

♥ PEOPLE

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Our employees are our greatest source of light.

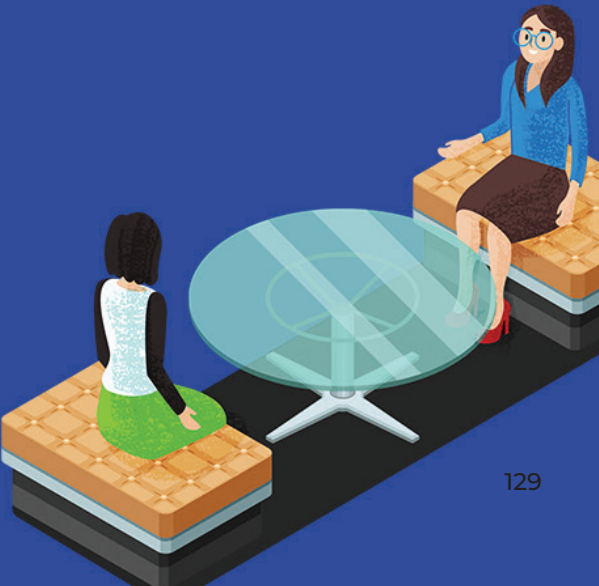
At the heart of One Meralco’s legacy and continued success is our diverse and driven talent pool—comprised of the brightest minds in the Philippine power industry. Recognizing that our people are the main driving force that propels our organization forward, we place immense value in nurturing a culture rooted in merit, dignity, and sustainability.

We ensure that employees across our Group receive compensation and benefits that enable them to not only fulfill their daily needs but also further their personal goals. To help them reach their full potential, we provide many avenues for professional development, social engagement, and community involvement.

We also prioritize maintaining a safe and secure workplace where our employees feel respected and protected across all levels of the organization. To this end, our Group sets policies and takes proactive measures to safeguard the health and fundamental rights of our employees, exemplifying the premium we put on **SDG 8: Decent Work and Economic Growth**.

Last but not least, we champion diversity, equity, and inclusion (“DEI”) across One Meralco to affirm our commitment to the fair treatment and equal participation of all our employees. Guided by **SDG 5: Gender Equality** and **SDG 10: Reduced Inequalities**, we implement programs designed to not only increase women’s representation in the Distribution Utility’s (“DU”) workforce but also foster a discrimination-free environment where everyone is empowered to succeed.

As we continue to transform our sustainability vision into action, our people at One Meralco remain our torchbearers who will lead us towards a better and brighter future.



Performance Highlights

20.53 average training hours per employee	51M safe person-hours	24.6% female representation in the workforce
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KEY INPUTS (Human Capital)

17,407 permanent and probationary employees	2,216 fixed-term and project-based employees	PhP 4.93M donated by DU employees to CSR programs
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KEY OUTCOMES (Human Capital)

91.8% DU employee satisfaction	1.42 DU lost time injury frequency rate ("LTIFR")	-0.12% DU gender pay gap
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Powering Women's Future Energy

Men have long made up the majority of the energy industry—today, we are helping women rewrite the narrative and prove that power knows no gender. In support of Meralco's #Mbrace Diversity & Inclusion Program, we are actively opening doors for women in the power sector, helping break down barriers as they step into roles where they have long been underrepresented. Our goal is to spark change, challenge norms, and lead the way towards a more diverse and inclusive energy sector. To this end, we offer scholarship programs that equip women with the skills and resources they need to thrive in the industry.

Through the DU's Women Technician Scholarship Program, aspiring female technicians receive full scholarships and hands-on training from Don Bosco College-Canlubang in Calamba, Laguna, as well as accreditation from the Technical Education and Skills Development Authority ("TESDA"). Since 2022, this technical-vocational scholarship program has opened new career paths for 37 women, helping them gain the expertise needed to join Meralco's workforce.

At the university level, we have created the MpowHER scholarship program to encourage more women to join the power sector. Through this initiative, which was also launched in 2022, we provide financial support and mentorship to

deserving female electrical engineering students to enable them to graduate, pass the board exam, and enter the industry with confidence.

In 2024, we set a landmark for DEI in the Philippine power sector when three of our female line crew members became pioneers in electric power distribution line work. Nicole Levita (Plaridel Sector, Maintenance), Mary Rose Astor (Pasig Sector, Maintenance), and Christine de Castro (Sub-Transmission Lines) made history for being the first female recipients of the TESDA Electric Power Distribution Line Construction National Certificate ("NC") Level II. Held in March 2024 at the Meralco Power Base in Antipolo, Rizal, the certification assessment saw 30 candidates (comprised of both men and women) undergo rigorous testing of their theoretical knowledge and practical skills in installing, maintaining, and repairing distribution lines. TESDA assessors and industry experts conducted the evaluation, ensuring that the highest standards of excellence were met.

As we continue powering the future, we envision an industry where gender is no longer a barrier but a source of strength. We will continue to expand our scholarship and training programs to help many more women enter and flourish in a more inclusive power sector.

"Ang pagpasa ko sa NC II ay hindi ko lamang tagumpay kundi pati na rin ng mga kapwa ko babaeng gustong pumasok sa ganitong uri ng trabaho. Pakiramdam ko ay napansin at nakita kaming mga kababaihan dahil sa parangal na ito."
— Nicole Levita

"Hindi ko itinuturing na kahinaan ang pagiging babae ko. Ito ang naging motivation ko para mas maipakita at mapatunayan ang sarili ko. Mas napapansin din ang galing at kakayahan ko dahil sa dedikasyon ko bilang isang babae sa trabahong ito. Pero ang pinakamahalagang natutunan ko dito ay wala kang kailangan patunayan kung dedicated ka sa lahat ng ginagawa mo."
— Mary Rose Astor

"We light the way for the future—let's keep reaching higher and achieving more because there's no limit to what we can accomplish together."
— Christine de Castro



Talent Attraction & Retention

Growing and Developing Our Tribe of Game Changers

GRI 2-7 | GRI 2-8 | GRI 401 | GRI 406 | GRI 405

Human capital—encompassing the knowledge, skills, and time invested by individuals to meaningfully contribute to society—is the driving force behind any successful organization. At One Meralco, we rely on a highly skilled labor force, particularly engineers and technicians. However, with a limited pool of such specialized talent in the Philippines, attracting and retaining these individuals remains a key priority and challenge for our organization. As such, our Group’s focus on talent management goes beyond just simply building a technically competent workforce—it is about holistically fostering development opportunities that not only empower our people to lead flourishing lives and careers but also inspire them to make positive contributions to society.



Led by Meralco’s Human Resources and Corporate Services department, we craft policies and implement a suite of industry-best programs across One Meralco to draw and develop promising Filipino talent.

Through Meralco’s HR Business Partners, who are strategically assigned to major groups within One Meralco, talent acquisition strategies and employee development, engagement, and retention initiatives in our Group are developed and implemented in a cohesive and unified manner. This ensures our entire workforce remains not only competitive but also aligned with the standards of productivity and excellence we uphold at Meralco.



A. Hiring & Onboarding: Welcoming New Employees

Our Group’s recruitment process is built on the principles of fairness and meritocracy. Positioning ourselves as an equal opportunity employer, we assess and hire candidates based on skills, experience, and potential, ensuring that factors such as age, gender, socioeconomic status, religion, and ethnicity, do not stand in the way of opportunity. This allows us to continuously attract high-caliber individuals capable of meeting the rapidly evolving needs of our businesses.

MERALCO DU EMPLOYEES BY EMPLOYMENT STATUS

	2022		2023		2024	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Permanent	4,481	1,239	4,518	1,262	4,531	1,333
Probationary	150	60	122	66	112	51
Fixed-term and project-based	230	90	218	90	190	85
SUBTOTAL	4,861	1,389	4,858	1,418	4,833	1,469
OVERALL	6,250		6,276		6,302	

SUBSIDIARY EMPLOYEES BY EMPLOYMENT STATUS

	2022		2023		2024	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Permanent	4,796	1,970	4,079	1,795	8,159	2,641
Probationary	260	408	341	633	213	367
Fixed-term and project-based	6,180	1,138	6,096	1,288	1,619	322
SUBTOTAL	11,236	3,516	10,516	3,716	9,991	3,330
OVERALL	14,752		14,232		13,321	

In 2024, One Meralco’s workforce comprised a total of 19,623 employees, down by over 4% from 2023 as a result of CFS’s downsizing.

Meralco’s fresh hires are seamlessly integrated into the organization through the Company’s virtual onboarding program, Orange Plug-in (“OPI”) Online, which acquaints them with the organization’s history, mission, vision, and core values, as well as current businesses and initiatives. OPI Online, comprising both guided and self-paced learning sessions, also features special modules on sustainability, DEI (specifically gender equality), corporate governance, and data privacy. The platform also allows users to learn more about Meralco’s corporate policies, productivity tools, compensation and benefits, and opportunities for professional development. Each of our subsidiaries also conducts their own onboarding program tailored to the needs of their respective industries as well as their own internal talent requirements.



B. Remuneration: Rewarding Excellence and Productivity

GRI 2-19 | GRI 405-2

As the Philippines’ leading electric utility, Meralco offers competitive and rewarding compensation and benefits packages to employees who deliver outstanding service. We practice market pay competitiveness across all job levels and positions as well as internal pay equity to make sure that compensation is proportional to the role’s value and the employee’s contributions to the Company.

In principle, Meralco’s remuneration philosophy is about fulfilling employees’ basic needs while opening opportunities for personal financial security. The base salary ranges we offer are well above minimum statutory levels and are competitive within both our industry and the general business community. We benchmark against our peers, in partnership with Willis Towers Watson, to ensure that the compensation and benefits we offer remain in line with best practices. Meralco’s employees can expect salary growth over time through annual merit increase and promotion programs.

On top of competitive salaries, Meralco also offers incentives that link individual employee performance to the Company’s success (including in sustainability), fostering a sense of ownership of and commitment to our organization’s achievements.

Our variable incentives are directly tied to performance targets approved by the Board Remuneration and Leadership Development Committee, with recognition granted only upon the successful achievement of the defined targets. This approach is aligned with our performance-based incentive philosophy, designed to ensure high quality of work.

A broad employee benefits program complements these financial incentives, going beyond legal requirements and covering paid leave as well as best-in-class health and life insurance, retirement plans, and subsidies for rice, transportation, and mobile communication. Our subsidiaries also have their own remuneration packages aligned with the compensation and remuneration standards specific to their respective industries.

MATERNITY LEAVE

		2022	2023	2024
Entitled to leave	MERALCO DU	1,299	1,328	1,384
	SUBSIDIARIES	3,065	3,462	3,060
Took leave	MERALCO DU	87	110	276
	SUBSIDIARIES	176	159	237
Returned after leave ³⁵	MERALCO DU	86	110	276
	SUBSIDIARIES	137	154	188
Returned and still employed 12 months after leave ³⁵	MERALCO DU	80	107	99
	SUBSIDIARIES	126	145	181

PATERNITY LEAVE

		2022	2023	2024
Entitled to leave	MERALCO DU	4,631	4,640	4,543
	SUBSIDIARIES	5,741	5,415	4,969
Took leave	MERALCO DU	200	236	225
	SUBSIDIARIES	197	192	275
Returned after leave ³⁵	MERALCO DU	200	236	225
	SUBSIDIARIES	190	190	274
Returned and still employed 12 months after leave ³⁵	MERALCO DU	198	230	220
	SUBSIDIARIES	183	186	271

SOLO PARENT LEAVE

		2022		2023		2024	
		MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Entitled to leave	MERALCO DU	11	24	11	28	9	22
	SUBSIDIARIES	1,063	491	19	72	1,071	117
Took leave	MERALCO DU	11	23	11	28	32	106
	SUBSIDIARIES	9	79	21	83	16	119
Returned after leave ³⁵	MERALCO DU	11	23	11	38	32	106
	SUBSIDIARIES	9	79	21	83	7	118
Returned and still employed 12 months after leave ³⁵	MERALCO DU	9	23	11	26	28	106
	SUBSIDIARIES	9	74	15	85	7	103

³⁵Includes employees who took their parental leave in the previous reporting period then returned to work during the current reporting period

The satisfaction of Meralco's employees with their remuneration packages and the Company's overall work environment is evident in the high return-to-work rate among those who took parental leave. For instance, 100% of employees who took parental leave in 2024 chose to return to work with the Company after completing their leave.

We are committed to supporting new parents in our organization as they return back to work after completing their parental leave. For instance, Meralco provides dedicated lactation rooms for new mothers across our premises, including our head office, Business Centers, and Sector Offices. Moreover, through our iFLEX program, we offer flexible work arrangements, such as hybrid setups and flexible work hours, to help ease the transition for employees returning from parental leave. This program is available for non-field and non-customer-facing positions, helping parents to better balance their professional responsibilities with their family needs and personal well-being.



C. Training & Development: Investing in Professional Growth

GRI 404

Training and development are key to unlocking the full potential of our employees. As such, One Meralco offers a wide range of training courses and professional development opportunities designed to not only ensure our employees possess the essential technical competencies needed for their current roles but also prepare them to grow into future leaders within the energy sector. Recognizing our Group's dependence on a highly specialized workforce in a rapidly evolving industry, we invest in programs that strengthen our internal capabilities while also contributing to the nation's progress.

AVERAGE TRAINING HOURS FOR MERALCO DU EMPLOYEES BY RANK

	2022		2023		2024	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Senior management	38.3	31.2	44.9	29.8	29.4	30.9
Middle management	38.7	38.6	47.8	36.3	30.9	26.8
Rank and file	49.4	35.2	66.3	36.8	57.0	35.1
WEIGHTED AVERAGE	45.5	34.0	59.4	34.4	49.5	31.6
OVERALL AVERAGE	42.9		53.8		45.4	

AVERAGE TRAINING HOURS FOR SUBSIDIARY EMPLOYEES BY RANK

	2022		2023		2024	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Senior management	11.1	4.7	29.8	43.2	13.3	15.9
Middle management	2.6	8.4	23.0	19.0	14.6	9.5
Rank and file	7.7	5.0	6.6	3.0	6.1	7.4
WEIGHTED AVERAGE	3.6	7.0	6.7	4.5	8.0	8.7
OVERALL AVERAGE	4.6		6.3		8.5	



In 2024, Meralco rolled out technical and leadership training courses amounting to a total of 283,539 training hours, equivalent to an average of over 45 training hours per employee. This 16% decrease from 2023's 337,381 training hours (with an average of nearly 54 training hours per employee) was driven by new programs on culture-building, values integration, and competency development.

We support our employees in ongoing professional learning. To achieve this, we first ensure that our training topics remain relevant, leading-edge, and engaging for all participants at all levels across the Company.

Moreover, as part of our sustainability journey, we incorporate sustainability topics into our learning and development ("L&D") curriculum to inspire our employees and equip them with the knowledge necessary to advance the Group's sustainability agenda.³⁶

In recognition of our L&D programs and our efforts to build a strong learning culture in our organization, Meralco was named as the Outstanding L&D Organization of the Year by the Philippine Society for Talent Development at the 7th Gawad Maestro Awards held in December 2024.



³⁶Information on training of our Board of Directors can be found on page 214 of this report.



INVESTING IN WORLD-CLASS TECHNICIANS AND ENGINEERS

As Meralco's electric distribution network continues to expand, we are intensifying our efforts to develop highly skilled and agile field workers capable of operating and maintaining the efficiency, reliability, and safety of our grid infrastructure. To this end, we are investing in building a pipeline of highly skilled line crew and enhancing the capabilities of our existing team members through the Meralco Lineman Training Curriculum ("MLTC"). This tiered program is designed to train and upskill our Company's line crew—from entry-level apprentices to crew leaders and supervisors.

Beyond line crew training, we also invest in the professional growth of our own engineers through the Electrical Engineering Advancement Program, through which we enable Meralco's engineers to upgrade their licenses and become professional electrical engineers ("PEEs") with specialized training and resource support. In 2024, eight Meralco engineers successfully earned their PEE certifications after completing rigorous coursework and defending their technical engineering reports before the Board of Electrical Engineering. The addition of these new PPEs to the Meralco workforce further widens our Company's pool of technical experts in the field of electrical engineering.



“Sa tulong ng Meralco Linecrew Training Course, natutunan ko ang kahalagahan ng kaligtasan at dekalidad na serbisyo sa aming trabaho. Pinahusay nito ang aking pagtatrabaho at pinalakas ang aking kumpiyansa sa pagganap ng aking tungkulin.”

— Ricky T. Fidel, Lineman, Balintawak Sector, Gawad Liwanag Line Crew Awardee



“Meralco’s Electrical Engineering Advancement Program has been essential in helping me become a Professional Electrical Engineer by providing hands-on experience, mentorship, and opportunities to work on impactful technical projects. The Company’s focus on safety, innovation, and industry best practices has equipped me with the skills and knowledge to achieve this milestone.”

— Ren Christian M. Santos, MSc., PEE, Revenue Assurance Manager, Revenue and Meter & Device Management



Our subsidiaries likewise invest in developing the next generation of engineering leaders. For instance, MIESCOR cultivates young engineering talent through its flagship Power Builders Cadetship Program, an immersive five-month onboarding initiative designed to equip high-potential engineers with the technical expertise, leadership skills, and hands-on experience needed to excel in the industry.



“Participating in MIESCOR’s Cadetship Program has been a valuable opportunity that strengthened my foundation for a successful engineering career. Learning from experienced mentors was both an honor and a privilege, as they provided invaluable insights that went beyond textbooks. It has reinforced my passion for engineering and my commitment to continuous learning and growth.”

— Engr. Lhealyn J. Sembrano, RCE, RMP, Cadet Engineer

Carefully selecting top-performing, fresh engineering graduates from accredited universities, the program offers a structured development journey that includes an intensive orientation, cross-unit on-the-job training, mentorship from industry leaders, and professional development courses. In 2024, the program successfully produced its third batch of cadet engineers (comprised of four electrical and six civil engineers), who completed rigorous training and have since been deployed to key business units within MIESCOR.

Building on this success, MIESCOR will introduce the MIESCOR Powerhouse in 2025—an innovative competency framework designed to continuously assess, develop, and enhance the capabilities of its in-house engineers, ensuring that they are well-equipped with the technical and management expertise to further drive innovation in the energy sector.



BUILDING A ROBUST LEADERSHIP CULTURE AND PIPELINE

We are also fostering a supportive coaching culture by equipping managers with the skills to guide, develop, and empower their teams. Rather than simply providing answers, we encourage our leaders and supervisors to adopt a coaching mindset—one that incites powerful questions and enables team members to think critically and take ownership of their development.

In this regard, Meralco developed the Lumens Coaching Program for Leaders, a four-month development journey designed to strengthen our leaders' coaching capabilities, enabling them to effectively develop their teams.

Guided by professionally trained coaches, including those certified by the International Coaching Federation, the program enhances leadership effectiveness beyond technical skills. In 2024, Lumens was recognized with the Gold Award for Leadership Development at the 3rd HR Excellence Awards Philippines—a testament to our commitment to building a robust leadership pipeline and a culture of continuous development.

Going forward, we plan to continue training more coaches to strengthen the 70-20-10 L&D approach³⁶ and introduce other L&D initiatives, including end-to-end competency assessments, to strengthen Meralco's culture of learning and growth.

“One big realization I had with the program is that our coaches can actually help themselves. It's just a matter of asking them the right questions for them to think deep and to realize that they themselves already have the answers to their problems.”

— Christopher T. Reblando, Head, ICT Planning and Program Management



D. Employee Engagement: Fostering Holistic Personal Development



In line with our Group's commitment to holistic personal development, we go beyond professional advancement by giving our employees access to a wide range of initiatives to support their physical, spiritual, emotional, and mental health and welfare. We also provide our employees with different opportunities to volunteer, empowering them to contribute to social good while fostering a deeper sense of purpose and connection with our communities.

³⁶ 70-20-10 is an L&D model suggesting the following approach to effective learning: 70% from challenging assignments, 20% from developmental relationships, and 10% from coursework and training.



NURTURING FIT AND HEALTHY EMPLOYEES

In 2024, we continued to implement and expand a range of wellness activities aimed at boosting employee morale and well-being. This included the Orange Fit Month in July, where we organized sports tournaments and clinics to strengthen friendship and camaraderie among our people. We also encouraged employees to take part in the 8th MVP Olympics, which brought together companies across the MVP Group in various competitive sports.

Moreover, our fitness gym and sports facilities at the Meralco Fitness Center remained open to promote an active

lifestyle among our employees. We complemented our initiatives to improve the physical health of our personnel (as well as their dependents) with fun social activities throughout the year, including our annual Foundation Day celebration, One Meralco Cool-tural Festival, the Service Awards ceremony, and the One Meralco Salu-Salo.

By offering a wide range of personal development initiatives, Meralco nurtures not only the passion and drive of our employees but also the culture of collaboration within our Company.



INSTILLING SUSTAINABILITY IN OUR WORKFORCE

To educate our employees across One Meralco on foundational sustainability concepts, as well as our Group's sustainability agenda and initiatives, we brought Meralco's Sustainability Roadshows series to our subsidiaries in 2024. Aimed at instilling a sustainability-oriented mindset among our personnel and encouraging sustainable behaviors and practices within and outside the workplace, this initiative reached over 600 employees across MGEN, MIESCOR, and MSpectrum.

We conducted an onsite roadshow, supported by a livestream via Microsoft Teams for those unable to attend in person. The roadshows covered a range of topics including global and local environmental, social, and economic challenges, the United Nations' Sustainable Development Goals, and our Group's sustainability programs.

Featuring engaging talks from our senior leaders—including Meralco's Chief Operating Officer and our Chief Sustainability Officer, MGEN's President and Chief Executive Officer, and One Meralco's Sustainability Champions—as well as presentations of achievements and interactive games, participants gained insights into how their individual actions as employees can contribute to One Meralco's sustainability goals. The roadshow also served as a venue for dialogue between our executives and our people, with a Q&A session allowing employees to share ideas and feedback on the Group's existing and future sustainability efforts.

The roadshow provided a platform for employees to collectively commit to the Group's sustainability agenda. At the conclusion of the event, participants were led and guided by senior leaders in pledging to drive and support One Meralco's sustainability efforts.





ACTIVATING A COMMUNITY OF CHANGEMAKERS

Aside from promoting the well-being of our employees, we also create multiple avenues for them to contribute meaningfully to the welfare of others. Each year, our people actively volunteer for community outreach programs and fundraising campaigns organized by the One Meralco Foundation (“OMF”) to aid underprivileged Filipinos.

In 2024, Meralco employees generously contributed a total of PhP 4.9 million to various charitable initiatives led by OMF. These included the Earth Day fundraising campaign, which provided additional funds for the One for Trees Program; the annual Balik Eskwela Program, which funded school bags and supplies for thousands of public-school students across the country; as well as the electrification of agricultural and livelihood facilities in our partner communities. Meralco employees also donated seedlings and volunteered with the PowerPlants urban farm initiative, where they planted and cultivated vegetables and crops within the Meralco Operating Center with the help of OMF.

Stories about OMF’s social responsibility initiatives in 2024 and how Meralco employees contributed are detailed in the OMF Annual Report 2024.



KEEPING OUR PEOPLE ENGAGED AND INFORMED

We amplify our employee engagement efforts through various communication channels. In 2024, we launched Meralco News, a quarterly print publication dedicated to strengthening Meralco’s core values among our employees and fostering a deeper connection with the Company. Featuring articles, program highlights, and event coverage, Meralco News serves as a platform to celebrate our organization’s key achievements and initiatives. Moving forward, we will shift to our existing digital communication channels—such as Meralco and Me Alerts and Workplace—to disseminate this publication to our employees electronically.



BRIGHT SPARKS

Creating Safe Spaces for Our Feline Friends

The Philippines has long been struggling with a growing population of stray animals—especially in urban areas like Metro Manila—with at least 13 million dogs and cats across the country living without permanent homes. As such, in 2024, we launched the CATropa Animal Welfare Program, which aims to provide safe spaces for stray cats within and beyond Meralco’s premises, in partnership with animal welfare organizations and local government units.

Through this initiative, Meralco employees came together and volunteered to safely and humanely catch, neuter, vaccinate, and return free-roaming cats to their outdoor homes, helping control feline populations in the city while building a community bonded by a shared commitment to animal welfare.



Labor & Human Rights

Upholding Our Workers' Dignity

GRI 2-30 | GRI 402-1



Labor and human rights are the foundation of responsible business practices. We fulfill our social responsibility towards our employees by upholding their dignity and basic rights, as enshrined in Meralco's Human Rights Policy. This policy—aligned with the United Nations' Guiding Principles on Business and Human Rights, the International Bill of Human Rights, and the International Labor Organization's Declaration on Fundamental Principles and Rights at Work—establishes protective measures and clearly delineates the systems, structures, and processes in place to safeguard the fundamental rights of not only our employees but also our other stakeholders involved in or affected by our business activities. Ensuring the highest standard of labor and human rights protection is integral to our long-term sustainable growth.

Aligned with this policy, we cultivate a culture of trust, openness, and constructive engagement, which is evident in our labor practices. We provide our employees various avenues for meaningful and constructive dialogue concerning labor issues. In particular, Meralco actively engages in collective bargaining with the Company's 1,295 rank-and-file and 3,031 supervisory employees (representing 72% of the workforce) covered by collective bargaining agreements ("CBAs").

Currently, the Meralco Employees and Workers Association ("MEWA"), which represents the Company's rank-and-file employees, is under a CBA from December 1, 2022, to November 30, 2025. Meanwhile, the First Line Association of Meralco Supervisory Employees ("FLAMES"), which represents the Company's supervisory staff, is bound to a CBA covering the period December 1, 2024, to November 30, 2027.

EMPLOYEES COVERED BY CBAs

	2022	2023	2024
Meralco DU	4,346	4,332	4,326
Subsidiaries	1,683	1,538	1,238
TOTAL	6,029	5,870	5,564





In addition to formalizing communication between employees and our senior management through CBAs, we maintain a secure platform for employees (as well as our other stakeholders) to report any violation of corporate governance rules or policies, questionable accounting or auditing matters, and other malfeasance. We treat reports of infractions with utmost seriousness, initiating prompt investigations and applying appropriate sanctions to address offenders. Meralco's Speak Out Policy allows the lodging of complaints by offended parties or witnesses to violations—anonymous or otherwise—and guarantees the full protection of the complainant against any form of retaliation. Complaints are directed to Meralco's Corporate Governance Office ("CGO"), which handles and evaluates the case with the assistance of its Assisting Investigative Units ("AIUs").

In the unlikely occurrence of retaliation, the individual who reported the incident or served as a witness has the option to complete a Retaliation Protection Report Form. This form undergoes review by the Management Disciplinary Committee or the relevant Board Committee, with approval from the CEO, the Chairman of the Board, or a designated representative.

Going beyond actively responding to employee issues, we take proactive measures to effectively prevent misconduct and address violations from the beginning of an employee's journey.

For instance, Meralco conducts training sessions for new employees and managers on the Code on Right Employee Conduct ("COREC") to make them aware of the appropriate workplace behavior expected to be maintained within the organization. The CGO likewise conducts roadshows with Meralco's business units to keep them abreast of the latest governance policies and programs of the Company. All employees are required to complete the Annual Corporate Governance Refresher in January of each year.

Our subsidiaries across One Meralco are likewise committed to protecting the integrity and dignity of all their employees and workers. For instance, MIESCOR, which mostly offers positions on a temporary or project-specific basis due to the nature of its business, upholds all labor standards, including health and safety regulations, as mandated by law, for all regular and fixed-term workers alike. Moreover, the company ensures full compliance with legal requirements surrounding job contracting to guarantee fair and lawful treatment of third-party workers.

Moving forward, our Group will continue educating and empowering our workforce to uphold our firm commitment to labor and human rights. As new initiatives are introduced, we will also continue to keep abreast of emerging laws, regulations, and other jurisprudences to ensure full compliance.

Occupational Health & Safety

Protecting Our Employees from Harm

GRI 403 | SASB IF-EU-320



Ensuring that every employee returns home safely at the end of the day is at the heart of One Meralco's social responsibility. We believe that maintaining a safe and healthy workplace is not only a legal obligation but also a fundamental part of how we care for our people. As such, our Group strives to go beyond mere compliance with policies such as the Labor Code of the Philippines and Republic Act 11058, otherwise known as the Occupational Safety and Health Standards Act. In support of **SDG 8: Decent Work and Economic Growth**, we have established robust Occupational Health and Safety ("OHS") policies, governance bodies, and programs aimed at ensuring that all our employees are able to work away from harm.

A. Providing a Safe Workplace for Our Employees

Our Group continues to invest in OHS initiatives in line with our fervent commitment to upholding the right of our people to a safe and healthy work environment, in strict adherence to standards and regulations set by the Department of Labor and Employment (“DOLE”).



INSTITUTIONALIZING A CULTURE OF SAFETY

At the DU level, the Facilities & Safety Management department is responsible for maintaining Meralco’s culture of safety, as well as overseeing and executing all OHS-related tasks and initiatives. In addition, recognizing that preventing workplace accidents goes hand in hand with addressing environmental hazards, we have formed Environment, Safety & Health (“ESH”) Committees to serve as our resident environment and safety advocates across Meralco’s business units. They engage with our employees through monthly ESH meetings designed to keep our standards and protocols relevant and ensure they apply to all our personnel.

In 2024, we fortified our OHS governance by establishing the ESH Board

as Meralco’s highest authority on ESH matters within the organization. This governing body serves as a steering committee that sets directions, objectives, and policies focusing on ESH; oversees the implementation and governance of corporate-wide ESH programs; provides guidance and recommendations on high-profile safety incidents and unresolved issues raised by any ESH Committee; and gives instructions regarding compliance with new regulatory requirements related to ESH. The ESH Board is composed of key Meralco executives—including the Chief Operating Officer, Chief Revenue Officer, Chief Human Resource Officer, and Chief Legal Counsel—reinforcing our commitment to a strong ESH culture at the highest levels of leadership.



SHAPING EMPLOYEE BEHAVIOR TOWARDS SAFETY

At the forefront of our efforts to foster a culture of safety across the organization is Meralco’s flagship OHS program, TARGET ZERO: Zero Incident, Zero Harm. This ongoing initiative is aimed at eliminating all safety incidents within the workplace. Complemented by various OHS initiatives, the program includes the annual First Working Day Safety Campaign, which seeks to bolster the Company’s safety culture and instill a “Safety First” mindset in our workforce, particularly among frontline personnel exposed regularly to physical hazards.

In 2024, we continued strengthening Meralco’s safety culture with the introduction of a behavior-based safety (“BBS”) approach, which focuses on proactively observing, analyzing, and modifying the behavior of employees to prevent accidents and improve overall safety performance. We conducted a total of 14 BBS training seminars to upskill Meralco’s safety officers, sector heads, team leaders, and line crew, covering key OHS topics such as hazard prevention, injury reduction, accountability, and communication from

a BBS perspective. Following the training, the Company’s safety officers and team leaders conducted BBS cross-validation inspections using the BBS observation card, engaged employees in discussions about unsafe workplace behaviors, and collected data to guide future safety improvements.

Additionally, we continued offering various training courses and webinars covering OHS topics such as fire prevention, heat stress management, indoor air pollution, and motorcycle riding rules and regulations. Safety-related learning was supported by consistent announcements and guidelines released via Meralco’s official corporate communication channels, keeping our employees abreast of the latest OHS protocols. We also continued providing our people with personal protective equipment that met local and international standards, as well as installing OHS information posters at construction sites as part of our responsibility to help keep the public and our communities safe.

KEY OHS METRICS

		2022	2023	2024
Total employee hours worked	MERALCO DU	13,235,096	14,262,953	13,376,584
	SUBSIDIARIES	37,411,073	42,046,928	37,583,689
Safe person-hours ³⁸	MERALCO DU	13,152,203	14,009,289	13,376,584
	SUBSIDIARIES	28,836,133	30,951,493	37,196,107
OHS training hours	MERALCO DU	30,423	30,649	26,880
	SUBSIDIARIES	36,735	15,548	20,917
Average OHS training hours per employee	MERALCO DU	5.12	5.14	4.46
	SUBSIDIARIES	3.22	1.40	1.84
	OVERALL	3.88	2.71	2.75

³⁸ This metric refers to the total number of hours worked by employees without any lost time injuries (“LTIs”).



While we remain proud of our strong safety culture and ongoing efforts to protect our employees, Meralco operates in an inherently dangerous industry. We regrettably recorded one fatality³⁹ and 46 other work-connected injuries in 2024—up from zero fatalities and 32 work-connected injuries in 2023.⁴⁰

The overall increase in Meralco’s number of work-connected injuries (including fatalities) resulted in an increase of over 300% in LTIFR (from 0.35 in 2023 to 1.42 in 2024) as well as a 5% decrease in safe person-hours (from 14.3 million in 2023 down to 13.3 million in 2024). This underscores the continuous need to constantly strengthen the Company’s already robust OHS system and programs.

Despite the decline in the DU’s OHS performance in 2024, we are proud that our subsidiary MGEN maintained its industry-leading safety performance, achieving over 3.8 million safe person-hours, with zero lost-time injuries and recordable incidents.

Moving forward, we will intensify our Group-wide efforts by enhancing our existing safety measures and introducing new and innovative approaches to prevent both minor injuries and debilitating accidents, helping realize a safer workplace for our employees.

³⁹ The fatal incident occurred in Makati City during an Anti-Dangling and Unauthorized Wire Attachments Operation in October 2024. A speeding delivery truck collided with the boom of a Meralco basket truck, resulting in the death of one of our linemen. To prevent similar incidents from happening in the future, we will strengthen coordination between our frontline workers, enhance traffic control, deploy additional onsite safety barriers, and ensure that sufficient flagmen are present throughout the duration of our field operations.

⁴⁰ We define “work-connected injuries” as injuries that occur in the workplace while the employee is performing his official function, or outside the workplace while performing an official instruction.

B. Strengthening Our Emergency Response Capabilities

We actively instill safety awareness and practices in our employees. For instance, Meralco conducts mandatory OHS training programs that include updated and relevant workplace safety principles and standards, including fire safety and building work site awareness. The Company also provides specialized competency programs on topics such as defensive driving, accident investigation, as well as heavy equipment and basket truck operations. In 2024, Meralco offered 51 OHS training courses to its employees, representing a total of 26,880 training hours from 30,649 training hours in 2023. This translated to an average of nearly 4.1 OHS training hours per employee.

We also ensure that our employees are well-prepared for disasters by providing training on how to deal with hazards like fire, earthquake, bomb threats, and chemical spills.

Regular drills are conducted to keep employees’ alertness, presence of mind, and know-how in navigating disasters in check. In 2024, Meralco conducted a total of 280 earthquake and 81 fire drills as well as 12 chemical spill drills to test employees’ readiness to protect themselves and their co-workers during times of emergency.

During the reporting period, the Company launched the Meralco Rescue Academy, a new platform offering short courses on emergency preparedness and response to all One Meralco employees and their dependents. This initiative aims to supplement the government’s efforts in making communities resilient by building necessary capabilities for responding to emergency situations.

EMPLOYEES COVERED BY AN OHS MANAGEMENT SYSTEM

		2022	2023	2024
Permanent and Probationary	MERALCO DU	5,930	5,928	6,027
	SUBSIDIARIES	5,845	5,362	5,795
Fixed-term and project-based	MERALCO DU	310	304	275
	SUBSIDIARIES	7,555	6,902	6,228
TOTAL		19,640	18,496	18,325



Diversity, Equity & Inclusion

Ensuring Fair Treatment & Equal Participation of All Employees

GRI 405



At One Meralco, we recognize that a diverse, equitable, and inclusive labor force is essential to maintain a productive and harmonious work environment as well as achieve long-term success. As such, through Meralco’s #Mbrace Diversity & Inclusion Program, we are committed to building a workplace free from bias and discrimination, where every employee, regardless of their background or identity, feels respected, valued, and empowered to contribute their unique skills and perspectives.

Along with over 10,000 businesses across the globe, in 2021, we endorsed the CEO Statement of Support for the Women’s Empowerment Principles (“WEPs”)—a set of values established by UN Women and the UN Global Compact that guide organizations on how to advance gender equality across all sectors of society. By renewing our commitment every year, we strengthen our dedication to taking concrete steps to protect and promote women’s rights and facilitate women’s full participation in the labor force—aligned with **SDG 5: Gender Equality**.

Moving forward, we will continue transforming our organization by helping our subsidiaries integrate DEI into their own corporate policies and operations as well as expanding our DEI journey beyond gender equality. In 2024, we initiated the diagnostic and design phases of the #Mbrace Program for our subsidiaries, laying the groundwork for a unified approach to DEI within One Meralco.

A. Providing Equal Opportunities for All

We strive to achieve a diverse workplace that employs and empowers more women. In 2024, Meralco reached an all-time high in terms of female representation in the Company’s workforce at 23.3%—well above the global energy sector average of 11%.⁴¹ Likewise, from a Group-wide standpoint, the proportion of women in One Meralco’s total workforce stood at 24.6% during the same period. Ultimately, our goal is to achieve a 40% female representation in the DU’s workforce by 2030.

NEW HIRES

	2022		2023		2024	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Meralco DU	304	130	309	129	289	144
Subsidiaries	3,325	1,158	2,979	1,143	2,796	1,076
SUBTOTAL	3,629	1,288	3,288	1,272	3,085	1,220
TOTAL	4,917		4,560		4,305	



During the same period, nearly 33% of the Company’s new hires were female—10% above the share of women in the organization’s existing workforce—as a result of our conscious efforts to increase the ratio of female-to-male hires. These efforts included recruitment campaigns that demonstrated women’s active participation in our businesses as well as the different initiatives under our #Mbrace Program.

⁴¹ 2022 Global Energy Talent Index (“GETI”) Report

MERALCO DU EMPLOYEES BY RANK

	2022		2023		2024	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Senior management	587	202	615	212	632	217
Middle management	480	315	485	324	498	354
Rank and file	3,564	782	3,540	792	3,513	813
Fixed-term and project-based	230	90	218	90	190	85
SUBTOTAL	4,861	1,389	4,858	1,418	4,833	1,469
TOTAL		6,250		6,276		6,302

SUBSIDIARY EMPLOYEES BY RANK

	2022		2023		2024	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Senior management	129	71	74	43	126	69
Middle management	964	437	871	351	1,253	696
Rank and file	3,897	1,936	7,153	2,590	6,993	2,243
Fixed-term and project-based	7,746	1,150	2,517	745	1,619	322
SUBTOTAL	12,736	3,594	10,615	3,729	9,991	3,330
TOTAL		16,330		14,344		13,321

Purposefully recruiting women for a wide range of entry-level and managerial roles operationalizes One Meralco’s push for a higher degree of workplace diversity and inclusion. In 2024, over 27% of One Meralco’s senior managers were women, reflecting our Group’s drive to diversify representation in leadership positions.

In 2024, we continued building the necessary foundation that will enable the proportion of women in Meralco’s workforce to grow. These efforts included:

- performing a comprehensive review of existing functions that can be performed by women;
- collaborating with the Meralco Power Academy to train women on roles traditionally held by men, such as equipment operator and field inspector;
- partnering with academic institutions to establish scholarship programs aimed at producing more female graduates in electrical engineering; and
- encouraging female technical high school and university students to pursue careers at Meralco.



Embracing All Colors with *Pride*

At One Meralco, we recognize that gender equality is more than just about empowering women—it is about creating a workplace where everyone—regardless of their sexual orientation, gender identity, gender expression, and sex characteristics (“SOGIESC”)—is treated with fairness, respect, and dignity. As part of our #Mbrace Diversity & Inclusion Program, we dedicated a week from June 24 to 28, 2024, to deepening Meralco employees’ understanding of SOGIESC and reinforcing our commitment to **SDG 5: Gender Equality**.

We kicked off the campaign with a bold statement: a vibrant rainbow pedestrian lane at the Meralco Operating Center, symbolizing our support for the LGBTQ+ community. Throughout the week, we engaged our employees through an online awareness campaign, sharing insights on SOGIESC and its importance in creating a workplace where everyone feels valued and respected.

Our internal efforts culminated on June 28, Pride Day, with the Understanding SOGIESC webinar, which became our highest-rated and second-most attended webinar of the year. We were honored to hear from two inspiring speakers: Atty. Sheil Granados, Head of Litigation Team 1 and one of the most recognizable LGBTQ+ figures at

Meralco; and Atty. Quino Reyes, a legal counsel and passionate DEI advocate who co-founded the Philippine LGBT Bar Association. Their insights shed light on how we can foster a truly DEI-oriented workplace.

Our commitment to championing DEI goes beyond One Meralco. On June 30, Radius participated in the Love Laban 2 Everyone Pride Festival at the Quezon Memorial Circle in Quezon City as one of the event’s key sponsors, providing fiber internet connectivity to participants during the whole-day event. The event served as a platform for Radius to express its support for the Filipino LGBTQ+ community.

Through initiatives like this, we continue to take meaningful steps towards a culture where everyone, regardless of SOGIESC, feels seen, heard, and empowered to be their authentic selves.

“I am happy to be part of an organization that makes decisive progress towards adopting diversity, equity, and inclusion as workplace values. I am proud to tell the world that dito sa Meralco, welcome ka!”
 – Atty. Sheil Granados

B. Closing the Gender Pay Gap

The gender pay gap remains a persistent social challenge across the globe, reflecting disparities in earnings between men and women across industries and occupations. Addressing this issue, especially in traditionally male-dominated spaces such as the energy sector, requires a progressive and multifaceted approach covering transparency in compensation, equal access to leadership opportunities, and supportive workplace policies that enable career growth for all.

AVERAGE GENDER PAY GAP IN MERALCO DU⁴²

	2022	2023	2024
Senior management	4.3%	-0.5%	7.96%
Middle management	1.5%	-1.1%	-0.79%
Rank and file	11.6%	11.8%	13.37%
Fixed-term and project-based	-23.1%	-29.0%	-0.59%
Weighted average	4.0%	0.2%	-0.12%

As part of our commitment to advancing DEI in our organization, we strive to ensure that the total annual compensation of our female employees matches that of our male employees. In 2024, the DU recorded an overall average pay gap of -0.12%, which is not only much lower than the global energy industry average of 19% but also indicates that, on average, Meralco's female employees earn slightly higher than their male counterparts.⁴³

Moving forward, we will continue our efforts to maintain, if not close, the relatively small gender pay gap in Meralco by upholding fair remuneration practices, periodically reviewing our pay structures, and fostering a discrimination-free workplace where all employees have equal opportunities for career progression.



⁴² The average pay gap is the difference between the average salary of male employees and the average salary of female counterparts divided by the average salary of male employees and multiplied by 100%. ⁴³ Thomson, E. (2022) These 4 charts show the energy sector's gender gap and what needs to change, World Economic Forum.