



Hiring, Compensation & Benefits Report 2025

Your essential guide to attract,
motivate, and retain top talent.

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About the study

Ready to navigate the dynamic landscape of the Philippines's job market in 2025?

We are proud to share with you the latest edition of our **Hiring, Compensation and Benefits** report. Part of our Signature Report series (ongoing since 2022), this report delves into the outlook of the hiring market, hiring activity and plans, compensation and benefits offered by companies, with a focus on AI in hiring and workplace diversity, equity and inclusion (DEI).

With data gathered from 2,119 hirers and HR professionals across a diverse range of industries and job roles in the Philippines, the Hiring, Compensation and Benefits 2025 report for the Filipino market reflects SEEK's commitment to your success. More than just a collection of facts and figures, it's a roadmap to attract top-tier talent and nurture their growth in a workplace culture that aligns seamlessly with the Filipino work environment.

We present this to you as part of our ongoing commitment as your **No.1 Trusted Talent Partner in Asia**. These results provide deep actionable insights for your market, enabling you to better connect talent to **#BetterMatches**.

Key findings from this report include:

- ✓ Hiring outlook in the market
- ✓ Improvements in compensation offered by other companies in the market
- ✓ Benefits offered by companies to attract and retain highly-skilled talent
- ✓ General perceptions of AI in hiring and DEI initiatives

Disclaimer: In some occurrences in this report, it is possible that percentages do not add up to or exceed 100% as a result of rounding of numeral fractions.

Presented by:



Foreword

Aimee Hutton

Head of APAC Marketing Strategy



To say that 2024 was a year of significant change is an understatement. Companies and talent alike are now navigating a world where technological advancements, economic shifts and societal values are reshaping expectations and possibilities. At SEEK, we are proud to be at the forefront of this evolution, constantly innovating to meet the dynamic needs of employers and job seekers in the Philippines and beyond.

Everything we do at SEEK adopts a customer-first mindset. We understand that employers and talent have preferences and needs that are ever-changing. Whether it's a shift in hiring trends, the growing focus on compensation and benefits, or the increasing importance of diversity in the workplace, we strive to stay one step ahead so that you're ahead of the curve. Our purpose has never wavered: to help people live more fulfilling and productive working lives, and help organizations succeed.

To serve this purpose, we completed a three-year product-unification program that brought together our Jobstreet, Jobsdb and SEEK platforms under one cohesive framework. This monumental effort was designed to provide greater access to talent and job opportunities, improve search and match relevance, and enhance the overall user experience. With this unified platform, we can now innovate faster, roll out new products and features more efficiently across the region, and create unparalleled value for our users. Whether you're an employer looking for the right talent or a professional seeking your next career move, our platform offers the tools and support to make that connection seamless and meaningful.

This report digs deep into core factors that affect the workforce's motivations – namely Hiring Trends, Compensation and Benefits. You'll discover some of the most common full-time functions hired over the past year,

Foreword



the key reasons for shifting headcounts, as well as the average performance bonuses and salary increments given out in 2024. The report also sheds light on how flexibility, well-being, and fairness are becoming core pillars of competitive workplace offerings.

Another critical theme explored in this report is the growing emphasis on diversity, equity and inclusion (DEI) in the workplace. In the Philippines and across the region, businesses are recognizing that fostering a diverse and equitable workplace is not only a moral imperative but also a strategic advantage. By embracing DEI, companies can tap into a wider range of perspectives, ideas and talents – driving innovation and long-term success.

Some of the key trends highlighted in the report:

- ✓ **Hiring plans for H1 2025:** It is forecasted that the Philippines' 2025 GDP growth will be at 6.2%, and 63% of businesses expressed plans to expand their permanent workforce in the first half of 2025.
- ✓ **AI's increasing influence:** 72% of businesses consider candidates' AI knowledge during hiring, while 36% of companies see AI knowledge as highly important.
- ✓ **Diversity and inclusivity is highly prioritized:** The Philippines's DEI is important for most companies, as 63% of companies adopted DEI initiatives, while 27% of businesses will or are considering adopting DEI initiative in the next 12 months

As we navigate these exciting changes, SEEK remains committed to its ambition: to help 500 million people develop their careers and connect five million companies with the right talent. The findings presented in this report are a testament to our dedication to understanding the needs of our customers and delivering solutions that make a meaningful impact. We hope these insights will empower you to navigate the challenges and opportunities of the modern workplace with confidence.

We'll continue to see you into the new year with SEEK as your partner in this journey. Together, we are shaping the future of work, and connecting the right people to the right job opportunities.



Aimee Hutton
Head of APAC Marketing Strategy, SEEK

Demographics and methodology

For this report, we spoke to **2,119** hirers and HR professionals in the Philippines between September and October 2024. A diverse range of industries and company sizes was included to ensure a balanced and unbiased result. The data was subsequently weighted according to Jobstreet by SEEK Philippines' hirer distribution.

Survey Participants in the Philippines

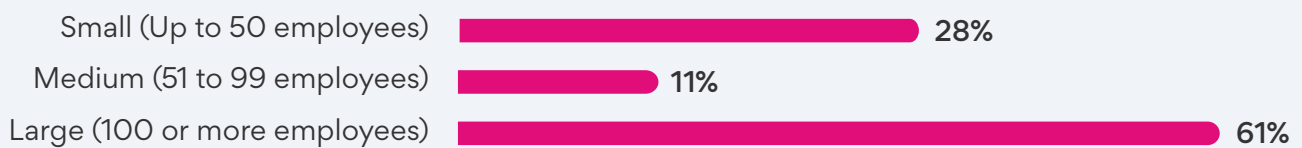
2,119

Survey Period: Sep – Oct 2024

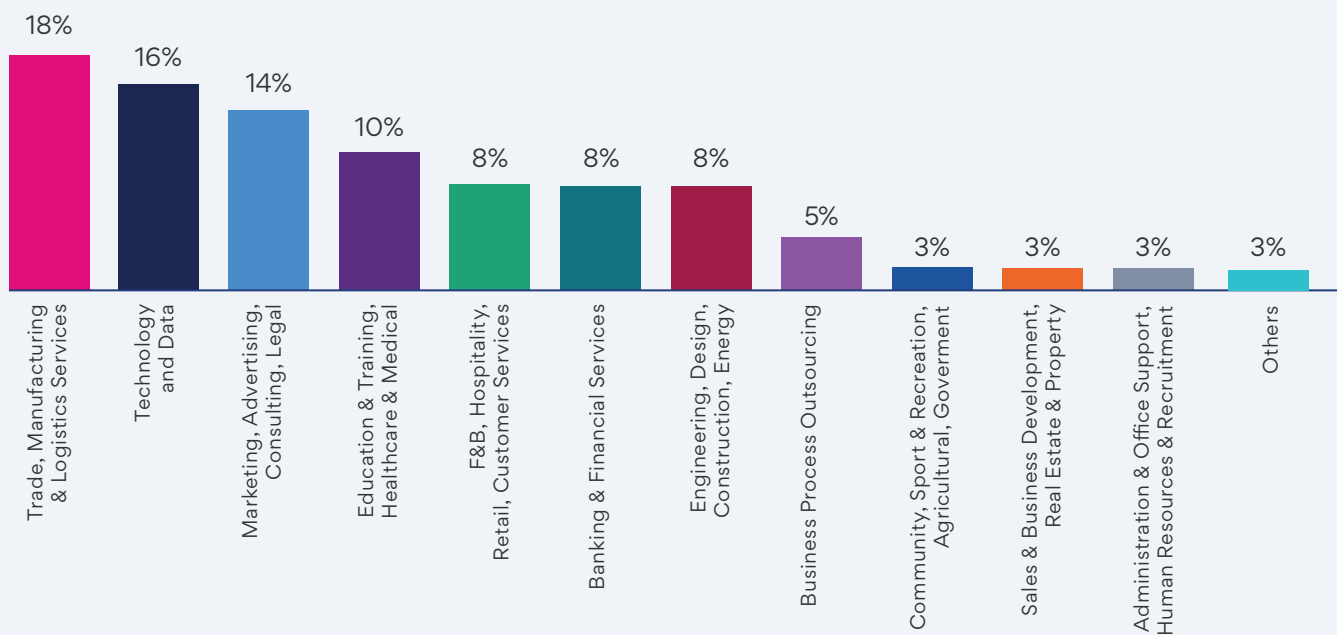
Survey Methodology:

Self-completed online survey distributed to hirers and HR professionals via email.

Business Size of Surveyed Hirers / Professionals



Industries of Surveyed Hirers / Professionals



Section 1

Hiring trends: today and tomorrow



« Hiring the best is your most important task. »

-Steve Jobs

The first section of the report examines both past and future hiring trends, offering valuable insights into the evolving job market. These insights can help employers refine their recruitment strategies and empower job seekers to better prepare for opportunities in the year ahead.

This section addresses the following questions:

- 1 How active is the local hiring market and what is the outlook for the next year?
- 2 What were the hiring activities in 2024 and what types of employees and job functions were hired?
- 3 What were the workforce reducing activities in 2024, and which types of employees and job functions were let go?
- 4 What are the future hiring plans for permanent employees?
- 5 What are the future hiring plans for contract or temporary employees?



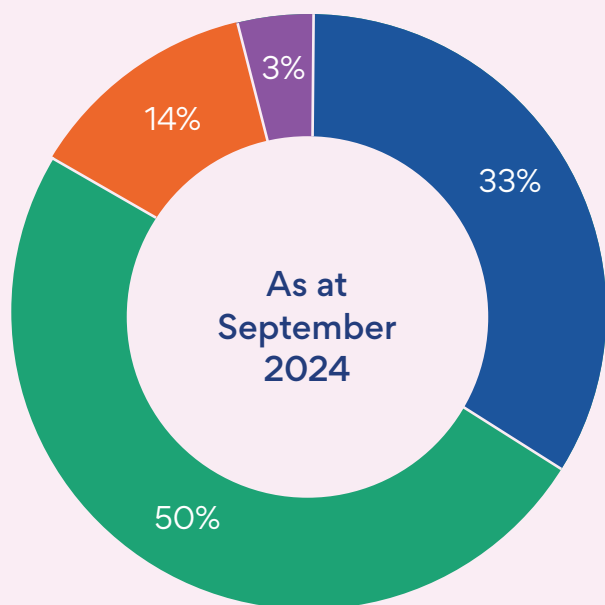
Employment market expectations

Despite much economic uncertainty globally and in the Philippines in 2024, the Filipino job market has **demonstrated resilience**. 83% of respondents believe that the job market was active in 2024.

Confidence remains high for 2025. 46% is confident that the job market will be more active in first half of 2025, while 40% think it will be just as active this year.

Positively, almost the same number of respondents expressed confidence in the second half of the year, perhaps in anticipation of better government policies and market conditions.

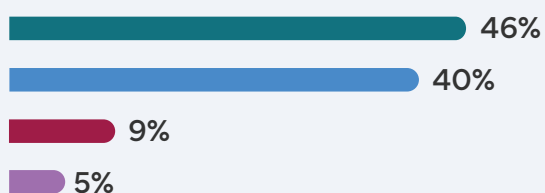
Activity level in the Philippines' job market in 2024



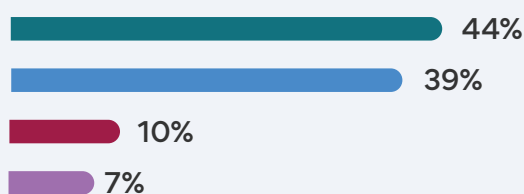
- Very Active
- Active
- Neither
- Inactive / Very Inactive

Forecast on activity level in the Philippines' job market in 2025

Jan - June 2025



Jul - Dec 2025



- More active than 2024
- The same
- Less active than 2024
- Not sure

Overview of hiring activity in 2024

According to the Philippine Statistics Authority, the number of Filipinos employed is estimated to grow to 48 million in October 2024, an increase of 369,000 versus a year ago. The statistic is consistent with our survey where most of the surveyed companies hired at least one employee during the year, **maintaining the strong trend** at 94%.

Permanent full-time employees continue to account for the majority of hires, at 87% of the new hires. However, the hiring landscape and the types of employment are still changing, with companies opting for more part-time, contractual and temporary employees. The biggest change comes from the hiring of permanent part-time employees, which increased by approximately 15 percentage points compared to 2023.

Companies that were actively hiring in year 2024

Companies that hired new employees



Types of new employees hired

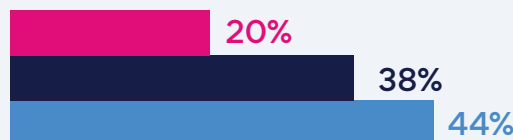
Permanent full-time employees



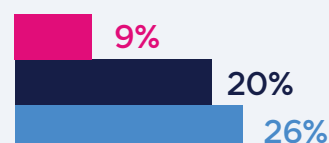
Permanent part-time employees



Contractual/temporary full-time employees



Contractual/temporary part-time employees



● 2022 ● 2023 ● 2024

Overview of hiring activity in 2024

Looking at hiring levels from a broader perspective, small businesses experienced the biggest shifts in the types of employees hired. They hired fewer full-time employees, but this was offset by an increase in part-time and contractual / temporary hires.

Large and medium-sized businesses **maintained their hiring rate** from the previous year. However, they also expressed a preference for hiring more permanent part-time employees.

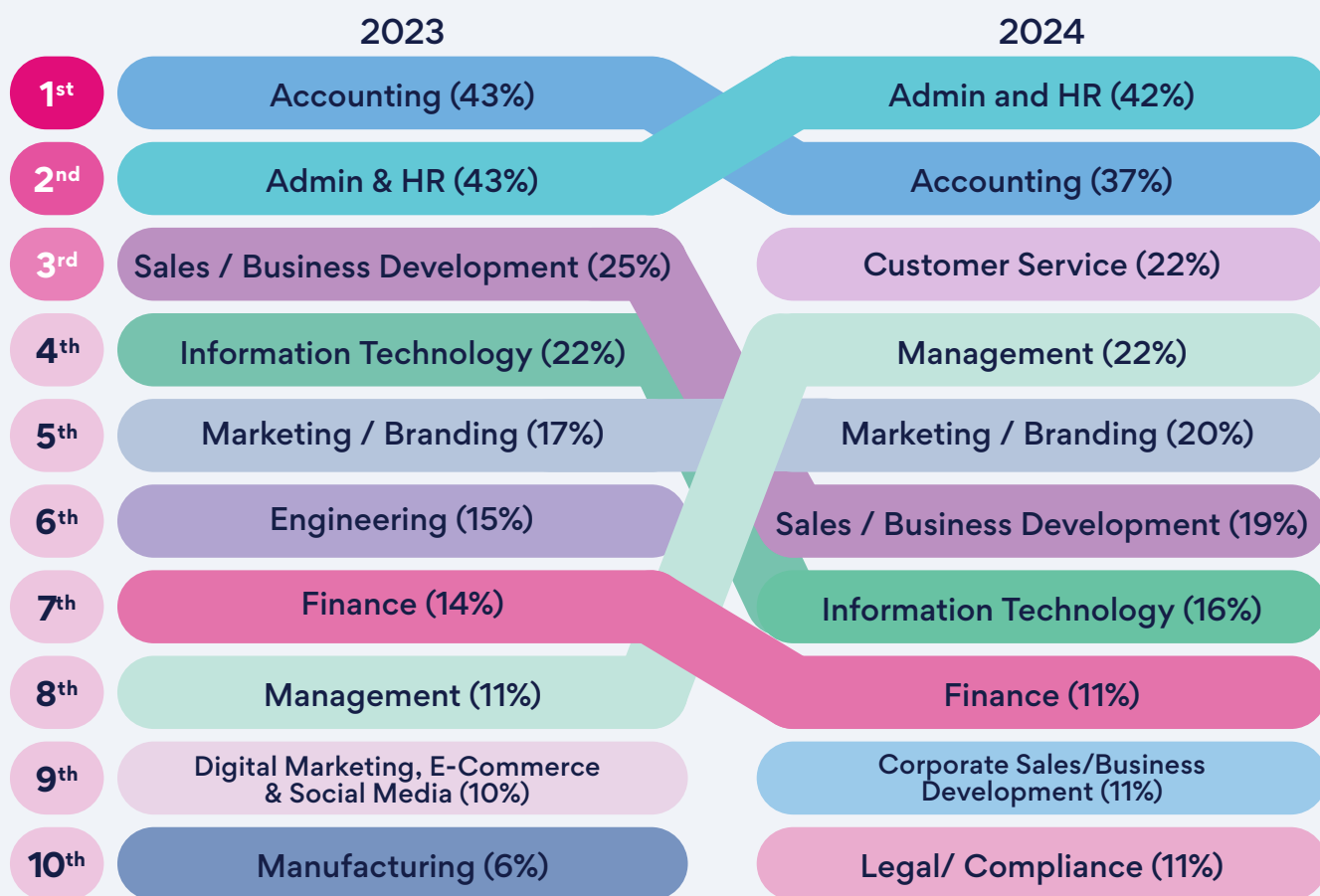
Employers that were actively hiring in 2024 by business size

Small Business (Up to 50 employees)		2022	2023	2024	Gap YoY in p.p.
Base		161	224	587	
Employers that hired new employees		85%	96%	93%	-3
Type of New Employees hired:					
Permanent FT employee (s)		75%	92%	84%	-8
Permanent PT employee (s)		5%	31%	48%	+17
Contractual / temporary FT employee (s)		17%	32%	40%	+8
Contractual / temporary PT employee (s)		9%	19%	25%	+6
Medium Business (51-99 employees)		2022	2023	2024	Gap YoY in p.p.
Base		56	111	237	
Employers that hired new employees		98%	100%	99%	-1
Type of New Employees hired:					
Permanent FT employee (s)		86%	99%	95%	-4
Permanent PT employee (s)		2%	41%	47%	+6
Contractual / temporary FT employee (s)		20%	46%	51%	+5
Contractual / temporary PT employee (s)		9%	22%	22%	0
Large Business (100 or more employees)		2022	2023	2024	Gap YoY in p.p.
Base		221	350	1295	
Employers that hired new employees		100%	100%	99%	-1
Type of New Employees hired:					
Permanent FT employee (s)		95%	99%	97%	-2
Permanent PT employee (s)		10%	43%	56%	+13
Contractual / temporary FT employee (s)		33%	59%	60%	+1
Contractual / temporary PT employee (s)		12%	25%	30%	+5

Overview of hiring activity in 2024

For the 94% of companies that hired in 2024, the top 5 job functions hired **remained consistent** with 2023. Admin and HR took the top spot at 42%, followed by Accounting (37%), and Marketing / Branding (20%). New entries to the top 5 permanent full-time job functions were Customer Service and Management, both at 22%.

Top 10 permanent full-time job functions hired



Overview of hiring activity in 2024

Despite strong hiring trends, many companies also **reduced the size of their workforce**. **Workforce** reduction in this context refers to either layoffs, retrenchments, or not replacing an employee after they resign and leave the organization.

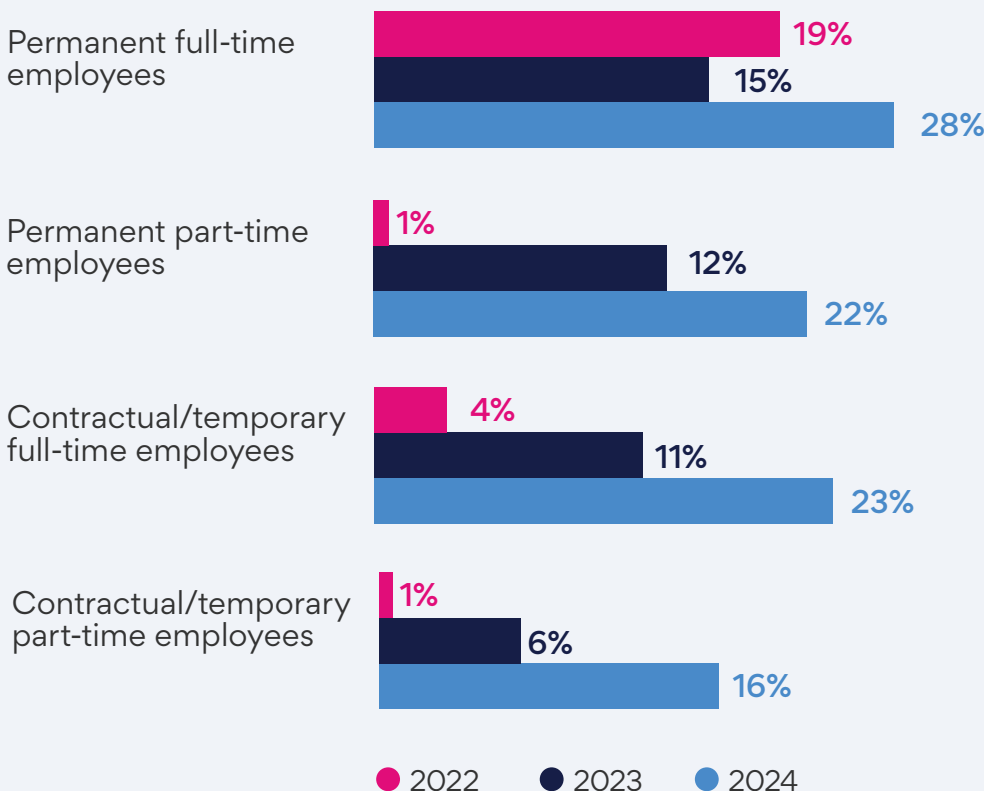
43% of companies reduced the number of employees hired. Permanent full-time employees accounted for the largest share of those that were let go, at 28%, followed closely by part-time, contractual, and temporary employees.

Despite these reductions, it is likely that many of these affected employees found roles in other companies due to strong hiring trend. National statistics indicated that **employment continued to grow**, and the **unemployment rate declined** from 4.2% to 3.9%.

Companies that reduced workforce in 2024



Types of employees that were let go



Overview of hiring activity in 2024

All types of businesses saw a similar **increase in workforce reductions** compared to the previous year. Small businesses had the highest reduction in permanent full-time employees, while medium-sized businesses reduced both permanent and contractual/temporary full-time employees. Large businesses reduced employees across all categories.

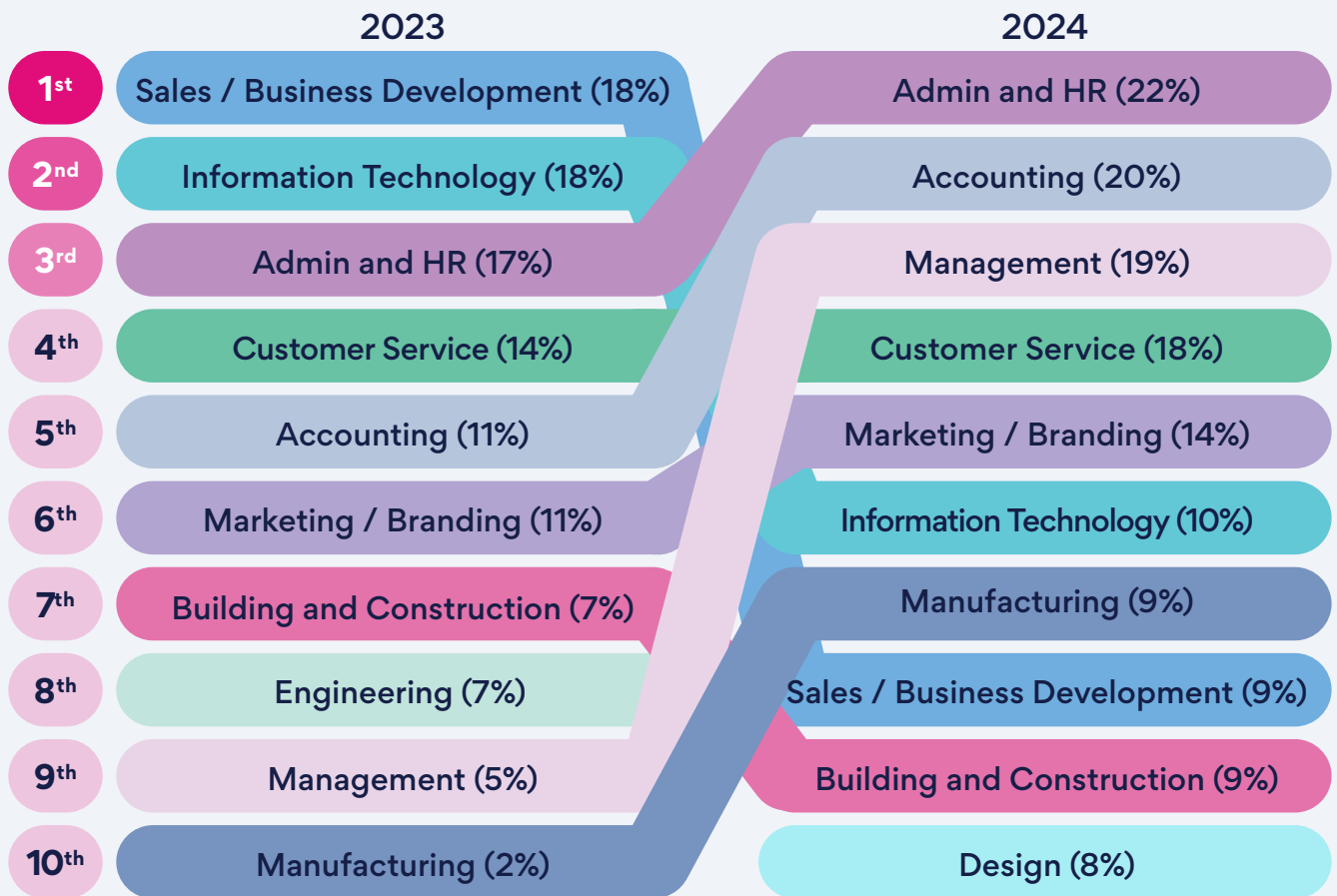
Companies that reduced workforce in 2024 by business size

Small Business (Up to 50 employees)		2022	2023	2024	Gap YoY in p.p.
Sample Size		161	224	587	
Employers that hired new employees		24%	20%	41%	+21
Type of New Employees Let Go:					
Permanent FT employee (s)		20%	14%	27%	+13
Permanent PT employee (s)		2%	13%	21%	+8
Contractual / temporary FT employee (s)		3%	11%	20%	+9
Contractual / temporary PT employee (s)		1%	5%	15%	+10
Medium Business (51-99 employees)		2022	2023	2024	Gap YoY in p.p.
Sample Size		56	111	237	
Employers that hired new employees		13%	21%	43%	+22
Type of New Employees Let Go:					
Permanent FT employee (s)		11%	14%	27%	+13
Permanent PT employee (s)		0%	13%	19%	+6
Contractual / temporary FT employee (s)		0%	12%	25%	+13
Contractual / temporary PT employee (s)		2%	8%	13%	+5
Large Business (100 or more employees)		2022	2023	2024	Gap YoY in p.p.
Sample Size		221	350	1295	
Employers that hired new employees		24%	29%	51%	+22
Type of New Employees Let Go:					
Permanent FT employee (s)		18%	17%	34%	+17
Permanent PT employee (s)		0%	10%	26%	+16
Contractual / temporary FT employee (s)		7%	13%	33%	+20
Contractual / temporary PT employee (s)		2%	9%	22%	+13

Overview of hiring activity in 2024

For the 43% of companies that reduced their workforce in 2024, the top 5 job functions impacted saw a slight shift compared to 2023. Admin and HR, Accounting, and Customer Service remained in the top 5, but there were more cuts in Management, and Marketing / Branding roles. Interestingly, these roles were also among the top hired by companies in 2024, supporting the narrative of increased employment and a decline in unemployment in the country.

Top 10 permanent full-time job functions affected by workforce reductions

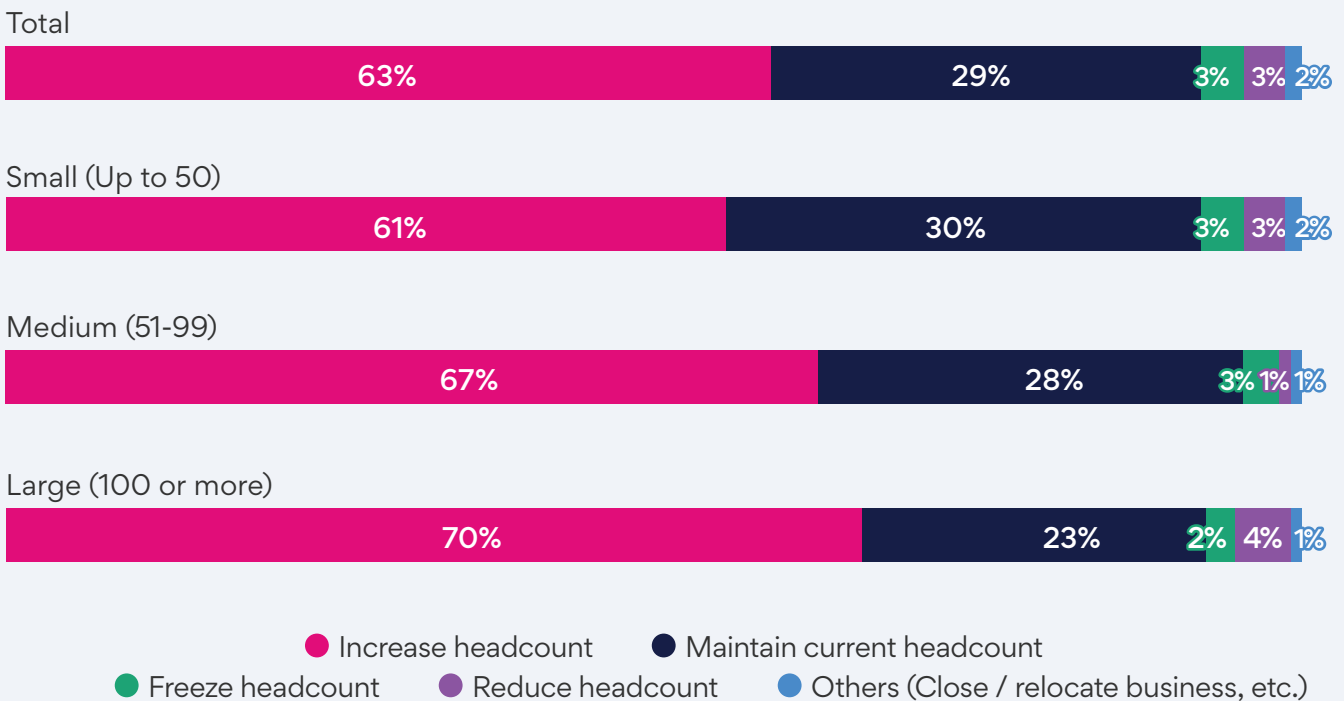


Permanent Employees hiring plans for H1 2025

The Asian Development Bank (ADB) forecasted that Philippines' GDP growth in 2025 will be at 6.2%. Reflecting this sentiment, 63% of businesses surveyed plan to **expand their permanent workforce** in the first half of 2025. The primary reasons for many of them are i) expanding their business (73%), ii) requiring new roles / skill sets (66%), and iii) replacing staff who have resigned / been laid-off / let go (37%).

32% of companies surveyed said that while they are not pursuing workforce expansion, they will opt for workforce stability by maintaining or freezing headcount. A small group of around 2% are planning to reduce headcount, citing reasons such as restructuring / changing of duties, reducing operating costs, and anticipating potential economic challenges ahead.

Jan - Jun 2025 hiring plans for permanent employees



Notes:

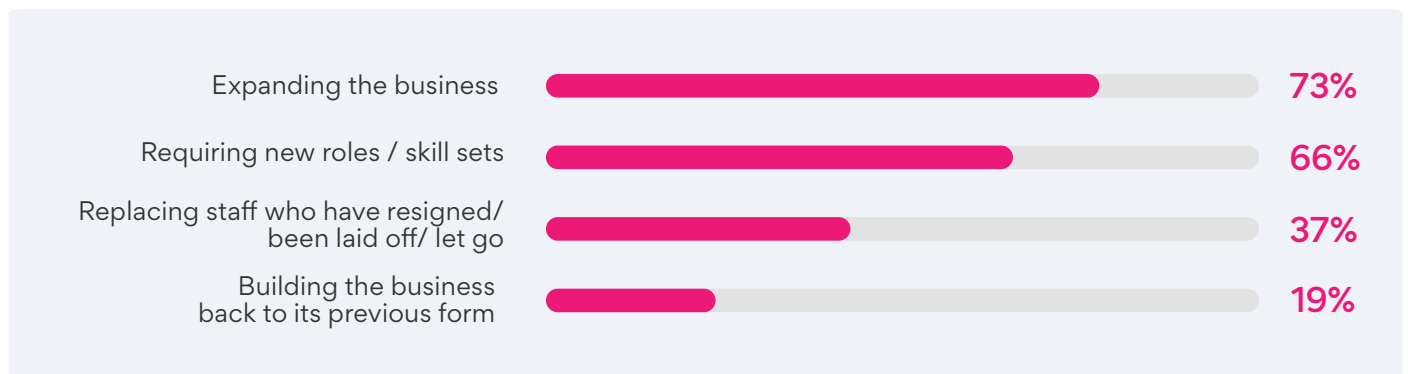
- Maintain headcount = Maintain no. of employees and can replace / rehire if employee resigns
- Freeze headcount = Maintain no. of employees but cannot replace / rehire if employee resigns
- Reduce headcount = Reduce no. of employees by lay-off / retrench employees
- Others = Close / relocate business

Source:

ADB Philippines GDP forecast: <https://www.adb.org/where-we-work/philippines/economy>

Reasons for increasing or reducing permanent employee headcount

Reasons for increasing headcount in H1 2025



Reasons for reducing headcount in H1 2025



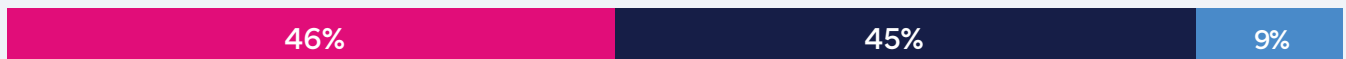
Contract / Temporary employees hiring plans for H1 2025

It looks like the hiring landscape and the types of employment will continue to change in 2025 with 46% of companies looking for more temporary support via contract / temporary employees. Key reasons include business expansion, the need for new roles or skill sets, and a shift toward a more flexible workforce.

Meanwhile, 45% opt to maintain their number of staff / hours worked. More medium and large businesses plan to reduce contract / temporary employees, citing reasons such as reducing operating costs, restructuring / changing of employee functions, and converting some of them to full-time employees.

Jan – Jun 2025 hiring plans for contract / temporary employees

Total



Small (Up to 50)



Medium (51-99)



Large (100 or more)

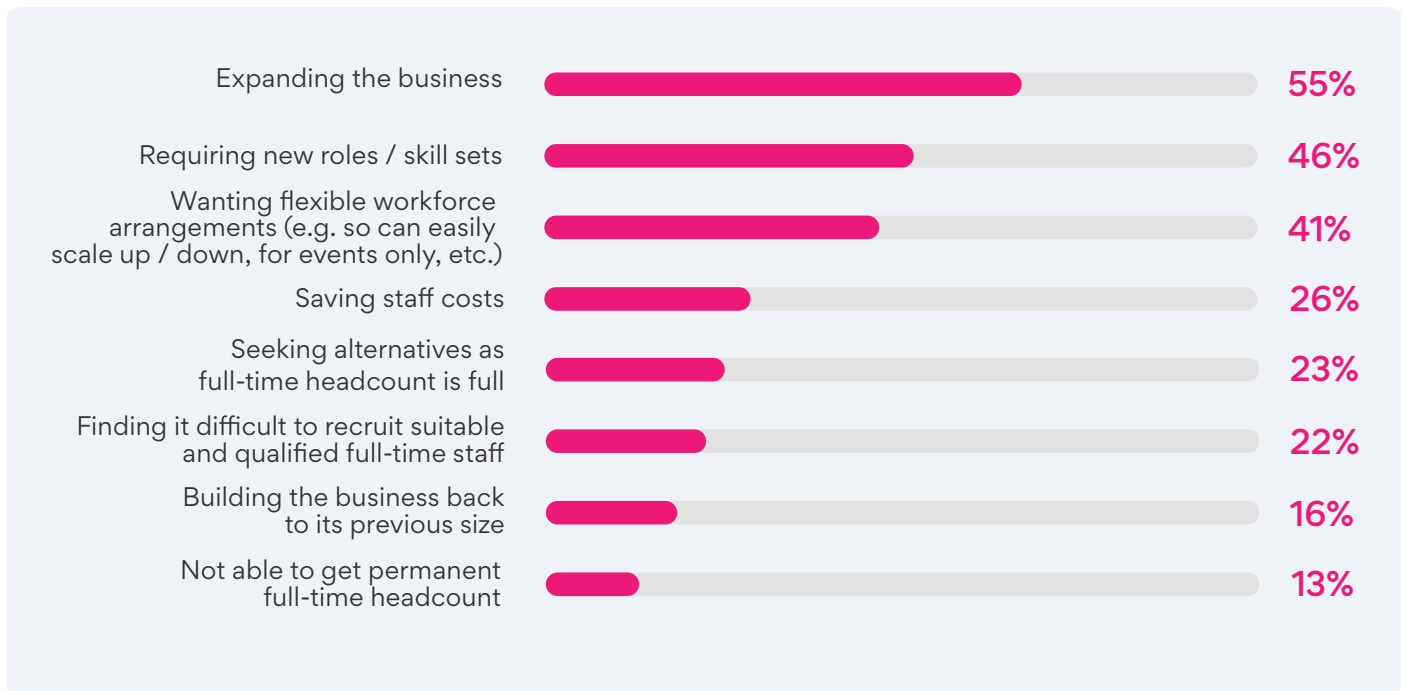


● Increase number / hours worked ● Maintain number / hours worked
● Reduce number / hours worked

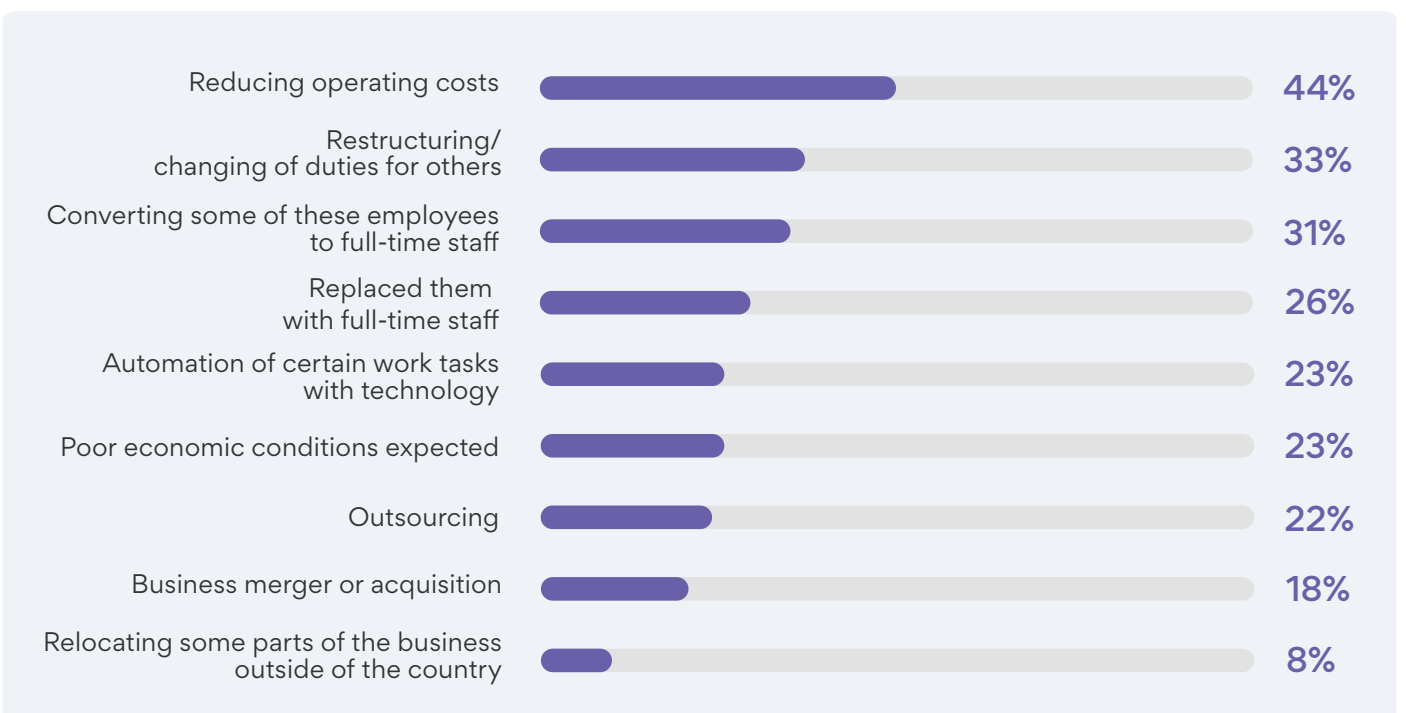
Hiring Trends: Today & Tomorrow

Reasons for increasing or reducing contract / temporary headcount

Reasons for increasing number of staff / hours worked in H1 2025



Reasons for reducing number of staff / hours worked in H1 2025



Section 2

Compensation and Increments



« I have lived on this earth long enough to conclude that the only time the average man is truly happy is during salary day. »

Unknown Author

In a dynamic job market, employee wages and inflation are closely linked. Wages heavily influence employment decisions, while inflation guides compensation strategies and salary increment estimates. Offering competitive compensation is essential for attracting and retaining top talent.

This section of our report examines the following questions:

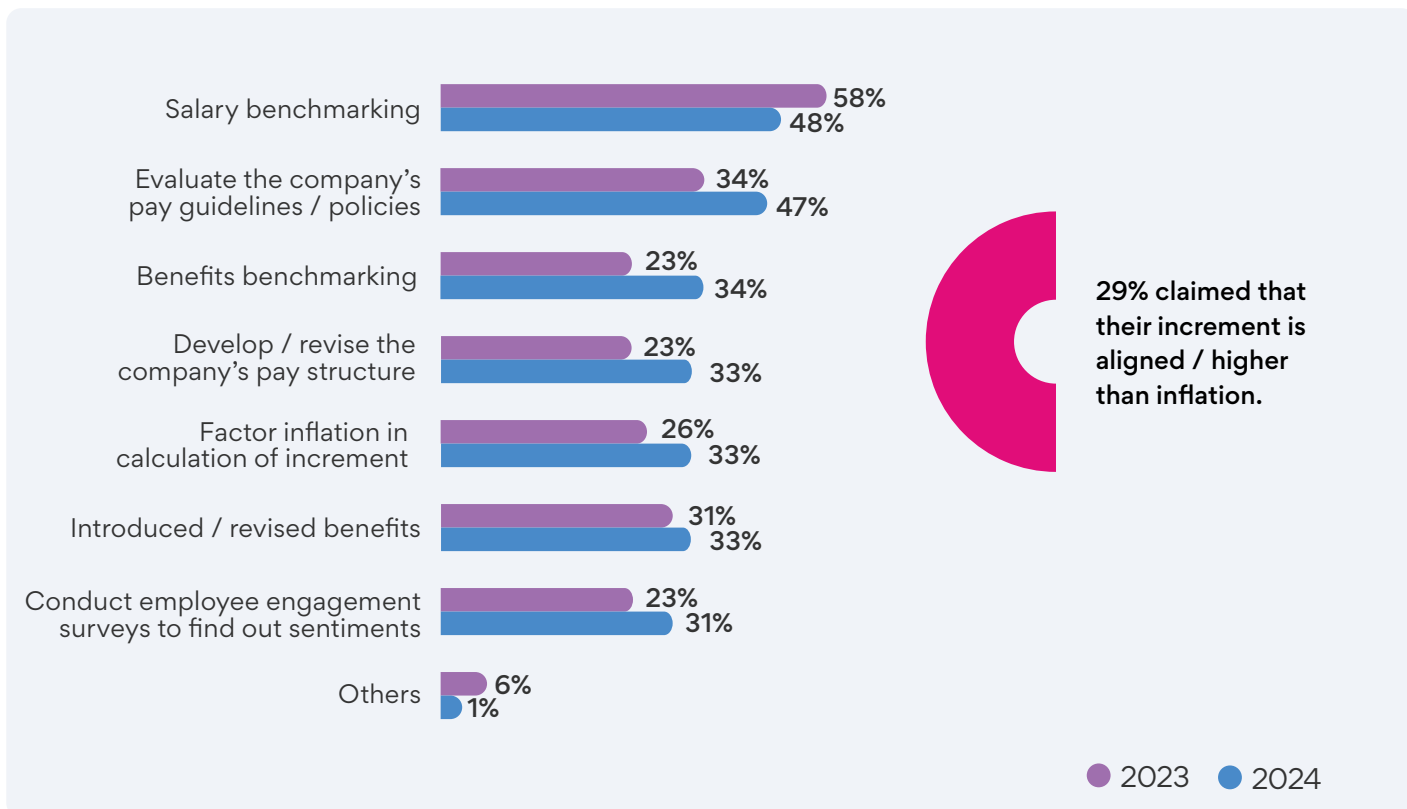
- 1 What initiatives did businesses take to evaluate and enhance compensation and benefits?
- 2 How many companies awarded performance bonuses, and what were the payouts?
- 3 How many companies provided salary increments, and what were the increments?
- 4 How many staff promotions were granted and what were the increments?



Initiatives to evaluate and enhance compensation and benefits

Employees will be pleased to learn that many businesses stepped up their efforts to evaluate their compensation and benefits! Despite the decline in salary benchmarking, more businesses have taken other initiatives to **ensure competitive packages**, such as reviewing pay guidelines, benchmarking benefits, and developing or revising pay structures. Encouragingly, more businesses are also **listening to employee feedback** by conducting employee engagement surveys to gauge employee sentiment. However, there is still significant room for improvement.

Initiatives undertaken by organizations to evaluate and enhance compensation and benefits



Initiatives to evaluate and enhance compensation and benefits

Improvements for most of these initiatives are seen **across businesses of all sizes**. Notably, small businesses have made significant strides in benefits benchmarking and developing or revising pay structures, narrowing the gap with medium and large businesses.

Initiatives undertaken by organisations to evaluate and enhance compensation and benefits by business size

	Total		Small	
	2023	2024	2023	2024
	Base	685	2082	224
Salary benchmarking	58%	48%	54%	46%
Evaluate the company's pay guidelines / policies	34%	47%	33%	47%
Benefits benchmarking	23%	34%	19%	31%
Develop / revise the company's pay structure	23%	33%	21%	32%
Factor inflation in calculation of increment	26%	33%	27%	32%
Introduced / revised benefits	31%	33%	29%	32%
Conduct employee engagement surveys to find out sentiments	23%	31%	20%	28%
Others	6%	1%	7%	1%

	Medium		Large	
	2023	2024	2023	2024
	Base	111	231	350
Salary benchmarking	66%	58%	70%	58%
Evaluate the company's pay guidelines / policies	35%	47%	39%	52%
Benefits benchmarking	23%	39%	36%	47%
Develop / revise the company's pay structure	23%	36%	31%	36%
Factor inflation in calculation of increment	31%	29%	24%	35%
Introduced / revised benefits	38%	35%	35%	36%
Conduct employee engagement surveys to find out sentiments	23%	33%	35%	48%
Others	2%	3%	4%	1%

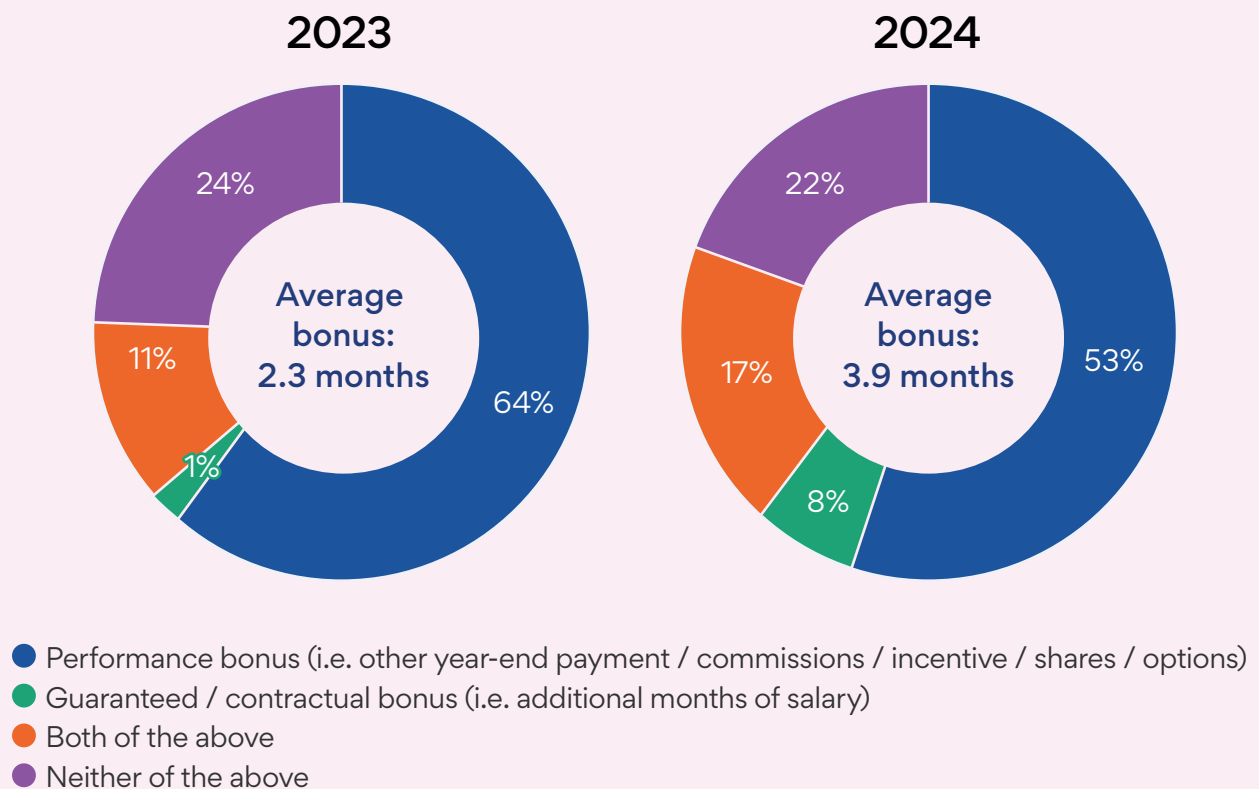
● Increased by 5% or more vs. last year
 ● Declined by 5% or more vs. last year

Performance bonuses in 2024

2024 was a positive year for employees, as close to 80% of companies provided **bonuses in various forms**. Performance bonuses remain the most popular type of bonus given. The size of the average bonus payout increased to approximately 4 months' salary, higher than in the previous year.

More companies are also transparent regarding employee compensation. 74% of businesses shared the method used to calculate bonus payouts with their employees, compared to 62% in the previous year. Increased openness and transparency can help to foster positive employer-employee relationships.

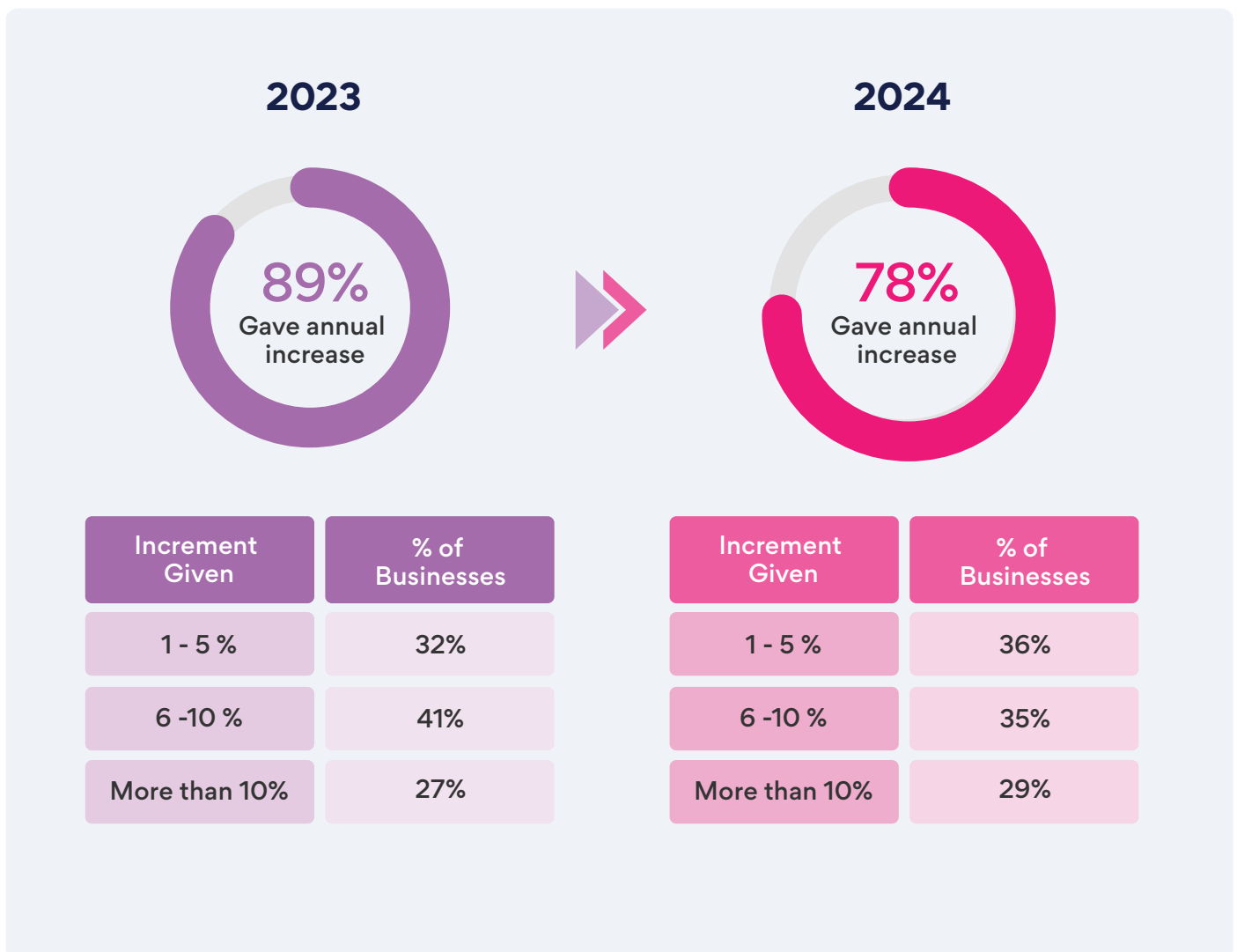
Types of bonuses provided and average payout



Compensation and Increments

Annual salary increases in 2024

The post-Covid recovery in 2022 was a great year for businesses, leading to more business giving out higher annual increments in 2023. However, the 'normalization' and challenging business conditions of 2023 may have resulted in annual increments returning to 'normal'. The number of businesses and companies that gave annual increment to employees declined to 78%, compared to 89% a year ago. Majority of the **increments given were between 1% and 10%**



Source:

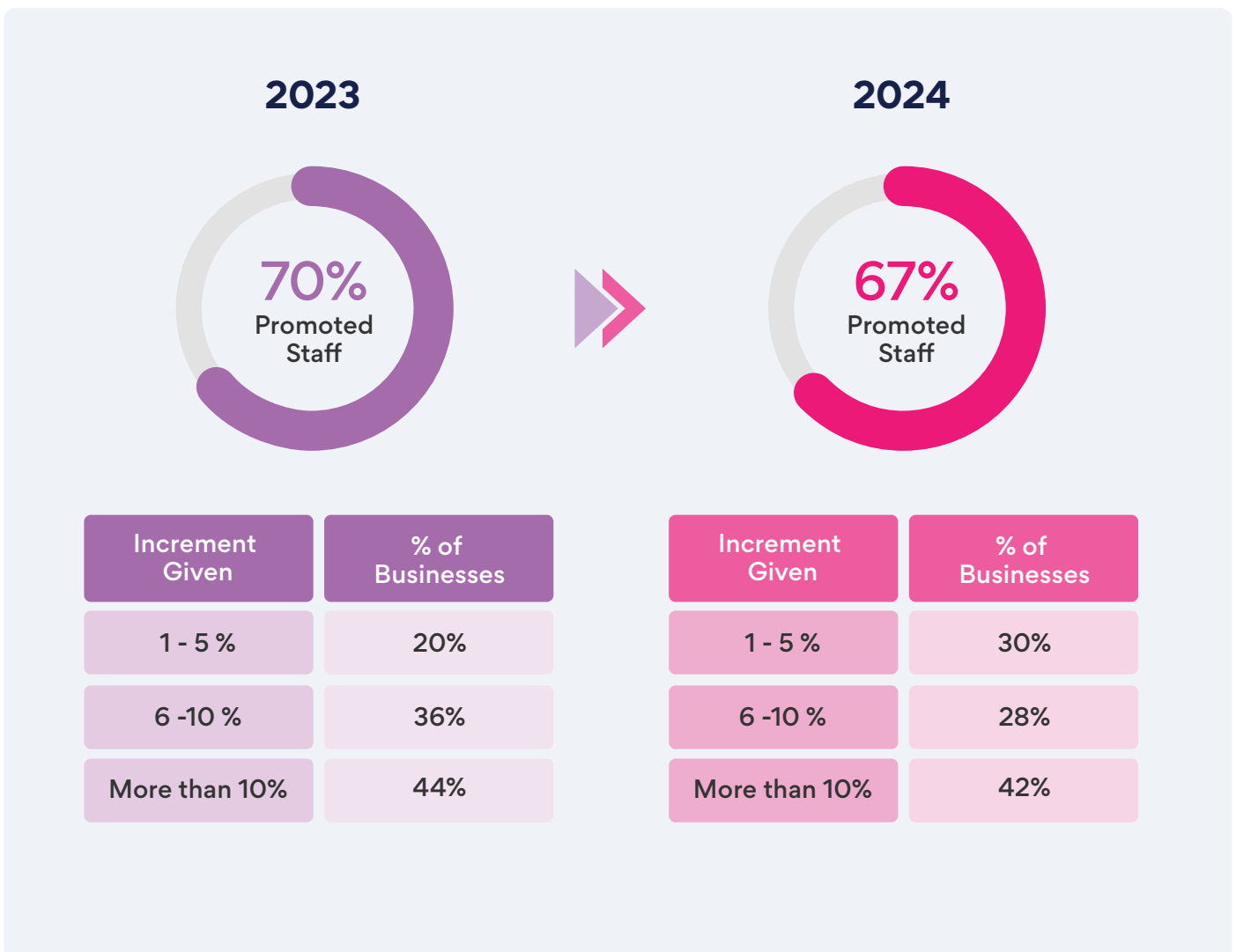
Philippines 2023 Inflation: <https://www.macrotrends.net/global-metrics/countries/PHL/philippines/inflation-rate-cpi#:~:text=Philippines%20inflation%20rate%20for%202023,a%200%25%20increase%20from%202019>

Staff promotion in 2024

Many businesses continue to provide **career advancement opportunities** to their employees, with 67% promoting employees in 2024, nearly the same as the previous year.

The majority of promoted employees received increments of more than 10%, although more employees saw lower increments of 1% to 5% compared to the previous year.

A higher increment is a positive step towards motivating employees to stay with a company and pursue career growth. In turn, employers can benefit from having a strong workforce to drive business growth.



Section 3

Leave and General Benefits



“Happy employees ensure happy customers.
And happy customers ensure happy
shareholders, in that order.”

-Simon Sinek

Part 3 of the report focuses on leave and general benefits. Simon Sinek stresses that employee satisfaction is crucial for business success, noting that how management treats employees directly influences organizational performance, shaping outcomes for better or worse. Therefore, it is crucial for businesses to continuously evolve their benefits to support employees and keep them motivated.

This section of our report addresses the following questions:

- 1 What types of benefits do companies currently offer?
- 2 What types of benefits are trending (i.e. benefits that companies offered in 2024 or plan to offer in the next 12 months)?

- ✓ Special leave
- ✓ Financial benefits
- ✓ Career development programs
- ✓ Accommodation benefits
- ✓ Work-life balance benefits
- ✓ Family-friendly benefits
- ✓ Others

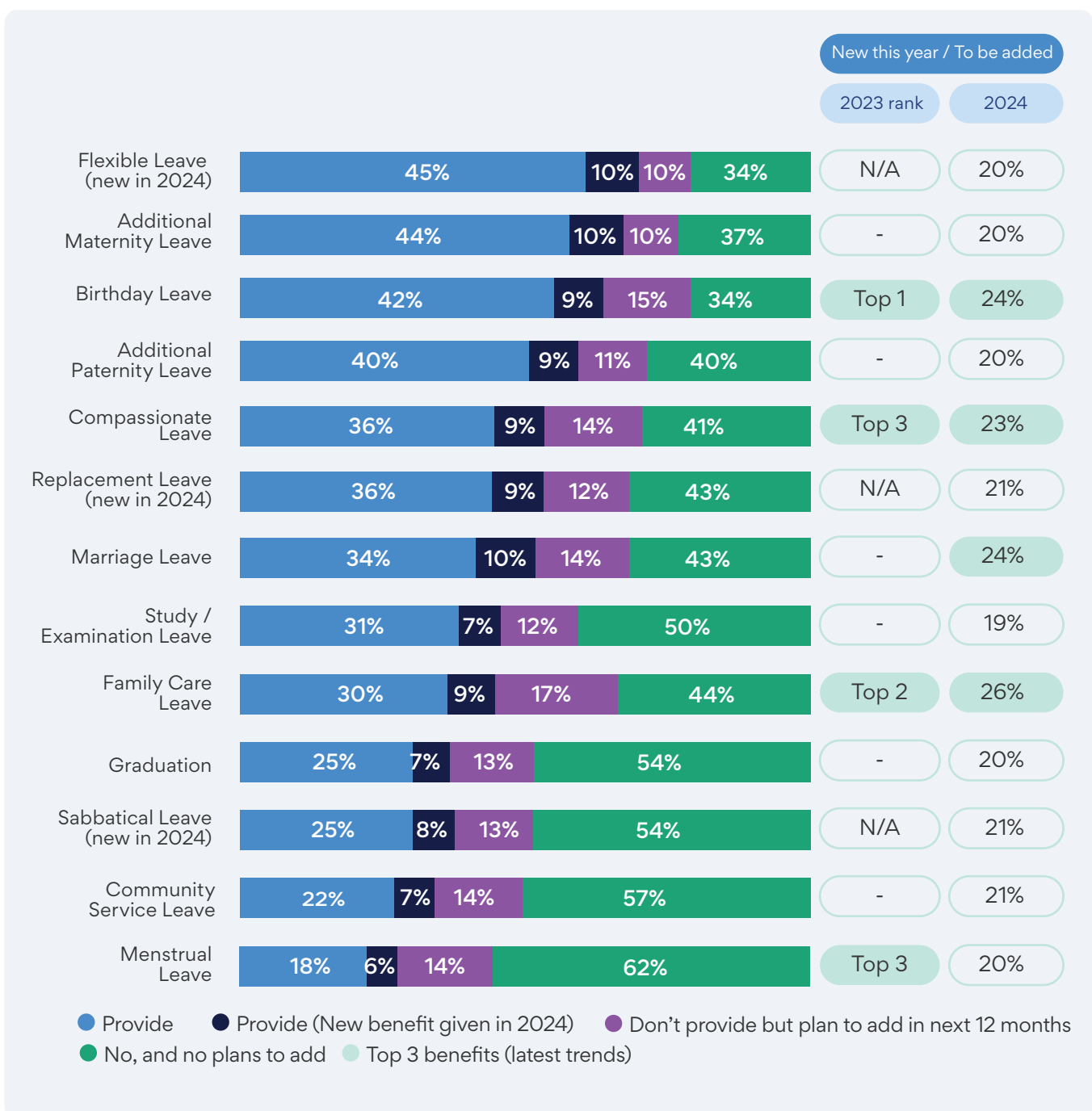


Leave & General Benefits

Current and trending Special Leaves

Flexible leave, additional maternity leaves, and birthday leave (newly added in our survey) are the top 3 types of special leaves offered by businesses, making them almost essential for attracting talent.

In 2024, the benefits that continued to gain popularity are family care, marriage, birthday leave, and compassionate leave, which may indicate businesses' intent to better **support their employees' family life**.

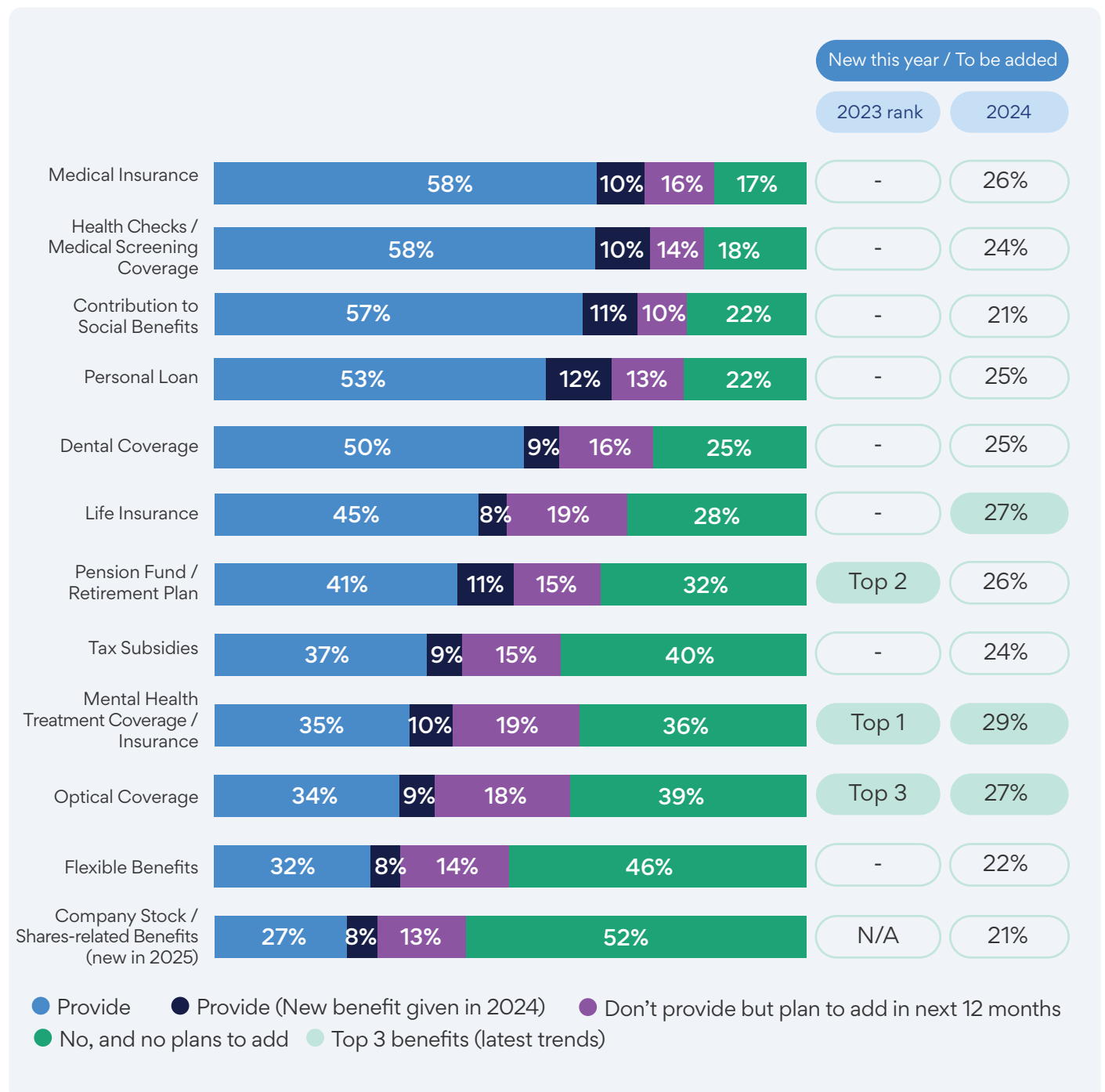


Leave & General Benefits

Current and trending Financial Benefits

As it is generally mandatory for businesses to provide **medical insurance**, it is no surprise that this benefit ranks as the top financial benefit. Following closely are health checks or medical screening coverage, and contribution to social benefits.

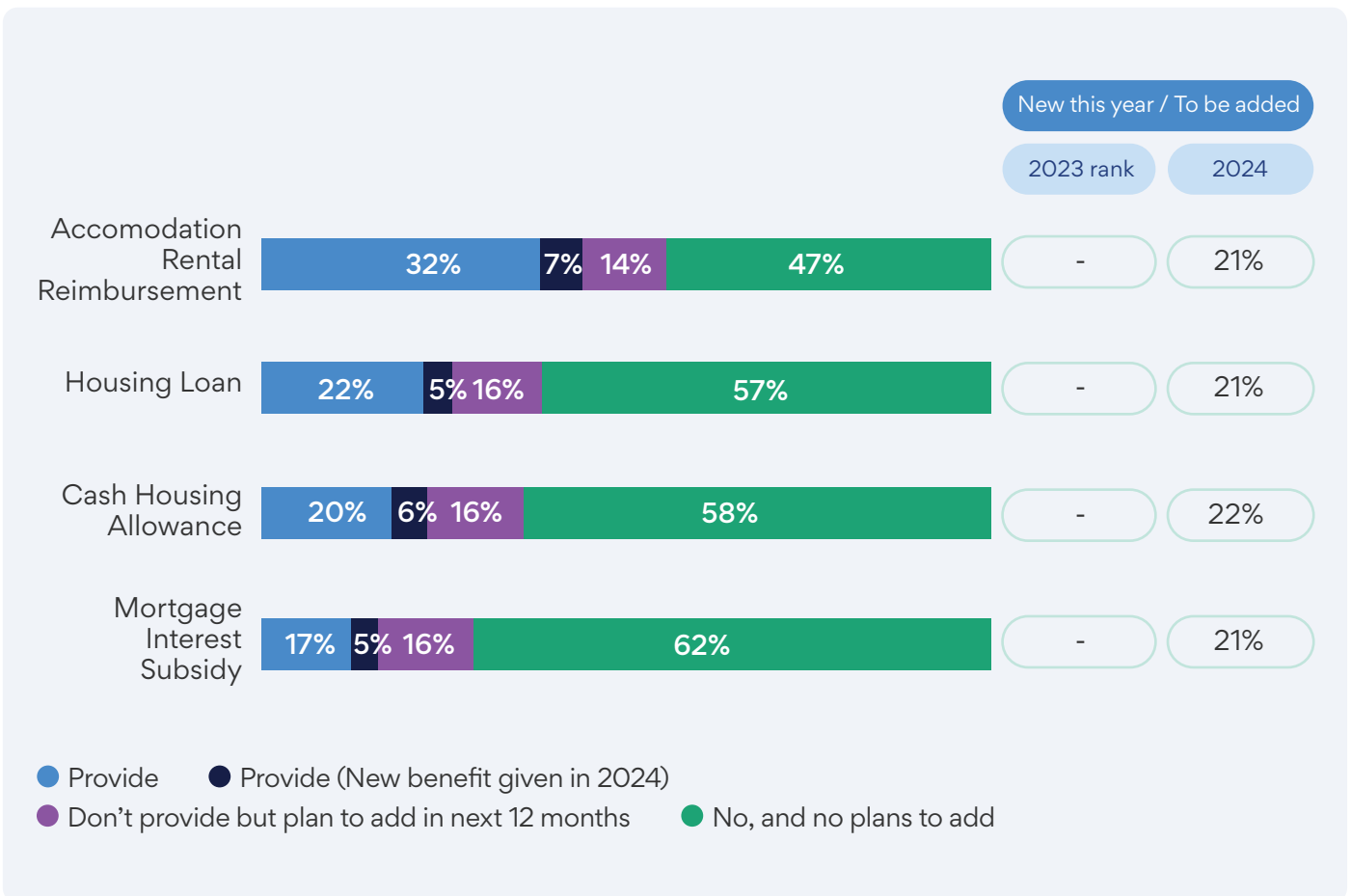
Safeguarding employee health and protection trended continuously in 2024, with higher priority placed on mental health treatment coverage or insurance, life insurance, and optical coverage.



Leave & General Benefits

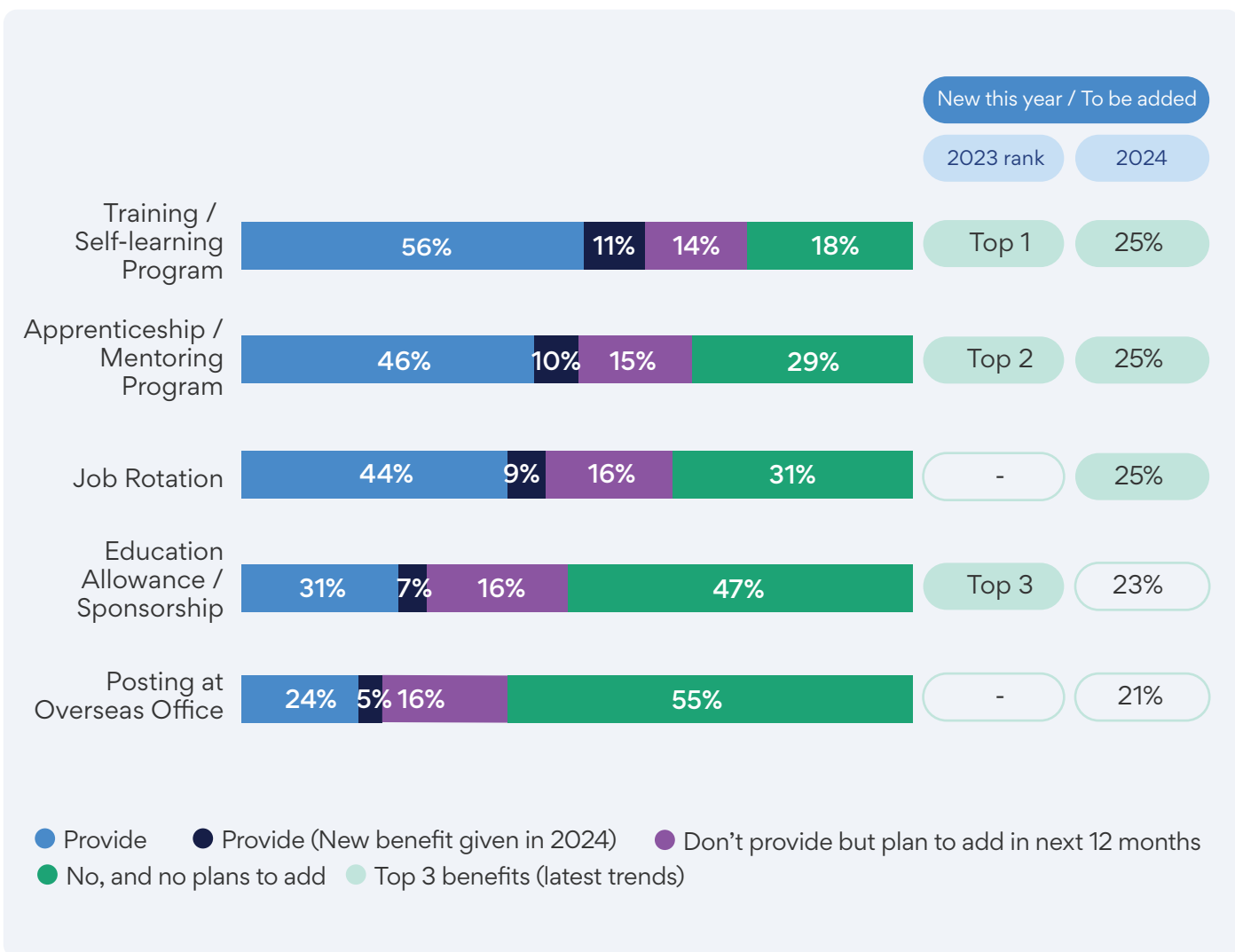
Current and trending Accommodation Benefits

Accommodation benefits are **not commonly extended** by companies. However, among those that do, the most prevalent and widely provided benefit is **accommodation rental reimbursement**.



Current and trending Career Development Programs

When it comes to upskilling, many companies currently **prioritize employee career development** by offering training /self-learning programs, apprenticeship / mentoring programs, and job rotation. Employees in Philippines can also look forward to **more of these initiatives**, as they are among the latest trends gaining traction.

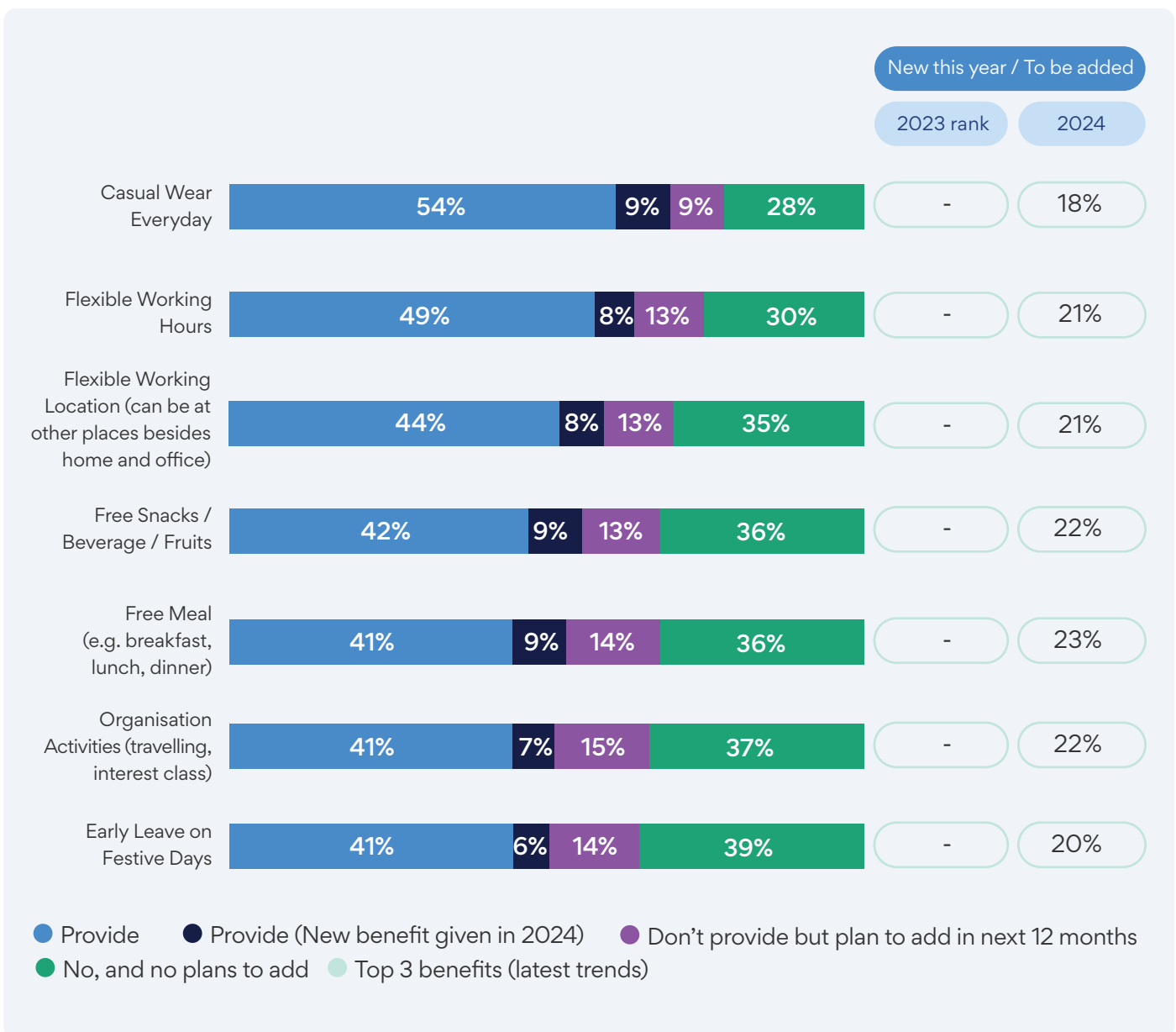


Leave & General Benefits

Current and trending Work-life Balance Benefits (Part 1)

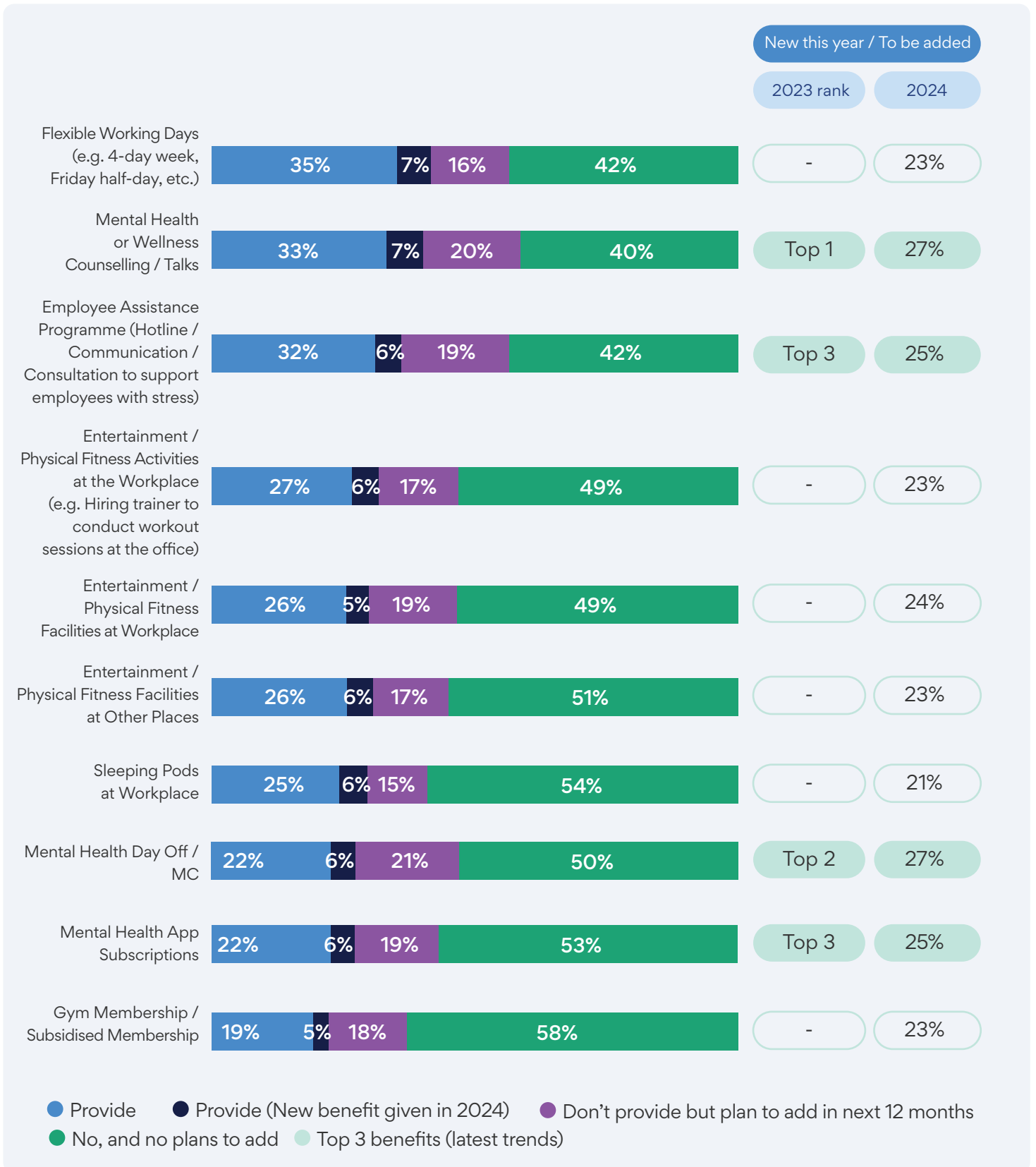
Flexibility-related benefits such as casual wear, flexible working hours, and working location, are the top work-life balance benefits offered by many companies.

Building on the 2023 trend of supporting employee mental health, more companies are adding or planning to add benefits such as mental health wellness counselling or talks, employee assistance programs, and mental health app subscriptions.



Leave & General Benefits

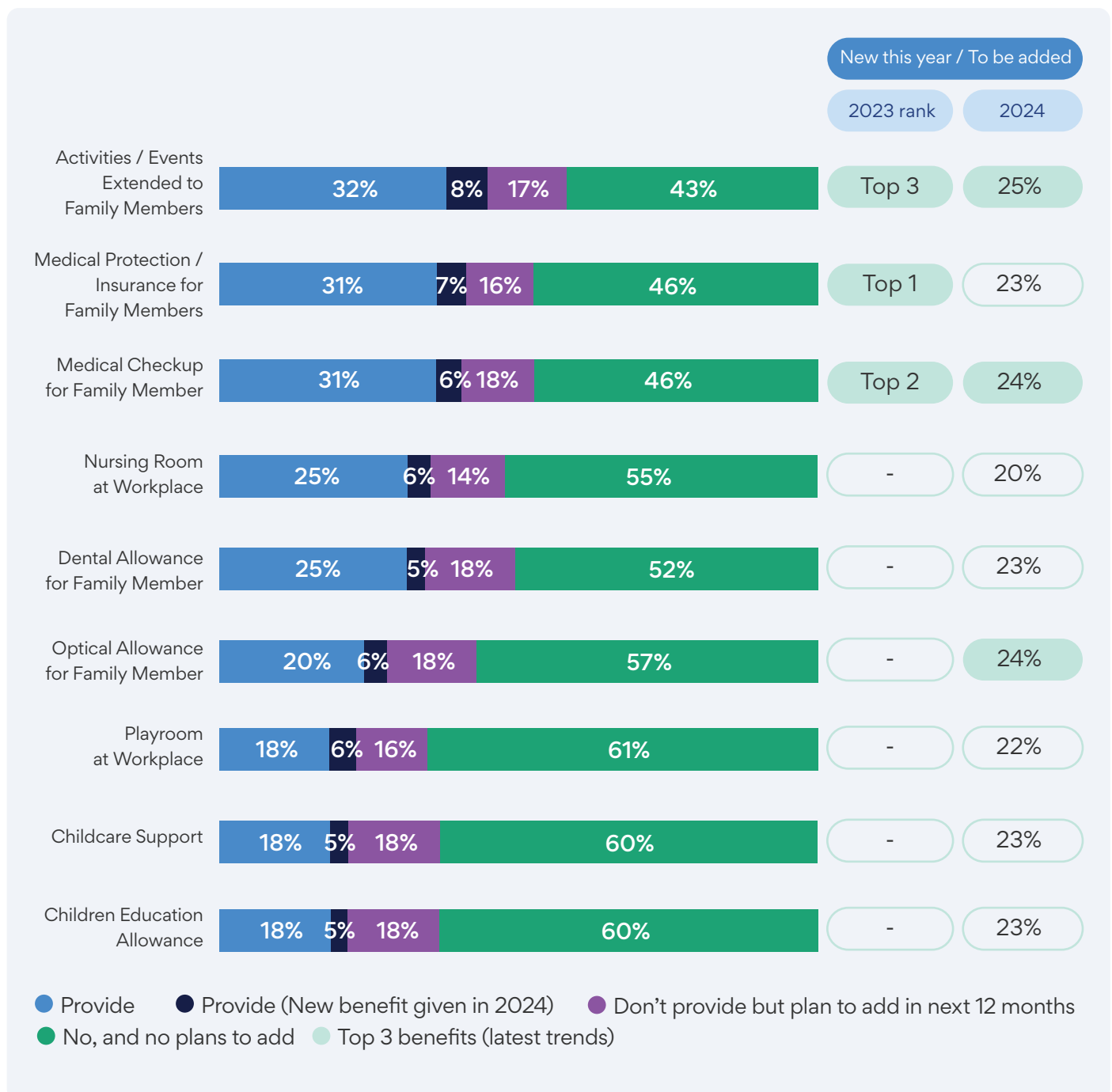
Current and trending Work-life Balance Benefits (Part 2)



Leave & General Benefits

Current and trending Family Friendly Benefits

Companies also **support employees financially** through family-related benefits. The top benefits offered are activities or events extended to family members, medical protection or insurance, and medical check-up for family members. Moving forward, more companies are planning to extend optical allowance to family members.

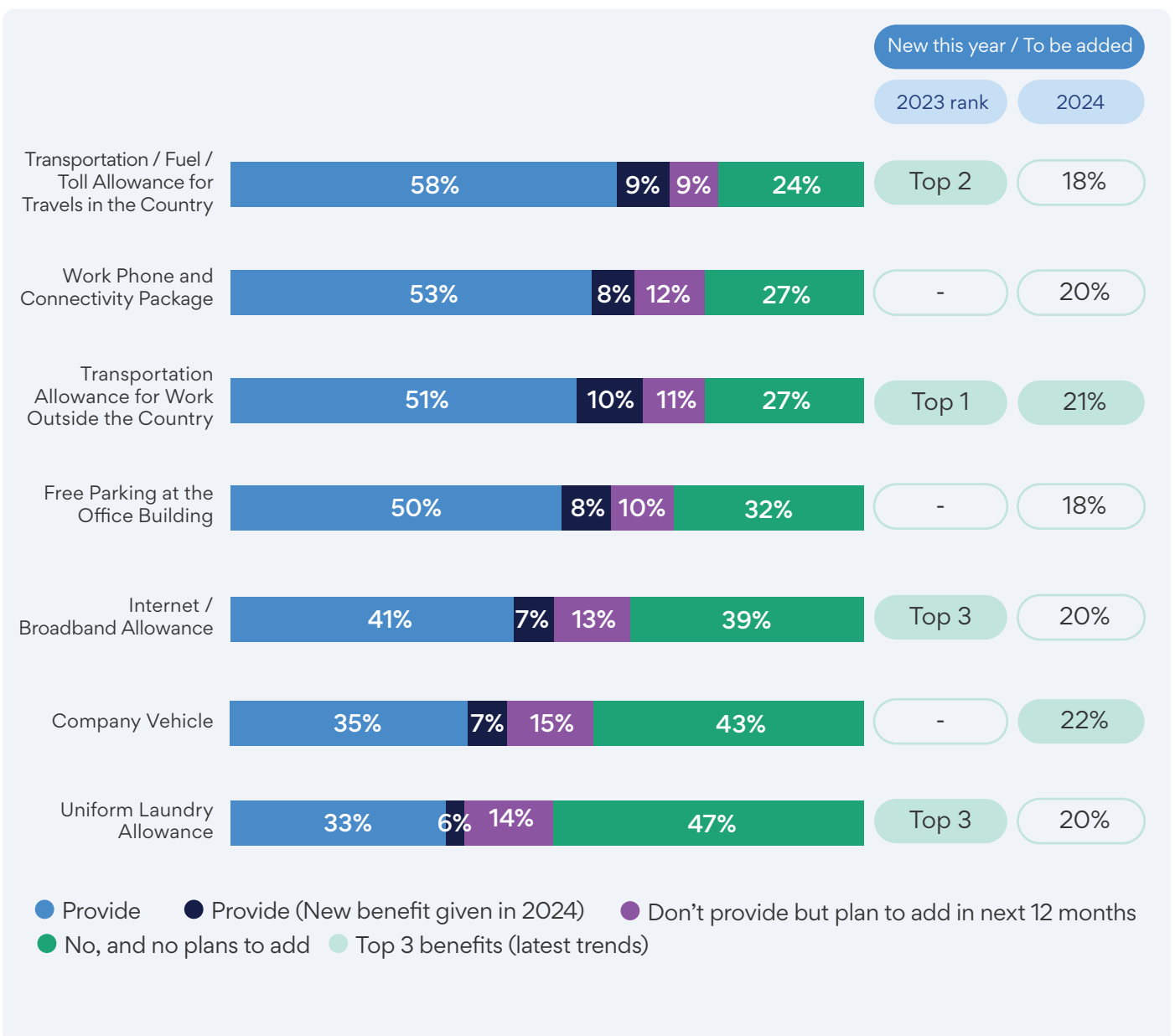


Leave & General Benefits

Current and trending Other Benefits

Transportation allowance for domestic travel is the most commonly offered type of benefit, followed by work phone and package, and transportation allowance for international work travel. These travel- and communication-related benefits will become increasingly important for businesses seeking to encourage employees to pursue local and international business opportunities.

Moving forward, more companies plan to provide company vehicles, and transportation allowances for international travel.



Section 4

AI in the Hiring Workplace



There was a time after the iPhone App Store launch where people talked about being a mobile company. But no software company says they're a mobile company now because it'd be unthinkable to not have a mobile app. And it'll be unthinkable not to have intelligence integrated into every product and service.

-Sam Altman, co-founder and CEO, Open AI

With AI narrative dominating headlines over the past year, part 4 of our report focuses on AI in the hiring workplace. It examines whether businesses place importance on AI knowledge among candidates, or whether they leverage AI tools to help with the hiring process.

This section of our report looks into the following questions:

- 1 Is it important for candidates to have AI knowledge and how are they assessed?
- 2 Do businesses use AI tools for recruitment and what do they use it for?
- 3 What are the reasons businesses choose to adopt or reject AI tools?

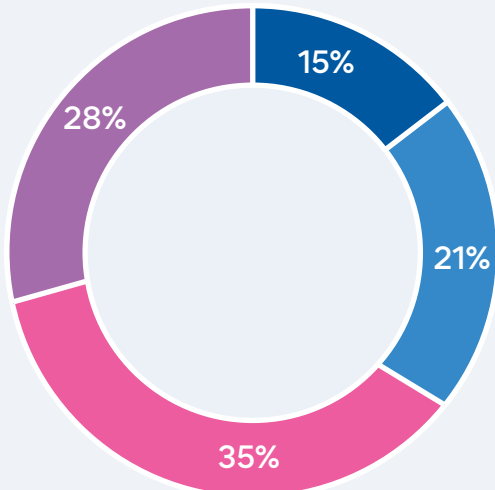


Importance of AI knowledge among candidates

With the rise of AI in recent years, 72% of businesses now **consider candidates' AI knowledge** when hiring. Of these, 36% of companies view AI knowledge as highly important, considering it either a primary consideration or as important as other qualifications.

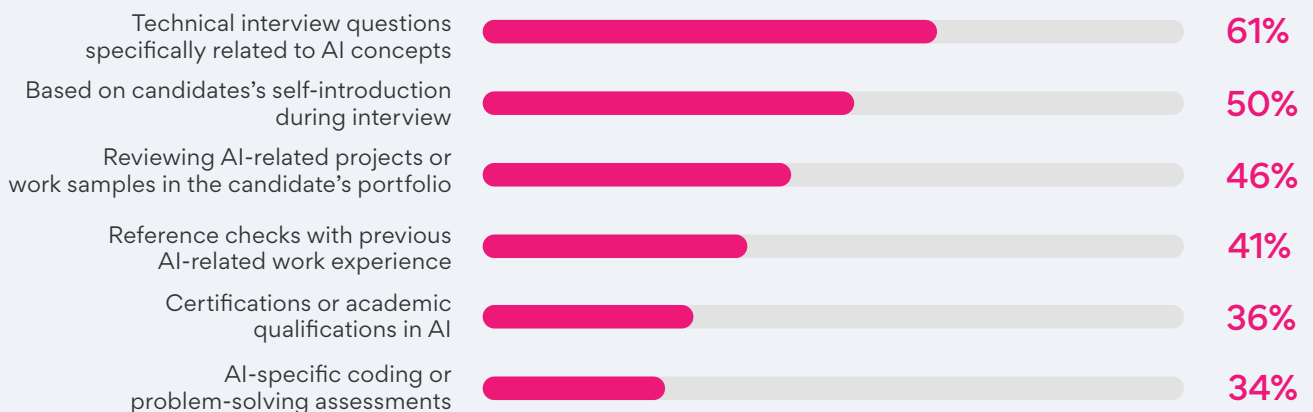
These businesses primarily assess AI knowledge by asking technical questions, candidate self-introduction, or reviewing projects or work samples in the candidate's portfolio.

Importance of candidates having AI knowledge



- AI knowledge is a primary consideration in hiring decisions
- AI knowledge is given equal importance alongside other qualifications
- AI knowledge is considered, but not as important as other qualifications
- AI knowledge is not a significant factor in hiring decisions

Assessment of AI knowledge

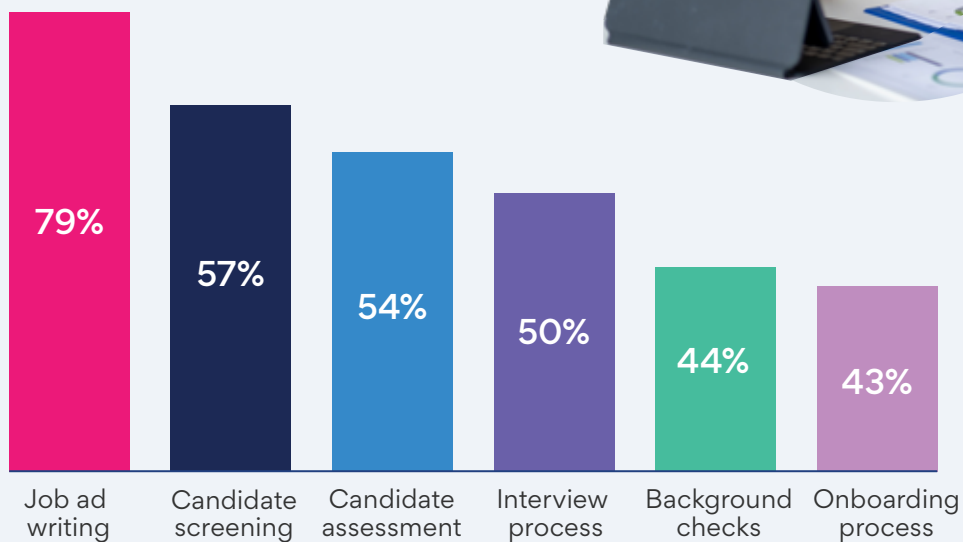


Usage of AI tool for recruitment

Given the importance of AI knowledge, it is no surprise that some companies are also **using AI to recruit suitable candidates**. 39% of companies mentioned using AI tools for recruitment, primarily for tasks like job ad writing, where AI helps with language editing, and generating comprehensive qualifications and requirements. More than half of those using AI tools also use it for candidate screening and assessment, which may include generating important questions, conducting personality assessment, creating scenarios, and so on.



 **39%** have adopted AI tools to assist with recruitment

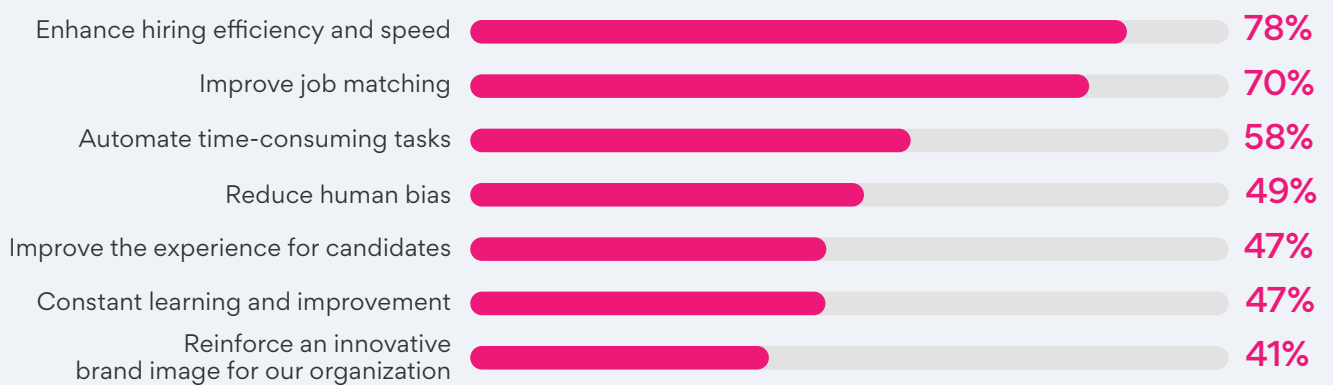


Reasons for using / not using AI tools for recruitment

Businesses used AI tools because they can **enhance hiring efficiency and speed**, and improve job matching—factors closely related to areas where they apply AI tools.

On the other hand, businesses that do not use AI tools felt that it lacked human touch or personalization, and was not necessary for their work.

39% adopted AI tools because...



61% did not adopt AI tools because...



Section 5

Diversity, Equity and Inclusion (DEI) at the workplace



If it's truly mission critical, if giving our employees the opportunity to express themselves, to be part of something, to make change, to lead the grassroots movement, then it has to be in the same category as everything else that we do that is mission critical.

-Jodie Wallis, Global Chief Analytics Officer,
Manulife Catalyst Honours, Toronto (7 Oct 2024)

The implementation of DEI in the workplace is still in its infancy in many Asian countries. The final part of this report explores DEI and provides ideas that we hope will encourage greater adoption by companies.

This section addresses the following questions:

- 1 What percentage of businesses currently adopt DEI measures or initiatives?
- 2 What DEI measures or initiatives are being adopted?
- 3 What percentage are planning to adopt DEI measures or initiatives?
- 4 What preparation work has been done to adopt DEI measures or initiatives?
- 5 What percentage are not adopting DEI measures or initiatives?
- 6 What are the factors contributing to hesitancy or reluctance?
- 7 What types of fair hiring measures do companies employ?

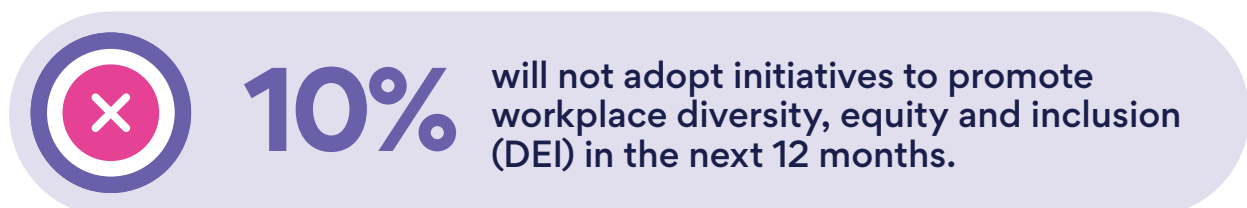
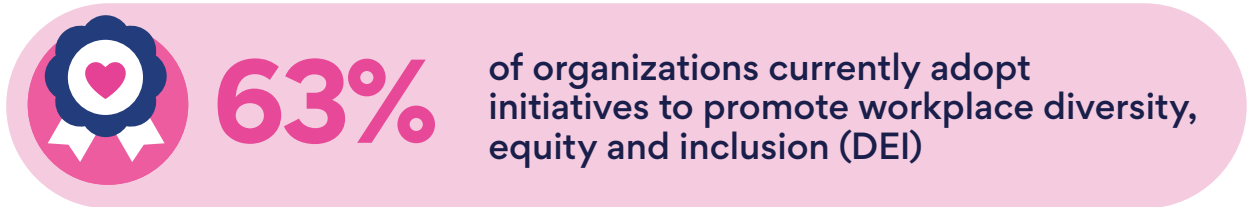


Diversity, Equity and Inclusion (DEI) at the workplace

DEI adoption and initiatives

In a country with a large geographic distribution and diverse cultures like the Philippines, it is important to place diversity, equity and inclusion (DEI) at the heart of the workplace to foster an environment **where every voice is heard**. DEI refers to initiatives or policies designed to make people from various backgrounds feel welcomed and supported, allowing them to perform to their fullest potential. Examples of diversity include culture, ethnicity, gender, age, and more.

Currently, 63% of companies have adopted DEI initiatives, while 4% plan to implement DEI, and 23% may consider doing so in the next 12 months. Encouragingly, only a small group of 10% does not intend to adopt any DEI initiatives in the next 12 months.



Diversity, Equity and Inclusion (DEI) at the workplace

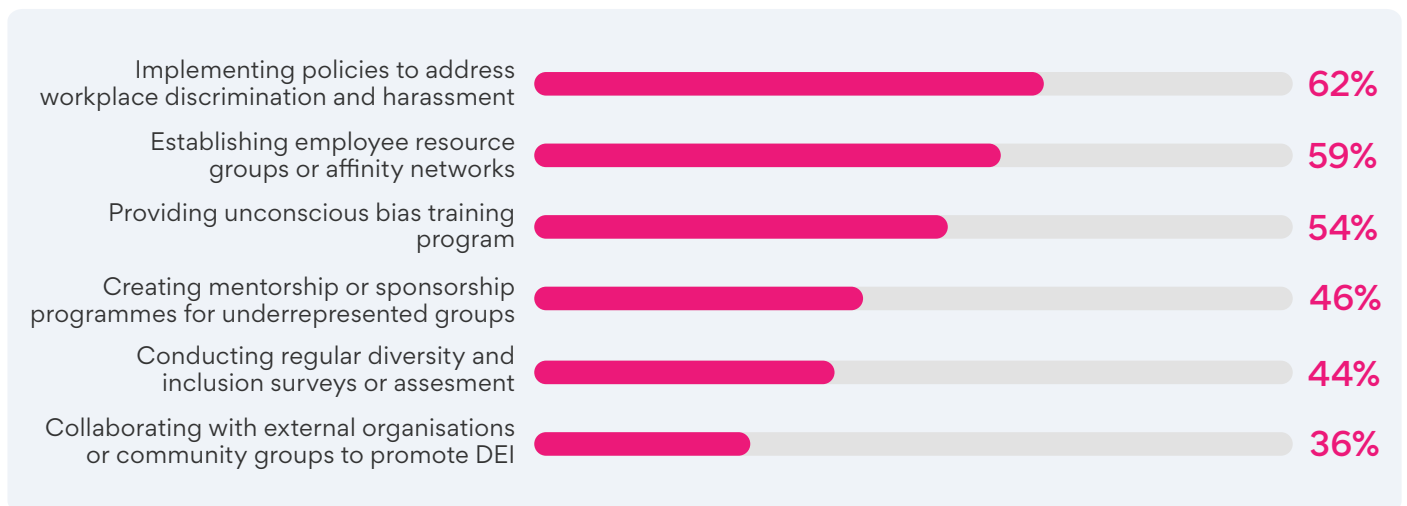
DEI adoption and initiatives

These are the top DEI initiatives currently being adopted by 63% of businesses:

- 1 Policies to address workplace discrimination and harassment
- 2 Establish employee resource groups or affinity network
- 3 Unconscious bias training

The success of these initiatives are measured through employee satisfaction, retention, feedback, and tracking and monitoring demographic diversity across the organization.

DEI initiatives adopted by organizations



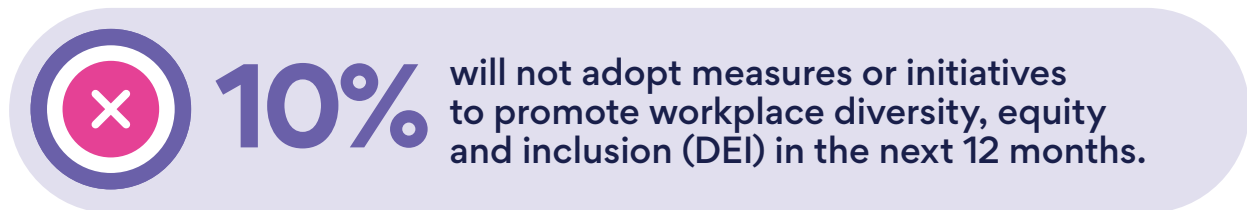
DEI success measures



Reasons for not implementing DEI

Adopting DEI initiatives often requires additional costs and resources for businesses. The 10% of companies that are not planning to adopt DEI measures cite the inability to see the potential benefits or Return on Investment (ROI) as the primary reason.

- 1 DEI is not popular in their local community.
- 2 DEI is not mandatory nor governed by government regulation or law.
- 3 They do not know or have no access to effective DEI strategies, best practices, and ongoing process tracking.



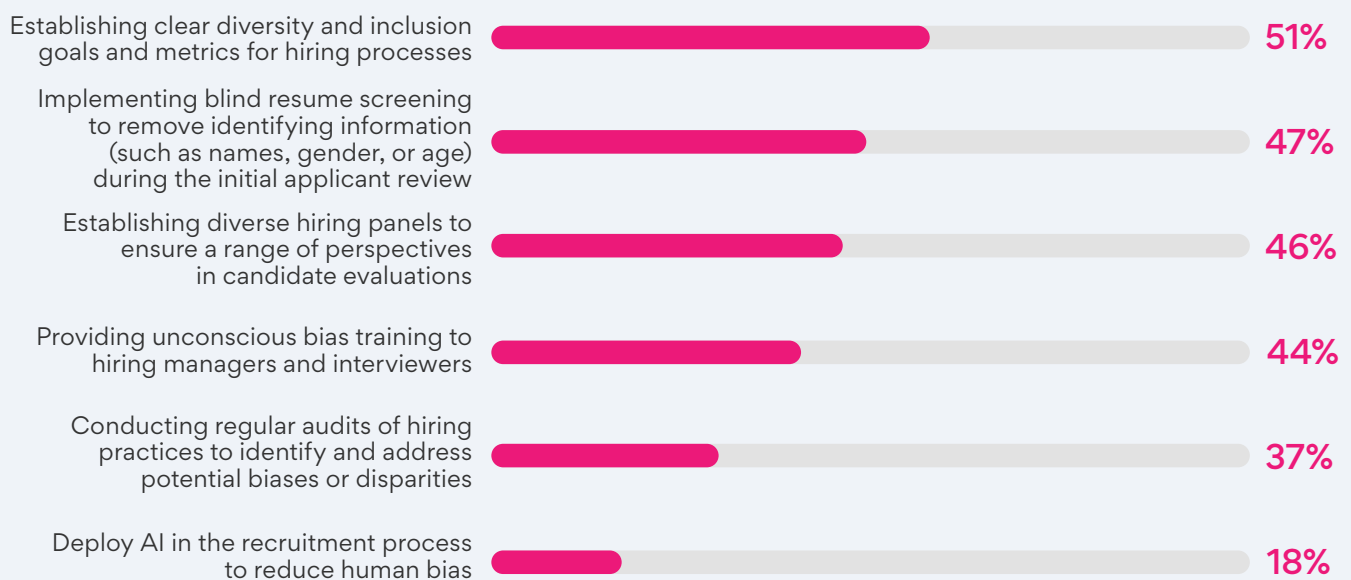
Hesitancy / reluctance factors



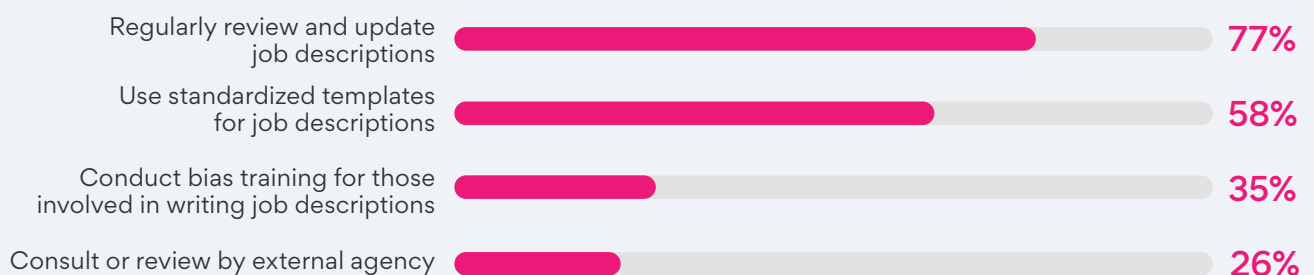
Fair hiring measures or initiatives

When it comes to fair hiring initiatives, the most common measures companies have implemented include clear diversity and inclusion goals for the hiring process, conducting blind resume screenings by removing bias criteria such as names, gender, and age in the initial stages, and having diverse hiring panels to ensure a range of perspectives (e.g. HR partners, senior managers, employees from other departments). Efforts to eliminate bias in job descriptions include regularly reviewing and updating them, and using standardized templates across roles.

Fair hiring measures / initiatives employed by organizations



Efforts to ensure job descriptions are inclusive and free from bias



Conclusions and Recommendations



Conclusion & Recommendations

Key Insights: Philippines

Strong 2024 and optimistic 2025 job market outlook

The Filipino job market demonstrated resilience in 2024 despite global uncertainties, with 83% describing it as active and 94% of companies hiring. Employment grew by 369,000 to 48 million, while unemployment fell from 4.2% to 3.9%. Most hires were permanent full-time roles (87%), but part-time and contractual employment increased, particularly among small businesses. Despite strong hiring activity, 43% of companies reduced their workforce, mainly permanent full-time roles. However, these reductions were offset by robust rehiring trends, as Admin and HR, Accounting, and Marketing roles remained the most in demand, alongside Customer Service and Management, which entered the top five.

Looking to 2025, optimism remains high, with 46% expecting a more active job market. About 63% of companies plan to expand their workforce, driven by business growth and new skill requirements, while 32% intend to maintain their current staffing levels. Contract/temporary roles will remain a focus for flexibility, though some companies plan to convert these to full-time positions. The evolving hiring landscape reflects confidence in sustained growth and adaptability.

Stronger compensation, with a return to 'normal' compensation

Businesses have improved compensation efforts, with small companies making significant progress in benefits benchmarking and pay structure revisions. Employee engagement surveys have become more common, though there is still room for improvement. Nearly 80% of companies awarded bonuses in 2024, averaging 4 months, with performance bonuses being the most popular. Transparency has also improved, with 74% of companies sharing bonus calculation methods, up from 62%.

Annual salary increments dropped to 78% (from 89%), mostly between 1% and 10%. Promotions remained steady at 67%, with most promoted employees receiving increments above 10%, although smaller raises (1%–5%) became more common. These trends highlight ongoing efforts to motivate and retain employees.



Key Insights: Philippines

More benefits continuing trends from 2024

In 2024, businesses have increasingly offered special leave options like flexible leaves, additional maternity leaves, and birthday leave to attract talent. Family care, marriage, and compassionate leave remain key trends, reflecting a focus on supporting employees' family lives. Medical insurance remains the top financial benefit, followed by health checks and mental health treatment coverage, with growing interest in life insurance and optical coverage.

Accommodation rental reimbursement is the most common housing benefit, though such benefits are relatively rare. Companies are prioritizing employee upskilling through training, mentoring, and job rotation programs, while work-life balance perks such as flexible hours, remote work, and casual wear, are becoming increasingly popular.

Mental health support continues to grow, with initiatives such as wellness counseling, employee assistance programs, and app subscriptions. Family-related benefits, including medical insurance for family members and well-being activities, are also gaining traction. Transportation allowances, both domestic and international, are popular, with more companies planning to offer work phone packages, company vehicles, and expanded travel benefits to facilitate business opportunities.



Key Insights: Philippines

AI knowledge is gaining importance, and usage of AI to recruit is gaining traction

AI knowledge is increasingly valued in hiring, with 72% of businesses considering it in hiring decisions, and 36% viewing it as a key qualification. Employers evaluate candidates' AI skills through technical questions, self-introductions, and portfolio reviews. Additionally, 39% of companies use AI tools in recruitment, mainly for job ad writing and candidate screening. These tools improve hiring efficiency and job matching by supporting language editing, crafting comprehensive qualifications, and conducting assessments. However, some businesses choose not to use AI, citing concerns about its lack of human touch and its perceived irrelevance to their processes.



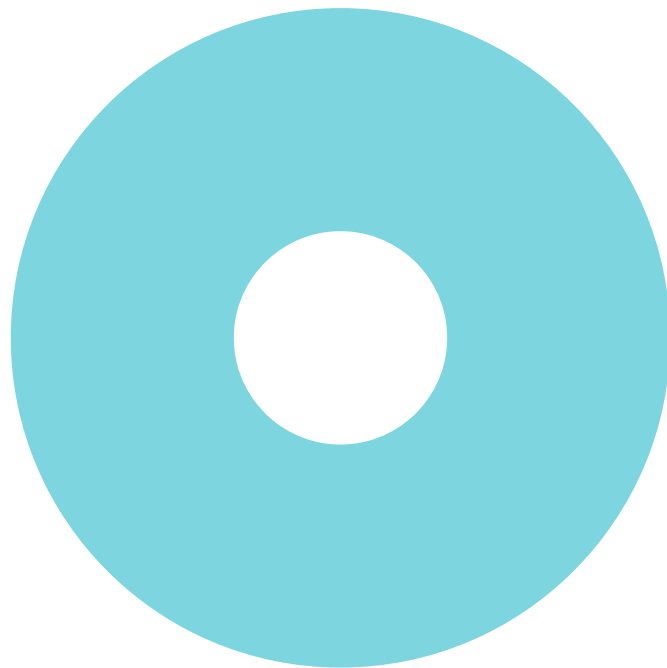
Key Insights: Philippines

Strong DEI adoption, but some cited challenges

In the diverse and culturally rich Philippines, fostering Diversity, Equity, and Inclusion (DEI) is vital for building thriving workplaces. DEI initiatives help employees from various backgrounds feel valued and supported. Currently, 63% of businesses have implemented key DEI measures such as anti-discrimination policies, employee resource groups, and unconscious bias training, tracking success through employee satisfaction and demographic diversity monitoring.

Encouragingly, only 10% of businesses have no plans to adopt DEI, mainly due to a perceived lack of return on investment (ROI), limited local traction, and absence of regulatory requirements.

Fair hiring practices are also gaining traction, with businesses adopting clear DEI hiring goals, blind resume screening, and diverse hiring panels. Regular job description reviews and standardized templates further reinforce efforts to create equitable workplaces.



Conclusion & Recommendations

Recommendations

As of the writing of this report, the Philippines' Budget 2025 has been recently unveiled. Businesses and hirers are encouraged to review its details when planning for 2025.



1. Seize the opportunity to recruit top talent in 2025

Given the strong confidence in the job market in H1, businesses should continue seeking talent to bolster their workforce. Businesses that were previously focused on hiring only full-time employees might consider exploring part-time, contractual, and temporary employees. As highlighted in this report, a flexible workforce offers numerous benefits.



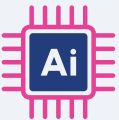
2. Offer competitive increments to motivate employees

SEEK recently unveiled Talent Attraction Lab, a separate study that focuses on employee motivations across industries and demographics. The study reveals that compensation is the top driver for attracting and retaining employees. It is critical for businesses to factor in inflation, industry benchmarks, and company performance to determine competitive salary increments.



3. Enhance benefits packages by introducing popular offerings

Employee benefits continue to evolve, and while many remained the same as last year, new and emerging options are gaining popularity. To attract and retain top talent, consider offering the most sought-after benefits highlighted in the leave and general benefits section of this report.



4. Prioritize talent with AI knowledge in the right industries

Insights from SEEK's Decoding Global Talent 2024: Work Preferences in the Age of AI, reveal that the adoption of AI amongst talent is substantial, with 46% of talent already using AI tools monthly and it rightly matches business expectations. Hence, hirers should look for talent with AI knowledge and equip themselves with AI tools to recruit, such as Jobstreet by SEEK's AI Job Ad Writing. Businesses can also leverage various initiatives under Philippines' ICT/AI R&D Roadmap (2020-2024), and training provided by the Department of Information and Communications Technology (DICT) to improve their workforce.



5. Begin implementing Diversity, Equity and Inclusion (DEI) policies

The Philippines' diverse cultural diversity makes it crucial for companies to provide safe environments and equal opportunities for all. Existing laws such as Solo Parents' Welfare Act, and Anti-Age Discrimination Act, help protect against workplace discrimination. To overcome the challenges, companies can collaborate with the government (Diversity and Inclusion Program), and with organizations that have successfully implemented DEI policies. These partnerships can provide valuable insights into the benefits of implementing DEI policies.



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