



# BREAKING BARRIERS

2022 DIVERSITY, EQUITY & INCLUSION REPORT





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SMPC is unwavering in its commitment to overcoming the obstacles that stand in the way of creating a truly inclusive and equitable workplace.

"Breaking Barriers" encapsulates our dedication to eliminating roadblocks, biases, or unfair practices that could obstruct equal opportunities for everyone.

We are focused on ensuring that every individual, regardless of who they are or where they come from, has a fair chance to succeed, grow, and contribute to our collective success.

Through concerted efforts, policies, and a culture of inclusion, we strive to create a workplace where all voices are heard, all contributions are valued, and all individuals are empowered to reach new heights.

# ABOUT THE REPORT

This Diversity, Equity, and Inclusion (DEI) Report serves as a transparent account of the DEI management and performance of Semirara Mining and Power Corporation (SMPC) in 2022.

The report 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, and covers all operations of SMPC, unless otherwise specified.

We are committed to transparency and continued improvement of our DEI and sustainability performance, and to aligning with the expectations of our stakeholders.



# CONTENTS



**3** ABOUT THE REPORT



**6** MESSAGE FROM THE PRESIDENT



**8** WHO WE ARE



**13** OUR DIVERSITY, EQUITY & INCLUSION STRATEGY



**18** DEI AT SMPC



**38** GENDER DATA

# MESSAGE FROM THE PRESIDENT

Dear Stakeholders,

We are pleased to present Semirara Mining and Power Corporation's (SMPC) first Diversity, Equity and Inclusion (DEI) Report. This report marks another significant step in our commitment to transparency, accountability, and the ongoing progress of our DEI initiatives.

At SMPC, we believe that DEI is a fundamental principle that drives our values, shapes our corporate culture, and influences our actions. Our aspiration is to be a beacon of positive change within our industry and beyond.

In this report, you will find an overview of our DEI journey, the accomplishments we have achieved, and the challenges we continue to address. Our commitment to DEI is unwavering, and it is evident in our actions across various aspects of our operations.



We have made substantial progress in implementing inclusive hiring practices, with a focus on reducing biases and promoting diversity in our workforce. Our expanded DEI education and engagement initiatives foster greater awareness and understanding among our employees.

We continue to break barriers to equity and inclusion by proactively introducing improvements to our workplace through our policies, guidelines, trainings, and practices. Through these measures, we champion equal access to opportunities and career advancement for our team members.

By promoting the well-being of our people—from providing fitness facilities, mental health support, comprehensive healthcare benefits to supporting work-life balance and family care—we hope to create an environment where our employees feel valued, empowered, and able to realize their potential.

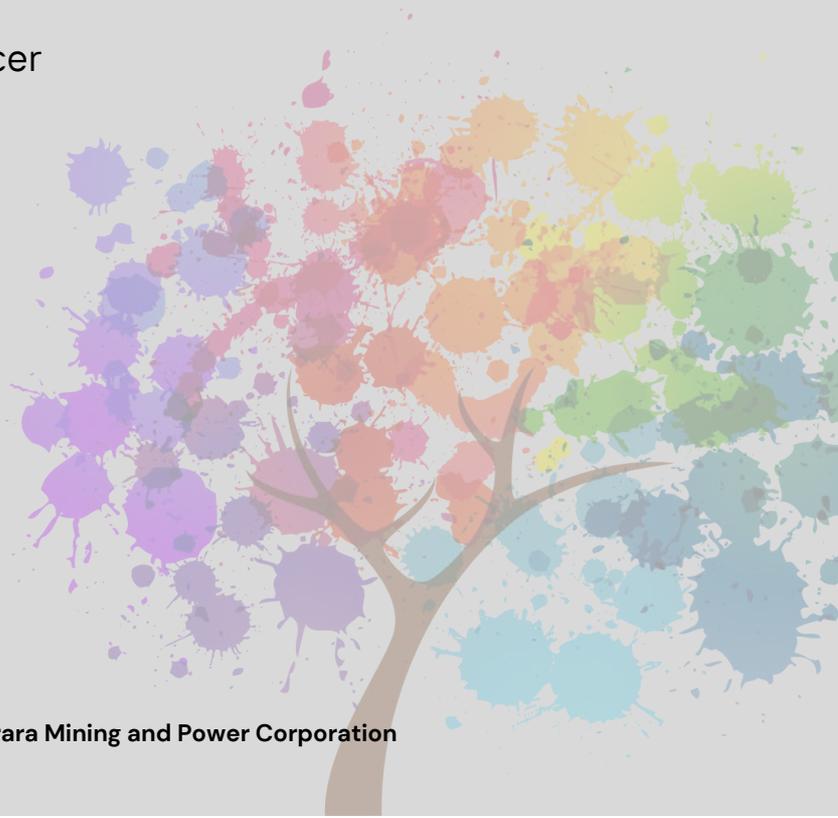
With our sustained commitment to advancing DEI initiatives and gender-data transparency, DMCI Holdings and SMPC have earned spots in the prestigious Bloomberg Gender Equality Index for three consecutive years, spanning from 2021 to 2023.

While we take pride in our achievements, we also acknowledge the importance of continuous improvement. As we look ahead, we are excited about the possibilities and challenges that await us.

We are confident that, with our continued engagement with stakeholders, most importantly our people, we will continue to make meaningful strides towards a more diverse, equitable and inclusive tomorrow.



**Maria Cristina C. Gotianun**  
President and Chief Operating Officer



# WHO WE ARE

Semirara Mining and Power Corporation (SMPC) is a leading vertically integrated energy enterprise in the Philippines. Since 1983, its shares have been listed in the Philippine Stock Exchange under the ticker SCC.

Its subsidiaries—Sem-Calaca Power Corporation (SCPC) and Southwest Luzon Power Generation Corporation (SLPGC)—provide baseload power to the Luzon and Visayas grids.

To date, SMPC is still the only power producer in the country that runs on its own fuel. It is also the largest and most modern coal producer in the Philippines, accounting for 99% of domestic coal production and export.

Aside from fueling its power plants, SMPC also supplies coal to other power plants, the majority of cement plants in the country, and other small boiler users in the food, textile, and canning industries. Its excess inventory is exported to China, South Korea, Thailand, Cambodia, Vietnam, Brunei and India.

As a major player in the Philippine power industry, SMPC strives to efficiently manage fuel supply and power production to deliver affordable and reliable energy to millions of Filipinos nationwide.

# VISION

Semirara **M**ining and **P**ower Corporation (SMPC) is a reliable, responsible, vertically integrated energy enterprise contributing towards inclusive growth.

# MISSION

To responsibly and efficiently operate in all sites

To empower host communities, contributing to their sustainability

To nurture and uphold environmental stewardship

To ensure equitable returns to all stakeholders





# OUR VALUES

We conduct ourselves and manage our business according to the following:

## Commitment

We are highly focused on realizing our mission without compromising the environment, safety, and health of our stakeholders.

## Excellence

We set high standards for ourselves and for our Company, and then strive to consistently exceed them.

## Professionalism

We use our skills, competence, and character to deliver value to our stakeholders.

## Teamwork

We work together and support each other to achieve our shared goals.

## Integrity

We act in a fair, honest, ethical, and responsible manner.

## Loyalty

We put a premium on personal commitment over self-interest.

# OUR MANDATES

## **Transformative Contractor**

We mine responsibly, provide gainful employment, and contribute to national development.

## **Low-Cost Producer**

We provide access to affordable and reliable energy to millions of Filipinos.

## **Growth Partner**

We create shared value and grow alongside our host communities and key stakeholders.



# SPOTLIGHT

## DMCI Holdings, SMPC named to Bloomberg Gender–Equality Index for third straight year

DMCI Holdings (PSE: DMC) and Semirara Mining and Power Corporation (PSE: SCC) are members of the 2023 Bloomberg Gender–Equality Index (GEI). This is the third consecutive year that the two companies earned spots in the prestigious list.

Bloomberg 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 & gender pay parity, inclusive culture, anti–sexual harassment policies, and external brand.

“Diversity and representation matter. When different voices and perspectives are included in the conversation, companies benefit from a wider range of ideas and insights,” said DMCI Holdings and SMPC chairman Isidro A. Consunji.

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 DIVERSITY, EQUITY, AND INCLUSION STRATEGY

At SMPC, we recognize that a diverse, equitable, and inclusive workplace not only aligns with our values but also fosters innovation, drives business growth and ensures a sustainable future for our organization.

Embracing diversity, equity and inclusion (DEI) enriches our workforce with a wide range of perspectives, experiences, and talents. It fuels our capacity for innovation, enhances employee engagement and strengthens our competitive edge.

We believe that DEI is not just a social responsibility but a strategic imperative, and we are dedicated to creating an environment where every member of the SMPC team feels valued, empowered and inspired to reach their full potential.



# LEADING BY EXAMPLE

We recognize that a successful DEI strategy starts at the top. Our commitment to DEI is not just a statement; it is a fundamental aspect of our leadership approach.

We believe in leading by example to instill these principles throughout our organization. By setting the tone and advocating for DEI initiatives, leaders encourage employees to promote a culture of belonging and respect.



# DIVERSE WORKFORCE

Diversity in our workforce is one of our core strengths. We are dedicated to building and maintaining a team that reflects the rich variety of the communities we serve.

Championing diversity is true to the values of SMPC. It shows our commitment to fairness, equity, and equal opportunity for all employees.

Moreover, a diversity of perspectives fosters innovation and creativity. When employees with varied viewpoints collaborate, they are more likely to generate new ideas and solutions, leading to a competitive advantage for the organization.



# EQUITABLE WORKPLACE AND INCLUSIVE CULTURE

SMPC is committed to creating an equitable work environment through proactive efforts aimed at ensuring fair compensation and equal access to opportunities and benefits.

In fostering an equitable workplace, we believe that proactive measures against discrimination and bias are critical. These measures cultivate an environment where employees face reduced likelihood of encountering inequity or exclusion stemming from attributes such as gender, disability, age, ethnicity, or other characteristics.



# EQUITABLE WORKPLACE AND INCLUSIVE CULTURE

Fostering an inclusive culture is not only a social responsibility but also a strategic advantage. It nurtures diversity, attracts top talent, boosts employee engagement, improves decision-making processes, and reinforces a company's reputation in an increasingly more diverse and interconnected world.

Our organization underscores the significance of creating an inclusive culture by offering leadership trainings to promote inclusivity, implementing inclusive policies, facilitating open channels for employee feedback, ensuring the use of inclusive language and imagery in communications, and celebrating the diversity of our people and communities.

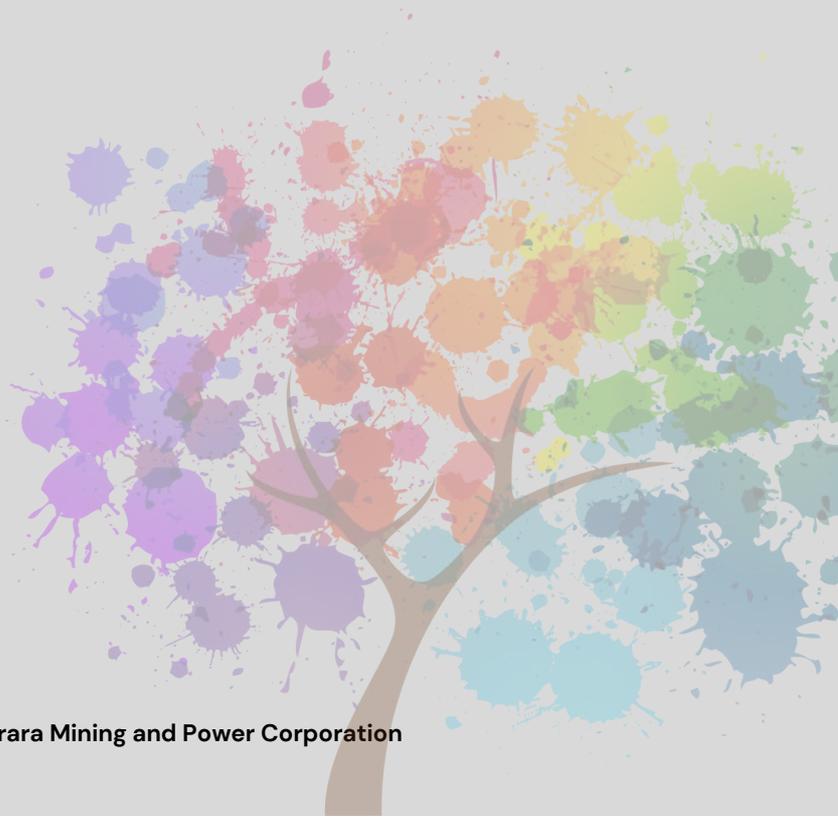
With changing demographics and increasing diversity in workplaces, it is imperative to support equitable and inclusive practices that align with the evolving needs and expectations of employees and stakeholders.

By advancing fairness and inclusion, we are enhancing the company's readiness to respond to changing business conditions and new challenges.



# DEI

## at Semirara Mining and Power Corporation





## LEADING BY EXAMPLE

Our leadership team believes in the fundamental importance of DEI to our long-term success. We see it as a driving force behind business growth and innovation, empowering our workforce to unlock their potential.

By actively championing DEI initiatives, our leaders set the tone for the entire organization and act as catalysts for an inclusive and thriving workplace, benefitting both our employees and the success of our businesses.



**OUR PRESIDENT AND  
CHIEF FINANCE OFFICER  
ARE WOMEN.**

# Board Diversity

Upholding our Board Diversity Policy, SMPC embraces diversity, welcoming differences in ethnic background, gender, age, sexual orientation, religion and disability. We are committed to creating and leveraging this diversity within the Board to ensure it provides effective and sustainable leadership for the organization.

Our company considers diversity when evaluating the ideal composition of our Board, taking into account factors such as skills, experience, independence, knowledge, gender and background.

Our board directors bring expertise in various fields such as the coal and energy industries, finance, legal and regulatory affairs, economics, business development, corporate governance and sustainability.

SMPC's Corporate Governance Committee nominates qualified candidates for Board appointment, with a focus on diverse competencies and expertise that align with our strategy of vertically integrating the Group's coal and power businesses, and our commitment to an inclusive and collaborative governance culture.



# Our Board of Directors

NAME	GENDER	POSITION
Isidro A. Consunji	Male	Chairman (Executive Director)
Maria Cristina C. Gotianun	Female	Executive Director
Jorge A. Consunji	Male	Non-Executive Director
Cesar A. Buenaventura	Male	Non-Executive Director
Herbert M. Consunji	Male	Non-Executive Director
Ma. Edwina C. Laperal	Female	Non-Executive Director
Josefa Consuelo C. Reyes	Female	Non-Executive Director
Rogelio M. Murga	Male	Lead Independent Director
Honorio O. Reyes-Lao	Male	Independent Director
Antonio Jose U. Periquet, Jr.	Male	Independent Director
Ferdinand M. dela Cruz	Male	Independent Director

The Board is composed of 36% independent directors, while women represent 27% of its members.

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

Our lead independent director, Mr. Rogelio M. Murga, provides an additional layer of independence and oversight in our corporate governance structure, enhancing transparency, accountability and the effective functioning of the board.

**27%**  
**WOMEN IN BOARD OF DIRECTORS**

# Our Board Committees

NAME OF COMMITTEES	MEMBERS	POSITION IN COMMITTEE
Audit	Antonio Jose U. Periquet, Jr.	Chair
	Honorio O. Reyes-Lao	Member
	Ferdinand M. dela Cruz	Member
Corporate Governance	Honorio O. Reyes-Lao	Chair
	Rogelio M. Murga	Member
	Ferdinand M. dela Cruz	Member
Risk	Rogelio M. Murga	Chair
	Honorio O. Reyes-Lao	Member
	Ferdinand M. dela Cruz	Member
	Isidro A. Consunji	Member
	Maria Cristina C. Gotianun	Member
Strategy and Sustainability	Antonio Jose U. Periquet, Jr.	Chair
	Honorio O. Reyes-Lao	Member
	Ferdinand M. dela Cruz	Member
	Cesar A. Buenaventura	Member
	Isidro A. Consunji	Member
	Maria Cristina C. Gotianun	Member

SMPC currently has four board committees namely: Audit, Corporate Governance, Risk, and Strategy and Sustainability.

Our Audit and Corporate Governance Committees feature complete independence, while the majority of the members of our Risk Committee are also independent.

# Our Executive Officers

NAME	GENDER	POSITION
Isidro A. Consunji	Male	Chief Executive Officer
Maria Cristina C. Gotianun	Female	President, Chief Operating Officer
Junalina S. Tabor	Female	Senior Vice President, Chief Risk, Compliance and Performance Officer
Carla Cristina T. Levina	Female	Vice President, Chief Finance Officer
John R. Sadullo	Male	Vice President, Legal; Corporate Secretary and Corporate Information Officer
Ruben P. Lozada	Male	Vice President, Mining Operations and Resident Manager
Jose Anthony T. Villanueva	Male	Vice President, Marketing for Coal
Andreo O. Estrellado	Male	Vice President, Power Market and Commercial Operation

Among our executive officers, 38% of the positions are held by women. We also take pride in highlighting the highest positions held by women in our organization, which underscores our commitment to gender diversity and equity.

**38%**  
**WOMEN EXECUTIVE OFFICERS**

At SMPC, we have the privilege of having Ms. Maria Cristina C. Gotianun as our President, and Ms. Carla Cristina T. Levina as our Chief Finance Officer. Their roles not only demonstrate their exceptional leadership and expertise but also reflect our company's dedication to providing equal opportunities for individuals regardless of their gender.

SMPC continues to monitor and foster diversity and inclusion efforts to create a leadership team that values and leverages the strengths of all members regardless of gender, age or other characteristics.

Furthermore, our entire Board of Directors and Executive Officers consist exclusively of Filipino nationals, which emphasizes our dedication to fostering homegrown talent and empowering Filipino professionals.

An all-Filipino leadership team guarantees a deep understanding and dedicated responsiveness to the needs and perspectives of our stakeholders, especially our employees and the communities we serve.

## ALL-FILIPINO LEADERSHIP TEAM



# DIVERSE WORKFORCE

SMPC believes that embracing differences can result in a stronger alignment with our mission and principles, enabling us to nurture a more genuine and long-lasting corporate identity.

As a company dedicated to creating sustainable value through our endeavors, advocating for diversity stands as a vital mission for the SMPC Group.

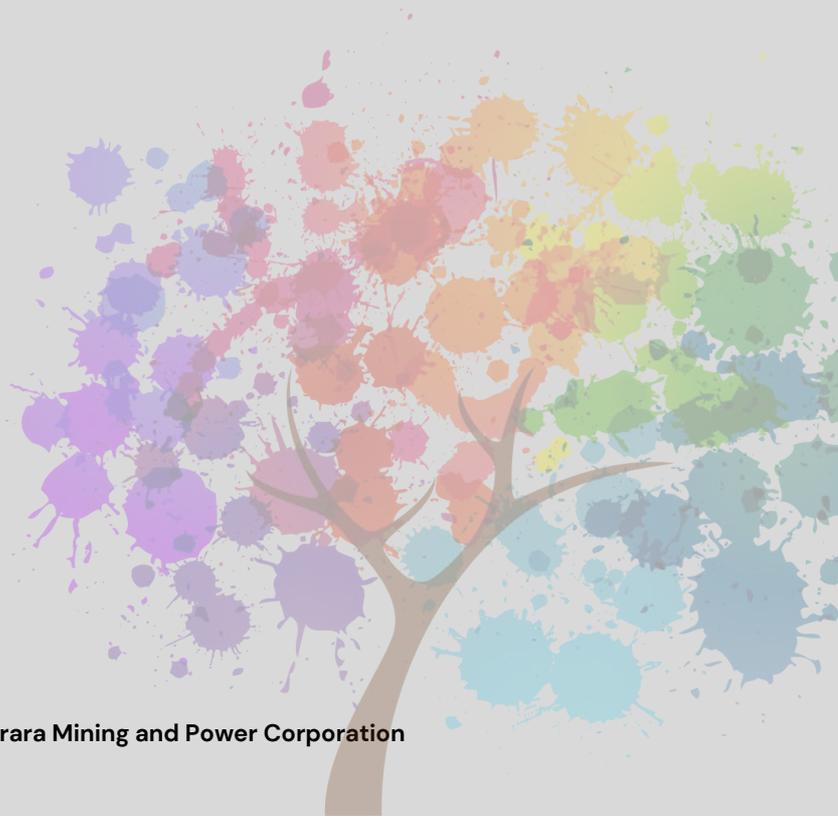
We understand that the industries we operate in pose unique challenges, yet we consider these challenges as opportunities to catalyze positive change within our workforce and the communities we engage with.

The mining and power industry have a long-standing history of being male-dominated, with men traditionally holding the majority of roles, particularly in leadership and operational positions.

This gender disparity has been shaped by traditional gender norms. However, there is a growing recognition of the importance of diversity and inclusion in our sectors, leading to efforts to create more equitable and inclusive workplaces and provide women with equal opportunities for career advancement, leadership and operational roles.

SMPC is actively working to address this disparity.

We are committed to breaking gender-related barriers, and ensuring that women are empowered to excel in these traditionally male-dominated fields.



In 2022, women comprised 7% of our total employees. Among our people in management roles, 40% and 14% of our senior and middle managers, respectively, were women.

# 40%

## WOMEN IN SENIOR MANAGEMENT

In total, the percentage of women in our total management pool—those with senior-level, middle or lower-level supervisory responsibilities—was 7% in 2022.

On the other hand, the percentage of women in non-managerial positions was also 7%. Among these were entry level positions where 3% were held by women.

### Total Workforce

GENDER	NUMBER	%
Male	4,071	93%
Female	310	7%
Total	4,381	100%



SMPC also promotes and provides support to women pursuing careers in STEM fields.

In 2022, the percentage of women in our information technology (IT) workforce was 21% which is above the industry average of 17% as reported by Bloomberg.

**21%**  
**WOMEN IN  
IT WORKFORCE**

On the other hand, women representation in our engineering workforce is at 14%.

Among our company's revenue-producing roles, 23% were held by women. The decline in the number of women in revenue-producing roles (from 41% in 2021) is mainly a result of relinquishing these positions due to promotions, and women attrition.

**23%**  
**WOMEN IN  
REVENUE-PRODUCING  
ROLES**

Women accounted for the larger share of our promotions in 2022, comprising 56% of all promotions within our company. We believe this is a positive step toward gender equality at SMPC.

**56%**  
**WOMEN IN  
TOTAL PROMOTIONS**

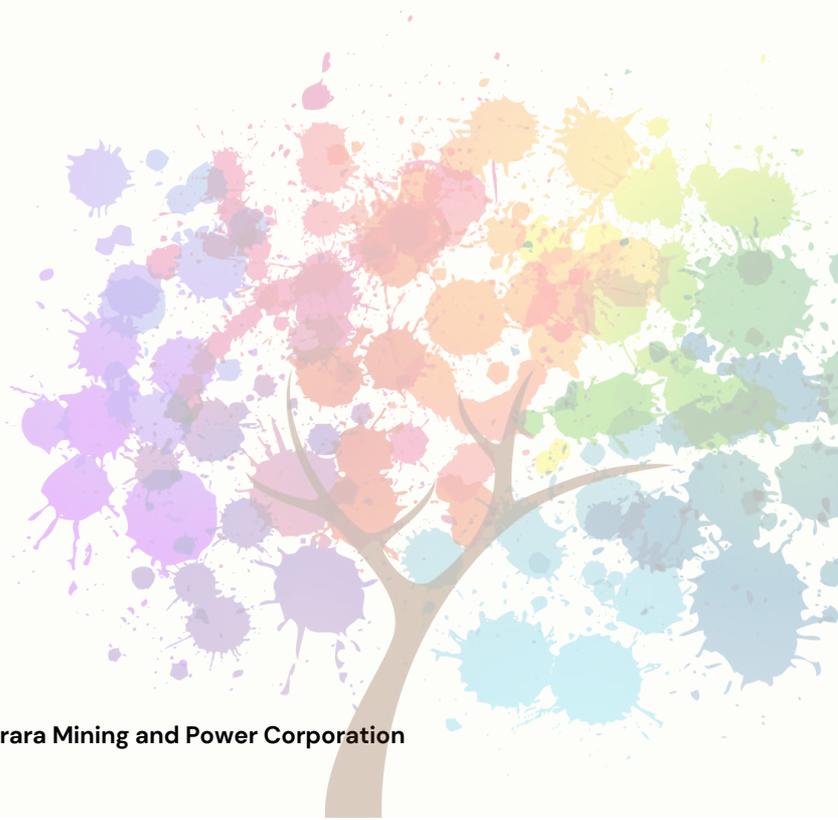
In terms of talent acquisition, 12% of our new hires were women.

On the other hand, women made up 16% of the total employees who left our company in 2022. The rise in women attrition (from 3% in 2021) can be attributed to the growing number of women choosing jobs with more flexible work arrangements.

We acknowledge that there is still much work to be done in addressing gender disparity.

In addition, while gender equality was the primary focus in earlier years, the conversations around diversity have now evolved toward integrating other important diversity dimensions such as culture, age, disabilities, sexual identity and more.

As we move forward, SMPC remains unwavering in our commitment to fostering a workforce which is a true reflection of the rich diversity of our people and communities.



# EQUITABLE WORKPLACE AND INCLUSIVE CULTURE

Fostering equity and inclusion in the workplace has become not only a social responsibility but also a strategic necessity for modern businesses.

In a world where diversity is celebrated, organizations that actively cultivate an inclusive environment are better positioned for success.

“

**For every peso our female employees earn, our male employees earn 99.8 centavos.**



# Gender Equality

SMPC promotes gender equality through proactive efforts to remove obstacles to workplace engagement due to traditional gender role views.

Our goal is to ensure that every employee has equitable access to opportunities, training, mentoring and career advancement.

Our company does not discriminate based on gender in skill training offerings or hiring practices.

We employ 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.

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

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



We are also proud to share that SMPC has taken a significant step towards promoting gender equality and women's empowerment by becoming a signatory to the United Nations Women's Empowerment Principles (UN WEPs) since 2021.

The UN WEPs are a set of seven principles aimed at fostering gender equality and women's empowerment in the workplace, marketplace, and society at large.

Developed by UN Women and the United Nations Global Compact, these principles encourage businesses and organizations to establish leadership commitment to gender equality, promote fair treatment, ensure workplace safety, support women's education and development, enhance women's roles in supply chains and marketing, engage in community initiatives, and measure and report progress toward gender equality.

Our endorsement of the WEPs signifies our commitment to advancing gender equity and inclusivity, not only within our organization but also throughout the broader business community and society.

In support of

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## **WOMEN'S EMPOWERMENT PRINCIPLES**

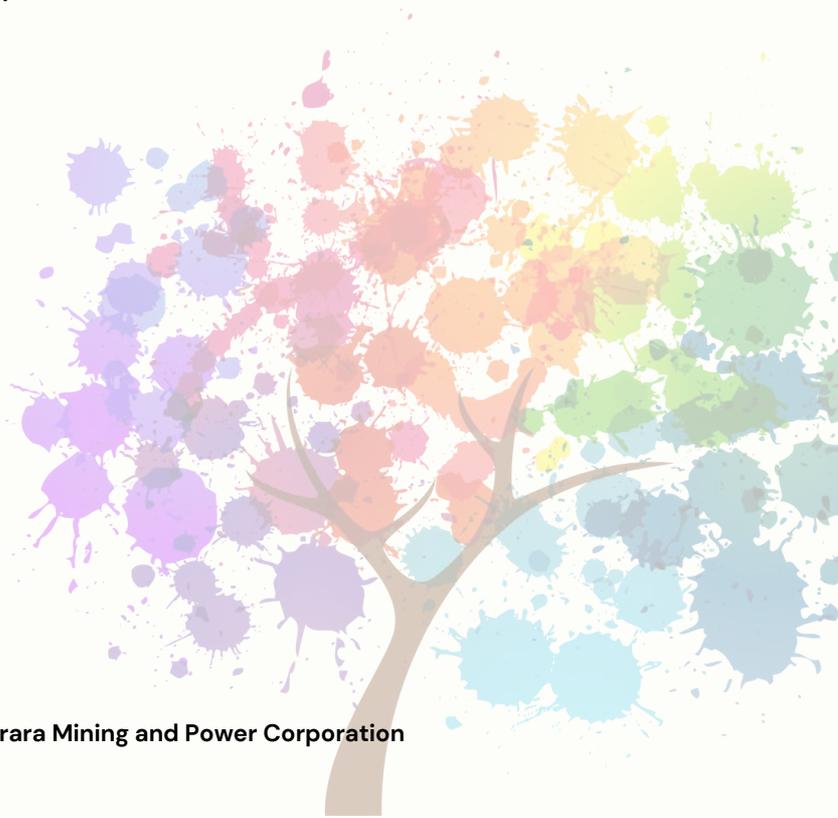
Established by UN Women and the  
UN Global Compact Office

# Inclusive Culture

In an age marked by diversity and interconnectedness, the concept of an inclusive culture has transformed from an idealistic ambition into a fundamental pillar of business success.

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 no longer just popular trends.

These are the outcomes of an important framework that nurtures inclusion, respect and fairness for each person, which in turn boosts employee morale, increases job satisfaction and aids in attracting and retaining top talent.



True to our commitment, SMPC has already adopted several of these practices. Our company offers flexible work arrangements, such as flexible working hours (flexi-time), which allow employees to have some control over their work schedules.

Additionally, the company supports remote work alternatives, including telecommuting or working from a home office.

We also promote inclusion by offering unconscious bias training to our managers.

This training program aims to increase awareness of hidden biases that might impact decision-making and interaction. In 2022, 100% of our managers completed the unconscious bias training.

# 100%

**MANAGERS TRAINED ON  
UNCONSCIOUS BIAS**



We also understand the significance of family life and maintaining work-life balance. Our parental leave policies offer generous time off for new parents to bond with their children and adapt to the challenges of parenthood.

We provide 17 weeks of full paid primary parental leave, and a week of fully paid secondary parental leave.

In addition, we support working mothers by offering on-site lactation rooms, ensuring a convenient and comfortable transition back to the workplace.

In 2022, 8 out of 17 of our female employees who resumed work after their parental leave continued their employment with our company for 12 months following their return.

The 9 parents who resigned made the choice to prioritize child-rearing and/or explore remote work opportunities.



Our company also acknowledges that human well-being encompasses more than just physical health.

We recognize that mental health is essential for the holistic well-being of each person.

Through our mental health support services, we provide resources, counseling, and support to aid employees in managing life's challenges.

In addition, SMPC provides 4 days of paid time off for employees to attend or arrange the funeral of a family relative.

On employee engagement, our company conducts an annual employee engagement survey to help improve employee experience and reduce turnover.

In 2022, 60% of our employees completed the engagement survey.

The organization climate survey prioritized the confidentiality of employee details by eliminating distinct employee identifiers such as name and employee number.

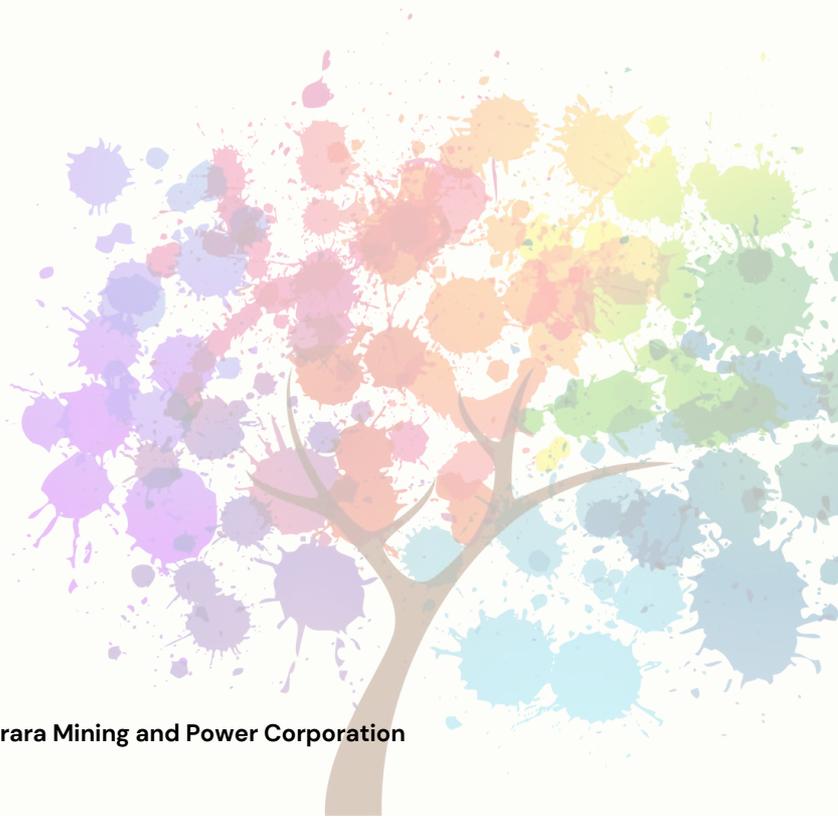


# Fair and Safe Workplace

SMPC is 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.



Our company places strong emphasis on creating a workplace that is completely free from sexual harassment in all its manifestations.

This zero-tolerance stance underlines our commitment to ensuring that every employee, regardless of their position or role, can work in an environment that is respectful, safe, and free from any form of sexual harassment.

In alignment with this commitment, we have instituted annual training programs focused on preventing and addressing sexual harassment.

These trainings equip our employees with the knowledge and tools needed to recognize, prevent, and respond to any instances of sexual harassment, thereby contributing to the maintenance of a work environment that upholds the highest standards of dignity, respect, and professionalism.

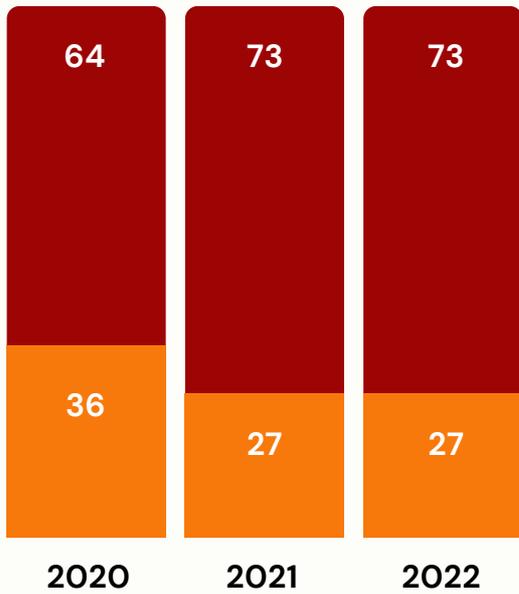
Our goal is to create a workplace where everyone feels valued and protected, and where any issues related to sexual harassment can be addressed effectively and promptly.



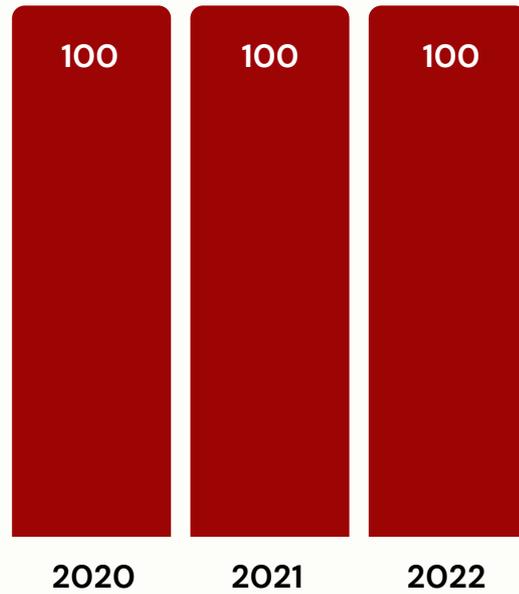
# GENDER DATA



● % women ● % men

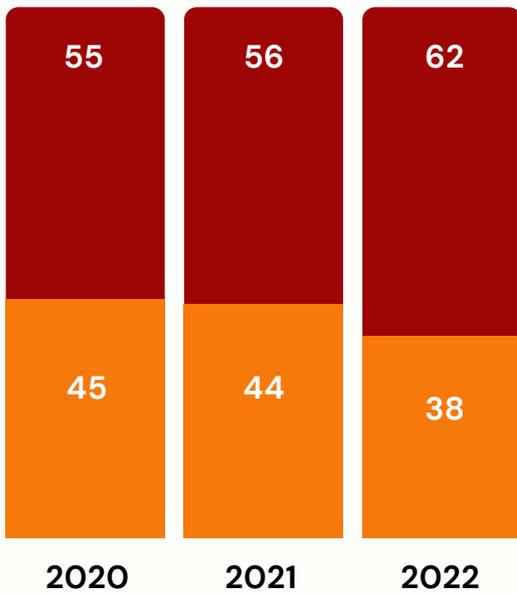


### Board of Directors

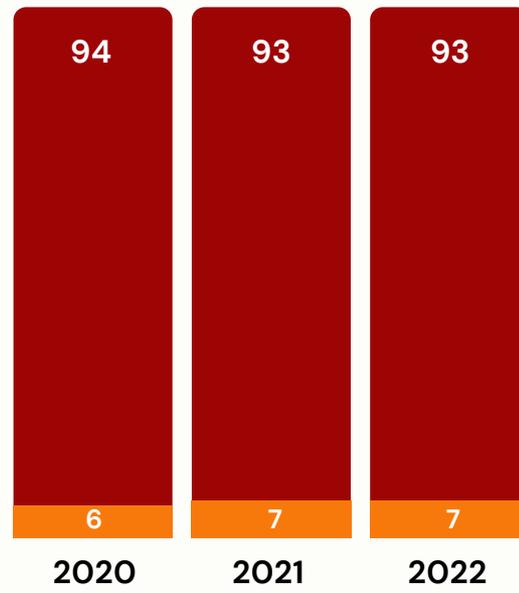


### Gender Balance in Board Leadership

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

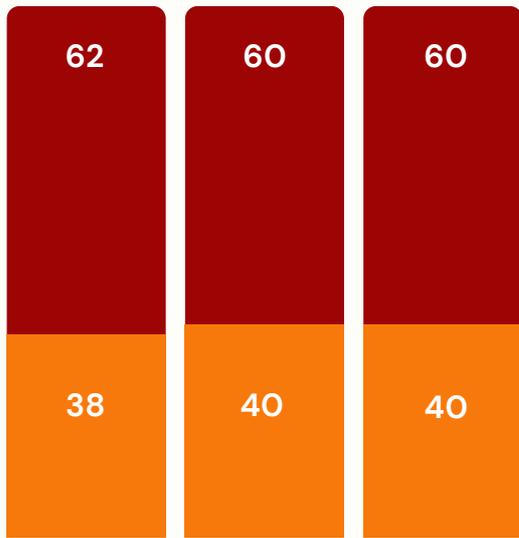


### Executive Officers



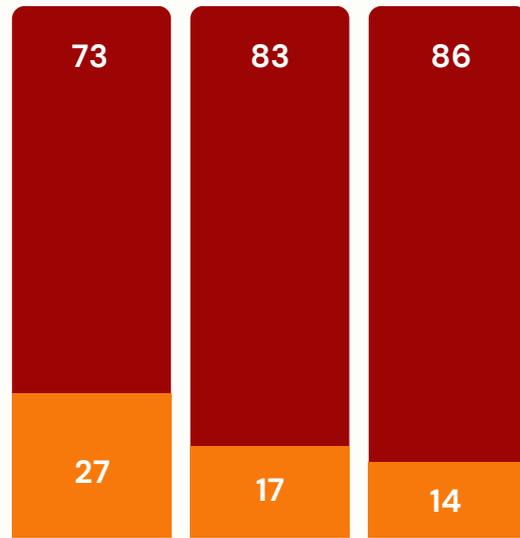
### Total Management

● % women ● % men



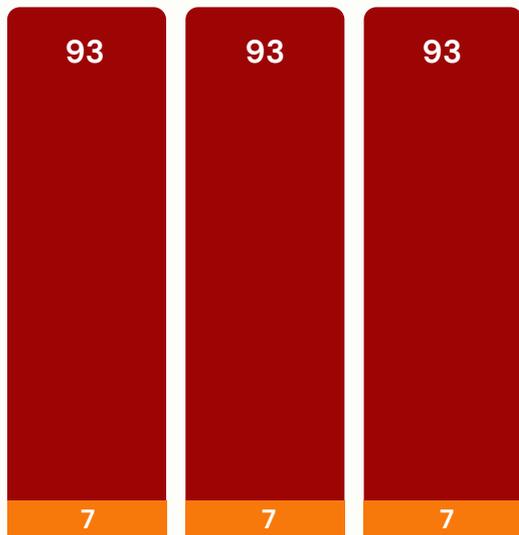
2020 2021 2022

### Senior Management



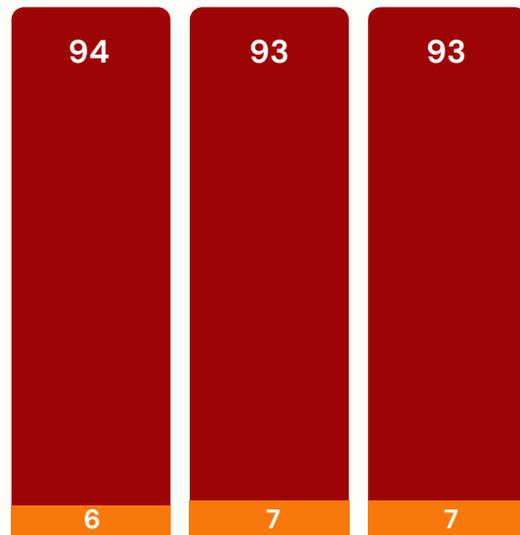
2020 2021 2022

### Middle Management



2020 2021 2022

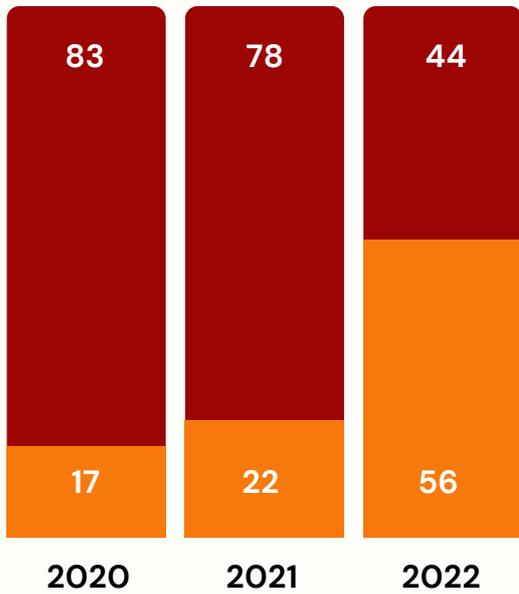
### Non-managerial Positions



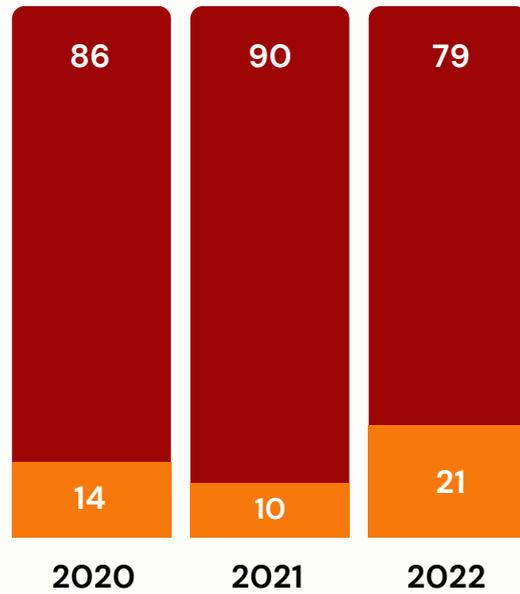
2020 2021 2022

### Total Workforce

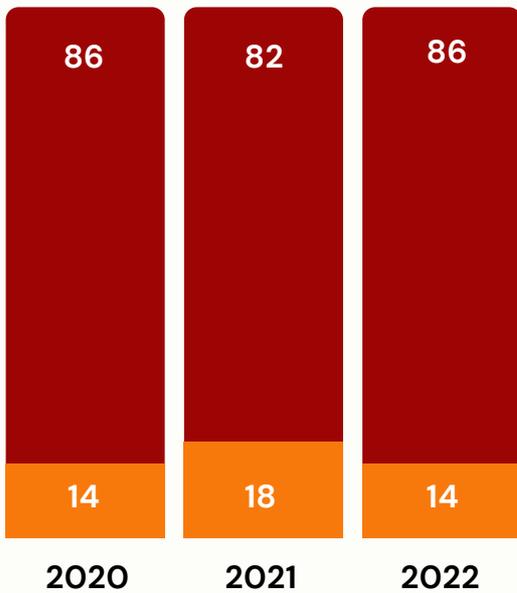
● % women ● % men



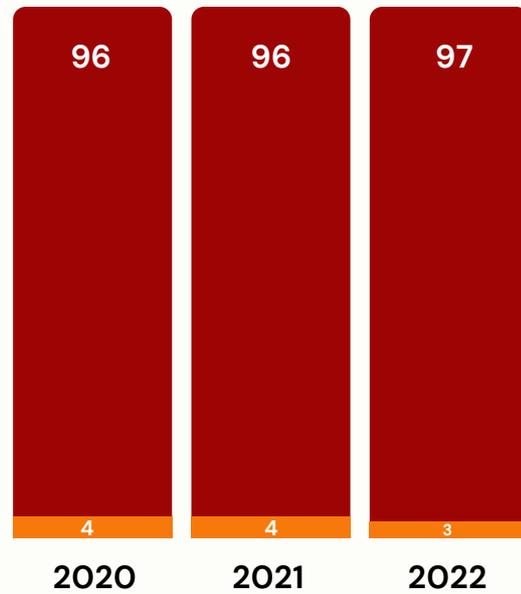
**Total Promotions**



**Information Technology (IT) Workforce**

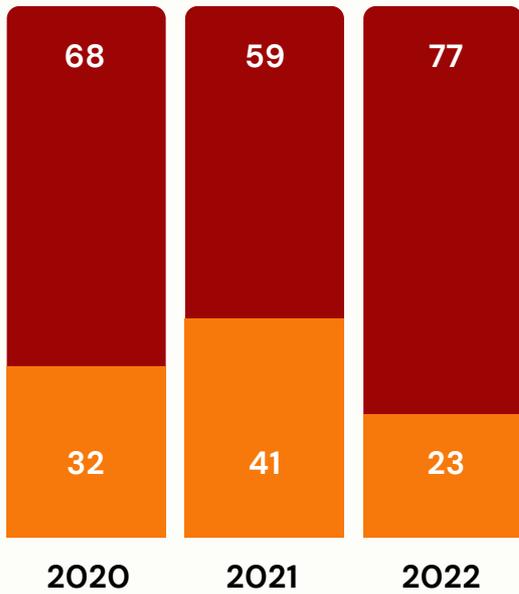


**Engineering Workforce**

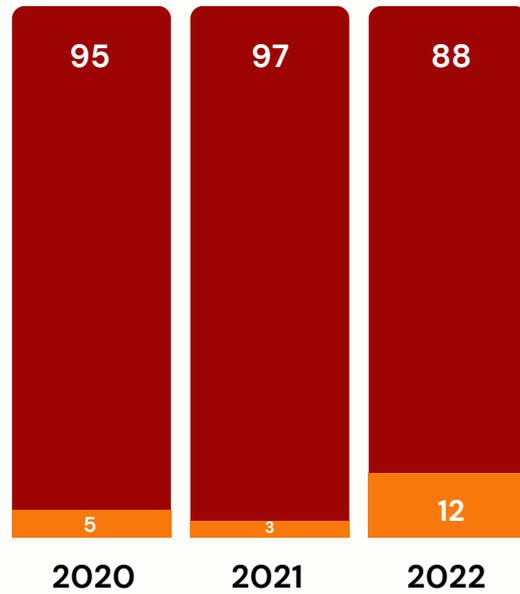


**Entry Level Positions**

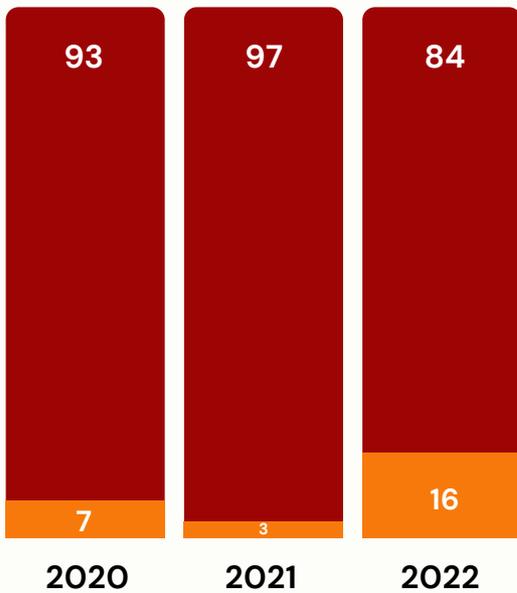
● % women ● % men



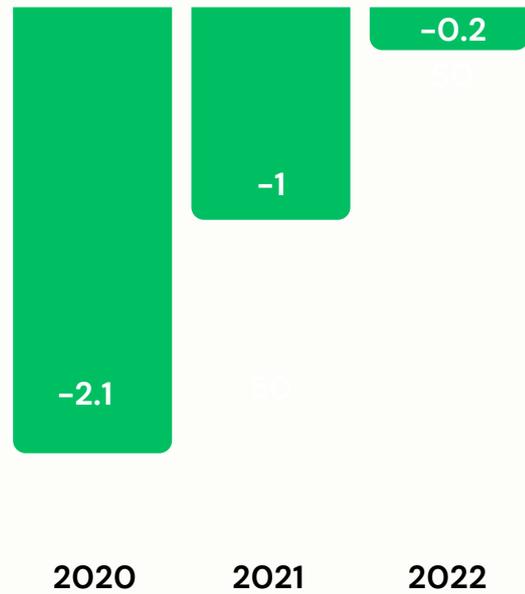
**Revenue-producing Roles**



**New Hires**

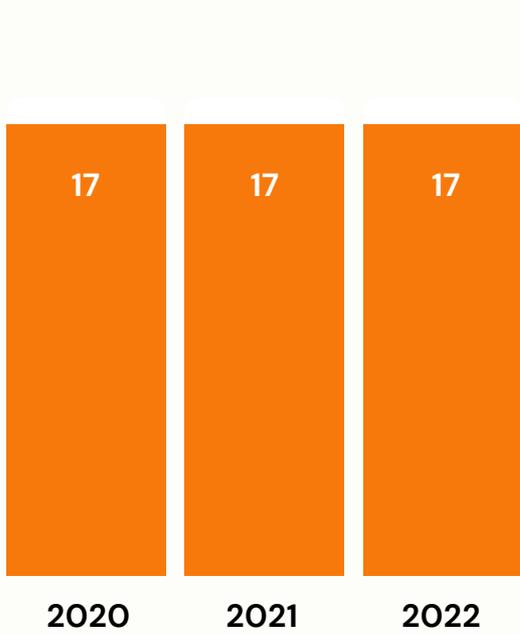


**Attrition**

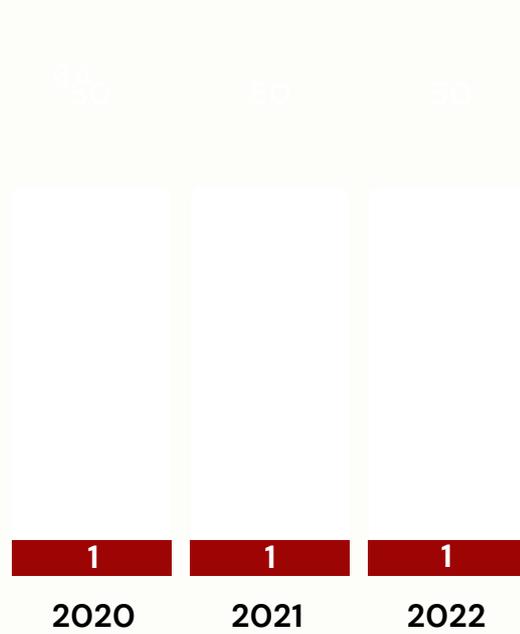


**Global Mean (Average) Raw Gender Pay Gap (%)**

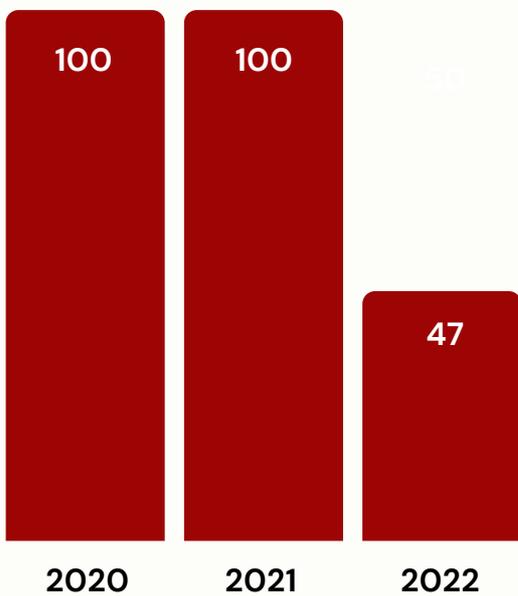
A negative global mean raw gender pay gap means that the average salary of men is lower than the average salary of women.



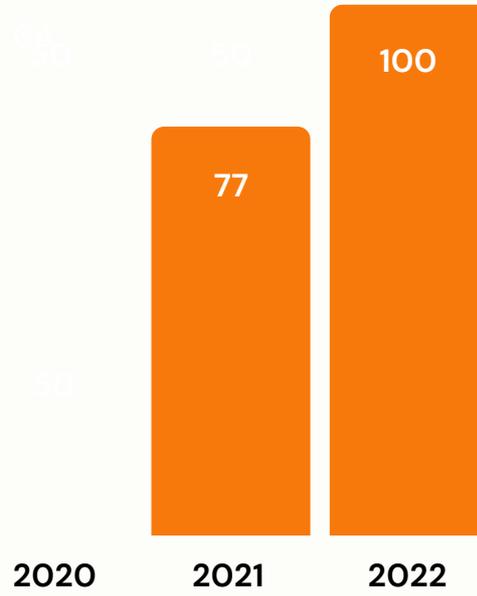
**Number of Weeks of Fully Paid Primary Parental Leave**



**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**



