

SUSTAINABILITY REPORT

Contextual Information

Company Details	
Name of Organization	DoubleDragon Properties Corp. (“DD” or the “Company”)
Location of Headquarters	10 th Floor, Tower 1, DoubleDragon Plaza, EDSA Extension corner Macapagal Avenue, Pasay City
Location of Operations	Various places around the Philippines (Annex A)
Report Boundary: Legal entities (e.g. subsidiaries) included in this report*	<p>DD and its subsidiaries, namely: DoubleDragon Sales Corp., DoubleDragon Property Maintenance Corp., Iloilo Guimaras Ferry Terminal Corp., DD Meridian Park Development Corp., DD HappyHomes Residential Centers Inc., Hotel of Asia, Inc., and its subsidiaries Hotel101 Management Corporation and CSI Hotels Incorporation, Picadilly Circus Landing Inc., and CityMall Commercial Centers Inc. and its subsidiaries namely CM Northtown Davao Inc., Prime DDG Commercial Centers Inc., CM-Goldenfields Bacolod Inc., CM-Tarlac MacArthur Inc., CM-Danao Cebu Inc., CM-Mandalagan Bacolod Inc., CM-Dipolog Zamboaga, Inc., CM Roxas Avenue Inc. and CM-Bunlo Bocaue Inc.</p> <p>A list of the operating properties of the Company is hereto attached as Annex A.</p>
Business Model, including Primary Activities, Brands, Products, and Services	The Company and its subsidiaries are into real estate activities and primarily engaged in the development and operation and maintenance of wide array of real estate business like the sale of condominium and subdivision projects, lease of commercial spaces and operation of community malls, hotels operations, lease of office space and logistical/industrial storage facilities.
Reporting Period	January 1, 2019 – December 31, 2019
Highest Ranking Person responsible for this report	Joselito L. Barrera, Jr. – Chief Compliance Officer

**If you are a holding company, you could have an option whether to report on the holding company only or include the subsidiaries. However, please consider the principle of materiality when defining your report boundary.*

Materiality Process

Explain how you applied the materiality principle (or the materiality process) in identifying your material topics.¹

The experience brought in by key executive and managerial personnel of the Company complemented by interaction and close dealings with customers, regulators, suppliers and other stakeholders (collectively “stakeholders”) contributed largely to the determination of the factors which are key to the operations of the Company.

The following steps were undertaken:

- Understanding the Sustainability Context.
- Consultations and Dialogue with Stakeholders.
- Identifying Material Topics.
- Measuring Performance and Defining Management Approaches.

We referred to the UN Sustainable Development Goals as our reference to evaluate our impact to environment, economy, and society is linked to delivering on specific SDG targets.

ECONOMIC

The Company’s mission is to reach 1.2 Million square meters of leasable space by 2020 comprised of 700,000 square meters from 100 CityMalls in the different regions and provinces of the Philippines, 300,000 square meters from our Metro Manila office projects DD Meridian Park and Jollibee Tower, 100,000 square meters from the planned 5,000 keys from our hospitality business, and another 100,000 square meters from our industrial leasing arm outside of Metro Manila.

Economic Performance

Direct Economic Value Generated and Distributed

Disclosure	Amount	Units
Direct economic value generated (revenue)	20,203,714,946.00	PhP
Direct economic value distributed:		
a. Operating costs	2,296,901,287.00	PhP
b. Employee wages and benefits	290,015,948.00	PhP
c. Payments to suppliers, other operating costs	8,241,343,940.00	PhP
d. Dividends given to stockholders and interest payments to loan providers	2,966,173,572.00	PhP
e. Taxes given to government	1,556,890,580.51	PhP
f. Investments to community (e.g. donations, CSR)	3,663,842.00	PhP

¹ See [GRI 102-46](#) (2016) for more guidance.

In pursuit of the Company's mission, around PhP8.2B was used by the Company as payment to its suppliers and contractors which are contracted for the construction of either office buildings, community malls, hotels or storage facilities. Except for the ongoing construction of office buildings in Metro Manila, majority construction activities are located outside of Metro Manila. This is the amount reinvested by the Company for growth.

P290Million was spent for employees, P2.966 Billion went to investors as dividends.

What is the impact and where does it occur? What is the organization's involvement in the impact?	Which stakeholders are affected?	Management Approach
<p>The Company has been committed since its inception to bring development outside of the National Capital Region and cities as opportunity for growth in terms of economic activity in these second and third tier cities.</p> <p>The Company remitted business and real property taxes to the local governments where its properties are located. These local taxes support local development and the delivery of services, such as the Special Education Fund for then local school boards.</p> <p>The Company's economic performance has expanded the Company's brand of community mall operating in various locations, the Company's hotels/hospitality projects through Hotel 101 and Jinjiang Inn brands, as well as the Company's industrial leasing arm CentralHub, located outside of the metropolises and Metro Manila. These projects have contributed in the local pool of contractors, materials and workers.</p>	<p>Employees, Community, Suppliers, Investors, Creditors, Government</p>	<p>In making business decisions, DD continues to improve the economic value it delivers, and manages its impact on the environment and society.</p> <p>The Company prioritizes inclusive growth across all areas and sectors. The management focuses on contributing this on all its development and projects. Value is given on local employment, contractors, suppliers, businesses and raw materials.</p> <p>Adequate internal control structures are in place to ensure check and balance among departments in the Company.</p> <p>The Financial Statements are reviewed by an audit committee adept in that field, before it is presented before the Board for approval. The Company files and submits its quarterly and annual financial reports to the relevant regulatory agencies, and posts the same on the Company website.</p> <p>The Company also grows its leasing portfolio to achieve income growth for the benefit of all its stakeholders.</p> <p>Its employees are provided with employee benefits on top of the basic salary aligned to performance</p>

		<p>evaluation and Company's performance vs targets.</p> <p>It allocates budget for its corporate social responsibility (CSR) programs, as approved by the board and management.</p> <p>In making business decisions, DD continues to improve the economic value it delivers, and manages its impact on the environment and society.</p>
What are the Risk/s Identified?	Which stakeholders are affected?	Management Approach
Foreign exchange devaluation, inflation of prices affecting cost and expenses, and emerging regulations affecting the Philippine Real Estate industry, are risks that were identified in 2019.	Employees, Suppliers, Investors, Government	To mitigate the risk, most of the key contacts involving construction and the supply of big ticket items are, peso-denominated, on turn key and generally not subject to escalation.
What are the Opportunity/ies Identified?	Which stakeholders are affected?	Management Approach
Improving Company performance in 2020 will lead to more distributed growth and create more value for its stakeholders.	Employees, Suppliers, Investors, the Community and Government	Capital expenditures for community malls, industrial storage facilities and hotels are expended for projects located mostly outside Metro Manila for a more inclusive growth.

Climate-related risks and opportunities²

DD is aware that climate-related risks and opportunities may have material effect to the operations of the Company as it pursues its mission. Natural catastrophes directly affect Company operations. Its effects can manifest in delays in project timeline, property downtime and business disruption, costs of repair or replaced damage or destroyed assets and costs for maintenance due to wear and tear on or damage to buildings.

The Company is in the process of conceptualizing a framework to better understand this topic and its financial and operational effect to the Company. Once a firm understanding has issue has been obtained, a strategy can be developed to address these risks and to capitalize any opportunities.

² Adopted from the Recommendations of the Task Force on Climate-Related Financial Disclosures. The TCFD Recommendations apply to non-financial companies and financial-sector organizations, including banks, insurance companies, asset managers and asset owners.

Procurement Practices

Proportion of spending on local suppliers

Disclosure	Quantity	Units
Percentage of procurement budget used for significant locations of operations that is spent on local suppliers	100%	%

What is the impact and where does it occur? What is the organization's involvement in the impact?	Which stakeholders are affected?	Management Approach
<p>Professional contractors and suppliers are chosen based on their capacity to fulfill our requirements for accreditation, competitiveness of their offer, historical performance, and results of background checking, among others.</p> <p>The Company in sourcing local contractors and suppliers, works with and prioritizes the local pool of contractors, and suppliers to meet the construction standards in the process, design and materials. DD supports and works together with the contractors, suppliers, and local government in continuously improving and raising the standards of the construction process in every project.</p>	Suppliers and contractors	DD requires in its procurement process that accreditation, business or corporate documents (e.g. SEC and DTI Registration, BIR registration, Business Permits, Audited Financial Statements) would be submitted by potential suppliers for them to be considered, including its corporate profile and list of previous engagements or clients. These documents are reviewed and vetted.
What are the Risk/s Identified?	Which stakeholders are affected?	Management Approach
Stakeholders may not completely follow the communications that are conveyed on the Company's Anti-corruption policies.	Employees and Suppliers	The Company ensures the inclusion of the discussion of the Anti-Corruption Policies of the Company during on the job orientation and during the annual general assembly where material policies are reintroduced to all employees. Likewise, appropriate rules are included in the Code of Conduct for employees who failed to enforce the standards set by the Company for performance.

What are the Opportunity/ies Identified?	Which stakeholders are affected?	Management Approach
Better relations with local suppliers and achieve higher standards of practices for procurement. Uniform design of our community malls may provide additional efficiencies for our suppliers and may result to a favorable pricing.	Employees and Suppliers	Synergy of all procurement teams within the Group to negotiate prices of key goods and services as one block. The Company also invests in employees by providing them necessary trainings to further improve their skills for procurement.

Anti-corruption

Training on Anti-corruption Policies and Procedures

Disclosure	Quantity	Units
Percentage of employees to whom the organization's anti-corruption policies and procedures have been communicated to	100	%
Percentage of business partners to whom the organization's anti-corruption policies and procedures have been communicated to	100	%
Percentage of directors and management that have received anti-corruption training	N/A	%
Percentage of employees that have received anti-corruption training	100	%

The Company believes that corruption can undermine its pursuit for better value of goods and services to flow from and to key stakeholders, i.e. suppliers, employees, government, and providers of capital. Risks can exist in key areas such as in procurement, and those personnel whose functions include to directly transacts with government.

DD's policy against corruption is implemented though specific prohibition statements incorporated in the Company's code of conduct and in all contracts particularly the supply and delivery of goods and services.

This policy is likewise discussed in every orientation for new employees and annual employee general assembly.

The following policies are in place to prevent or detect corruption and to hold those who committed accountable:

- Conflict of Interest
- Conduct of Business and Fair Dealings
- Prohibition on Solicitation/Receipt of Gifts from Third Parties
- Compliance with Laws and Regulations
- Respect for Trade Secrets/Use of Non-public Information
- Protection of Data Privacy
- Use of Company Funds and Assets
- Employment and Labor Laws and Policies
- Whistleblowing
- Related Party Transactions

Violation of any provision of these policies as determined through a due process may result in disciplinary action, including dismissal and reimbursement for any loss to the Company that result from the employee's action. If appropriate, a violation may result in legal action against the employee or referral to the appropriate government authorities.

What is the impact and where does it occur? What is the organization's involvement in the impact?	Which stakeholders are affected?	Management Approach
The Company acknowledges fraud and corruption curtailment is part of good governance and management practice. These policies are in compliance to the principles and practices set out by the Company's Manual on Corporate Governance.	Employees, Suppliers, Government Regulators	The Company has a Whistleblowing Policy, Prohibition on Solicitation/Receipt of Gifts from Third Parties and other policies that are communicated to its employees during job orientations and tackled every annual corporate general assembly of the Company. These policies are either posted in the Company's website or incorporated in various contracts entered by the Company.
What are the Risk/s Identified?	Which stakeholders are affected?	Management Approach
Stakeholders may not completely comply with the established provisions of the Company's Anti-corruption policies.	Employees, Suppliers, Investors	The Company ensures the inclusion of the discussion of the Anti-Corruption Policies of the Company during on the job orientation and during the annual general assembly where material policies are reintroduced to all employees. Likewise, appropriate rules are included in the Code of Conduct for employees who failed to enforce the standards set by the Company for performance.
What are the Opportunity/ies Identified?	Which stakeholders are affected?	Management Approach
No significant opportunities identified.		

Incidents of Corruption

Disclosure	Quantity	Units
Number of incidents in which directors were removed or disciplined for corruption	0	#
Number of incidents in which employees were dismissed or disciplined for corruption	0	#
Number of incidents when contracts with business partners were terminated due to incidents of corruption	0	#

What is the impact and where does it occur? What is the organization's involvement in the impact?	Which stakeholders are affected?	Management Approach
<p>There was no case of corruption within or against the Company in the reporting year.</p> <p>The Company credits this impact on regular and positive reinforcement of Company values of fair and legal business dealings within its employees and other stakeholders.</p>	<p>Employees, Suppliers and Government</p>	<p>The Company ensures the inclusion of the discussion of the Anti-Corruption Policies of the Company during on the job orientation and during the annual general assembly where material policies are reintroduced to all employees. Likewise, appropriate rules are included in the Code of Conduct for employees who failed to meet the standards set by the Company for performance. There are also sufficient internal control structures to minimize if not prevent and detect corruption.</p>
What are the Risk/s Identified?	Which stakeholders are affected?	Management Approach
<p>The risk that the Company policy is not well-communicated and practiced on and by all stakeholders, may allow the possibility of a stakeholder not carrying them out. This would affect the Company's operations and its engagement with the suppliers, undermining the Company standards towards equitable and fair business dealings.</p>	<p>Employees, Suppliers and Government</p>	<p>Continuous reminders of the policy in place through reorientation program be conducted. Checks and balances procedures be set up in each department for the policies against corruption be continuously implemented.</p>
What are the Opportunity/ies Identified?	Which stakeholders are affected?	Management Approach
<p>No significant opportunities identified.</p>		

ENVIRONMENT

The Company has obtained the services of general contractors on a turn-key basis for the construction of its hotels, community malls and industrial storage/warehouse facilities. Under this set-up, the general contractor has absolute control on the means and methods for the construction of the buildings, including how resources are utilized. Hence, this report will reflect information on the Company's operations.

Information under this section is the result from the operations of CityMall community malls only. The Company is still implementing a process to capture the information required for this report for its hotels, office leasing and industrial leasing activities.

As a real-estate Company engaging primarily in leasing activities, during the operational phase, most of the resources herein are consumed by the Company's tenants. The Company's consumption is limited to the maintenance of the facilities and their common areas.

Resource Management

Energy consumption within the organization:

Disclosure	Quantity	Units
Energy consumption (renewable sources)	17,747	GJ
Energy consumption (gasoline)	N/A	GJ
Energy consumption (LPG)	8,117	GJ
Energy consumption (diesel)	422,025	GJ
Energy consumption (electricity)	6,769,063	kWh

Reduction of energy consumption

Disclosure	Quantity	Units
Energy reduction (gasoline)	N/A	GJ
Energy reduction (LPG)	N/A	GJ
Energy reduction (diesel)	N/A	GJ
Energy reduction (electricity)	7,497,344	kWh
Energy reduction (gasoline)	N/A	GJ

What is the impact and where does it occur? What is the organization's involvement in the impact?	Which stakeholders are affected?	Management Approach
Energy consumption comes mostly from operations, particularly on electricity, LPG,	Employees, tenants and customers	The Company's office buildings- Jollibee Tower, DoubleDragon Plaza, DoubleDragon East and

water , and fuel for generator set use.		<p>DoubleDragon West were designed and built with energy efficient features and have secured Leadership in Energy and Environmental Design (LEED) Certification.</p> <p>CityMall utilizes eco-friendly devices and systems such as solar power, LED lights, optimization of natural lighting, modern waste treatment facilities, rainwater harvesting systems and most recently, the use of green fans further boosting cooling efficiency.</p> <p>In addition, the Company trains its operations staff on energy management measures which include the proper maintenance and operation of diesel generator sets.</p> <p>Regular preventive maintenance measures and cleaning of facilities are in place to improve equipment performance and efficiency.</p>
What are the Risk/s Identified?	Which stakeholders are affected?	Management Approach
No identified significant risks yet.		
What are the Opportunity/ies Identified?	Which stakeholders are affected?	Management Approach
When certain buildings of the Company obtain the status of Contestability, this will allow the Company the option to choose where to source its energy needs.	Tenants, suppliers	The Company continues to explore methods to reduce energy consumption, promote sustainable development through green technology without sacrificing quality of service to our tenants.

Water consumption within the organization

Disclosure	Quantity	Units
Water withdrawal	21,348	Cubic meters
Water consumption	298,260	Cubic meters
Water recycled and reused	NA	Cubic meters

What is the impact and where does it occur? What is the organization's involvement in the impact?	Which stakeholders are affected?	Management Approach
<p>The Company sources its water from utility companies supplying water to a particular area where a facility is located. Water is primarily used in operations as a cleansing agent.</p>	<p>Tenants, customers, employees and community</p>	<p>Although bulk of the water are consumed by the Company's tenants and customers, for water to be consumed economically, the Company does the following measures:</p> <ul style="list-style-type: none"> • For common area cleaning, the Company minimizes the use of water through proper scheduling of floor wash downs or cleanings. • Proper training of personnel on water conservation. Ensuring the presence and training of the pollution control officers of every project or development. • Regular maintenance of all pipes, valves, and pumps • Education drive and reminders for tenants and hotel customers on water conservation.
What are the Risk/s Identified?	Which stakeholders are affected?	Management Approach
<p>During summer time, there are particular regions in the country that experience water shortages.</p>	<p>Tenants, employees, customers, the community and the Company itself.</p>	<p>The Company may consider obtaining water from alternative sources like proper utilization of ground water or hauling bulk water through other sustainable means.</p>
What are the Opportunity/ies Identified?	Which stakeholders are affected?	Management Approach
<p>Although water as a resource remain finite and scarce, there are new technologies and methods that maximize use of water.</p>	<p>Tenants, employees, customers and the Company itself</p>	<p>The Company may explore avenues for recycling water and consider facilities for rainwater collection, waste water treatment and recycling facility.</p>

Materials used by the organization

Disclosure	Quantity	Units
Materials used by weight or volume		
• renewable	N/A	kg/liters
• non-renewable	N/A	kg/liters
Percentage of recycled input materials used to manufacture the organization's primary products and services	N/A	%

The Company has obtained the services of general contractors on a turn-key basis for the construction of its hotels, community malls and industrial storage facilities. Under this set-up, the general contractor has absolute control on the means and methods for the construction of the buildings, including how resources are utilized.

What is the impact and where does it occur? What is the organization's involvement in the impact?	Which stakeholders are affected?	Management Approach
N/A	N/A	N/A
What are the Risk/s Identified?	Which stakeholders are affected?	Management Approach
N/A	N/A	N/A
What are the Opportunity/ies Identified?	Which stakeholders are affected?	Management Approach
N/A	N/A	N/A

Ecosystems and biodiversity (whether in upland/watershed or coastal/marine)

Disclosure	Quantity	Units
Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	N/A	
Habitats protected or restored	N/A	ha
IUCN ³ Red List species and national conservation list species with habitats in areas affected by operations	N/A	

³ International Union for Conservation of Nature

None of the Company's operational sites are located within protected areas.

What is the impact and where does it occur? What is the organization's involvement in the impact?	Which stakeholders are affected?	Management Approach
N/A	N/A	N/A
What are the Risk/s Identified?	Which stakeholders are affected?	Management Approach
N/A	N/A	N/A
What are the Opportunity/ies Identified?	Which stakeholders are affected?	Management Approach
N/A	N/A	N/A

Environmental impact management

Air Emissions

GHG

Disclosure	Quantity	Units
Direct (Scope 1) GHG Emissions	298	Tonnes CO ₂ e
Energy indirect (Scope 2) GHG Emissions	No available data	Tonnes CO ₂ e
Emissions of ozone-depleting substances (ODS)	N/A	Tonnes

What is the impact and where does it occur? What is the organization's involvement in the impact?	Which stakeholders are affected?	Management Approach
Most of the scope 1 GHG emissions were the result of operation of generator sets either for maintenance runs or for provision of temporary power to Company buildings and its tenants during power interruption or shortage.	Tenants, customers and the community.	The Company is participating in trainings and seminars of the Department of Energy and Natural Resources on reduction of emission of Greenhouse Gases. Also, the Company has utilized solar panels to augment its power requirements in some of its community malls and office buildings.

What are the Risk/s Identified?	Which stakeholders are affected?	Management Approach
No significant risk identified <i>yet</i> .		
What are the Opportunity/ies Identified?	Which stakeholders are affected?	Management Approach
No significant opportunities identified <i>yet</i> .		

Air pollutants

Disclosure	Quantity	Units
NO _x	7,305	kg
SO _x	483	kg
Persistent organic pollutants (POPs)	N/A	kg
Volatile organic compounds (VOCs)	109	kg
Hazardous air pollutants (HAPs)	N/A	kg
Particulate matter (PM)	518	kg

What is the impact and where does it occur? What is the organization's involvement in the impact?	Which stakeholders are affected?	Management Approach
The Company believes that the impact it caused have been controlled and insignificant as its generator sets which contributes to air pollution are utilized only in cases of power interruptions and maintenance runs.	Employees, customers and tenants	The Company complies with the standards set by the government for clean air emissions.
What are the Risk/s Identified?	Which stakeholders are affected?	Management Approach
No significant risks identified <i>yet</i> .		
What are the Opportunity/ies Identified?	Which stakeholders are affected?	Management Approach
No significant opportunities <i>yet</i> .		

Solid and Hazardous Wastes

Solid Waste

Disclosure	Quantity	Units
Total solid waste generated	49,894,885	kg
Reusable	N/A	kg
Recyclable	2,507,756	kg
Composted	N/A	kg
Incinerated	N/A	kg
Residuals/Landfilled	N/A	kg

What is the impact and where does it occur? What is the organization's involvement in the impact?	Which stakeholders are affected?	Management Approach
Most of the waste collected from various sites came from tenants and customers.	Tenants, customers, and the community	<p>Segregation at the source is encouraged for all the mall and office tenants.</p> <p>Each segregated waste is hauled by a contracted waste disposal contractor to be disposed in proper landfills. Recyclable wastes are sent to Materials Recovery Facilities, which are then sorted out and sent to buyers (e.g. junk and scrap buyers).</p> <p>Property management teams are expected to follow their waste management systems to minimize the cost of disposal.</p> <p>The Company also encourages tenants to reduce waste through reuse of materials.</p>
What are the Risk/s Identified?	Which stakeholders are affected?	Management Approach
No significant risks are identified yet.		

What are the Opportunity/ies Identified?	Which stakeholders are affected?	Management Approach
No significant opportunities are identified yet.		

Hazardous Waste

Disclosure	Quantity	Units
Total weight of hazardous waste generated	270,631	kg
Total weight of hazardous waste transported	248,044	kg

What is the impact and where does it occur? What is the organization's involvement in the impact?	Which stakeholders are affected?	Management Approach
Most of the hazardous waste collected from various sites came from tenants and customers.	Tenants and customers	<p>Hazardous waste is hauled by a contracted waste disposal contractor duly accredited by the DENR which dispose it in landfills duly identified by the government.</p> <p>Property management teams are tasked to implement and improve their waste management systems to minimize the cost of disposal.</p> <p>The Company also encourages tenants to reduce hazardous waste.</p>
What are the Risk/s Identified?	Which stakeholders are affected?	Management Approach
No significant risks are identified yet.		
What are the Opportunity/ies Identified?	Which stakeholders are affected?	Management Approach
No significant opportunities identified yet.		

Effluents

Disclosure	Quantity	Units
Total volume of water discharges	211,944	Cubic meters
Percent of wastewater recycled	N/A	%

What is the impact and where does it occur? What is the organization's involvement in the impact?	Which stakeholders are affected?	Management Approach
All properties of the Company are equipped with waste water treatment facilities.	Community, employees and government	The Company ensures that its wastewater treatment facilities comply with the regulatory requirements set by the DENR. The Company also considers other different technologies to ensure proper waste management.
What are the Risk/s Identified?	Which stakeholders are affected?	Management Approach
No significant risks are identified yet.		
What are the Opportunity/ies Identified?	Which stakeholders are affected?	Management Approach
No significant opportunities are identified yet.		

Environmental compliance

Non-compliance with Environmental Laws and Regulations

Disclosure	Quantity	Units
Total amount of monetary fines for non-compliance with environmental laws and/or regulations	15,424	PhP
No. of non-monetary sanctions for non-compliance with environmental laws and/or regulations	N/A	#
No. of cases resolved through dispute resolution mechanism	3	#

What is the impact and where does it occur? What is the organization's involvement in the impact?	Which stakeholders are affected?	Management Approach
The activities that the Company does in pursuit of our mission involves utilization of resources and the discharge of wastes, which can contribute an effect to the environment. It is paramount that the Company comply with requirements set by law. Non-compliance can affect the Company's operations and its reputation.	Employees, the Company and tenants	<p>The Company ensures that all aspects of operations are compliant with the applicable laws.</p> <p>All operating sites are covered by an environment clearance certificates, if such is applicable, or other clearances issued by appropriate government agencies.</p>
What are the Risk/s Identified?	Which stakeholders are affected?	Management Approach
No significant risks identified yet.		
What are the Opportunity/ies Identified?	Which stakeholders are affected?	Management Approach
No significant opportunities identified yet.		

SOCIAL

Employee Management

Employee Hiring and Benefits

Employee data

Disclosure	Quantity	Units
Total number of employees ⁴	621	
a. Number of female employees	349	#
b. Number of male employees	272	#
Attrition rate ⁵	31.40	rate
Ratio of lowest paid employee against minimum wage	1:1	ratio

Employee benefits

List of Benefits	Y/N	% of female employees who availed for the year	% of male employees who availed for the year
SSS	Y	100%	100%
PhilHealth	Y	100%	100%
Pag-ibig	Y	100%	100%
Parental leaves	Y		
Vacation leaves	Y	100%	100%
Sick leaves	Y	100%	100%
Medical benefits (aside from PhilHealth)	Y	HMO - 57%	HMO - 43%
Housing assistance (aside from Pag-ibig)	N		
Retirement fund (aside from SSS)	Y	0%	0%
Further education support	Y		
Company stock options	Y	0%	0%
Telecommuting	N		
Flexible-working Hours	N		
(Others) Life Insurance	Y	0%	0%

***Unutilized sick and vacation leaves are convertible to cash.
 Educational support is currently in the form of a compressed working schedule for employees based in DD Headquarters. *All employees are covered by mandatory benefits set by law.*

DD is fully compliant to mandatory benefits set by law. The Company also provides additional benefits and perks based on industry standards to provide employees not only with the proper care necessary, but also for the Company to be a competitive employer for the years to come.

DD is also fully compliant with minimum wage and other labor standards.

⁴ Employees are individuals who are in an employment relationship with the organization, according to national law or its application ([GRI Standards 2016 Glossary](#))

⁵ Attrition are = (no. of new hires – no. of turnover)/(average of total no. of employees of previous year and total no. of employees of current year)

Workplace Safety

In 2019, the Company had no incidents resulting to deaths, nor serious injuries involving permanent or probationary employees. It would further study and record employees who suffer from pre-existing conditions to further collect data on specific health and safety precautions to be undertaken.

What is the impact and where does it occur? What is the organization's involvement in the impact?	Management Approach
<p>As part of the recruitment policy, the Company entertains applicants for hiring regardless of race, culture, and other personal traits.</p> <p>The employees are among the larger and more important stakeholder in our operations.</p>	<p>The Company's job advertisements do not state that the job is restricted to candidates on the basis of personal attributes such as school, age or gender, but rather the skills the candidates need and the criteria that they have to fulfill to be eligible for the job. Moreover, the Company encourages employee diversity, and recruits from different areas in the country, to ensure that we reach a broader pool of candidates.</p> <p>To promote employee retention and loyalty to DD, the Company, in addition to the basic employee benefits mandated by law, provides an attractive, competitive compensation and benefit package which are higher than the minimum wage, incentive packages, performance reviews and salary appraisals, trainings, seminars, Company sponsored activities, employee empowerment, and appropriate mechanisms for their protection. The Company also provides ample amount of commutable leave credits, health card availment, and others.</p>
What are the Risk/s Identified?	Management Approach
<p>The Company identified the challenges of hiring and retaining quality employees as a risk that may hamper its continued expansion and growth.</p>	<p>DD continuously evaluates its policies in hiring and retaining employees. This process may include bench marking its compensation package against that of industry standards.</p>

What are the Opportunity/ies Identified?	Management Approach
The Company may consider job rotations to ensure proper workplace succession and minimize the effect of employee turnover.	The Company provides and aims to continuously improve on providing adequate trainings and seminars to employees for professional growth.

Employee Training and Development

Disclosure	Quantity	Units
Total training hours provided to employees		
a. Female employees	4,278.74	hours
b. Male employees	3,334.72	hours
Average training hours provided to employees		
a. Female employees	12.26	hours/employee
b. Male employees	12.26	hours/employee

What is the impact and where does it occur? What is the organization's involvement in the impact?	Management Approach
DD recognizes that training and education form an important part in the development of employee skills and supporting career development. Likewise the Company also believes that training and education increases employee efficiency and capabilities	In 2019, the Company dedicated 7,613.46 hours on training employees. Training primarily comprised of workplace compliance such as on-boarding, regularization, safety, and compliance and was administered by the Human Resources (HR) Department. Each department also holds its own informal training sessions to further familiarize responsibilities with specific roles. In addition, trainings on various upskilling courses is imparted to aid in the technological capabilities of the employees, such as MS Office, SAP, etc. and on new concepts like the Data Privacy, meeting etiquette and others to promote general knowledge of each employee. Selected key employees are also sent out for training and seminars to update their knowledge on the information related to their functions.

What are the Risk/s Identified?	Management Approach
DD recognizes that constant upskilling is necessary for the growth of the Company as well as for the growth of each individual employee, as existing skills may become obsolete and outdated.	The Company aims to establish a further training policy in 2020 such as increase the hours given as well as further distribute the training courses across departments and functions to expand knowledge and to provide equal access and opportunities for all employees. In 2020, it will be conducting further training needs analysis in crucial areas of operations in order to provide relevant and quality training programs.
What are the Opportunity/ies Identified?	Management Approach
The Company will also look to expand trainings beyond the traditional classroom set up and study the possibility of e-learning courses for employees to undergo so that the employee can be given higher levels of control on their development .	Performance reviews are scheduled annually to support in career development, promotion and merit enhancement. Those employees who are more capable of performing tasks of higher responsibility may be provided with trainings to equip them with proper tools for their new/added responsibilities.

Labor-Management Relations

Disclosure	Quantity	Units
% of employees covered with Collective Bargaining Agreements	0	%
Number of consultations conducted with employees concerning employee-related policies	2	#

What is the impact and where does it occur? What is the organization’s involvement in the impact?	Management Approach
DD understands the vital role of harmonious labor-management relations. This can provide the Company with information from its employees for management to be able to adjust accordingly to the needs of its people to promote and improve the environment, performance, and the culture of the Company.	All Department Heads and Officers are expected to practice an open-door approach to feedback from our employees. Employees are encouraged to voice out their concerns and opinions even to the President of the Company. These concerns are read individually. These concerns are considered and acted upon with utmost urgency by formal and ad hoc groups. Numerous policy

This harmony cultivated by the Company positively affects efficiency and smooth continuity in the business operations and employment.	changes have already been implemented using this method with concerns ranging from working hours, overtime, additional facilities, etc. The Company aims to establish and implement extensive consultation efforts and feedback mechanisms to increase engagement further.
What are the Risk/s Identified?	Management Approach
No material risks identified yet.	
What are the Opportunity/ies Identified?	Management Approach
No opportunities identified yet.	

Diversity and Equal Opportunity

Disclosure	Quantity	Units
% of female workers in the workforce	57	%
% of male workers in the workforce	43	%
Number of employees from indigenous communities and/or vulnerable sector*	0	#

*Vulnerable sector includes, elderly, persons with disabilities, vulnerable women, refugees, migrants, internally displaced persons, people living with HIV and other diseases, solo parents, and the poor or the base of the pyramid (BOP; Class D and E).

What is the impact and where does it occur? What is the organization's involvement in the impact?	Management Approach
The Company does not discriminate its employees on the basis of personal characteristics, such as but not limited to, race, sex, religion, gender orientation, political opinion, and others.	The Company promotes equal employment opportunity to applicants, without discrimination on the basis of race, sex, religion, gender orientation, or other personal characteristics. The Company also ensures to comply with Philippine labor laws related to diversity; including policies on discrimination and harassment, and unfair treatment in the workplace.
What are the Risk/s Identified?	Management Approach
No significant risks identified yet.	
What are the Opportunity/ies Identified?	Management Approach
No opportunities identified yet.	

Workplace Conditions, Labor Standards, and Human Rights

Occupational Health and Safety

Disclosure	Quantity	Units
Safe Man-Hours	N/A	Man-hours
No. of work-related injuries	0	#
No. of work-related fatalities	0	#
No. of work related ill-health	0	#
No. of safety drills	0	#

What is the impact and where does it occur? What is the organization’s involvement in the impact?	Management Approach
<p>Work related accidents happen in the place of work.</p> <p>The Company has designed workplaces in a way that minimizes if prevents accidents to happen in workplace. Prior employment, the Company require a candidate to submit to a physical examination to determine if such candidate is fit for a particular work.</p>	<p>The Company partners with a Health Maintenance Organization (HMO) and ensures its employees’ health and wellness by mandating employees to undergo annual physical examinations (staff to officers) and executive check-ups (for department heads and up).</p> <p>Should an accident take place in the workplace, there are trained First-Aiders and an nurses/ doctors who provide assistance.</p> <p>Moreover, various sites have partnerships with nearby clinics and hospitals. A personnel can assist in taking the employee to a nearby medical facility for treatment.</p> <p>The Company also sends representatives for Basic Occupational Safety & Health Training, as well as first-aid training.</p>
What are the Risk/s Identified?	Management Approach
No risks identified yet.	
What are the Opportunity/ies Identified?	Management Approach
No opportunities identified yet.	

Labor Laws and Human Rights

Disclosure	Quantity	Units
No. of legal actions or employee grievances involving forced or child labor	0	#

Do you have policies that explicitly disallows violations of labor laws and human rights (e.g. harassment, bullying) in the workplace?

Topic	Y/N	If Yes, cite reference in the Company policy
Forced labor	N	While the Company does not have a written policy on these subjects, the Company complies with the provisions of labor laws which prohibits forced labor, child labor and ensures protection of human rights.
Child labor	N	
Human Rights	N	

Supply Chain Management

Do you have a supplier accreditation policy? If yes, please attach the policy or link to the policy:

No.

Do you consider the following sustainability topics when accrediting suppliers?

Topic	Y/N	If Yes, cite reference in the supplier policy
Environmental performance	Y	The Company stipulates in all its contracts a provision that a chosen supplier should be compliant with all laws and regulations, including laws against forced labor, child labor and for the protection of human rights and the environment. Likewise, before engagement, we require all suppliers to produce all applicable clearances, certificates and permits from appropriate government agencies.
Forced labor	Y	
Child labor	Y	
Human rights	Y	
Bribery and corruption	Y	

Relationship with Community

Significant Impacts on Local Communities

Operations with significant (positive or negative) impacts on local communities (exclude CSR projects; this has to be business operations)	Location	Vulnerable groups (if applicable)*	Does the particular operation have impacts on indigenous people (Y/N)?	Collective or individual rights that have been identified that or particular concern for the community	Mitigating measures (if negative) or enhancement measures (if positive)
Ferry Terminal	Parola, Iloilo City	Commuters, going to and from Guimaras	Yes, if these will involve them travelling to and from Guimaras	None	Better passenger and ferry queuing management system
CityMalls	Those CityMalls located in tier-2 and tier 3 municipalities.	None	Yes	None	None

**Vulnerable sector includes children and youth, elderly, persons with disabilities, vulnerable women, refugees, migrants, internally displaced persons, people living with HIV and other diseases, solo parents, and the poor or the base of the pyramid (BOP; Class D and E)*

For operations that are affecting IPs, indicate the total number of Free and Prior Informed Consent (FPIC) undergoing consultations and Certification Preconditions (CPs) secured and still operational and provide a copy or link to the certificates if available:

Not applicable.

Certificates	Quantity	Units
FPIC process is still undergoing	N/A	#
CP secured	N/A	#

What are the Risk/s Identified?	Management Approach
No significant risks identified yet.	
What are the Opportunity/ies Identified?	Management Approach
<p>CityMalls at times become venues for large gathering, especially programs conducted by the LGUs and local schools. This will help to showcase the facilities of the mall and the services being offered.</p> <p>DD supports local retail suppliers. For the past three (3) years it has provided space in partnership with the DTI, for local retailers a venue to showcase and sell their products around the country.</p>	<p>The Company is in constant talks with the LGUs and local communities where the CityMalls are located to offer them to conduct their events in the activity centers to serve as activity place for the community engagement between government and the communities.</p>

Customer Management

Customer Satisfaction

Disclosure	Score	Did a third party conduct the customer satisfaction study (Y/N)?
Customer satisfaction	N/A	N

No survey on customer satisfaction has been conducted by a third party. For our hotel operations, the Company monitors the evaluations and feedbacks of its customers in various hotel booking applications.

Health and Safety

Disclosure	Quantity	Units
No. of substantiated complaints on product or service health and safety*	0	#
No. of complaints addressed	N/A	#

*Substantiated complaints include complaints from customers that went through the organization's formal communication channels and grievance mechanisms as well as complaints that were lodged to and acted upon by government agencies.

What is the impact and where does it occur? What is the organization's involvement in the impact?	Management Approach
<p>The value the Company puts on health and safety allows all the sites to have accessible facilities , generating inclusivity in all the hotels, malls and offices , which has a positive direct effect to its operations.</p>	<p>The Company endeavors to update itself in the progress of accessible facilities and equipment.</p> <p>To ensure the safety and convenience of the customers especially the senior citizens and Persons with Disability (PWD), malls, offices and hotels makes sure that (i) there are adequate parking spaces reserved for them, (ii) ensure that escalators and/or elevators are maintained properly, and (iii) senior citizen and PWD- convenient ramps and stairs are available.</p> <p>All mall, office and hotel comfort rooms are properly manned by well trained personnel to maintain cleanliness and sanitation.</p> <p>The Company conducts quarterly evacuation drills to be led by an emergency response team (ERT) assigned to each mall, hotel and office site, together with disaster risk management offices for the cities where the sites are located.</p> <p>Ensure that well-equipped clinics and competent medical teams are accessible at all times. For those CityMalls that do not have a clinic on-site, it has partner clinics that can provide first aid.</p> <p>The Company also engages security companies that are competent, reliable, and experienced enough in mall security and management. Their performance are regularly assessed as well.</p>

What are the Risk/s Identified?	Management Approach
<p>The Company is exposed to the risk of the occurrence of natural disasters, such as earthquakes and typhoons, which may cause danger to its customers and employees.</p>	<p>Operating and upcoming hotel, mall and office sites are designed to meet international standards, and existing malls have rehabilitation programs to ensure that they are up to date with current standards. The Company assesses and supports disaster preparedness and training.</p>

	Medical and administrative teams at every project are regularly trained to handle first aid procedures in case of emergencies, such as those resulting from a natural disaster. clinics are also on standby for any emergency, and have connections with hospitals near the malls for major emergencies.
What are the Opportunity/ies Identified?	Management Approach
No Opportunities identified yet.	

Customer privacy

Disclosure	Quantity	Units
No. of substantiated complaints on customer privacy*	0	#
No. of complaints addressed	N/A	#
No. of customers, users and account holders whose information is used for secondary purposes	0	#

*Substantiated complaints include complaints from customers that went through the organization's formal communication channels and grievance mechanisms as well as complaints that were lodged to and acted upon by government agencies.

Data Security

Disclosure	Quantity	Units
No. of data breaches, including leaks, thefts and losses of data	0	#

Data Privacy and Security

DD collects personal data of its customers, clients and other individuals the Company has transactions with. The personal information that are collected, processed and stored varies depending on the type of information the law requires to support and complete a particular transaction. The Company maintains data on more than 50,000 individuals. This data is stored in and accessed by the department handling the particular transaction and only by an authorized employee. The data is processed in local servers equipped with access controls and logs through specific and designated computers.

UN SUSTAINABLE DEVELOPMENT GOALS

Product or Service Contribution to UN SDGs

Key products and services and its contribution to sustainable development.

Key Products and Services	Societal Value / Contribution to UN SDGs	Potential Negative Impact of Contribution	Management Approach to Negative Impact
Office Space	The Company provides an accessible and convenient location where businesses can operate and contribute to an increased economic activity and promote job creation in the areas where our properties are located.	No Negative impact identified.	
Mall/commercial space	We provide a space where merchants market their products. Likewise the Company provides an accessible and convenient avenue where consumers can avail of their various daily needs in one venue. Each mall has an activity center which can be used by local communities, groups and associations like schools, LGUs for their programs and activities.	As most of the community malls are located in Tier-2 and Tier-3 municipalities, the development of a mall can put pressure on the demand for resources, particularly water.	The Company may explore avenues for recycling water and consider facilities for rainwater collection, waste water treatment and recycling facility.
Industrial space	The Company provides storage space to businesses which can facilitate better distribution of their goods and may extend	No Negative impact identified.	

	their reach to distant areas. This may also contribute for goods to be more accessible to more consumers.		
Residential units	We provide an accessible opportunity for families to own their own homes or for students to reside near their schools or for young professionals to live in an area accessible for work.	No Negative impact identified.	
Hotel rooms	The Company provides affordable, accessible, convenient accommodation options for travelling businessmen, entrepreneurs and tourists.	No Negative impact identified.	

* None/Not Applicable is not an acceptable answer. For holding companies, the services and products of its subsidiaries may be disclosed.