

## EMPLOYMENT

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# National Green Jobs Human Resource Development Plan 2020–2030

Pathways for Building a Sustainable Workforce

## Introduction

Sustainability transitions require a strong interaction between labor markets and skills development in harnessing green jobs potential and ensuring decent work. In 2020, the Department of Labor and Employment released the National Green Jobs Human Resource Development (NGJ HRD) Plan 2020–2030, which featured the Philippine labor situation, challenges, and current initiatives in the promotion of green jobs across various sectors, and most importantly, the strategic action plan to promote green jobs in this critical decade of climate action. With the recent developments in both international and domestic issue related to green jobs and just transition and with the perceived gaps in fully operationalizing the current plan, the updating of the NGJ HRD Plan 2020–2030 is imperative to provide direction to the promotion and creation of green jobs in the Philippines.

## KEY FINDINGS

### Labor Force Situation from May 2023 – May 2024



**1.1 %**  
Labor force  
expansion growth  
**544,000**  
Increase of workers



The gender gap in labor force participation remains significant, with **males at 75.1 percent** and **females at only 54.4 percent** in May 2024.

### Informal Employment

**70%**

Informal employment remains pervasive, resulting in precarious work arrangements.



### Youth Labor Market

**5%** Decline on the youth labor force

**5.5%** Drop in youth employment



The youth labor market showed concerning trends, though underemployment among youth decreased, suggesting optimization in available jobs.

### Key Challenges in Just Transition



- Skills gap vis-à-vis rapidly evolving skills requirements
- Limited institutional capacity
- Lack of green jobs/skills awareness
- Fragmented stakeholder efforts and resource constraints

- Limited career pathways
- Community impacts
- Worker displacement



- Inadequate social safety nets
- Geographical disparities
- Gender gaps



### Greening the Labor Sector

#### Government Initiatives



- TESDA – mainstreaming sustainable practices in the TVET system
- DepED – environmental education, sustainability awareness, and green skills development in the K–12 curriculum

#### Industry Trends



- Agriculture sector – more sustainable and climate-resilient practices
- Construction industry – LEED and green building techniques
- Manufacturing – green technologies
- Ecotourism – increasing global demand for sustainable travel experiences

#### Women Participation



- Women play important roles as STEM professionals in the green economy transition.



# National Green Jobs Human Resource Development Plan 2020–2030

Pathways for Building a Sustainable Workforce

## THE ILS RESEARCH TEAM

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## R E C O M M E N D A T I O N S

### FIVE-POINT STRATEGIC GOAL FOR GREEN JOBS

#### Green Jobs-Ready and Skilled Labor Force

- Integrating green jobs into career development programs, basic, secondary and tertiary education curricula;
- Implementation of green technical vocational education and digitalizing green skills education;
- Professionalizing green occupations, green skills providers accreditation, and integrating green qualifications into national frameworks

#### Adequate and Accessible Green Jobs Labor Market

- Sustained near- and medium-term demand for green jobs through mainstreaming in the public sector, enterprises and priority sectors;
- Fiscal incentives and introduction of sustainable financing options;
- Establishment of green jobs labor market information systems

#### Shared Green Jobs and Just Transition Governance

- Integration of green jobs agenda in tripartite and bipartite bodies through consultations and promotion of workplace-level green jobs bodies;
- Harnessing stakeholder linkages for public awareness, and strengthening collaboration through education-industry partnerships and data management.

#### Capacitated Green Jobs and Just Transition Stakeholders

- Adoption of labor inspection and compliance programs through capacity building for labor inspectors, incorporating green elements in inspection instruments, and prioritizing inspection in green sectors;

#### Inclusive Social Protection and Just Transition of Labor Force

- Expanded mapping of workers and communities through industry-level profiling of workers and impacts on MSME employment;
- Ensuring decent work standards and social protection in green jobs through unemployment benefits for displaced workers, prioritization in reskilling programs and adoption of livelihood programs.

#### NGA Programs in the Realization of Strategic Goals

- Department of Labor and Employment to review existing career development support programs including and identifying green jobs that are offered in DOLE-organized career fairs in collaboration with PESO;
- Professional Regulation Commission on identifying green occupations that require professionalization
- TESDA on offering education and training responding to the needs of priority green sectors and conducting an annual assessment of Green TVET implementation.
- Department of Education to identify green competencies that are fit for each level of basic and secondary education; and Commission on Higher Education in designing model courses on green skills;
- Philippine Qualifications Framework National Coordinating Council on identifying areas where green qualifications may be integrated, and adoption of a revised PQF with green skills and competencies.





# Green Jobs and Renewable Energy:

## A Sectoral Human Resource Development Roadmap

**Principal Author:**  
Athena Mari E. Son

### Introduction

Renewable energy refers to energy generated from naturally replenished sources like sunlight, wind, water, plants, and geothermal heat. It includes established technologies such as hydropower, bioenergy, and geothermal energy as well as emerging sources like solar photovoltaics (PV), wind turbines, and ocean energy (IRENA, 2019). Renewables offer energy security as they utilize domestic resources, unlike importing fossil fuels. Solar, wind, hydro, and other renewables also produce negligible greenhouse gas emissions during operations, helping address climate change (IPCC, 2022). The Philippines has abundant renewable energy resources such as solar, geothermal, hydro, and biomass that can meet and even exceed domestic demand if fully tapped (Gulagi et al., 2021).

The study aimed to develop a data-driven and forward-looking sectoral Human Resource Development Roadmap for the renewable energy sector by: 1) analyzing current and future skills needs through occupations and skills mapping, 2) identifying existing higher education and training programs to determine gaps and opportunities, and 3) recommending specific strategies for skills development, curriculum enhancement, and policy improvements.

### KEY FINDINGS

#### Challenges in Workforce Development



##### Curriculum Development

Difficulties in bridging skills gaps despite meeting minimum commission requirements. Stackable micro-credentials that complement industry needs and implement right-skilling initiatives are recommended.



##### Technical Skills Gap and Talent Retention

The identified skills shortage is particularly concerning for industry and government stakeholders as the number of graduates and certified professionals remains disproportionately low compared to the estimated employment demand across the renewable energy sector.



##### Regulatory Uncertainties

Stakeholders noted that regulatory uncertainty hampers human resource planning in the energy industry, potentially affecting investment decisions in workforce development initiatives.



##### Gender Equality

Gender equality emerged as a cross-cutting theme, with stakeholders emphasizing the need to integrate gender considerations across all sectors, from education to employment.



##### Social and Equity Consideration

Stakeholders stressed that job creation is not a simple one-to-one replacement and must consider the rights of marginalized groups, particularly indigenous peoples and women. Inclusion of women and marginalized groups was described as "the backbone towards winning just transition."



##### Automation

Stakeholders noted that increasing automation could limit long-term job creation opportunities, presenting challenges for sustainable employment and economic development in the renewable energy sector.

#### Jobs created in renewable energy investments

**\$1 Million**  
Investment  
in Renewable Energy



**4,862**  
Job-years created from project  
development to construction stage

#### Renewable Energy Employment from 2009 – 2022

1	203,378	SOLAR JOBS
2	94,835	HYDROPOWER JOBS
3	27,340	WIND ENERGY JOBS
357,000		TOTAL EMPLOYMENT

#### Job Projections by 2050:

Estimated generation of additional jobs per Renewable Energy technology:



#### Key Job Titles

- Solar and Renewable Energy Manager
- Solar Engineer
- Energy Analyst
- Project Development Officer
- Financial Investment Analyst
- Legal Counsel
- Technical Sales Engineer
- Installer and Technicians

#### Renewable Energy Top Competencies and Skills Requirements

##### Technical Skills

- Solar technology knowledge
- Energy system design and analysis
- Project management
- Financial modeling
- Understanding of energy regulations



##### Core/Soft Skills

- Problem-solving
- Communication
- Adaptability
- Teamwork
- Analytical thinking



# Green Jobs and Renewable Energy:

## A Sectoral Human Resource Development Roadmap

### RECOMMENDED CITATION

Son, A. M. E. (2024). Green jobs and renewable energy: A sectoral human resource development roadmap. *Department of Labor and Employment – Institute for Labor Studies*.

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### R E C O M M E N D A T I O N S

#### GOAL 1:

##### Renewable energy-ready and skilled labor force



- Establishment of the Renewable Energy Sector Skills career as central coordinating body
- Integrate renewable energy careers into career guidance programs and TVET curricula
- Institutionalize accreditation of skills and competencies

#### GOAL 2:

##### Adequate and Accessible Renewable Energy Jobs Labor Market



- Map current and future workforce for sustained labor demand
- Implement fiscal incentive mechanisms & introduce green financing options
- Establish partnerships with job portals, Public Employment Service Offices in LGUs and integrating Reclassification in PhilJobnet System

#### GOAL 3:

##### Shared Renewable Energy Jobs & Just Transition Governance



- Establish linkages and tripartite stakeholders, and strengthen cooperation through data sharing

#### GOAL 4:

##### Capacitated Renewable Energy Jobs & Just Transition Stakeholders



- Map current and future workforce for sustained labor demand
- Implement fiscal incentive mechanisms & introduce green financing options
- Establish partnerships with job portals, Public Employment Service Offices in LGUs and integrating Reclassification in PhilJobnet System

#### GOAL 5:

##### Inclusive Social Protection



- Implementation of decent work standards and comprehensive social protection livelihood, emergency employment programs and insurance schemes for at-risk workers.



# Just Transition Pathways in the Philippine Blue Economy:

Exploring Sustainable Coastal Accommodations and Tourism Initiatives

## Principal Authors:

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Joe Mari S. Francisco

## INTRODUCTION

The Philippine Development Plan 2023–2028 emphasizes the importance of integrating just transition principles to promote decent work on a large scale while pursuing a sustainable blue economy. The just transition guidelines established by the International Labour Organization recommend proactively safeguarding the interests, rights, and well-being of workers and communities whose livelihoods depend on economic activities undergoing sustainability transformations. This study explored the realization of just transition in sustainable coastal accommodations in the Philippines, which are certified under the ASEAN Green Hotel Standard and the ANAHAW Sustainable Tourism Certification. The researchers examined the decarbonization and climate adaptation strategies of these coastal establishments, the decent work outcomes for their employees, stakeholder experiences, and the factors that enable the transition toward eco-friendly business models.

The use of **tangible adaptation** and **decarbonization strategies** in Green Coastal Accommodations are present. In addition, sustainable coastal accommodations **mainstream green functions** to their existing job descriptions **resulting in Job Transformation and Job Creation**.

### Job Creation

New jobs will be created by introducing new "green sectors" and adding green jobs to existing sectors (i.e., hiring organic farmers and recycling managers in eco-tourism resorts or hiring workers dedicated for natural resource conservation and restoration).

### Job Transformation

Most jobs will be transformed as jobs undergo rapid changes to adapt sustainable practices (i.e., workers learn to manage new energy-saving technology and operating practices)

### On Training and Awareness-Raising

**Top three support needs** by green coastal accommodation from the government / partners:

1

Green skills development



2

Support to green business clubs / fora



3

Incentives for green businesses



This is in line with addressing their identified challenges in training and development and the costs of implementing green practices.

### Employment Opportunities



**LONG-TERM EMPLOYMENT  
REGULAR EMPLOYMENT**

Most of the surveyed workers have access to adequate earnings, social insurance benefits, and opportunities to improve green competencies.



Women, youth, and indigenous people also gained better employment opportunities through sustainable coastal accommodations and tourism in the areas.



# Just Transition Pathways in the Philippine Blue Economy:

Exploring Sustainable Coastal Accommodations and Tourism Initiatives

## RECOMMENDED CITATION

Bucar, A. I. C., Francisco, J. M. S., & Son, A. M. E. (2024). Just transition pathways in the Philippine blue economy: Exploring sustainable coastal accommodations and tourism initiatives. *Department of Labor and Employment – Institute for Labor Studies*.

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## On Training and Awareness-Raising

- Expand the reach of green TVET by including weekend schedules and online trainings and improving info dissemination on how to access the green certified programs.
- Engage workers' organizations and industry association in raising awareness and encouraging enterprises to avail of green jobs incentives.
- Explore the use of an adaptive social protection\* approach for DOLE's adjustment measures and emergency employment programs.
- Increase capacity building of MSMEs on green and decent work practices through partnerships with local tourism and environment offices, Technical Advisory Visits to DOLE-Regional Offices, and collaboration with the Regional Tripartite Wages and Productivity Boards.

## On Policy and Program Development

- Establish a national standard for green coastal accommodations and tourism enterprises, including the required green facilities, green jobs, green competencies for personnel, mechanisms for responsible tourism, protection of outsource employees' labor rights, and the respective fiscal (e.g., tax reduction, rebates) and non-fiscal incentives. (e.g., recognition, mentoring).
- Capacitate and strengthen the role of Public Employment Service Office (PESO) in knowledge management for workers vulnerable to climate change, as well as the promotion of green occupations, and in helping support workers displaced in the adoption of green business practices.

\*Adaptive social protection are measures aimed to build the resilience of vulnerable people to climate change through combined elements of Social Protection, Disaster Risk Reduction, and Climate Change Adaptation in programs and projects (Arnall, A. et. al, 2010).



# BENCHMARKING OF COMPANY PRACTICES IN LABOR STANDARDS COMPLIANCE AND LABOR-MANAGEMENT RELATIONS

## Principal Authors:

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Jan Danielle R. Bondad

## INTRODUCTION

As the lead agency mandated to formulate policies and implement programs and services relating to labor and employment, Department of Labor and Employment plays a vital role in fostering such an environment that strikes a balance between upholding workers' rights and improving business viability by ensuring labor standards compliance and promoting industrial peace through positive labor-management relations. Through benchmarking, the study examined and assessed the policies and practices of companies located inside Philippine Economic Zone Authority (PEZA) and those with foreign equity which are said to be more open to adopt more progressive practices on human resource management and industrial relations (Audea, Teo, & Crawford, 2005). Good company practices enshrined in policies and programs identified, coupled with the strategic framework developed by the researchers, are aimed to guide local companies in the implementation and improvement of labor laws.

## KEY FINDINGS

On ensuring  
humane working  
conditions

**90%**  
compliance



of the inspected  
establishments are  
compliant with  
General Labor  
Standards (GLS)  
in 2022.

### On delivering labor justice

**48,643 workers**  
have been served  
by DOLE agencies  
and bureaus  
through its **case  
management** in  
2023.



**5,649 workers**  
benefited from high  
rates of dispositions on  
**preventive mediation,**  
**notice of strike/lockout,**  
and **actual**  
**strikes/lockouts.**



### On observance of labor standards

Most companies demonstrate  
consistent and innovative  
implementation of the minimum  
requirements of labor laws in the  
Philippines in terms of the following:



Employee  
termination or  
dismissal



Remuneration  
and wages



Paid leaves



Following due  
process



# BENCHMARKING OF COMPANY PRACTICES IN LABOR STANDARDS COMPLIANCE AND LABOR-MANAGEMENT RELATIONS

## RECOMMENDED CITATION

Castillo, F. R. S., Comillo, J. N., & Bondad, J. D. R. (2024). Benchmarking of company practices on labor standards compliance and labor-management relations. *Department of Labor and Employment – Institute for Labor Studies*.

Scan the QR code to  
download the full paper.



## RECOMMENDATIONS

### POLICY RECOMMENDATIONS

**a. Institutionalize a mechanism to promote responsible business conduct, focusing on workers’ rights.**

To further promote business competitiveness, while ensuring alignment of investment priorities with international standards and safeguarding workers’ rights.

**b. Reinforce a social dialogue mechanism through DOLE Freedom of Association (FOA) roadmap.**

Institutionalize a mechanism to promote responsible business conduct, focusing on workers’ rights.

### PROPOSED INTERVENTIONS TO OPERATIONS

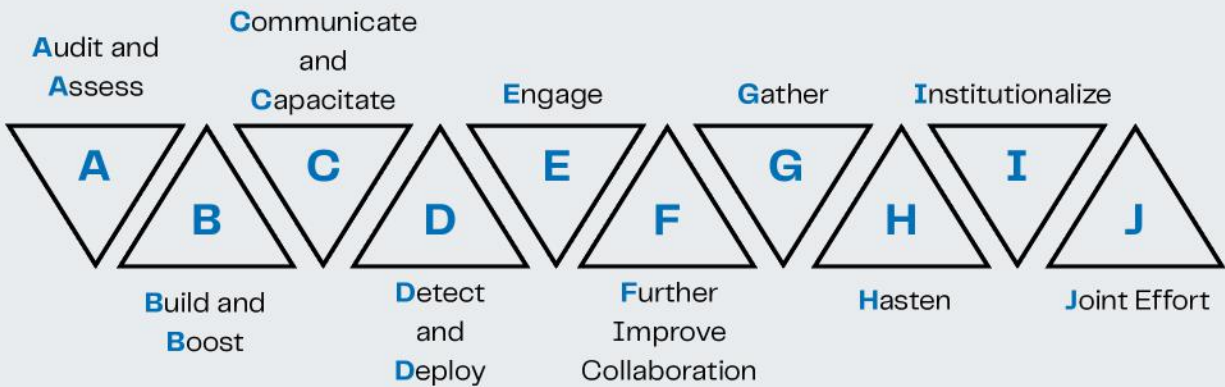
**a. Strengthen partnership and collaboration to promote labor education.**

Empowering both workers and employers to respect and promote fundamental principles and rights at work is one of the key steps to improve employer-employee relationship and empower workers to exercise their freedom of association and right to collective bargaining.

**b. Strengthen labor inspections. Continue to upskill the labor inspectors and upgrade labor inspection technology to respond to the need of quality labor inspection statistics.**

## PROPOSED STRATEGY FRAMEWORK

### ABCs of Labor Laws Compliance and Labor Management Relations





# Impact of Artificial Intelligence (AI) on the Labor Market

## Principal Authors:

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## INTRODUCTION

The nascent Artificial Intelligence (AI) in recent years has caused transformative shifts in the world of work, altering the way tasks are performed and redefining job roles to keep up with the demands of the 21st century. The Philippines is poised to benefit from AI-driven solutions by gaining PHP 2.6 trillion annually by 2030. Adaption of AI-powered systems, tools, and applications are increasingly used to take advantage of economic gains, however, its immediate impact in the Philippine labor market context is still under-researched. Through a mixed-method approach, the research aims to determine the preparedness and responses of IT-BPM, Banking & Finance, and Manufacturing sectors on AI adaptation. The study also delves into the immediate and perceived impact of AI among employers and employees to assess the impact of AI on key drivers, approaches, knowledge skills and work experiences.

## KEY FINDINGS



**increase in demand AI & Machine Learning specialists** among surveyed employers



**of employees aspire for better employment opportunities after learning AI skills.**

This is driven by the desire to leverage AI expertise for career advancement. Many respondents are seeking formal employment and freelance work to utilize their AI skills.



Concern remains about the **potential job displacement** that would occur. Both employers and the labor force call upon the government to produce timely and relevant policies to address not only job displacement, but also cybersecurity, data privacy, and ethical and responsible use of AI.

### Laws/Policies that suggest benefits in using AI

**Republic Act No. 11293: Philippine Innovation Act.** Aims to adopt innovation as a vital component in sustainable economic growth. The use of AI technologies is expected to strengthen inclusive innovation outlined in Section 11. Under the law, the State shall also invest in innovation, education, and science and technology while placing innovation at the center of development policies.

**National AI Strategy Roadmap.** The Department of Trade and Industry launched the National AI Strategy Roadmap in 2021. Highlighting four critical dimensions for AI readiness: 1) digitalization and infrastructure, 2) research and development, 3) workforce development, and 4) development of the right regulatory harness, the AI Roadmap is centered around the creation of the National Center for AI Research (NCAIR) by 2024 to reflect AI in the country's development approach.



**Workforce complement to use the AI system /tool / application is a primary challenge encountered upon AI adoption.**

This is followed by concerns such as ensuring data privacy and security and turnaround time for the workforce to acclimate with the new system.



**Majority of employers surveyed provide training for employees on how to use the AI system implanted.**

However, only a small number of employer respondents provide any training or modules on the use of the AI-powered application since its user interface is self-explanatory and most AI-powered tools adopted by enterprises are built-on or add-ons in the office productivity tools available to the organization.



# Impact of Artificial Intelligence (AI) on the Labor Market

## RECOMMENDED CITATION

Pineda, C. N. P., Cabangunay, M. G., Son, A. M. E., & Francisco, J. M. S. (2024). Impact of artificial intelligence (AI) on the labor market. *Department of Labor and Employment – Institute for Labor Studies*.

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## RECOMMENDATIONS

- ***Convergence with national government agencies for employment facilitation on job opportunities related to AI.*** The Department of Labor and Employment should take the lead in the employment facilitation of graduates from skilling opportunities provided by other government agencies such as the Department of Trade and Industry, the Department of Information and Communications Technology, Development Academy of the Philippines' Smarter Philippines through Data Analytics Research and Development, Training, and Adoption, among others. This would bridge the gap in the labor demand and labor supply for emerging occupations in different industries. Further, access to labor market information (LMI) will be readily available in forecasting labor demand in emerging occupations associated with AI.
- ***Industry-Academe-Government collaboration on the promotion and dissemination of skilling programs.*** The concentration of data analytics skilling opportunities in highly urbanized areas limits the match of the demand for AI-related priority skills in other geographical areas. DOLE, through its regional offices and TESDA, may pursue a collaboration with DICT, AAP, and training providers to increase the accessibility of AI-related training aligned with areas of concentration with AI-related skills priorities.
- ***National-level oversight entity on AI to enable an interagency comprehensive plan to address labor and employment concerns.*** DOLE may support pending pieces of legislation on AI policies, strategies, and guidelines. This would entail both public and private monitoring of job redundancy and job displacement attributed directly or indirectly to AI. The data produced in this monitoring scheme can later inform policy- and decision-makers on future government labor and employment interventions.
- ***Promote Continuous Learning and Development on AI.*** Providing support mechanisms for continuous learning and development is crucial in ensuring that the workforce remains globally competitive in the AI-driven work landscape. Closer coordination among the private sector, industry associations, the government, training institutions, and other enterprises on skills requirements and internship opportunities will foster a culture of curiosity and innovation, driving progress and development, while also ensuring that no one is being left behind.



# TOWARDS A UNIFIED LABOR FRAMEWORK:

## Identifying Elements of Sound Labor Provision in Free Trade Agreements

### Principal Authors:

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## INTRODUCTION

Philippine participation in international trade is based on the assumption that Free Trade Agreements (FTAs) significantly impact economic growth. By expanding market access, encouraging specialization, facilitating technology transfer, attracting foreign investment, and promoting diversification, trade enhances productivity, creates employment opportunities, and improves Filipino people's overall standard of living (Salcedo, 2023). Moreover, the Philippine economy has grown significantly in the last six years, averaging more than six percent (6%). However, despite this economic expansion, employment growth has consistently lagged behind gross domestic product (GDP) growth and labor force participation rate has also remained sluggish. Recent international trade negotiations and agreements attended by the Philippines impose the inclusion of labor provisions in draft texts of the agreements and negotiations. In contrast, some studies indicated that trade agreements with labor provisions often have greater (positive) effects on total bilateral trade flows than trade agreements without these provisions.

## KEY FINDINGS

### Labor Provisions in Trade Agreements

Based on the study, the researchers developed a Unified Framework for Trade Negotiations with a good set of parameters in Labor Provisions as indicators such as:

#### 1 Obligations

Includes reaffirmation / commitment to ILO Conventions, national labor laws, the Decent Work Agenda, elimination of VAWC, and non-discrimination, among others.

#### 2 Monitoring

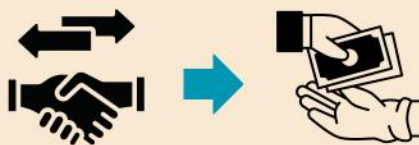
Cooperative labor dialogue, creation of labor committee, technical cooperation providing assistance and financial resources, economic incentives, and effective implementation of ILO Conventions.

#### 3 Dispute Settlement Mechanisms

Includes consultations, application of dispute settlement, enhanced mechanism to enforce labor standards and labor rights, alternative dispute resolution and remedies.

Trade agreements and negotiations aim to increase **trade, labor cooperation, and sustainable development**, noting that specific objectives are tailored depending on the regions and parties involved.

Based on the quantitative results, **FTAs with labor provisions significantly affect real wages.**



One-unit Increase in a Trade Agreement

23-unit Increase in Real Wages

This relates to the **provisions in FTAs that incorporate labor standards and improve working conditions.**



Several key similarities and differences between the three FTAs can be identified in the provisions related to **trade, labor, and sustainable development.**



1 Commitment to International Standards



2 Promotion of Sustainable Development



3 Cooperation on Labor Matters (e.g., trade, supply chain, fair economy)



4 Dispute Settlement Mechanisms

Each agreement likely includes provisions for resolving disputes related to trade, labor, or other aspects covered by the agreements.



# TOWARDS A UNIFIED LABOR FRAMEWORK:

## Identifying Elements of Sound Labor Provision in Free Trade Agreements

### RECOMMENDED CITATION

Cayabyab, L. A. S., Bondad, J. D. R., Lumactud, J. A. S., Son, A. M. E., Bucar, A. I. C., Francisco J. M. S., Pineda, C. N. P., Sadia, J. R. M., & Pacardo, A. J. (2024). Towards a unified labor negotiation framework: Identifying elements of sound labor provisions in free trade agreements. *Department of Labor and Employment – Institute for Labor Studies*.

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## RECOMMENDATIONS

### Tripartism and Social Dialogue

The government must pass the necessary laws or introduce the necessary policies to show that commitment is fundamental when you enter into a treaty or international agreement. The course of the consultation may suggest certain economic reforms. Trade negotiation or trade agreement, becomes a good platform to introduce reforms by making certain commitments in international agreements like trade agreements.

### Institutional Capacity

Strengthening the capacity of stakeholders, government officials, trade unions, and employers' representatives to be able to engage in dialogues on trade in general and labor provisions. The following capacity building is recommended for new trade negotiators: Basics of International Trade, World Trade Organization Rules, Public International Law, and the Labor Code of the Philippines, as amended, among others.

### Review, Monitoring, and Evaluation

Assess the initial impacts and the effectiveness in achieving its objectives to determine whether there is a need for adjustment of strategies, policies, or commitments. Constant engagement with the national government agencies, industry associations, and trade unions, among others, may result in addressing the emerging challenges and opportunities brought by the trade agreement.



# Labor Management Councils and Grievance Machineries:

## Bipartite Dispute Mechanism as Drivers of Industrial Peace

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### INTRODUCTION

The Labor Management Councils (LMC), created in the essence of participatory democracy, is a non-adversarial and non-adjudicatory venue for both labor and management to work hand-in-hand in discussing issues not covered by collective bargaining agreements, such as work environments, business operations, and productivity, among others. On the other hand, Grievance Machinery (GM) is a non-adversarial mechanism where certain rules of procedure are followed for the adjustment and resolution of grievances arising from the interpretation or the implementation of the Collective Bargaining Agreement, enforcement on violation of company personnel policies, and violations of any provision of the CBA. The general objective of the study is to examine the role of bipartite dispute mechanisms in promoting harmonious, safe, decent, and productive workplace relations between labor and management in the Philippines.



### KEY FINDINGS

1

**Labor Management Councils reduce the probability of filing Notice of Strikes / Lockouts (NSL) Preventive Mediation (PM) Cases, and Labor Standards Violation**



The study identified the main contributing factors are the programs being implemented by the LMC, the frequency of LMC meetings, and the discussion of grievance at the LMC.



2

**In general, having a GM in a company, whether mandatory for unionized companies or not, has no effect on the probability of a company filing an NSL/PM case and the probability of having a labor standard violation.**



3

**Implementation issues on LMC and GM are centered on the willingness of companies to either establish an LMC (both organized and unorganized) and GM (for unorganized) or utilize these mechanisms.**



Also, the respondents deem the GM services of the National Conciliation and Mediation Board (NCMB) and its regional counterpart as effective to be expanded, but in need of more visibility.

Seminars and other services of the NCMB/RCMB are highly appreciated by both management and employee/union representatives in the grievance committees.



# Labor Management Councils and Grievance Machineries:

## Bipartite Dispute Mechanism as Drivers of Industrial Peace

### RECOMMENDED CITATION

Bejarin, J. C. P., Lumactud, J. A. S., Son, A. M. E., Cayabyab, L. A. S., Sadia, J. R. A., Laroza, J. K. T., Dayego, L. C. B., & Pardilla, P. P. (2024). Labor management councils and grievance machineries: Bipartite dispute mechanisms as drivers of industrial peace. *Department of Labor and Employment – Institute for Labor Studies*.

Scan the QR code to download the full paper.



## KEY FINDINGS

### ***Recommendation as to policy:***

#### ***Drafting of specific Department Orders catering to LMC and GM, providing guidelines and incentives.***

Crafting a handbook by way of a Department Order catering to LMC and GM, providing for guidelines and regulations and specific provisions on definitions, process cycle time, process of requesting for conduct of orientation, qualifications for the Search for Outstanding LMC/GM, among others, may be beneficial.

### ***Recommendation as to program:***

#### ***Labor education for management***

A common challenge faced by regional implementers is the reluctance of companies due to fear of having a union established within the plant. As the LMC and GM is a program for all establishments, organized and unorganized, a labor education seminar for the company's human resource department and/or top management may be beneficial to combat common misconceptions about these programs.

### ***Recommendations as to institutional operations:***

- **Additional personnel complement.** The implementing agency will greatly benefit from additional technical plantilla positions to ensure that every level, from orientation to monitoring, is thoroughly supervised.
- **Request for orientation on LMC/GM to be integrated in labor inspection checklists.** The inclusion of the existence of LMC and GM in a company to labor inspector checklists may encourage companies to initiate the establishment of these mechanisms.
- **Use DOLE and government unit services as entry points for introduction of LMC and GM.** A convergence among DOLE agencies will greatly increase visibility of the services.
- **Strengthen convergence of programs (LMC/GM activities or a rider in advocacy activities of DOLE).**



# Mental Health in the Workplace

## Determinants of a Safe and Healthy Workplace

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Mental health (MH) is vital to workers' well-being, job performance, and productivity which can be determined by multiple interacting factors such as the work environment. Occupational safety and health (OSH) standards often address this by implementing stress management programs, MH services, and workplace policies. However, there is a dearth of information relative to the effective occupational structure, support mechanisms, compensation benefits, and public advocacy among existing policies on workplace. Specifically, this paper aimed to (1) document workers' MH trends; (2) identify contributing stressors; (3) document support mechanisms; (4) and provide recommendations for improving policies and compensation programs for work-related MH conditions.

## Key Findings

### CAUSES OF WORK-RELATED STRESS:

The study found out that productivity is significantly affected by the following factors:



heavy workloads



co-worker attitude



long working hours



financial difficulties



tight deadlines

# 72%

of respondents reported experiencing work-related stress at least twice weekly.

### DUE TO STRESS ...



# 31%

observed behavioral signs of burnout



# 6%

reported abuse and harassment

# 53%

of respondents reported the following:



Taking leave once or twice a month



Discrimination

### STATUS OF MENTAL HEALTH POLICY IN THE WORKPLACE:

# 59%

of respondents said they have an existing MH policy or program:

# 98%

of respondents have MH provisions on advocacy, information, and education

# 95%

of respondents have Non-discriminatory MH policy

# 78%

of respondents have Confidential measures



## SUPPORT MECHANISMS / PRACTICES ON WORKPLACE MENTAL HEALTH:

Workers respondents indicate that their companies have access to the following:



- Established referral systems



- Accredited hospitals and clinics

- Mental health crisis hotlines



- DOH-accredited civil society organizations and non-government organizations

- DOLE Regional and Field Offices

## Recommendations

### Recommendations as to policy

- Strengthen the implementation of DOLE Department Order 208, s. 2020 and DO 238, s. 2023 to ensure comprehensive workplace safety measures relative to MH and compliance with labor standards. This can be achieved through enhanced training programs, increased awareness campaigns to educate about Republic Act 11058 or the Occupational Safety and Health Standards Act, for broad understanding and compliance, improved monitoring and enforcement, and enhanced policy implementation.
- Review of Presidential Decree No. 626 to include MH conditions in the list of work-related diseases is important for addressing compensation claims.

### Recommendation as to operations and institutional support

- Strengthen DOLE's advocacy and capacity-building programs relative to promoting workplace mental health. The Department may expand its MH programs, as stipulated under DO 208, s. 2020 and LA 19, s. 2023, provide company training guidelines and explore forming a committee of MH experts from medical organizations or institutions (i.e., OSHC and NCMH).

## Mental Health in the Workplace

### Determinants of a Safe and Healthy Workplace

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#### RECOMMENDED CITATION

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the full paper.





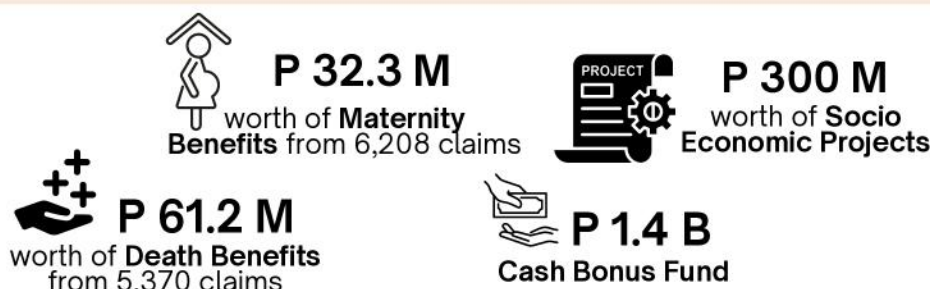
# Revisiting Social Amelioration Program (SAP) in the Sugar Industry Using the Transformative Social Protection Framework

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In 1991, with the passage of Republic Act No. 6982, the Social Amelioration Program in the sugar industry allocates the lien on gross sugar production as cash bonuses fund (80%) and socio-economic programs fund (20%). The latter is further subdivided into socio-economic projects (9%), death benefits (5%), maternity benefits (3%) and administrative expenses for the Sugar Tripartite Council (STC), District Tripartite Council (DTC) and Bureau of Workers with Special Concerns (BWSC). After decades of implementation, revisiting SAP is timely to evaluate how it benefitted the sugar workers and identify opportunities for improvement towards enhanced income and quality of life.

## SAP Accomplishment (Crop Years 2015–2023)



There is a notable significant difference between the economic situations and access to benefits between field workers and mill workers.

Monetary benefits (e.g., cash bonus and maternity benefit) are well known but there is a need to expand coverage on socio-economic projects (i.e., health and livelihood related).

## Multiple challenges impacting production



## Key implementation issues include operational and administrative constraints that affect the effective program delivery



## Significant gender issues related to women's empowerment are:



Using the social protection conceptual framework by Devereux and Sabates-Wheeler (2004), the following are SAP's immediate effects based on the surveyed sugar workers:

**PROTECTIVE:** SAP had provided additional income enabling the sugar workers to buy primary household needs and pay for utilities.

**PREVENTIVE:** A significant portion of sugar workers hoped to improved access to SAP's maternity and burial benefits and continuous payment of the social security contributions.

**PROMOTIVE:** SAP offered jobs, facilitated livelihoods, and helped workers purchase goods and manage loans but underscored the need for better educational support (subsidy or scholarship) and training access for their family.

**TRANSFORMATIVE:** The community had mixed views on the benefits but remained optimistic about SAP and its impact (i.e., workers' rights and decent work).



# Revisiting Social Amelioration Program (SAP) in the Sugar Industry Using the Transformative Social Protection Framework

## RECOMMENDED CITATION

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Scan the QR code to download the full paper.



## Recommendations

### 1. Review of RA 6982 or the Social Amelioration Act of 1991

- Reorganization of fund allocation;
- Inclusion of a monitoring and evaluation framework;
- Expansion of District Tripartite Council powers on decision-making specific under their jurisdiction;
- Shorten the forfeiture period from three years to two years and limit the usage and access to the source of forfeited fund;
- Provision of a General Appropriations Act counterpart;
- Inclusion of infrastructure project / undertakings under socio-economic projects;
- Provision of additional benefits (e.g., paternity benefits, education subsidy, disability benefits)

\* subject to sugar industry stakeholders consultation

### 2. Update the Sugar Roadmap 2020

3. Provide a holistic approach through complementing programs (i.e., healthcare, education, livelihood, training)

4. Prioritize profiling of sugar workers and establishment of a database.

5. Strengthen the role of workers organizations thru education for mutual aid protection and collective bargaining

6. Enhance awareness on SAP to increase understanding and appreciation on social protection





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