

2026 ASEAN Green Jobs Forum

Social dialogue for green transitions; joint labor-management frameworks

Employer Perspectives: Philippines • Thailand • Vietnam



Employer organizations take their role extends from representation to practical support for enterprise adaptation



The ECOP–FFW model puts bipartite dialogue on the agenda

A documented declaration and joint framework provide a foundation for cooperation.

DOCUMENTED ARRANGEMENT

ECOP + FFW

**Bipartite Declaration
on Just Transition**

National dialogue

Engage government on just-transition policies: In September 2026, the ECOP - FFW Bipartite Just Transition Committee also engaged the DOLE Institute for Labor Studies on green jobs, workforce development and operationalizing just transition.

Sector & enterprise dialogue

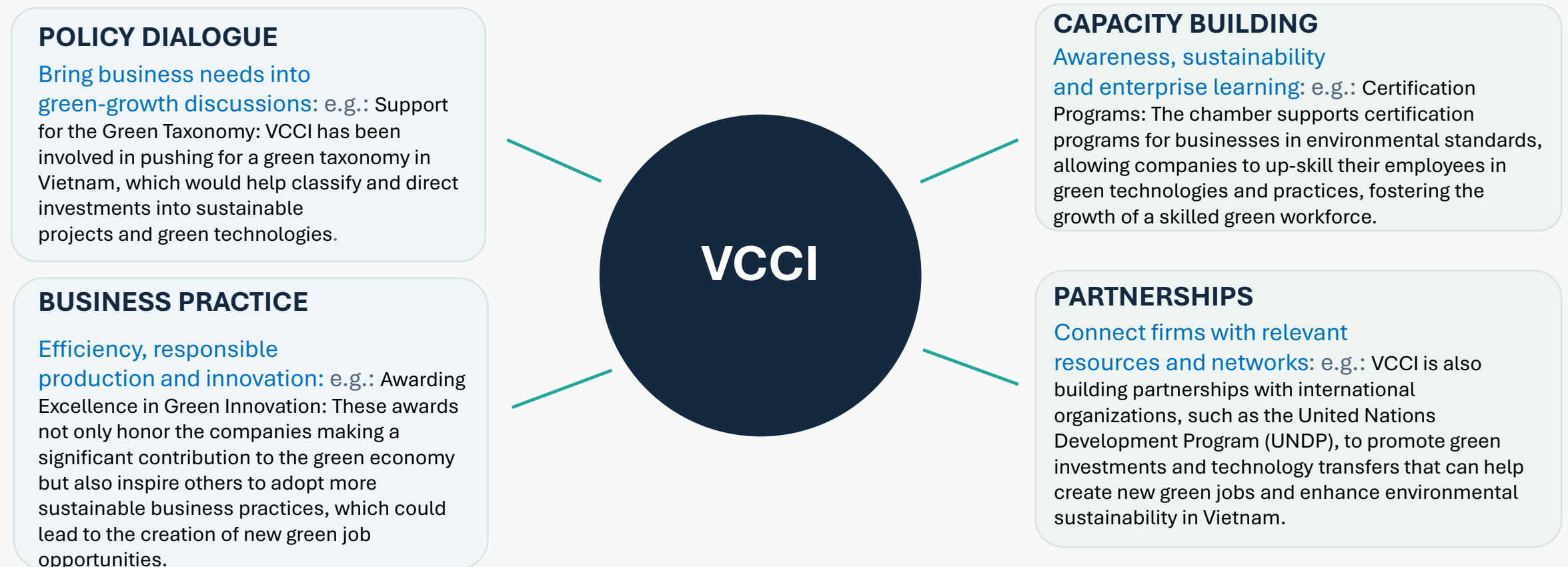
Commitment to practical joint mechanisms: Joint mechanisms should therefore focus on identifying the business impacts of proposed measures, allowing enterprises - especially MSMEs - time and support to adapt, and identifying opportunities for efficiency, technology adoption and access to finance.

Skills & workforce readiness

Training and capacity-building are central: The ECOP–FFW Declaration specifically includes capacity-building and training, while the National Green Jobs HRD Plan provides a broader framework for developing a green-skilled workforce.

Business support can turn green goals into enterprise action

VCCI provides a relevant employer-organization lens on policy, capacity and cooperation.



PGI brings the business voice into provincial green governance

The Provincial Green Index (PGI) developed and released by VCCI starting in 2023 is a set of indicators that evaluates and ranks the quality of local environmental governance from the perspective of business practices

WHAT PGI EXAMINES

1

Minimizing the risk of climate hazards to firms

Address environmental risks and impacts

2

Maintaining minimum environmental standards by firms

Support compliance without excessive burden

3

Environmental leadership by provincial governments

Inform firms and promote green practice

4

Environmental incentives and support services and support services by provincial governments

Encourage investment in greener operations

A province that scores highly on the PGI is one that is making efforts to combat pollution and private environmental accidents and have better opportunities for green job creation.

Enterprises are investing - but adaptation costs remain a barrier

Selected member responses identify green measures alongside a need for support.

REPORTED ENTERPRISE MEASURES

- Solar energy investment
- Waste management
- Wastewater treatment

CHALLENGES & SUPPORT NEEDS

- Capital and production adaptation
- Technical and skills assistance
- Potential tax relief or incentives

➡ Dialogue at enterprise level: ECOT suggest presenting an enterprise-level dialogue model as a *proposed approach*, rather than an established practice in Thailand. Employers and workers or their representatives could first identify planned environmental changes and their possible effects on jobs, skills and working conditions. They could then agree on practical measures, such as training, adjustments to work and support for affected workers, with a timetable to review the results. The process should be simple enough for SMEs to use and adapted to each enterprise's circumstances.

Three perspectives, one common implementation

Institutional dialogue, enterprise feasibility and local enabling conditions reinforce each other.

PHILIPPINES

Institutional dialogue

ECOP–FFW framework
Employer–worker cooperation
Green skills engagement

THAILAND

Enterprise adaptation

Reported green investments
Cost and support constraints
Proposed workplace dialogue

VIETNAM

Governance & capacity

VCCI business support
Provincial Green Index
Green-skills priorities

Different forms of evidence: documented framework • preliminary feedback • institutional/governance examples

The transition succeeds when roles reinforce one another

A cooperative model links enabling policy, enterprise action and worker participation.

GOVERNMENT

- Clear and enabling policy
- Investment & technical support
- Accessible skills frameworks

EMPLOYERS

- Enterprise-led implementation
- Practical investment & innovation
- Workplace feedback and training

WORKERS

- Meaningful dialogue
- Identify operational improvements
- Adapt and apply green skills

Early dialogue makes these responsibilities actionable

Four actions can make a just transition more workable

Practical recommendations for governments, employer organizations and workers.

01

START DIALOGUE EARLY

Discuss jobs and skills before changes are implemented.

02

SUPPORT ENTERPRISE ADAPTATION

Make finance and technical assistance accessible, especially to SMEs.

03

DESIGN SKILLS WITH INDUSTRY

Use modular and workplace-based learning linked to actual demand.

04

CONNECT POLICY WITH PRACTICE

Use business feedback and cooperation to improve implementation.

CLOSING THOUGHT

**Dialogue early.
Invest wisely.
Equip workers.**

THANK YOU VERY MUCH

