

2025 Meridian Operating Review

MCI-OR-25 · Current edition

Scope

2025 was the first full year in which Meridian One was used as the company-wide operating framework. This review records operating measures and standards activity. It does not present financial statements, investment information or commercial solicitation.

Method

Message from Meridian leadership Meridian's work is often most useful when the condition it supports becomes unremarkable. In 2025, our divisions continued to improve the definitions, handoffs and review intervals that allow ordinary operations to remain coherent. The year's work did not change the character of the company. It made the record more complete. Selected operational measures 2024 / 2025 comparison Measure 2024 2025 Objects assessed 10.8m 11.4m Managed standing-hours 1.6m 1.8m Ordinary actuations enabled 5.8bn 6.2bn SCR-6 reviews completed 412 487 Neutral surfaces registered 61,800 74,200 Cross-divisional work Queue Technologies completed 83 reviews using MPS access-envelope definitions. Neutral Materials and Meridian Ambient jointly updated field evaluation guidance for 14 background conditions. Button & Interface contributed response-certainty observations to 37 managed waiting environments. Transitional Solutions recorded 1,126 arrangements still under review at year end.

Revision history

This is the first annual Meridian Operating Review. Future editions will preserve comparative measures where definitions remain stable and identify changes where a measure has been revised.

Related publications

The review cites MCS-01 , SCR-6 , PCP-87-24 and NFR-04-25 .