



**DMCI HOLDINGS**  
INCORPORATED



**2023**

**Diversity, Equity  
and Inclusion Report**

# ABOUT THE REPORT

This Diversity, Equity and Inclusion (DEI) Report serves as a transparent account of the DEI management and performance of DMCI Holdings, Inc. (PSE: DMC) in 2023.

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, 2023 and December 31, 2023, unless otherwise indicated.

In alignment with our Annual Report and Sustainability Report for the same reporting period, the document encompasses data from all our subsidiaries, namely:

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

The consolidated data presented in the report pertain to the five subsidiaries, unless otherwise specified.

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



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# FROM OUR CHIEF DIVERSITY OFFICER

In recent years, our journey toward diversity, equity, and inclusion (DEI) has been marked by meaningful progress and continuous learning.

As a conglomerate spanning industries such as construction, real estate, mining, and power—fields that have historically seen limited female representation—we are committed to fostering an environment where every employee feels respected, valued, and empowered to succeed.

At DMCI Holdings, our commitment to DEI is unwavering: we strive to create a workplace that champions inclusivity and enables every individual to thrive.

This year, we are pleased to report notable progress in important areas. In management, women now make up 31% of total managers, with middle management showing the most growth, increasing from 26% to 35% over the past two years.



These advancements underscore the importance of women in leadership, ensuring that diverse perspectives are represented in our decision-making processes.

The percentage of women among our new hires reached 30% in 2023, a promising increase from 26% in 2022 and 24% in 2021.

This upward trend in recruitment helps build a stronger and more diverse pipeline for future leadership.

Additionally, our global gender pay gap has narrowed from 5% back in 2021 to 3% in 2023, marking a positive step toward fair and equitable compensation.

While we celebrate our progress, we also recognize areas where we need to intensify our efforts such as attrition where women comprised 31% of our total employee turnover.

However, our vision for DEI extends beyond numbers; it is about fostering a culture of inclusion that values each person's contributions, ideas, and ambitions.

Looking ahead, we remain focused on expanding our development programs, improving career pathways for women and other underrepresented groups,

and deepening our commitment to building an inclusive environment across our diverse sectors.

DEI is not just a commitment—it is central to our values and plays a key role in shaping the future of the DMCI Group.

Together, we will continue building a culture of inclusion that not only celebrates diversity but also drives meaningful change.



**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.

DMCI Holdings 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

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.

# Our 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.

# 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.

# 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.

## CDO

**CHIEF DIVERSITY OFFICER:  
DEI CHAMPION IN TOP  
MANAGEMENT**



# 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.

# 31%

**WOMEN IN TOTAL  
MANAGEMENT**

# 37%

**WOMEN IN SENIOR  
MANAGEMENT**



# 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.

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.

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



# EQUITY AND INCLUSION

We emphasize the importance of an inclusive culture through various initiatives.

These include leadership training to foster inclusivity, inclusive policies, open feedback channels, and the use of inclusive language and imagery in our communications.

We also celebrate diverse backgrounds and experiences to reinforce our commitment to a welcoming workplace for all.

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

# LEADERSHIP

At DMCI Holdings, our leadership team views diversity, equity, and inclusion (DEI) as critical drivers of our sustained success, fueling business growth, innovation, and employee empowerment.

We understand that leadership support for DEI goes beyond words—it is essential for cultivating a positive organizational culture, increasing employee engagement, enhancing decision-making, and ensuring long-term sustainability.

Our leaders actively champion DEI initiatives, setting a clear example and fostering a culture of inclusion and respect throughout the organization.

This leadership engagement empowers our employees and reinforces a work environment where everyone can thrive and contribute meaningfully.





## Board Diversity

DMCI Holdings values a diverse Board of Directors, guided by our Board Diversity Policy.

We are committed to maintaining an inclusive, collaborative governance culture that strengthens the organization's long-term sustainability.

A diverse Board, with its variety of backgrounds, experiences, and perspectives, is key to providing strategic oversight, sound management, and effective leadership across our company and its subsidiaries.

We believe that diversity in professional qualifications, industry experience, gender, and other distinguishing traits among our Board members enhances decision-making and corporate governance.

Our Board members bring expertise in fields such as engineering, finance, operations, legal 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

To reinforce our commitment to diversity, Independent Directors make up one-third of our Board, while nearly 50% of its members are women.

Moreover, our Lead Independent Director is a woman, reflecting our ongoing dedication to inclusive leadership.

**FEMALE**

**LEAD INDEPENDENT  
DIRECTOR**

# Our Board Committees

NAME OF COMMITTEES	MEMBERS	POSITION IN COMMITTEE
Audit and Related Party Transaction	Bernardo M. Villegas	Chairperson
	Roberto L. Panlilio	Member
	Cesar A. Buenaventura	Member
Corporate Governance	Cynthia R. del Castillo	Chairperson
	Roberto L. Panlilio	Member
	Bernardo M. Villegas	Member
Board Risk Oversight	Roberto L. Panlilio	Chairperson
	Bernardo M. Villegas	Member
	Maria Cristina C. Gotianun	Member
Strategy and Sustainability	Isidro A. Consunji	Chairperson
	Honorio O. Reyes-Lao	Member
	Ferdinand M. dela Cruz	Member
	Cesar A. Buenaventura	Member
	Isidro A. Consunji	Member
	Maria Cristina C. Gotianun	Member
Executive	Cesar A. Buenaventura	Chairperson
	Jorge A. Consunji	Member
	Maria Cristina C. Gotianun	Member
	Ma. Edwina C. Laperal	Member
	Luz Consuelo A. Consunji	Member

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.

In 2022, we appointed Atty. Cynthia Del Castillo as the first woman to chair a DMC board committee, leading the Corporate Governance Committee, a position she continues to hold in 2023.

# Our Key Officers

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

At DMCI Holdings, we take pride in having balanced gender representation within our executive management team, maintaining a 1:1 gender ratio from President to Senior Vice President.

Furthermore, 5 of our 9 key officer positions are held by women, demonstrating our commitment to advancing diversity in leadership opportunities.

# Our Key Officers

## Key Officers' Generational Diversity

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

*1 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*

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.

# 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.

## Total Workforce

GENDER	NUMBER	%
Male	6,365	79
Female	1,720	21
Total	8,085	100





Our metrics indicate steady progress in gender diversity across management roles, with women's representation in total management growing from 29% in 2022 to 31% in 2023.

In senior management, women's presence increased slightly to 37% in 2023 from 36% in 2022.

Middle management saw the most notable improvement, with female representation climbing from 25% to 35% over the same period, reflecting significant strides toward balanced gender representation at this level.

However, non-managerial positions saw a slight decrease in female representation, from 21% in 2022 to 19% in 2023, highlighting an opportunity to strengthen retention and hiring strategies to support diversity across all roles.

The overall percentage of women in our workforce remained at 21% in the past three years, while promotions for women surged to 55% in 2022 before decreasing to 34% in 2023.

Representation of women in the Information Technology (IT) workforce declined from 23% in 2022 to 19% in 2023, and the engineering workforce also saw a decrease, from 27% to 23% over the same period.

Women in entry-level positions declined from 18% to 13%, indicating a potential area for targeted recruitment and retention efforts.

Women in revenue-producing roles decreased from 34% to 26%.

In terms of talent acquisition, women representation strengthened from 26% of new hires in 2022 to 30% in 2023.

However, women's attrition rates slightly increased from 29% to 31%, underscoring an opportunity for enhancing retention strategies.

On a positive note, the total attrition numbers for both male and female employees have decreased in 2023 compared to 2022.

**30%**

**WOMEN IN NEW HIRES**

**35%**

**WOMEN IN MIDDLE  
MANAGEMENT**

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.

**21%**

**WOMEN IN TOTAL  
WORKFORCE**

**34%**

**WOMEN IN TOTAL  
PROMOTIONS**



# 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+.

***[Click here to read our DEI Policy.](#)***

# 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.

# GEI

**Bloomberg Gender Equality Index  
(GEI) member in  
2021, 2022 and 2023**





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

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**  
Feels real good to be home

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.

It also conducts gender equality orientations and seminars among its employees.



DMCI Mining empowers women field workers by training them as backhoe operators and welders, challenging stereotypes associated with traditionally male-dominated roles.

The company ensures a non-discriminatory hiring process and a safe work environment free from harassment.

Additionally, the company provides necessary facilities such as breastfeeding rooms for lactating mothers.





# 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.



In keeping, DMCI Holdings already employs several of these practices. Our company offers flexible work arrangements, such as flexible working hours or flexi-time, which allow employees to have some control over their work schedules.

The 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.

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 women employees who returned from parental leave in 2023, 94% remained employed at our company 12 months after their return, a remarkable improvement from 65% in 2022.

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.



# Employee Engagement

DMCI Holdings conducted its first group-wide Employee Engagement Survey (EES), to establish a benchmark of employee satisfaction, engagement and commitment.

This data is intended to drive strategic improvements in talent management and inform decision-making to enhance the employee experience.

The EES focused on key drivers of employee experience:

**Engagement:** Assessed employee commitment, satisfaction, pride in the company and perceptions of workplace culture.

**Leadership:** Evaluated the effectiveness of managers and leaders in communication, inspiration and team motivation.

**Enablement:** Measured employee access to resources, tools, and support structures, including opportunities for professional development.

**Alignment:** Explored the connection between job expectations, recognition, alignment with company goals, and employee perception of work quality.

**Development:** Evaluated employee perceptions of growth potential, including the availability of training, mentoring and coaching to enhance skills and support career advancement.

**Company Confidence:** Assessed employee trust in the company's strategic direction, leadership decisions, resource allocation, and overall prospects for success.

# EES Insights

Our inaugural EES yielded valuable insights into the workforce experience. Excluding SMPC, 40% of our regular employees participated in the survey. The majority of respondents were millennial males in rank-and-file positions with 1 to 5 years of service. Key findings from the survey include:

**Strong Company Affinity:** 88% of respondents expressed pride in working for DMCI companies, indicating a connection to the company's mission. 64% saw themselves employed within the organization in two years, and 71% believed in good internal career opportunities.

**Confidence in Leadership:** Positive ratings for leadership communication (71%) and clarity of expectations (85%) demonstrate trust in management.

69% also believed the company efficiently allocated resources toward its goals.

**Optimistic Outlook:** Significant optimism about the company's potential for success (81%) and commitment to quality (79%) aligned with a growth-minded workforce.

**Targeted Growth Areas:** The survey highlights opportunities to enhance company culture and benefits packages.

Overall, the EES results suggest an engaged workforce with a desire for enhancements in company culture and benefits. To address these findings, the organization is launching targeted initiatives to drive improvement in these areas.

## 88%

**PROUD WORKING FOR  
DMCI COMPANIES**

## 71%

**BELIEVED IN GOOD  
INTERNAL CAREER  
OPPORTUNITIES**



## Fair and Safe Workplace

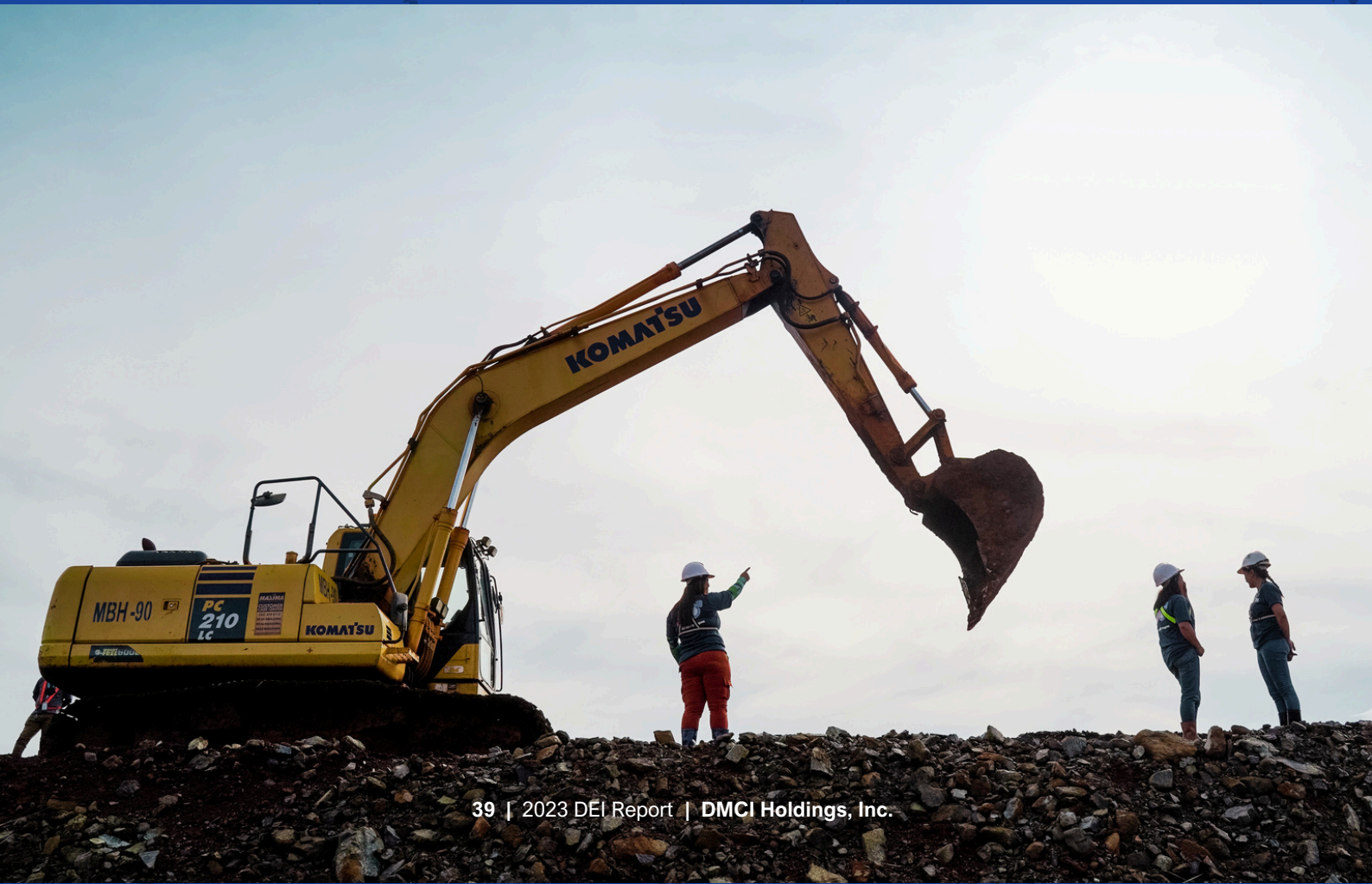
DMCI Holdings understands the intersectionality between DEI principles and respect for human rights, particularly in terms of discrimination and harassment.

Our Human Rights Policy ensures fair employment practices by offering equal opportunities in recruitment, hiring, pay, job assignments, training, promotions, benefits and career development.

We are also committed to creating a work environment that prioritizes health, safety and well-being by taking proactive measures to prevent harassment, accidents, injuries and occupational illnesses.

We do not tolerate any form of discrimination, harassment or abuse within our organization.

Our company respects and protects the inherent dignity and rights of our employees and stakeholders, regardless of race, ethnicity, social origin, gender, sexual orientation, religion, nationality, age, disability, civil status or any other characteristic.



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.

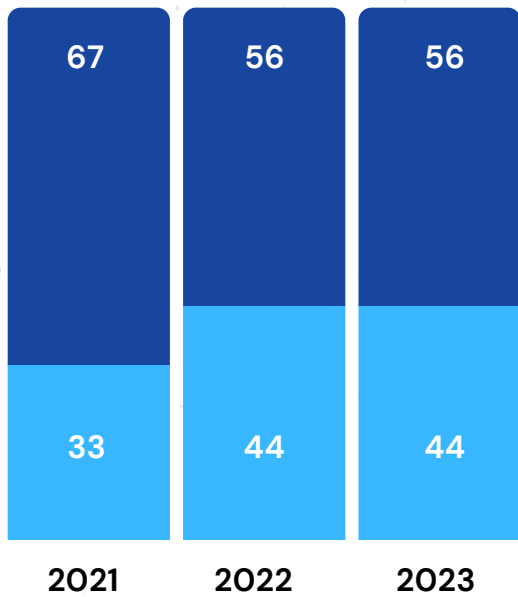
In line with this, our employees are encouraged to complete anti-sexual harassment training annually.



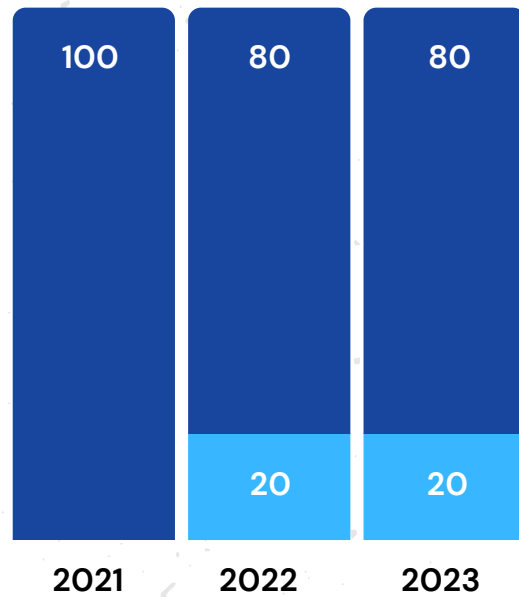


# GENDER DATA

● % women ● % men

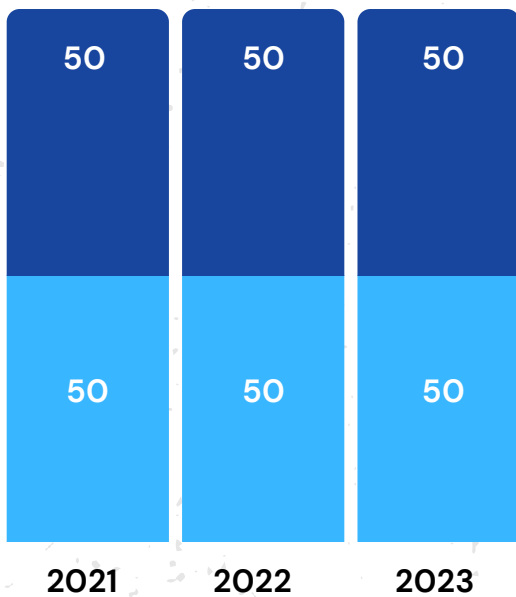


### Board of Directors

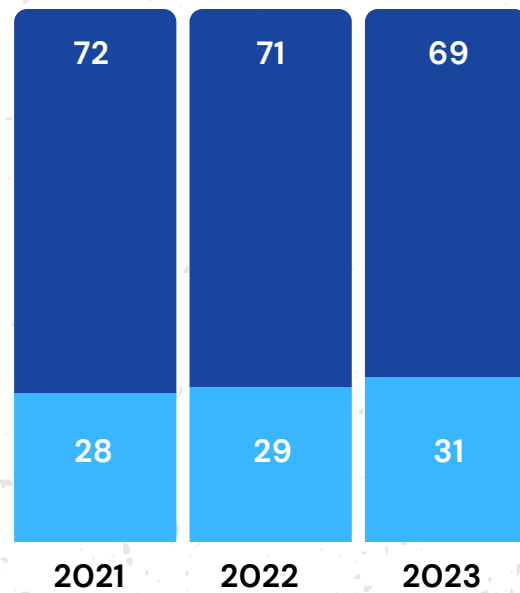


### Gender Balance in Board Leadership

*Refers to percent of board committees chaired/co-chaired by a woman*

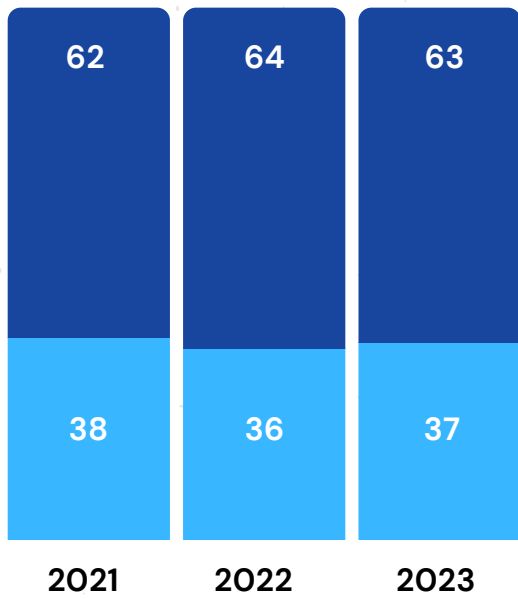


### Executive Officers

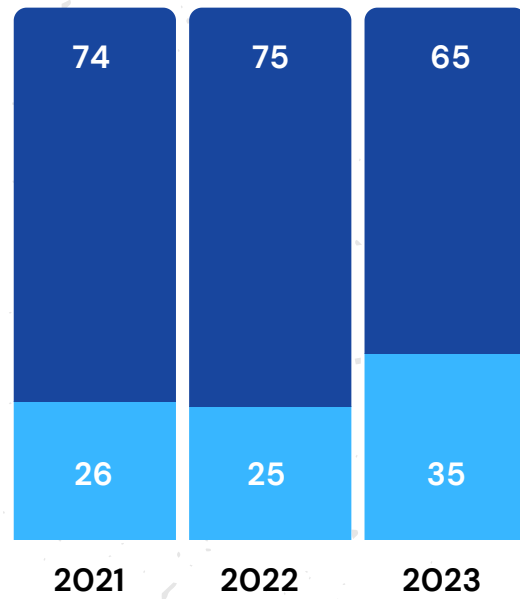


### Total Management

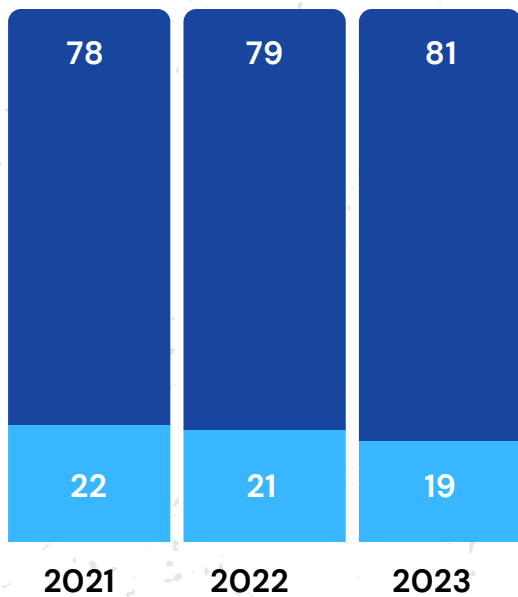
● % women ● % men



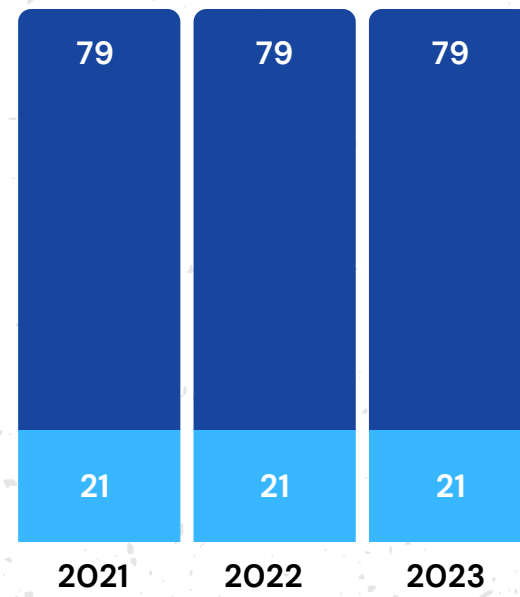
**Senior Management**



**Middle Management**

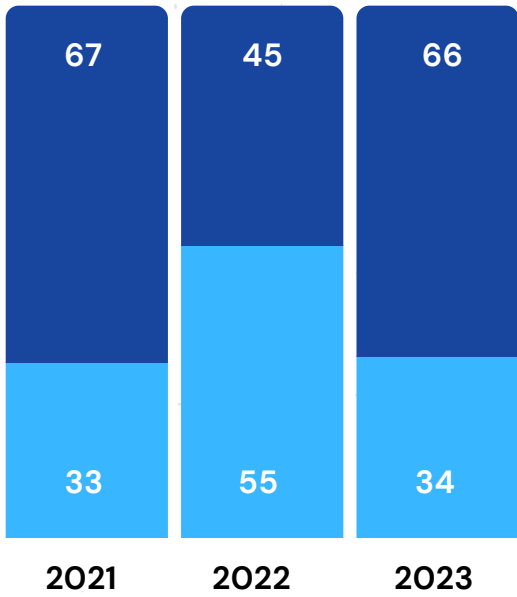


**Non-managerial Positions**

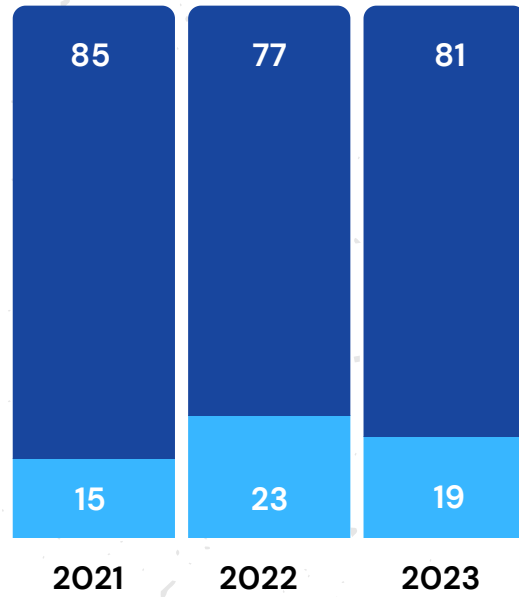


**Total Workforce**

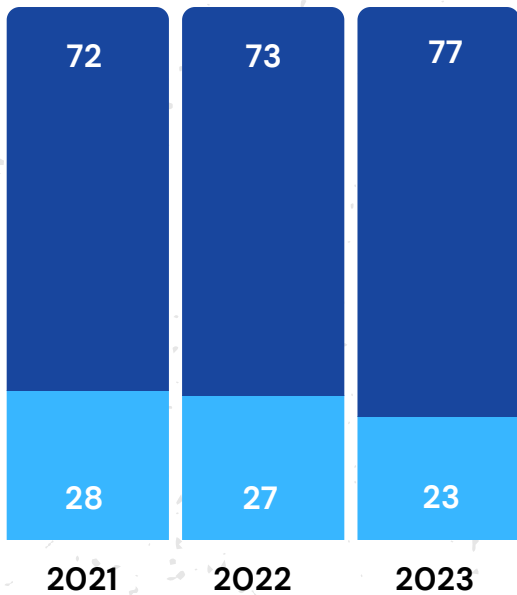
● % women ● % men



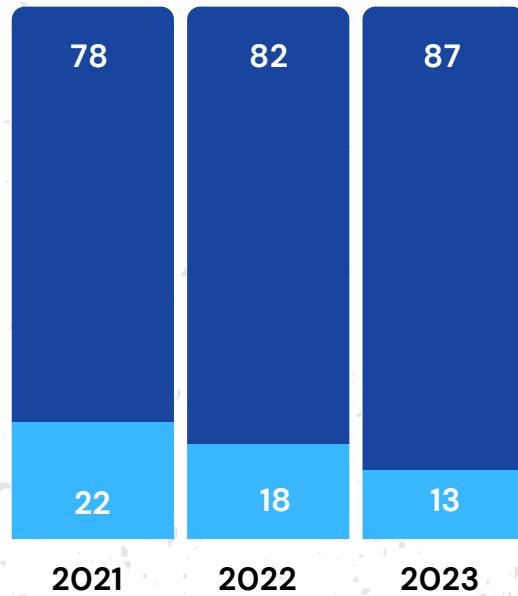
**Total Promotions**



**Information Technology (IT) Workforce**

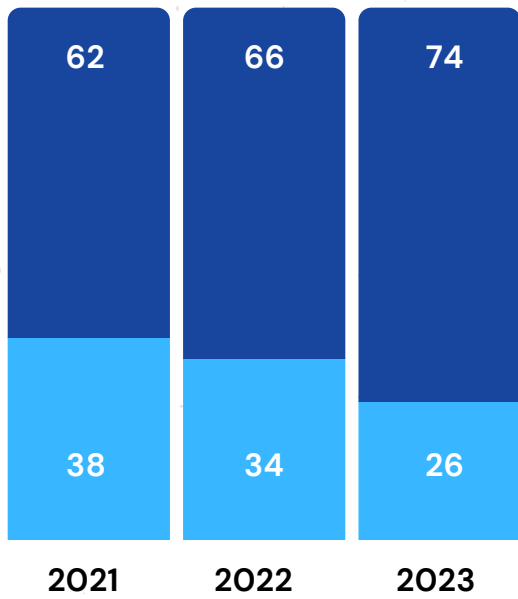


**Engineering Workforce**

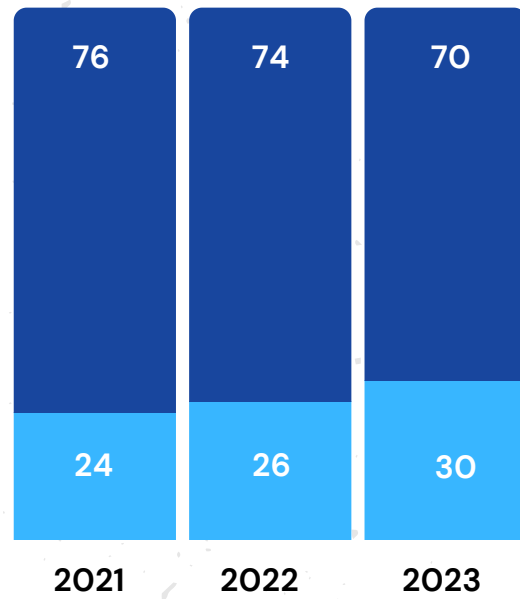


**Entry Level Positions**

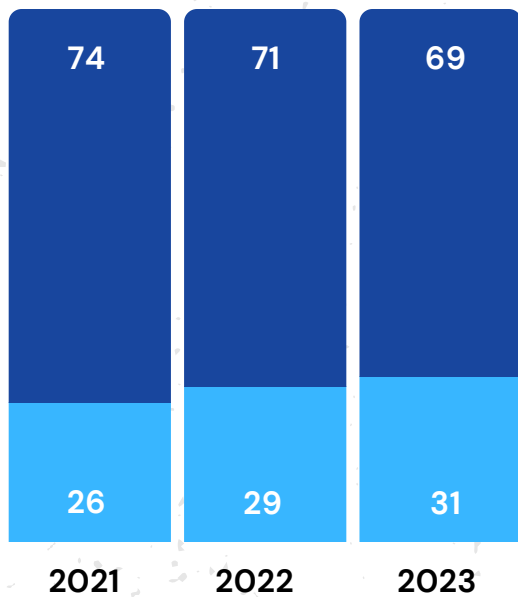
● % women ● % men



**Revenue-producing Roles**



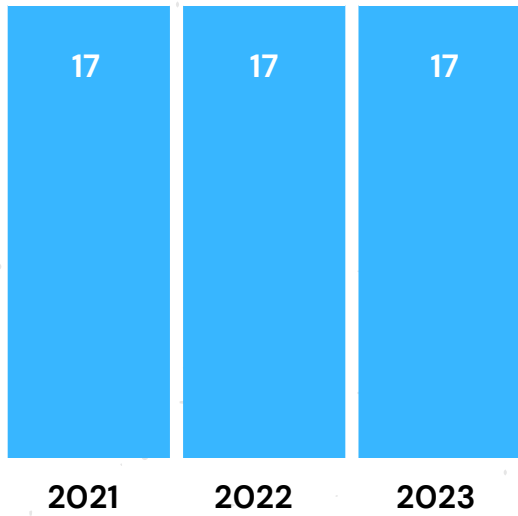
**New Hires**



**Attrition**



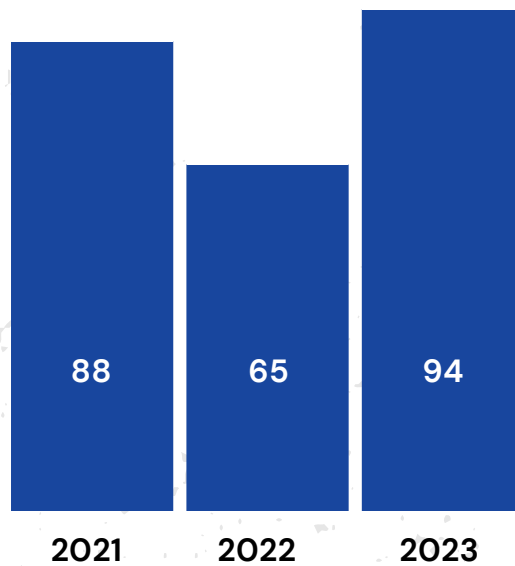
**Global Mean (Average) Raw Gender Pay Gap (%)**



**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 (%)**

# CLOSING NOTICE

Thank you for reading our Diversity, Equity, and Inclusion (DEI) Report 2023.

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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