



## LEARNING AND DEVELOPMENT POLICY

### PURPOSE

This document aims to provide a framework in the implementation of ACEN's learning and development program to create organization and talent value, and impact towards the attainment of the company's long-term aspirations and operational plans.

### GOAL

ACEN promotes personal growth in the organization and is committed to providing equality of opportunity for learning and development to its employees.

These Learning and Development Guidelines support the company's belief in lifelong and continuous learning anchored on the principle of continuous improvement and one's ownership of career development.

Corporate Human Resources' Practice Leadership for Talent Management will serve as a function of continuing and significant relevance to current and future business success by providing best in class learning and development solutions and platforms.

### STRATEGY AND FRAMEWORK

Corporate Human Resources' Practice Leadership for Talent Management aims to provide a unified approach to learning and development; a blended learning that accelerates development of emerging and business critical competencies and capabilities.

In ACEN, we develop employees by advocating a modular framework for continuous learning using 3 contexts anchored on <sup>1</sup>Dave Ulrich's 50-30-20.

**Experience** or learning on-the-job (50%) includes stretch assignments, job rotations, and special projects outside of the current scope of job the employee is undertaking.

**Education** or formal learning (30%) includes traditional methods such as in-classroom learning with instructor, e-learning, and virtual sessions.

**Exposure** or learning from others (20%) includes building and maintaining strong professional associations through coaching and/or mentoring.

### SCOPE

Guidelines shall apply to all regular employees of ACEN. It does not cover third party workers such as consultants or those from contracting agencies.

### RESPONSIBILITY

**Talent Management Practice Leadership** - It is the responsibility of Corporate Human Resource's Practice Leadership for Talent Management to conduct learning needs analysis, and provide the framework and resources needed to support learning and development.

**HR Shared Services (HRSS) Learning Management Team** – In partnership with the Practice Leadership for Talent Management, source and recommend potential development solutions, monitor and measure participation rates of employees, and monitor and evaluate the effectiveness of learning and development programs with a view to continued improvement.

<sup>1</sup> Source: The Dave Ulrich HR Academy, Module 4: How Do We Create Competence?



**HR Advisors** - It is the responsibility of the HR Advisors to consolidate learning programs needed based on the employee's development plan, partner with Corporate HR's Practice Leadership for Talent Management on learning and development matters, ensure that programs are cascaded and implemented in the business unit/plant, and provide feedback to the practice leadership on effectiveness of learning interventions to improve development solutions.

**Immediate Superior** - It is the responsibility of the immediate superior to support the employee in identifying learning needs and ensuring that development plans are reviewed on a regular basis, actively encourage learning and development to enable ACEN to meet its business objectives, provide immediate and constructive feedback to employees to encourage commitment to self-improvement, and assess effectiveness or return on investment of the learning program/s attended by employees.

**Employee** - It is the responsibility of the employee to enroll, participate, immerse, and comply with core program requirements, identify opportunities for self-driven development, understand the strengths as well as development needs in the current role and relative to future career plans, clarify and indicate career aspirations in the development plan, and communicate them to their immediate superior, and proactively follow through on ensuring progress is made.

## DEFINITION OF TERMS

**Core Programs** – Programs anchored on our identified competencies and are fundamental in supporting the ACEN Way and are therefore required to be completed by all employees.

**Governance Programs** – Programs championed by specific business units to impart knowledge and promote compliance and good governance across the company.

**Targeted Programs** – Programs in line with one's development plans or specific learning needs for the purpose of closing specific competency gaps. Targeted programs are divided into three sub-categories:

1. **Functional Unit Specific.** Programs given to a specific business unit to strengthen or update their core functional competencies.
2. **Specialized Role Specific.** Programs given to talents that are classified as practice leaders or subject matter experts, these are talents that perform specialized roles in a particular area or function. These can be technical or operational in nature and non-technical, but involve the application of specialized knowledge, skills, and abilities.
3. **High-Potential Track Specific.** Programs given to high potential talents or identified successors for key positions which aim to address leadership skills and behaviors that contribute to superior performance. These aid the organization to better develop their next generation of leaders.

## STATEMENT

These guidelines ensure that learning interventions are prioritized according to the current and future requirements of the company and are scheduled, cascaded, and implemented according to such priorities.

A broad set of core, governance and targeted learning programs shall be provided to all employees of ACEN. These learning programs shall be designed to develop employees to achieve a level of excellence, support readiness towards future roles, and promote "The ACEN Way" throughout the organization.

All employees shall attend the core and governance programs. Where identified in their development plan, employees shall attend the targeted programs prescribed by their immediate superior.

Development plans shall be crafted using impartial criteria and conducted in a manner that is fair, systematic, efficient and effective. All employees shall have access to learning and development



programs, regardless of age, sexual orientation and/or gender identity, disability, social status, political opinion, religion, nationality, marital or parental status (including pregnancy), ethnicity or other status protected by law.

Practice Leadership for Talent Management shall continuously review its learning and development programs to ensure that its up to date and relevant to the needs of the organization.

Exemptions to these guidelines shall be approved by the HR Business Partner and Business Unit Head.

## GUIDELINES

### I. **Review Organizational Needs**

Practice Leadership for Talent Management:

- Reviews and prioritizes needs together with HR Business Partners (HR BP) and HR Advisors d Glo
- Determines list and content of core, governance and targeted learning programs based on organizational needs; subject to review and approval of the CHRO

### II. **Conduct Learning Needs Analysis**

HR Advisors:

- Provide a consolidated list of learning programs needed based on employees' development plans during budget season
- Partner with the Practice Leadership for Talent Management in identifying relevant learning programs based on performance and competency gaps

### III. **Source, Select and Accredite Providers and/or Facilitators**

Practice Leadership for Talent Management in partnership with HRSS Learning Management Team:

- Make inquiries from industry associations on possible learning providers and/or facilitators
- Schedule a meeting with potential providers and facilitators so that arrangements and further validation of suitability can be made; conduct pilot run to test the design and facilitation
- Once accredited, schedule surprise check-ins in all learning programs
- Maintain an inventory of accredited external and internal facilitators

### IV. **Release Training Calendar and List of Learning Providers**

Practice Leadership for Talent Management in partnership with HRSS Learning Management Team:

- Release training calendar for core and governance programs on Workplace
- Cascade the training calendar and list of learning providers to all HR Advisors

### V. **Set Learning and Development Budget**

Practice Leadership for Talent Management in partnership with HRSS Learning Management Team:

- Provide cost of core and targeted programs during the budget cycle

HR Advisors:

- Determine budget for core and targeted programs of their business unit

### VI. **Implement Core, Governance and Targeted Programs Needed**

HR Advisors:

- Coordinate with HRSS Learning Management Team on exclusive run requests of their business unit



Practice Leadership for Talent Management in partnership with HRSS Learning Management Team and HR Advisors:

- Review course design and materials to determine need for enhancements or changes
- Schedule date of learning program implementation
- Market the learning program as means to inviting participants
- Inform participants' immediate superior about scheduled attendance to ensure support and guidance
- Administer pre- and/or post-course activity if applicable
- Check attendance of participants and observe the following guidelines:
  - Should an employee miss attendance for more than 25% of the program duration, then the participant will be considered incomplete, and corresponding training fees shall apply.
  - Cancellation of attendance made less than two weeks prior to the program start date is subject to 100% investment fees; same thing applies for no show attendees
  - A substitute attendee shall be accommodated if the substitute and enrollee have similar development plans
- Document learning program proceedings taking note of issues and concerns that may need special attention
- Process and record payments of expenses incurred in the implementation of the learning program

**VII. Assess Effectiveness of Learning Programs**

HRSS Learning Management Team:

- Administer surveys
- Summarize and analyze gathered data to assess learning and development effectiveness
- Present survey results and recommendations for future learning designs to the CHRO and HRBPs

**VIII. Monitor Core and Governance Learning Program Completion**

HRSS Learning Management Team:

- Consolidate and present core and governance learning program completion to HRBPs and HR Advisors



## ANNEX

### Core Programs

**Target Audience:** Managing Director, Executive Director, SVP, VP, AVP

| Core Competency | Core Program  |
|-----------------|---|
| Leadership      | Anchoring on Clarity: Personal Mastery Towards Productivity and Effectiveness |
|                 | Leadership Journey on Psychological Safety and Clarity of Teams               |

**Target Audience:** Senior Manager, Manager, Senior Associate

| Core Competency                     | Core Program  |
|-------------------------------------|---|
| Business Acumen and Perspective     | Power 101   |
| Communication                       | Leadership Communication  |
| Innovation and Change Management    | Design Thinking   |
|                                     | Fostering Innovation  |
| Leadership                          | Anchoring on Clarity: Personal Mastery Towards Productivity and Effectiveness |
|                                     | Leadership Journey on Psychological Safety and Clarity of Teams               |
|                                     | Manager Fundamentals Program  |
| Problem Solving and Decision Making | Problem Solving and Decision Making   |
| Results Orientation                 | Introduction to Project Management  |
| Stakeholder and Quality Focus       | Stakeholder Relationship Management   |
| Building Teamwork                   | Building Better Relationships   |

**Target Audience:** Associate, Specialist, Senior Staff, Staff

| Core Competency                     | Core Program  |
|-------------------------------------|---|
| Business Acumen and Perspective     | Power 101   |
| Communication                       | Foundations of Effective Communication  |
| Innovation and Change Management    | Design Thinking   |
| Leadership                          | Anchoring on Clarity: Personal Mastery Towards Productivity and Effectiveness |
| Problem Solving and Decision Making | Problem Solving and Decision Making   |
| Results Orientation                 | Planning and Managing Resources   |
| Stakeholder and Quality Focus       | Stakeholder Relationship Management   |
| Building Teamwork                   | Building Better Relationships   |

### Governance Programs

**Target Audience:** All Employees

| Governance Program          | Business Unit        |
|-----------------------------|----------------------|
| Anti-Bribery and Corruption | Legal and Regulatory |
| Code of Conduct             | Corporate Resources  |






|               |                        |
|---------------|------------------------|
| Cybersecurity | Information Technology |
|---------------|------------------------|

**Targeted Programs** (Examples Only)

| Functional Unit Specific   |   |
|----------------------------|---|
| Target Unit                | Targeted Programs                                       |
| Accounting                 | Continuous Professional Development for License Renewal |
| Business Development       | Basic and Advanced Financial Modeling                   |
|                            | Energy Performance Certification                        |
|                            | Power Purchase Agreements                               |
| Human Resources            | Strategic HR Business Partner Certification             |
| Internal Audit             | Corporate Finance Analyst                               |
|                            | Certified Internal Auditor                              |
| Account Management (Sales) | Professional Selling Skills                             |
|                            | Service Ready   |

**Approvals**

|                      |   |
|----------------------|---|
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