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Table 6 Philippine renewable energy buyback scheme

Category	Initial draft	Actual rate	Fluctuation
Hydraulic	0.147	0.142	3.40%
Biomass	0.168	0.159	5.36%
Wind power	0.249	0.205	17.67%
Solar power	0.431	0.232	46.17%

Courtesy: ERC, PIDA compiled, 2013/3

2012. The guaranteed buy-back period was 12 to 15 years. The buyback policy offered 0.252USD per kWh for solar energy, and was the highest among all kinds of renewable energy. Total 760MW capacity was approved to fit this tariff in 2011.

The finalized buyback price although lower than the draft version, the power shortage in Philippine seems to boost incentive. Philippine utility price is as high as 0.18USD per kWh, which is the most expensive in Asia. Electricity for industrial use is priced at 0.13USD per kWh, only second to Singapore. Subsidies for renewable energies are listed below. The buyback prices are still attractive for common people.

#### (5) Vietnam

Vietnam government is very eager to promote renewable energy, but has no specific policies aim at photovoltaic sector. Currently, Renewable Energy Action Plan (REAP) and National Energy Development Strategy are major industry drivers. In Q1 2012, the installed capacity was only 1.8MW. About 30% of the installation was small rooftop systems, 35% attributed to telecom operators, and the rest attributed to hospital, school and public constructions.

The initial cost for PV system is very high. Government stipend or bank loans are usually needed. Vietnam government is looking for international opportunities to solve its financial predicament. Switzerland granted 2.43 million USD to help Vietnam's (non hydraulic) renewable energy project. Besides, World Bank agreed to loan 202 million USD for Vietnam's energy plans. (5)







right; (2) refusing to hire a candidate because of their association with trade unions; and (3) blacklisting of union members and details of their activities to other employers' associations.AS AMER has continued the wind-down of the Steeleville (USA) manufacturing facility, working closely with the union throughout the process. We have been able to partner on several topics including negotiating their attendance bonus payout, training and knowledge transfer to other locations, and the timing of the final closure.Key & Walls Solutions held regular, collaborative meetings with the workers council to align company plans such as granting worktime flexibility and conflict prevention, also in conjunction with measures related to the Covid-19 pandemic.Negotiating for mutual benefit and performance gainsdormakaba regularly engages in negotiations of provisions in collective bargaining agreements. These collective bargaining agreements allow dormakaba to improve its business practices but also to offer improved employment provisions for staff. For this reason, some local entities put works councils in place to ensure the representation of all employees.Examples of our collective bargaining agreements in the financial year 2019/20 included:In Brazil, AS AMER negotiated on the company's targets in the collective bargaining agreement that cover topics such as profitability, quality and efficiency. These targets are then used to determine the variable part of the compensation under a profit-sharing program. In Germany, bargaining negotiations were conducted or are still in process for the sites in Villingen-Schwenningen, Dreieich and Bühl. Various agreements on technical improvements and process standardizations were concluded or implemented. One highlight is the provision for families, with either small children or with care cases, and for employees working shifts to convert an unconditional one-off payment granted to all employees into additional days off.AS DACH concluded negotiations for the collective bargaining agreement with the trade union in Dreieich (Germany). With this completed, all employees in Germany are covered under different collective bargaining agreements but with uniform tariff standards. In Germany, an enterprise agreement was concluded that regulates the framework conditions for mobile work, including working in the home office. During the Covid-19 pandemic, a solidarity collective bargaining agreement was reached with the trade unions to allow for mitigation measures. This included one-off tariff payments which could be converted to days off toward dependent care or short-time work agreements.In Austria, dormakaba is member of Metaltechnology Austria, which is the national representation of all enterprises active in mechanical and plant engineering, steel construction and metal ware production. Metaltechnology Austria has concluded a collective bargaining agreement with the trade unions which includes a mandatory minimum remuneration scheme for all employees working in the respective industry.AS EMEA negotiated an additional five working days of annual leave above statutory minimum in South Africa for the Bargaining Council (MEIBC) employees after completion of five years of service.Key & Wall Solutions reached various agreements with trade unions in Italy regarding overtime, the use of accrued holiday on a rotational basis, additional leave for dependent care and social safety nets to mitigate impacts of the pandemic. A new general collective bargaining agreement was also concluded for Germany.Our performanceIn the financial year 2019/20, 64% of our employees were covered by collective bargaining agreements. This underscores the importance we place on fostering openness and transparency with trade unions and works councils to negotiate for mutual benefit and improved employment provisions. Our most significant achievement last year in securing and improving core labor rights for employees is demonstrated in the examples above – specifically in Brazil, China, Italy, Germany, South Africa and the USA. However, our biggest challenge remains in respecting the right to collectively bargain in countries where this is factually or legally impeded.OutlookIn the financial year 2020/21, AS DACH will work to further harmonize the different works council agreements in Germany, in order to offer equal benefits and job conditions for employees in the country. The same applies to those in Austria. Planned negotiations with the trade union in Suzhou (China) will focus on non-remuneration topics like work-life balance, employee events, and personal health.

## 2020-21 Annual Report

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