



# Culture, Diversity, Inclusion, and Belonging Report



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# About VBP

Over the past year, VBP has demonstrated exceptional growth, innovation, and impact. Expanding to 1,400 FTE across Cebu, CDO, and Sydney, we now support 270 client businesses with high-quality, scalable solutions. This growth is underpinned by our commitment to excellence and purpose-driven leadership.

We achieved ISO/IEC27001:2022 certification, reinforcing our dedication to world-class information security standards. Our culture continues to thrive, earning us Great Place to Work™ certification for the fourth consecutive year. In a landmark achievement, we became a certified B Corporation joining a global movement of companies using business as a force for good, driving positive social and environmental change.

For this CDIB Report, we aim to highlight the inclusive, open, and welcoming culture that has become a defining part of VBP's identity over the years. At VBP, everyone is welcome to be part of our talented team—regardless of age, gender, sexual orientation, or life status. We embrace our differences and celebrate the diversity that makes us stronger as one family.

We are committed to providing fair and equal opportunities for all team members to learn, grow, and thrive. Belongingness is not just a value—it's a lived experience across our organization.

The data for the CDIB is from October 2024 - September 2025.

# Shared Beliefs

## We Are Open

Openness defines us; it's our secret sauce. We live it through diversity of thought, diversity of backgrounds, inclusion of voices and sharing ideas. We call out challenges early, listen actively, seek feedback and act on feedback.

## We Make It Matter

What we do counts. Every outcome links back to our clients, their customers and the impact we want in the industry. We hold ourselves to delivering on commitments, telling the story of the difference we make and ensuring no effort is wasted.

## We Improve Every Day

We push forward by learning, developing and finding better ways of working - every day. It's not about perfection, it's about progress. Small wins, new skills and process improvements that add up to a better careers, a better business and happier clients.

## We Celebrate The Journey

We celebrate progress as much as outcomes. Every milestone, effort and learning deserves recognition, because how we do it is just as important as what we do. Celebration is how we stay motivated and connected as we grow.

## We Bring The Vibe

Energy and positivity aren't optional extras - they're part of how we show up for each other and our clients. Bringing the vibe means contributing to our culture, lifting the room and making this a place people want to be.





**A workplace rooted in  
inclusivity**

## **Why we changed from Core Values to Shared Beliefs**

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### **Misaligned Legacy Values**

VBP's growth in size and capability demands a refreshed shared beliefs reflecting our current identity and strategy.

### **Addressing Cultural Disconnect**

Refreshing shared beliefs prevents inconsistencies in decision-making and strengthens cultural engagement and leadership alignment.

### **Strategic Timing**

The initiative aligns with growth trajectory and feedback, reinforcing cultural integrity and strategic focus for sustainable future success.





# Team Member Representation

At VBP, inclusion, equity, and respect are core to how we operate. We uphold strong policies on equal opportunity, human rights, anti-sexual harassment, and anti-slavery—ensuring every team member is treated with dignity and fairness, regardless of background, role, age, or gender. We go beyond policy by embedding inclusivity into our benefits and culture.

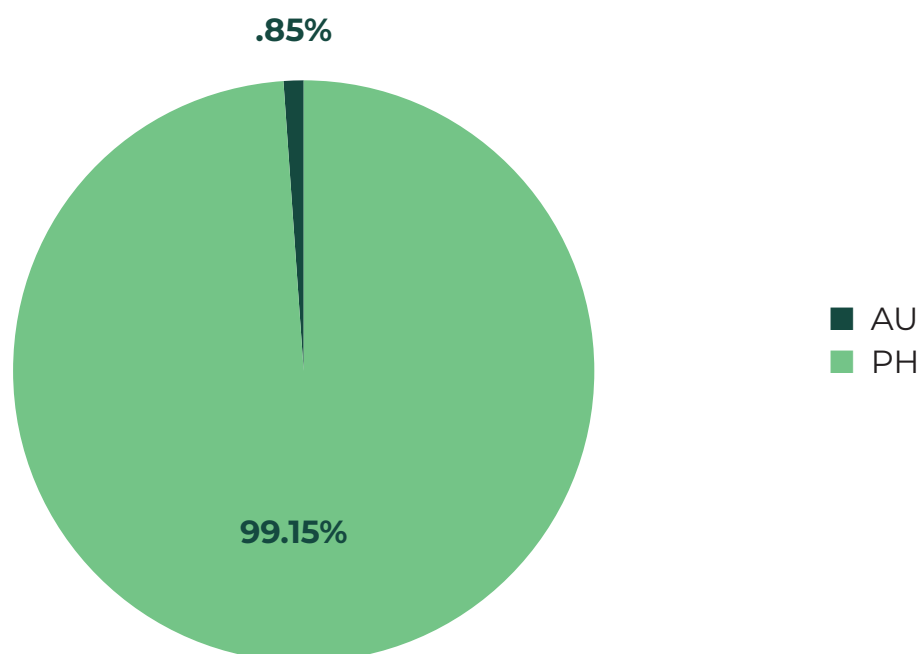
As of October 2024 - September 2025, we have over **1,400 Team Members**. With our hybrid work arrangement and commitment to career development, VBP is proud to contribute meaningfully to the local economy. We currently employ over 1,350 team members across the Visayas (90%) and Mindanao (10%) regions, primarily in Cebu and Cagayan de Oro.

These include from our Executives to Individual Contributors.

## Team Member Representation by Nationality

Vital Business Partners (VBP) is a Cebu-based, Philippine company which offers opportunities to Filipinos in the country. This is reflected in the workforce representation by nationality wherein **99.15% are Filipinos** and **0.85% are with other nationalities such as Australian**.

### Sum of Age by Generations



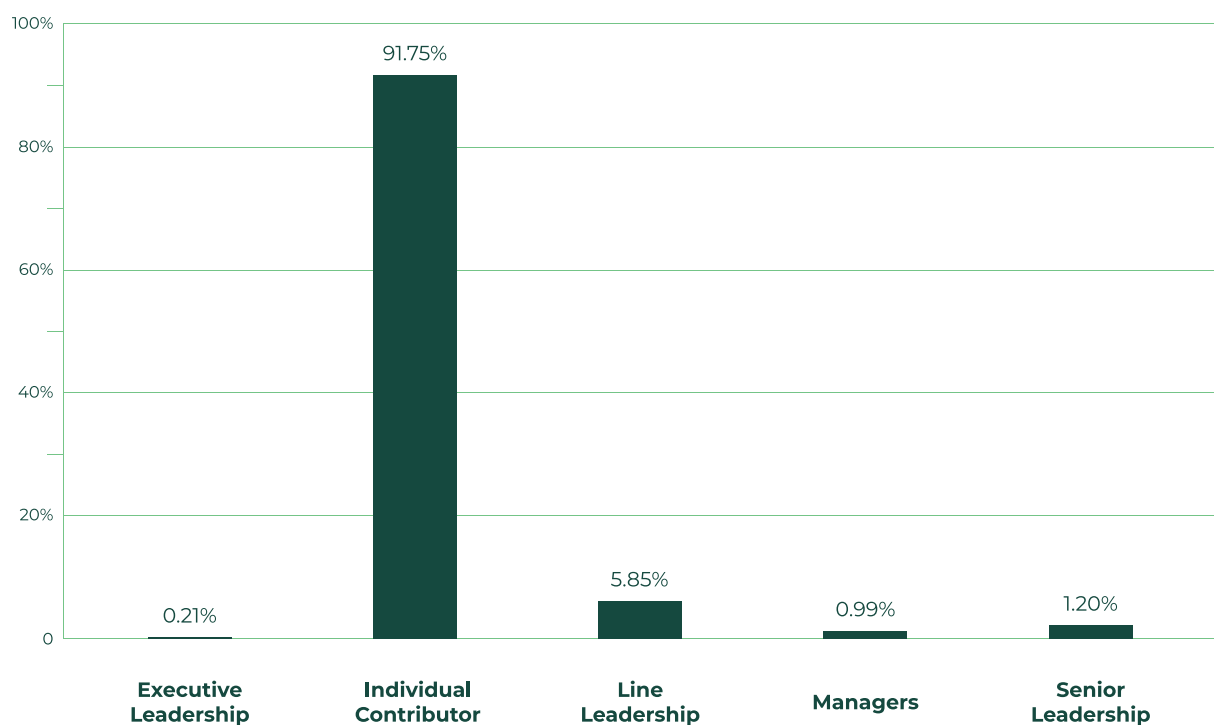


# Team Member Representation by Job Levels

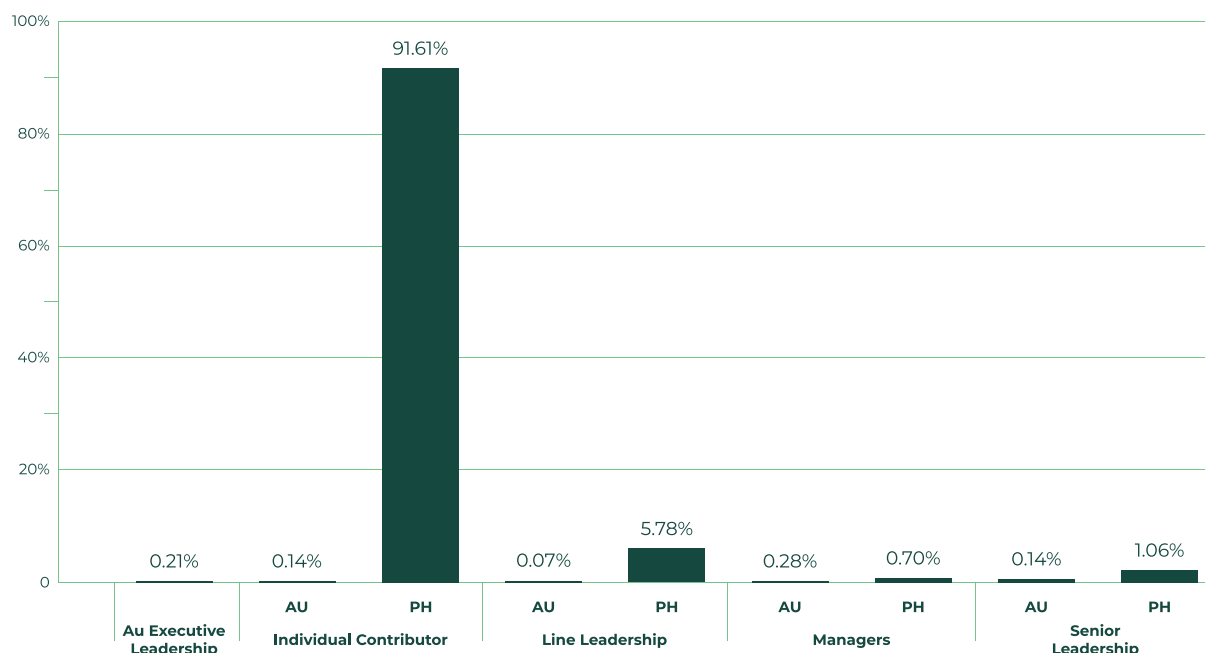
At VBP, diversity is not only reflected in personal backgrounds but also in professional roles. **Our workforce is composed of 90.99% individual contributors**, showcasing a strong foundation of skilled team members who drive our day-to-day operations.

**Managers make up 0.99% of the workforce**—these are officers and leaders who directly oversee individual contributors. **Our line leadership, representing 5.85%**, includes those who manage managers and report directly to senior leadership. **Senior leaders account for 1.20%**, while **executive leadership comprises 0.21%** of the organization.

This distribution highlights our inclusive approach to leadership development and career progression. By ensuring representation across all levels, we create pathways for growth and leadership opportunities for diverse talents. It reflects our commitment to building a workplace where everyone, regardless of background or role, can lead, contribute, and thrive.



# Job Levels Representation by Nationality

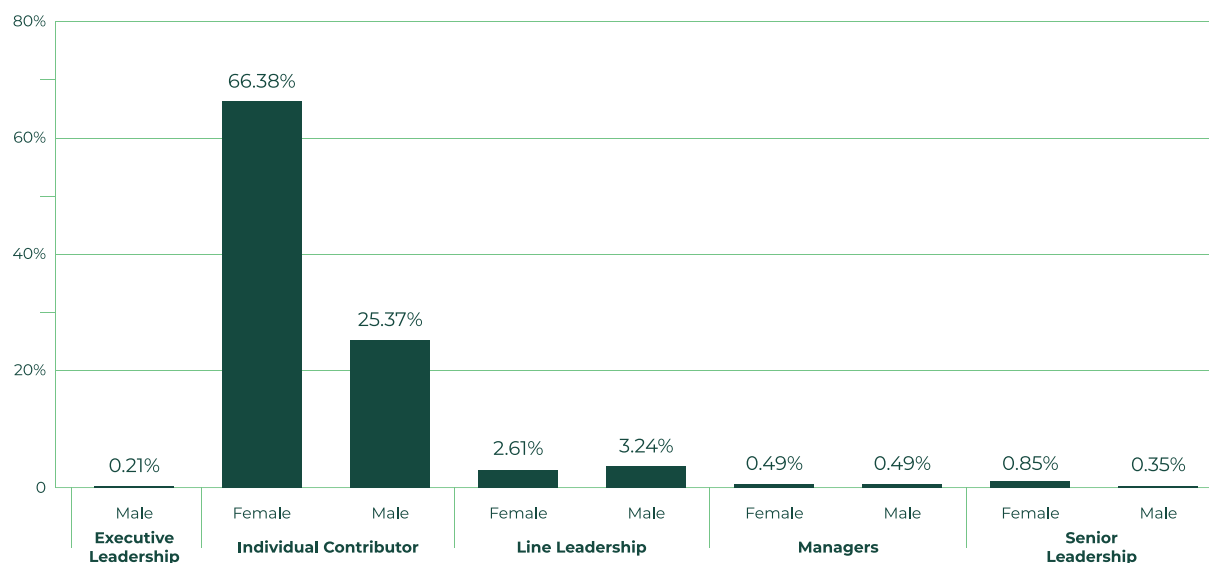


Based on data from October 2024 to September 2025, VBP's workforce continues to reflect strong Filipino representation across all job levels. Among individual contributors, 91.61% are Filipinos, compared to 0.14% Australians. This trend is consistent across leadership levels:

- **Managers:** 0.70% Filipinos vs. 0.28% Australians
- **Line Leadership:** 5.78% Filipinos vs. 0.28% Australians
- **Senior Leadership:** 1.06% Filipinos vs. 0.14% Australians
- **Executive Leadership:** Equal representation between Filipinos and Australians

This data highlights VBP's commitment to nurturing local talent and promoting inclusive leadership. The strong Filipino presence across all levels—from individual contributors to executives—demonstrates our dedication to providing equal opportunities for growth and advancement, regardless of nationality. It also reflects our belief in empowering homegrown leaders who understand and contribute meaningfully to the local context and culture.

# Job Levels by Gender



All of the Non-binary/other/undisclosed gender are under **Individual Contributors**.

At VBP, gender diversity is reflected across all levels of the organization, reinforcing our commitment to creating an inclusive and equitable workplace.

- **Senior Leadership:** Women make up 50% more of the population than men, highlighting strong female representation in strategic decision-making roles.
- **Line Leadership:** Women represent 0.63%, slightly lower than men, indicating a near-balanced gender distribution in mid-level leadership.
- **Managers:** Gender representation is equal, with both women and men comprising 0.49% of the workforce—demonstrating fairness in leadership opportunities.
- **Individual Contributors:** Women make up 68.17% more than men, showing a strong presence of women in operational and support roles.

This data reflects our ongoing efforts to foster gender equity across all job levels. By ensuring balanced representation and equal access to leadership and growth opportunities, we continue to build a workplace where everyone—regardless of gender—can thrive and lead.

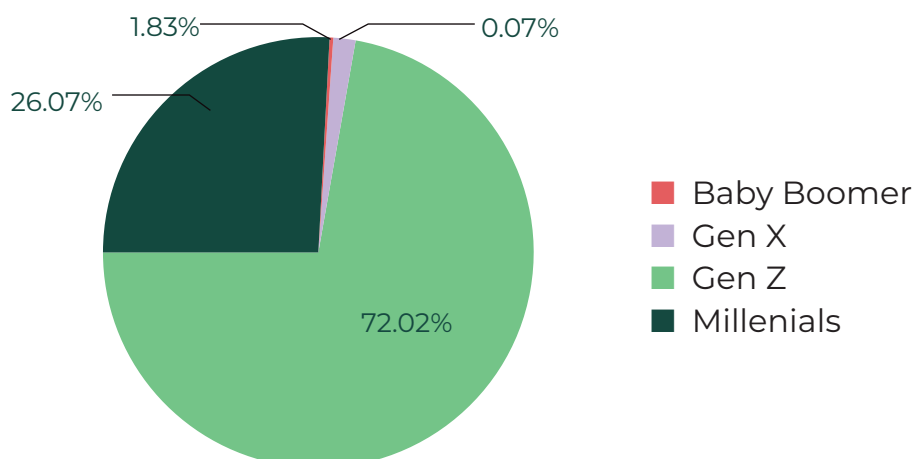


# Team Member Representation by Generation

VBP's workforce is composed of a dynamic mix of generations, reflecting our inclusive approach to talent and our adaptability to evolving work styles:

- **72.02% Gen Z (ages 18–25)**  
This majority representation highlights our strong engagement with early-career professionals who bring fresh perspectives, digital fluency, and innovation to the workplace.
- **26.07% Millennials (ages 26–41)**  
Millennials contribute significantly to leadership, collaboration, and strategic thinking, bridging traditional and modern work practices.
- **1.83% Gen X (ages 42–57)**  
Gen X team members bring valuable experience, stability, and mentorship to younger generations.
- **0.07% Baby Boomers (ages 61–63)**  
Though a small percentage, Baby Boomers offer deep institutional knowledge and legacy insights that enrich our organizational culture.

This generational diversity fosters a balanced and collaborative environment where different perspectives, experiences, and work styles come together to drive innovation and growth. It also reflects our commitment to creating opportunities for all age groups to thrive and contribute meaningfully.

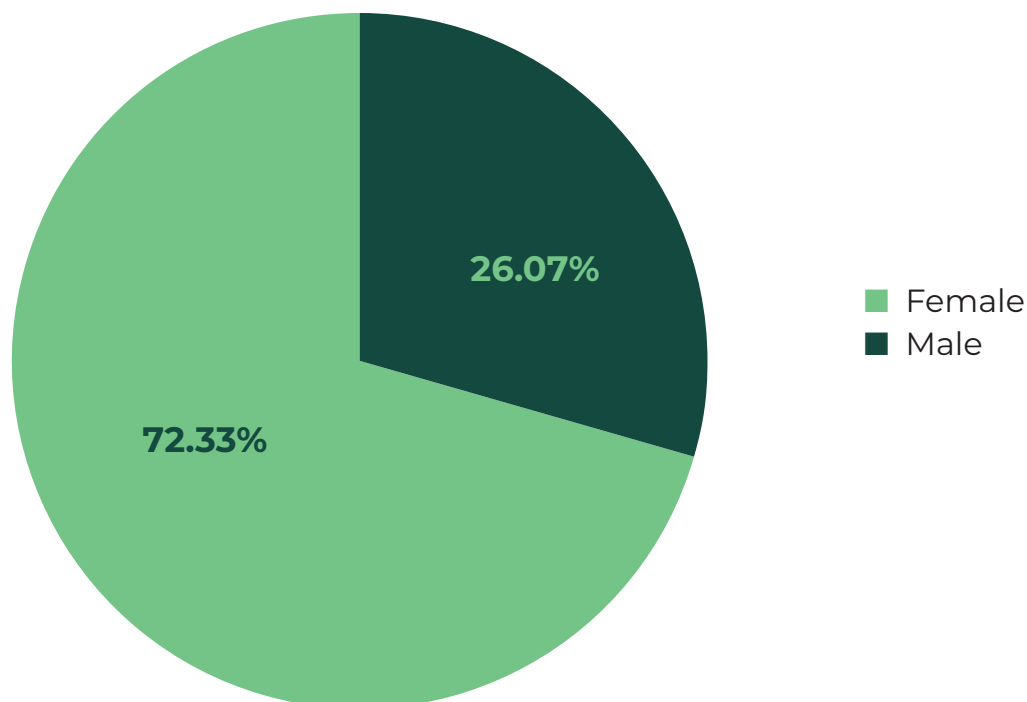


# Team Member Representation by Gender

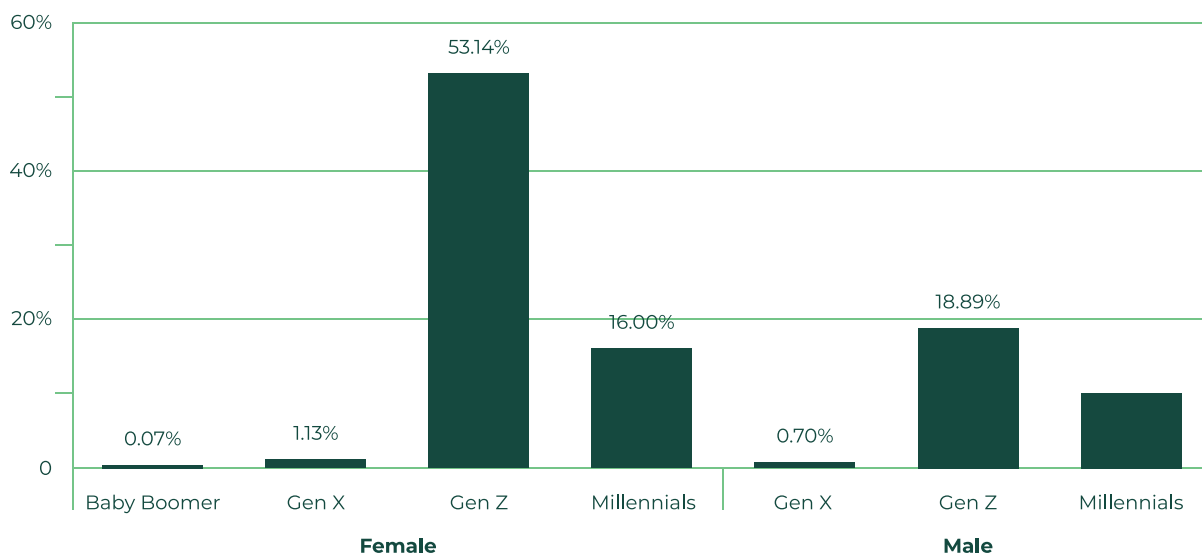
From October 2024 - September 2025, in terms of gender:  
This strong representation of women across the organization reflects our commitment to gender diversity and inclusion in the workplace.

- **29.67%**- consists of men
- **70.33%** - consists of women.

We also recognize and respect the presence of our LGBTQIA+ community within VBP. While we do not yet have formal data on LGBTQIA+ representation, we want to emphasize that all individuals—regardless of gender identity or sexual orientation—are welcomed, accepted, and valued as part of our inclusive culture. We are currently working toward identifying and better understanding this representation to further strengthen our diversity efforts.



# Generational Differences by Gender



At VBP, our workforce reflects both generational and gender diversity, contributing to a dynamic and inclusive organizational culture.

Among **men**, the generational breakdown is as follows:

- **Gen Z (18–25):** 18.89%
- **Millennials (26–41):** 10.08%
- **Gen X (42–57):** 0.70%

Among **women**, the distribution is:

- **Gen Z (18–25):** 53.14%
- **Millennials (26–41):** 16.00%
- **Gen X (42–57):** 1.13%
- **Baby Boomers (61–63):** 0.07%

This data shows that **Gen Z women make up the largest segment of our workforce**, reflecting a strong presence of young female professionals in VBP. It also highlights our ability to attract and retain talent across different age groups and genders, fostering a multigenerational and gender-inclusive environment.

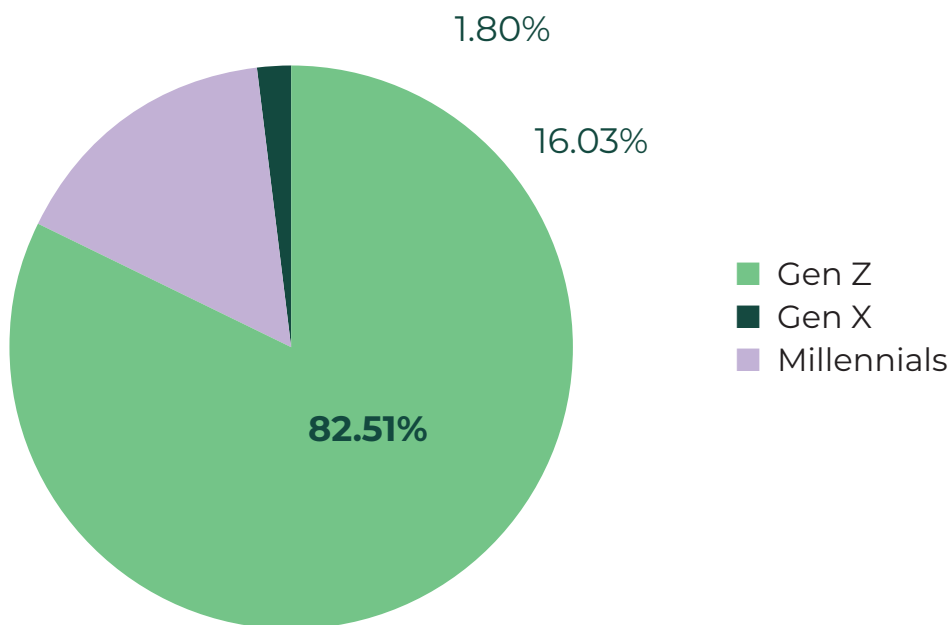


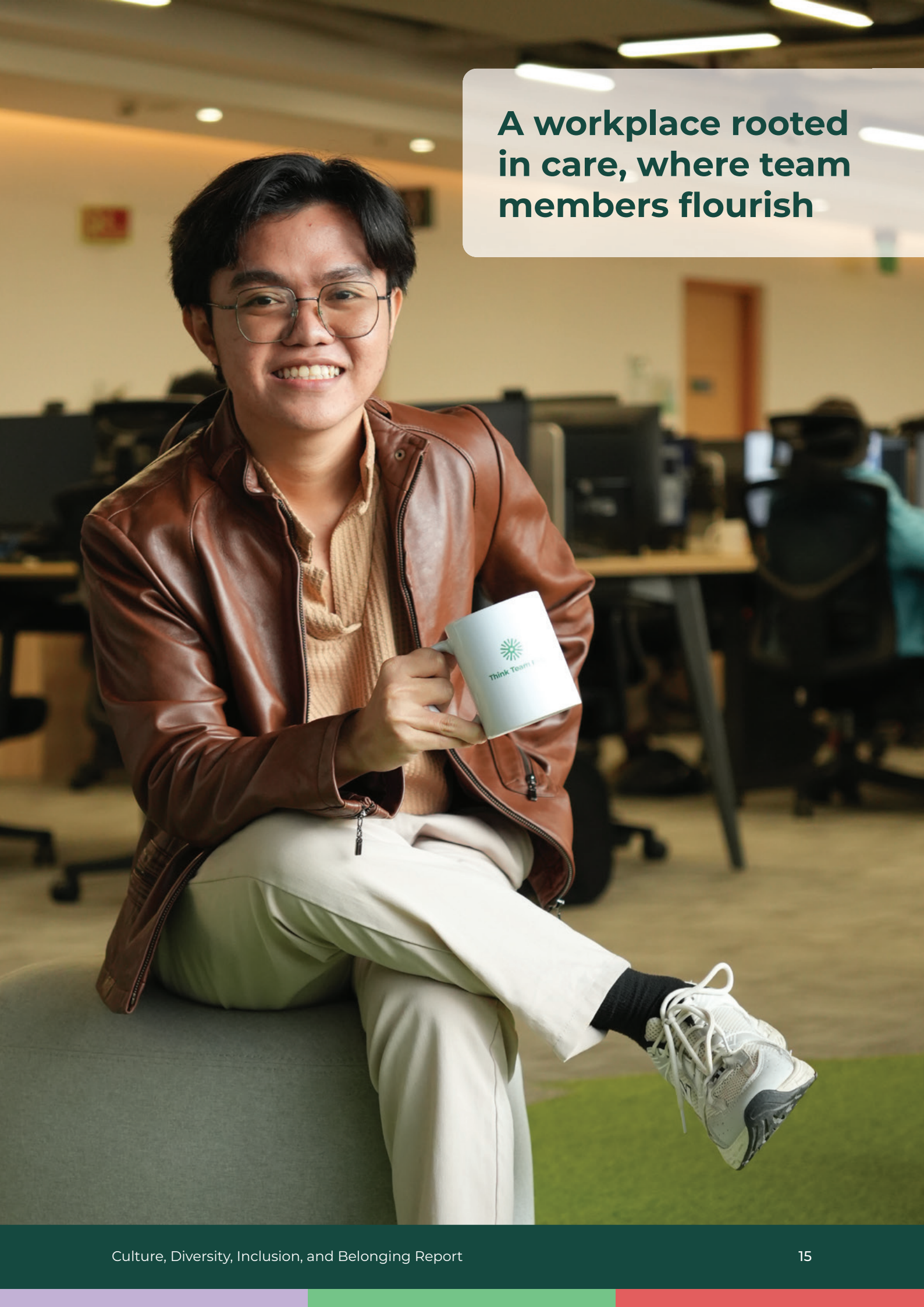
# New Hire Team Member Generational Differences

From October 2024 to September 2025, VBP continued to uphold its commitment to equal opportunity across generations. During this period, most new hires were:

- **Gen Z (ages 18–25):** 82.51%
- **Millennials (ages 26–41):** 16.03%
- **Gen X (ages 42–57):** 1.80%

This generational breakdown reflects VBP's strong appeal to younger professionals, particularly Gen Z, who bring fresh perspectives, digital fluency, and adaptability to the workplace. It also reinforces our responsibility to curate programs and initiatives that meet the evolving needs of a multigenerational workforce—ensuring that all team members, regardless of age, are supported in their growth, development, and engagement.





**A workplace rooted  
in care, where team  
members flourish**





## We develop and empower our Team Members for a diverse workforce

VBP values continuous learning and development to our Team Members. We provide various internal and external development programs, training courses, and resources to equip Team Members with the knowledge and skills they need professionally and personally; to aid them reach their full potential and to equip them with the right skills for the careers. VBP creates opportunities for our Team Members to grow and develop as self-leaders.

### Management and Leadership Development

We invest in our leaders through structured learning and development programs designed to build strong foundations and support continuous growth. These programs—delivered through in-person, virtual, and hybrid formats—are anchored in our competency framework and focus on upskilling, deepening cultural awareness of VBP, enhancing engagement, and fostering accountability in performance review cycles.

To support transitions and leadership effectiveness, we also offer **FUEL** programs and tailored **onboarding experiences** for newly hired and newly promoted leaders. These initiatives empower leaders to maximize their potential and lead with confidence and impact.



## Reviews Cycles and 1:1 Conversations

Leaders are equipped to conduct meaningful performance reviews and monthly 1:1 conversations—not just focused on skills and performance, but also on the overall well-being and life experiences of our Team Members. These guided check-ins foster deeper connections and support a more holistic approach to leadership.

To ensure feedback is fair and inclusive, leaders are also refreshed on delivering bias-free feedback.

## Develop Resources

VBP promotes a culture of self-directed learning and goal-setting, supported by our competency framework and a third-party platform that serves as our engagement, performance, development, and retention tool. This platform provides accessible resources for all Team Members to help them grow and advance in their careers while being supported by our Learning and Development Team, and Capability and Development Team.

## Human Skills Trainings

Our dynamic Learning and Development (L&D) team delivers internal training programs that are accessible to all Team Members, regardless of tenure. These programs are designed to help individuals continuously learn and sharpen the skills needed for their roles. Beyond growth opportunities, Team Members are also empowered to contribute meaningfully to our purpose for our clients.

## Human Skills Academy Program

To support our Team Members in building essential skills that complement their roles, our Learning and Development (L&D) team offers the **Human Skills Academy**—a program open to all, regardless of tenure. It provides training on key competencies such as **Effective Communication**, **What Success Looks Like**, and **Attention to Detail**, among others.

These ongoing sessions not only enhance individual capabilities but also reinforce our shared purpose. By developing these human skills, Team Members are better equipped to contribute meaningfully to our clients and to VBP's mission.

## Training requests

At VBP, we empower Team Members to take ownership of their continuous learning journey. Our Learning and Development (L&D) team accommodates various training requests to help individuals build relevant skills, support their personal and professional development, and prepare for future career opportunities.

Requested trainings include topics such as **coaching and feedback, team communication, work pride, verbal and written communication, and personality development**. These sessions reflect our commitment to fostering a culture of growth, where Team Members are encouraged to learn, lead, and thrive.

## Specialized and technical training

To ensure our Team Members are equipped with the right skills to perform effectively and confidently, VBP provides specialized job-related trainings—some of which include certifications. These structured and technical programs are delivered during the onboarding of newly hired Team Members, giving them a strong foundation for success throughout their career at VBP.





In addition, **refresher trainings** are regularly offered to our existing frontline Team Members to reinforce key skills and keep them updated with best practices in their roles.

## Trainings during onboarding

As part of our onboarding experience, VBP offers a range of training courses to help new Team Members build a strong foundation. These include sessions on **Internal Policies, Goal Setting, Anti-Money Laundering, Mental Health and Wellbeing, Corporate Policies**, as well as **human skills** and **technical trainings** tailored to their roles.

## External Trainings

In addition to internal programs, VBP also invests in **external training opportunities** that focus on **competency development**. These trainings are designed to support Team Members in their current roles and prepare them for future career growth, reinforcing our commitment to continuous learning and professional advancement.





# We support our Team Members for a diverse workforce

## Compensation and Remuneration Practices

At VBP, we believe that compensation strategies should be rooted in a human-centered approach, not influenced by gender, age, or race. Team Members performing substantially similar work are compensated equally, reinforcing our commitment to pay equity and inclusive practices.

Compensation is guided by our Salary Band Model, which considers factors such as prior relevant experience (for new hires), levels of responsibility, performance reviews, and market benchmarks. Annual remuneration increases are based on industry benchmarking and individual performance, ensuring fairness and competitiveness.

To uphold these standards, compensation is reviewed annually by the Compensation Project Team, composed of representatives from Executive, People & Culture, Risk, Compliance & Regulatory Affairs, and Marketing. Adjustments are also made for promoted Team Members, further supporting career progression and equity.

These practices help attract, retain, and advance a diverse workforce while actively minimizing bias across the organization.

## **Flexibility**

At VBP, one of the valued benefits offered to Team Members is the Flexible Work Setup, also known as the Hybrid Work Setup. This arrangement allows Team Members to work from home or in the office during designated periods, providing flexibility that supports both productivity and personal well-being.

This setup is especially beneficial for those residing in nearby towns and provinces, helping them avoid the daily challenges of commuting—saving both time and money. More importantly, it promotes Work-Life Integration, a core principle at VBP that encourages Team Members to pursue their passions and personal interests without compromising their professional responsibilities.

By embracing hybrid work, VBP continues to build a diverse and culture-rich community, welcoming talent not only from Cebu but also from surrounding regions, particularly across the Visayas and Mindanao.





# Share in the Gain



Apart from career development, Team Members are also given fair and equal opportunity to additional incentives and bonuses such as: **Great Game of Business (GGOB)**. In 2021 VBP adopted the Great Game of Business model, an open book management system that teaches Team Members to think and act as business owners.

**BHAG.** At VBP, we reward long-term commitment and collective achievement through our BHAG Bonus—a special incentive given to all regularized Team Members once the company’s long-term goals are met. Bonus amounts vary based on tenure, recognizing the value of sustained contribution.

The current **BHAG 2.0** aims to achieve a **3x increase in business value by December 2025**. Once this goal is reached, Team Members who have been with VBP for **five years or more** will receive a bonus equivalent to **100% of their annual salary**.

In addition to BHAG, **annual remuneration increases** are determined based on **industry benchmarks** and **individual performance**, ensuring fairness, competitiveness, and alignment with our human-centered compensation philosophy.





## A workplace rooted in celebration





# AND AWARDS NIGHT 2025



**A workplace rooted  
in recognition**







# We recognise diversity in interests

VBP is committed to heightening inclusivity and respect among all Team Members. We have been cultivating the integration of one's professional and personal passion. In the pursuit of this integration, we have acknowledged and recognise the established interest groups in VBP. Initiated and led by Team Members, our interest groups are open to all those who would like to share their hobbies and passion, building camaraderie even outside of work.



## Here are the active interest groups in VBP.

- Shooting Kangaroos - Basketball
- Smashing Kangaroos - Badminton
- Spiking Kangaroos - Volleyball
- Striding Kangaroos - Running
- Grooving Kangaroos - Dancing
- Selling Kangaroos - Entrepreneurship
- Caring Kangaroos - Community Outreach Programs
- Roos-Down-Under - Diving
- Kangpanions - Safe Space
- Gaming Kangaroos
- Trekking Kangaroos
- Cosplay Kangaroos
- Pickle-Roos
- Reading Roos





# We recognise diversity in religion

VBP recognises that Philippines has rich culture with diverse beliefs and religions. In VBP, we embrace diversity, we respect each other and treat each other as family. We embrace that we live in a world without borders or constraints. Our One World and Family Spirit Core Value is being manifested not just in our Team Members' behaviors and relationships, but also reflects in our policies and processes. Our People and Culture - Talent Acquisition Team ensures that our applicant pool is diverse in terms of generation, gender, sexual identity, and religion. The Team also ensures that our hiring pool is diverse.



“Working in an organisation that cherishes diversity and mutual respect has been a truly enriching experience for me. At VBP, I’ve encountered the joy of interacting with colleagues from different backgrounds, fostering a culture of curiosity and understanding. Despite the challenges of navigating differences in culture and religion, I’ve found comfort in being able to share my experiences as a Muslim and highlight the beautiful life we have in Islam. I’m forever grateful for the opportunity to contribute to VBP’s inclusive atmosphere.”

**-Nadj Noor, Financial Planning Assistant**



# We recognise achievement and talents

At VBP, we encourage everyone to be the best authentic version of themselves through self-expression. Each year, we celebrate our VBP Talents and Awards Night to recognise the achievements of our Team Members, to celebrate team's excellence, and to showcase their talents through various performances and creativity through dressing up to the nines.

## Different Awards

- Client Excellence Award
- Client Leader Award
- Leader of the Year
- Senior Leader of the Year
- Team Member Excellence Award
- Team of the Year
- Turn the Ship Award
- Culture Champion
- CEO Award





# We recognise series of little wows

In VBP, Team Members are encouraged to create little WOW moments, inspiring them to go over and beyond what is expected. VBP recognizes these series of remarkable WOW moments

**Recognize.** It is a social Team Member recognition platform which promotes the power of positivity and cultivates VBP culture through empowerment and motivation. We continue to find ways to celebrate wins and provide recognition for their works. Team Members can receive different recognition badges from their leaders, colleagues, and clients. The badges can be used for redeeming different vouchers and rewards.



A photograph of two men in a modern office environment. The man on the left is seated on a grey sofa, wearing an orange button-down shirt over a white t-shirt, dark jeans, and black sneakers. He is smiling and looking up at the other man. The man on the right is standing, wearing a light green short-sleeved button-down shirt, khaki pants, and white sneakers. He is holding a white mug and has his hand on the seated man's shoulder. Both men are wearing glasses. The background is a large, lush green wall made of many small potted plants. The floor is covered in artificial green grass. A semi-transparent white box with a floral pattern is in the upper left corner, containing the text.

## A workplace rooted in empathy and enablement



# We enable our differently abled Team Members



“As someone who once struggled in my career journey, finding VBP truly felt like an answered prayer. Three years ago, I went through one of the toughest seasons of my life when career growth became a competition rather than a source of fulfillment. I experienced moments of embarrassment and discouragement, which deeply affected my confidence and mental well-being.

But taking a leap of faith, I waited five months to join VBP, holding on to the belief that its brand and values could help me start anew. And it surely did. Here, I found not just a workplace, but a community where people lift each other up and well-being is always a priority. Among all its perks, I especially love its hybrid setup which allows me to work safely and comfortably from home, while the free HMO for employees and dependents helps me support my PWD parents’ medical needs, something I’m deeply grateful for. After just a year of service, what truly humbled me was being awarded as Rookie FPA of the Year 2024 which is something I never expected, especially while working alongside such talented and inspiring people. VBP didn’t just change my career but it restored my confidence, strengthened my purpose, and reminded me that I belong. From one brave leap to countless blessings — Dionelow Ray Limbaga a Senior Financial Planning Assistant, a believer in courage, faith, and the beauty of starting over. This is **Dionelow Ray Limbaga - a Senior Financial Planning Assistant.**”



# We care for the wellness of our Team Members

## Mental Health Services in VBP

VBP acknowledges the importance of psychologically safe workplace. To ascertain that our Team Members are flourishing, VBP provides Team Members with the access to psychological aid through an external provider.

- **Sessions with third party licensed psychologists for all Team Members.** The psychotherapy sessions serves as an avenue for our Team Members to open up about their personal or professional lives, may it be positive thoughts or struggles. From October 2024 - September 2025, we have 313 booked sessions, and 65.4% of them were completed.

- **Wellness Communications.** Continuous awareness on mental health and wellbeing are being practiced in VBP through internal communications and Wellness Wednesday of the third party. Such communications tackled different wellness topics such as but not limited to stress, emotions regulations, and mental health. We also release internal communications encouraging our Team Members to book a session with our external wellness provider regardless if they are in struggle or not.
- **Wellness Webinars.** Our external wellness provider also gives webinars which are open to all of our Team Members. Our Team Members strongly agree that the webinars provided are informative and their knowledge and understanding about mental health are improved.
- **Wellness Trainings.** VBP also provides management and leadership training to our leaders. This training is conducted by an external provider educating our leaders about their roles on the mental health of their Team Members.
- **Pharmacological Intervention.** Flagged as High-risk Team Member by our external psychologists are given pharmacological intervention by VBP. VBP funds the psychiatric evaluation of our team members amounting to 15,000.00 per person. VBP also helps Team Members with their expenses in buying prescribed medications to those clinically diagnosed Team Members.





- **Extended Mental Health Services to Team Member's Dependents.** Here in VBP, we believe that we extend our services to not only our Team Members but also to their kin. Since family is important to us, we want our Team Members to look out for each other by allowing 2 dependents per Team Member to avail the Mind You Services. This is a session held with psychologists to discuss about anything.
- **Mental Health Assessment.** An annual mental health assessment conducted by our third party partner. The goal of this assessment is to evaluate the work health, level of presenteeism, and assess the stressors of our Team Members. The Mental Health Assessment is a proactive program of VBP since the results of the assessment are our baseline in initiating programs.
- **World Mental Health Month Celebration 2024.** We celebrated last year's Mental Health month with series of free webinars for our Team Members. We also added the Mental Health Wall where Team Members shared their positive thoughts. We revamped our Safe Space group to welcome and nurture more Mental Health advocates. We will celebrate the event this year with seminars as well.
- **Mental Health Officers.** In VBP, we certified selected Team Members as Mental Health Officers (MHOs). Our MHOs champion wellness programs for our Team Members, collaborate with our stakeholders to identify who need professional help, communicate for psychoeducation, and provide psychological first aid when necessary. As of September 2024, we have four (4) certified Mental Health Officers.
- **Psychological First Aid Training.** Psychological first aid training was given to our Mental Health Advocates, 10 members of our KangPanions (an interest group advocating wellness and mental health).
- **Leadership and Management Training.** A training provided to leaders in the organisation which aims to equip them with knowledge on mental health and mental healthcare. This training also furnishes the leaders with skills in providing support to their Team Members that will aid their team members in maintaining positive mental well-being. This training also zooms in on cultivating the skills of the leaders in crisis management and in flourishing their skills in moulding Team Members' professional and personal growth.



VBP's culture is deeply rooted in inclusivity, care, celebration, recognition, empathy, and enablement—creating a workplace where everyone feels seen, heard, and valued.

The organization fosters psychological safety and belonging, encourages open dialogue and support, and celebrates individual and team achievements. Through empathetic leadership, meaningful recognition, and a strong focus on personal growth and wellbeing, VBP empowers its people to thrive and contribute authentically, and live out our shared beliefs every day.





17th Floor, JEG Tower, Archbishop Reyes Avenue,  
Corner Acacia St., Cebu City, Philippines

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