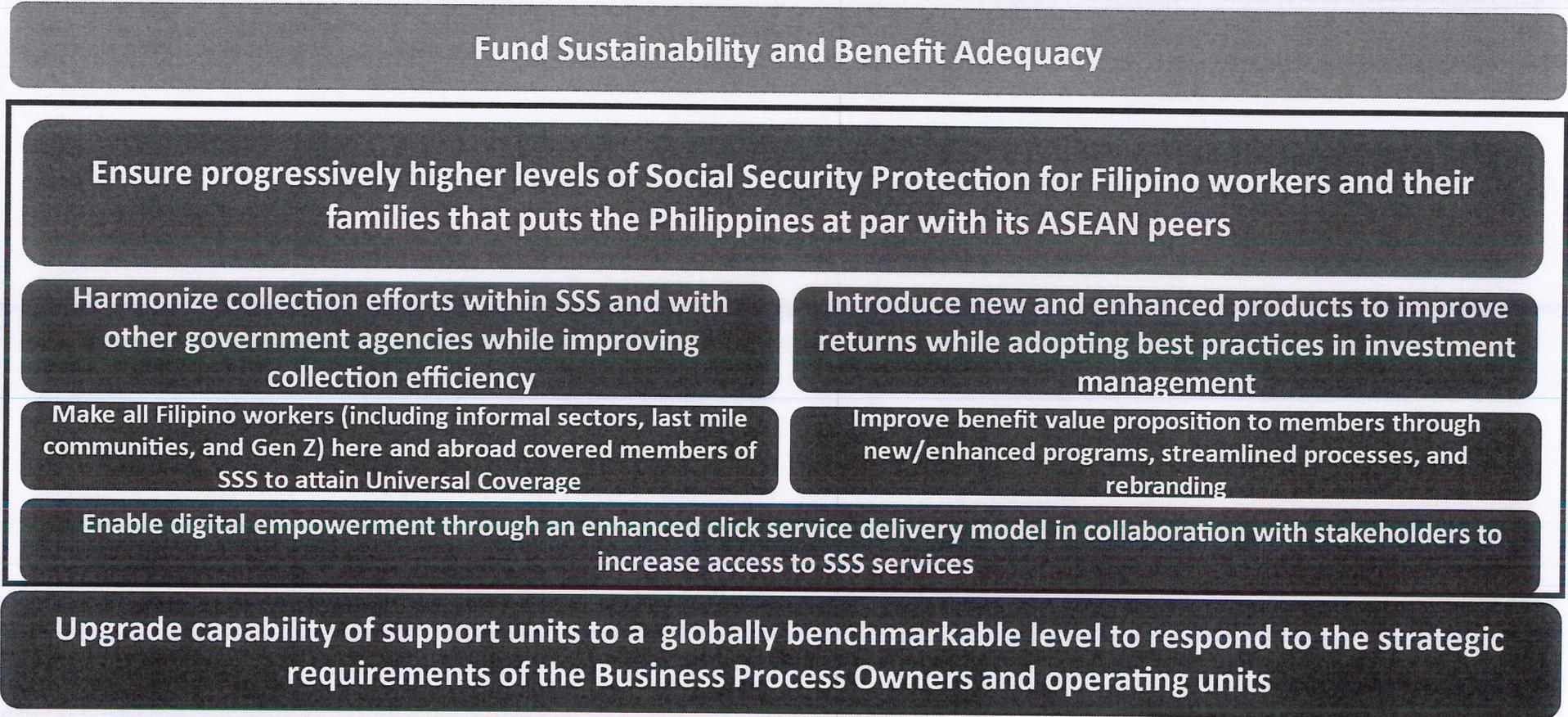




**VISION** By 2028, a viable social security institution providing universal and equitable social protection through world -class service.

**STRATEGY MAP 2028**  
Social Security System



**MISSION** To manage a sound and viable social security system which shall promote social justice and provide meaningful protection and exemplary service to members and their families against the hazard of disability, sickness, maternity, old age, death and other contingencies resulting in loss of income or financial burden.

**CORE VALUES**  
Trust | Empowerment | Teamwork

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SOCIAL SECURITY SYSTEM (SSS)

	COMPONENT				BASELINE DATA			2024		TARGET	
	OBJECTIVES / MEASURES	FORMULA	Wt.	RATING SCALE	2021	2022	2023	TARGET	REPORTED ACCOMPLISHMENT <sup>1</sup>	2025	
IMPACT	SO 1	Fund Sustainability and Benefit Adequacy									
	SM 1	Per Capita Fund	Total Assets/ Covered Members (Absolute Amount)	10.0%	(Actual / Target) x Weight	₱16,475.99 <sup>2</sup>	₱18,420.06	₱20,662.55	₱19,900.00	₱23,300.94 <sup>3</sup>	₱25,365.18 <sup>4</sup>
	<i>Sub-total</i>			<i>10.0%</i>							
STAKEHOLDERS	SO 2	Ensure progressively higher levels of Social Security Protection for Filipino Workers and their Families that puts the Philippines at par with its ASEAN peers									
	SM 2	Increase in the Benefit Adequacy of SSS Pensioners	Ratio of Average Pension to Average Monthly Salary Credit for New Pensioners	5.0%	(Actual / Target) x Weight	-	-	40.72%	58%	61.96% <sup>5</sup>	60.53%
	<i>Sub-total</i>			<i>5.0%</i>							
FINANCE	SO 3	Harmonize Collection Efforts within SSS and with other Government Agencies while Improving Collection Efficiency									
	SM 3a	Amount Collections	Contribution collection (Employed + Self- employed + Voluntary + OFWs)	12.5%	(Actual / Target) x Weight	₱235.07 Billion	₱260.44 Billion	₱343.97 Billion	₱382.76 Billion <sup>6</sup>	₱378.80 Billion <sup>7</sup>	₱480.21 Billion <sup>8</sup>

<sup>1</sup> SSS's 3<sup>rd</sup> Quarter Report.

<sup>2</sup> Numerator pertains to Investment Reserve Fund.

<sup>3</sup> COB Estimated Total Assets – ₱1,083,493.88 Million over SSS's reported number of members – 46.50 Million. Subject for validation.

<sup>4</sup> Total Assets includes the SS Fund and Provident Fund (excluding EC-SIF fund)

<sup>5</sup> As of December 2024. Subject for Validation.

<sup>6</sup> Including Worker's Investment Savings Program (WISP).

<sup>7</sup> As of December 2024. Subject for Validation.

<sup>8</sup> Subject for increase recalibration upon submission of reconciled figures.

INTERNAL PROCESS	COMPONENT				BASELINE DATA			2024	TARGET		
	OBJECTIVES / MEASURES	FORMULA	Wt.	RATING SCALE	2021	2022	2023	TARGET	REPORTED ACCOMPLISHMENT <sup>1</sup>	2025	
	SM 3b	Collection Efficiency Rate for Delinquent Employer Accounts	Actual Collection from Delinquent Employer Accounts / Established Collectibles reconciled with the Employer	10.0%	(Actual / Target) x Weight	-	-	-	-	90.00% <sup>9</sup>	
	SO 4	Introduce New and Enhanced Products to Improve Returns while Adopting Best Practices in Investment Management									
	SM 4	Return on Investments	Annualized Monthly ROI	12.0%	(Actual / Target) x Weight	-	6.62%	5.78%	6.00%	5.99% <sup>10</sup>	5.80%
	<b>Sub-total</b>			<b>34.50%</b>							
	SO 5	Make all Filipinos workers (including Informal Sectors, Last Mile Communities, and Gen Z) Here and Abroad Covered Members of SSS to Attain Universal Coverage									
	SM 5	Percentage of Economically Active Population Contributing to SSS	(No. of SSS Paying Members – Paying OFW) / (Labor Force 15 Years and Over – Unpaid Family Workers – Government Workers) <sup>11</sup>	10.0%	(Actual / Target) x Weight	35.65%	41.23%	38.13%	40.00%	39.24% <sup>12</sup>	40.55%
	SO 6	Improve Benefit Value Proposition to Members through New/Enhanced Programs, Streamlined Processes, and Rebranding									
	SM 6	Percentage of applications with complete documents processed within the applicable processing time <sup>13</sup>									
		Sickness - Employed	Total number of applications with complete documents processed within prescribed time/ Total number of	1.0%	(Actual / Target) x Weight	88.39%	60.13%	96.41%	100%	94.50%	100%
		Sickness – SE/VM/Separated/O FW		1.0%			12.99%	47.58%		11.50%	
		Maternity – Medical		1.0%			64.68%	83.17%		97.82%	

<sup>9</sup> "Collectible accounts" - based on the 2024 COA Annual Audit Report.

<sup>10</sup> As of December 2024. Subject for Validation.

<sup>11</sup> Net SSS Paying Members and Net Labor Force based on "as of figures".

<sup>12</sup> As of December 2024. Subject for Validation.

<sup>13</sup> Based on the 2023 1<sup>st</sup> Edition of the SSS Citizen's Charter.

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COMPONENT				BASELINE DATA			2024		TARGET
OBJECTIVES / MEASURES	FORMULA	Wt.	RATING SCALE	2021	2022	2023	TARGET	REPORTED ACCOMPLISHMENT <sup>1</sup>	2025
Maternity – Non-Medical	applications with complete documents received	1.0%			98.21%	94.15%		90.30%	
Funeral – SS and EC		1.0%		75.86%	99.13%	99.78%		99.93%	
Unemployment		1.0%		71.59%	87.42%	87.73%		78.80%	
Death – SS and EC		1.0%		82.30%	84.88%	89.70%		95.40%	
Disability – SS and EC		1.0%		88.43%	92.64%	98.69%		96.90%	
Retirement		1.0%		57.38%	84.31%	96.47%		99.10%	
Pension Granting Loan		1.0%		N/A	N/A	N/A		99.69%	
<b>SO 7</b>	<b>Enable digital empowerment through an enhanced click service delivery model in collaboration with stakeholders to increase access to SSS services</b>								
SM 7	Resolve referred members' concerns/complaints	Percentage of resolved referred members' concerns/ complaints/ Referred members' concerns/ complaints through CSC CCB <sup>14</sup>	3%	(Actual / Target) x Weight	-	-	-	-	≥ 92%
SM 8	Percentage of Satisfied Customers	Number of Respondents who gave a rating of at least satisfactory / Total number of respondents	5.0%	(Actual/ Target) x Weight If below 80% = 0%	98%	99.80% (Individual Customers) 98.20% (Business Clients)	92.23%	90%	Report not yet available 90%
<b>Sub-total</b>			<b>28.0%</b>						

<sup>14</sup> Civil Service Commission's Contact Center ng Bayan.

		COMPONENT			BASELINE DATA			2024		TARGET	
OBJECTIVES / MEASURES	FORMULA	Wt.	RATING SCALE	2021	2022	2023	TARGET	REPORTED ACCOMPLISHMENT <sup>1</sup>	2025		
<b>SO 8</b>	<b>Upgrade Capability of Support Units to a Globally Benchmarkable Level to Respond to the Strategic Requirements of the Business Process Owners and Operating Units</b>										
LEARNING AND GROWTH	SM 9	Competency Level of the Institution	Actual Accomplishment	5.0%	All or Nothing	8.75 % improvement from prior year	0.72% improvement from prior year	Improved Competency Level of the Organization based on the 2022 year-end assessment	Board-approved Competency Framework Improvement on the Competency Level of the Organization based on the 2023 year-end assessment <sup>16</sup>	Board-approved Competency Framework <sup>15</sup>  <i>Report not yet available</i>	Establish baseline using the Board-approved Revised Competency Framework
	SM 10	Budget Utilization Rate	Total disbursement / Total DBM Approved Corporate Operating Budget (COB) (both net of PS Cost)	5.0%	(Actual / Target) x Weight  0% = Below 70%	-	96.70%	96.52%	90.0%	81.50% <sup>17</sup>	90%
	SM 11	Percentage of Accomplishments based on the 2025 Targets in the ISSP	Actual Accomplishment	5.0%	(Actual / Target) x Weight	Completed 7 out of 7 ISSP targets	13 systems accomplished in 2022 out of the 21 systems committed based on the revised ISSP	80.77%	100%	35.71% <sup>18</sup>	100% Completion of the 2025 deliverables based on the DICT – submitted ISSP

<sup>15</sup> As of December 2024. Subject for Validation.

<sup>16</sup> The competency baseline of the organization shall pertain to the average percentage of required competencies met which can be computed using the following formula:

$$\sum_{b=1}^B \left[ \frac{\sum_{a=1}^A \left( \frac{\text{Actual Competency Level}_a}{\text{Required Competency Level}_a} \right)}{A} \right] \times 100$$

where: a = Competency required, A = Total number of competencies required of position, b = Personnel profiled, B = Total number of personnel profiled.

<sup>17</sup> As of December 2024. Subject for Validation.

<sup>18</sup> SSS's 3<sup>rd</sup> Quarter Report.



COMPONENT				BASELINE DATA			2024		TARGET
OBJECTIVES / MEASURES	FORMULA	Wt.	RATING SCALE	2021	2022	2023	TARGET	REPORTED ACCOMPLISHMENT <sup>1</sup>	2025
SM 12	Implement Quality Management System	Actual Accomplishment	All or Nothing	ISO Certified-Pension Loans Granting Process involving all the branches under the Luzon Operation Group and their management and support units.	Passed the ISO 9001:2015 QMS Certification Audit for Unemployment Benefit (UB) Process with zero non-conformity.	Passed the ISO 9001:2015 for the Short-term Loan Process	All core processes done in 54 branches including management and support processes in the central office <sup>19</sup>	ISO 9001:2015 certified for All core processes done in 54 branches including management and support processes in the central office <sup>20</sup>	All core processes done in Luzon, Visayas, Mindanao branches (57 branches) including management and support processes in the central office
						Maintained the ISO Certification on Short-Term Loan process and Unemployment Benefit process	Maintenance of ISO Certification on Short-Term Loan process and Unemployment Benefit process	Maintained the ISO Certification on Pension Loans and Unemployment Benefits	Maintained the ISO Certification on Short-Term Loan process and Unemployment Benefit process
SM 13	Formulate the SSS Disaster Risk Reduction Management (DRRM) Plan	Actual Accomplishment	All or Nothing	-	-	-	-	-	Board-approved DRRM Plan
<b>Sub-total</b>		<b>22.50%</b>							
<b>TOTAL</b>		<b>100.0%</b>							

<sup>19</sup> (1) Membership and administration; (2) Contributions Collection; (3) Benefits Administration (Sickness, Maternity, Retirement, Disability, Death, Funeral, Unemployment); (4) Loans administration and pensioner loans.

<sup>20</sup> Based on the ISO Certification posted on SSS's website.

<sup>21</sup> Based on the ISO Certification posted on SSS's website.

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COMPONENT				BASELINE DATA			2024		TARGET
OBJECTIVES / MEASURES	FORMULA	WT.	RATING SCALE	2021	2022	2023	TARGET	REPORTED ACCOMPLISHMENT <sup>1</sup>	2025
<b>BONUS STRATEGIC MEASURE</b>									
GAD Budget Utilization		1%	All or nothing	-	-	-	-	-	5% of Total COB
ISO Certification on any of the following standards: a. Environmental Management System b. Business Continuity Management System (BCMS)		1%	All or nothing	-	-	-	-	-	a. ISO 14001:2015 Certification b. ISO 22301:2019 Certification

For GCG:



HON. MARIUS P. CORPUS  
Chairperson

For SSS:



HON. ROBERT JOSEPH M. DE CLARO  
Acting President and CEO