





Component					Baseline		Target		
	Objective/Measure	Formula	Wt.	Rating System	2017	2018	2019	2020	
STAKEHOLDER	SO 3	Operated in an Environment of Fairness and Transparency in Dealing with Stakeholders							
	SM 4	Percentage of Satisfied Customers	$\frac{\text{Number of Satisfied Respondents}}{\text{Total Number of Respondents}}$	10%	(Actual over Target) <i>If less than 80%= 0%</i>	92.50%	100%	90% Satisfied Customers*	90% Satisfied Customers**
	SO 4	Forged Links with Stakeholders							
	SM 5	Number of Signed RE/EE-Related Projects (MOU/NDA/MOA)	Total number of RE/EE projects with signed agreements	10%	Actual over Target	14	12	12	3
	Sub-total			20%					
INTERNAL PROCESS	SO 5	Ensure Effective Project Development Processes							
	SM 6	Number of Technical Studies Conducted/ Completed	Total number of completed technical studies	15%	Actual over Target	17	12	12	3
	Sub-total			15%					

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LEARNING AND GROWTH	SO 6	Build the Organization							
	SO 7	Enhance the Organizational Capital							
	SM 7	Develop Strategic Performance Management System Guidebook		5%	All or Nothing	N/A	N/A	N/A	Submission of Board-Approved Manual
	SM 8	Compliance to Quality Standards	ISO 9001 Certificate Awarded	10%	All or Nothing	Passed Surveillance Audit	Passed 2 <sup>nd</sup> Surveillance Audit	ISO Re-Certification	Passed Surveillance Audit
	SO 8	Enhance the Human Capital							
	SM 9	Percentage of Employees with Required Competencies Met	No. of employees with <u>required competencies met</u> Total employees	10%	Actual over Target (If less than 80%= 0%)	Established Baseline (80.39%)	91.49%	85%	91.49%
	Sub-total		25%						
	TOTAL		100%						

\* Using the Enhanced Standard Methodology and Questionnaire developed by GCG.

° Rebased using the 2019 standard reference of 0.6032 tCO<sub>2</sub>e/1,000 kWh for EEL projects (from 15.98 tCO<sub>2</sub>e/1,000 kWh).