



2011 Training Metrics

The Company is committed to the development and welfare of its employees. Training programs and other developmental interventions are implemented to enable employees to acquire the technical and leadership competencies to effectively perform their jobs for their professional growth. We use a globally-accepted training and development metrics relevant to value creation for business and society. Learning and development initiatives are delivered using the strategic framework of 70-20-10: 70% on-the-job learning, 20% from coaching and feedback and 10% formal training. The training metrics below show data on formal training and electronic learning module availment of employees and exclude data on development interventions such as coaching and on-the-job immersion.

	Rank and File	Supervisory	Managerial /Executive	Employee Population
Training Hours Employees	<u>67,429</u> 1,793	<u>66,895</u> 3,455	<u>29,117</u> 823	<u>163,441</u> 6,071
Average Training Hours	38	19	35	27

All training and development programs are communicated to the employees through a general internal announcement and are posted in the Company's website.

The Company sustains high level of engagement with employees through programs such as the Leaders Briefing, One Meralco: Cool-tural Festival, MVP Olympics and Orange Fit. Employee communication is facilitated with regular updates through the new HR Online – Usapang M³. This keeps employees well informed on significant developments. Employees are likewise encouraged to give feedback and suggestions to Management to further improve corporate and operational performance, thereby promoting employee accountability and empowerment.