compensation and benefits, capital returns, taxes, and community investments.

Our retained value of 6% or ₱6.17 billion reflects operational discipline and a clear commitment to supporting our workforce, communities, and the broader economy.

On December 2, 2024, DMCI Holdings together with SMPC and Dacon Corporation, completed its acquisition of Cemex Holdings Philippines, Inc. (CHP).

With CHP now part of the DMCI Group portfolio, we see opportunities to create synergies, build on our engineering and construction expertise, and further diversify our revenue streams.

We are optimistic about the potential of the cement business to complement our existing operations and drive further growth.

## Deepening Our Sustainability Commitments

In 2024, we made meaningful strides in strengthening our sustainability approach.

We expanded the scope of our ESG policies and enhanced the accuracy and coverage of our greenhouse gas (GHG) disclosures across business units.

We also continued to advance reforestation and biodiversity initiatives in our host communities.

Today, most of our subsidiaries operate under ISO 14001:2015-certified environmental management systems, enabling more effective compliance monitoring and driving continuous improvement in environmental performance.

To institutionalize sustainability across the organization, we adopted several key policies.

Our Cybersecurity and Information Security Policy protects critical business and stakeholder data, supporting the integrity and resilience of our digital infrastructure.

The Environmental Policy formalizes our commitment to environmental stewardship by guiding responsible resource management and efforts to minimize our ecological footprint.

Through our Supplier Code of Conduct, we promote ethical business practices and responsible sourcing across our value chain, holding partners to high sustainability standards.





Meanwhile, our Sustainability Policy embeds ESG principles into strategic and operational decision-making, aligning our actions with long-term environmental and social goals.

Our strong governance practices further reinforce these efforts. In recognition of our continued dedication to ethical leadership and transparency, both DMCI Holdings and SMPC once again received the prestigious 3-Golden Arrow distinction from the Institute of Corporate Directors, based on the 2023 ASEAN Corporate Governance Scorecard (ACGS) assessment.



### Looking Ahead

Looking forward to 2025 and beyond, we do so with cautious optimism and renewed focus.

We aim to scale our renewable energy footprint, accelerate digital transformation, and continue evolving our ESG framework to meet global standards.

As we shared in last year's message, resilience is in our DNA. In 2024, that resilience enabled us to adapt, grow, and remain grounded in our values.

Sustainability continues to be a journey and we are committed to walking that path with integrity, discipline, and purpose.

At DMCI Holdings, we are proud of what we have built. But we are even more inspired by what lies ahead.

We will keep acting with transparency, growing with purpose, and building with sustainability as a core part of how we operate.

  
**Isidro A. Consunji**  
**CHAIRMAN AND PRESIDENT**  
**DMCI HOLDINGS, INC.**





# About Our Company

Established in March 1995, DMCI Holdings is the only publicly listed holding company in the Philippines with construction as its core competency.

It was listed on the Philippine Stock Exchange on December 18, 1995 to extract greater value from the engineering expertise and construction resources of D.M. Consunji, Inc. (DMCI), the pioneering contractor behind some of the biggest

and most complex infrastructures in the Philippines. DMCI Holdings trades under the PSE ticker symbol DMC.

Since its listing, DMC has expanded into other construction and engineering-related industries, namely real estate development, coal and nickel mining, power generation, water services and cement.



We are the leading integrated engineering and management conglomerate in the Philippines.

Through our investments, we are able to do the following:

- D** **Deliver** exceptional shareholder value
- M** **Motivate** and provide employees with opportunities and just rewards to achieve their full potential
- C** **Cultivate** progress in remote areas, unserved markets and growth industries
- I** **Integrate** sustainable development with superior business results through principled contracting and innovative engineering



To invest in engineering and construction-related businesses that bring real benefits to the people and to the country



In our dealings, we are guided by the following:

-  **Integrity**  
We base our decisions on what is right, just and ethical.
-  **Customer Focus**  
We strive to build lasting relationships with our customers.
-  **Innovation**  
We adapt and innovate to generate value for our stakeholders.
-  **Fairness**  
We honor agreements and treat others with respect and dignity.
-  **Teamwork**  
We collaborate to solve tough problems and strengthen our organization.
-  **Accountability**  
We take responsibility for our actions and deliver on our commitments.
-  **Sustainability**  
We drive progress by balancing economic growth, social wellbeing and environmental stewardship.



Corporate Strategy



We **invest** in industries that allow us to leverage our engineering and management expertise and core businesses, while promoting economic development.



We **engage** and retain our employees by capitalizing on skills development and providing career opportunities.



We **advance** businesses with unrealized value that could be unlocked through innovative engineering, while fostering operational synergies within the group.



We **develop** world-class businesses and systems through strategic partnerships and alliances.



We **manage** our businesses in accordance with relevant government standards on environment, safety, quality, and corporate governance practices.



The DMCI Creed

We believe that:

Construction is a noble profession whose activities are vital to economic development and national progress;

Fair competition is essential to the growth and stability of the construction industry;

A contractor’s primary responsibility to his client is to give his best in faithful compliance with their agreement;

Labor and capital should cooperate with one another so that labor may live with dignity and capital may find its just rewards;

The ill-gotten violates business ethics and the ill-conceived wreaks havoc on the public good;

The ultimate objectives are to serve not only man but humankind and to build not only an enterprise but an institution that will serve society.



# 2024 in Review

## CONSOLIDATED FINANCIAL HIGHLIGHTS

Key Figures as of and for the period ending 31 December 2024

**₱102.4 Billion**  
Revenue

**₱19.0 Billion**  
Net Income

**₱30.9 Billion**  
Earnings Before  
Interest and Tax

**₱18.8 Billion**  
Core Net Income

**17%**  
Return On  
Parent Equity

**23%**  
Net Debt  
to Equity

**₱1.43**  
Earnings  
Per Share

**₱15.9 Billion**  
Dividend Payout

**9.03**  
Book Value  
Per Share

**₱34.3 Billion**  
Cash Balance

**₱22.6 Billion**  
Capital  
Expenditures

**₱288.4 Billion**  
Total Assets

# Awards and Recognitions

## DMCI HOLDINGS, INC.

### CORPORATE GOVERNANCE ASIA 13TH ASIAN EXCELLENCE AWARDS

- Asia's Best CEO – Mr. Isidro A. Consunji
- Asia's Best CFO – Mr. Herbert M. Consunji
- Best Investor Relations Professional – Ms. Cherubim O. Mojica
- Best Investor Relations Company



### 2023 ASEAN CORPORATE GOVERNANCE SCORECARD (ACGS) GOLDEN ARROW AWARDS BY THE INSTITUTE OF CORPORATE DIRECTORS

- 3 Golden Arrow Award

**RANK 159TH**  
**FORTUNE 500 SOUTHEAST ASIA 2024**

## D.M. CONSUNJI, INC.

### 13TH GAWAD KALIGTASAN AT KALUSUGAN (GKK) AWARD BY THE DEPARTMENT OF LABOR AND EMPLOYMENT OCCUPATIONAL SAFETY AND HEALTH CENTER:

- National Silver Awardee under the Construction Industry

### SAFETY ORGANIZATION OF THE PHILIPPINES (SOPH)

- Perfect Safe Record – Equipment Management Group
- Award of Honor – Equipment Management Group

### WATER PROJECT OF THE YEAR, 2024 GLOBAL WATER AWARDS FOR MAYNILAD POBLACION WATER TREATMENT PLANT



### 2024 MANILA WATER ENTERPRISE VENDOR RECOGNITION FOR LEVI MARIANO PUMP STATION AND RESERVOIR PROJECT:

- Compliance Excellence Award (Contractor Category)
- Quality Performance Award (Contractor Category)



## DMCI HOMES

2023 TOP 4 CORPORATE TAXPAYER  
IN PARAÑAQUE CITY

2023 TOP 6 REAL PROPERTY TAXPAYER  
IN PASIG CITY

2023 TOP 3 BUSINESS TAXPAYER  
IN PASIG CITY

2023 TOP 6 REAL PROPERTY TAXPAYER  
IN DAVAO CITY

### BCI ASIA AWARDS 2024

- Top 10 Developers Award
- DMCI Communities Mobile App: Silver Award for the Innovative Use of Technology in Customer Service



### 2024 ASIA-PACIFIC STEVIE AWARDS

- DMCI Communities Mobile App's RideShare feature: Gold Award for Innovation in Transportation & Logistics



## SEMIRARA MINING & POWER CORPORATION

### ALPHA SOUTHEAST ASIA 14TH INSTITUTIONAL INVESTOR CORPORATE AWARDS

- Most Organised Investor Relations (4th place)
- Best Senior Management Investor Relations Support (4th place)
- Most Consistent Dividend Policy (3rd place)
- Most Improved Investor Relations (sole winner)



### 20TH PHILIPPINE QUILL AWARDS BY THE INTERNATIONAL ASSOCIATION OF BUSINESS COMMUNICATORS (IABC)

- Excellence Award for Community Relations Category under the Community Management Division
- Award of Merit for Social Media Programs Category under the Communication Skills Division for "Anong Kwentong Semirara Mo?" a social development video documentary series



### 19TH EMPLOYER BRANDING AWARDS

- Philippines Best Employer Brand Award



### 2023 ASEAN CORPORATE GOVERNANCE SCORECARD (ACGS) GOLDEN ARROW AWARDS BY THE INSTITUTE OF CORPORATE DIRECTORS

- 3 Golden Arrow Award

## DMCI Power

CERTIFICATE OF COMMENDATION,  
ENVIRONMENTAL MANAGEMENT  
BUREAU - REGION 5

2023 TOP 5 REAL PROPERTY TAXPAYER  
IN PUERTO PRINCESA CITY

## Zambales Diversified Metals Corporation



### 2024 PLATINUM ACHIEVEMENT AWARD (SURFACE MINING OPERATION CATEGORY), PRESIDENTIAL MINERAL INDUSTRY ENVIRONMENTAL AWARD

INSTITUTIONAL AWARD, DEPARTMENT OF  
SCIENCE AND TECHNOLOGY – NATIONAL  
RESEARCH COUNCIL OF THE PHILIPPINES

## Maynilad Water Services, Inc.

### TRIPLE P SUSTAINABILITY AWARDS BY THE INTERNATIONAL ASSOCIATION OF BUSINESS COMMUNICATORS

- Excellence in Environmental and Social Sustainability for the Plant for Life Program





### BENTLEY SYSTEMS 2024 FOUNDERS' HONOR AWARD

- NEW WATER's digital optimization

### 2024 INTERNATIONAL WATER ASSOCIATION - CLIMATE SMART UTILITIES RECOGNITION

- Named a "Climate Smart Utility" under the "Achiever" category

### 2024 GLOBAL WATER AWARDS

- Water Project of the Year – Poblacion Water Treatment Plant



### 2024 WORLD SUSTAINABILITY AWARDS

- Biodiversity Award

### 9TH ASIA SUSTAINABILITY REPORTING AWARDS

- Bronze Award - Asia's Best Sustainability Report - Private Company category

### ALPHA SOUTHEAST ASIA AWARDS

- Best Blue Bond in Southeast Asia
- Most Innovative Deal of the Year

### WORLD WATER DAY PHILIPPINES AWARDS 2024

- Champions for water sustainability, including public sector leaders



**D.M. CONSUNJI, INC.**  
ENGINEERS • CONTRACTORS

D.M. Consunji, Inc. (DMCI) was established in 1954 by Engr. David M. Consunji, who is acknowledged as the Grandfather of the Philippine Construction Industry.

DMCI is one of the leading construction firms in the country, with expertise in building residential, commercial and infrastructure projects.

It operates in two construction segments: building and infrastructure. It also has separate business units for joint ventures and allied services (i.e., concrete production and equipment rental).

**₱15.0 Billion**  
Revenues

**₱14.0 Billion**  
Total Cash Cost

**7%**  
Core EBITDA Margin

**₱467 Million**  
Net Income

**₱467 Million**  
Capex

**₱125 Million**  
Sales and Reservations

**₱40.6 Billion**  
Total Landbank

**₱0**  
Debt





Launched in 1999, DMCI Homes is one of the leading mid-segment developers in the Philippines, offering best-in-class amenities and value-for-money properties in Metro Manila and other key urban areas.

The company is known for its innovative and sustainable design approach, which incorporates green spaces, open areas, and natural ventilation to create a comfortable and healthy living environment for residents.

It also prides itself on its quality craftsmanship, attention to detail

and customer-centric approach to property development.

The first Quadruple A developer in the country, DMCI Homes has a portfolio of over 80 projects, with over 80,000 units sold.

It has been expanding into upscale, leisure and microflat projects, in addition to providing property management, elevator maintenance, and construction services (to its joint venture project projects).



Semirara Mining and Power Corporation (SMPC) is the largest and most modern coal producer in the Philippines, accounting for 99% of the country's coal production and export. Since 1983, its shares have been listed in the Philippine Stock Exchange under the ticker SCC.

A vertically integrated energy company, SMPC is the only power producer in the country that runs on its own fuel.

Its two wholly owned subsidiaries—Sem-Calaca Power Corporation (SCPC) and Southwest Luzon Power Generation



Corporation (SLPGC)—generate affordable baseload electricity for the Luzon-Visayas grid.

SMPC also supplies coal to other local power plants, cement manufacturers and small boiler users.

Its excess inventory is exported to China, South Korea, Thailand, Cambodia, Vietnam, Brunei and India.

**₱12.3 Billion**  
Revenues

**₱10.6 Billion**  
Total Cash Cost

**14%**  
Core EBITDA Margin

**₱65.2 Billion**  
Revenues

**₱37.4 Billion**  
Total Cash Cost

**₱19.6 Billion**  
Core Net Income

**₱2.8 Billion**  
Net Income

**₱14.7 Billion**  
Capex

**₱33.4 Billion**  
Sales and Reservations

**₱19.6 Billion**  
Net Income

**16.5 MMT**  
Coal Shipments

**4,945 GWh**  
Total Power Sales

**187.4 Hectares**  
Total Landbank

**₱35.1 Billion**  
Debt

**₱5.3 Billion**  
Capex

**₱2.6 Billion**  
Debt

**₱4.8 Billion**  
Government Share

**₱101 Million**  
ER 1-94





Established in 2006, DMCI Power is the largest off-grid energy company in the Philippines.

It contributes to the National Government's energy security program by generating affordable electricity for unserved and underserved smaller islands and remote locations in the country.

DMCI Power supplies electricity through long-term and emergency power supply agreements with Masbate

Electric Cooperative (MASELCO), Oriental Mindoro Electric Cooperative (ORMECO) and Palawan Electric Cooperative (PALECO).

Its installed capacity was 159.8 MW as of the end of 2024.

The company currently operates and maintains thermal, bunker and diesel power plants in parts of Masbate, Oriental Mindoro and Palawan.

Established in May 2007, DMCI Mining is engaged in the exploration, development, and extraction of mineral resources—focusing primarily on nickel ore, a critical material used in stainless steel production and electric vehicle batteries.

The company currently operates two mines in Santa Cruz, Zambales, through its subsidiaries Zambales Diversified Metals Corporation (ZDMC) and Zambales Chromite Mining Company (ZCMC).

To support long-term growth, DMCI Mining is actively expanding its footprint through the development of new mining sites in Palawan under Berong Nickel Corporation (BNC).

<b>₱7.6 Billion</b> Revenues	<b>₱5.6 Billion</b> Total Cash Cost	<b>₱1.3 Billion</b> Net Income
<b>₱1.6 Million</b> Capex	<b>544.0 GWh</b> Gross Power Generation	<b>491.2 GWh</b> Total Power Sales
<b>₱4.9 Million</b> ER 1-94	<b>₱5.5 Billion</b> Debt	

<b>₱2.5 Billion</b> Revenues	<b>₱1.8 Billion</b> Total Cash Cost	<b>₱214 Million</b> Core Net Income
<b>₱214 Million</b> Net Income	<b>₱706 Million</b> Capex	<b>₱900 Million</b> Debt
<b>1.4 Million WMT</b> Total Production	<b>1.5 Million WMT</b> Total Shipments	







Maynilad is the largest water service provider in terms of customer base in the Philippines, with over 1.5 million water service connections.

It is managed by Maynilad Holdings Corporation, which is jointly owned by Metro Pacific Investments Corporation (52.8%), DMCI Holdings (27%), Marubeni Corporation (20%) and eligible employees (0.2%).

Under Republic Act 11600, Maynilad has a 25-year franchise to establish, operate and maintain the waterworks system and sewerage and sanitation services in the West Zone of Metro Manila and the Province of Cavite.

Maynilad currently has 8 water treatment plants, 24 wastewater plants, 39 pumping stations, 39 reservoirs, 35 in-line boosters and over 11,800 kilometers of water pipelines.

**₱33.5 Billion**  
Revenues

**₱10.7 Billion**  
Total Cash Cost

**₱12.8 Billion**  
Core Net Income

**₱12.8 Billion**  
Reported Net Income

**₱3.3 Billion**  
DMC Net Income Share

**₱25.7 Billion**  
Capex

**553.5 MCM**  
Billed Volume

**10.4 Million**  
Population Served (Water)



# CHP In Focus

On December 2, 2024, DMCI Holdings, Inc., Semirara Mining and Power Corporation, and Dacon Corporation (collectively, the “Purchasers”) closed the transactions contemplated in the April 2024 agreement with Cemex Asia B.V. for the acquisition of 42,140,266 common shares, representing 100% of the outstanding share capital of Cemex Asian South East Corporation (CASEC), for an equity value of US\$272 million, based on an enterprise value of US\$660 million.

CASEC owns approximately 89.86% of the total issued and outstanding shares of stock of Cemex Holdings Philippines now renamed **Concreat Holdings Philippines (CHP)**.





# CHP's Commitment to Innovation, Community Engagement and Responsible Practices

Concreat Holdings Philippines (CHP) is committed to promoting a sustainable future by integrating environmental, social, and economic considerations into our operations.

We believe that doing business responsibly is key to creating long-term value – not just for our stakeholders,

but also for our communities and the environment.

We work towards minimizing our environmental impact, promoting social equity, and ensuring economic viability through effective resource management, innovation, and collaboration with our stakeholders.

In 2024, we achieved a 52.64% RDF substitution rate at our cement plants. This is part of our broader strategy to ensure that our processes are environmentally responsible, particularly by managing waste more effectively and reducing the need for landfill disposal.

We also focus on clinker factor reduction, an initiative aimed at improving the sustainability of cement production.

By substituting clinker with industrial by-products such as blast furnace slag and fly ash, we maintain the quality of our products while reducing the environmental impact associated with cement production.

In addition to our internal practices, CHP supports the Extended Producer Responsibility (EPR) Law in the Philippines, which requires companies to manage plastic waste throughout the lifecycle of their products.



**52.64%**  
Alternative Fuel Substitution Rate



**19K**  
Trees Planted



**50K**  
Seedlings Produced

Through our waste management programs and co-processing initiatives, we help companies achieve compliance with the law while also reducing the environmental impact of waste.



## Environmental Responsibility: Embracing Sustainable Solutions

CHP's sustainability framework aligns with the United Nations' Sustainable Development Goals (SDGs), especially SDG 9 (Industry, Innovation, and Infrastructure), SDG 11 (Sustainable Cities and Communities), SDG 12 (Responsible Consumption and Production), and SDG 13 (Climate Action).

Through strategic initiatives, we contribute to resilient industries and communities while improving our environmental impact.

One of the key initiatives we have implemented is the use of alternative fuels such as refuse-derived fuel (RDF), waste plastics, rubber tires, and rice husks.

By utilizing these materials, we are able to make the cement production process more resource-efficient and with a lower carbon footprint, which supports our goal of promoting sustainable business practices without compromising operational efficiency.





## Engaging Communities for a Sustainable Future

At CHP, we believe that sustainability is a shared responsibility, which is why we actively engage with communities to help them participate in environmental initiatives.

Our waste management programs focus on educating local communities about the importance of waste segregation and proper waste handling.

This collaboration ensures that segregated plastic waste can be repurposed as

alternative fuels for cement production, providing a sustainable solution to waste disposal.

We have established partnerships with over 40 local governments to support their waste management efforts.

Through these collaborations, we are able to help municipalities reduce the amount of waste sent to landfills and promote more sustainable practices within their communities.

## Building Trust with Stakeholders

At CHP, we understand that effective governance is critical to achieving our sustainability objectives.

We are committed to fostering trust with our stakeholders, including employees, customers, shareholders, suppliers, and the broader community.

For our employees, we prioritize creating a workplace that offers opportunities for personal and professional growth.

By providing resources and a supportive environment, we ensure our team members are empowered to contribute to the company's sustainability goals.

For customers, we tailor our products and solutions to meet their construction needs while ensuring our offerings are reliable, efficient, and sustainable.

We aim to provide the best value and performance for our customers, making it easier for them to work with us.

We also remain focused on delivering value to shareholders, investors, and analysts by maintaining a balanced approach to business growth, cost efficiency, and risk management. Our sustainability initiatives are designed to optimize resources and create long-term value while ensuring strong corporate governance.

For suppliers, we encourage innovation and collaboration to promote responsible practices throughout the supply chain.

By partnering with suppliers who share our sustainability values, we help create a more efficient and trustworthy value chain.

## A Roadmap to Continued Sustainability

As we look to the future, CHP is committed to continuing our journey toward more responsible business practices.

We will build on our existing initiatives, collaborating with local governments, partners, and communities to create

sustainable solutions that benefit our stakeholders.

At CHP, we are determined to contribute to a sustainable and resilient future—one where innovation, responsible practices, and community engagement drive positive change.



**“This strategic acquisition further solidifies DMCI Group’s position in the infrastructure and construction value chain, allowing integration with existing operations and unlocking scale economies and cost efficiencies.”**

Herbert M. Consunji

**PRESIDENT AND CEO**  
CONCREAT HOLDINGS PHILIPPINES



# Our Sustainability Strategy

## Sustainability Framework

DMCI Holdings follows a comprehensive, multi-faceted approach designed to guide our organization in achieving its sustainability goals.

This framework is delineated by five key pillars that encompass the diverse aspects of our commitment to sustainable development and corporate responsibility.





# Our Sustainability Pillars

## ENVIRONMENTAL STEWARDSHIP

Environmental Management  
Climate  
Energy  
Air Emissions  
Water and Effluents  
Waste  
Biodiversity and Land Use Management  
Power Generation

## SOCIAL RESPONSIBILITY

Employment Practices  
Diversity, Equity and Inclusion  
Training and Development  
Talent Attraction and Retention  
Occupational Health and Safety  
Human Rights  
Supply Chain Management  
Corporate Citizenship and Philanthropy  
Community Impacts and Involvement  
Customer Relationship Management  
Ethical Marketing and Brand Management

## ECONOMIC PROSPERITY

Economic and Financial Performance  
Corporate Governance  
Business Ethics and Compliance  
Risk Management  
Crisis Management and Business Resilience

## INNOVATION AND ADAPTATION

Technology and Innovations  
Information Security and Cybersecurity  
Sustainable Human Settlements  
Training and Development

## STAKEHOLDER ENGAGEMENT

Approach to Stakeholder Engagement  
Stakeholder Engagement Channels  
Stakeholder Concerns  
Stakeholder Engagement Initiatives



# Stakeholder Engagement

We prioritize both financial and non-financial performance, and maintain a steadfast commitment to our stakeholders' well-being.

Through ongoing communication and collaboration, we gain valuable insights into their expectations, particularly regarding sustainability initiatives.

To ensure alignment with best practices and regulatory standards, we adhere to the GRI Standards 2021 and the guidelines outlined by the Securities and Exchange Commission (SEC).

## Stakeholder Engagement Survey

DMCI Holdings and its subsidiaries (excluding SMPC) conducted a Stakeholder Engagement Survey in 2023, and its results continued to serve as a key reference for our engagement strategies and decision-making processes throughout 2024. The survey is conducted every two years.

This initiative was designed to collect feedback, enhance our understanding of stakeholder needs and identify specific areas for improvement. The survey was conducted online over a period of three (3) weeks.

Respondents were randomly selected from among our stakeholders. Those chosen were invited to participate through a link sent to their email addresses.

This method was designed to encourage broad participation across our diverse stakeholder base.

## Participants

The survey garnered responses from 146 stakeholders, primarily representing the suppliers/service providers and customers of DMCI and DMCI Homes. Other participants included government agencies, investors, analysts, media, community representatives and electric cooperatives, among others.

## Our Approach

The survey comprised four main parts:

### Stakeholder Engagement Initiatives



Questions centered on stakeholders' awareness of the company's engagement initiatives, their assessment of the management of engagement efforts, opportunities for improvement and suggestions for new initiatives.

### Environmental and Socioeconomic Initiatives



The survey assessed stakeholder interaction frequency, preferred interaction modes, and channels for communicating concerns and receiving updates on engagement and sustainability initiatives.

### Interaction



The survey assessed stakeholder interaction frequency, preferred interaction modes, and channels for communicating concerns and receiving updates on engagement and sustainability initiatives.

### Comments and Feedback



Stakeholders were invited to share their key concerns regarding our companies, provide feedback on our specific engagement or sustainability initiatives, and describe those initiatives' impact on their organization or community.

## Survey Results

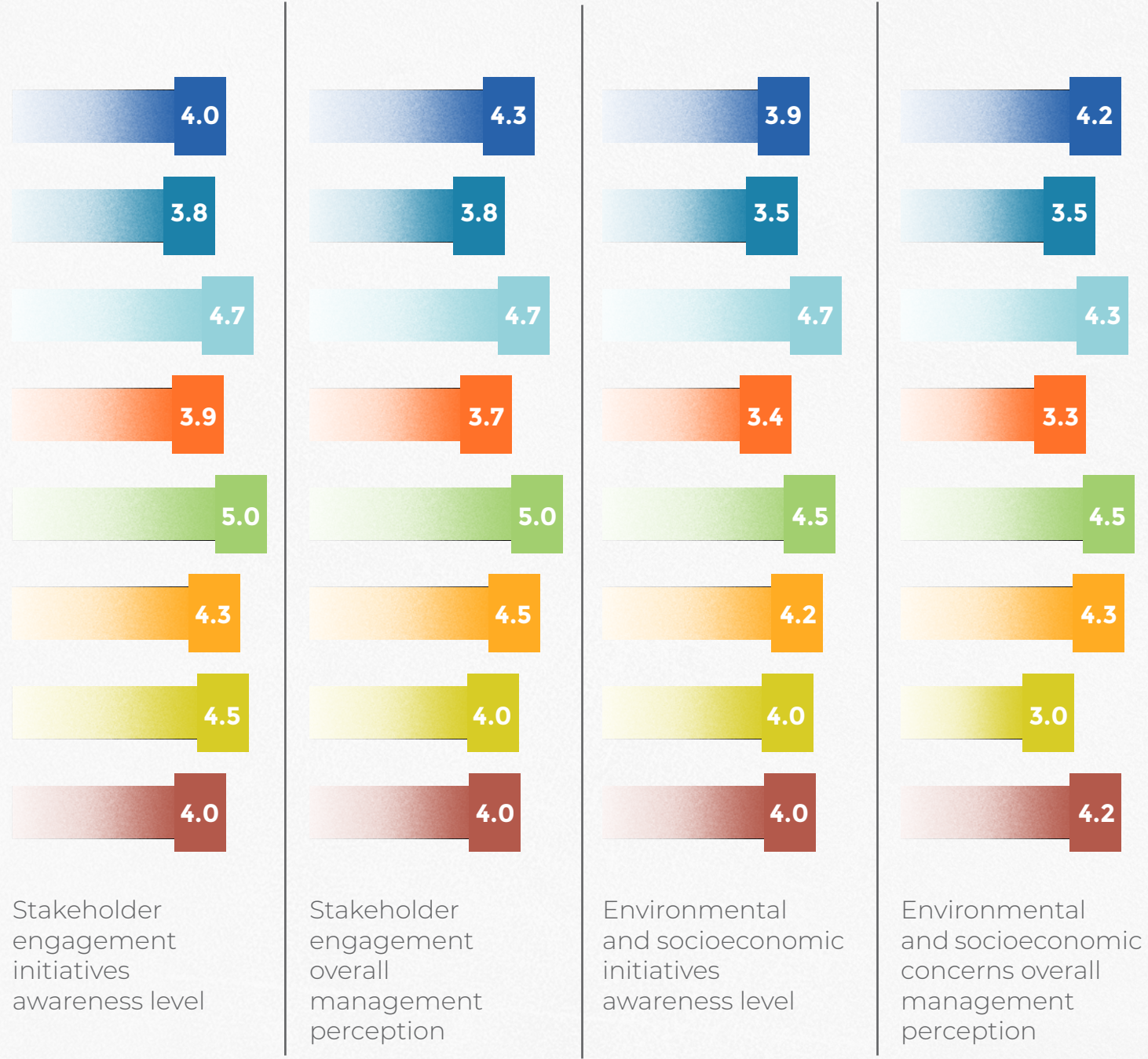
We noted strong stakeholder awareness of our engagement initiatives (4.2 out of 5 average rating) and favorable perception of how we manage these efforts (4.0 out of 5 average rating).

However, survey results indicate variations in awareness and perception of our environmental and socioeconomic initiatives among different stakeholder groups. These initiatives received an average rating of 3.9 out of 5.





# Stakeholders' Awareness of Our Initiatives and Perception of Our Management Efforts



Community Representative   Customer   Investor   Media   Other   Supplier/Service Provider   Analyst   Government Agency

### Suppliers and Service Providers

(N: 83)

We actively engage our suppliers and service providers through various channels, including social media, emails, community events, and both in-person and virtual meetings.

The frequency of our interaction ranges from weekly to quarterly.

Their concerns revolve around supply needs, operations and service, profitability, timely communication of invoices and payments and sustainability, among others.

The priority ESG issues for our suppliers and service providers include reducing dust, waste and emissions; implementing responsible water management; advancing green building initiatives; enhancing health and safety programs; and supporting education and poverty reduction efforts.

### Customer

(N: 32)

DMCI Homes customers are engaged through various channels such as social media, phone/mobile communications, emails, community events, face-to-face meetings and online surveys.

Customer interaction occurs at regular intervals spanning from weekly to annually, ensuring consistent and well-organized touchpoints.


Survey results indicate that customers prioritize expedited reimbursement for construction bonds and seek enhanced transparency and involvement in decision-making processes.

They also advocate for clearer communication on announcements, billing and community events.

Additionally, there is a marked emphasis on safety and security measures, specifically effective pet waste management and infrastructure improvements such as new roads and walkways.

Their priority ESG issues include proper waste management practices, maintaining a clean environment, tree planting initiatives, community wellness activities, opportunities for small businesses, financial transparency and animal welfare programs.






C

**Host Communities**  
(N: 9)

Host community engagement is done through phone/mobile communication, face-to-face meetings, online surveys, social media platforms, community events and orientation/training sessions. The frequency of these interactions is varied, occurring weekly, monthly or quarterly, allowing for continuous and more targeted communication.

Host community members listed several key areas of concern such as livelihood and skills training programs (especially for women), open communication (particularly regular updates and office visits), faster processing and funding of local projects and better enforcement of rules and security measures, among others.

On the ESG front, the respondents identified the following as priority issues: efficient waste management, improved sanitation, calamity assistance, environmental education, reforestation, and the support of community livelihood, education, health and safety.



D

**Media**  
(N: 9)


We engage with our media stakeholders via social media, phone/mobile communication, emails, in-person and virtual meetings, as well as online surveys.

Our interactions take place monthly or quarterly, often aligning with the dissemination of our corporate updates.

Media stakeholders were concerned about the prompt and accurate release of information and swift, efficient responses to their inquiries.

Additionally, they emphasized the importance of having knowledgeable spokespersons to conduct interviews with the regional press.

Identified priority ESG issues include rehabilitating mine sites, controlling air and water pollution, tackling climate change, safeguarding marine life health, advancing reforestation, managing waste effectively, fighting hunger and poverty, creating livelihood opportunities, and securing healthcare access for communities.



F

**Investors**  
(N: 3)


We connect with our investors using diverse and flexible channels such as virtual an in-person meetings, phone/mobile communications and emails.

These interactions typically occur on a quarterly basis to coincide with our earnings updates, and on as-needed basis.

Investor concerns primarily revolve around cash flow stability due to our asset-heavy, cyclical businesses, and the management of ESG-related risks and regulations.

There is also an interest in increasing external representation on our board.

ESG priorities include enhancing worker welfare, protecting the environment, rehabilitating mine sites, reducing our carbon footprint, engaging with communities, increasing the use of renewable energy and planning for an energy transition.



H


**Other Stakeholders**  
(N: 2)

This group includes bank partners, electric cooperatives and other partners, with whom we engage through a variety of channels including social media, phone/mobile communications, emails, community events, face-to-face discussions and online surveys.

Our interaction frequency ranges from weekly to annual, ensuring that we promptly and effectively address their diverse needs.

Their concerns are likewise diverse, covering collaboration with non-government organizations (NGOs), timely announcement of outages, supply reliability, community engagement initiatives and proactive property checking, among others.

Priority ESG issues for this group include waste management, community wellbeing, environmental sustainability, financial transparency and calamity assistance.



E


**Government Agencies**  
(N: 6)

Engagement with government agencies is conducted by way of social media, phone/mobile, emails, face-to-face and virtual meetings, community events and orientation trainings.

The frequency of these interactions is either monthly or quarterly.

Public sector respondents identified alignment with the government's economic agenda and regulatory compliance as concerns.

They also listed reforestation, water resource protection, community livelihood, information dissemination, waste and water management, and community healthcare access as key ESG issues.



G

**Analysts**  
(N: 2)

We engage with our covering analysts through a multi-channel approach that includes virtual and in-person meetings, phone/mobile communication and emails.

The frequency of our interaction ranges from monthly to quarterly, coinciding

with the release of our periodic and quarterly disclosures.

Their concerns centered on the company's growth prospects, participation in conferences and roadshows, as well as financial and operating results.

In terms of ESG, clean energy was their priority issue.



# Materiality Assessment

For the 2024 reporting cycle, we retained the same set of material topics identified in previous years.

Although no new materiality assessment was conducted this year, the existing topics remain highly relevant to our operations and stakeholders.

This continuity ensures consistency in our reporting and enables us to concentrate on implementation, monitoring, and driving performance improvements.



## Materiality Assessment Process



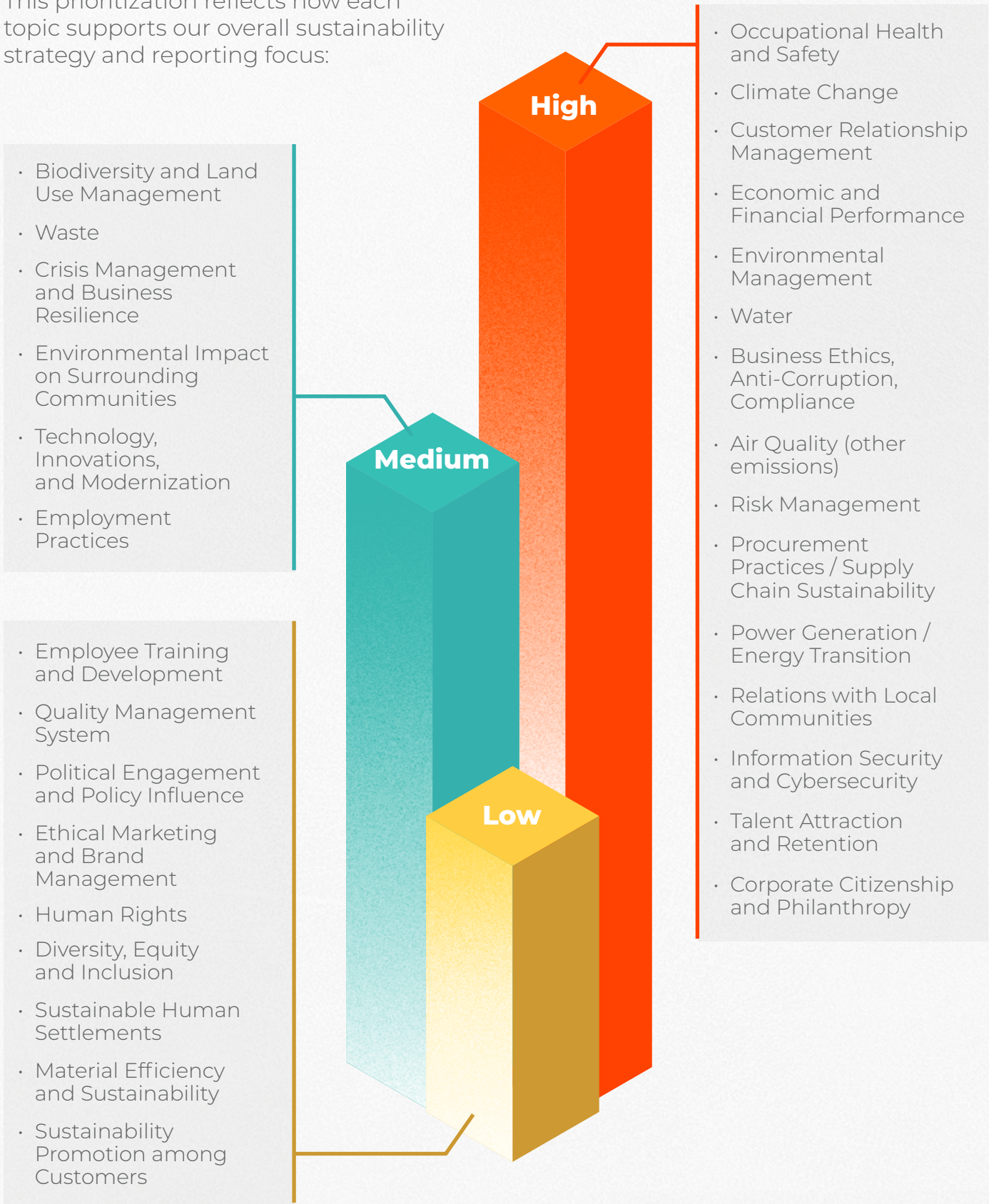
Our current material topics were established through a structured process based on GRI 3-1: Process to Determine Material Topics. In previous cycles, we identified actual and potential impacts on the economy, environment, and society by engaging with internal and external stakeholders, reviewing industry trends, and assessing sustainability-related risks.

We conducted surveys, focus group discussions, and consultations with communities, investors, employees, and regulators to ensure our disclosures reflected a balanced and inclusive perspective. Using a prioritization matrix, we ranked topics based on their significance to stakeholders and their impact on our business.



These material topics continue to shape the content of our sustainability disclosures and inform our management approaches across business units. For presentation purposes, we categorize them by level of priority below.

This prioritization reflects how each topic supports our overall sustainability strategy and reporting focus:



# Material Topics

## UN SDG Mapping



For the 2024 reporting cycle, we retained the same set of material topics identified in previous years.

Although no new materiality assessment was conducted this year, the existing topics remain highly relevant to our operations and stakeholders.

This continuity ensures consistency in our reporting and enables us to concentrate on implementation, monitoring, and driving performance improvements.



# Environmental Stewardship

## Climate Change

**GRI 305:** Emissions (GHG)

Our operations and equipment emit greenhouse gases, which are one of the main causes of climate change.

Within and outside DMC



## Air Quality

**GRI 305:** Emissions (Air)

Our operations abide by air emissions limits, and we aim to reduce emissions wherever possible.

Within and outside DMC



## Waste

**GRI 306:** Effluents and Waste  
**GRI 306:** Waste 2020

Waste generation and discharge can have significant effects on soil and groundwater, potentially leading to water quality issues and stakeholder relationships for our industries.

Within and outside DMC



## Biodiversity and Land Use Management

**GRI 304:** Biodiversity

Mining can disrupt or harm the environment, requiring careful planning, repair, and regrowth.

Within and outside DMC



## Material Efficiency and Sustainability

**GRI 302:** Materials

Overuse of renewable and non-renewable materials may contribute to scarcity and raise overall material costs. Our companies implement material recovery strategies to optimize resource usage, minimize waste, and incorporate recycling initiatives.

Within and outside DMC



## Energy

**GRI 302:** Energy

Energy is a critical component in our operations, and excessive usage may result in higher expenses and energy insecurity.

Within and outside DMC



## Water and Effluents

**GRI 303:** Water and Effluents

Water is a vital resource in our operations, and we are mindful of our usage and adherence to effluent discharge guidelines.

Within and outside DMC



## Power Generation and Energy Transition

**Non-GRI:** Plan for renewable energy transition in the future / current practices on increasing RE share

DMC recognizes coal is essential to the Philippine energy mix, but it equally understands the necessity for renewable energy capacity.

Within and outside DMC





# Social Responsibility

## Employment Practices

GRI 401: Employment

Our workplace regulations and procedures prioritize employee well-being, which has an important influence on company success.

Within DMC



## Occupational Health and Safety

GRI 403: Occupational Health and Safety

We ensure our employees' well-being by reducing the risk of workplace accidents and diseases.

Within DMC



## Diversity, Equity and Inclusion

GRI 405: Diversity and Equal Opportunity  
GRI 406: Non-discrimination

We advocate talent diversity and inclusion in order to boost productivity and develop a positive work environment.

Within DMC



## Human Rights

GRI 405: Diversity and Equal Opportunity  
GRI 406: Non-discrimination  
GRI 408: Labor / Management Relations  
GRI 407: Freedom of Association and Collective Bargaining  
GRI 408: Child Labor  
GRI 409: Forced or Compulsory Labor  
GRI 410: Security Practices  
GRI 411: Rights of Indigenous Peoples

To maintain our stakeholder relationships and social license to operate, we adhere to human rights practices and conventions.

Within and outside DMC



## Talent Attraction and Retention

Non-GRI: Practices followed to create a congenial work environment

We recruit and retain talent by providing opportunities for growth and collaboration, as well as a supportive leadership and recognition.

Within DMC



## Supply Chain Sustainability

GRI 204: Procurement Practices  
GRI 208: Supplier Environmental Assessment  
GRI 414: Supplier Social Assessment

We support sustainability among our varied suppliers in order to reduce negative effects and maximize shared value.

Within and outside DMC



## Community Impacts and Involvement

GRI 413: Local Communities

We regulate our environmental impacts by implementing sustainable practices and technology, reflecting our sustainability commitment to local communities.

Outside DMC



## Corporate Citizenship and Philanthropy

GRI 203: Indirect Economic Impacts

As responsible corporate citizens, we actively support and participate in community projects and activities that have a positive social impact.

Outside DMC



## Customer Relationship Management

GRI 416: Customer Health and Safety

We place an emphasis on our clients and desire to constantly enhance our understanding of their expectations in order to serve them better.

Within and outside DMC



## Ethical Marketing and Brand Management

GRI 417: Marketing and Labeling

Avoiding unethical marketing techniques is essential for ensuring long-term trust, business sustainability, and client base expansion.

Within DMC





# Economic Prosperity

## Economic and Financial Performance

**GRI 201:** Economic Performance  
**GRI 207:** Tax

Economic and financial outcomes are essential drivers for sustainable growth and development.

Within DMC



## Business Ethics and Compliance

**GRI 205:** Anti-Corruption  
**GRI 206:** Anti-Competitive Behavior

Compliance and ethical practices support ESG efforts and drive long-term sustainability.

Within DMC



## Crisis Management and Business Continuity

**GRI 202:** Market Presence

As a result of the pandemic, establishing a business resilience plan is essential to avert shutdowns and job losses.

Within and outside DMC



## Risk Management

**Non-GRI:** Efforts to estimate impacts of sustainability risks, risk management framework, table of risks

Accurate risk assessment, particularly of ESG-related concerns, is vital for business continuity.

Within DMC



# Innovation and Adaptation

## Technology and Innovations

**Non-GRI:** Innovations over the years, instances of adoption of new technology

Keeping up with technological changes is critical for remaining competitive and cost-effective.

Within DMC



## Information Security and Cybersecurity

**GRI 417:** Customer Privacy

Maintaining customer trust and loyalty requires protecting the security of their information.

Within and outside DMC



## Sustainable Human Settlements

**GRI 203:** Indirect Economic Impacts

Safe, affordable, climate-resilient and sustainable housing leads to better social and economic opportunities to residents.

Within DMC

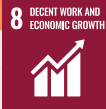


## Training and Development

**GRI 404:** Training and Education

Employee training and development improves skills, job happiness, and retention, which benefits both our workforce and business.

Within DMC






# Our Contributions to the United Nations SDGs

Following our materiality-based mapping, the table below highlights how our programs and performance in 2024 translated into tangible contributions to the United Nations Sustainable Development Goals (SDGs).

These real-world outcomes reflect our commitment to integrating sustainability into core business operations across our subsidiaries and affiliate.





9
INDUSTRY, INNOVATION AND INFRASTRUCTURE


DMCI and DMCI Homes maintain Quadruple A status

DMCI and DMCI Homes are the first in their industries to achieve “Quadruple A” rating, the highest degree of standard set by the Philippine Contractors Association Board. The classification is determined by financial capacity, building experience, and technical expertise.

10
REDUCED INEQUALITIES


P95 million in social investments

We advocate for a discrimination-free workplace, providing equitable treatment for all employees. We pay fairly, reducing socioeconomic disparities. Our community donations support equal income distribution.

11
SUSTAINABLE CITIES AND COMMUNITIES


60% open space in DMCI Homes developments

We encourage sustainable construction by utilizing value engineering, green projects, and environmental activities. As an integrated contractor, DMCI explores methods to increase the value of a project by examining its functions and lowering costs while maintaining or improving performance, quality, and safety.

12
RESPONSIBLE CONSUMPTION AND PRODUCTION



ISO 14001 systems in place

We continuously evaluate and oversee environmental and social performance, with an emphasis on air quality, raw material and energy consumption, water use, waste generation, and community sentiment. This data enables us to make responsible resource utilization and improvement decisions.


13
CLIMATE ACTION


Updated Climate Change Policy

We acknowledge the necessity of climate change adaptation and mitigation. As a result, we invest in technologies and activities that will enable us to better monitor and ultimately reduce our GHG emissions.

14
LIFE BELOW WATER


255 reef balls deployed; 195,168 giant clams propagated; 3,100 sea grass transplanted; 1,902 hectares reforested; 2.74 million trees planted; 678 animals rescued

15
LIFE ON LAND


SMPC supports the Semirara Marine Hatchery Laboratory (SMHL) and Semirara Biodiversity Conservation Center (SBCC), which lead marine rehabilitation and animal conservation initiatives on Semirara Island. DMCI Mining and DMCI Power are both participating in reforestation and biodiversity conservation efforts.

16
PEACE, JUSTICE AND STRONG INSTITUTIONS


Recognized at the 14th Asian Excellence Awards for outstanding governance and investor relations

We prioritize good corporate governance and a harmonious work environment for our employees. This report also outlines our conflict resolution measures.

17
PARTNERSHIPS FOR THE GOALS


Partnered with TESDA and LGUs to support 300+ women on Semirara Island

Our businesses collaborate with a variety of stakeholders on a regular basis to achieve organizational and sustainability objectives. We partner with other businesses, academic institutions, professional organizations, local governments, and non-governmental groups to improve our research, environmental, and other CSR projects.



A photograph of two barn owls perched on a wooden branch. The owl on the right is holding a small white mouse in its beak. Both owls have white faces with dark eyes and brown and white patterned bodies. The background is a blurred green mesh, likely part of an aviary. The top right corner of the image has a dark green overlay with white dots.

# Environmental Stewardship

DMCI Holdings recognizes the environmental impact of its operations. As a responsible corporate entity, we are committed to minimizing our footprint through a comprehensive environmental management strategy.

Our strategy balances business objectives with environmental stewardship, reflecting our deep respect for nature and commitment to sustainable practices.



# Our Approach to Environmental Stewardship

✓ **Environmental Risk Assessments**  
We conduct regular monitoring and assessments to identify and mitigate potential environmental hazards, ensuring the safety of our surroundings and communities.

✓ **Ecological Offsets**  
We support biodiversity preservation and enhancement through habitat restoration, creation, protection and captive breeding and release programs.

✓ **Pollution Prevention**  
We employ engineering and administrative controls to minimize environmental impact and prevent pollution.

✓ **Collaboration and Partnerships**  
We collaborate with stakeholders, including employees, local communities, government agencies and academe, to address shared environmental concerns and promote sustainability.

✓ **Environmental Management System**  
We have obtained ISO 14001:2015 certifications for most of our operations, demonstrating our commitment to systematically identify, monitor and manage environmental risks and opportunities.

✓ **Resource Efficiency**  
We prioritize resource efficiency, optimizing the use of raw materials, water, and energy to minimize waste and depletion.

✓ **Green Technologies**  
We strategically invest in energy-efficient equipment and buildings to reduce our carbon footprint and promote resource-conscious practices.



## Environmental Management



The majority of our companies have obtained ISO 14001:2015 certification for their Environmental Management Systems (EMS).

This internationally recognized standard offers a systematic approach to managing environmental impacts, setting goals, tracking performance, and encouraging continuous improvement.

To obtain this certification, a company's environmental management practices

must be thoroughly audited by a recognized third-party certification organization.

The accreditation is usually valid for three years and includes annual monitoring exams to assure ongoing compliance and progress.

DMCI Power is preparing for Stage 1 ISO 14001:2015 accreditation for its Masbate operations. This approach entails defining EMS policies and procedures, implementing strict operational controls for environmental risk management, and providing extensive people training.

In 2024, the group recorded a total of nine (9) cases of environmental non-compliance, resulting in combined monetary fines amounting to ₱167,000.

Of the nine cases, all were addressed through appropriate regulatory processes.



Environmental Management Systems

Subsidiary	Is an EMS in place?	ISO 14001:2015 Certification
D.M. Consunji, Inc.	Yes	Yes
DMCI Homes	Yes	Not yet
SMPC	Yes	Yes
DMCI Power	Yes	Yes <sup>1</sup>
DMCI Mining	Yes	Yes
DMCI Holdings	Yes	Yes

<sup>1</sup>Coverage: DMCI Power head office and Calapan Power Plant

Environmental Impacts on Surrounding Communities

SMPC, DMCI Power, and DMCI Mining take a comprehensive approach to environmental stewardship, closely monitoring their impact on surrounding communities. This commitment extends to various aspects, including the following measures:

Impact Mitigation Measures

Air Quality Monitoring

Regular monitoring of air emissions ensures compliance with regulations and minimizes the impact on respiratory health within the community.

Shared Water Body Monitoring

Rigorous testing of water quality in shared lakes, rivers, or groundwater sources safeguards the health and well-being of residents who rely on these resources.

Water Disposal Evaluation

Careful assessment of wastewater disposal prevents contamination of local water supplies, protecting the environment and public health.

Land and Noise Pollution Mitigation

Proactive measures like dust control and responsible equipment operation minimize land degradation and noise pollution, creating a more peaceful and healthy living environment for the community.

Aquatic and Terrestrial Biodiversity Conservation

Monitoring and safeguarding local plant and animal life helps maintain a healthy ecosystem and supports the long-term sustainability of the surrounding environment.

With these environmental measures, our companies are able to:

Minimize Disturbance

Reduced air, water, land, and noise pollution ensures a more comfortable and healthy living environment for the community.

Preserve Ecological Balance

Monitoring and responsible practices help maintain a healthy ecosystem, benefiting both the community and the companies' long-term operations.

Develop a Harmonious Relationship with Host Communities

By demonstrating a commitment to environmental responsibility, our businesses foster trust and goodwill with residents, leading to a more open, positive and collaborative relationship.





## Climate

DMCI Holdings recognizes the significance of climate change, a global issue that affects human health, food security, water resources, biodiversity, and economies. We recognize our impact to climate change and are committed to reducing our environmental footprint.

While the nature of our companies may limit our capacity to significantly decrease greenhouse gas (GHG) emissions, we believe we can make a meaningful contribution to combating climate change and global warming.

### Our Enhanced Climate Change Policy

- 1 Improve the knowledge, capacities, and readiness of our employees and other essential stakeholders for climate change adaptation and mitigation.
- 2 Encourage our subsidiaries to create and implement environmental stewardship programs in their host communities.
- 3 Implement energy-efficient technologies and conservation techniques throughout the DMCI Group.
- 4 Collaborate with stakeholders to assist climate change research, mitigation, adaptation, readiness, and resilience.
- 5 Monitor and report on our greenhouse gas emissions and climate change mitigation efforts.
- 6 Consider climate risks and opportunities, and factor them into our corporate strategy and risk management.



Through these commitments, DMCI Holdings continues to advance climate resilience and environmental responsibility, ensuring a sustainable future for our operations and communities.



### Greenhouse Gas Emissions<sup>1</sup>

Thousand Metric Tons CO <sub>2</sub> e	2022	2023	2024
Direct emissions (Scope 1) <sup>2</sup>	3,737	4,190	4,466
Indirect emissions (Scope 2) <sup>3</sup>	22	16.5	20.5
Other indirect emissions (Scope 3)	17,630 <sup>4</sup>	19,639 <sup>5</sup>	15,453 <sup>5</sup>

<sup>1</sup> Includes CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O emissions

<sup>1</sup> GHG Accounting Consolidation Approach: Equity share approach

<sup>2</sup> GHG emissions from coal, diesel, gasoline and oil consumption

<sup>3</sup> Scope 2 location-based emissions

<sup>4</sup> Coverage and included categories: SMPC (Purchased goods and services, capital goods, waste, business travel, employee commuting, leased assets, upstream transport and distribution, fuel and energy related activities; SMPC Coal Segment Scope 3 categories: Use of sold products, transportation and distribution of coal; SMPC Power Segment Scope 3 categories: Transport and distribution of coal, leased assets) and DMCI Holdings Corporate Office (fuel and energy related activities and employee commuting)

<sup>5</sup> Coverage and included categories: SMPC (Purchased goods and services, capital goods, waste, business travel, employee commuting, leased assets, upstream transport and distribution, fuel and energy related activities; SMPC Coal Segment Scope 3 categories: Use of sold products, transportation and distribution of coal; SMPC Power Segment Scope 3 categories: Transport and distribution of coal, leased assets), DMCI Power (purchased goods and services, fuel and energy related activities, upstream transportation, waste, business travel and employee commuting), DMCI (fuel and energy related activities and waste), DMCI Homes (fuel and energy related activities and waste), DMCI Mining (fuel and energy related activities and waste) and DMCI Holdings Corporate Office (fuel and energy related activities and employee commuting)





## Energy

Energy conservation and management are essential to our operations, with a strong focus on both reducing consumption and managing costs. These efforts align with our ISO-certified environmental management systems and Climate Change Policy. Our primary energy sources include coal, diesel, gasoline, and electricity.

Although a company-wide reduction target has yet to be established, various energy efficiency programs have been rolled out across our subsidiaries. DMCI, for instance, has installed solar lighting at select project sites and monitors energy consumption per project based on pre-set energy budgets to ensure accountability and responsible use.

Meanwhile, SMPC has led several energy-saving efforts, including boiler efficiency upgrades, LED lighting installations, solar-powered lighting systems, and the replacement of aging motors with more energy-efficient models. The company has also taken steps to enhance thermal efficiency by repairing and replacing high-energy pipe insulation, reducing furnace refractory, optimizing plant heat rates, and upgrading air-conditioning units to inverter types.

DMCI Mining, through Zambales Diversified Metals Corporation (ZDMC), implemented a targeted energy reduction plan aiming to reduce electricity consumption by at least 1% from its 2022 peak, or keep it below 35,140 kWh.



### Energy Consumption

Thousand Gigajoules (GJ)	2022	2023	2024
Coal, diesel, gasoline, oil	26,271	35,057	37,927
Electricity	50 <sup>1</sup>	63 <sup>1</sup>	132
Solar Power	-	-	1.8 <sup>2</sup>
<b>Total energy consumption</b>	<b>26,321</b>	<b>35,120</b>	<b>38,060.8</b>

<sup>1</sup> Restated coverage: DMCI Holdings Corporate Office, DMCI, DMCI Homes, DMCI Power, and DMCI Mining

<sup>2</sup> SMPC consumption



## Air Emissions



We maintain strict adherence to the Ambient and Source Emission Standards set by the Department of Environment and Natural Resources (DENR), particularly in our power generation plants where air quality has a direct impact on human health, the environment, and nearby communities.

Across the DMCI Group, we consistently monitor ambient air quality and emissions to ensure compliance and transparency. Our power plants undergo regular and rigorous emissions testing in line with the requirements of Air Pollution Source Equipment permits and licenses.

To keep particulate matter and pollutants such as sulfur oxides (SOx) and nitrogen oxides (NOx) within regulatory limits, we employ a range of engineering controls. These include electrostatic precipitators, limestone injection systems, wet scrubbers, cyclone separators, windbreak fences, water sprinklers, and covered coal yards.



### Air Emissions<sup>1</sup>

Thousand Metric Tons	2022	2023	2024 <sup>2</sup>
Nitrogen oxides (NOx)	1,567	4,220	2,753
Sulfur oxides (SOx)	7,551	15,703	20,518
Particulate Matter (PM)	386	319	756

<sup>1</sup> Coverage: Power generation and coal mining operations

<sup>2</sup> Coverage: SMPC



These technical solutions are reinforced by administrative measures, such as coal blending to reduce sulfur content, predictive SO<sub>2</sub> emissions monitoring, and the deployment of continuous ambient air quality monitoring stations.

In line with our commitment to circularity and resource optimization, both SMPC and DMCI Power collect fly ash—a byproduct of coal combustion—and repurpose it as a cement additive or for other industrial uses.

Additionally, our coal mining operations actively minimize fugitive dust and air pollutants by utilizing atomizers, mobile water trucks, dust suppressors, and high-efficiency water sprinklers.





## Water and Effluents

Water is an essential resource across our industries, including construction, mining, power generation, and real estate. As stewards of this vital resource, we are committed to implementing efficient water management practices that minimize our impact on shared local water sources.

A significant portion of our water supply is drawn from seawater, which SMPC collects and processes for industrial and residential use at its mine site, infirmery, employee housing, and community facilities.

This processed water supports a wide range of functions such as dust suppression, equipment cooling, steam generation, cement mixing, reforestation, food preparation, sanitation, and drinking.

To reduce the environmental footprint of water-intensive operations, we have adopted multiple water conservation strategies.

DMCI Homes, SMPC, and DMCI Mining have installed rainwater harvesting systems to help meet their operational and administrative water needs.

In a landmark initiative, DMCI Homes is developing the first residential condominium in the Philippines equipped with a full-scale water recycling and treatment facility, expected to save approximately 314 million liters of water annually when it becomes operational in 2027.

DMCI Mining, particularly through Berong Nickel Corporation (BNC), has also initiated water-saving measures and is in the process of forming an Energy and Water Management Committee. This body will be responsible for crafting and enforcing water conservation policies across operations.

In addition, SMPC and DMCI Power operate various wastewater treatment

facilities to ensure that water discharged from operations meets environmental standards. These facilities include pocket sumps, settling ponds, cooling canals, oil-water separators, and coal sedimentation ponds.

At SCPC and SLPGC, effluents are treated through a combination of neutralization, oil-water separation, and sedimentation processes before being safely discharged.



### Water Withdrawal

Megaliters (ML)	2022	2023	2024
Surface water	3,366	2,700	859
Groundwater	1,931	215	401
Third-party water	514	658 <sup>1</sup>	366
<b>Total freshwater withdrawal</b>	<b>5,811</b>	<b>3,573</b>	<b>1,626</b>
Seawater withdrawal	807,3952	1,174,964	1,489,579

<sup>1</sup> Restated due to error correction



### Water Discharge by Destination Type

Megaliters (ML)	2022 <sup>1</sup>	2023 <sup>2</sup>	2024 <sup>2</sup>
Third-party water	394	1,087	342
Seawater	806,779	1,174,240	1,368,599

<sup>1</sup> Coverage: DMCI, SMPC and DMCI Mining  
<sup>2</sup> Coverage: DMCI, DMCI Homes, SMPC and DMCI Mining





## Waste



Waste management is a critical component of our operations. Beyond regulatory compliance, proper and safe disposal of waste helps reduce environmental impact, supports our sustainability goals, and enhances operational efficiency.

Across the DMCI Group, our primary waste management strategy centers on minimizing waste generation at the source.

Each business unit adopts tailored approaches based on the nature of their operations, while collectively aligning with our broader environmental commitment.

### D.M. Consunji, Inc. (DMCI)

manages construction waste through dedicated Material Recovery and Hazardous Waste Storage Facilities.

These enable on-site sorting, temporary storage, and proper disposal of waste materials.

**DMCI Homes**, on the other hand, utilizes Building Information Modeling (BIM) across all projects to optimize resource planning and reduce rework.

By accurately estimating material requirements, BIM significantly lowers the risk of over-ordering and unnecessary waste.

At project sites, materials are carefully segregated to recover reusable and recyclable items whenever feasible. Waste tonnage is closely monitored, with Safety Officers responsible for ensuring compliance and reporting.

**SMPC** supports responsible waste management in its coal mining and power operations by using volume, weight, and unit-based tracking systems to inform its waste reduction programs.

Waste segregation bins are placed throughout work areas, complemented by facilities for material recovery, composting, and hazardous waste storage.

Used oil is recycled as start-up fuel, fly ash is sold to third parties for use in cement and concrete mixtures, and bottom ash is repurposed by local communities for road construction and hollow block production.

**DMCI Power** implements information-driven strategies to reduce waste at the source.

It carries out daily waste segregation and disposal in partnership with accredited third parties, ensuring that all practices meet environmental standards.

**At DMCI Mining**, a dedicated Waste Management Team oversees sorting, weighing, reporting, and overall compliance.

The company has enforced a “No Plastic” policy, regularly disposes and treats hazardous waste, and monitors both household and industrial waste accumulation.

Specific initiatives also include systematic waste reduction and recovery measures.

To ensure accountability and transparency, DMCI Holdings promotes standardized yet flexible monitoring systems that are adapted to the operational realities of each business unit.

These systems facilitate effective tracking, responsible processing, and ecologically sound disposal practices across the Group.



## Waste Generation

Metric Tons	2022 <sup>1</sup>	2023 <sup>1</sup>	2024
Non-hazardous waste	52,848	39,567	<b>57,577</b>
Hazardous waste	2,029	2,608	<b>3,449</b>
<b>Total waste generated</b>	<b>54,877</b>	<b>42,175</b>	<b>61,026</b>

<sup>1</sup> Restated due to error correction





## Waste Recovery

Metric Tons	2022 <sup>1,2</sup>	2023 <sup>1</sup>	2024
Reused (Non-hazardous)	7,079.5	7,541	24,027
Reused (Hazardous)	1,587	2,374	2,598
Recycled (Non-hazardous)	1,564	2,135	2,734
Recycled (Hazardous)	18	8	48
Other recovery options (Non-hazardous)	297.5	834	752
Other recovery options (Hazardous)	-	8	-
<b>Total non-hazardous waste recovered</b>	<b>8,941</b>	<b>10,510</b>	<b>27,513</b>
<b>Total hazardous waste recovered</b>	<b>1,605</b>	<b>2,390</b>	<b>2,646</b>
<b>Total waste recovered</b>	<b>10,546</b>	<b>12,900</b>	<b>30,159</b>

<sup>1</sup> Restated due to error correction

<sup>2</sup> Coverage correction: DMCI, SMPC and DMCI Power



## Waste Disposal

Metric Tons	2022 <sup>1</sup>	2023	2024
Landfilling (Non-hazardous)	24,839	20,167	12,468
Landfilling (Hazardous)	280	53	44
Other disposal methods (Non-hazardous)	18,248	7,712	17,596
Other disposal methods (Hazardous)	964	1,343	759
<b>Total non-hazardous waste disposed</b>	<b>43,087</b>	<b>27,879</b>	<b>30,064</b>
<b>Total hazardous waste disposed</b>	<b>1,244</b>	<b>1,396</b>	<b>803</b>
<b>Total waste disposed</b>	<b>44,331</b>	<b>29,275</b>	<b>30,867</b>

<sup>1</sup> Coverage correction: DMCI, SMPC and DMCI Power

## Biodiversity and Land Use Management



DMCI Holdings' enhanced Biodiversity Policy demonstrates its commitment to biodiversity conservation.

This policy reflects the company's commitment to environmental conservation, restoration, and sustainable land use methods.

DMCI Holdings ensures that its activities do not infringe on protected reserves or places of essential biodiversity significance by including conservation, mitigation, afforestation, and replanting programs throughout its operations.

The company focuses on ecosystem restoration, with a focus on native species, threatened locations, and biodiversity hotspots.

Beyond conservation efforts, DMCI Holdings is dedicated to educating employees, stakeholders, and host communities about the importance of biodiversity preservation through educational initiatives and training programs.



## Conservation and Protection of Aquatic Biodiversity and Habitats



Since 2010, SMPC has conducted marine rehabilitation efforts on Semirara Island through its Semirara Marine Hatchery Laboratory (SMHL).

SMHL is one of only four private facilities in the Philippines that breeds eight



different types of huge clams, making it one of the few in the world that propagate bivalve mollusks.

As of 2024, it had successfully hatched about 195,168 bivalves from its initial brood pool of 96.

These huge clams, known as *Tridacna gigas*, are critical to the health of Semirara Island’s marine ecology. SMHL also promotes and protects abalone, coral reefs, and seagrass. To date, SMPC has transplanted 3,100 sea grasses and planted 255 reef balls.

SMPC also maintains mangrove sanctuaries on Semirara Island, planting over 623,000 mangroves to improve coastal resilience. DMCI Mining, through BNC, actively contributes to coastal biodiversity conservation by conducting regular biodiversity evaluations and planting over 16,300 mangroves in 2024.

DMCI Mining, through BNC, also engages with the Department of Environment and Natural Resources (DENR) on the Pawikan Conservation Project, which protects and rescues sea turtles in Berong Bay successfully releasing 217 hatchlings in 2024.



**Conservation and Protection of Terrestrial Biodiversity and Habitats**

SMPC manages the Semirara Biodiversity Conservation Center (SBCC), which serves as a wildlife rescue facility on Semirara Island.

In 2024, the facility rescued and rehabilitated 461 animal species, primarily bird species, with ambitions to establish breeding programs for nearly extinct species.

SMPC actively participates in reforestation efforts, having planted over 2.15 million trees on Semirara Island and in Calaca,









and closely monitoring vegetation in mining areas.

DMCI Mining, in collaboration with DENR, Community Environment and Natural Resources Office (CENRO), and local People’s Organizations (POs), has expanded the National Greening Program to include 200 hectares of land.

Over 80 hectares have already been planted with diverse tree species, while another 120 hectares are being prepped for reforestation.

The effort intends to produce 400,000 seedlings while guaranteeing that mining operations follow environmental licenses.

In 2024, the DMCI Group made significant strides in biodiversity and habitat conservation, achieving the following milestones:

	<b>1,811 hectares</b> Habitats Adopted
	<b>1,242 hectares</b> Reforested Areas
	<b>644,377</b> Mangroves Planted
	<b>2,505,920</b> Trees Planted
	<b>678</b> Animals Rescued
	<b>195,168</b> Giant Clams Propagated
	<b>3,100</b> Sea Grass Transplanted
	<b>255</b> Reef Balls Deployed



## Mine Site Rehabilitation

Since July 2022, BNC has been actively implementing its Forestland Management and Rehabilitation Development Plan (FMRDP).

This plan includes land preparation, stabilization, soil enrichment, erosion control and reforestation of mined-out areas.

To date, BNC has successfully rehabilitated over 74 hectares, planting over 180,000 native forest tree species and installing extensive erosion control measures.

These efforts, integrated into the company's Ridge-to-Reef Programs, demonstrate a comprehensive approach to environmental stewardship. BNC spent ₱39.6 million for mine rehabilitation in 2024.

The company's Mining Forest Program drives conservation efforts across various initiatives.

This includes the 15,236-hectare Biak-na-Bato Ridge Afforestation Project, a 24.5-hectare Assisted Natural

**₱39.6 million**

**BNC Mine  
Rehabilitation Spending**

**₱3.6 billion**

**SMPC Mine  
Rehabilitation Spending**

Regeneration Area, and the restoration of 146.67 hectares of mined-out areas. Additionally, BNC established a 20-hectare Bamboo and Agro-forestry Plantations, promoting sustainable land use.

It also supports the Enhanced National Greening Program (ENGP) through the adoption of 256 hectares of ENGP sites.

On the other hand, SMPC has completed the backfilling of Panian mine, once the largest open-pit mine in the Philippines, last 2022.

The company fully covered the pit in six years, well ahead of the original 10-year mine rehabilitation plan. It is now developing a science-based plan to reforest and restore the biodiversity in the area. SMPC spent ₱3.6 billion for mine rehabilitation in 2024.



## Power Generation



DMCI Holdings is dedicated to providing Filipinos with affordable and dependable electricity.

To achieve this purpose, the company's power subsidiaries, SMPC and DMCI Power, invest in maintaining and improving power facilities to comply with environmental requirements, limit waste, and reduce outages.

SMPC uses a variety of engineering and administrative pollution controls in its Calaca Power Complex, which includes SCPC and SLPGC.

It also improves energy efficiency by improving its electrical infrastructure and equipment to reduce energy waste.





### Gross Power Generation by Source

GWh	2022	2023	2024
Coal <sup>1</sup>	3,729	4,890	<b>5,358</b>
Diesel <sup>2</sup>	3.9	-	-
Coal <sup>3</sup>	96.87	141.75	<b>309.82</b>
Diesel <sup>4</sup>	153.63	171.81	<b>171.25</b>
Bunker Fuel <sup>5</sup>	196.9	174.03	<b>197.19</b>
<b>Total</b>	<b>4,180.30</b>	<b>5,377.59</b>	<b>6,036.26</b>

<sup>1</sup> SEM-Calaca Power Corporation (SCPC) / Southwest Luzon Power Generation Corporation (SLPGC)  
<sup>3,4,5</sup> DMCI Power



### Power Generation Installed Capacity by Source

MW	2022	2023	2024
Coal <sup>1</sup>	900	900	<b>900</b>
Diesel <sup>2</sup>	50	-	-
Coal <sup>3</sup>	15	30	<b>30</b>
Diesel <sup>4</sup>	55.45	60	<b>59.50</b>
Bunker Fuel <sup>5</sup>	42	42	<b>42</b>
<b>Total</b>	<b>1,062</b>	<b>1,032</b>	<b>1,031.5</b>

<sup>1</sup> SEM-Calaca Power Corporation (SCPC) / Southwest Luzon Power Generation Corporation (SLPGC)  
<sup>3,4,5</sup> DMCI Power



### Thermal Efficiency of Power Plants by Fuel Source

	2022	2023	2024
Coal	28-37%	24-30%	<b>21-36%</b>
Diesel	-	21-43%	<b>21-43%</b>
Bunker	-	36-39%	<b>36-39%</b>





# Social Responsibility

At DMCI Holdings, we recognize that the advancement and welfare of our employees are fundamental to our company's success.

Our strong commitment to prioritizing employee health and safety, engagement and diversity underscores our dedication to cultivating a positive work environment. We strive to consistently deliver high-quality training and attract top talent, while fostering an inclusive and supportive workplace culture.

The nature of our businesses and our presence across various sectors and communities enable us to make a substantial impact on the

Philippine economy. By building vital infrastructure, generating employment opportunities, supplying affordable electricity, contributing to exports and paying government royalties and taxes, we play a critical role in fostering economic growth and alleviating poverty throughout the nation.

DMCI Holdings acknowledges the importance of establishing enduring and mutually beneficial relationships with our customers, regulators and host communities, as we believe that our success is tied to their continued support. By fostering such collaborations, we promote shared prosperity and contribute to the welfare of our key stakeholders.







## Employment



We take pride in cultivating a diverse and collaborative workforce united by shared goals. Our employees bring a wide range of ideas, perspectives, and solutions to address the evolving challenges faced by our organization and society. Their unique contributions fuel our pursuit of innovation, operational excellence, and sustainable growth.

In return, we are committed to creating a workplace where every employee feels valued and supported. We provide a safe and healthy working environment, fair

compensation and benefits, opportunities for professional growth, and a culture that promotes inclusivity and mutual respect.

As of 2024, the DMCI Group employed a total of 33,866 workers. Of this number, 26,770 (79%) were direct employees including permanent and fixed-term roles, while 7,096 (21%) were indirect employees engaged through contractors or agency partners.

We continue to promote regional development, with 9,775 employees (29% of the total workforce) based outside Metro Manila.

More than 99% of our employees are Filipino nationals, underscoring our strong commitment to nurturing homegrown talent. This commitment also extends to leadership, with over 99% of our senior, middle, and junior managers being Filipino professionals.

## Total Workforce

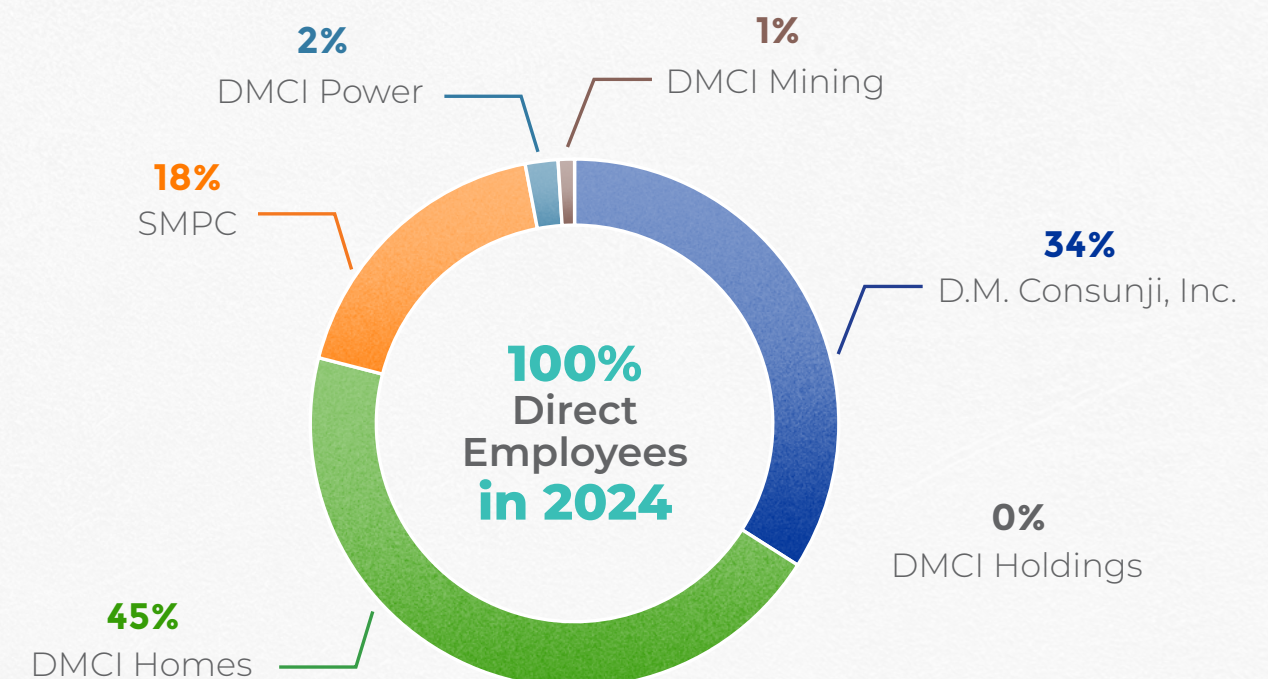
	2022	2023	2024
Employees (direct employees)	30,730	27,154	<b>26,770</b>
Contractors (indirect employees)	3,376	5,858	<b>7,096</b>
<b>Total Workforce</b>	<b>34,106</b>	<b>33,012</b>	<b>33,866</b>



## Direct Employees Breakdown<sup>1</sup>

<sup>1</sup> Direct employees include permanent and temporary or fixed-term employees

by business unit	2022	2023	2024
D.M. Consunji, Inc.	11,148	9,287	<b>9,065</b>
DMCI Homes	14,711	12,599	<b>12,154</b>
SMPC	4,381	4,651	<b>4,873</b>
DMCI Power	298	386	<b>423</b>
DMCI Mining	180	219	<b>242</b>
DMCI Holdings	12	12	<b>13</b>
<b>Total</b>	<b>30,730</b>	<b>27,154</b>	<b>26,770</b>





by gender	2022	2023	2024
Male	28,855	25,165	24,302
Female	1,875	1,989	2,468
<b>Total</b>	<b>30,730</b>	<b>27,154</b>	<b>26,770</b>

by age	2022	2023	2024
Under 30	8,977	7,178	6,934
30-50	18,750	16,881	16,613
Above 50	3,003	3,095	3,223
<b>Total</b>	<b>30,730</b>	<b>27,154</b>	<b>26,770</b>

by employee category	2022	2023	2024
Senior Management	72	82	78
Middle Management	448	365	469
Supervisors, Specialists and Operational Support	30,210	26,707	26,223
<b>Total</b>	<b>30,730</b>	<b>27,154</b>	<b>26,770</b>

by contract	2023	2024
Permanent	8,085	4,160
Temporary or fixed-term	19,069	17,737
<b>Total</b>	<b>27,154</b>	<b>26,770</b>

## Diversity, Equity and Inclusion



At DMCI Holdings, we believe that diversity, equity and inclusion (DEI) are fundamental principles that drive organizational success, innovation and resilience. By cultivating an inclusive environment that respects and values all perspectives, we empower our employees to thrive.

Our approach to talent management is deliberate and comprehensive, encompassing both internal initiatives and external collaborations aimed at nurturing the diverse talent within our ranks.

Through targeted programs and initiatives, we provide opportunities for growth

and advancement, ensuring that our employees feel supported and empowered to reach their full potential within our organization.

We are dedicated to advancing equity by ensuring fair pay and equal access to opportunities and benefits for all employees. Our DEI policy provides guidelines on bereavement leave, annual employee engagement surveys and supporting gender equality and representation.

In 2024, the DMCI Group published its second DEI Report, highlighting our efforts and progress in advancing DEI within our workplace. To access a copy, please [click here](#).







## Gender Diversity

	2022	2023	2024
Percent Women in Total Direct Employees	6	7	9.2
Percent Women in Senior Management	36	37	32
Percent Women in Middle Management	25	35	30
Percent Women in Supervisory Positions	-	21	10
Percent Women in Rank and File Positions	-	6	9



## Age Diversity

		2023	2024
Percent in Total Direct Employees	Under 30	26	26
	30-50	62	62
	Above 50	12	12
Percent in Senior Management	Under 30	0	0
	30-50	41	27
	Above 50	59	73
Percent in Middle Management	Under 30	2	3
	30-50	80	70
	Above 50	18	27
Percent in Supervisory Positions	Under 30	8	7
	30-50	67	64
	Above 50	25	29
Percent in Rank and File Positions	Under 30	28	29
	30-50	62	62
	Above 50	10	9

DMCI Holdings strongly encourages workplace equity by offering employees equitable opportunities, training, and mentorship.

We believe that reducing obstacles to participation improves employee engagement, fosters innovation, and contributes to our organization's success.

Our subsidiaries share this commitment and implement specialized activities to promote inclusiveness within their operations.

**DMCI** coordinates with the Department of Labor and Employment (DOLE) and the Philippine National Police (PNP) to organize learning sessions about women's rights.

DMCI also incorporates a gender equality orientation during the new recruit onboarding process and guarantees that all workers have equal opportunity for growth and development.

**DMCI Homes** established the Site Superintendent Development Program to train and develop project site supervisors or foremen.

Though this has typically been a male-dominated program, the corporation welcomes female trainees, demonstrating its commitment to gender equality in recruiting, training, promotion, and compensation.

The organization uses performance and competency as the sole criteria for advancement to supervisory and higher roles.

**SMPC** employs women in positions such as welders, mechanics, motor pool equipment operators, and technical experts, challenging prejudices in usually male-dominated industries like mining and power.

Gender equality is ensured by firm rules in the HR process, which includes recruitment, performance review, promotion, salary, and employee punishment.

They also provide women's empowerment seminars and provide HMO coverage for women-specific health check-ups.

**DMCI Power** implements gender-neutral recruitment, benefit provisions, succession planning, career advancement, and promotion processes. They also provide gender equality orientations and workshops for their personnel.

**DMCI Mining** enables female field workers by training them as backhoe operators and welders, thereby overcoming preconceptions connected with historically male-dominated roles. The organization ensures a non-discriminatory employment process and a safe, harassment-free workplace. Furthermore, DMCI Mining provides essential amenities such as lactation rooms for lactating women.

Employees from Minority and Vulnerable Groups	2023	2024
Senior Citizens	94	107
Solo Parents	33	65
Persons with Disability	7	3
From Indigenous Communities	24	6





## Training and Development



At DMCI Holdings, we continue to recognize professional growth and career development as essential drivers of employee success and overall organizational performance. Our training programs are intended to produce well-rounded leaders, increase technical competence, and foster a culture of continual learning throughout all business divisions.

We fulfill evolving industry expectations by providing employees with accessible and impactful learning opportunities through structured learning approaches such as self-paced online learning, facilitator-led training, workshops, and mentorship programs.

Each subsidiary's Human Resources Department conducts regular needs assessments to ensure that training programs continue to be aligned with both individual career advancement and corporate objectives.

Furthermore, permanent full-time employees receive monthly performance and career development reviews, ensuring that each employee has a clear path to professional advancement.

## Training and Development Opportunities



### Onboarding Training

Enhances proficiency in engineering, construction, mining, energy production, equipment operation, accounting, and other industry-specific skills.



### Technical Training

Enhances proficiency in engineering, construction, mining, energy production, equipment operation, accounting, and other industry-specific skills.



### Leadership Development

Prepares supervisors, managers, and high-potential employees for leadership roles by strengthening communication, delegation, and decision-making skills.



### Diversity & Inclusion Training

Provides employees with practical strategies to foster inclusivity, reduce unconscious bias, and promote respectful workplace relationships.



### Soft Skills Training

Improves interpersonal skills, teamwork, time management, and problem-solving capabilities.



### Management Training

Strengthens managerial competencies in coaching, performance management, and conflict resolution.



### Compliance Training

Reinforces awareness of company policies, labor laws, environmental regulations, safety protocols, and data privacy guidelines.



2024 Focus Areas in Training & Development

Program Type and Scope

- Technical, functional, leadership, compliance, and behavioral training
- Individual Development Plans (IDPs) for customized career growth

Additional Assistance

- Coaching, mentoring, and internal training via the Learning Advocate Program
- Financial support for external training programs
- Coordination with vendors for specialized training needs
- Customized training programs tailored to employee development goals

Transition Assistance Programs

- Supervisory Development Program for Team Leaders and Supervisors
- Leadership Development Program for Managers
- Outplacement support through workshops and individual career coaching (e.g., financial planning, investment strategies, resume writing, job search strategies)
- Retirement assistance, including financial counseling and transition planning

To cultivate leadership within the organization, DHA runs leadership development programs for high-potential employees, supervisors, and managers, equipping them with the necessary competencies for career advancement.

Meanwhile, SMPC fosters a comprehensive learning environment by offering continuous education in leadership, technical expertise, and key industry topics. Its training programs cover Leadership Development,

Behavioral & Workplace Skills, Environmental, Health & Safety (EHS) Training, Quality Management Systems, and Climate-Related and Sustainability Workshops.

These learning initiatives are delivered through seminars, workshops, online modules, symposiums, and industry conferences, ensuring employees remain well-informed and equipped with the latest industry best practices.



Average Employee Training Hours

by gender	2022	2023	2024
Male	16	17	22
Female	37	38	36

by employee category	2022	2023	2024
Senior Management	10	16	11
Middle Management	30	38	38
Supervisory	17 <sup>1</sup>	19 <sup>1</sup>	42
Rank and File	-	-	22

<sup>1</sup> Coverage: Supervisory and rank and file employees

Learning and Development Programs

DMCI Homes Academy (DHA) utilizes the Talent Learning Management System (LMS) to provide employees with a flexible and accessible learning environment. The academy offers self-paced online learning, classroom training, and interactive learning interventions to enhance skills and knowledge.

Employees also undergo tailored Individual Development Plans (IDPs) to address specific career growth objectives. Additionally, specialized training programs are implemented for priority departments, such as Design & Engineering, Construction, and DPMC.



Total Average Training Hours Per Employee

8	19	24
2022	2023	2024





## Talent Attraction and Retention



At DMCI Holdings, we endeavor to attract, develop, and retain top personnel by building a positive workplace culture, providing competitive remuneration and benefits, and assuring equitable career growth opportunities.

We prioritize open communication by holding regular meetings, conducting employee engagement surveys, and implementing feedback methods to continuously improve the workplace environment.

To improve employee engagement and retention, we use performance-based profit-sharing mechanisms that link rewards and incentives to firm

performance. Furthermore, top experts with demonstrated knowledge are evaluated for appointments to the Boards of Directors of our operational companies.

We recognize the value of work-life balance and family-friendly policies. Whenever possible, we offer flexible work arrangements, such as remote work and flexible work hours.

Our parental leave policies ensure that employees have enough time to adjust to parenting, with 17 weeks of fully paid primary parental leave and one week of fully paid supplementary parental leave.

In 2024, 638 female and 3,211 male employees were hired within the organization. Meanwhile, 397 female and 4,499 male employees left.

We are also happy to share that 96% of female and 97% of male employees returned to work after taking parental leave.



### New Hires Breakdown

by gender	2022	2023	2024
Male	9,027	3,968	3,211
Female	438	508	638
<b>Total</b>	<b>9,465</b>	<b>4,476</b>	<b>3,849</b>

by age	2022	2023	2024
Under 30	4,193	2,672	2,186
30-50	4,893	1,717	1,585
Above 50	379	87	78
<b>Total</b>	<b>9,465</b>	<b>4,476</b>	<b>3,849</b>





Employee Turnover Breakdown

by gender	2022	2023	2024
Male	6,506	7,723	4,499
Female	400	422	397
Total	6,906	8,145	4,896
by age	2022	2023	2024
Under 30	3,202	2,764	1,866
30-50	3,424	4,799	2,719
Above 50	280	582	311
Total	6,906	8,145	4,896

Occupational Health and Safety

The DMCI Group mostly operates in heavy industries, hence occupational health and safety (OHS) is a fundamental and high-priority concern for our firm. We require our subsidiaries to carefully adhere to the highest standards of workplace safety to protect their employees' well-being.

Our Health, Safety, General Welfare, and Employee Development policy demands the deployment of critical resources, such as staff, facilities, and funding, to reduce negative health and safety impacts and improve our employees' overall well-being.

Health and Safety

- Coverage under a health care maintenance program/insurance
- Coverage through group term life and accident insurance
- Annual physical exams, free medical consultations, and health-care facilities.
- Wellness facilities such as gyms, basketball, and badminton courts.
- Sports and recreational programs

General Welfare

- Annual team building and interpersonal skills events encourage camaraderie and relationships among employees and subsidiaries.
- Employee participation in clubs and organizations outside of the company allows them to further develop their abilities and retain contact with industry colleagues.
- Training and seminars, both in-house and outsourced.



## Occupational Health and Safety Management Systems

Subsidiary	Is an OHSMS in place?	ISO 45001:2018 Certification
D.M. Consunji, Inc.	Yes	Yes
DMCI Homes	Yes	Not yet
SMPC	Yes	Yes
DMCI Power	Yes	Yes <sup>1</sup>
DMCI Mining	Yes	Not yet

<sup>1</sup> Coverage: DMCI Power head office and Calapan Power



Our companies have established Occupational Health and Safety Management Systems (OHSMS) which are designed to identify and manage OHS risks, prevent accidents and injuries and promote a healthy

and safe workplace for our employees and other stakeholders.

Majority of our companies' OHSMS are certified to the ISO 45001:2018 standard.

## Occupational Health and Safety at DMCI

DMCI has a specific Occupational Health and Safety Team responsible for employee safety, as well as a Medical Team that addresses health-related concerns.

The organization actively checks its performance on OHS indicators and KPIs against established goals. DMCI evaluates, audits, and acts on the results to ensure the ongoing improvement of its OHS management system.

DMCI has created a mechanism for identifying safety hazards and risks, encouraging employees to report problems without fear of retaliation via an "Open Door Policy." Employees have a variety of ways to express their concerns, including worker representative elections, toolbox meetings, Take 5 programs, and hazard spot reporting.

The corporation requires all employees to attend mandatory health and safety lectures, emphasizing their right to decline risky work during training sessions.

Furthermore, workers assigned to critical activities, such as working at heights, entering confined spaces, and erecting and dismantling scaffolding and equipment, receive specialized training designed to provide them with the knowledge and skills required for hazard identification and the implementation of appropriate controls.

DMCI implements corrective actions and system improvements through management review meetings, safety committee meetings, goal setting, reviewing procedures, work instructions, and policies, improving operational controls, emergency preparedness

planning, supplier evaluation, implementing rewards and recognition systems, and reinforcing the use of Hazard Identification, Risk Assessment, and Control (HIRAC) for accident prevention.

## Occupational Health and Safety at DMCI Homes

DMCI Homes' Health and Safety Policy aims to establish an accident-free workplace. The organization undertakes daily inspections and risk assessments, and the results are periodically forwarded to management for evaluation.

To promote safety, the DMCI Homes safety team offers training programs such as daily toolbox briefings, near-miss reporting, and weekly hazard identification. A root cause analysis approach has been implemented to determine the underlying reasons of on-site accidents, and risk assessments are undertaken on a regular basis to prevent future mishaps.

Physical and medical exams are needed for all staff on project sites. The Medical Team additionally monitors the health status of employees who have pre-existing health concerns using a hot list.

DMCI Homes has established Memorandums of Agreement with hospitals within a 5-kilometer radius of each project site to offer emergency medical care.

The organization is committed to continuously improving its Occupational Health and Safety (OHS) management system, with an emphasis on improving administrative and engineering controls to reduce workplace accidents and other undesirable incidents.



## Occupational Health and Safety at SMPC

SMPC is constantly striving to improve its safety protocols beyond minimum requirements, with the Occupational Health team conducting frequent risk assessments.

The organization promotes a safety culture among its employees by providing regular training on safe work practices.

To provide vital medical services, SMPC has an on-site clinic and infirmary staffed by medical professionals who conduct regular check-ups for employees at risk of work-related impairments.

SMPC also provides on-site emergency transportation and health services around the clock. SMPC built an Occupational Health Office to efficiently manage workers' health-related issues, saving time and resources by eliminating the need for infirmary visits.

The Environmental, Health, and Safety Committees meet monthly to assess and report on the program's effectiveness.

SMPC utilizes planning and assessment measures at its mining site to manage essential risk elements such as slope stability, such as geohazard mapping, pre-start inspections and toolbox meetings.

The company invests in cutting-edge technologies such as weather stations for typhoon and rainfall monitoring, slope stability radars, and PR03- Advanced Equipment Simulators for heavy equipment operators.

SMPC's Calaca Power Complex covers equipment and plant dangers such as electrical shocks, burns, boiler fires, explosions, and exposure to hazardous chemicals. SMPC provides pre-job planning, emergency response equipment, and personnel safety training.

The Risk and Safety Management Program manages day-to-day plant operations, including the reporting of safety occurrences, root cause analysis, and incident investigation management.

## Occupational Health and Safety at DMCI Power

DMCI Power emphasizes safety by providing safety orientations to all new workers, which include training on Hazard Identification, Risk Assessment, and Control (HIRAC) protocols.

Furthermore, all employees are required to pass physical and medical examinations prior to deployment.

The Occupational Safety and Health (OSH) Committee gives employees the authority

to interrupt activities if they believe the situation is unsafe.

The committee oversees incident reporting and management, which includes investigations, corrective actions, and frequent risk assessments. A root cause analysis approach is also in place to determine the causes of on-site incidents.

Employees participate in a variety of training and awareness programs aimed

at improving occupational safety and health, including basic occupational safety and health, construction occupational safety and health, loss control management, HIRAC procedures, standard first aid, CPR, basic firefighting, search and rescue, emergency preparedness and response (including drills), and mental health.

## Occupational Health and Safety at DMCI Mining

DMCI Mining has established comprehensive policies, procedures, and programs to effectively manage and control all occupational health and safety concerns.

The organization hires accredited health and safety professionals to oversee the implementation of these procedures.

Prior to deployment, all workers must complete a safety orientation as well as physical and medical checks.

Furthermore, the organization encourages employees to help develop, administer, and evaluate the Occupational Health and Safety (OHS) management system.

DMCI Mining provides training in risk assessment, firefighting, basic first aid, mental health, basic workplace safety and health, and emergency preparedness.

During these training sessions, the corporation emphasizes employees' ability to decline risky labor.

DMCI Power also supports other health efforts, such as voluntary blood donation, fitness programs, ergonomic office setup, toolbox meetings, and the provision of necessary personal protective equipment. Safety signage, floor markings, and first aid kits are provided in all work areas.

DMCI Mining also offers health services such as the BNC and ZDMC clinics, which are open 24 hours a day, seven days a week for emergencies.

The company established a risk assessment book that covers all stages of mining operations and includes techniques for danger detection, evaluation, and control.

Employees are asked to report any harmful conditions they notice during safety and toolbox briefings.

DMCI Mining has also implemented an incident reporting and investigation mechanism to identify root causes and take appropriate preventive and corrective action.

The Mines and Geosciences Bureau recognized the efficiency of the company's OHS management system with the Safest Mines Award.

This certification indicates DMCI Mining's dedication to providing a safe and healthy work environment for its workers.



Health and Safety of Contractors

Our contractors undergo thorough safety orientation and induction training, encompassing hazard identification, evaluation and control measures.

They are also informed about emergency procedures and evacuation plans and are equipped with appropriate personal protective equipment.

Regular safety inspections and audits are conducted to identify and address any safety concerns or hazards. Our companies' safety management systems encompass contractors, offering them clear guidelines for reporting unsafe conditions or incidents.

This approach ensures that safety remains a priority across all aspects of our operations, including the work performed by our contractors.



Safety Performance

	2022	2023	2024
Work-related fatalities – employees	2	5	2
Work-related fatalities – contractors	1	0	1
TRIR – employees	0.53	0.46	0.20
TRIR – contractors	0.13	0.12	0.21
LTIFR – employees	0.02	0.15	0.11
LTIFR – contractors	0.02	0.07	0.09

TRIR: Total Recordable Incident Rate = total number of recordable incidents x 200,000 / total hours worked by all employees or contractors  
LTIFR: Lost-Time Incident Frequency Rate = total number of lost-time incidents x 200,000 / total hours worked by all employees or contractors

Human Rights



DMCI Holdings acknowledges and upholds each individual's dignity and rights. We are committed to encouraging and safeguarding human rights in accordance with the principles set forth in the United Nations Universal Declaration of Human Rights.

Our organization promotes fair employment practices by providing equal chances for recruitment, hiring, compensation, job assignments, training, promotions, benefits, and career advancement.

We also dedicate ourselves to fostering a workplace that values health, safety, and well-being. Recognizing the hazards inherent in our sectors, our organizations take proactive steps to prevent harassment, accidents, injuries, and occupational illnesses.

We do not tolerate any form of discrimination, harassment, or abuse

in our organization. Our organization values and protects the inherent dignity and rights of all of its workers and stakeholders, regardless of color, ethnicity, social origin, gender, sexual orientation, religion, nationality, age, disability, civil status, or any other attribute.

DMCI Holdings likewise values and supports our employees' rights to free opinion, speech, and privacy. We will preserve their personal information and respect their privacy, while simultaneously encouraging an open dialogue within the organization.

Our companies typically provide employees and their representatives with at least a week's notice before implementing significant operational changes that could substantially affect them.

In the past three years, our company has not recorded any incidents of violations involving the rights of indigenous peoples. Similarly, during the same period, our companies have not had any legal actions or grievances related to child labor, forced labor and human trafficking.





## Supply Chain Management



We recently strengthened our approach to responsible sourcing through the adoption of a formal Supplier Code of Conduct.

This policy outlines the ethical, social, and environmental expectations we require of all suppliers, subcontractors, and business partners working with or on behalf of the Company. It is a key instrument in aligning our supply chain practices with our corporate values and sustainability commitments.

### The Code promotes ethical and responsible business conduct by requiring suppliers to:

Comply with all applicable laws and regulations, including those related to labor rights, environmental protection, health and safety, and anti-corruption

Uphold labor and human rights, such as prohibiting forced and child labor, promoting non-discrimination, providing fair compensation, and ensuring safe working hours and conditions

Demonstrate environmental responsibility by complying with environmental laws, minimizing negative impacts, reducing emissions and waste, conserving resources, and protecting biodiversity

Ensure workplace health and safety through proactive risk identification, emergency preparedness, and continuous safety improvements

Conduct business with integrity, avoiding corruption, bribery, and unethical practices, and respecting fair competition laws

Protect confidentiality and intellectual property, particularly proprietary information shared during the course of business

Extend these standards to their own suppliers and subcontractors, and remain accountable for their compliance.

Suppliers are subject to periodic reviews and assessments to ensure compliance. Non-compliance may lead to corrective action or the termination of business relationships.

By implementing this Supplier Code of Conduct, we aim to foster a more transparent, responsible, and sustainable supply chain—one that contributes to our long-term value creation and risk mitigation goals.

In 2024, we engaged a total of 231 new suppliers, of which 9% and 31% were assessed using environmental and social criteria, respectively.

Our network of over 8,000 suppliers includes 98 critical vendors essential to our operations. In 2024, we invested ₱18 billion (34% of our total vendor expenditure) into local partnerships. This commitment supports the local economy and strengthens our supply chain resilience.







## Corporate Citizenship and Philanthropy



Our dedication to value generation goes beyond company operations. We actively encourage job creation, contribute significantly to tax income, promote local microenterprises, and fund educational activities.

These social efforts directly benefit our host communities by promoting socioeconomic development and improving quality of life.

Our Community Interaction Policy directs our strategic corporate social responsibility (CSR) approach.

We prioritize activities that address local needs and promote sustainable development through targeted investments and collaborations to ensure a long-term positive impact.

## FOCUS AREAS



Education and Training



Environmental Stewardship



Infrastructure



Welfare and Livelihood



Emergency Preparedness and Response

## Infrastructure

- As part of its “Malasakit sa Kustomer” program, **DMCI Power Corporation** donated two container vans to ORMECO on September 9, 2024, to serve as additional office space and boost operational efficiency.
- In support of Brigada Eskwela, **DMPC** donated paint and materials to 20 public schools and implemented additional safety upgrades where needed.
- DMCI Masbate Power Corporation** recently acquired a 20-cubic-meter SinoTruk Howo A7 Euro 4 dump truck for the exclusive use of the Mobo LGU. The vehicle facilitates the hauling of fly ash and bottom ash from DMPC's plant to designated storage or construction sites, reducing landfill waste and repurposing materials for hollow block production.
- ZDMC** invested ₱3.14 million in 2024 to enhance local infrastructure and essential services. Projects included the installation of solar streetlights, upgrades to drainage and irrigation systems, and road improvements to support safer and more efficient transport. Barangays also received digital equipment and construction materials, while peacekeeping efforts and community connectivity were strengthened through training and financial aid.





## Education and Training

- Around 100 engineering students from Central Philippine University – Iloilo visited the **DMCI** construction site of the Philippine General Hospital Multi-Specialty Building on January 12, 2024. The immersive experience offered students a firsthand look at the complexities of large-scale construction, enriching their academic and career readiness.
- **SMPC's** Semirara Training Center, Inc. (STCI) welcomed 94 new graduates who successfully completed technical vocational courses in Automotive

Servicing, Shielded Metal Arc Welding, and Computer Systems Servicing in February 2024. In recognition of their achievements, top graduates were honored with essential tools to support them in their respective trades.

- As part of its 25th anniversary celebration, **DMCI Homes** distributed supplies to 257 students and teachers at Subukin Elementary School in San Juan, Batangas through its “Kaakbay sa Edukasyon” program.

- 21 beneficiaries from the City of Calaca and the Municipality of Balayan completed their Plumbing NCI skills training last March 2024. **SCPC** and **SLPGC**, in partnership with TESDA Regional Training Center and the office of the Batangas 1st District Representative, equipped the trainees with specialized skills and certifications that will enhance their employment and livelihood opportunities.

- To support local capacity-building initiatives, **SMPC** in partnership with BLGU Alegria, offered free computer literacy training to 10 locals in May 2024, held at the DWSSII Computer Laboratory in Semirara Island, Caluya, Antique. The Barangay Computer Literacy Program (BCLP) aims to empower participants with essential computing skills, particularly in MS Word and MS Excel applications. The first batch of trainees from barangay Alegria included local health workers, elected officials, and members of community organizations.

- 24 scholars have completed the 59-day NCI Training and additional 30 days NCII Training for the Automotive Servicing Skills Training Program of **SCPC** and **SLPGC**. This program is conducted through the partnership of SCPC and SLPGC with SkillsTech Batangas Training and Assessment Corp., accredited by the TESDA Regional Training Center-CALABARZON.

- **SMPC's** Semirara Training Center, Inc. (STCI) celebrated the graduation 2024 Class, honoring 98 students for their hard work and dedication in earning certifications across various technical and vocational programs. STCI is a TESDA-accredited technical and vocational school that develops marketable skills, such as welding, and has seen through 1,811 graduates to date.

- **SMPC**, through MV Ma. Cristina, provided free transportation to 345 student-athletes of Semirara Island and Caluya Municipality to support their participation in the Antique Provincial Association Meet 2024 (APAM) held on December 4 to 8, 2024 in San Jose, Antique. This project contributes to fostering youth and sports development in Semirara Island, inspiring young people to pursue their aspirations.

- In 2024, **ZDMC** invested ₱5.53 million in educational programs that benefited students, teachers, and schools across Zambales. The support covered scholarships, facility enhancements, and the provision of digital tools such as Smart TVs, computers, and printers. Internet connectivity was expanded in remote areas, while child development workers received training. The company also backed co-curricular programs and student transport services.



## Welfare and Livelihood

- On March 11, 2024, employees from **DMCI Homes** Corporate Center in Makati extended support to the Welfare Action Foundation of Davao Inc. (Boystown Davao) by donating essential goods such as rice and hygiene products. The initiative was made possible through the annual Virtual Charity Bingo fundraiser, organized by DMCI Homes' HR Department under the "Kaakbay sa Pamayanan" CSR Program.
- To promote oral and personal hygiene among students, **DMCI Power-Calapan** distributed dental kits—including toothbrushes, toothpaste, soap, alcohol, and hand towels—in Barangay Sta. Isabel on March 3, 2024.
- SMPC** supports the DENR's push towards sustainability and waste reduction through its innovative upcycling program that repurposes old shipping containers into comfortable homes for its employees in Semirara Island, Antique. The program has so far refurbished 520 container vans, of which 100 were used as employee housing units in the island. Beyond the environmental benefits, this also promotes economic development in its host communities by providing skills training and livelihood to 100 locals.
- On April 6, June 7, and June 8, 2024, **DMCI** conducted bloodletting drives at its NSCR Viaduct, CAMANA, and EMG project sites, collecting blood from 272 volunteers in partnership with the Philippine Red Cross and Veterans Memorial Medical Center.

- As part of the **DMCI Homes** Malasakit Program, 50 grocery packages were distributed to Indigenous Peoples in the Dinapigue Project site on May 3, 2024, promoting community well-being and inclusion.
- DMCI Homes** launched its 25th anniversary CSR campaign with a medical mission on April 27, 2024, held in Barangay Rosario, Pasig City. About 150 residents benefited from health screenings, consultations, and free medicines.



- DMCI Masbate Power Corporation** kickstarted its Egg Production Livelihood Project on April 2, 2024, by distributing 55 Rhode Island Red chickens to 10 farmers in Brgy. Pitogo, Cataingan, with training and poultry housing support provided in collaboration with JRA Free Range Backyard Farming.
- The Tinogboc Women's Association in Semirara Island, Antique received a new supply of sewing materials from **SMPC** during a turnover ceremony held in March 2024. This empowers 6 women sewers in the community to create more high-value items like window curtains, bed linens, and pillowcases, and enable them to support themselves and their families.

- Through its "Kaakbay sa Pamayanan" initiative, **DMCI Homes** donated proceeds from its anniversary carnival event to Bahay Aruga in Manila, a shelter housing 25 children battling cancer.
- 52 indigent members of the Barangay Semirara Fisherfolks Association (BSFA) received fishing nets during a turnover ceremony held last February. This is part of the ongoing efforts by **SMPC** and the Barangay LGU of Semirara to empower small-scale fisherfolk and improve their living conditions through sustainable livelihood programs.
- The ongoing Doktor ng Barangay Program of **DMCI Power** continued to provide free weekly consultations in underserved communities across Aborlan and Narra, Palawan.
- On October 25, 2024, the Equipment Management Group of **DMCI**, in partnership with the Philippine Red Cross, collected 46 blood bags during a company-wide bloodletting activity.
- From October 18 to 19, 2024, **DMCI Homes** held a two-day medical mission in Pasig City near its Westbank Batching Plant, offering



free screenings and consultations to 150 residents under the "Kaakbay sa Kalusugan" program.

- Residents from San Rafael, Dacanlao, and Calantas in Calaca City, and Barangay Baclaran and Sampaga in Balayan participated in the Operation Tuli Program of **SCPC** and **SLPGC**, in partnership with the Philippine Red Cross Batangas Chapter, Medical Center Western Batangas, and Calaca City Health Office. During the activity, the participants and their parents were also given a free lecture on dengue awareness and prevention.
- In partnership with the Barangay Tinogboc LGU and the teaching staff of Sabang II Elementary School, **SMPC's** quarterly medical mission held in June 2024, provided 260 locals with free medical services, medicines, and access to company infirmary for patients requiring follow-up check-ups and laboratory examinations. A total of 208 patients were attended by a Pediatrician (116), an Obstetrician-Gynecologist (27), and an Internist (65). Meanwhile, 52 patients had availed of the free Hepatitis B blood test.
- A blood donation drive by **DPC** and the Philippine Red Cross yielded 19 successful donations from 36 volunteers, bolstering healthcare support in Oriental Mindoro.
- SMPC**, in partnership with the Land Transportation Office (LTO), inaugurated the new LTO sub-office in Semirara Island last October 14, 2024, making licensing more accessible to island locals nearby communities. The inauguration



event was complemented by a week-long caravan that processed over 500 transactions, including student permits, driver's licenses, and examinations.

- In collaboration with the Provincial Health Office of Antique, **SMPC** conducted a Medical Mission last October 2024, offering cervical cancer screening to 36 women from Semirara Island. This initiative aims to promote early detection and prevention of cervical cancer, reinforcing SMPC's commitment to a healthier community.
- **ZDMC** allocated ₱4.40 million in 2024 to strengthen health and wellness in local communities. Programs included feeding initiatives for undernourished children, medical assistance for indigent residents and seniors, and subsidies for health workers. Health centers were equipped with essential medicines, tools, and office equipment. The company also supported facility upgrades, sanitation campaigns, and disaster preparedness to improve overall healthcare access.
- To foster economic resilience, **ZDMC** provided ₱2.93 million in livelihood support throughout 2024. Farmers, fisherfolk, women's groups, and local transport associations received tools, equipment, and materials to boost productivity and income. Support also included capital and training for micro-enterprises and food processing ventures, enabling communities to pursue more sustainable and self-sufficient livelihoods.



### Emergency Preparedness and Response

- Following a fire that displaced 700 families in Barangays Pagkakaisa and Bagong Silang, **DMCI Power-Palawan** distributed hygiene kits to affected residents on February 6, 2024, helping maintain sanitation in temporary shelters.
- In September 2024, Semirara Island Emergency Action Group (SIEAG) marks its 11th year of equipping residents, **SMPC** employees, and government units with the skills to respond to natural disasters and emergencies. The training activity emphasized the importance of preparedness in ensuring safety and building a resilient community.
- **SCPC** and **SLPGC**, in partnership with Maynilad, local authorities and barangay officials, distributed relief supplies to 1,215 households affected by Typhoon Kristine last November 2024 in Calaca City and the Municipality of Balayan.

### Environmental Stewardship

- In Q1 2024, as part of the Adopt-an-Estero Program, **DMPC's** Corporate Relations and Environment, Safety, and Health Departments joined DENR-EMB Region V in a riverbank clean-up and bamboo planting along Tugbo River, Mobo, Masbate—demonstrating its commitment to environmental stewardship.
- **BNC**, through its Mine Environmental Protection and Enhancement Office, released 217 newly-hatched sea turtles along the coast of Barangay Berong in Q1 2024, reaffirming its commitment to wildlife protection and biodiversity awareness.



- The **DMCI** Levi Mariano Project led a clean-up and replanting initiative along Viejo Road on April 18, 2024, transferring banana trees from Phase 1 to Phase 2. A follow-up road cleaning effort was held on June 15, 2024.
- To support local recycling efforts, the CAMANA Project of **DMCI** donated 107 kg of PET bottles and 193 kg of scrap

cartons to Barangay 35 Dagat Dagatan in Caloocan City on June 22, 2024.

- A tree planting activity was held at the rehabilitated Panian Ecopark in Semirara Island, Caluya, Antique last July 17 to 19, 2024, together with volunteers from **SMPC**, Muti-partite Monitoring Team and Regulatory Bodies.
- To celebrate Ocean Month, **DMPC** released 15,000 bangus fingerlings into the waters of Brgy. Tugbo, Mobo on May 15, 2024, in partnership with national and local agencies.
- **DPC**-Palawan continued its commitment to marine protection by deploying 30 artificial reefs and planting 650 coral fragments in Narra, Palawan, addressing the impact of destructive fishing.
- **DPC** joined the 2nd Pista ng Kalikasan in Palawan on June 5, 2024, contributing to the province-wide reforestation effort by planting 5,000 mangrove propagules.
- A tree-planting event on July 20, 2024, saw **DMCI** volunteers plant 1,000 seedlings of narra, cacao, and star apple in Sitio San Ysiro, Antipolo City, in partnership with DENR and local IP group MASAKA.
- To support coastal protection, **DPC** joined the International Coastal Cleanup on September 7, 2024, collecting 50 sacks of trash in Brgy. Balite.
- A quarterly tree-planting event on September 27, 2024, saw **DPC** plant 150 fruit-bearing trees—



durian, calamansi, mango, and mangosteen—to support local food sources and biodiversity.

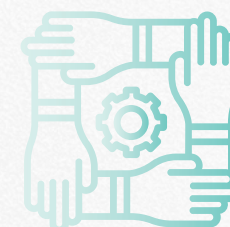
- In observance of National Clean-Up Month, **DMPC** led a river clean-up at Tugbo River on September 6, 2024, engaging employees and local partners in environmental care.
- On July 26, 2024, **DPC**-Palawan planted 150 Bani seedlings near its thermal plant in Narra to help restore coastal greenery and biodiversity.
- In October and December 2024, the Allied Services Group of **DMCI** planted a total of 300 tree seedlings across Taguig and La Mesa Dam to contribute to environmental recovery.
- To support forest rehabilitation, **DPC** restored 20 hectares of degraded forestland in Brgy. Taritien, Narra, planting 10,000 seedlings of Narra, Ipil, Mahogany, and Gemelina under the National Greening Program.
- In a collaborative sea ranching effort, **DMPC**, MAO, and BFAR released 10,000 bangus fingerlings into the coastal waters of Brgy. Fabrica, Mobo, Masbate, enhancing marine biodiversity.
- On November 29, 2024, **DMPC** partnered with DENR-EMB V to conduct a river clean-up under the Adopt-an-Estero Program in Tugbo

River, with support from LGU Mobo and other civic agencies.

- **SCPC** and **SLPGC** participated in the “Calingaplaya: Coastal Clean-up Drive” to support the City Government of Calaca in promoting its “Character City Program”. October celebrates the trait of Respect, demonstrated through the cleanup drive at Brgy. Quisumbing and Camastilisan, showcasing shared dedication to environmental care.



## Community Impacts and Involvement



We hold community and stakeholder consultations with our host communities. During these consultations, we discuss our environmental effect as well as how we might help with their socioeconomic development. Our companies serve an important role as economic drivers in the missionary, remote, and rural communities where we work.

Our companies play a significant role as economic drivers in the missionary, remote and rural communities where we operate.

In 2024, SMPC’s community investments reached ₱26 million, while DMCI Mining’s Social Development and Management Program (SDMP) spending and social investments amounted to ₱61 million. Overall, the DMCI group’s total community investment reached ₱95 million for the reporting year.

During the same period, government royalties from coal revenues reached ₱7.6 billion while excise taxes from nickel sales reached ₱99 million. Meanwhile, proceeds from ER 1-94 totaled ₱105 million.

The timely and fair resolution of stakeholder complaints is a top priority for our companies:

**DMCI Homes** has a Community Relations Committee that addresses complaints and grievances of its homeowners and residents.

**SMPC** has a proactive community engagement and relations program, as well as a grievance reporting channel in place.

**DMCI Power** conducts weekly consultations with the local officials in their host communities as well as conducts community surveys and interviews.

**DMCI Mining** facilitates complaints reporting through their Grievance Mechanism Form.



## Customer Relationship Management



DMCI Holdings remains committed to serving the needs of our customers with fairness, integrity, and professionalism. Through our subsidiaries operating in the construction, real estate, power, mining, and water industries, we strive to provide high-quality products and services at reasonable prices while prioritizing safety, compliance, and customer satisfaction.

To ensure consumer safety and welfare, our enterprises strictly adhere to applicable Philippine regulations, including but not limited to the Condominium Act (RA 4726), Electric Power Industry Reform Act (RA 9136), Mining Act (RA 7942), and National Water Crisis Act (RA 8041).

We also strive to innovate and adopt global standards wherever applicable and possible. Notably, our construction, coal mining, and power industries have all received ISO 9001:2015 accreditation, demonstrating the performance of their quality management systems (QMS).

The ISO 9001 standard is designed to help organizations to implement a QMS that meets customer requirements and improves overall business performance. To obtain ISO 9001 certification, an organization must demonstrate that it has implemented a QMS that meets the requirements of the standard and is effectively managing its processes to consistently provide products and services that meet customer needs and expectations.



### Our Mandates



Treat customers with respect, integrity and professionalism at all times



Deal with stakeholders in a fair and reasonable manner



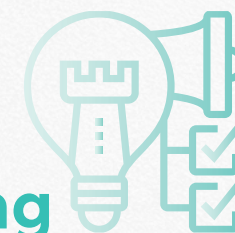
Refer complaints of unfair, deceptive and fraudulent subsidiary and affiliate business practices to the Chief Compliance Officer

DMCI Homes implements its D365 client Relationship Management (CRM) Program to provide integrated client services.

The organization is constantly improving the program by tracking response times, assuring complaint resolution, and proactively identifying process adjustments to avoid repeated difficulties.



## Ethical Marketing and Brand Management



Marketing is a particularly material topic for our real estate business, DMCI Homes. Its sales and marketing teams are responsible for ensuring our adherence to ethical marketing guidelines.

As part of its onboarding process, new DMCI Homes employees undergo a module on "Marketing and Branding 101" at the DMCI Homes Academy.

To ensure the accuracy and validity of information, all material released to the public undergoes thorough research and validation by its research team.

The company strictly adheres to the DMCI Homes' Brand Guidelines for all online campaign materials.

All marketing materials also undergo multi-departmental quality reviews and approvals to guarantee the accuracy of details.

The campaign materials are reviewed by the brands and corporate communications section of the marketing team, as well as the Project Development, Design and Engineering, and Legal departments, if necessary.

DMCI Homes also ensures compliance with legal requirements by obtaining the necessary documents such as License to Sell and Ad Standards Council permits prior to releasing campaign materials to the public.





# Economic Prosperity

DMCI Holdings reported a net income of P19.0 billion for 2024, marking a 21% decrease from P24.0 billion the previous year. [Click here](#) to access DMCI group's 2024 financial performance.

This decline was driven by weaker commodities and electricity prices, lower construction outputs, and a sluggish real estate market.

However, the company's performance was partially offset by record-high contributions from its water utility and off-grid power businesses, as well as the highest-ever coal shipments and power generation.

Our diversified portfolio helped mitigate the impact of challenging market conditions. We remained focused on strengthening our group ecosystem with the addition of the cement

segment, enhancing operational efficiencies and deploying targeted sales approaches to adapt to evolving market dynamics.

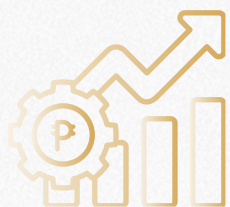
At the same time, our companies diligently monitored and assessed their operations and practices to ensure that our economic objectives are aligned with our environmental and social considerations.

Our goal is to ensure compliance with relevant laws and regulations while minimizing our impact on the environment and fostering positive social outcomes. This approach demonstrates our dedication to responsible corporate citizenship and our commitment to long-term, sustainable growth for the benefit of all stakeholders.





## Economic and Financial Performance



In 2024, our net income dropped by 21% from ₱23.72 billion to ₱18.98 billion largely because of weaker contributions from the integrated energy, real estate, construction and nickel businesses.

During the same period, consolidated revenues contracted by 17% from ₱122.83 billion to ₱102.38 billion due to weaker commodity prices, reduced construction accomplishments and lower real estate revenue recognition.

We are committed to delivering competitive returns to our shareholders.

Our Dividend Policy ensures a dividend payout ratio of at least 25% of the preceding year's consolidated core net income.

DMC's total dividend payout for 2024 reached P1.20 per share or P15.9 billion, which represents 66% of the company's core net income in 2023. DMCI Holdings has a dividend policy that commits to a dividend payout ratio of at least 25 percent of the preceding year's consolidated core net income.



## Dividend Payments

	April Payout		November Payout	Total Payout
	Regular	Special	Special	
2022	₱0.72/share	₱0.72/share	₱0.72/share	<b>₱1.20/ share</b>
2023	₱0.72/share	₱0.72/share	₱0.72/share	<b>₱1.44/share</b>
2024	₱0.48/share	₱0.48/share	₱0.48/share	<b>₱1.20/share</b>

Government royalties declined by 40% from ₱10.68 billion to ₱6.38 billion (expense) due to lower coal revenues. While bulk of the amount (60%) will go to the National Treasury, 40% will be distributed to the host local government units in accordance with the law.

Caluya Municipal Government (45%) and Barangay Semirara (35%).

With lower government royalties, our tax and royalty payments decreased by 38% from ₱20 billion in 2023 to ₱12.4 billion in 2024.

Coal royalties will be divided among the Antique Provincial Government (20%),



## Taxes and Royalty Payments

in million ₱	2022	2023	2024
Corporate Income Tax	4,724	5,025	<b>4,318</b>
Government Royalties	15,963	9,654	<b>7,617</b>
Excise tax	29	1,314	<b>99</b>
Other Taxes and Payments	1,399	3,996	<b>351</b>
Total	22,115	19,989	<b>12,385</b>



Employee benefits and wages increased by 6% from ₱7.82 billion to ₱8.27 billion while community investments reached ₱95 million.

In all, DMCI Holdings generated a total economic value of ₱110 billion, most of

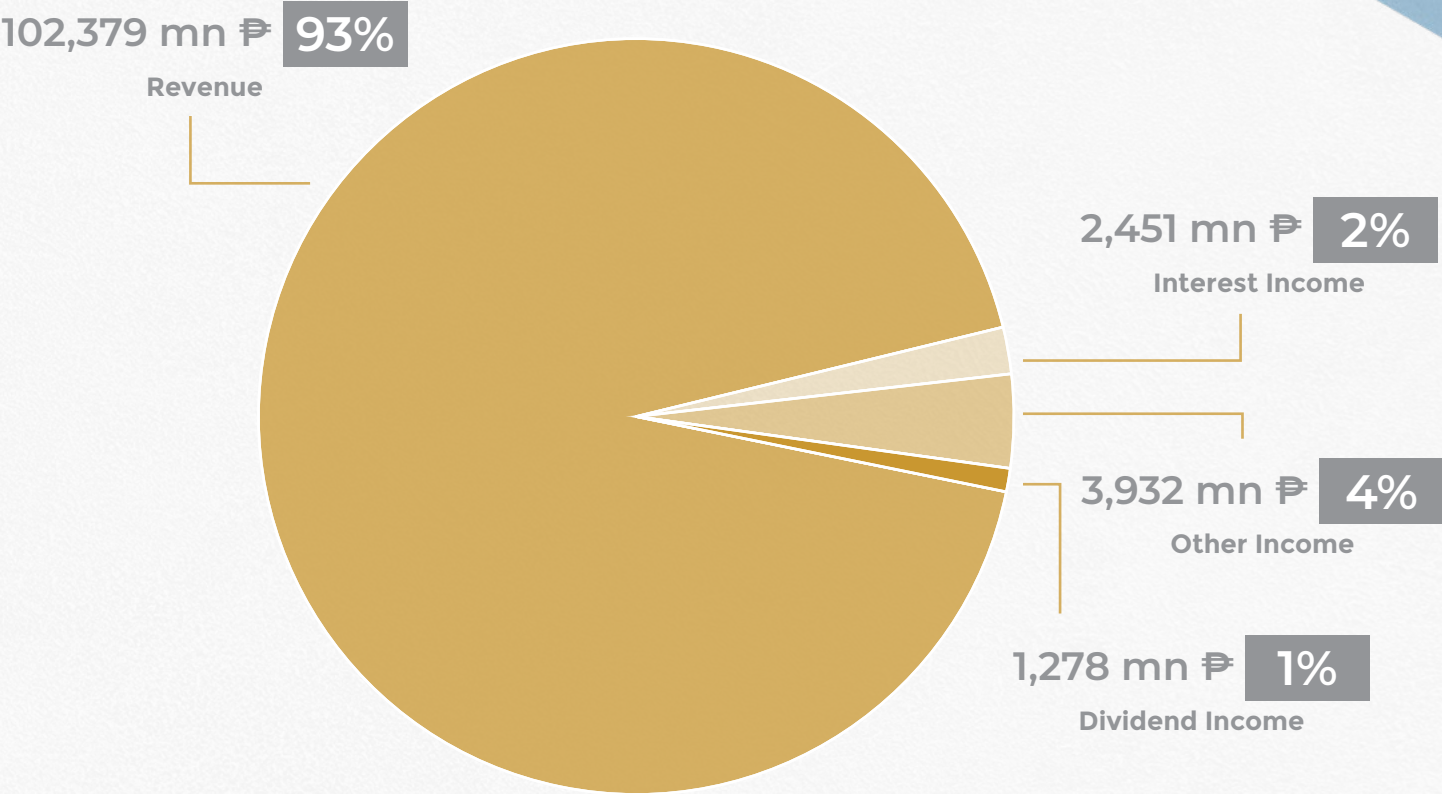
which came from the sale of our products and services. We returned 94% (₱103.9 billion) of this value to our stakeholders in the form of payments, reinvestment, dividends, salary, taxes and royalties.



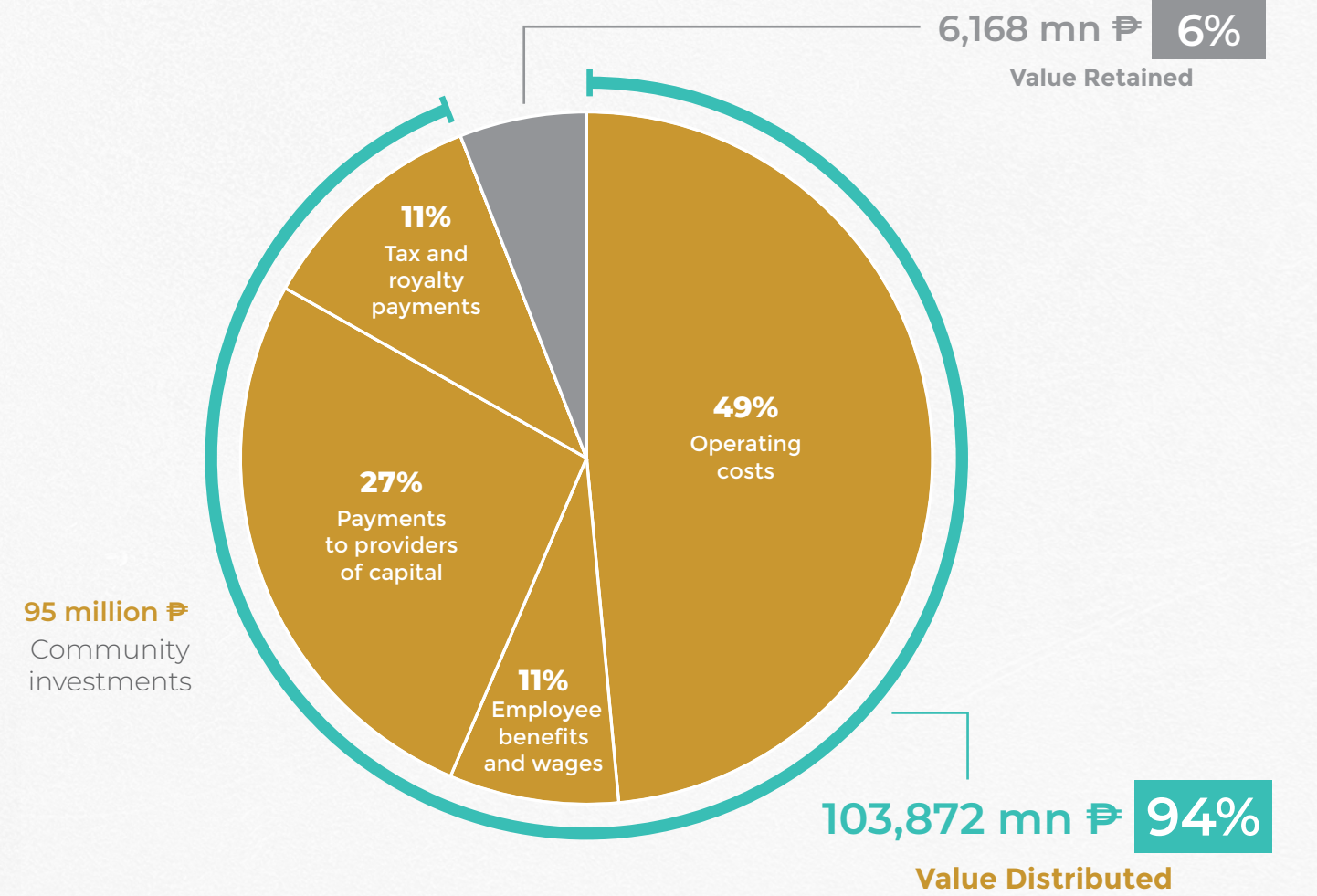
Direct Economic Value Generated and Distributed

in million ₱	2022	2023	2024
Direct Economic Value Generated	145,894	128,869	110,040
Revenue	142,600	122,829	102,379
Interest Income	859	1,989	2,451
Other Income	1,630	3,135	3,932
Dividend Income	805	916	1,278
Economic Value Distributed	118,391	122,743	103,872
Operating costs	56,248	59,874	53,459
Employee benefits and wages	11,959	7,824	8,274
Payments to providers of capital	27,911	34,913	29,659
Tax and royalty payments	22,062	19,989	12,385
Community investments	211	143	95
Economic Value Retained	27,503	6,126	6,168

Direct Economic Value Generated



Economic Value Distributed and Retained





## Corporate Governance



DMCI Holdings is guided by a nine-member Board of Directors with diverse backgrounds. The Board's key responsibilities include setting the Company's strategic direction, evaluating senior executives' performance, and ensuring operations adhere to legal and ethical standards.

Our goal is to maintain a board composition with a balanced mix of skills and experience, helping us adapt to changing business conditions and regulatory requirements.

Our board members bring expertise in various fields such as operations, finance,

economics, business development, legal and regulatory affairs, corporate governance and sustainability.

In keeping with our commitment to diversity and inclusion, Independent Directors make up one-third of the board, and women account for nearly 50% of the board's members. Notably, our Lead Independent Director is a woman, further emphasizing our dedication to inclusive leadership.

For additional information about our directors, including their education and areas of expertise, please visit our website.

## Our Board of Directors and Advisors



**Isidro A. Consunji**  
Chairman and President



**Cesar A. Buenaventura**  
Vice Chairman  
(Non-Executive Director)



**Ma. Edwina C. Laperal**  
Director / Treasurer  
(Executive Director)



**Maria Cristina C. Gotianun**  
Director / Assistant Treasurer  
(Executive Director)



**Jorge A. Consunji**  
Director (Non-Executive)



**Luz Consuelo A. Consunji**  
Director (Non-Executive)



**Cynthia R. Del Castillo**  
Lead Independent Director



**Roberto L. Panlilio**  
Independent Director



**Bernardo M. Villegas**  
Independent Director



**Herbert M. Consunji**  
Board Advisor



**Antonio Jose U. Periquet**  
Board Advisor



**Honorio O. Reyes-Lao**  
Board Advisor

Our Board Charter oversees the Board of Directors' selection process, including board member makeup, jobs, committees, and election procedures. The Charter also outlines the needed number of annual meetings and the desired behavior at these gatherings.

The Board of Directors' functions and responsibilities include evaluating the company's long-term strategies and approving resource allocations, capital investments, and ESG-related projects.

The Compensation and Remuneration Committee determines and approves the board's compensation. Meanwhile, the Nomination and Election Committee (NOMELEC) assesses the Board's and CEO's performance on an annual basis.

The Corporate Governance Committee creates the performance review process,

while several subcommittees of the Board of Directors are tasked with carrying out the Board's decisions and fulfilling their delegated responsibilities.

The Nomination Committee maintains compliance with the "Board Diversity Policy," which aims to keep the Board diverse. Candidates for the Board of Directors are typically proposed by the corporation's stockholders. The NOMELEC then selects members based on their competence, experience, diversity, and integrity, resulting in a balanced Board composition.





Currently, there are no particular ESG criteria or experience requirements for board participation, but candidates must demonstrate honesty, probity, and a strong work ethic.



Assisting the Board in the implementation of good corporate governance are five (5) committees:



The Board Remuneration Policy describes the remuneration structure for executive and non-executive directors, demonstrating DMCI Holdings' commitment to a transparent and fair approach to board member compensation while contributing to the Company's long-term performance.

Types of Remuneration	Process for Deciding Remuneration
 Fixed remuneration	The Compensation and Remuneration Committee (ComRem), which reports to the Corporate Governance Committee, reviews and evaluates the CEO's annual performance. The ComRem reports to the Board and proposes the CEO's remuneration for approval.
 Variable remuneration	Performance-based systems that closely match employee awards and incentives with the company's financial results.
 Per diem allowance	Per diem for attendance to Board meetings
 Bonus and other incentives	Achievement of firm and staff goals, as evaluated by key performance metrics. These financial and non-financial measures are determined during each company's planning or goal-setting sessions.

## Business Ethics and Compliance



To foster ethical conduct across our operations, we advocate for transparent and inclusive policies not only within our organization but also with our partners and suppliers.

At the core of our ethical framework are principles of accountability, transparency and disclosure. We take full responsibility for our business decisions and conduct, ensuring that all duties and functions are performed with the utmost responsibility.

We prioritize transparency by consistently disclosing fair and accurate accounting information in our annual reports. This commitment ensures accountability and fosters informed decision-making by our stakeholders.

Meanwhile, our corporate governance framework outlines our policy commitments, detailing various procedures and preventive measures to address concerns, grievances and potential negative incidents.

The Company recorded no cases or legal actions regarding money laundering, anti-competitive behavior and violations of antitrust and monopoly legislation in the years 2019 to 2023. Similarly, DMCI Holdings has no record of incidents of corruption and bribery for the same years.

From 2020 to 2024, our Company has not made any contributions, either directly or indirectly, in any form, to political parties, politicians or their campaigns.





**Alternative Dispute Resolution Policy:** Promotes the use of alternative methods (outside of litigation) to resolve conflicts involving the Company, shareholders, third parties, and regulators



**Anti-Corruption and Bribery Policy:** Prohibits corruption, bribery, and other unethical practices in business dealings



**Anti-Sexual Harassment Policy:** Protects employees from sexual harassment and outlines complaint procedures



**Code of Business Conduct and Ethics:** Establishes principles for ethical behavior, adherence to laws, and fair business practices, including Accountability, Transparency & Disclosure, Observance of Law, Conflict of Interest, Compliance, Fair Dealings, Intellectual Property Rights, Confidentiality, Corporate Opportunities, Fair Competition, and Anti-Money Laundering; a compliance checklist is filled annually to monitor adherence to laws and a hotline number is indicated to answer employee queries about the Code



**Disclosure Policy:** Outlines procedures for consistent, transparent, and timely public disclosure of material company information



**Insider Trading Policy:** Sets rules for securities transactions involving the Company's shares



**Investor Relations Policy:** Details the role of the Investor Relations team in communicating material company information to analysts and investors



**Material Related Party Transactions Policy:** Governs review, approval, and disclosure requirements for transactions involving related parties of significant value analysts and investors



**Safeguarding Creditors Rights Policy:** Protects creditors' rights and interests in the Company's financial transactions by disclosing information about compliance with loan agreements, collaterals, and guarantees established with lenders



**Whistleblower Policy:** Provides a channel for stakeholders to report concerns about malpractice, violations, fraud, or misconduct



## Risk Management

DMCI Holdings recognizes Enterprise Risk Management (ERM) as a critical driver for effective corporate governance and the achievement of the group's strategic objectives. We are committed to integrating robust risk management practices across strategic, tactical, and operational levels.

Our risk management efforts are guided by an enterprise-wide management framework. This policy details the vision, goals, and objectives of our risk management approach, defines roles and responsibilities related to the process, and provides procedures for risk analysis and reporting. An overview of our risk management process is provided below.

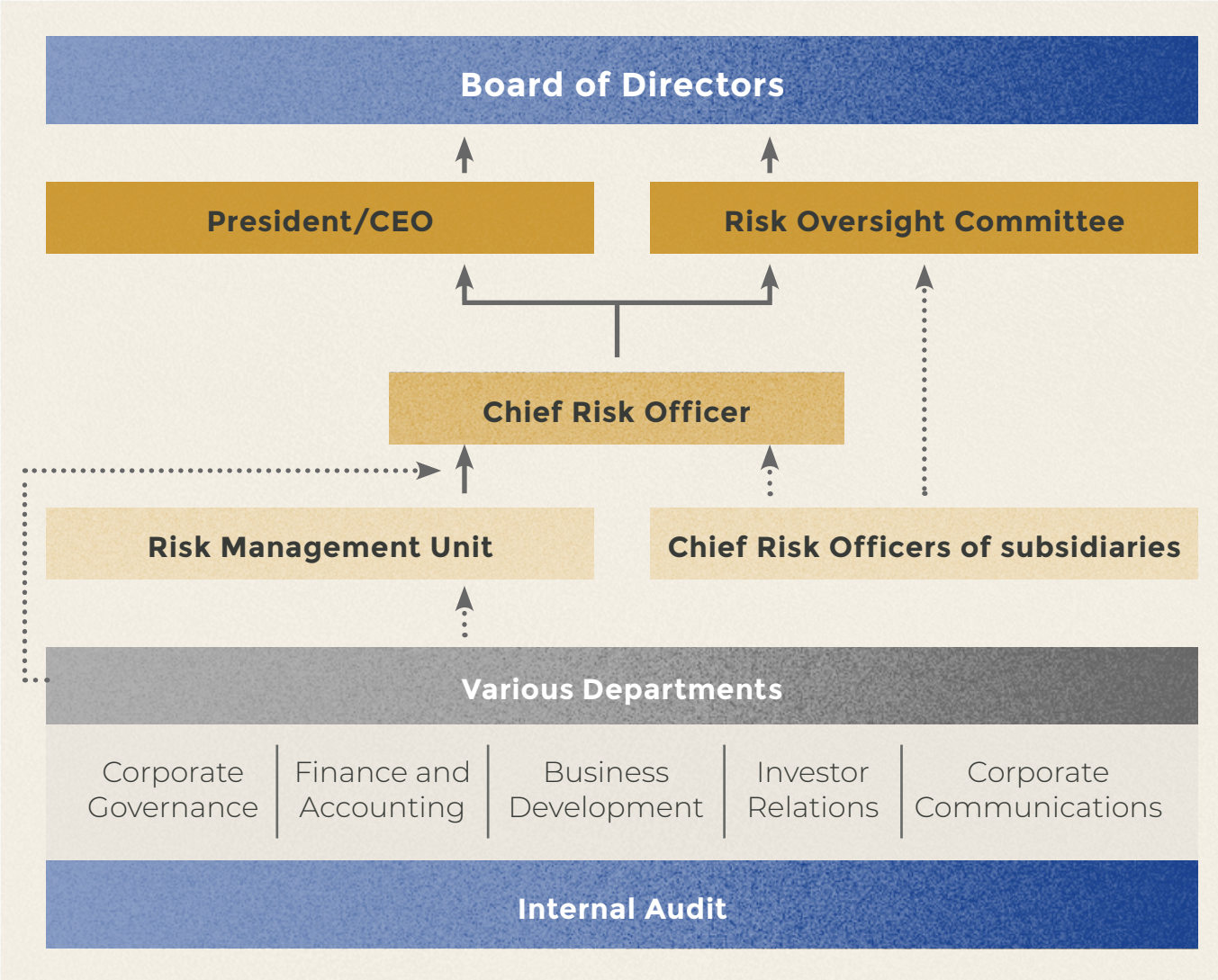
### Risk Management Process





We established a management structure to ensure the successful application of our risk management approach. This structure promotes an integrated and impartial assessment of risks across multiple areas, such as strategic, operational, compliance, and financial.

By using this structure, we can increase risk coverage, reduce functional inefficiencies and overlaps, and avoid personnel misunderstanding caused by a lack of established communication and reporting lines.



To effectively manage risks and ensure the successful execution of our Enterprise Risk Management (ERM) framework, DMCI Holdings has formed a management structure led by the Board of Directors and the Risk Oversight Committee.

Senior leaders, including the Chief Risk Officer, General Counsel, and Chief

Compliance Officer, work together to meet our risk management goals.

We are committed to continuously improving our ERM process, and our internal audit function conducts an independent assessment to determine its efficacy.

# Crisis Management and Business Continuity

Recognizing the critical importance of readiness for potential crises, such as natural disasters, fires, cyber-attacks, system failures, and other unforeseen challenges, we have implemented a robust business continuity framework.

Within this framework, we have devised clear plans and procedures, incorporating backup systems and redundancies, aimed at ensuring uninterrupted operations during disruptions.

A key aspect of this strategy revolves around our commitment to maintaining transparent communication channels

with both internal and external stakeholders.

Through ongoing training and preparedness initiatives, we empower our employees to properly respond to unexpected events as they arise.

Regular review and testing of our business continuity plan is being conducted to ensure its relevance and effectiveness. A structured revision management process is in place to facilitate timely updates in line with evolving threats and industry best practices.





# Innovation and Adaptation

Our innovation strategy connects with our commitment to sustainability and corporate expansion.

We begin by understanding our customers and markets, then determining how new solutions and sustainable practices can meet shareholder commitments and stakeholder needs.

Through close engagement with our customers, host communities, and business partners, we improve the sustainability of our core activities while also discovering new avenues and opportunities for growth.

Throughout our organization, we are constantly exploring and implementing new processes and current technology that promote sustainability. This involves strategic investments to strengthen our capabilities and improve the entire value proposition we provide to our clients.





## Technology and Digitization



Our companies use digital technologies in the workplace to streamline operations and improve business processes.

### DMCI

Advanced construction technologies are utilized in joint venture projects, while time-keeping is digitized and foremen are provided the option to use tablets for their record keeping. The company has also implemented online approval workflows, paperless processes and the use of printers and computers that consume less energy. In addition, a cloud-based email system has been adopted for better communication.

### SMPC

Emissions are managed through onsite technology to limit particulates and emissions. The company also uses state-of-the-art equipment for mine wall and slope monitoring, as well as immersive technology for simulation training sessions. Data analytics and business intelligence tools are likewise used in monitoring and managing company performance.

### DMCI Power

Operational and performance reports are digitized for easier access and monitoring. The status of emissions in the Masbate plant can be accessed online and environment, health and safety manuals and procedures are now accessible through QR code, eliminating the need for physical manuals. E-signing of documents is also implemented for more efficient processes.

### DMCI Mining

The company switched to LED lighting systems and energy efficient office equipment to reduce its carbon footprint.

# In Focus



## Smart Moves: How DMCI Homes Is Building Better, Faster and Greener

DMCI Homes has long been known for building homes that last. Now, it's also becoming known for the way it builds them.

Behind every project is a growing list of innovations aimed at improving how the company designs, constructs and manages its developments. From practical process tweaks to green technology and digital tools, these changes are helping DMCI Homes work smarter, cut waste, and raise the bar across the board.

Let's take a closer look at some of the company's latest moves.

### Learning from Experience

One of the most powerful tools DMCI Homes now uses is the Project Learnings Handbook. This internal guide compiles lessons from past developments and puts them to work in the planning phase of new ones. It's a practical way to avoid repeating mistakes and to build on what works.

Think of it as a cheat sheet—but for smarter, more efficient design.



## Rethinking the Construction Process

Out on the job site, a series of process upgrades is changing the way buildings come together.

The shift to precut baseboards and tiles, for example, makes installations faster and cleaner. Materials arrive ready to go, which reduces waste and keeps the site more organized. Swapping traditional precast elements with light gauge steel (LGS) lintel beams simplifies handling and speeds up installation.

Other innovations are aimed at improving accuracy. By using a wall chaser and varying block types, workers can embed pipes and wires more neatly. This results in cleaner walls and sturdier structures, with less concrete waste in the mix.

Construction teams are also adopting modular solutions. Prefabricated guardhouses and benches are easier to transport and assemble, and they reduce the need for on-site casting. These kinds of changes make it easier to stick to schedules and budgets—without compromising quality.



## Small Touches, Big Impact

DMCI Homes is also upgrading the everyday features of its developments.

Pools now use a salt chlorinator with ozonator instead of chlorine, offering a gentler and more sustainable way to disinfect water. In-unit enhancements like USB Type-C outlets, undermount sinks, and exposed shower assemblies aren't flashy, but they make a real difference in how people experience their homes.

Even the airwell covers have been improved. New versions combine concrete and steel to boost both safety and design, while helping bring in more natural light and air.

## Building for the Long Term

Sustainability is one of the driving forces behind DMCI Homes' latest tech upgrades.

LED solar floodlights are now being used in many developments. They reduce energy use while improving visibility and safety. The company has also started installing EV charging stations, showing a clear commitment to supporting the growing electric vehicle movement.

On-site, the shift from fuel-powered to electric vibrators cuts down on noise and emissions. A concrete planer with vacuum attachment helps reduce dust, creating a cleaner environment for workers and nearby residents. Water-saving systems are also in place, including a combined detention and rainwater tank setup for irrigation, and a spring water reuse system at Fortis Residences that treats and recycles water for non-drinking purposes.



Going Digital

Behind the scenes, digital tools are making project management faster and more reliable.

An automated dashboard now tracks drawing lists and productivity in real time. This means teams can spot delays early and make better decisions based on data. Tools like the centralized drawing list, the billing tracker, and the OPCEN document monitoring system help keep everything organized—from payments to paperwork.

The Quality Assurance System (QAS) digitizes how non-conformance reports are created, tracked, and resolved. There’s also a Planners Library on SharePoint, which acts as a shared workspace for project managers, designers, and engineers.

On the technical side, Python Dynamo programs are being used to automate layout planning and quantity estimates. These scripts help speed up modeling

for MEP systems, paint, and tile layouts—saving time while reducing manual errors.

Even the way teams handle variation orders has gone digital. Through a dedicated Power App, the VOA submission system tracks requests from start to finish, giving everyone a clear view of what’s been approved, what’s pending, and what’s been implemented.

Smarter Today, Better Tomorrow

None of these innovations are done for show. They’re built around real problems, with practical solutions that benefit teams, homeowners, and the environment.

DMCI Homes is proving that construction doesn’t have to stick to the old ways. With the right mindset—and the right tools—building better is within reach. And for DMCI Homes, that future is already taking shape, one smart step at a time.



Information Security and Cybersecurity



DMCI Holdings acknowledges the growing risk of cyber-attacks and data privacy threats, and places great emphasis on strong data privacy controls to protect the data of our employees, businesses, and customers.

Our data protection policies are outlined in our Data Privacy Manual, which follows the Republic Act 10173 (Data Privacy Act of 2012) and the guidelines of the National Privacy Commission (NPC).

We conduct regular Vulnerability Assessments and Penetration Testing, performed by a third-party organization, to evaluate our performance in data protection. Additionally, any breaches are reported annually to the NPC since 2018.

In 2024, there were a total of 31 substantiated complaints related to breaches of customer privacy and data loss across the group. These included





1 complaint from DMCI and 30 complaints from DMCI Homes, all of which were thoroughly investigated and addressed through their respective formal grievance mechanisms.

No complaints were received from regulatory bodies, and no reports of privacy violations were lodged at SMPC, DMCI Power or DMCI Mining outside of the aforementioned cases.

Despite these incidents, the group remains proactive in enhancing data protection protocols. Cybersecurity awareness programs, infrastructure upgrades, and incident response plans are in place to prevent future breaches.

We continue to refine our data governance framework and ensure that all employees are well-informed of their responsibilities in safeguarding customer information.

In fact, we recently adopted a Cybersecurity and Information Security Policy.

This initiative reflects our ongoing responsibility to protect the integrity, confidentiality, and availability of data across all our operations, in line with global best practices and stakeholder expectations.



This policy applies to all directors, officers, employees, contractors, and suppliers who interact with our IT resources, ensuring a company-wide approach to digital security. Key elements include:



**Governance and Oversight:** A dedicated IT risk management team has been established, with cross-functional representation from IT, cybersecurity, legal, compliance, and other relevant areas. The Chief Strategy and Sustainability Officer oversees the implementation and continuous improvement of the policy.



**Risk Assessment and Mitigation:** Regular risk assessments are conducted to proactively identify vulnerabilities and develop mitigation strategies. Critical third-party vendors undergo security evaluations to ensure alignment with our standards.



**Information Security Controls:** We enforce a strong password policy, implement Multi-Factor Authentication (MFA) for critical systems, and apply strict access controls based on a need-to-know basis. Data is encrypted in transit and at rest to protect sensitive information.



**Technical Safeguards:** Our IT infrastructure is protected by firewalls, intrusion detection systems, and proactive patch management. Regular security testing ensures ongoing resilience against cyber threats.



**Incident Response and Business Continuity:** We maintain a comprehensive incident response and disaster recovery plan to ensure timely action and minimize disruption during cyber events. Employees are encouraged to report any suspicious activity immediately.



**Training and Awareness:** Employees undergo periodic cybersecurity training focused on threat identification, phishing prevention, and secure digital behavior.



**Compliance and Continuous Improvement:** The policy is subject to regular audits and updates, ensuring compliance with applicable laws and alignment with evolving cybersecurity standards.

This policy not only protects our digital assets but also supports the long-term sustainability and trustworthiness of our operations—safeguarding stakeholders in an increasingly complex digital environment.





## Sustainable Human Settlements



DMCI Homes was established with the goal of providing affordable yet high-quality homes for middle-class families in Metro Manila. In order to achieve this, our real estate projects undergo careful design and continuous updates to ensure that residents can enjoy healthy and well-balanced lives.

Our residential condominiums are conveniently located near major business centers, malls, schools, hospitals, and government offices, and are easily

accessible by public transportation. Each community has a gated entrance and perimeter fence, with a limited number of buildings for security and privacy.

To promote sustainable living, most of our buildings adopt the Lumiventt Design Technology, a patented feature that creates cross-ventilation using basic principles of airflow through sky patios, breezeways, vents, and 3-storey high openings on both sides of the building.

This engineering feature is complemented by central garden atriums and single-loaded hallways, providing an open and airy feel to the interior spaces. Rainwater harvesting systems, sewage treatment facilities and waste segregation areas are also found in some DMCI Homes projects.

The company also prioritizes green spaces and maintains a 60:40 footprint-to-building space ratio to ensure ample room for gardens and other open areas. Our residents have access to resort-like amenities such as adult and kiddie

### Eco-Friendly Condo Living

DMCI Homes demonstrates its commitment to sustainability through initiatives fostering environmental consciousness within its communities.

The 2023 Homegreens Campaign promotes home gardening, showcasing resident successes to inspire others. Informational seminars on balcony gardening, composting and hydroponics provide residents with the knowledge and resources for self-sufficient practices.

Alongside gardening, DMCI Homes encourages energy and water conservation. Infographic campaigns

swimming pools, badminton and basketball courts, landscaped open areas, playgrounds, jogging and biking paths, and more.

Our focus on promoting healthy and well-balanced living extends beyond the buildings themselves, to the green spaces and amenities that enrich our communities. We are dedicated to creating a safe, comfortable, and enjoyable living experience for our residents.

and community programs raise awareness, while standard practices like reduced lighting in common areas and signages reinforce the message of mindful consumption.

DMCI Homes actively promotes waste reduction, recycling and reuse. Partnerships like the “Cartons for Communities” initiative with Tetra Pak and the Del Monte Foundation facilitate beverage carton recycling. Additionally, decluttering and recycling programs, as well as community clean-up activities, directly engage residents in waste reduction efforts.



# Sustainability at Maynilad



Maynilad continued to elevate the quality and sustainability of its water and wastewater services in 2024 by expanding treatment capacity, improving network efficiency, and strengthening its climate resilience initiatives.

Building on its 2023 milestones, the company accelerated infrastructure upgrades and

intensified efforts to recover and optimize water resources. In 2024, Maynilad replaced an additional 143 kilometers of aging pipelines across Caloocan, Valenzuela, Pasay, and Bacoor, recovering 33 million liters per day (MLD) of water—benefiting over 200,000 customers—and pushing its total pipe replacement progress to 69% of inherited pipes, with a 78% target by 2027.



To address physical and commercial losses, it conducted 6,900 anti-illegal operations in the first eight months of the year, recovering 560,000 cubic meters of water and generating ₱62 million in revenue from resolved violations.

Further reinforcing water efficiency, Maynilad repaired over 28,000 pipe leaks in the first half of 2024 alone, recovering 198 MLD—enough to supply around 198,000 individuals.

The company also ensured continued water supply despite the El Niño phenomenon, with no service interruptions reported from May 1–15, thanks to the sustained 50 CMS raw water allocation from Angat Dam.

To supplement this supply, Maynilad ramped up production from deep wells, reused water, and nearby rivers, while calling on customers to practice water conservation.

In wastewater management, Maynilad significantly advanced its sewerage services. It cleaned 272 kilometers of sewer lines in the first half of 2024—already meeting 54% of its annual target—and continued offering free septic tank cleaning services in unsewered areas.

Major projects progressed as well: the ₱1.6-billion Cupang Water Reclamation Facility in Muntinlupa neared completion, designed to treat 46 MLD of wastewater and serve 33,000 residents.

The ₱695-million sewer expansion project in Parañaque is set to benefit 35,000 residents by 2025.

These efforts are part of a larger ₱19-billion program that aims to install 121 kilometers of new sewer lines by 2027.

In February 2024, Maynilad also commissioned a new sewage treatment plant in Valenzuela, initially treating 12 MLD of wastewater with a target capacity of 60 MLD—serving nine barangays and 300,000 residents.

Additionally, Maynilad launched its pioneering Bio-Bricks Project, converting biosolids from septage treatment into construction bricks, reinforcing its commitment to circular economy practices and carbon footprint reduction.

These initiatives, combined with Maynilad's tree-planting, reforestation, and renewable energy programs, underscore its continued transformation into a climate-smart utility, further advancing toward its goal of climate neutrality by 2037.

## Water Utility Specific Metrics



Maynilad offers water and wastewater services to the 17 cities and municipalities in the West Zone of the Greater Metro Manila Area. Since re-privatization in 2007, the corporation has invested approximately ₱265 billion in capital expenditure initiatives to enhance and expand operations.

Maynilad invests in new treatment plants, as well as extensive network maintenance and improvements, to provide clients with affordable, dependable, and sustainable

water solutions. This encompasses leak detection and repair, pipe replacement, and facility restoration.

In 2024, Maynilad's water service connections increased from 1.53 million to 1.55 million, representing a 1% uptick in the number of customers served, from 10.3 million to 10.4 million. The total volume supplied (billed volume) also rose by 3%, from 538.4 million cubic meters (MCM) to 553.5 MCM.







Water Metering

	2022	2023	2024
Total number of customers	9,558,103	9,689,705	9,846,406
Total number of customers with individual water meters	1,522,992	1,532,463	1,551,904

Maynilad continued to implement targeted strategies in 2024 to reduce non-revenue water (NRW) and improve system efficiency. The company achieved a notable improvement in total system losses, reducing overall water losses from 43% in both 2022 and 2023 to 40% in 2024.

At the District Metered Area (DMA) level, which provides a more localized assessment of water loss, the company

also made significant progress, bringing down losses from 35% in 2022, to 31% in 2023, and further to 27% in 2024.

These reductions reflect Maynilad's continued investments in leak detection, pipe rehabilitation, pressure management, and metering accuracy to ensure more efficient water distribution and minimize wastage.



Water Losses

	2022	2023	2024
Percentage of water losses (Total level)	43%	43%	40%
Percentage of water losses (DMA level)	35%	31%	27%

In 2024, Maynilad strengthened its commitment to responsible wastewater management and sanitation services across its concession area. A total of 9,028 new domestic sewer service connections

and 399 new non-domestic sewer service connections were established, expanding the reach of the company's sewerage network. As part of regular maintenance and sanitation efforts, 98,216 septic

tanks were desludged, and 6,948 sewer manholes were cleaned. Additionally, 542.13 kilometers of sewer lines were cleared to prevent blockages and maintain system integrity.

Additionally, during early 2024, Maynilad commissioned a new sewage treatment plant in Marulas, Valenzuela, capable of treating 12 million liters of wastewater daily, with a future capacity of 60 MLD once a 27.4-km sewer network is completed. Serving nine barangays, this facility is part of Maynilad's growing wastewater infrastructure, which will reach 27 treatment plants by 2027.

Additionally, Maynilad launched its "Bio-Bricks Project," converting biosolids—a byproduct of septage treatment—into eco-friendly bricks for facility construction. Partnering with GA

Nexuz, Inc., Maynilad aims to produce 372,000 bio-bricks initially, promoting resource reuse, reducing waste disposal costs, and supporting its broader sustainability and carbon neutrality goals.










Maynilad's wastewater treatment facilities processed a total of 75,175 million liters of wastewater during the year.

As of 2024, the company's sewerage coverage reached 25%, serving approximately 2.5 million people, while sanitation coverage stood at 64%, benefiting around 6.25 million people.

These figures reflect the company's ongoing efforts to expand access to safe and efficient sanitation services, aligned with its mission to protect public health and the environment.



Wastewater and Sanitation Metrics

 <b>9,028</b> New domestic sewer service connections	 <b>399</b> New non-domestic sewer service connections	 <b>98,216</b> Septic tanks desludged	 <b>6,948</b> Sewer manholes cleaned	 <b>542.13</b> Sewer lines cleaned (km)
 <b>75,175</b> Volume of treated wastewater (million liters)	 <b>25%</b> Sewerage Coverage	 <b>2.5 million</b> No. of people with sewer cover	 <b>64%</b> Sanitation Coverage	 <b>6.25 million</b> No. of people with sanitation cover





## Economy and Governance



In 2024, Maynilad generated a total direct economic value of ₱33.93 billion, primarily from the provision of water and wastewater services, as well as interest and other income.

From this, ₱22.27 billion was distributed to stakeholders through operating costs, employee wages and benefits, payments to capital providers, government dues, and community investments.

Specifically, the company allocated ₱6.51 billion for operating costs, ₱2.89 billion for employee wages and benefits, ₱2.45 billion in payments to capital providers, and ₱4.74 billion in taxes and other government contributions.

Maynilad also invested ₱33 million in community development programs.

The economic value retained by the company for future reinvestment and growth amounted to ₱5.65 billion, reinforcing its financial sustainability and capacity to support long-term development goals.

This economic contribution reflects Maynilad's ongoing commitment to value creation not only for its shareholders, but also for its employees, partners, communities, and the broader economy.

Direct Economic Value Generated and Distributed in 2024 million ₱	
Direct Economic Value Generated	33,927.35
Revenue	33,494.51
Interest Income	404.84
Dividend Income	28
Economic Value Distributed	22,270
Operating cost	6,507
Employee benefits and wages	2,892
Payment to providers of capital	2,447
Payment to government	4,736
Community investments	33
Dividends Distributed	5,654
Economic Value Retained	12,433

## Anti-Corruption

In upholding the highest standards of integrity, Maynilad firmly opposes any form of bribery and corruption in its business operations. To this end, it has established an anti-corruption policy, mandating compliance from all employees.

In 2024, 346 employees underwent anti-corruption training, reflecting Maynilad's proactive efforts to eradicate corruption. The company recorded zero cases of corruption and bribery in 2024. Similarly, there were no instances of employees being dismissed or disciplined for corruption.

## Business Ethics

Maynilad has a code of conduct that sets anticipated standards of behavior that are consistent with the company's basic principles of honesty, integrity, customer service, excellence, teamwork, and patriotism.

This code addresses a variety of ethical issues, including discrimination, conflicts of interest, antitrust violations, and whistleblowing. To ensure adherence, the corporation aggressively promotes knowledge of the code among employees through orientations, mandatory compliance training, and integration into working conditions. Adherence to the code is an important aspect of employee assessments, and any violations trigger disciplinary measures.

Furthermore, Maynilad's whistleblower policy promotes a culture of responsibility and honesty by protecting employees from retaliation and providing anonymous and confidential routes for them to express issues.



Information Security and Cybersecurity

Maynilad has taken a proactive approach towards strengthening its cybersecurity and information security measures.

By doing so, it aims to protect its assets, save costs, and avoid potential fines from security breaches.

To this end, the company has implemented an information security/cybersecurity policy that is available to all employees.

Additionally, it provides awareness training, such as phishing simulations and IT Security 101, to enhance employees' understanding of potential cybersecurity risks.

The organization has also established a clear escalation process for employees to follow in the event of suspicious activity. Any employee breaches on cybersecurity are subject to disciplinary actions.

Furthermore, Maynilad has enhanced its IT/cybersecurity infrastructure and controls, including vulnerability analysis of its IT infrastructure through simulated hacker attacks.

These efforts demonstrate the company's commitment to protecting its assets and preventing security breaches, while also ensuring compliance with industry standards and best practices in cybersecurity.

Quality and Other Management Systems

Maynilad holds an **ISO 9001:2015** certification, indicating that its quality management system adheres to the standards prescribed by the International Organization for Standardization.

This certification reflects the company's ability to deliver services that fulfill both customer expectations and regulatory obligations, alongside a dedication to improving customer satisfaction.

Crisis Management and Business Continuity

Recognizing the crucial need of preserving water supply in the face of disasters, pandemics, calamities, and other technical and security problems, Maynilad has created and implemented a strong system for rapid operational recovery.

The company's Business Continuity Management System follows internationally known best practices, as evidenced by its ISO 22301:2019 accreditation.

It contains clearly defined tasks, employee training, emergency protocols, and continual review for improvement, providing a consistent water supply even during unforeseen situations.



Other ISO Certifications

- Environmental Management Systems (ISO 14001:2015)
- Occupational Safety and Health Management Systems (ISO 45001:2018)
- Business Continuity Management System (ISO 22301:2019)
- Energy Management System (ISO 50001:2018)
- Information Technology Service Management System (ISO/IEC 20000-1:2018)
- Laboratory Quality Management System (ISO/IEC 17025:2017)
- GHG Emissions Inventory and Reporting (ISO 14064-1:2018)

As of December 31, 2024, Maynilad's ISO 9001 certification covers 100% of its business units.





## Environment



Maynilad demonstrates its commitment to environmental stewardship by reducing its environmental impacts through efficient energy and resource use.

The organization is focused on increasing energy efficiency and optimizing asset management throughout their lives. This strategy focuses on enhancing performance, reducing expenses, and mitigating risks to maximize value for both the organization and its stakeholders.

Maynilad has been implementing energy conservation and efficiency

initiatives over the past years. These include switching to Variable Frequency Drives (VFD) for motor controllers, using LED lighting and inverter-driven air conditioning units, and enacting laws to reduce wasteful vehicle idling.

In a strategic endeavor to reduce dependence on fossil fuels, Maynilad has greatly extended its use of solar energy. By 2024, the company increased its solar energy consumption to 3,129 gigajoules, aligning with its commitment to sustainable and responsible energy use.



## Energy Consumption

Gigajoules (GJ)	2022	2023	2024
Non-renewable energy	711,586	716,727.87	<b>721,985</b>
Renewable energy (solar)	2,161	2,760	<b>3,129</b>
<b>Total energy consumption</b>	<b>713,747</b>	<b>719,487.87</b>	<b>725,114</b>

## Water and Effluents

Maynilad's long-term operation is dependent on water consumption and resource management.

Efficient water use and resource management allow the organization to optimize operations, reduce water losses, and increase efficiency, resulting in cost savings and improved service levels. Furthermore, it enables the organization to respond to the increased demand for water services through conservation, reuse, and recycling initiatives. The corporation gets its water from a variety of sources, the main ones being the Angat Dam, Laguna Lake, and deep wells.

In 2024, Maynilad continued major infrastructure improvements to enhance water and wastewater services across its concession area.

To ensure the delivery of potable water to its customers, Maynilad operates an extensive infrastructure network comprising 9 water treatment plants, 39 pump stations, 39 reservoirs, and over 11,800 kilometers of water pipelines.

The effluent from these facilities complies with the rigorous quality standards set by the DENR, underlining its commitment to environmental compliance and sustainability.







## Water Withdrawal

Megaliters	2022	2023	2024
Surface water	1,000,184	1,021,410	<b>1,010,168</b>
Groundwater	391	549	<b>920</b>
Produced water	928,016	964,783	<b>943,290</b>



## Water Discharge by Destination Type

Megaliters	2022	2023	2024
Surface water	30,523	32,072	<b>39,088</b>
Seawater	35,988	36,909	<b>36,087</b>



## Water Conservation, Reuse and Recycling

Megaliters	2022	2023	2024
Recycled and reused	23,439	24,282.89	<b>28,278</b>
Consumption reduction as a direct result of conservation and efficiency initiatives	4,262	-	<b>17,415</b>

### Emissions

In a major step towards environmental stewardship and sustainability, Maynilad has adopted a Climate Neutrality Strategy to achieve net zero emissions for Scope 1 and Scope 2 by 2037 by significantly reducing dependence on fossil fuels.

As part of this ambitious plan, Maynilad has set forth clear objectives, including sourcing 35% of its energy from renewable resources, transitioning 50% of its vehicle fleet to electric vehicles, establishing carbon sinks to offset 180,000 tons of CO<sub>2</sub>, and reforesting 2,615 hectares between 2007 and 2037.



## Greenhouse Gas Emissions

Metric Tons CO <sub>2</sub> e	2022	2023	2024
Direct emissions (Scope 1)	20,876.77	23,546.73	<b>17,289</b>
Indirect emissions (Scope 2)	99,949	101,303	<b>82,969</b>
Other indirect emissions (Scope 3)	8.15	14.97	<b>18.63</b>

### Waste

To reduce waste and minimize its impact, Maynilad implements several circularity measures which include upcycling uniforms, reusing paper and office supplies, digitizing transactions, and recycling treated wastewater.

To manage hazardous waste, a third-party provider collects and disposes of it,

with the company receiving a Certificate of Treatment as proof of compliance. Maynilad also uses a Solid Waste and Hazardous Waste Inventory Form to gather waste-related data, which is then submitted to DENR through quarterly Self-Monitoring Reports (SMR) to ensure regulatory compliance.



## Waste Composition

Metric Tons	2022	2023	2024
Non-hazardous waste generated	127,588.00	239,970.81	<b>69,494.60</b>
Hazardous waste generated	60.09	87.89	<b>32.28</b>
Total waste generated	127,648.09	240,058.69	<b>69,526.88</b>
Total waste recycled (non-hazardous)	63,713.70	218,573.82	<b>16,262.03</b>





## Social



### Diversity and Equal Opportunities

Recognizing the strategic advantage of diverse skills and perspectives, Maynilad fosters a diverse and inclusive workplace. It maintains a steadfast commitment to creating a safe and equitable environment where all individuals can thrive.

Employment practices are strictly non-discriminatory, ensuring equal treatment regardless of gender, age, sexual orientation, socioeconomic status, ethnicity, or abilities.

Maynilad prioritizes equal employment opportunities for all, with hiring and advancement decisions based solely on

merit, performance and potential. While dedicated women's empowerment initiatives are under development, the company proudly upholds workplace equality, actively providing female employees opportunities to excel in roles traditionally dominated by their male counterparts.

In 2024, the total workforce increased to 2,715 employees, from 2,483 in 2023. 26% of the total workforce were women.

Women comprised 34% of senior management roles and 34% of middle management roles in 2024.



### Gender Diversity

	2022	2023	2024
Percent Woman in Total Workforce	23%	24%	<b>26%</b>
Percent Woman in Senior Management	31%	33%	<b>34%</b>
Percent Woman in Middle Management	35%	34%	<b>34%</b>

By age group, the majority of employees in 2024 were between 30 to 50 years old, totaling 1,628 employees.

The number of young employees (below 30) continued to rise, reaching 863 employees in 2024, up from 726 in 2023.

Employees aged above 50 remained relatively stable, comprising 224 individuals in 2024.

This balanced age distribution ensures a mix of experience and fresh perspectives within the organization.

In terms of gender, 74% of the workforce in 2024 were male (2,016 employees), while 26% were female (699 employees), aligning with the company's gender diversity metrics. The increasing number of women in the workforce is a positive indicator of Maynilad's inclusive hiring and retention practices.



### Employees Breakdown

by age	2022	2023	2024
Below 30	540	726	<b>863</b>
30-50	1,438	1,529	<b>1,628</b>
Above 50	278	228	<b>224</b>
<b>Total</b>	<b>2,256</b>	<b>2,483</b>	<b>2,715</b>
by gender	2022	2023	2024
Male	1,726	1,888	<b>2,016</b>
Female	530	595	<b>699</b>
<b>Total</b>	<b>2,256</b>	<b>2,483</b>	<b>2,715</b>



by employee category	2022	2023	2024
Senior Management	70	67	<b>76</b>
Middle Management	397	422	<b>458</b>
Supervisory	382	375	<b>414</b>
Rank and File	1,112	1,235	<b>1,292</b>
Project-based	295	384	<b>475</b>
<b>Total</b>	<b>2,256</b>	<b>2,483</b>	<b>2,715</b>

## Talent Attraction and Retention

Maynilad prioritizes a positive work environment and invests strategically in employee development to attract and retain top talent. This approach has

proven successful, with the company steadily increasing its hiring rates while preventing high employee attrition over the past three years.



## New Hires Breakdown

by age	2022	2023	2024
Below 30	286	430	<b>435</b>
30-50	95	140	<b>152</b>
Above 50	0	1	<b>5</b>
<b>Total</b>	<b>381</b>	<b>571</b>	<b>592</b>

by gender	2022	2023	2024
Male	279	404	<b>374</b>
Female	102	167	<b>218</b>
<b>Total</b>	<b>381</b>	<b>571</b>	<b>592</b>



## Employee Turnover Breakdown\*

\* Pertains to all workers (regular, probationary and project based) who leave the organization voluntarily or due to end of contract, dismissal, retirement, or death in service

by age	2022	2023	2024
Below 30	137	150	<b>186</b>
30-50	130	129	<b>120</b>
Above 50	87	64	<b>51</b>
<b>Total</b>	<b>354</b>	<b>343</b>	<b>357</b>

by gender	2022	2023	2024
Male	234	240	<b>244</b>
Female	120	103	<b>113</b>
<b>Total</b>	<b>354</b>	<b>343</b>	<b>357</b>

## Training and Education

The company actively invests in its employees' professional development, as its most valuable asset. A wide range of programs are available to improve both hard and soft abilities.

Onboarding sessions, coaching, leadership training, and technical workshops are

offered both in-house and through partnerships with external universities.

The organization also offers financial help for external training, as well as regular performance and career development assessments, to ensure that employees have the resources and direction they need to attain their full potential.



## Average Training Hours

Employee Category	2022	2023	2024
Senior Management	25	29	<b>43</b>
Middle Management	21	22	<b>39</b>
Supervisory	18	18	<b>24</b>
Rank and File	16	11	<b>19</b>



Occupational Health and Safety

Maynilad commits to providing its employees with a safe and secure work environment, maintaining a robust health and safety management system in compliance with applicable regulations.

This system includes comprehensive policies addressing key health-related areas such as substance abuse, smoking, infectious disease prevention, breastfeeding, mental health and health data privacy.

Robust reporting mechanisms, including real-time incident logging and protection against reporting-related reprisals, have improved incident reporting and categorization across business units.

All units maintain updated HIRAC/ESH Risk Registers to proactively identify, assess and mitigate hazards.

The company also provides extensive occupational health services, including on-site clinics, ambulance support, preventative screenings, a 24/7 mental health assistance program and comprehensive HMO coverage.

In 2024, Maynilad invested in 19,686.51 hours of OSH-related training for employees, including mandatory orientations, specialized safety courses, and emergency drills.

These sessions covered topics such as the 8-hour Mandatory OSH Orientation, BOSH, COSH, Standard First Aid, Fire Safety, and others. A total of 12 safety drills were conducted throughout the year.

Supply Chain Management

Maynilad collaborates with 598 providers for operational needs, investing ₱6.2 billion in 2024. The corporation spent 96% of its overall supplier budget on local vendors. To reduce sustainability risks in its supply chain, Maynilad has implemented a vendor handbook that includes a code of conduct.

This code requires direct suppliers to follow responsible business practices, including environmental integrity in their processes, products, and services. It prohibits the use of child or forced labor, requires adherence to fundamental human rights, and provides equitable working conditions and wages.

Suppliers are also expected to incorporate environmental considerations into

their operations, reduce negative environmental impacts, and provide a safe and healthy working environment.

In 2024, 92 suppliers out of 636 underwent assessments based on environmental and social criteria set by the Supply Chain Management team, with no significant negative impacts identified and no supplier relationships terminated due to non-compliance.

Guided by its Vendor Management Policy and Supplier Code of Conduct, Maynilad’s supply chain team oversees the entire process—from sourcing and selecting new vendors to monitoring performance and conducting evaluations—ensuring a responsible and sustainable supply chain.



Safety Performance

	2022	2023	2024
Work-related fatalities - employees	0	0	0
TRIR – employees	0.16	0	0.04
LTIFR – employees	0.05	0	0.04

TRIR: Total Recordable Incident Rate = total number of recordable incidents x 200,000 / total hours worked by all employees

LTIFR: Lost-Time Incident Frequency Rate = total number of lost-time incidents x 200,000 / total hours worked by all employees





Customer Satisfaction and Product Safety

Maynilad delivers water and wastewater solutions that are efficient, safe, and sustainable, meeting Philippine government regulations. The organization values client happiness and has specific business units in charge of ensuring the quality of its services.

To ensure customer satisfaction, Maynilad conducts surveys to gather information about their preferences and feedback. By monitoring the concerns of its stakeholders, the corporation

can improve the quality of its services. During the reporting period, all customer complaints about product and service health and safety were resolved.

In 2024, Maynilad received a customer satisfaction rate of 94% from key accounts, 91% from SMEs, and 89% from residential customers. These results were based on the Project Chrysler Customer Satisfaction Study, which measured satisfaction across water quality, supply reliability, and billing accuracy.



Customer Complaints Management

	2022	2023	2024
No. of substantiated complaints on product or service health and safety	20,964	23,689	32,023
No. of complaints addressed	20,964	23,689	32,023

Corporate Citizenship and Philanthropy

Maynilad partnered with the Department of Environment and Natural Resources–Environmental Management Bureau (DENR-EMB) and the Imus City Government to rehabilitate the Julian and Imus Rivers under the Bigkis-Tubig Program.

The initiative includes community waterway clean-ups, mangrove planting, desludging and dredging activities, and public education campaigns. Maynilad also donated two trash boats, safety gear, and clean-up tools to support these efforts.

In addition, the company provided six rainwater harvesting facilities to LGUs in Metro Manila, Cavite, and Rizal to help communities conserve water during the El Niño season.

These systems can be used for non-potable purposes and are complemented by urban gardening support.

Through its Plant for Life reforestation program, Maynilad pledged to plant 220,000 trees across 660 hectares in 2024, the largest target to date.

The trees will be planted in the Ipo and La Mesa watersheds to help prevent soil erosion and maintain water quality.

Maynilad also participated in the International Coastal Cleanup 2024, collecting over 1,300 kilograms of waste with 130 volunteers.

The company supported the effort by providing hydration stations and mobile showers at five clean-up sites.

In line with its push for a circular economy, Maynilad collaborated with the Department of Science and Technology (DOST) through the Balik Scientist Program to explore converting biosolids from wastewater into biogas, making it the first water utility to participate in the initiative.

In response to Super Typhoons Carina and Kristine, Maynilad mobilized immediate hydration support for affected communities.

It distributed 26,000 bottled water units and water jugs to several cities in Metro Manila and sent two mobile water tankers to evacuation centers in Manila and Muntinlupa.

In partnership with the DSWD and Philippine Air Force, Maynilad also airlifted 2,000 six-liter water bottles to Bicol and delivered the rest to various affected LGUs and organizations.

Two mobile water treatment plants, capable of producing 13,000 gallons of potable water daily, were deployed to help alleviate water shortages in evacuation sites. These actions underscore Maynilad’s role in ensuring access to clean water during emergencies.

In celebration of Global Handwashing Day 2024, Maynilad engaged 600 students and 60 teachers from nine public schools in health and hygiene activities, emphasizing the importance of handwashing.

The company donated hygiene kits and handwashing stations to support long-term behavior change.

Maynilad also launched its “WASH Up” program in Caloocan, offering mobile showers, free medical checkups, and hygiene education to over 400 residents.

This initiative targets communities with limited access to sanitation, particularly during disaster situations.

In support of public health and infrastructure development, Maynilad donated 85 refrigerated drinking fountains to LGUs and schools, with 33 units already installed in Quezon City. This initiative improves access to clean water while reducing reliance on single-use plastics.





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