

HR Data

Training and Development Inputs

Age Group	Count
Below 30	16
30 to 50	83
Over 50	15

Gender	Count
Female	69
Male	45

Nationality	Count
Filipino	113
Hungarian	1

Management Level	Count
Staff/Associate/Specialist	20
Officer/Supervisor	34
Manager	33
Executives (AVPs & Up)	27

Ave. Hrs/FTE	13.3
Grand Total	114

HR Data

Engagement Score

Business Unit	Framework	Engagement Score	Participation
Corporate	Gallup Q12	4.08	91%
Power	Gallup Q12	4.33	100%
Banking	Inspired by Gallup Q12	4.34	72%
Food	-	-	-
Land	Amara (loosely based on Gallup Q12)	4.3	81%
Infra	Amber	88 (4.40)*	96%

* For visualization purposes of engagement trends, some engagement scores are converted into a 5-point scale.

HR Data

Performance Management

AEV, in alignment with its GT2025 initiative, has introduced a refined performance scorecard system to evaluate the performance of both Corporate Service Units (CSUs) and individual team members. This standardized framework is designed to foster a culture of excellence, promote continuous improvement, and ensure alignment with AEV's goals and GT Pillars.

The scorecard operates on a four-level scale, offering a comprehensive assessment of performance without relying on rigid weights or formulas. This holistic approach allows for a nuanced evaluation that considers both qualitative and quantitative factors.

- **Extraordinary (Distinctive):** This top-tier rating recognizes exceptional performance that consistently exceeds expectations. Recipients set the benchmark for excellence, demonstrating superior quality in all aspects of their work. They proactively address challenges with innovative solutions and actively champion novel approaches to achieving AEV's goals and GT Pillars.
- **Beyond Expectations (3-4):** This rating signifies a high level of performance, where most goals and promises are met with exceptional quality. Recipients showcase resilience in tackling challenges and actively learn from their experiences to drive continuous improvement. They consistently strive to adhere to AEV's goals and GT Pillars, demonstrating a strong commitment to the company's strategic vision.

- **Meets Expectations (2):** This rating reflects satisfactory performance, where set expectations are met. While some goals and promises may be exceeded, there are opportunities for further growth and development. Recipients are aware of AEV's goals and GT Pillars and demonstrate occasional alignment with them, indicating potential for greater contribution.
- **Below Expectations (0-1):** This rating denotes a failure to meet performance expectations in both work output and behavior. Recipients do not actively communicate challenges, seek assistance, or demonstrate an understanding of AEV's goals and GT Pillars. This indicates a significant need for improvement and a misalignment with the company's values and objectives.

This new performance scorecard system is designed to empower individuals and CSUs to reach their full potential while contributing to Aboitiz's overarching goals. Regular assessment and feedback based on this scorecard will drive continuous improvement and ensure that performance remains consistently aligned with the strategic vision outlined in GT2025. In 2023, all AEV employees underwent performance evaluations using this refined scorecard system.

Memberships and Associations

Costs and Contributions

Business Group	Cost (in ₱)
Corporate	550,000.00
Banking	60,000.00
Land	250,000.00
Infra	50,000.00

Chamber of Commerce	Cost (in ₱)
Power	351,400.00
Food	76,969.85
Land	8,000.00
Infra	38,600.00

Industry Organization	Cost (in ₱)
Corporate	35,271.50
Power	1,796,300.52
Banking	175,000.00
Food	866,798.76
Land	1,253,430.00
Infra	25,000.00

Foundation/NGOs	Cost (in ₱)
Corporate	30,000.00
Power	505,000.00

Memberships and Associations

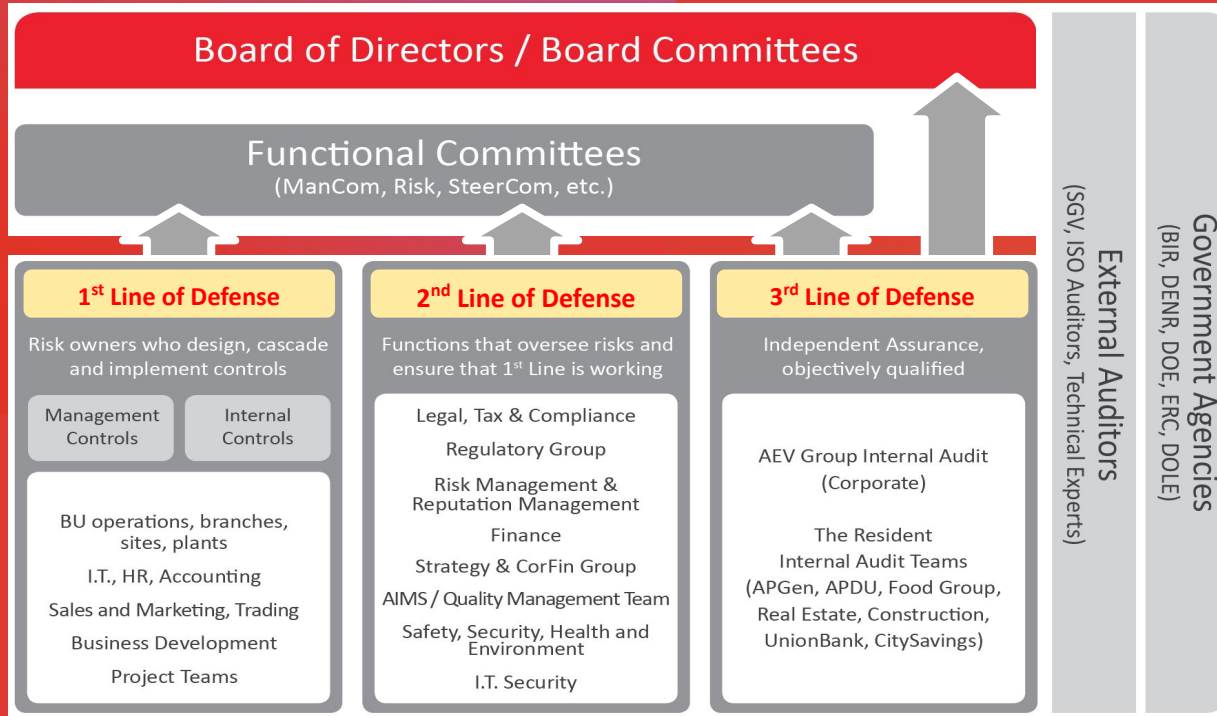
Costs and Contributions

Other	Cost (in ₱)
Banking	5,600.00
Food	9,000.00

Risk Management

The Three Lines Model in Aboitiz

The Aboitiz Group adheres to the Three Lines of Defense model to effectively structure and implement risk management throughout the organization. Each line of defense, with distinct roles and responsibilities, reports to functional committees and ultimately to the Board, which holds overarching oversight responsibility for risk management.



Risk Management

Risk Management Program Review

Process Overview of the Risk Management Program Review



In 2023, AEV conducted a Risk Management Program Review through the assistance of Aon, an external consultant. This review involved a multi-step process outlined in the figure. It began with a **desktop review** of documents provided by AEV, including strategic objectives, Board Risk and Reputation Management Committee reports, and risk management frameworks. This was followed by **stakeholder interviews and workshops** with various AEV teams to gather insights on risk identification, appetite, and maturity. The information collected was then used for **analysis and benchmarking**. This included aligning AEV's risk profile with its strategic goals, mapping its value chain, and comparing its risk profile against industry benchmarks using Aon's Global Risk Management Survey. The analysis culminated in the formulation of **top risk categories**, a proposed risk taxonomy, and a suggested approach for in-depth risk analysis. The review process also involved the development of a **risk appetite framework**, including statements and metrics, to guide AEV's risk-taking decisions. Finally, a **risk maturity assessment** was conducted to evaluate AEV's risk management practices, resulting in an overall maturity rating and recommendations for improvement.