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All	1	Updated learning programs and statement on Health and Safety	March 1, 2024

Document Control

This document shall be reviewed annually by the ACEN Corporation Corporate Governance and Nomination Committee.

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1. POLICY 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.

At ACEN, our commitment to upholding the highest standards of health and safety is evident in all our learning programs. Safety remains paramount in our development initiatives, ensuring that every employee can engage in growth without compromising their well-being. To further reinforce this commitment, we have seamlessly integrated health and safety awareness programs into our learning program curriculum, fostering a culture of safety across all learning and development endeavors.

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 Development shall continuously review its learning and development programs to ensure that it's 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.

1.1. PRINCIPLES

- 1.1.1. Corporate Human Resources' Practice Leadership for Talent Development 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 1Dave Ulrich's 50-30-20.

- 1.1.1.1. 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.

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- 1.1.1.1.2. Education or formal learning (30%) includes traditional methods such as in-classroom learning with instructor, e-learning, and virtual sessions.
- 1.1.1.1.3. Exposure or learning from others (20%) includes building and maintaining strong professional associations through coaching and/or mentoring.

1.2. 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.

1.3. 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 Development 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.

1.4. 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.

1.5. RESPONSIBILITY

- 1.5.1. **Talent Development Practice Leadership** - It is the responsibility of Corporate Human Resource's Practice Leadership for Talent Development to conduct learning needs analysis, and provide the framework and resources needed to support learning and development.
- 1.5.2. **HR Shared Services (HRSS) Learning Management Team** - In partnership with the Practice Leadership for Talent Development, 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.
- 1.5.3. **HR Business Partner** - It is the responsibility of the HR Business Partner to consolidate learning programs needed based on the employee's development plan, partner with Corporate HR's Practice Leadership for Talent Development on learning and development matters, ensure that programs are cascaded and implemented in the

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business unit/plant, and provide feedback to the practice leadership on effectiveness of learning interventions to improve development solutions.

1.5.4. **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.

1.5.5. **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.

1.6. DEFINITION OF TERMS

1.6.1. **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.

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

1.6.3. **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:

1.6.3.1. **Functional Unit Specific.** Programs given to a specific business unit to strengthen or update their core functional competencies.

1.6.3.2. **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.

1.6.3.3. **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.

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2. GUIDELINES

2.1. Review Organizational Needs

2.1.1. Practice Leadership for Talent Development:

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

2.2. Conduct Learning Needs Analysis

2.2.1. HR Business Partner:

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

2.3. Source, Select and Accredite Providers and/or Facilitators.

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

- 2.3.1.1. Make inquiries from industry associations on possible learning providers and/or facilitators.
- 2.3.1.2. 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.
- 2.3.1.3. Once accredited, schedule surprise check-ins in all learning programs
- 2.3.1.4. Maintain an inventory of accredited external and internal facilitators.

2.4. Release Training Calendar and List of Learning Providers

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

- 2.4.1.1. Release training calendar for core and governance programs on Workplace.
- 2.4.1.2. Cascade the training calendar and list of learning providers to all HR Business Partners.

2.5. Set Learning and Development Budget

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

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

2.5.2. HR Business Partner:

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

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2.6. Implement Core, Governance and Targeted Programs Needed

2.6.1. HR Business Partner:

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

2.6.2. Practice Leadership for Talent Development in partnership with HRSS Learning Management Team and HR Business Partner:

- 2.6.2.1. Review course design and materials to determine the need for enhancements or changes.
- 2.6.2.2. Schedule date of learning program implementation.
- 2.6.2.3. Market the learning program to invite participants.
- 2.6.2.4. Inform participants' immediate superior about scheduled attendance to ensure support and guidance.
- 2.6.2.5. Administer pre- and/or post-course activity if applicable.
- 2.6.2.6. Check attendance of participants and observe the following guidelines:

- 2.6.2.6.1. 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.

- 2.6.2.6.2. Cancellation of attendance made less than two weeks prior to the programs start date is subject to 100% investment fees; same thing applies for no show attendees.

- 2.6.2.6.3. A substitute attendee shall be accommodated if the substitute and enrollee have similar development plans.

2.6.3. Document learning program proceedings taking note of issues and concerns that may need special attention.

2.6.4. Process and record payments of expenses incurred in the implementation of the learning program.

2.7. Assess Effectiveness of Learning Programs

2.7.1. HRSS Learning Management Team:

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

2.8. Monitor Core and Governance Learning Program Completion

2.8.1. HRSS Learning Management Team:

- 2.8.1.1. Consolidate and present core and governance learning program completion to HRBPs.

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ANNEX

CORE COMPTENCIES AND ITS DEFINITIONS

Our core programs undergo annual review, aligning with identified core competencies to ensure relevance amidst evolving industry trends and needs.

Emphasizing competencies over specific core programs in our strategy facilitates streamlined revisions, ensuring the ongoing relevance of our training initiatives.

EXECUTIVE

Business Acumen and Perspective	Applies business perspective to drive bottom line results. Evaluates opportunities or threats to the Company and takes appropriate action. Promotes an environment where employees' understanding of overall business strategy and how this strategy relates to team or individual goals is enhanced.
Communication	Maintains a wide network of relationships with partners. Makes formal presentations on complex issues. Uses communication and negotiation skills to resolve complex or sensitive issues within and outside the organization. Promotes an environment of active listening and two-way communication.
Innovation and Change Management	Champions change efforts by initiating innovations in one's own group to add value to the Company as a whole. Builds on and integrates other ideas to come up with new alternative solutions that are beyond standard approaches.
Leadership	Provides coaching & counseling to increase technical competence of subordinates. Creates an environment where contributions made by others are valued and where people can express their own ideas and opinions. Accepts responsibility for successes and failures of the group even if it may mean putting self on the line to deal with important problems and issues. Participates in the setting of Company vision, values, and principles and motivates and inspires the organization by empowering others and encouraging risk-taking, innovation, selfless service, and continuous learning. Provides overall direction and exercises authority over a major segment or segments of the organization, ensuring that organization talent is consistent with business strategy.
Problem Solving and Decision Making	Makes decisions along functional areas that have long-term impact on the organization. Anticipates potential problems and consequences of decisions and develops contingency plans.
Results Orientation	Creates synergies by orchestrating resources and organizing activities for carrying out projects to completion; Motivates others to follow through a project to its timely completion. Asserts one's influence over events to meet goals and takes action to achieve results beyond what is required. Implements and enhances programs that recognize achievement of desired results.
Stakeholder and Quality Focus	Draws upon expertise and assistance of other functional areas or individuals to ensure the most effective means of solving customer problems/issues and responding to unique customer needs. Empowers and holds others accountable for doing whatever they can to satisfy customers. Models good customer relations behaviors including flexibility on relevant policies and practices and sensitivity to the needs of a diverse customer base. Develops new processes and techniques for managing group dynamics and decision making that foster a focus on complete customer satisfaction. Develops and implements business strategies which consider the needs and requirements of the customer.
Building Teamwork	Provides opportunities for the effective use of multi-functional or multi-organizational teams and clearly articulates their purpose and value. Aligns the goals and objectives of teams working on various business issues by formulating and championing a common strategic direction. Creates and supports an environment for team effectiveness and develops strategy to instill a sense of shared accountability, common purpose and joint mission in all the levels of the organization.

MANAGER

Business Acumen and Perspective	Demonstrates comprehensive knowledge of Company products, services, market dynamics, and competition in developing programs, strategies, and initiatives. Applies own knowledge, experience, and expertise as well as new business information/concepts in functional area.
Communication	Makes formal presentations within the scope of expertise. Facilitates/leads discussions and ensures productive exchange of ideas. Exhibits sensitivity to verbal and nonverbal signs and gestures. Senses and draws out real issues and concerns.
Innovation and Change Management	Encourages others to show "pioneering spirit" by seeking creative alternatives and innovative ideas and taking appropriate risks. Identifies areas for improvement that will enhance profitability/save cost

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	and develop alternatives in attaining this using technical expertise and knowledge of the business. Supports organizational initiatives needed to respond to the changing business environment.
Leadership	Functions as an "in-house specialist". Leads by example and motivates others to demonstrate the Company's vision, values, and principles by making apparent ownership of work; takes risks and implements ideas within established parameters. Assumes responsibility for coaching and assisting others, actively seeks learning opportunities within the Company, and establishes challenging performance standards. Aligns team or department strategy or objectives with the Company's vision, values, principles, and business goals. Makes decisions that affect income, customer relationships, and Company operations that directly influence the activities of the unit/team.
Problem Solving and Decision Making	Identifies complex and potential problems and conceptualizes alternative and proactive solutions. Encourages peers/team members to take risks within prescribed parameters. Identifies the appropriate decision-making process and assists in ensuring effective implementation of decisions.
Results Orientation	Demonstrates project management skills in spearheading regular and special projects. Utilizes networking skills to obtain assistance from others to achieve business objectives. Promotes an action-oriented atmosphere that conveys a sense of urgency to get things done. Works to overcome obstacles in achieving goals and objectives.
Stakeholder and Quality Focus	Evaluates and approves improvements to customer service and relationships, using own experience and area of expertise. Communicates effectively with customers; takes the customer's interest/point of view in problem solving efforts; fosters an attitude of high quality, value-added service at all times. Encourages the collection of customer feedback through a variety of mechanisms, including optimizing use of Company's existing customer databases. Improves others' ability to meet or exceed customer needs through coaching, guidance, and feedback.
Building Teamwork	Clearly understands the value of interaction; handles several projects at the same time, perform works for different managers, and re-organizes work schedules and priorities based on changes in assignments. Creates and fosters an environment that values team efforts based on mutual trust, respect, and commonality of goals. Interacts continually with other teams to facilitate cross-team efforts geared towards the overall success of the Company. Establishes opportunities for individual growth and development of team members while pursuing the achievement of team as well as Company goals. Utilizes past experiences and expertise in various fields to resolve team conflicts. Models team skills and demonstrates commitment to team approaches and decisions.

ASSOCIATE

Business Acumen and Perspective	Identifies problems and issues and proposes viable solutions; Exercises prudence in using Company resources to enhance stakeholder value; Introduces information, insights and resources to support and add value to the efforts of line management; Understands business strategy and how team or individual efforts impact the strategy.
Communication	Makes brief and informal presentations; Describes the benefits of an action or compares alternatives in a clear and understandable way; Demonstrates the ability to influence and persuade others to accept ideas/suggestions; Composes technical/ management reports for review; Solicits feedback on ideas and concepts conveyed.
Innovation and Change Management	Initiates and follows through change or innovation efforts by challenging the status quo and taking necessary and appropriate risks; Participates in activities that lead to innovative ideas. Adopts a mindset of continuous improvement.
Leadership	Is aware of goals, budgets time and resources, sets priorities, allocates proper amounts of time to activities and maintains an awareness of inter relationships between activities Accepts and supports the leadership of others by carrying out instructions, policies and programs, and working with others Demonstrates the Company's vision, values, and principles in all interactions Multi task driven manages own time and work and actively identifies opportunities for self-development and/or good use of skills Understands own capabilities and is aware of how actions impact own unit, function, or team, and is open to receiving feedback and suggestions objectively Knows where to find/obtain resources, uses them efficiently and objectively, and manages the same within budget and time constraints Accepts accountability for completion of work within standard guidelines.
Problem Solving and Decision Making	Deals with ambiguity when information is unclear or incomplete, and makes judgment calls to arrive at workable solutions; Considers the risks, benefits, and possible adverse consequences of different options when solving problems; Exercises prudence, foresight and time management in utilizing resources in making decisions.
Results Orientation	Shows capability to handle several projects at the same time, performs work for different managers, and re-organizes work schedules and priorities based on changes in assignments. Displays resourcefulness and persistence to accomplish objectives. Adjusts to multiple demands, shifting priorities and rapid change. Gets involved in ad hoc projects to ensure that Company/team goals are met.
Stakeholder and Quality Focus	Explains to customers the rationale behind processes, procedures, or actions taken using appropriate facts and data; Recommends changes to improve customer service levels; Supports

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	business initiatives through varying degrees of customer contact to resolve problems; Develops and maintains effective relationships with customers and uses all opportunities to learn about their requirements and expectations; Understands and supports the direction of the Company's business endeavors and works to achieve stakeholder satisfaction.
Building Teamwork	Maintains a high activity level and can manage a heavy workload over an extended period of time; Understands one's role and the goals of the work group and how these relate to the organization as a whole; Participates as a committed member of organizational teams and not just a one-time supporter or contributor; Contributes to the achievement of team goals by cooperating with and taking on responsibility for other team members, putting in additional time and effort when necessary; Accepts guidance from other team members and keeps the team informed of the status of own work; Supports team decisions, setting aside personal opinion.

STAFF

Business Acumen and Perspective	Demonstrates understanding of Company policies, procedures, products, services, and customers. Displays working knowledge of a functional area and its impact on other areas of the business. Actively assists department/team with strategy implementation.
Communication	Writes in good grammatical form and speaks clearly and effectively to co-workers, subsidiaries' contacts and senior management; Provides regular feedback on work activities; Listens actively to fully understand the viewpoints of others; Participates and contributes actively in group discussions; Articulates ideas, verbally and in writing, using appropriate language.
Innovation and Change Management	Pro-active and takes specific steps beyond explicit job responsibilities; Demonstrates a positive attitude towards change, willingly adjusting to new processes; Contributes ideas and suggestions that will improve current practices; Learns and applies new approaches and technologies; Takes responsibility for improving own work processes and eliminating unnecessary work.
Leadership	Is aware of goals, budgets time and resources, sets priorities, allocates proper amounts of time to activities and maintains an awareness of inter relationships between activities Accepts and supports the leadership of others by carrying out instructions, policies and programs, and working with others Demonstrates the Company's vision, values, and principles in all interactions Multi task driven manages own time and work and actively identifies opportunities for self-development and/or good use of skills Understands own capabilities and is aware of how actions impact own unit, function, or team, and is open to receiving feedback and suggestions objectively Knows where to find/obtain resources, uses them efficiently and objectively, and manages the same within budget and time constraints Accepts accountability for completion of work within standard guidelines
Problem Solving and Decision Making	Resolves routine problems in a timely manner consistent with established practices; Analyzes problems by breaking situations or issues into simple tasks or activities; Handles work pressures with composure; Seeks assistance from and collaborates with others in solving problems and making decisions.
Results Orientation	Plans and organizes own work to ensure completion within an established time frame and quality standards; Demonstrates flexibility in performing various tasks to produce high quality results; Accepts responsibility for results accomplished and decisions made; Demonstrates bias for action and commitment to high levels of performance.
Stakeholder and Quality Focus	Keeps in mind that customers are defined to include subsidiaries/affiliates; Helps in addressing information needs of the subsidiaries critical in the decision making process (Information needs may include competitive information at industry level); Understands and identifies basic customer needs by listening and asking questions, using basic knowledge of products and own functional area, to achieve customer satisfaction within standards; Seeks out, uses and follows through customer information and feedback to effectively carry out work activities, processes or services and promote customer satisfaction and loyalty; Responds on a timely basis to customer needs and concerns so as to satisfy/delight customers and encourage future opportunities; Corrects service gaps in an efficient and timely manner.
Building Teamwork	Maintains a high activity level and can manage a heavy workload over an extended period of time; Understands one's role and the goals of the work group and how these relate to the organization as a whole; Participates as a committed member of organizational teams and not just a one-time supporter or contributor; Contributes to the achievement of team goals by cooperating with and taking on responsibility for other team members, putting in additional time and effort when necessary; Accepts guidance from other team members and keeps the team informed of the status of own work; Supports team decisions, setting aside personal opinion

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GOVERNANCE PROGRAMS

TARGET AUDIENCE: All employees

Program	Business Unit
Anti-Bribery and Corruption	Legal, Governance and Compliance
Code of Conduct	Corporate Resources
Cybersecurity	Information Technology
Defensive Driving Training	Health, Safety, Security, and Environment
Occupational Safety and Health Training	Health, Safety, Security, and Environment


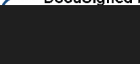
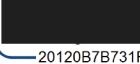
TECHNICAL PROGRAMS (Examples only)

Program	Business Unit
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

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3. POLICY CHANGES AND APPROVAL

This policy shall be approved by the Board upon endorsement of the Corporate Governance and Nomination Committee. The policy will be reviewed annually and revised as needed. Any change/amendment to this Policy shall be approved by the Board of Directors of the Company.

Date of Board Approval:	
Date of Committee Approval:	<p>CONSUELO D. GARCIA</p> <p>Chair, Corporate Governance and Nomination Committee</p>
Document Prepared By	<p>DocuSigned by:  3/1/2024 <small>3E1E77D0D573464...</small> JOHN PHILIP S. ORBETA Chief Human Resources Officer</p> <p>DocuSigned by:  3/1/2024 <small>7980C57366FA4E4...</small> MA. CHIARA LUBICH H. ZOTOMAYOR Head, Human Resources</p> <p>DocuSigned by:  3/1/2024 <small>20120B7B731F46B...</small> MARLA C. GUEVARRA Senior Manager, Talent Development</p>