

## P-4 Human Resources and Labour Management Plan

Aim and Objective				
<p>The aim of the Human Resources and Labour Management Plan (HRLMP) is to present a recruitment strategy prioritizing local workers from the Solomon Islands, with a focus on the local Benefit Share Community (Bahomea and Malango Wards) and to implement the Gender Action Plan (GAP). The HRLMP will apply to employees, contractors and sub-contractors during the construction phase of the project. Specific objectives of the HRLMP are to:</p> <ul style="list-style-type: none"> <li>Establish the mechanisms and procedures through which the Project will meet its agreed quantitative hiring and procurement targets.</li> <li>Attract and retain a skilled and competent workforce.</li> <li>Ensure employees are aware of their rights and entitlements including pay, holiday, sickness and bereavement leave, and rest breaks.</li> <li>Deliver a fair and equitable environment that includes mechanisms for responding to and resolving employees' questions, difficulties or concerns.</li> <li>Ensure compliance with relevant industrial relations legislation, and any applicable requirements of Project lenders and SIG.</li> <li>Ensure employee relations issues are managed justly, and in a coordinated and consistent manner.</li> <li>Incorporate performance targets and actions identified in the Gender Action Plan (GAP) relevant to human resources and labour management of women.</li> </ul> <p>The HRLMP has links with a number of other plans including <b>P-3 Stakeholder Engagement and Communication Plan (SECP)</b>, <b>P-5 Influx Management Plan (IMP)</b>, <b>P-6 Grievance Redress Mechanism (GRM)</b>, <b>P8 Workers Health and Safety Plan (WHSP)</b>, <b>P-9 Workers Code of Conduct (WCC)</b>, and <b>P-10 Community Health and Disease Vector Management Plan (CHDVMP)</b>.</p>				
Summary of Impacts and Risks				
<p>The impacts on local communities from a large construction project include disruption of daily life, loss of natural resources and loss of land. Local people want jobs but often need training and direction to be successful. Non-local workers and job seekers coming into the area can also increase the demand for land, food, services and resources.</p> <p>There can also be significant benefits for local communities, such as an increase in employment, opportunity to provide goods and services, and opportunity to complete relevant training, if managed and implemented appropriately. The priority employment of women, recruitment of members of the local Benefit Share Community (BSC) over other workers, as well as the preferential recruitment of Solomon Islands' nationals is a key mitigation measure of the Project.</p>				
Mitigation and Management Actions				
#	Issue or Risk	Action	Timing / Frequency	Responsibility
P-4-1.	Lack of employment of local people	<p>The Project Company, contractors, and sub-contractors, including the EPC Contractor shall not, employ or engage a non-Solomon Islands national for an unskilled, semi-skilled or skilled occupation unless the position has been advertised within Solomon Islands; and reasonable remuneration has been offered for the position. Targeted recruitment, promotion, and training shall be undertaken to assist in meeting the recruitment objectives set for the project.</p> <p>The following hierarchy will be followed for recruitment with the aim of achieving the recruitment targets.</p> <ol style="list-style-type: none"> <li>First, to local members of the Community Benefit Sharing Project (CBSP); then</li> <li>Other Guale people (Indigenous people of Guadalcanal), who are not members of the CBSP but live locally in the Malango and Bahomea communities, followed by;</li> <li>Guale people who are from elsewhere; then</li> <li>Non-Guale residents of Guadalcanal (including Honiara); then</li> <li>Solomon Islands nationals usually resident in other islands; and then</li> <li>Foreigners.</li> </ol> <p><b>Annex P-4-I Unskilled and semiskilled occupational positions</b> identifies the positions available during the construction period for skilled, semi-skilled or unskilled workers.</p>	During mobilization, pre-construction and construction	HEC Administration Manager HEC HR Manager
P-4-2.	Lack of a transparent recruitment process	<p>A <b>Human Resources Policy and Procedure (Annex P-4-II)</b> will be implemented. The key components are:</p> <ul style="list-style-type: none"> <li>Locally publicising employment opportunities via websites, local newspapers and notice boards with sufficient notice prior to construction, with priority given to locals as per the hierarchy in P-4-1.</li> <li>Applications will be received via post, online submission, or through CBSP contacts and Community Liaison Officers working with communities.</li> <li>Interviews will be conducted at the HEC office.</li> <li>A <b>Register of Interest</b> will be used to maintain a list of people interested in employment, contact details, qualifications and types of roles for which they would be suited.</li> </ul> <p>By following this process, job-seekers will be discouraged from going directly to the construction site.</p>	During mobilization, pre-construction and construction	HEC HR Manager
P-4-3.	Use of day labour	<p>Use of day labour shall be minimised where possible. If day labourers are used, they shall be employed under a day contract and be subject to the same labour laws, health, safety and environmental requirements as regular employees. Day labourers shall be:</p> <ul style="list-style-type: none"> <li>Sourced from (or added to) the <b>Register of Interest</b> of local workers, to be maintained by HEC Human Resources department.</li> <li>Employed via a casual contract to be signed by both parties (employer and employee), with employment conditions, hours of work and pay rates to be clearly stated.</li> <li>Subject to a site induction and health, safety and environment training as per all other employees and site visitors.</li> <li>Employed for tasks that they are qualified or otherwise able to perform, and be provided with adequate supervision.</li> <li>Paid at market rates in accordance with their skills and experience (for avoidance of doubt, at or above the minimum wage).</li> <li>Provided transport via the free company shuttle, to minimise day labourers congregating at the site entrance.</li> </ul>	During mobilization, pre-construction and construction	HEC HR Manager

P-4-4.	Exploitation of workers, requiring them to work longer hours to complete construction activities	<p>During construction of the <b>access roads</b> (Lots 1, 2 &amp; 3), HEC employees and subcontractors will be contracted to work 88 hours per fortnight as standard, as follows:</p> <ul style="list-style-type: none"> <li>Monday to Friday: 8 am to 5 pm, with a 1-hour break between 12-1 pm (total of 8 hours worked on each working weekday).</li> <li>Saturday: 8 am to 12 pm.</li> </ul> <p>During <b>main works</b> construction, two shifts covering 24 hours continuously will be operated. Workers shall work up to 6 days per week for a maximum of 10 hours per day, comprising 8 hours plus 2 hours overtime (60 hours per week or 260 hours per month) if approval from the Commissioner of Labour is granted (*refer section P-4-A):</p> <ul style="list-style-type: none"> <li>Day shift: 7 am to 6 pm, with a 1-hour break between 12-1 pm (total of 10 hours worked per day).</li> <li>Night shift: 7 pm to 6 am, with a 1-hour break between 12 midnight -1 am (total of 10 hours worked per day).</li> <li>Shift change times: 6am to 7am / 6 pm to 7 pm (2 hours total, to transport workers to and from site, unpaid)</li> </ul> <p>In compliance with the Solomon Islands Labour Act 1996:</p> <ul style="list-style-type: none"> <li>Workers will not be required to work more than 45 hours per week.*</li> <li>Workers will not be required to work more than 9 hours in any working day.*</li> <li>Workers will take a mandatory 1-hour break during each 8-hour working day.</li> <li>Workers shall not be required to be at the place of work for more than 12 hours per day, accounting for hours of work and breaks.</li> <li>Workers will be allocated a weekly rest of at least twenty-four continuous hours (currently proposed to be Saturday or Sunday).</li> <li>Workers that are required to work on public holidays will be paid at a rate of not less than twice the regular hourly rate of pay.</li> <li>Workers shall be supplied with all personnel protective equipment needed to protect them from occupational and environmental hazards associated with their job.</li> <li>If it is necessary for employees to work beyond their regular contracted hours, or on public holidays, any of these additional hours worked will be paid at overtime or public holiday rates as applicable. The overtime hours shall be managed to restrict weekly working hours to 57 including the normal working hours or 228 working hours in a calendar month in accordance with the Labour Act Cap. 12, unless approval from the Commissioner of Labour is granted (*refer section P-4-A).</li> </ul>	Throughout construction	HEC HR Manager
P-4-5.	Gender bias or harassment of female workers, women and girls in the community	<ul style="list-style-type: none"> <li>HEC and THL will provide equal opportunities for women to participate in the Project and its associated community projects as outlined in the GAP (<b>P-4-III Gender Action Plan</b>). This includes creating a work environment that encourages and supports female workers by: <ul style="list-style-type: none"> <li>Offering equal pay.</li> <li>Targeting a workforce gender ratio of at least 30% women (supported by targeted recruitment, promotion, and training).</li> <li>Offering a range of working conditions, including managerial, full time, part time and temporary contracts.</li> <li>Providing annual gender bias training to the HEC Administration Manager, HEC HR Manager, and HEC Project Manager, along with senior managers within THL. This training will increase managers' awareness of gender bias in the workplace, particularly encouraging male managers/workers to create a space and opportunity for women to participate equally in the workplace. A suitably qualified provider will be identified (and a course delivered) with the help of THL and PO.</li> </ul> </li> <li>Workers will be required to comply with <b>P-9 Workers' Code of Conduct</b> (WCC) at all times when contracted to work on the Project. The WCC includes rules regarding inappropriate behaviour to other workers and members of the public (including sexual/physical/verbal harassment). Any non-compliance will be subject to sanctions/disciplinary action, including termination of employment where appropriate.</li> <li>The protocols outlined in <b>Annex P-4-IV Workers Harassment Policy</b> will be followed in the event of any allegations/incidents of sexual or other forms of harassment and/or gender-based violence.</li> <li>The PO, THL and HEC will each employ at least one female Community Liaison Officer (CLO) to facilitate women-only meetings in communities and serve as a point of contact for female stakeholders.</li> </ul>	During mobilization, pre-construction and construction	HEC HR Manager THL E&S Manager PO
P-4-6.	Exploitation of underage workers	<p>HEC employees and subcontractors will not employ children in a manner that is economically exploitative or is likely to be hazardous or to interfere with the child's education, or to be harmful to the child's health or physical, mental, spiritual, moral, or social development.</p> <ul style="list-style-type: none"> <li>The minimum age of workers shall be 15 years of age.</li> <li>Children below the age of 18 years will not be employed in dangerous work (e.g. underground, under water, at dangerous heights or in confined spaces; work with heavy machinery, equipment and tools, or which involves the manual handling or transport of heavy loads; exposure to hazardous substances, temperatures, noise or vibrations).</li> </ul> <p>This policy will be extended through to procurement of goods and services.</p>	Throughout construction	HEC HR Manager
P-4-7.	Attraction and retention of workers by providing basic benefits	<p>HEC employees will be able to access the following basic benefits required under section 60 of the Solomon Islands Labour Act 1996:</p> <ul style="list-style-type: none"> <li>15 days paid annual leave per year, accrued on a pro rata basis.</li> <li>22 days paid sick leave per year</li> <li>3 days compassionate leave upon the death of an immediate family member, up to a maximum of 12 days per year.</li> <li>Holiday passage payment.</li> <li>12 weeks' maternity leave for female employees and up to one hour paid absence twice daily to nurse their child during working days, for up to two months following completion of their 12 weeks' maternity leave.</li> </ul> <p>In addition, HEC will provide:</p> <ul style="list-style-type: none"> <li>Free accommodation in the workers' camp for any foreign workers.</li> <li>A free company shuttle(s), which will operate daily between Honiara, the workers camp, and the site office to transport workers prior to the start of their shift, and return at the end of each day.</li> <li>Monetary allowances, depending on each employee's role, working hours, accommodation and transport requirements.</li> <li>Workers shall be paid at market rates in accordance with their skills and experience (for avoidance of doubt, at or above the minimum wage).</li> </ul>	Throughout construction	HEC HR Manager

P-4-8.	High demand for accommodation and other resources	<p>A temporary Workers' Accommodation Camp (WAC) has been established to house foreign workers during the Project construction period. It is located outside of Core Land at Grass Hill along Black Post Road. The workers' camp will be operated in compliance with the IFC and European Bank for Reconstruction and Development (EBRD) <i>Guidance Note on Workers' Accommodation: Processes and Standards 2009</i> and the site-specific Camp Impact Assessment prepared. The minimum services that will be provided in the Worker's Accommodation Camp, and as outlined in World Bank Environmental and Social Standard 2 (ESS 2), include:</p> <ul style="list-style-type: none"> <li>adequate and easily accessible supply of potable water for drinking, washing and other domestic purposes;</li> <li>adequate sewage and garbage disposal system;</li> <li>sleeping quarters with appropriate space for all workers;</li> <li>appropriate protection against heat, cold, damp, noise, fire and disease-carrying animals;</li> <li>adequate sanitary and washing facilities; and</li> <li>all meals (fresh and cooked food will be provided on site by a local catering subcontractor engaged by HEC).</li> </ul> <p>Workers staying in the camp will not be charged for access to any camp facilities; nor will there be any deductions from workers' remuneration to cover accommodation costs. Opportunities for recreational activities will be provided onsite to reduce the need for workers to access the local communities.</p>	Throughout construction	HEC Camp and Office Manager	
P-4-9.	Worker boredom and undesirable behaviour	<ul style="list-style-type: none"> <li>HEC will provide a range of extra-curricular activities and services to its employees staying at the WAC.</li> <li>No unauthorised visitors shall be allowed into the WAC.</li> <li>Free condoms, contraceptive advice, and information regarding sexual health, hygiene, and the risks associated with STDs and HIV/AIDs will be available to all Project workers in the site medical facility.</li> <li>Workers will receive sexual health and hygiene awareness training when they attend the general induction (for all new workers) and during annual refreshers.</li> <li>Community health awareness programs will be implemented as described in <b>P-10 Community Health and Disease Vector Management Plan</b>.</li> </ul>	While worker accommodation camp is occupied	<p>HEC Administration Management</p> <p>HEC Camp and Office Manager</p> <p>HEC Training Supervisor</p>	
P-4-10.	Language and cultural misunderstandings	<ul style="list-style-type: none"> <li>Cultural awareness training is to be provided to all expatriate workers on employment, with annual refresher training.</li> <li>Workers shall be given English proficiency tests prior to employment. Managers shall be fluent in written and verbal English. Workers shall be able to understand basic verbal instructions given in English as a minimum.</li> <li>Key documents including employment agreements, project information (e.g. introductory packs given to workers), and all safety signage will be available in the three commonly used languages across the workforce – English, Solomon Islands Pijin, and Korean.</li> <li>HEC to consider English language training as part of employee training programmes and/or extra-curricular activities.</li> </ul>	Throughout construction	<p>HEC HR Manager</p> <p>HEC Construction Manager</p> <p>HEC Training Manager</p>	
P-4-11.	Management of grievances from workers	HEC is committed to providing the workforce with a transparent process through which workers can express their concerns and lodge grievances. The workforce will be able to lodge grievances using the Project-wide <b>P-6 Grievance Redress Mechanism</b> . This will extend to all employees and subcontractors across the Project (including THL), and wider stakeholders. All employees will be informed of the GRM during the site induction. The GRM will also be extended to all residents and workers within the Workers Accommodation Camp.	Throughout construction	<p>HEC HR Manager</p> <p>THL Governance Lead</p>	
P-4-12.	Worker misconduct	Disciplinary action and/or termination of employment may occur when a worker continually displays unsatisfactory conduct or misconduct. For unsatisfactory behaviour two formal written warnings shall be required before potential termination on the third offence. Where a serious misconduct has occurred, HEC may terminate employment without prior notice. Refer <b>Annex P-4-V Employment Termination</b> .	Throughout construction	HEC HR Manager	
P-4-13.	<ul style="list-style-type: none"> <li>Redundancy</li> </ul>	<p>In the situation that retrenchment is required, HEC commits to the following:</p> <ul style="list-style-type: none"> <li>Prior to any collective dismissals, HEC will first analyse available alternatives to retrenchment (e.g. reduced working hours, job share arrangements, cost-cutting in other areas of the Project).</li> <li>If a viable alternative cannot be identified, HEC will develop a Retrenchment Plan to be shared with all affected employees that will: <ul style="list-style-type: none"> <li>Be developed and implemented with the objective of reducing the adverse impacts of retrenchment on workers.</li> <li>Not discriminate against workers (in accordance with the employment commitments and the EPC Contract (Clause 6.4(c)).</li> <li>Be developed in consultation with affected employees, their organisations, and the Solomon Islands Government, and will comply with any collective bargaining agreements (if these exist).</li> <li>Comply with all legal and contractual requirements including notification of public authorities, and provision of information to, and consultation with workers and their organisations.</li> <li>Includes advice on reemployment including CV development, industry training and job hunting.</li> </ul> </li> <li>All workers will receive one month notice of dismissal and redundancy payments mandated in accordance with Solomon Islands law and collective agreements.</li> <li>All outstanding pay, back pay and social security benefits and pension contributions and benefits will be paid on or before the date of termination.</li> </ul>	At the completion of the construction phase and/or if collective dismissal is required	HEC HR Manager	
P-4-14.	COVID-19	Protocols for managing COVID-19 are covered in <b>P8 Workers Health and Safety Plan</b> and <b>P-10 Community Health and Disease Vector Management Plan</b> .	Throughout construction	HEC Medical personnel;	
P-4-15.	Influx and inflation	Implement a range of influx controls to manage the potential adverse impacts of the Project (e.g. attracting outsiders into the Project area) in accordance with <b>P-5 Influx Management Plan</b> .	Throughout construction	HEC Administration Manager	
<b>Monitoring Requirements</b>					
#	Title	Description	Target / Performance Indicator	Timing / Frequency	Responsibility
P-4-A.	Labour Law exemption	<ul style="list-style-type: none"> <li>Approval of the Commissioner of Labour must be sought for the proposed 60 hour week, which exceeds the regulated maximum 57 hour week and 228 twenty-eight hours in any calendar month.</li> </ul>	Hours of worker reduced OR Commissioner approval received	Prior to Main Works	HEC HR Manager
P-4-B.	Recruitment targets	<ul style="list-style-type: none"> <li>Local Employment: Ratio of Solomon Islanders to expatriates</li> <li>CBSP Employment: Ratio of CBSP to Solomon Islanders (non-BSC and the other provinces)</li> <li>Gender: Ratio of women to men employed on the project</li> <li>Age: No underage workers</li> </ul>	<p>20% local (SI) employment vs expat</p> <p>20% CBSP employment vs. other SI</p> <p>30% women employed</p> <p>0% underage workers</p>	<p>Throughout construction</p> <p>To be reported monthly and in quarterly E&amp;S reports</p>	HEC HR Manager

P-4-C.	Local procurement	<ul style="list-style-type: none"> <li>Procurement: Ratio of locally sourced to non-local providers, and locally sourced versus non-locally sourced goods and services.</li> <li>Ratio of goods and services provided by local communities (CBSP, Bahomea and Malango Wards) to non-local communities.</li> <li>Number and type of goods and services provided by local communities, in different locations (e.g. Black Post Road, near Camp, Near HEC office site).</li> </ul>	20% local (SI) procurement 20% CBSP procurement vs. other SI	To be reported monthly and in quarterly E&S reports	HEC Administration Manager
P-4-D.	Training	<ul style="list-style-type: none"> <li>Pre-employment training attendance completed and recorded (disaggregated by location, gender, participant status (employee, community member etc)</li> <li>Gender Awareness training completed, including training on sexual harassment, abuse and exploitation (SEAH).</li> </ul>	Record of training kept	Training conducted monthly and reported in quarterly E&S reports	HEC Training Manager

<b>Supporting Documents</b>					
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<b>Annex</b>	<b>Name</b>	<b>Description</b>
P-4-I.	List of unskilled and semiskilled occupational positions	Provides a list of semi-skilled and unskilled positions available during construction of the project, and the level of skill required for these positions in terms of equivalent qualifications.
P-4-II.	HEC Human Resources Policy and Procedure	Policy and procedure covering recruitment, selection and induction procedures, performance management, employee development, compensation and benefits, employees' duty of care, and separation/termination.
P-4-III.	Gender Action Plan	GAP prepared in support of the TRHPDP and the World Bank Japanese Social Development Foundation Benefit Sharing Program.
P-4-IV.	Workers Harassment Policy	Policy statement, definitions, complaints procedures, disciplinary measures, implementation, monitoring and reporting
P-4-V.	Employment Termination	Procedure for termination of employment when a worker continually displays unsatisfactory conduct or misconduct
P-4-VI.	Camp Impact Assessment	Updated Camp Impact Assessment