



**DMCI HOLDINGS**  
INCORPORATED



**2022**

**DEI ANNUAL  
REPORT**



**“Diversity and representation matter. When different voices and perspectives are included in the conversation, companies benefit from a wider range of ideas and insights.”**

**ISIDRO A. CONSUNJI**  
Chairman and President  
DMCI Holdings

# ABOUT THE REPORT

This annual report on Diversity, Equity and Inclusion (DEI) serves as a transparent account of the DEI management and performance of DMCI Holdings, Inc. (PSE: DMC) in 2022.

It aims to communicate our commitment to DEI principles, present our performance and identify areas of improvement.

All data and information in this report were recorded between January 1, 2022 and December 31, 2022, unless otherwise indicated.

In this DEI report, the terms “workforce”, “employees” or equivalent pertain to all regular, full-time employees of our five subsidiaries.

As a responsible corporate entity, we are committed to enhancing the scope and coverage of our future reports to better communicate our DEI and sustainability progress and align with the expectations of our stakeholders.

In alignment with our Annual Report and Sustainability Report for FY 2022, this document encompasses data from all our subsidiaries.

- D.M. Consunji, Inc. (DMCI)
- DMCI Homes
- Semirara Mining and Power Corporation (SMPC)
- DMCI Power Corporation (DMCI Power)
- DMCI Mining Corporation (DMCI Mining)



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# FROM OUR CHIEF DIVERSITY OFFICER

We are pleased to publish our first Diversity, Equality, and Inclusion (DEI) Report, depicting our ongoing commitment to cultivating a diverse, equitable, and inclusive workplace across the DMCI Group.

This report not only celebrates the progress we have made but also underscores our areas for improvement.

Over the past years, we have made notable strides toward promoting DEI. We instituted programs to address barriers to inclusion, development opportunities and professional growth.

In doing so, we forged more equitable pathways to quality jobs and career progression.

We also worked to ensure that our organizational culture and workforce foster a sense of representation, belonging and respect through our policies, guidelines, trainings, and practices.

To promote the well-being of our people, we provide them with a safe work environment, fitness facilities, robust mental health support, financial literacy programs among others.

By championing work-life balance and providing resources for personal development, we hope to build an environment where every individual can flourish both personally and professionally.

These efforts, coupled with our strong commitment to transparent gender-data reporting, have led to the inclusion of DMCI Holdings and Semirara Mining and Power Corporation in the 2023 Bloomberg Gender Equality Index (GEI).

This is our third consecutive year as GEI member companies.

As we move forward in our DEI journey, we are determined to sustain our momentum and deepen our organizational progress.

We understand that the industries in which we operate make it difficult for us to achieve immediate parity, but we remain unwavering in our commitment.

By continuously learning, adapting, and challenging ourselves, we aim to overcome these industry barriers and champion a culture where diversity, equity, and inclusion are not just aspirations but realities.

Our dedication is not to the moment, but to a sustained movement that shapes the future of our organization.



**CHERUBIM O. MOJICA**  
Chief Diversity Officer



# ABOUT OUR COMPANY

Founded in March 1995, DMCI Holdings is the sole publicly-traded holding company in the Philippines with construction as its primary expertise.

It entered the Philippine Stock Exchange on December 18, 1995, with the goal of leveraging the engineering proficiency and construction assets of D.M. Consunji, Inc. (DMCI), the leading contractor behind some of the biggest and most complex infrastructure projects in the Philippines.

The company is publicly traded under the PSE ticker symbol DMC.

Following its listing, DMC has diversified into various sectors related to construction and engineering, namely real estate development, coal and nickel mining, power generation, and water services.

# OUR VISION

We are the leading integrated engineering and management conglomerate in the Philippines. Through our investments, we are able to do the following:

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

# OUR MISSION

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

# OUR VALUES

INTEGRITY

ACCOUNTABILITY

FAIRNESS

CUSTOMER FOCUS

TEAMWORK

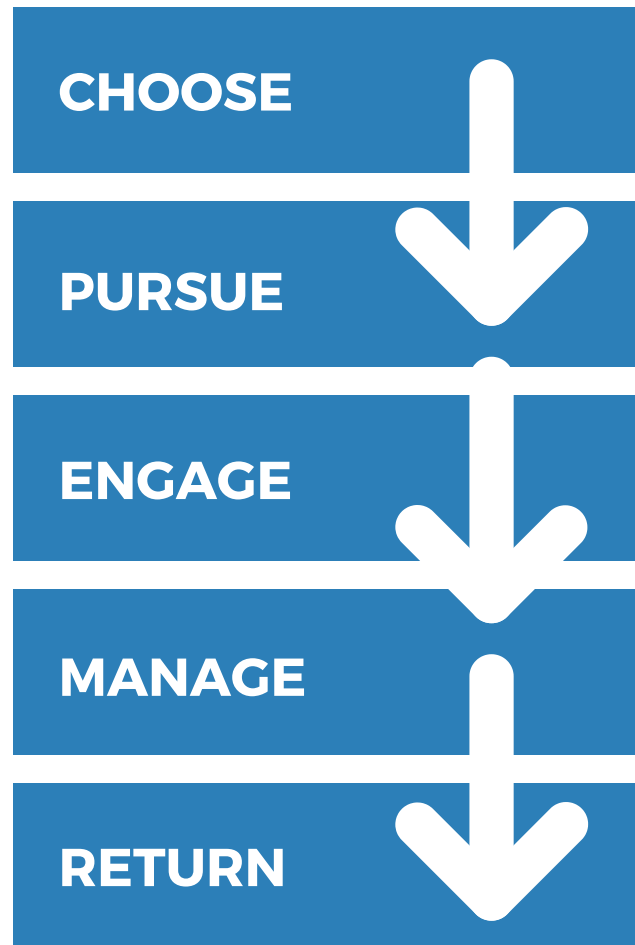
INNOVATION

SUSTAINABILITY

# OUR VALUE CREATION STRATEGY



**As builders, we have a different approach to creating value for our stakeholders.**





## CHOOSE

We choose industries and target sectors that align with our core competencies in construction, engineering and management.

Our investment philosophy is centered on the Philippines, as we see significant potential to drive progress and add value to the nation's development through our involvement.



## ENGAGE

We engage with our stakeholders in a fair and meaningful manner, with the goal of creating long-term value for all parties.

Our stakeholder engagement policy is guided by the mission, vision and values of our Company.



## PURSUE

We pursue undervalued businesses with unrealized potential that can be unlocked through a combination of innovative engineering and prudent management practices.

Our selection process is centered on identifying opportunities for shared value creation and national building.



## MANAGE

We manage our businesses in accordance with relevant government standards pertaining to the environment, safety, quality, and corporate governance.

Our adherence to these principles serves as a cornerstone of our management strategy, ensuring the sustainability of our operations.



## RETURN

We return surplus capital to our shareholders through regular and special cash dividends.

We are also firmly committed to fulfilling our obligations to our host communities by remitting government-mandated royalties in a timely manner.

# 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.



## IN FOCUS

# DMC, SCC LAND IN BLOOMBERG GEI FOR THIRD STRAIGHT YEAR

The Bloomberg Gender Equality Index (GEI) is a modified market capitalization-weighted index that aims to track the performance of public companies committed to transparency in gender-data reporting.

GEI measures gender equality across five pillars: leadership & talent pipeline, equal pay and gender pay parity, inclusive culture, anti-sexual harassment policies, and external brand.

Only four listed companies in the Philippines joined the 2023 GEI roster that includes 484 companies headquartered in 45 countries and regions.

Member companies represent a variety of sectors, including financials, technology, and utilities, which continue to have the highest company representation in the index from 2022.

# OUR APPROACH TO DIVERSITY, EQUITY AND INCLUSION

At DMCI Holdings, we believe that diversity, equity and inclusion (DEI) is not just a management concept but a fundamental principle that drives organizational success, innovation and resilience.

We are committed to fostering a workplace that embraces diversity in all its forms, promotes equity and actively fosters inclusion.



After graduating and passing the board exam, I was concerned that companies would prefer male geologists over female ones because of the nature of the work. There were also employees who thought men are more intelligent and capable than women.

Fortunately, SMPC does not discriminate on gender. They gave me the opportunity to do fieldwork, learn the ropes of the job, build my portfolio and go up the career ladder.

**GIRLIE P. BITARRA**

Officer-in-Charge

Geology Department

Semirara Mining and Power Corporation





# LEADERSHIP

Our commitment to DEI starts at the top.

Leadership support is the foundation of any successful DEI initiative within an organization.

When leaders champion DEI, it sends a clear message that these principles are integral to the values and mission of the organization.

By setting the tone and actively engaging in DEI efforts, leaders encourage employees at all levels to embrace these principles in their daily work, promoting a culture of inclusivity and respect.



**In 2022,  
we appointed  
our first Chief  
Diversity Officer.**





# DIVERSITY

Diversity brings together individuals with different backgrounds, experiences and perspectives.

This diversity of thought drives innovation and creativity. Inclusive decision-making processes that involve diverse perspectives are more robust and less susceptible to biases which lead to better-informed decisions that reflect a broader range of our company's stakeholder interests.

Promoting diversity is an expression of DMCI Holdings' core values, demonstrating our commitment to fairness, equity, and equal opportunity for all employees.

**29%**  
**WOMEN IN  
TOTAL MANAGEMENT**

**55%**  
**WOMEN IN  
TOTAL PROMOTIONS**



# EQUITY AND INCLUSION

DMCI Holdings is committed to advancing equity by proactively working to providing fair pay and equal access to opportunities and benefits for all employees.

We believe that an equitable workplace actively addresses discrimination and bias, creating an environment where employees are less likely to experience unfairness or exclusion based on gender, disability, age, ethnicity or other characteristics.



**For every peso  
our male employees  
earn, our female  
employees earn 97  
centavos.**





# EQUITY AND INCLUSION

Creating an inclusive culture is not just an ethical imperative but also a strategic advantage. It fosters diversity, attracts top talent, improves employee engagement, enhances decision-making, and strengthens a company's reputation in an increasingly diverse and globalized world.

We emphasize the importance of an inclusive culture by providing leadership trainings to promote inclusivity, adopting inclusive policies, maintaining open channels for employee feedback, promoting inclusive language and

imagery in communications, and celebrating diverse backgrounds and experiences.

As demographics shift and workplaces become more diverse, equitable and inclusive practices are necessary to meet the evolving needs and expectations of employees and stakeholders.

By promoting equity and inclusion, we are better positioned to adapt to changing circumstances and challenges.



# DEI AT DMCI HOLDINGS



In a male-dominated field, striving to lead with confidence and seeking support from male counterparts can be challenging.

Fortunately, DMCI Homes does not stereotype or prioritize based on gender. My superiors mentored and trained me regardless of my femininity.

Here, I am an equal voice. I can express my opinions and suggestions without reservation. I am given equal opportunity to grow, become better and pursue excellence.

**ENGR. MARIA FLEURDELIZ R. SOMBRERO**

Post-Construction Manager  
DMCI Homes

# LEADERSHIP

Our leadership team believes that DEI is vital to our continued success, driving business growth and innovation and empowering our people to realize their potential.

Leadership commitment to DEI goes beyond rhetoric; we recognize that it has a profound and far-reaching impact on our organizational culture, employee engagement, accountability, decision-making, reputation and long-term sustainability.

By actively supporting DEI initiatives, our leaders set the tone for the entire organization and serve as catalysts for creating an inclusive and thriving workplace that benefits both our employees and businesses as a whole.

To help facilitate our DEI goals, we have appointed a Chief Diversity Officer who is responsible for guiding, leading and overseeing the DEI strategies, initiatives and efforts within the DMCI Group.



## BOARD DIVERSITY

Guided by our Board Diversity Policy, DMCI Holdings recognizes the value of a diverse Board and is committed to creating and maintaining an inclusive and collaborative governance culture that will ensure the long-term sustainability of the organization.

We harness the diverse backgrounds, experiences, and perspectives of our Board members to provide excellent leadership, strategic guidance and oversight, and sound management advice to the parent company and its subsidiaries.

A truly diverse Board includes and makes good use of differences in the professional qualifications, industry experience,

background, race, gender, and other distinctions between directors.

These differences are considered in determining the ideal composition of the Board and when possible should be balanced appropriately.

Our Board members bring expertise in various fields such as engineering, operations, finance, economics, business development, legal and regulatory affairs, corporate governance and sustainability.

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



# OUR BOARD OF DIRECTORS

NAME	GENDER	POSITION
Isidro A. Consunji	Male	Chairman (Executive Director)
Cesar A. Buenaventura	Male	Vice Chairman (Non-Executive Director)
Jorge A. Consunji	Male	Non-Executive Director
Ma. Edwina C. Laperal	Female	Executive Director
Luz Consuelo A. Consunji	Female	Non-Executive Director
Maria Cristina C. Gotianun	Female	Executive Director
Cynthia R. del Castillo	Female	Lead Independent Director
Roberto L. Panlilio	Male	Independent Director
Bernardo M. Villegas	Male	Independent Director

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.

**44%**  
**FEMALE BOARD  
 REPRESENTATION**

**FEMALE**  
**LEAD INDEPENDENT  
 DIRECTOR**

# OUR BOARD COMMITTEES

DMCI Holdings currently has five board committees namely: Audit and Related Party Transaction, Board Risk Oversight, Corporate Governance (with functions of Nomination & Election and Remuneration & Compensation), Strategy and Sustainability, and Executive Committee.

The Charter is intended to complement or supplement the Corporation Code of the Philippines, the Corporation’s articles of incorporation and by-laws, issuances of the Securities and Exchange Commission (SEC), Philippine Stock Exchange, Inc. (PSE) and other applicable laws, rules and regulations.

Learn more about the relationship between the Board and the Committees by accessing the Board Charter posted on our website.

	<b>MEMBERS</b>	<b>POSITION/DESIGNATION</b>
<b>AUDIT AND RELATED PARTY TRANSACTION</b>	Bernardo M. Villegas	Chair
	Roberto L. Panlilio	Member
	Cesar A. Buenaventura	Member

	<b>MEMBERS</b>	<b>POSITION/DESIGNATION</b>
<b>BOARD RISK OVERSIGHT</b>	Roberto L. Panlilio	Chair
	Bernardo M. Villegas	Member
	Maria Cristina C. Gotianun	Member

# OUR BOARD COMMITTEES

In 2022, DMCI Holdings has appointed its first-ever woman board committee chair with Atty. Cynthia R. del Castillo as the chairperson of the Corporate Governance Committee.

**20%**  
**FEMALE COMMITTEE LEADERSHIP**

	<b>MEMBERS</b>	<b>POSITION/DESIGNATION</b>
<b>CORPORATE GOVERNANCE</b>	Cynthia R. del Castillo	Chair
	Roberto L. Panlilio	Member
	Bernardo M. Villegas	Member

	<b>MEMBERS</b>	<b>POSITION/DESIGNATION</b>
<b>STRATEGY AND SUSTAINABILITY</b>	Isidro A. Consunji	Chair
	Roberto L. Panlilio	Member
	Bernardo M. Villegas	Member

	<b>MEMBERS</b>	<b>POSITION/DESIGNATION</b>
<b>EXECUTIVE</b>	Cesar A. Buenaventura	Chair
	Jorge A. Consunji	Member
	Maria Cristina C. Gotianun	Member
	Ma. Edwina C. Laperal	Member
	Luz Consuelo A. Consunji	Member

# OUR KEY OFFICERS

Diversity in management is part of DMCI Holdings' broader DEI strategy.

The company prides itself in having balanced representation of men and women in our executive management team—1:1 gender ratio from President to Senior Vice President.

**1:1**  
**EXECUTIVE OFFICERS**  
**GENDER RATIO**

NAME	GENDER	POSITION
Isidro A. Consunji <sup>1</sup>	Male	President/Chief Executive Officer
Herbert M. Consunji <sup>1</sup>	Male	Executive Vice President, Chief Finance Officer, Chief Compliance Officer and Chief Risk Officer
Joseph Adelbert V. Legasto <sup>1</sup>	Male	Deputy Chief Finance Officer
Ma. Edwina C. Laperal <sup>1</sup>	Female	Treasurer
Maria Cristina C. Gotianun <sup>1</sup>	Female	Assistant Treasurer
Cherubim O. Mojica <sup>1</sup>	Female	Senior Vice President, Corporate Communications and Investor Relations and Chief Diversity Officer
Hannah Cecille L. Chan	Female	Investor Relations Officer
Mary Grace M. Garcia	Female	Finance Officer
Kent Sydney H. Mercader	Male	Environmental, Social and Governance Officer

<sup>1</sup> Executive Officers



In terms of gender representation, 5 out of 9 of our key officer positions are held by women, which we believe is a positive step toward gender diversity and equal opportunities in leadership.

On the other hand, there is a mix of age groups among our Key Officers, with a predominant presence of Baby Boomers and some representation from Gen X, Millennials and Gen Z.

**55%**  
**FEMALE KEY OFFICER  
 REPRESENTATION**

<b>GENERATION</b> <sup>1</sup>	<b>NUMBER</b>	<b>%</b>
Baby Boomer	4	44.44
Generation X	2	22.22
Millennials	2	22.22
Generation Z	1	11.11

<sup>1</sup> Generations Defined:  
 Baby Boomer - born 1946 to 1964  
 Generation X - born 1965 to 1979  
 Millennials - born 1980 to 1994  
 Generation Z - born 1995 to 2012



## DIVERSITY

We recognize the importance and profound benefits of embracing diversity.

By acknowledging and celebrating our differences, we align more closely with our core values and purpose, enabling us to perform better and deliver real benefits to our stakeholders.

For the DMCI Group, championing diversity is foundational to our goal of creating sustainable value.

In industries like construction, real estate development, mining, power, and water distribution—where male dominance is traditional—we remain steadfast in our

commitment to provide our female employees with opportunities that mirror those of their male colleagues.

In 2022, women comprised 21% of our total employees.

### Total Workforce

GENDER	NUMBER	%
Male	6,025	79
Female	1,644	21
Total	7,669	100



Among our people in management roles, 36% and 25% of our senior and middle managers, respectively, were women.

In total, the percentage of women in our total management pool—those with senior-level, middle or lower-level supervisory responsibilities—was 29% in 2022.

Meanwhile, the percentage of women in non-managerial positions was 21%. Among these were entry level positions where 18% were held by women.

DMCI Holdings also encourages and supports women in STEM disciplines.

In 2022, the percentage of women in our information technology (IT) workforce was 23%, which is well above the industry average of 17% as reported by Bloomberg.

Women representation in our engineering workforce is likewise notable at 27%, surpassing the industry average of 25.4%.

Among our company's revenue-producing roles, 34% were held by women. In addition, women accounted for a remarkable 55% of all promotions within our company in 2022.

In terms of talent acquisition, women accounted for 26% of our new hires in 2022. This represents a steady increase year over year, with the percentage of women among new hires being 17% in 2020 and 24% in 2021.

On the other hand, women made up 29% of the total employees who left our company in 2022.



At the DMCI Group, women are prominently represented across all sectors of our workplace.

However, we recognize that the journey to complete diversity extends beyond gender.

While gender equality is a primary focus for us, we are keen to embrace a broader spectrum of diversity, including age, disabilities, sexual identity, and more.

As we move forward, our commitment is to implement policies and initiatives that celebrate this multifaceted diversity, ensuring our workforce reflects the vibrant diversity of the communities where we operate.



# EQUITY AND INCLUSION

More than an ethical imperative, fostering workplace equity and inclusion has become a strategic necessity to effectively navigate today's complex business environment.

To create the best possible outcomes, organizations must tap into the diverse perspectives, experiences, and talents of its workforce.

At DMCI Holdings, we believe that an inclusive environment not only enriches our corporate culture but also drives innovation and resilience.

By soliciting and integrating these diverse insights, we position ourselves to better anticipate challenges, adapt to change, and deliver sustainable solutions for our stakeholders.



# DEI Policy

Our DEI Policy provides guidelines on bereavement leave, annual employee engagement surveys, and supporting gender equality and representation.

Our subsidiaries are encouraged to implement a leave policy for employees to attend or arrange the funeral of an immediate family member.

Employees may also use their available regular leave credits to request for further time off.

On employee engagement, our subsidiaries are required to conduct an employee engagement survey annually to help improve employee experience and reduce attrition.

Data gained from the survey must be assessed by gender and, where practicable, used to enhance health, safety, diversity and inclusion in the workplace.

Subsidiaries are also encouraged to support the formation of employee resource groups (ERGs) to foster employee development, workplace inclusivity and career advancement among women and LGBTQ+.

# Gender Equality

DMCI Holdings advances gender equality by proactively working to eliminate barriers to workplace participation due to traditional views on gender roles.

We strive to provide equal access to opportunities, training and mentoring for all employees.



DMCI collaborates with the Department of Labor and Employment and the Philippine National Police to conduct learning sessions on women's rights.

The company includes a Gender Equality Orientation during the onboarding process for new hires and ensures equal opportunities for growth and development for all employees.

DMCI Homes introduced the Site Superintendent Development Program, aimed at training and developing Project Site Supervisors or Foremen.

Though this has traditionally been a male-dominated program, the company welcomes women trainees, demonstrating commitment to gender equality in recruitment, training, promotion and compensation.

The organization focuses on performance and competency as the sole criteria for promotion to supervisory and higher positions.



At SMPC, there is no gender discrimination in skill training offerings or hiring practices.

The company employs women in roles such as welders, mechanics, motor pool equipment operators and technical experts, defying stereotypes in the traditionally male-dominated fields of mining and power.

Its company policies ensure gender equality in HR processes, including recruitment, performance appraisal, promotion, compensation and employee discipline.

They also conduct women empowerment talks and offer HMO coverage for women-specific health check-ups.

DMCI Power guarantees gender-neutral recruitment, benefit provisions, succession planning, career progression and promotion practices.

The company also conducts gender equality orientations and seminars among its employees.



## IN FOCUS

# LADY BACKHOE OPERATORS PROGRAM

In an industry where men traditionally dominate, DMCI Mining is actively working to bridge the gender divide.

In 2015, Berong Nickel Corporation (BNC), a DMCI Mining subsidiary, rolled out a gender-inclusive free training program for backhoe operators. This initiative saw five women completing the multi-week course.

Inspired by BNC's success, DMCI Mining extended similar efforts to another subsidiary, Zambales Diversified Metals Corporation (ZDMC). In March 2022, ZDMC debuted its Women Apprenticeship Program

for Heavy Equipment Operators, targeting qualified women from their host communities. This comprehensive program, blending technical lectures with hands-on training, mentorship, and developmental activities, successfully certified 16 women as backhoe operators.

Looking ahead, DMCI Mining aims to introduce similar training programs in 2024, further expanding opportunities for women in roles like heavy equipment operation and maintenance across its mining projects.



## Inclusive Culture

In an era defined by diversity and interconnectedness, the concept of an inclusive culture has evolved from an idealistic aspiration to a cornerstone of organizational success.

Inclusion now plays a critical role in shaping modern organizations, empowering individuals to be their authentic selves while contributing to a more vibrant and progressive future.

Inclusive initiatives and programs in the workplace such as diversity training and recruitment, employee resource groups, flexible work arrangements, family care and mental health support, inclusive leadership training, anti-discrimination policies, accessibility accommodations, supplier diversity programs, inclusive communication, cultural celebrations and more are not merely popular trends.

These are realizations of a fundamental framework that fosters a sense of belonging, respect and equality for every individual, which in turn enhances employee morale, increases job satisfaction and helps attract and retain top talent.





DMCI Holdings employs a number of inclusive workplace practices.

We offer flexible work arrangements, such as flexible working hours or flexi-time, which allow employees to have some control over their work schedules.

Our company also offers remote work arrangements, such as telecommuting or working from home.

One of the ways we promote inclusion is offering unconscious bias training to our managers.

This program raises awareness about hidden biases that can affect decision-making and interactions, helping us create a more equitable workplace.

In 2022, 56% of our managers completed the training.

In 2022, 47% of our employees completed our employee engagement survey.

One of the improvements we implemented last year was the prioritization of employee respondent confidentiality by eliminating identifiers such as name and employee number.

At DMCI, 87% of respondents express satisfaction with their work, 89% are motivated to report to work every day, and 87% believe they are in the right place for career development.

Furthermore, 90% of respondents would recommend DMCI as an employer to their family and friends.



We also recognize the importance of family and work-life balance.

Our parental leave guidelines provide ample time for new parents to bond with their children and adjust to the demands of parenthood.

We offer 17 weeks of fully paid primary parental leave, as well as a week of fully paid secondary parental leave.

Of our female employees who returned from parental leave in 2022, 65% remained employed at our company 12 months after their return. This is due to the increase in the number of parents who chose to prioritize child-rearing and/or explore remote work opportunities.

In addition, we also provide on-site lactation rooms to working moms for a smoother and more comfortable return to work.

Our company also recognizes that human health extends beyond the physical, and we understand that mental health is vital to the overall well-being of each individual.

Our mental health support services offer resources, counseling and assistance to give our employees the help they need to face challenges, overcome setbacks and develop emotional resilience.



## **Fair and Safe Workplace**

DMCI Holdings understands the intersectionality between DEI principles and respect for human rights, particularly in terms of discrimination and harassment.

To further underline this commitment, the company advocates for a fair and safe workplace environment where every individual is valued, respected, and provided with equal opportunities for growth and advancement.





DMCI Holdings also respects and supports our employees' rights to freedom of thought, expression and privacy. We will protect their personal information and respect their private lives, while also promoting a culture of openness and dialogue within the company.

Furthermore, our company strongly condemns and exercises zero tolerance of sexual harassment in our workplace in any shape or form.

Our Anti-Sexual Harassment Policy outlines a framework that defines prohibited behaviors, reporting procedures, investigation protocols and disciplinary actions, aimed at creating a safe and respectful work environment for every employee.

Our culture is based on mutual respect and cooperation, and we consider sexual harassment a serious violation of these principles.

The HR departments under the DMCI Group should prevent sexual harassment by creating a work environment that is based on dignity, trust and respect within their respective companies.

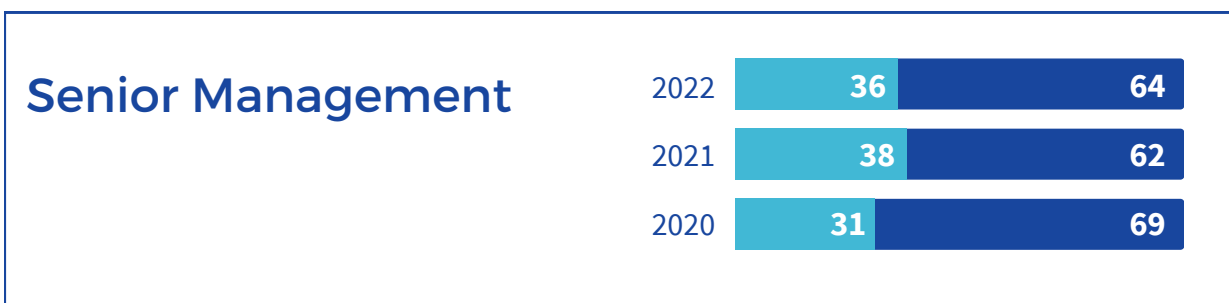
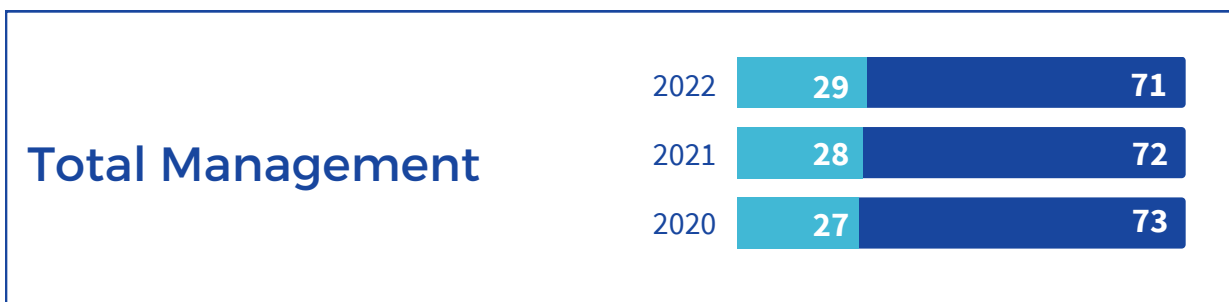
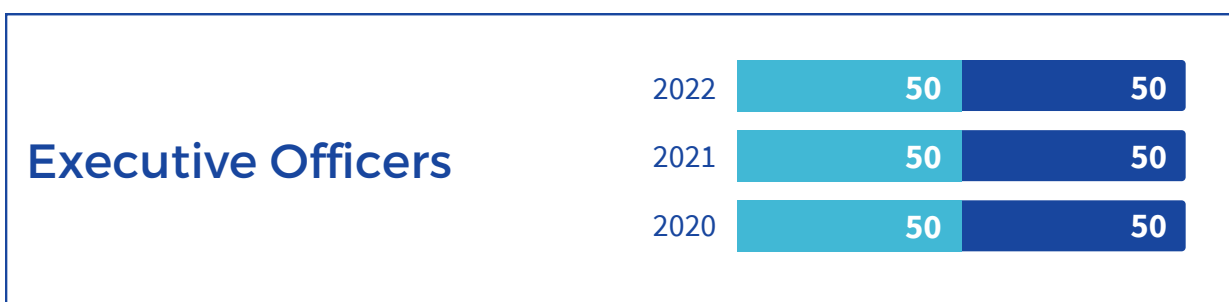
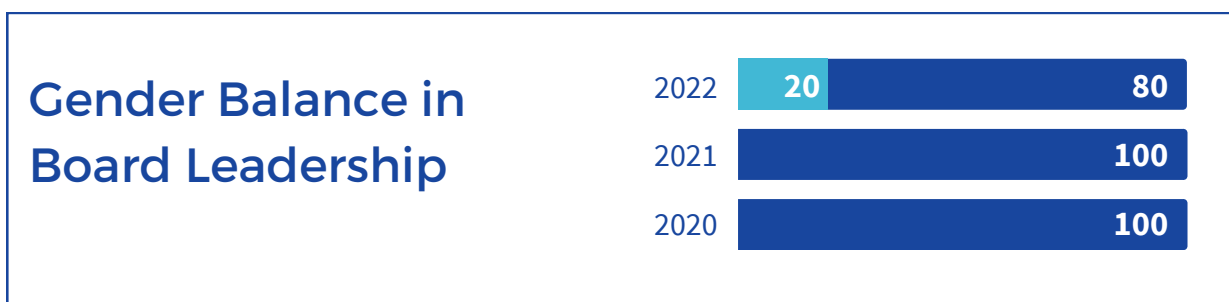
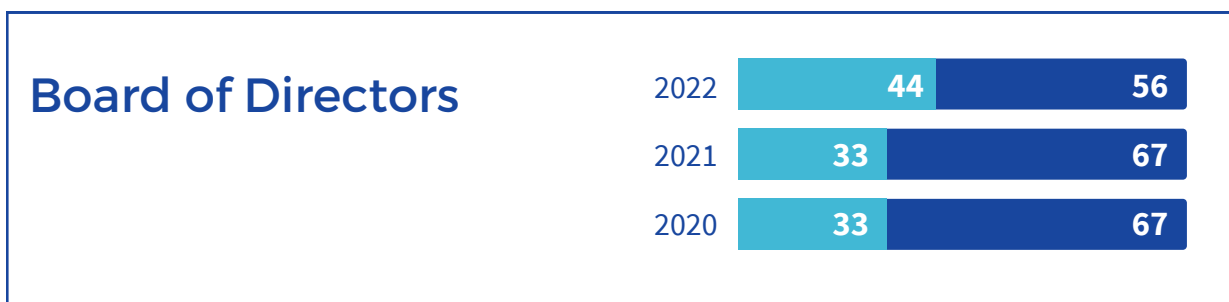
This includes providing trainings, mechanisms and guidelines for preventing and addressing sexual harassment in the workplace.

In line with this, our employees are encouraged to complete anti-sexual harassment training annually.

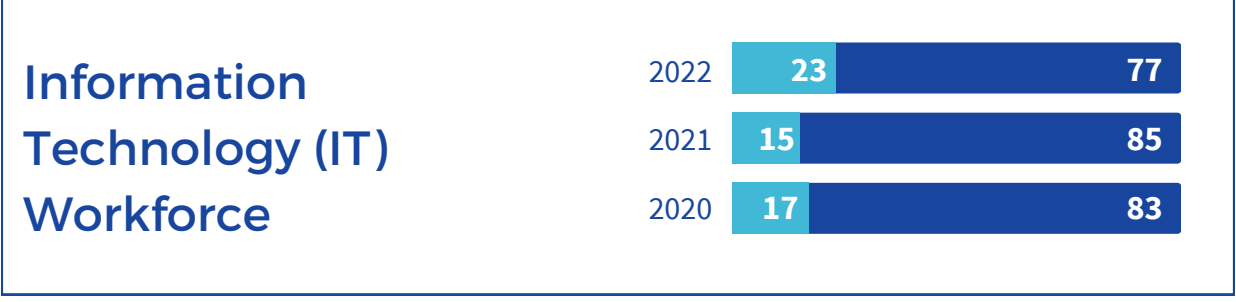
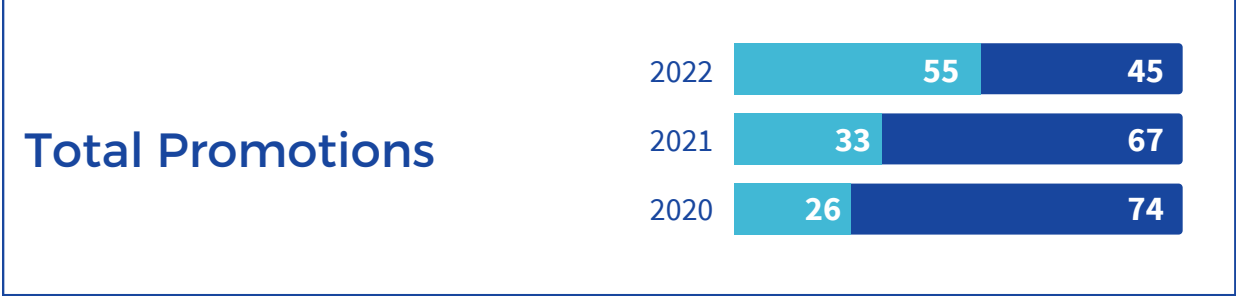
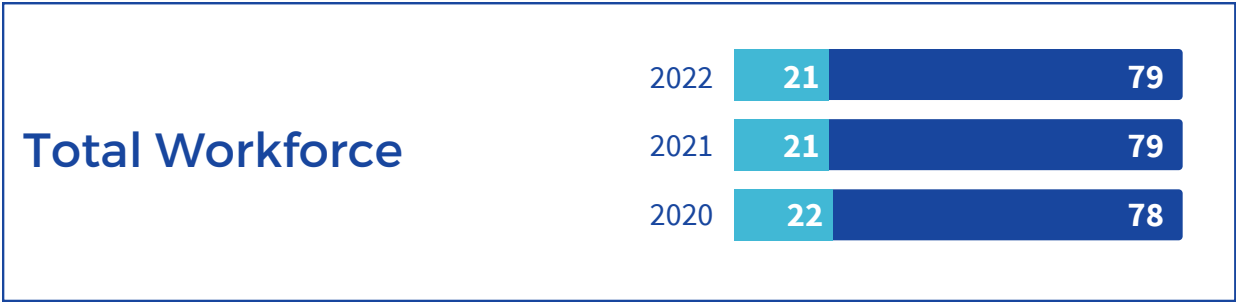
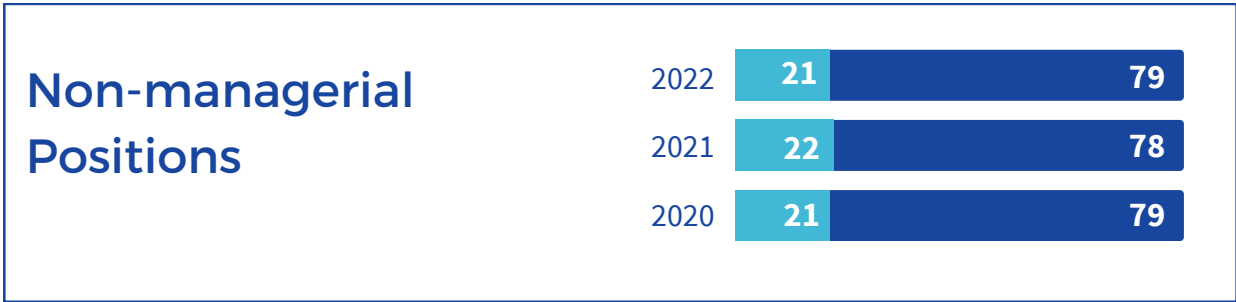
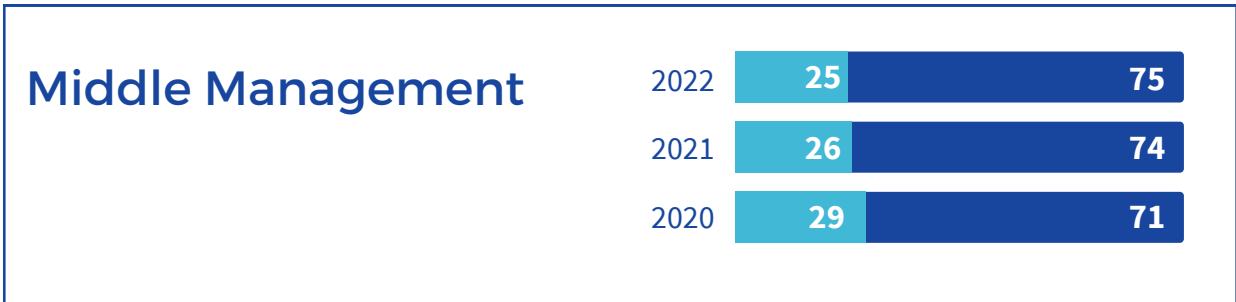


# QUANTITATIVE GENDER DATA

 % WOMEN  % MEN

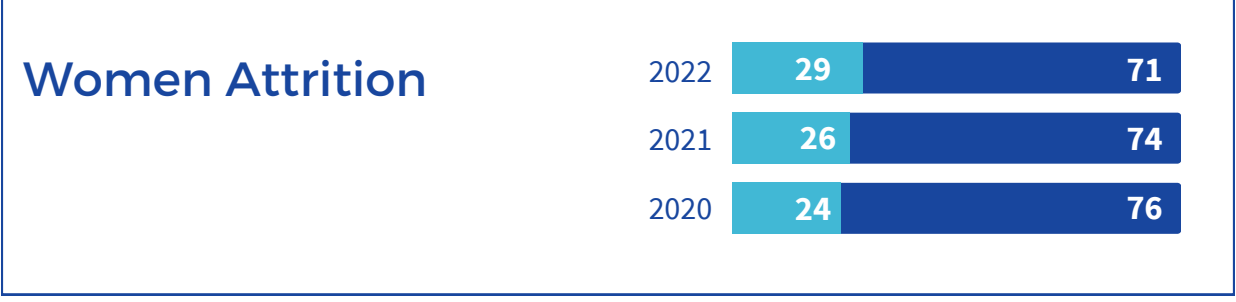
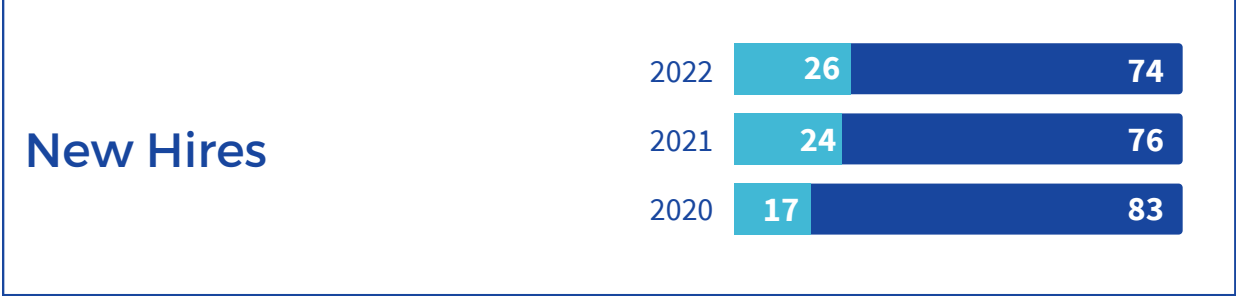
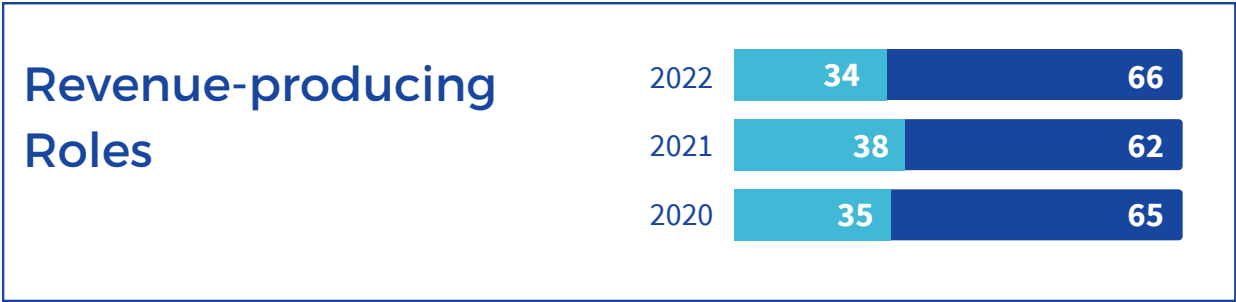
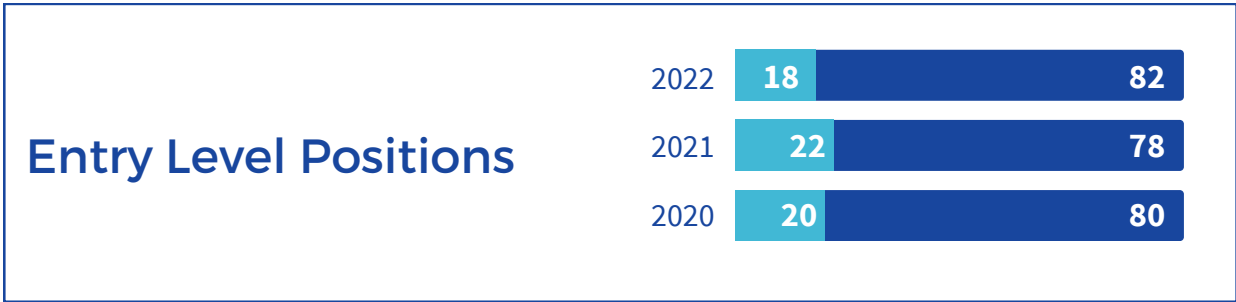
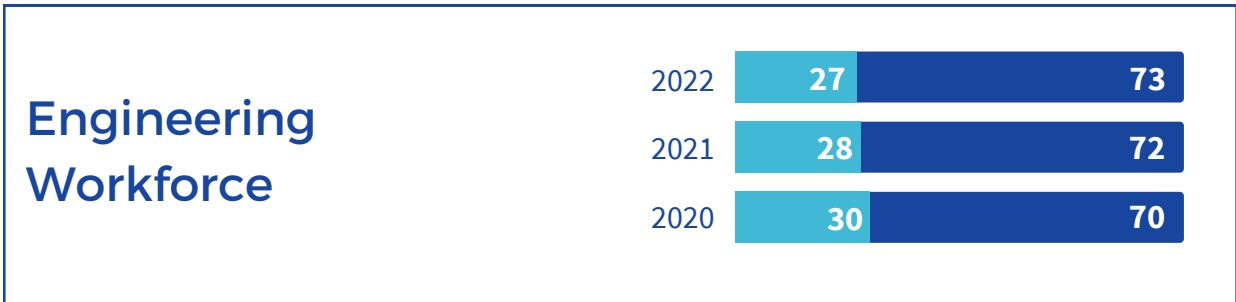


 % WOMEN  % MEN





 % WOMEN  % MEN



**Global Mean  
(Average) Raw  
Gender Pay Gap (%)**



**Number of Weeks of  
Fully Paid Primary  
Parental Leave**



**Number of Weeks of  
Fully Paid Secondary  
Parental Leave**



**Return from  
Parental Leave 12-  
month Retention  
Rate (%)**



**Percentage of Managers  
Who Completed  
Unconscious Bias  
Training**



# CLOSING NOTICE

Thank you for reading our Diversity, Equity, and Inclusion (DEI) report.

As we close this chapter of review and reflection, we want to emphasize that DEI is not just a yearly report, but a continuous journey of growth and commitment. Your feedback, insights, and collaboration are invaluable in this process.

Together, we will strive to make DMCI Holdings a beacon of inclusivity, driving positive change both within our workspaces and in the communities we serve.

We look forward to our collective progress and deeper engagements in the coming years.



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