

► Activity Report – Just Transition and NDCs in the Caribbean

Leading the Change: Employers, workers and
governments driving just transition through
social dialogue

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► Background

The International Labour Organization (ILO) has a unique mandate to advance social justice, decent work, and sustainable development. As the world accelerates efforts to achieve climate neutrality, the Organization plays a pivotal role in ensuring that this transformation is fair, inclusive, and grounded in dialogue. The ILO's Guidelines for a Just Transition towards Environmentally Sustainable Economies and Societies for All—now marking their 10th anniversary—remain the cornerstone for aligning climate action with decent work and social equity. These principles were reaffirmed at the 111th International Labour Conference in 2023, where constituents emphasized the urgency of advancing a Just Transition that leaves no worker, enterprise, or community behind.

The Caribbean region stands at the forefront of this challenge. Its economies—highly dependent on climate-sensitive sectors such as tourism, agriculture, and fisheries—face mounting environmental threats that endanger livelihoods and enterprises alike. Yet these same vulnerabilities create opportunities to pioneer new, greener development models that generate quality jobs and resilient businesses. For this, a strong tripartite approach is indispensable. Governments, employers, and workers must co-design transition strategies that anticipate employment shifts, expand green and decent job opportunities, and build social protection and skills systems capable of managing change.

Against this backdrop, the activity [“Leading the Change: Employers, workers and governments driving just transition through social dialogue”](#) represented an innovative step in ILO programming. Developed jointly by Employers' Activities, Workers' Activities, and the Social Dialogue and Labour Administration specialists in the ILO DWT/CO Port of Spain and implemented in close collaboration with the International Training Centre of the ILO (ITC-ILU), it embodied an unprecedented level of inter-departmental and tripartite cooperation both within the ILO and among its constituents. The initiative combined an online learning phase with national case studies and a regional face-to-face (F2F) workshop. Significant effort and engagement went into developing these activities — from conducting a regional survey of Ministries of Labour and employers' and workers' organizations, to producing three practical case studies for Barbados (tripartite perspective), Belize (employers' perspective), and Jamaica (workers' perspective). Each case was developed in close collaboration with local partners. The online and F2F sessions were also enriched by the contributions of multiple expert speakers and facilitators who guided discussions, shared insights, and helped translate lessons into actionable next steps. Above all, it was the participants' engagement, curiosity, and exchange of experiences that offered the most valuable input and gave life to the process.

Together, the activity aimed to equip the region's tripartite constituents with practical tools and knowledge to influence national policy processes on Just Transition and to develop actionable roadmaps linking climate commitments—such as Nationally Determined Contributions (NDCs)—to decent work outcomes and the role social dialogue can play.

The Caribbean has consistently shown a tradition of social dialogue related to climate actions. Since the 9th ILO Meeting of Caribbean Ministers of Labour in 2015, where 21 delegations, including Ministers, the Caribbean Employers' Confederation, and the Caribbean Congress of Labour, jointly endorsed the greening of economies, the region has demonstrated that progress depends on working together. This activity deepened that commitment, transforming shared principles into practical capacity-building and policy tools. By pooling expertise across ILO departments and fostering coordinated engagement among governments, employers, and workers, this initiative offers a replicable model for other regions—one that operationalizes the Just Transition through learning, dialogue, and joint action.

Objective and key deliverables

The overall objective of this initiative was to build capacity among tripartite constituents in the Caribbean to effectively engage in the development and implementation of just transition policies to influence NDC processes. Specifically:

1. **Strengthen knowledge of Just Transition principles, NDCs, and tripartite engagement** among governments, employers, and workers.
2. **Promote social dialogue as a tool for inclusive and consensus-driven policymaking on Just Transition.**
3. **Build organizational capacity of EBMOs and workers' organizations** to help members adapt to sustainability requirements.
4. **Provide practical case studies and best practices** to inform business and labour strategies in the transition.
5. **Facilitate the development of joint action plans** for bipartite and tripartite engagement in Just Transition policies.

As a result, the activity generated a comprehensive set of outputs that combined research, training, and joint planning:

- **Four online sessions** bringing together ministries of labour and environment (first two sessions), employers, and workers from across the Caribbean to introduce Just Transition concepts and present national cases.
- **Three-day regional face-to-face workshop** in Barbados that consolidated learning and facilitated bipartite action planning.
- **Three national case studies**—Barbados (tripartite), Belize (employers), and Jamaica (workers)—co-developed and validated with national social partners.
- **Regional survey on Just Transition and NDCs**, mapping the challenges and needs of tripartite partners. It gathered 61 responses from 13 Caribbean countries, providing key inputs for the training design and case study development.
- **A Joint Action Plan (2026–2027)** developed collaboratively by social partners to guide action at the national and regional levels.

Note: Presentations and participants' outputs are hyperlinked and correspond to the sessions in which they were produced. The activity also has a dedicated [webpage](#).

Participants

The tripartite and bi partite webinar series convened a total of sixty-seven participants from across the Caribbean, reflecting broad-based regional engagement.

Government representatives accounted for twenty-seven participants from twelve countries. Eighteen participants represented labour ministries, with two representatives each from Antigua and Barbuda, Barbados, Grenada, Jamaica, Saint Lucia, Saint Kitts and Nevis, and Trinidad and Tobago, and one representative each from Belize, Guyana, Dominica, and Saint Vincent and the Grenadines. An additional nine participants represented non-labour ministries, including two from Suriname (Ministries of Oil, Gas and the Environment; and Spatial Planning and Environment), one from Trinidad and Tobago (Ministry of Planning, Economic Affairs and Development), two from Belize, and one each from Dominica, Guyana, Saint Kitts and Nevis, and Saint Vincent and the Grenadines.

The cohort also included one representative from a non-government public institution in Jamaica.

Employer organizations were represented by twenty participants, primarily from Employers' Federations and Chambers of Industry and Commerce. Two representatives each participated from Antigua and Barbuda, Barbados, Belize, Dominica, Grenada, Guyana, Jamaica, and Trinidad and Tobago, while the Bahamas, Saint Vincent and the Grenadines, Saint Kitts and Nevis, and Suriname each contributed one participant.

Trade union organizations accounted for nineteen participants. Representation included two participants each from Barbados, Belize, Grenada, Guyana, Jamaica, Saint Vincent and the Grenadines, Suriname, and Trinidad and Tobago, and one participant each from Antigua and Barbuda and the Bahamas.

Following the webinars, the three-day face to face workshop saw participation from twenty individuals; nine employer and eleven worker representatives. There were two representatives from each of the islands. Antigua and Barbuda, Bahamas, Belize, Grenada, Guyana, Jamaica, St. Vincent and Trinidad and Tobago. There was one employer representative from Dominica and three worker representatives from St. Lucia, St. Kitts and Suriname.

► Online webinars – Summary and highlights

Webinar 1 – Introduction to Context, Just Transition, and NDCs

Participants

The first webinar brought together 64 participants from ministries of labour and environment, employers', and workers' organizations across the Caribbean, reflecting the tripartite nature of the initiative. It also included representatives from ILO ACTRAV, ACTEMP, the Social Dialogue, Labour Relations and Governance of Work Branch (LABGOV), and ITC-ILO officers from both Employers' and Workers' Programs, demonstrating the activity's strong interdepartmental collaborative approach.

Session content

The session opened with remarks from **ITCILO Senior Program Officers**, who emphasized that a Just Transition can only succeed through collaboration among governments, employers, and workers, supported by coordinated efforts across ILO departments, as embodied in the development of the training activity. They underscored social dialogue as the foundation for equitable climate action and called for strengthening the capacities of Caribbean constituents to address the challenges of the ecological transition, always with a focus on workers' rights, sustainable business, social dialogue, and decent work.

The **Deputy Director of the ILO DWT and Office for the Caribbean** followed, emphasizing that the regional training marks a milestone for the ILO and its Caribbean constituents. She recalled the region's early leadership in advancing Just Transition through tripartite dialogue, citing the 2015 ILO Meeting of Caribbean Ministers of Labour as a defining moment when governments, employers, and workers jointly committed to greening their economies and strengthening social dialogue. She highlighted that this training activity is innovative and truly the first of its kind, bringing together three ILO units—ACTRAV, ACTEMP, and LABGOV—working hand in hand with Caribbean tripartite constituents. This unprecedented collaboration, supported by the ITCILO's training expertise, represents a practical and inclusive model that translates global Just Transition principles into regional action. She concluded by stressing that social dialogue remains vital for effective climate policy and that the Caribbean's continued cooperation demonstrates that “working together is not just the best way forward—it's the only way”.

An **ILO Just Transition Technical Officer** proceeded to present participants with the core concepts and current context of Just Transition and NDCs, explaining how climate and environmental changes directly affect economies, jobs, and social equity, making labour and climate policies inseparable. She highlighted that while the shift to greener economies offers new opportunities, it also demands careful planning to manage sectoral change and ensure fairness across groups. She emphasized that Just Transition provides the framework to align climate ambition under NDCs. Embedding Just Transition in NDCs, she explained, enables countries to turn climate goals into engines for inclusive growth, skills development, and enterprise resilience. The speaker noted encouraging progress, with more NDCs referencing employment, social dialogue, and Just Transition, but stressed that stronger coordination among ministries and social partners remains essential to translate climate ambition into equitable outcomes.

The **ACTEMP ITCILO Officer** introduced the business case for Just Transition, stressing that achieving an enabling environment requires the right mix of skills, finance, technology, and policies. He explained that while greener economies bring new opportunities, success depends on investing in training, access to capital and information, and support for smaller enterprises. He emphasized that competitiveness and resilience improve when firms align with national low-carbon goals, but each Caribbean economy will need its own policy mix. He also underlined that reskilling and upskilling are central to preparing workers for shifting sectors, and that coordinated action—linking market incentives, finance, and social dialogue—is key to ensuring the transition remains both inclusive and economically sound.

A **cartographer collaborating with the ITCILO** visually outlined three key environmental challenges for the Caribbean: intensifying hurricanes, the spread of sargassum, and rising sea levels. He noted that hurricanes have become more severe, with record numbers in recent years, putting coastal infrastructure and trade at growing risk.

The second challenge, the sargassum invasion, has expanded dramatically since 2010. Satellite maps showed almost no presence compared to near-total coverage by 2025, disrupting tourism, fisheries, and coastal livelihoods. Lastly, he warned that a two-meter sea-level rise could submerge major ports, low-lying islands such as the Bahamas, and coastal cities across the region. Even limited land loss, he stressed, would have serious economic and social consequences given the concentration of people and infrastructure along shorelines.

The presentation was complemented with [key contextual data for the Caribbean](#), showing that while the region contributes negligibly to global CO₂ emissions—less than 0.1 percent even in its highest-emitting countries—it faces disproportionate adaptation and resilience challenges. Economic indicators such as productivity, education, and income levels revealed wide disparities across islands, underscoring the need for tailored policies that strengthen human capital, competitiveness, and institutional capacity to support a just and sustainable transition.

The last presentation of the session was imparted by a **Just Transition consultant** and developed the three case studies for the training activity. He presented results from a tripartite survey with 61 responses from 13 Caribbean countries, including representatives from government, EBMOs, and workers' organizations, some of whom were in addition to this training's participants. Eleven of the thirteen countries had bipartite or tripartite representation, highlighting that the survey captures more than one perspective per country.

The survey showed that most respondents were somewhat familiar with Just Transition, with EBMOs reporting the highest familiarity, followed by governments and unions. Compared to Just Transition, NDC familiarity was comparable but slightly lower, closer to "heard of it and somewhat familiar," especially for EBMOs. Awareness of Just Transition is growing, but institutional integration remains limited: governments recognize the concept but have yet to embed it in policy frameworks commonly; EBMOs link it to sustainability and ESG initiatives; and unions mainly advance it through social dialogue and advocacy. Respondents confirmed the existence of climate or sustainability-related policies in their countries but noted gaps in coordination and awareness. Most surveyed countries reported that Just Transition features in social dialogue agendas, though less in policymaking. Key challenges included limited expertise, unstable regulations, financing constraints, and insufficient reskilling opportunities. Overall, findings highlighted growing momentum and demand for continued technical support and regional peer learning on Just Transition.

Participants' commentary

The Q&A session reflected active engagement from participants across the region. A representative from **Belize's Ministry of Rural Transformation, Community Development and Labour** asked how new industries in renewable energy could access financing given the high upfront costs. Responding, the **session facilitators** emphasized the importance of diagnosing firms' specific barriers within countries and the region—such as limited information, company size, or financial institutions' risk appetite—and mapping available green finance instruments. Belize's [NDC Private Sector Investment Strategy](#) was cited as a useful and regional specific resource. It was also added that a stable regulatory framework and rule of law are essential to attract long-term private investment in the energy sector.

A representative from **Jamaica's Ministry of Labour and Social Security** questioned whether, given the growing energy demand driven by artificial intelligence, countries should expand all energy sources rather than reducing fossil fuels. In response, the **session facilitators** pointed out that the "twin transition"—digital and green—can be mutually reinforcing processes. They noted that digitalization improves efficiency and resource management, while renewables are increasingly the most cost-effective and environmentally sound option. Still, they acknowledged the need for a balanced energy mix to ensure reliability as the transition advances.

From the chat, a representative from **Dominica's employers** stressed that the State's role is central to achieving a Just Transition in the Caribbean, expressing concern that governments often do not treat the issue with the urgency it requires and calling for stronger public leadership to guide and finance the process. Furthermore, the Dominica representative prompted a reality check on relying on global narratives that highlight most companies have net-zero strategies, which is not a Caribbean reality. A representative from **Jamaica's workers** made reference to the sargassum presentation and the need to understand its implications for tourism, fisheries, and jobs.

Finally, from **Jamaica's employers**, it was shared that Jamaica's energy sector is already advancing renewable energy integration—adding solar power and planning fossil plant closures—though high transition costs remain a challenge.

The session closed with remarks from the **ILO Caribbean Senior Specialist in Employers' Activities**, who thanked all presenters and participants for their engagement and insightful contributions. She emphasized ending on a positive note, highlighting how challenges such as sargassum proliferation can also become economic opportunities—as parts of the region are already transforming the seaweed into products like biofuels, biogas, cosmetics, and pharmaceuticals. She noted that this mindset of turning risks into opportunities, combined with the region's vast potential for solar energy, reflects the Caribbean's capacity for innovation and resilience in advancing a Just Transition.

Webinar 2 – Tripartite case study – Barbados

Participants

The second webinar brought together 64 participants and maintained the tripartite representation of ministries of labour, employers', and workers' organizations. It included, similarly, representatives from ACTRAV, ACTEMP, LABGOV, and ITCILO officers from both Workers' and Employers' Activities Programs.

Session content

The session opened with national greetings and brief introductions, confirming active participation from all three constituents and the ILO team. The **ITCILO Senior Programme Officer** proceeded with a concise recap of the first session's main takeaways, setting the stage for continued discussion. He reiterated that tripartite leadership is non-negotiable, as social dialogue gives legitimacy and balance to Just Transition policies. He stressed the need to better align Just Transition with NDCs, since these national frameworks are a natural home for linking employment, skills, and social protection measures with climate actions. He reminded participants that adaptation and resiliency are the Caribbean's frontline priorities, given the region's exposure to hurricanes, sargassum, and rising sea levels, and its minimal share of global emissions. The jobs outlook, he noted, is net positive if countries prepare effectively, particularly through skills development—the “make-or-break factor” for shifting workers into greener sectors (e.g., renewables, efficiency, and circular economy), stressing the importance of government co-financing training needs.

The Officer highlighted again that the business case for Just Transition is strong, especially for SMEs, but depends on a stable regulatory environment, access to finance and technology, and clear market demand. He emphasized trust in the rule of law to attract long-term green investment, particularly in energy projects requiring multi-decade certainty. Finally, he summarized the findings from the regional survey, which showed rising awareness but persistent bottlenecks, including weak inter-ministerial coordination, limited labor data, and uneven technical capacity. He concluded by underscoring the need for tailored policy mixes across diverse Caribbean economies and reaffirmed the crucial role of employers' and workers' organizations in gathering evidence, forming coalitions, and driving coherent national agendas for a Just Transition.

The **Just Transition Consultant** opened by explaining the case design for all three cases to be presented: each country study is a standalone product with a consistent structure (exec summary, context, NDC lessons, policy landscape, roles of government/employers/unions, social dialogue, challenges/opportunities, and recommendations), so participants can skim the overview, dive into the indicators they need, or compare across cases.

Turning to Barbados case, which was developed from a tripartite perspective, the presentation set the scene with a brief economic-social-labor-environmental snapshot: a services-heavy, tourism-exposed economy that is showing moderate growth, has reduced debt, and maintains strong institutions, but faces aging demographics, skills gaps, informality pockets, and climate risks, with emissions concentrated in energy/transport and waste. The lessons from NDC iterations (NDC 3.0 submitted August 2025) show ambition calibrated to feasibility—resetting the 100% renewable-power goal to 2035—and an explicit Just Transition lens, linked to the ILO Decent Work Country Programme and skills retraining, as well as specific NDC sections on health, social protection, vulnerable groups, gender, mobility, and human rights. Barbados is also leveraging the NDC as a platform for global leadership and climate justice—pushing blue-carbon (ocean) recognition, pursuing legal avenues (e.g., classifying greenhouse gases (GHGs) as marine pollution), and advocating climate-finance reform for SIDS (Bridgetown Initiative, climate-vulnerability Special Drawing Rights). Yet the involvement of social-partner roles remains shallow; direct

engagement during development was limited, with no evidence of active participation from employers and workers' organizations.

The policy/fiscal toolbox is expanding (Mission Barbados' goal of sustainable Barbados, energy policies and plans, MSME policy updates, fiscal incentives, a blue-green bank, and debt-for-nature swaps), giving a platform to link climate goals to jobs, productivity, and resilience. Roles and actions of tripartite partners were evidenced as pragmatic: government convenes and aligns finance, regulation, and skills; employers' organizations translate targets into investment and services for SMEs; unions use social dialogue to press for job quality, protection, and reskilling. Barbados' social dialogue institutions (Social Partnership, DWCP committee, councils) are a strength, but JT is not yet an explicit, routine agenda item. Key challenges include fiscal space, grid and inter-ministerial bottlenecks, uneven regulatory certainty (especially for SMEs), and limited clarity on skills needs. Opportunities center on renewable energy, construction and resilient housing, public transport electrification, and blue-economy niches. The case closes with focused recommendations: make Just Transition explicit within existing social dialogue bodies, raise awareness of green-finance options, close skills gaps tied to sector plans, leverage the "twin transition" (digital + green), and increase social-partner ownership of the NDC through concrete roles, timelines, and metrics.

A **Social Dialogue Specialist** offered practical conclusions from the webinar. He anchored the discussion in the ILO's Just Transition Guidelines, urging participants to use the nine policy areas—skills, social protection, macro-policy, enterprise/sectoral policies, and OSH (with a specific warning on rising heat stress)—as the practical checklist for action. He stressed that social dialogue is the engine of legitimate and effective policymaking and is a "non-negotiable," noting Barbados's decades-long Social Partnership and its Protocols that have touched on green/blue economy as a regional reference. He cautioned that many countries still exclude labor ministries and social partners from NDC design and there is a need to correct this. His core message on governance was policy coherence: labour issues are not "just green"—ministries of environment/energy/economy must work with ministries of labour to convene employers and unions, and even parliaments should be engaged to align mandates. He framed roles clearly: government as architect, with businesses and workers as co-implementers, and called on participants to place Just Transition on the formal agendas of social dialogue bodies, request targeted ILO capacity-building, and institutionalize social dialogue so future climate measures are designed and delivered within a decent-work framework.

Participants live commentary

The case and its presentation had reactions from national tripartite partners that supported its development:

A representative from the **Barbados Ministry of Labour, Social Security, and the Third Sector** highlighted how the Ministry is positioning labor policy at the heart of the country's Just Transition. It was emphasized that social dialogue remains the engine driving climate action—anchored in the Social Partnership and Mission Barbados, which aligns economic transformation, labor resilience, and environmental goals. It was underlined that the Ministry is engaging in modernizing the National Apprenticeship System to prepare workers for green and blue economy jobs, ensuring skills development directly supports the Just Transition. This reform aims to reduce persistently high youth unemployment by expanding apprenticeships beyond traditional trades to new areas such as renewable energy, energy efficiency, finance, and IT. It was also noted that the Ministry's broader initiatives—skills-gap mapping, active participation in tripartite platforms such as the Social Partnership, C144 Committee, and the forthcoming Renewable Energy Council, and collaboration with the Blue-Green Bank to guide green-job financing.

The **Barbados Workers' Union (BWU)** intervention reaffirmed that the Just Transition is central to its mission of improving workers' well-being and protection. The BWU advances Just Transition principles through active participation in policymaking and tripartite dialogue at national, regional, and international levels. Nationally, the Union plays a key role in the Social Partnership, ensuring climate and economic reforms protect decent work. It directly contributed to the Declaration of Mission Barbados and the Barbados Economic Recovery and Transformation (BERT) program, integrating labor and climate resilience goals. BWU's influence extends internationally through the General Secretary's leadership in the ILO Governing Body and ITUC, promoting labor rights and Just Transition in regional policy. The Union also participates in strategic national bodies—including the Social Partnership, Minimum Wage Board, TVET Council, and several Mission Barbados boards—to shape training, wage, and labor policies. Within the energy sector, BWU supported the merger of the National Petroleum Corporation and Barbados National Energy Company Limited, helping ensure a fair process with no job losses.

Internally, BWU continues to strengthen its capacity through continuous education and its Reset Agenda, aimed at preparing members for new opportunities in renewable energy, sustainable agriculture, and aquaponics. Across all fronts, BWU positions social dialogue and skills development as the backbone of a Just Transition that delivers decent work and shared prosperity.

A message from the **Barbados Employers' Confederation (BEC)** on Just Transition was played for participants, stressing that for small island economies like Barbados, climate resilience is a matter of survival, not abstraction. Using the example of a local manufacturer facing high costs and limited access to green finance, the message highlighted the gap between national climate ambition and the realities of MSMEs, which form the backbone of Caribbean economies. The BEC emphasized that a Just Transition must balance environmental and social goals with economic viability—reminding that “without successful businesses, there can be no decent work.” Predictability and gradual implementation of new regulations were highlighted as essential to prevent small firms from falling into informality, while genuine social dialogue is needed to ensure employers help shape NDCs and adaptation plans that reflect business conditions. The message also called for stronger data on transition costs, targeted support for MSMEs, and regional initiatives that link green finance with productivity and technical assistance. Overall, it urged that climate policies must uphold competitiveness, productivity, and business continuity alongside environmental ambition.

During the Q&A segment, participants shared insightful reflections that linked regional realities to broader policy frameworks. A representative from **Dominica's employers**, reflecting on Barbados' commitment to 100% renewable energy, shared that his country has committed to putting geothermal energy into operation by late 2026 or early 2027, a milestone expected to deliver cleaner, cheaper energy and attract greater foreign investment. However, he cautioned that “much more needs to be done to align this shift with a just transition trajectory,” noting uncertainty around the political will to ensure fairness and inclusion in the process. Later, he raised crucial follow-up questions on whether Caribbean governments are under any obligation to adopt a tripartite approach to the Just Transition and NDCs, emphasizing the challenge of political commitment and institutional culture in the region. He also asked about the boundaries of “green jobs,” questioning whether they refer to jobs that directly benefit the environment, produce green goods and services, or simply operate in sustainable settings. The **facilitator's response** clarified that inclusion and accountability depend on the rule of law and on how tripartism is institutionalized, and that, by definition for the ILO, green jobs are decent jobs. However, it was clarified that each country has the flexibility to adapt a green jobs definition to its context, and the guidelines and support are available from the ILO.

A representative from **Trinidad and Tobago's employers** revisited the role of social partners and echoed the question and challenge of whether, in practice, social partners' involvement in Just Transition and NDC implementation will be primarily driven by ILO advocacy and how to move to be driven by national-level initiatives from ministries of labour and tripartite bodies. He also engaged on the financing dimension, noting from the presentation that Barbados' NDC anticipates nearly half of its USD 5.8 billion investment to come from private sources. He asked whether this referred to local or international investors and how the government plans to incentivize participation, given limited fiscal space. His remarks highlighted the need for stronger public-private partnership frameworks, predictable returns, and clear incentives to encourage private investment in renewable energy and climate-resilient infrastructure.

A **participant from Guyana** raised a thoughtful question about what it means for social dialogue to be “non-negotiable,” noting that it was a powerful but complex idea. She asked for clarification on how this principle applies in practice. In response, the **ILO senior specialist** explained that the non-negotiable nature of social dialogue stems from both its proven effectiveness and its legal foundation under the ILO's Decent Work Agenda, where it stands as one of four pillars alongside employment, social protection, and rights at work. He illustrated that countries with strong social dialogue systems—such as during the COVID-19 crisis—responded faster and more cohesively, proving the “business case” for dialogue as a core policy tool.

The live session closed with remarks from the **ILO Caribbean Specialist on Social Dialogue and Labour Administration**, who thanked participants and highlighted Suriname's new tripartite committee on Just Transition—the only one of its kind in the Caribbean, bringing together the Ministries of Labor and Environment, workers, and employers. She stressed the need for stronger coordination among ministries, noting that climate and employment issues require collaboration beyond labor ministries alone. She also underscored that social dialogue mechanisms must reflect small island realities, involving all relevant actors in job creation and climate

planning. She reaffirmed the ILO's commitment to help strengthen social dialogue institutions and build Just Transition capacity across the region.

Participants forum commentary

The activity created a forum for each case. The online forum on the Barbados Just Transition case received 27 entries from social partner participants, reflecting broad regional engagement and recognition of Barbados's leadership in linking climate ambition, social dialogue, and inclusive development. Participants repeatedly praised the tripartite model as the backbone of Barbados's success—anchoring policy coordination, strengthening trust among social partners, and ensuring that transitions toward renewable energy are fair and participatory. Many saw Barbados as a reference point for other SIDS, particularly for its ability to combine fiscal innovation, strong governance, and active social dialogue to advance both economic and environmental goals.

Several contributions stood out for expanding the discussion:

- **Integration of Just Transition into NDCs as a model for SIDS.** Many contributors, including those from Jamaica, Belize, Guyana, and The Bahamas, noted that Barbados has managed to embed Just Transition within its NDCs in a way that links environmental goals with employment, skills, and social protection. This approach, they argued, could serve as a regional blueprint—showing that small island states can combine climate commitments with growth and equity when there is political will and institutional cooperation.
- **Economic and fiscal innovation as drivers of transition.** Participants highlighted the country's debt-for-climate swap and creation of a Blue-Green Bank as innovative mechanisms that make Just Transition financially viable. Several comments connected this to earlier webinar discussions about private-sector participation and the need for predictable investment environments, suggesting that Barbados's fiscal creativity can inspire other Caribbean economies with limited fiscal space.
- **The human and social dimension of climate policy.** Contributors emphasized that Barbados's case moves beyond environmental planning to improve people's lives—through gender equality, workforce reskilling, and social protection. Union representatives in particular underscored the importance of worker participation and communication to build trust and ensure that “no one is left behind” in the shift to renewable energy.

Webinar 3 – Employers' case study – Belize

Participants

The third webinar brought together 37 participants and shifted to a **bipartite format**, focusing on strengthening social partners' capabilities. It included representatives from ACTRAV and ACTEMP, and ITCILO officers from both.

Session content

The session opened with the **ILO Employers' Activities Senior Specialist for the Caribbean**, who welcomed participants and thanked them for their continued engagement throughout the training series. She introduced the focus of the third webinar—the Belize case study, developed from an employers' perspective—and expressed her appreciation to representatives from the Belize Chamber of Commerce and Industry (BCCI) for their engagement in preparing the case. She encouraged participants to actively engage and reach out with questions or comments, reaffirming that the session aimed to deepen understanding of how employers are approaching the Just Transition and NDC implementation through social dialogue and enterprise engagement.

The **ITCILO Senior Programme Officer** proceeded with a short recap and takeaways of the previous webinar on the Barbados case. He reminded participants that the Barbados discussion had highlighted how tripartite social dialogue can turn climate ambition into concrete policy and labor strategies, embedding Just Transition principles into NDCs. He noted key lessons—the value of pragmatic goal-setting, such as Barbados' 2035 renewable energy target; the importance of aligning skills, apprenticeships, and employment policies with green sectors; and the need for coherence among labor, energy, and environment ministries. The Officer stressed that dialogue and trust

among social partners remain central to making Just Transition achievable across the Caribbean and that the Belize case offers a complementary perspective from employers on how to operationalize these principles.

The **Just Transition Consultant** presented the Belize case, developed from an employer's perspective to highlight how climate ambition intersects with enterprise realities. The brief economic-social-labor-environmental snapshot shows growth with capacity constraints (<2% expected), limited but improving fiscal space, high energy-import dependence, sizable informality, and acute climate vulnerability—factors that constrain investment yet underscore the urgency of a transition that safeguards firms and jobs. The lessons from NDC iterations (NDC 3.0 submitted June 2025) note higher ambition and breadth for NDC 3.0—covering multiple sectors and consulting with ~155 entities (including multiple EBMOs and companies). Just Transition was not specifically mentioned, unlike in NDC 2.0, but the new NDC is more specific in related activities such as gender, social inclusion, and loss and damage measures, including support for women-led innovation, access to climate finance, and targeted capacity building. The lack of union engagement was identified as a major drawback, particularly given the breadth of the consulted entities.

The policy landscape features the forthcoming Climate Change and Carbon Market Bill (to institutionalize climate governance and enable carbon market projects), the Plan Belize strategy, which aligns with inclusive and sustainable development, and a strong blue-economy focus. Employers are starting to engage in social dialogue for the Just Transition through participation in bodies such as the Labor Advisory Board, TVET Council, and the ILO Decent Work Country Programme, though Just Transition is not yet a standing agenda item. Furthermore, a key space is the National Climate Change Committee (which includes an EBMO representative), which has been inactive (with reactivation expected under the climate bill). Key challenges include tight fiscal space, skills gaps (e.g., EV maintenance pipeline), access to green finance, data and infrastructure constraints, and stagnant productivity. Opportunities lie in renewables and grid resilience, sustainable tourism, blue-economy initiatives, and job creation in agroforestry and land-use mitigation. The discussion pointed to practical recommendations: make Just Transition explicit across dialogue bodies, expand SME access to green finance, align skills systems with emerging sectors, and strengthen social partners' participation in NDC implementation. Overall, the case shows how employers can help align climate ambition with enterprise resilience, competitiveness, and decent work creation.

Participants live commentary

The case and its presentation received reactions from the employers' representatives who assisted in its development: Representatives from the Belize Chamber of Commerce and Industry (BCCI) endorsed the case presentation, noting that it accurately reflected the Chamber's long-standing engagement in national policy, labor, and climate initiatives. They highlighted that BCCI applies its Triple C philosophy—to Champion, Capacitate, and Connect. In terms of championing, they are represented in more than 70 national committees, including the Labor Advisory Board, the National Climate Change Committee, and NCTVET, where employers help shape policies relevant to a Just Transition. BCCI emphasized that Belize is not starting from zero: national frameworks already embed green skills, inclusion, and sustainability principles. The Chamber highlighted its active roles in revising the Labour Act and developing the National TVET Policy, which aligns training with market needs. However, as noted by the Chamber's leadership, several frameworks remain inactive or under review, reflecting the challenge of turning plans into implementation. They also pointed to shifting priorities in external funding—where recent requests to focus more on fossil fuels risk diverting progress from renewable energy goals—underscoring the need for policy consistency and national ownership of the transition agenda.

The Chamber also participates in initiatives such as the Skills to Access the Green Economy (SAGE) program, the Women and Green Skills Report, and has conducted skills-mismatch studies in agriculture, ICT, and tourism. It collaborates with the Development Finance Corporation, now accredited to the Green Climate Fund, to expand SME and women entrepreneurs' access to green finance, and recently joined an IDB-led Blue Economy project steering committee to promote sustainable coastal development. Defining its view of a Just Transition, BCCI stressed inclusiveness and collaboration among government, workers, and employers. Success depends on adaptable, investment-friendly policies, better coordination across ministries, and active social dialogue that keeps MSMEs and workers engaged. Skills development remains the foundation—linking innovation, competitiveness, and decent work in Belize's evolving green and blue economy.

A representative of Belize's National Trade Union Congress also shared her reaction, acknowledging progress in social dialogue but stressed that workers' consultation remains limited. She mentioned that while Belize upholds

tripartism in principle, many government committees exclude unions, as “shockingly seen in the NDC 3.0 process, where workers were not consulted.” The representative highlighted the Labour Advisory Board as a model of active tripartite collaboration, particularly in the ongoing Labour Act revision, but noted that other bodies relevant to Just Transition lack similar engagement. Limited resources for TVET institutions and delayed teacher payments were cited as barriers to developing green and relevant skills.

The Q&A session reflected a dynamic exchange between participants from across the Caribbean, focused mainly on skills development, inclusion in climate policymaking, and mechanisms for accountability in tripartite dialogue.

- On TVET reform and skills relevance, a participant from **Jamaica’s employers**, involved in her country’s NCTVET, asked about Belize’s approach. The BCCI representative explained that Belize’s TVET system is being overhauled from infrastructure to curriculum, with employers engaged in modernizing training to align with market and climate-resilience needs. She noted that while some progress has been made through IDB-supported updates to construction-related modules, funding interruptions have slowed implementation. The process remains collaborative, with consultations involving employers, the Ministry of Labour, and the public.
- On union participation, a **trade union representative from Jamaica** asked whether workers were excluded from consultations beyond climate topics. The NTUCB representative responded candidly that unions are often sidelined unless they exert pressure, with engagement levels fluctuating depending on the government in power. She noted that current leadership tends to favor business forums over balanced tripartite dialogue, and that meaningful consultation often only occurs after union mobilization—especially around wage negotiations.
- A participant from **Trinidad and Tobago** commended the case depth and asked about Belize’s experience with its NDC Investment Strategy, particularly whether the BCCI was involved. The Chamber confirmed its proactive role in training members on Green Climate Fund (GCF) access and collaborating with the Prime Minister’s Office and the Caribbean Development Bank to help SMEs prepare project proposals. This collaboration improved private-sector awareness of climate finance and positioned the Development Finance Corporation as a key local partner for green funding.
- Finally, a participant from **Dominica** questioned whether Caribbean countries had formalized social contracts or binding agreements on Just Transition. The BCCI representative confirmed that Belize had not, noting that the Decent Work Country Programme remains the only framework with signed tripartite commitments. The Just Transition Consultant reminded that Barbados offers a useful model, where the Social Partnership Protocols and Mission Barbados framework institutionalize dialogue through voluntary tripartite signatures/commitments, giving agreements greater continuity and legitimacy.

The facilitators closed the live session by thanking participants for their active engagement and reflections throughout. They highlighted the strong contributions from employers’ and workers’ representatives, emphasizing that Belize’s experience illustrates both progress and remaining gaps in social dialogue around climate and development policy. Common threads across cases included the centrality of MSMEs, the need for better coordination among ministries, and the importance of skills data and targeted training to make the Just Transition practical and inclusive. They underscored that consultation must move beyond information-sharing to meaningful participation by all social partners, and that future efforts should push for tripartite involvement in NDCs and related climate frameworks.

Participants forum commentary

Around 20 forum comments were received from social partners across the Caribbean, reflecting strong engagement and thoughtful reflection on the Belize case study. Overall, participants recognized Belize’s progress in linking climate ambition with social and economic goals, noting the country’s leadership in green and blue economy strategies despite its small size and limited emissions. Many highlighted the Belize Chamber of Commerce and Industry’s proactive role in advancing green finance and enterprise engagement, including in innovations such as the Blue Bond and the Belize Fund for a Sustainable Future.

Several themes stood out:

- **Tripartism and Inclusive Dialogue.** Many participants stressed that sustained progress on Just Transition depends on stronger tripartite engagement. While Belize demonstrates active employer leadership, several

noted that trade unions remain underrepresented in climate consultations. Contributors argued that Belize could benefit from institutionalizing Just Transition and climate dialogue through permanent bodies such as the Labor Advisory Board or Economic Development Council.

- **Employer Leadership and Green Finance Innovation.** Contributors commended the Belize Chamber of Commerce and Industry for driving climate action through practical financing tools like the Green Climate Fund, the Belize Fund for a Sustainable Future, and the Development Finance Corporation. These initiatives were seen as evidence that employers can be catalysts for green transformation. Participants encouraged expanding MSME access to concessional finance and technical support to ensure small enterprises benefit from emerging green opportunities.
- **Skills Development and Workforce Readiness.** Several comments underscored that upskilling, certification, and retraining are vital for workers in the tourism, agriculture, and informal sectors, which are most exposed to transition risks. Participants highlighted the need to better align TVET programmes with green job demand and to embed equity considerations for youth, women, and rural communities to ensure no group is left behind. They applauded the Belize is starting conversations on this task.
- **Implementation Capacity and Policy Coherence.** Despite progress, contributors pointed to gaps in enforcement, institutional coordination, and financing that constrain implementation, not just in Belize but in their nations. Embedding Just Transition priorities into existing policy frameworks and national councils was viewed as key to achieving continuity, accountability, and stronger inter-agency cooperation.

Webinar 4 – Workers’ case study – Jamaica

Participants

The fourth and final webinar brought together 37 participants and continued the bipartite format. It included representatives from ACTRAV and ACTEMP, as well as ITCILO officers from both.

Session content

The session opened with welcoming remarks from the **Chief of Workers’ Activities Programme at the ITCILO**, who highlighted that the activity itself is a concrete example of joint collaboration between ACTRAV and ACTEMP—reflecting the ILO’s commitment to social partnership in practice. She underscored that cooperation and knowledge sharing between workers’ and employers’ representatives are essential to achieving meaningful progress on the Just Transition. Strengthening these partnerships, she noted, remains the most effective path toward fair and inclusive climate outcomes. She closed by thanking the ITCILO organizing team and field colleagues for their support and expressed confidence that such joint efforts will generate a lasting impact.

The session continued with the **ITCILO Senior Programme Officer**, who provided a short recap of the previous webinar and summarized key takeaways from the Belize case. He recalled that employers across the region are increasingly interested in contributing to the transition toward sustainable economies but emphasized that predictability, stability, and gradual regulatory change remain essential for investment confidence. He underscored the importance of truly tripartite consultation, noting that in Belize—as in other countries—workers’ organizations were often left out of NDC discussions, and that inclusive dialogue is fundamental for balanced policy design. He also highlighted positive lessons: Belize’s long-term low-emission development strategy demonstrates that small economies can plan credibly for 2050; the Development Finance Corporation serves as a model of how public-private cooperation can unlock green finance; and sectors like the blue economy and sustainable tourism hold major potential for green job creation. Persistent challenges include fiscal constraints, energy import dependence, and skills mismatches—particularly in areas like electric vehicle maintenance, renewable energy, and waste management. He closed by stressing that reskilling must go hand in hand with social protection and that the Caribbean’s strong tradition of social dialogue remains its comparative advantage for advancing a just transition.

The **Just Transition Consultant** presented the Jamaica case, developed from a workers’ perspective, to illustrate how climate and employment policies intersect from the standpoint of trade unions. The economic-social-labor-environmental snapshot framed Jamaica as having a historical growth constraint and being a tourism-dependent economy. However, it is seeing improved fiscal management and low unemployment, but persistent informality

(≈50%), skills gaps, and productivity decline. High fossil-fuel dependence (≈90% of energy) and high hurricane exposure underscore the urgency of a Just Transition that protects workers and livelihoods. The lessons from NDC iterations (NDC 3.0 submitted September 2025) show an expanding coverage from just energy/transport in NDC 1.0 to forestry and industry in NDC 3.0, with targets including 65% renewable power by 2035 and 2,000 electric buses by 2040. Consultations have broadened compared to earlier NDCs and, for NDC 3.0, were inclusive of unions, but remain more informative/validating than they are in eliciting effective participation and involvement from social partners. NDC 3.0, as in Barbados, shows strong alignment with the country's overall policy, Vision 2030. NDC 3.0 also states that it is pursuing a Just Transition and aligns itself with the ILO's Decent Work Four Pillars. The NDC also references alignment with Jamaica's Gender and Climate Change Strategy and Action Plan (GCCSAP) 2022-2025. Jamaica's policy framework—anchored in Vision 2030, the Climate Change Policy Framework (2021), and, hopefully, under a new Climate Change Bill—shows strong policy coherence and growing openness to consultation, though social dialogue and policy development on Just Transition remain limited.

Social dialogue mechanisms such as the Labour Advisory Council, Productivity Centre, TVET Council, and the forthcoming National Employment Policy Steering Committee offer potential entry points, while an emerging Living Wage agenda signals attention to decent work. Key challenges from a worker lens include limited union involvement in climate policymaking, skill mismatches for emerging green sectors, low reskilling offers, weak social protection, and capacity constraints to seize new opportunities. Yet, opportunities exist in renewable energy, waste management, transport electrification, and ecosystem restoration—sectors projected to generate up to 26,000 new jobs and \$14 billion in benefits by 2050. The session underscored unions' role in advocating for explicit Just Transition language in policies and collective agreements, expanding climate-OSH linkages, and ensuring that climate action translates into decent, inclusive, and secure employment. In terms of recommendations, it was emphasized establishing mechanisms to make Just Transition a regular agenda item in tripartite bodies and ensure union inclusion in NDC and LT-LEDS processes; accelerating the OSH Act and National Employment Policy and linking them to address climate-related hazards; building capacity on green jobs and access to social protection through training and collective bargaining with green clauses; closing skills and data gaps by aligning TVET with emerging green sectors, and deepening NDC ownership by embedding decent work, social protection, and gender considerations with active participation of social partners in monitoring and implementation.

ILO Workers' Activities Specialist for the Caribbean expanded on important ILO initiatives both in Jamaica and across the Caribbean. She highlighted the ongoing two-year Just Transition project, which supports the Government of Jamaica and social partners in embedding climate justice and decent work principles into national climate policy frameworks, including the latest NDCs. The programme aims to ensure that by the end of 2026, Just Transition measures are formally integrated into Jamaica's climate and development strategies and that tripartite dialogue explicitly addresses the labour dimensions of climate action. The project has already helped trade unions assess their current engagement and priorities for advancing Just Transition, providing evidence-based inputs for future union advocacy and policy engagement.

She also underscored the role of Decent Work Country Programmes (DWCPs) as one of ILO's main tripartite framework for supporting national labour and development priorities, typically over five-year cycles. Several Caribbean countries—including the Bahamas, Barbados, Belize, Guyana, and Suriname—are already implementing active DWCPs that incorporate aspects of Just Transition, while Grenada, Jamaica, and St. Lucia are at different stages in the process of developing theirs. She encouraged participants to use these programmes as entry points for regional cooperation, peer learning, and alignment of national Just Transition efforts with broader decent-work and sustainable-development objectives, reaffirming the ILO's commitment to accompany social partners through these processes.

Participants live commentary

The case and its presentation received reactions from the workers' representatives who assisted in its development: A representative from both the **Jamaican Federation of Trade Unions and the Jamaican Association of Local Government Officers** provided his insights stressing that the Just Transition must center on decent work, ensuring that new green and renewable-energy jobs offer adequate social protection, pensions, and fair conditions rather than precarious employment. Drawing on the country's green jobs assessment, recently provided by ILO and UNDEP, he noted the creation of thousands of potential new jobs by 2030, but cautioned that these must come with proper safeguards and worker benefits. He stressed the need for unions to advocate for quality employment, retraining, and community renewal, particularly in sectors like bauxite mining and sugar, where entire local

economies depend on traditional industries. The intervention called for more inclusive national consultation, noting that unions are often invited only at the final stages of NDC and climate policy discussions, turning genuine consultation into mere presentation. He urged that workers' organizations be engaged from the earliest policy design phase and that future NDCs explicitly reference Just Transition principles, workers' rights, and social protection. The representative also highlighted ongoing union-led training and workshops—supported by the ILO (specifically the JT project and the start of the Decent Work Country Programme)—to build awareness, policy capacity, and advocacy on climate and labour issues. It was highlighted that the two-year ILO project is already a major boost and status quo changer for the trade union movement, providing access to credible research and data that strengthens workers' capacity, collective bargaining, and policy engagement. It was also mentioned the union's own efforts to educate members about climate change and the risks to work under rising temperatures. A concrete example of this work was cited from the Jamaica Fire Brigade, where union advocacy led to the introduction of climate-adjusted protective gear to address rising heat exposure, demonstrating how worker participation can translate into practical occupational safety reforms. He concluded by reaffirming that Jamaican unions are committed to advancing decent work, reskilling, and climate resilience, viewing the Just Transition as both a labour imperative and a national development opportunity.

The case presentation included interactive reflections and a Q&A segment, where participants shared experiences and posed questions linking the Just Transition agenda to their national contexts:

Responding to a question on how social partners act before, during, and after climate disasters, representatives from **Trinidad and Tobago** explained that, although the country is often spared from major hurricanes, employers' organizations play an active role in crisis response. They issue advisories on workforce safety, communication, and absentee management; coordinate with the National Insurance Board to facilitate benefit claims; and provide post-event guidance on leave and compensation—actions that demonstrate the value of employer-led preparedness. From **Belize**, the Chamber of Commerce noted its long-standing partnership with the National Emergency Management Organization (NEMO) to deliver annual hurricane-preparedness and business-continuity workshops for members, offering templates and tools for enterprise resilience. Facilitators highlighted these as concrete examples of how employers' and workers' organizations can support members and communities through climate shocks.

As the discussion shifted to Just Transition challenges, union representatives from the **Bahamas** pointed to persistent dependence on fossil fuels, limited social-partner involvement in policymaking, and funding constraints that slow green initiatives. They stressed that recent extreme weather events have made the need for climate action more tangible, but that awareness and education remain critical. A participant from **Belize** emphasized the misalignment between policy ambition and regulatory frameworks—citing the absence of legislation to allow small producers to sell renewable energy to the grid, and high import duties on solar panels and electric vehicles that disincentivize cleaner investments. These concerns were echoed by **Trinidad and Tobago**, where low electricity prices and the high cost of renewable technologies undermine their economic appeal. Further exchanges across the region underscored similar barriers and opportunities. **St. Kitts** reported efforts to reduce renewable-energy costs and support consumers through debt relief, while **OECS participants** highlighted their coordinated regional approach to transition, built on shared vulnerabilities and political cohesion. From **Guyana**, participants described how the Low Carbon Development Strategy (LCDS 2030) channels carbon-credit revenues into community and renewable projects.

Overall, the exchanges illustrated a common regional narrative: social partners are already mobilizing around preparedness, resilience, and early adaptation, but progress toward a full Just Transition remains constrained by outdated regulations, funding gaps, and insufficient tripartite coordination. Strengthening legislation, aligning fiscal incentives, and building inclusive dialogue platforms were seen as key steps to make climate action both just and economically viable across the Caribbean.

The webinar closure, being the last in the online format, was followed by closing statements by the course facilitators. **ILO Workers' Activities Specialist for the Caribbean** highlighted how the discussions have illustrated both progress and gaps in integrating labour and social dialogue into climate policy. She noted the Jamaica case, which has a solid policy framework, but the influence of workers and employers in NDC implementation remains limited. At the same time, she stated that this moment presents an opportunity to change that. She pointed to the Decent Work Country Programme and the tripartite structure of national training agencies as key entry points to advance skills development, OSH, and social protection within Just Transition efforts. It was also underlined the

importance of extending protection to informal workers, promoting transitions to formality, and using social dialogue as the central enabler for inclusive and practical climate action.

The ILO Senior Employers' Activities Specialist for the Caribbean echoed these reflections, stressing that the regional workshop series had confirmed a common reality: social partners across the Caribbean have had limited participation in NDC consultations to date. She emphasized that the face-to-face workshop in Barbados was a critical next step for employers' and workers' organizations to jointly develop action plans that embed Just Transition priorities in national tripartite discussions. By presenting a united front, she noted, employers and unions can enhance their collective influence in shaping NDC implementation and climate-labour coordination mechanisms moving forward.

ACTEMP and ACTRAV ITCILO Senior Program Officers thanked participants for their active engagement throughout the three case discussions and underscored how the exchanges demonstrated the value of collaboration across ILO's regional programmes. In closing the webinar series, both Officers expressed appreciation for the strong collaboration among ILO branches and with participants across the region. They reaffirmed their shared commitment to continue supporting Caribbean social partners in translating Just Transition principles into concrete policy actions—through tripartite dialogue, capacity-building, and the in-person workshop in Barbados.

Participants forum commentary

Around 21 forum comments were received from social partners across the Caribbean, reflecting a high level of engagement with the Jamaica case study. Overall, participants acknowledged Jamaica's strong policy foundations—Vision 2030, NDC 3.0, and the LT-LEDS—and a growing engagement by workers to be involved in climate and energy just transition processes. The case was seen as a solid example of aligning climate ambition with decent work and social justice, even amid challenges of informality, limited financing, and uneven implementation. Contributors appreciated that Jamaica's perspective centered workers' roles while underscoring the need to translate policies into tangible, inclusive outcomes.

Several themes stood out:

- **Workers' Participation and Social Dialogue.** Many contributors viewed Jamaica as a leading example of tripartism in action, but noted that worker participation must move from consultation to co-creation. Trade unions' growing role—integrating climate discussion into bipartite dialogues/agreements and participating in NDC consultations—was commended. Strengthening institutionalized dialogue was seen as vital to ensure workers are equal partners in shaping transition strategies.
- **Policy Coherence and National Frameworks.** Participants praised Jamaica's integrated policy architecture—linking Vision 2030, NDC 3.0, and the LT-LEDS—as a coherent roadmap for a fair, low-carbon economy. However, they stressed that execution and coordination lag behind ambition. Calls were made to embed monitoring mechanisms that track green job creation, reskilling, and social-protection outcomes, ensuring policies deliver measurable benefits for workers and communities.
- **Skills Development and Informality.** Reskilling and upskilling were identified as central to ensuring a “just” transition. Participants highlighted the need to expand training for workers in tourism, construction, and energy—sectors most exposed to climate change—and to extend protections to Jamaica's large informal workforce. Aligning TVET systems and union-led training initiatives with green-sector demand was viewed as a practical step forward.
- **Equity, Financing, and Implementation.** Several comments pointed to the financing gap and limited fiscal space constraining transition efforts. Contributors urged stronger access to international climate funds and national mechanisms to support inclusive financing for green jobs. Attention was also drawn to equity issues—ensuring that benefits reach rural, youth, and female workers, and that social protection systems evolve alongside climate policies.

► Face-to-Face activity – Summary and highlights

The face-to-face activity, held over three days in Barbados, generated high-energy exchanges between employers and workers from across the region. It successfully delivered key information requested by participants and led to the development of a joint action plan outlining practical next steps.

The summaries below largely follow the original agenda but also reflect adjustments made during the workshop to accommodate extended discussions and incorporate participants' suggestions.

First day

The face-to-face training opened with welcoming remarks from the **Workers' Activities Specialist for the Caribbean**, who expressed appreciation to participants for joining the face-to-face segment of the Just Transition training. She underlined the importance of having employers and workers in a single joint space—rather than separate workshops—to exchange experiences and jointly develop action plans. This integrated format, she noted, reflects the spirit of social dialogue that underpins the ILO's work in the Caribbean.

The **ILO Employers' Activities Senior Specialist for the Caribbean** followed by emphasizing that the workshop came at a crucial time, as some countries have recently submitted their third Nationally Determined Contributions (NDCs) but many still have to do so. She stressed that while environment ministries often prepare these commitments, their implementation directly affects both workers and employers. Therefore, she urged participants to use existing tripartite bodies in their countries to bring Just Transition and NDC discussions to the national agenda. She concluded by reaffirming the ILO's continued support to strengthen social dialogue and equip social partners with the tools needed to engage effectively in these national processes.

The **ITCilo Senior Programme Officer** welcomed participants to the Forum, describing it as more than a workshop—a dialogue leading to concrete action. He explained that the three-day event would build on the virtual phase to translate lessons from Barbados, Belize, and Jamaica, as well as regional discussions from the workshop, into a joint bipartite action plan for employers' and workers' organizations. He outlined the structure of the workshop: Day 1 would set the scene by assessing regional challenges and reviewing how recent NDCs have evolved and have an impact on social partners members; Day 2 would focus on the roles and services that social partners can develop to support enterprises and workers; and Day 3 would culminate in identifying shared priorities and drafting a bipartite agenda for 2026–2027. He noted that the region's transition must be not only greener but also fair, inclusive, and job-creating, with dialogue as the method and action as the goal.

Participants also had an opportunity to present themselves and their organizations. They were also asked to share what they expected to take away from the training, highlighting: a better understanding of NDC mechanisms and Just Transition consequences and opportunities; practical ideas and applications to take back to their organizations and members; sharing experiences and learning from Caribbean peers; learning how to increase youth engagement in their organizations and focusing it around climate actions; understanding how the ILO can assist and social partners can improve social dialogue on climate actions.

Situation and challenges of a Just Transition in the Caribbean

The first session of the day was imparted by a **Caribbean Just Transition Officer** to give an overview of the situation and challenges of a Just Transition in the Caribbean. The Officer opened her presentation by framing Just Transition as both a fairness principle and a development strategy for the region. She explained that Caribbean economies face dual crises of climate vulnerability and economic fragility, making a fair shift toward greener and more resilient economies essential for survival and growth. Her presentation, "Just Transition in the Caribbean: Situation and Challenges," outlined regional realities—rising temperatures, recurrent natural disasters, and uneven preparedness—while stressing that climate action, decent work, and social inclusion must advance together.

She identified key institutional challenges, including fragmented policymaking across climate, labour, and economic domains; weak social dialogue mechanisms; data gaps on green jobs and sectoral risks; limited technical capacity; and inadequate financing and regulation. She called for policy coherence, stronger coordination across ministries, and integration of Just Transition principles into NDC implementation. Highlighting opportunities, she

pointed to green and blue economy growth, skills retraining, social protection reform, and cross-country cooperation through CARICOM and OECS. She concluded by urging participants to enhance dialogue, invest in data and skills, and ensure that future policies are inclusive, evidence-based, and owned by workers and employers alike.

Participants followed up the presentation with key comments and questions:

Dominica's employers said they were unaware of their country's NDC process, had never been consulted, but inspired by this training would now follow up to identify the responsible ministry. The Just Transition Officer explained that NDCs are usually led by environment ministries and offered to share contact details of the focal point through CARICOM to facilitate engagement, and urged them also to contact ILO officers for assistance. **Guyana's workers** noted that climate policies remain government-driven, with unions largely excluded despite clear labour implications. The Just Transition Officer agreed this is a regional challenge and cited Suriname's tripartite Just Transition Committee as a model for greater inclusion.

Belize's workers shared their surprise at not having been consulted on NDC 3.0 and finding out that Belize had submitted only at the online case presentation. It was also highlighted that even the Ministry of Labour had little awareness of NDCs. The Just Transition Officer welcomed their vigilance and encouraged using regional and ILO platforms to advocate for more inclusive, ongoing engagement with the implementation of NDCs. **Trinidad and Tobago's employers** suggested using ILO Convention 144-type tripartite bodies to mainstream these discussions. The facilitators agreed, noting that environment ministries often act in silos and urging social partners to use existing dialogue mechanisms to place Just Transition on national agendas.

Commonalities and Differences in Economic, Social, Labour, and Environmental Contexts

The second session of the day was led by the **ILO Just Transition Consultant** and focused on presenting commonalities and differences in the economic, social, and labor contexts. These were framed around the three case studies (Barbados, Belize, Jamaica), Caricom and Caribbean aggregates, as well as Pacific SIDs for comparison. Key economic variables were presented, such as varied but often constrained economic growth, inflation stabilization, mostly improved fiscal management, high tourism, and import dependency (especially for energy). Participants were also exposed to other economic indicators, including remittances, FDI, the importance of foreign reserves, competitiveness, and others. In the social context, the presentation focused on migration and population growth. Most Caribbean economies experience significant levels of both immigration (primarily from CARICOM nationals) and emigration (to the US, other CARICOM countries, and Europe). Caribbean populations are small, with different realities regarding aging versus young populations (e.g., Barbados versus Belize), and population growth dynamics that vary, highlighting that while there are commonalities, there is no single Caribbean makeup. Other factors, such as the different ranges of the Human Development Index across the Caribbean, overall educational gaps and lags, and the prevalence of a two-party system in many nations, were also mentioned.

In the labour context, which is highly relevant to participants, it was highlighted that unemployment has decreased in many nations following the high levels of COVID-19. However, participation rates had stagnated or even decreased, with women's participation rates being consistently lower. There are also persistent trends in the region of high NEET (not in education, employment, or training) rates among youth (>20%), social protection challenges in both coverage and access for certain populations, notable levels of self-employment and informality, and a high prevalence of micro firms. Labour productivity in the region has stagnated. Participants were advised that, while recent growth has been observed, the levels remain similar to those of a decade ago.

An activity was conducted in which **participants** were then split into pairs (employers and workers when possible) to discuss 1) contextual commonalities and differences in their countries and 2) mapping them to challenges and opportunities to Just Transition. The activity resulted in the following discussion:

Participants discussed themes such as aging populations and youth migration in **Barbados and Dominica**, noting that many young people do not see the Caribbean as a place to build their future. A participant from **Grenada** reflected on how creating "jobs of the future," such as in cybersecurity and digital sectors, could help retain youth. The discussion also touched on intergenerational learning—how older generations, who naturally practice values of the circular economy (repair and reuse), can help pass on more sustainable, circular mindsets to younger people.

From **Guyana**, both employer and worker representatives highlighted a widening skills gap, noting projections of 50,000–150,000 new jobs in the coming decade that the current labor force cannot meet. They emphasized the urgency of structured training programs aligned with national growth sectors, calling for education systems to adapt to new economic demands. At the same time, they pointed to the challenge of informality—where workers often seek higher earnings outside the formal system—and stressed the need to strengthen social protection and awareness of long-term benefits tied to formal employment.

In the discussion on **Belize and Jamaica**, participants drew attention to the human side of climate change. In Jamaica, coastal erosion is pushing small informal businesses inland, displacing livelihoods tied to tourism, while in Belize, prolonged droughts and flooding are damaging key agricultural sectors such as sugar and citrus. It was highlighted that migrant workers usually fill jobs in the agricultural sector, as locals do not pursue them. Migrants make up a large share of the rural workforce in Belize, and these workers are particularly vulnerable to income loss without safety nets. The **facilitators** noted that emerging carbon market mechanisms in the region could generate resources to improve resilience, wages/attractiveness, and social protection for the AFOLU sector, especially in Belize.

Representatives from **Saint Lucia and Antigua and Barbuda** raised concerns about limited technical capacity to support new green policies, such as electric mobility and renewable energy transitions. They underscored the importance of upskilling and awareness-raising initiatives to ensure local workers can take advantage of these opportunities. **Facilitators** echoed these points, noting that while electric buses and similar initiatives are increasingly common, many countries struggle to maintain them due to insufficient local expertise or charging infrastructure. **Antigua and Barbuda's** participant questioned whether energy transitions truly advance sustainability when charging electric vehicles still depends on fossil fuels, suggesting that deeper systemic change is needed. **Facilitators** agreed that this is a valid challenge, adding that battery disposal and energy sourcing bring other sustainability issues, though shifting to electric fleets still contributes to emissions reduction and sets the stage for broader renewable integration. In response, a participant from **Belize** explained that the country is taking active steps to close these gaps—training mechanics for electric buses, expanding solar capacity, and repurchasing domestic dams to reduce reliance on imported power. These initiatives are already creating new green jobs and positioning the transition as an opportunity for inclusive growth. **Facilitators** commended these efforts, noting that, as in Barbados, combining renewable energy investments with workforce reskilling offers a concrete pathway toward a fair and job-rich Just Transition.

Finally, participants from **Trinidad and Tobago and Grenada** broadened the discussion to the digital sphere. **Trinidad's** employer representative emphasized the importance of artificial intelligence (AI) and digital literacy, citing ongoing regional efforts under UNESCO and CARICOM to develop AI policy roadmaps and training resources. From **Grenada**, a union representative linked the Just Transition to demographic change, pointing out that older workers—especially those in physically demanding jobs—will need targeted retraining to adapt to new forms of employment, such as digital services and platform-based work. Both interventions underscored that the Just Transition in the Caribbean must address not only environmental and economic dimensions, but also technological and generational shifts shaping the future of work.

After the activity, participants received a presentation from the **cartographer** collaborating with ITCILO on environmental risk and challenges. Different from the online webinar regional focus, the presentation delved deeper into Barbados, Belize, and Jamaica to better illustrate how climate change specifically affects Caribbean nations. Using spatial and satellite analysis, he showed how rising sea temperatures and humidity have intensified cyclones and tropical storms, damaging infrastructure, tourism, and livelihoods across the region. In **Belize**, the concentration of cities, ports, and airports along the coast makes the country highly exposed to extreme weather events. Repeated hurricanes—such as Lisa in 2022—have devastated homes and communities, while the degradation of coral reefs further weakens coastal protection. Once natural barriers, reefs now struggle to buffer wave energy, leaving shorelines and people more vulnerable to flooding. Adding to this pressure, the sargassum blooms that once appeared sporadically are now a constant and severe threat, smothering beaches, disrupting tourism, and affecting marine life.

Barbados faces similar risks. Its coastal capital, port, and airport lie in the path of tropical storms and rising seas, while recurrent sargassum invasions have become a new normal, damaging coral reefs and coastal ecosystems already under strain. Coastal erosion and saltwater intrusion threaten the island's infrastructure, fisheries, and freshwater sources. In Jamaica, frequent hurricanes—such as Beryl in 2024 and Melissa in 2025—exposed the country's wide coastal vulnerability, affecting energy systems, transport networks, and agriculture. Coral reef degradation and stronger storm surges are reshaping coastlines and jeopardizing livelihoods in communities that depend on fishing and tourism, and affecting the whole population.

The **cartographer** concluded that these risks are deeply interconnected: the loss of coral reefs amplifies storm impacts; warming seas intensify sargassum blooms; and coastal degradation multiplies social and economic vulnerability. He called for long-term, ecosystem-based adaptation, emphasizing that protecting and restoring coral reefs, mangroves, and natural barriers is as vital as building new infrastructure. The Caribbean's resilience, he argued, depends on seeing its natural ecosystems as the first line of defense against a changing climate.

Participants had an opportunity to engage further:

Participants from **Belize and other Caribbean countries** shared their reactions following the presentation, focusing largely on the escalating sargassum crisis. A representative from Belize described how the algae now blankets large stretches of coastline, including the iconic Blue Hole, creating unbearable odours and driving away visitors. While cleanup efforts in San Pedro provide some relief, most coastal communities lack the capacity to manage the problem. Attempts to repurpose the sargassum—for example, as landfill—remain limited and unsustainable, prompting calls for a more permanent regional solution. Other participants echoed these concerns, asking where the sargassum originates and how it might be turned into an opportunity. In response, the **cartographer** explained that the algae blooms form in the North Atlantic, fueled by warming sea temperatures that push massive mats across the ocean toward the Caribbean. While reversing this trend is unlikely in the short term, he argued that countries must adapt to this “new normal” (what ecological resilience means) by finding innovative uses for the material and developing regional industries that transform the crisis into a potential asset.

A participant from **Jamaica** then raised a related issue: the growing presence of Sahara dust, which now affects the island annually and poses potential health and agricultural risks. **Facilitators** acknowledged that they were unsure if the ILO has yet studied the phenomenon, but that it represents another emerging climate hazard that warrants closer monitoring as part of the region's broader resilience agenda.

NDC learnings and takeaways from working groups

Responding to participants' needs, the schedule's presentation on NDC learnings was complemented with an introductory presentation on what NDCs are and existing mechanisms for implementation and monitoring. The session included a clear overview of how Nationally Determined Contributions (NDCs) connect to Just Transition and the world of work, outlining key lessons, technical foundations, and mechanisms for engagement.

It began by highlighting three major lessons from the case studies' experience. First, NDCs are becoming more ambitious and better structured, reflecting stronger institutions, improved technical capacity, and broader inclusion of economic sectors. Second, social dimensions are gaining ground, with recent submissions from several Caribbean countries explicitly referencing Just Transition and integrating issues such as employment, skills, and social protection. It was noted that for Caribbean NDC 3.0, Barbados, Belize (partially), Jamaica, Suriname (expected) mentioned the Just Transition, while Saint Lucia and Saint Vincent and the Grenadines did not. It is worth noting that the ILO has directly supported Barbados, Jamaica, and Suriname in linking Just Transition to NDC 3.0. Other Caribbean nations have not submitted as of October 2025. Third, despite progress, participation by social partners remains limited—trade unions are seldom consulted, employers' organizations are at times consulted but highlight that it is more informative than consultative, and Ministries of Labor are often absent from NDC design and follow-up.

The session then explained what NDCs are and why they matter. As each country's national climate plan under the Paris Agreement, NDCs define emission-reduction and adaptation goals that influence national development strategies, investment flows, and labour market changes. It was highlighted that their evolution shapes the transition pathways for enterprises and workers alike, creating both risks and opportunities for sustainable growth. Participants were introduced to key technical elements of NDCs, including the types of targets used, the distinction

between conditional and unconditional commitments depending on access to finance and technology, the international reporting requirements under the UNFCCC that ensure transparency and accountability, and the submission cycles.

Finally, the presentation reviewed a series of implementation and monitoring mechanisms—such as Long-Term Low Emission Strategies (LT-LEDS), National Adaptation Plans (NAPs), Technology Needs Assessments (TNAs/TAPs), the Biennial Transparency Reports, and the Green Climate Fund. Participants were encouraged to use these tools not only to follow national progress but also to participate in implementation, inform themselves and their members about ongoing climate actions, and hold governments accountable for meeting their Just Transition and climate commitments. Participants were also refamiliarized with the supportive policies part of the ILO Guidelines on Just Transition, as tools to bring labor-oriented policies into NDCs and climate policies.

After this informative presentation, **participants** asked clarifying questions about the mechanisms and expressed that this information was highly useful. They also stressed that climate change unfairly affects the Caribbean, which has very low emissions, and the developed countries need to do more. A discussion also arose about who is accountable for these actions and who verifies the information. **Facilitators** noted that the UNFCCC has robust guidelines and evaluation mechanisms on what is submitted, but that ultimate responsibility and accountability, as with other international commitments, are more nuanced and depend on the rule of law and on how citizens (including social partners) engage in holding governments accountable.

From here, **participants** were split into employer and worker groups for an activity. The activity consisted of 1) Reflections on social partners' participation (or lack of) in NDC design and implementation, specifically what factors empowered or affected participation, and 2) Reflections on NDC-related policies and social partners' advocacy on these policies. For the second question, the **facilitators** provided a mapping of policies explicitly mentioned in the last available NDC of each of the 13 countries in attendance. Participants engaged in discussion with the facilitators' assistance and were asked to present the next day.

Second day

The second-day format focused on a more hands-on approach and open discussions, and was less presentation-heavy, while still providing participants with the key information and resources needed to improve their capacities and engage in discussion effectively.

NDC learnings and takeaways from working groups (continued)

After some brief welcomes from training facilitators, representatives from each working group were called to present to the broader group. It is worth noting that participants worked on their own time to produce comprehensive presentations based on the working group's activity.

Workers, represented by Trinidad and Tobago and Saint Vincent and the Grenadines, took the floor first to deliver their presentation. They discussed how unions across the Caribbean can play a stronger role in advancing the Just Transition and influencing climate policy and NDC processes. The session highlighted both external and internal barriers to engagement, alongside missed opportunities and practical entry points for action. Externally, participants noted that Ministries of Labour are often excluded from NDC processes, which Ministries of Environment or Planning usually lead. This exclusion limits union participation, as their involvement typically depends on invitations channeled through Labour Ministries. Frequent changes in government and the restructuring of ministries further disrupt continuity and weaken institutional memory. In several Caribbean countries, Ministries of Labour are subordinated to other portfolios and different functions, such as being the Attorney General, reducing their influence and focus on labour matters. These institutional gaps are compounded by limited technical expertise among staff and a persistent perception that labour is peripheral to climate policy.

Presenters highlighted that internally, unions face their own challenges, including limited expertise on climate issues, capacity gaps for sustained advocacy, and low member engagement. Climate change is often seen as secondary to wage or job security concerns. Leadership turnover and weak succession planning hinder long-term strategies, while training opportunities are sometimes misdirected, reaching administrators rather than those involved in policy advocacy. Cultural and political barriers also persist—union activism is sometimes stigmatized, and climate issues, while visible in policy rhetoric, are rarely prioritized in practice. The presentation underscored missed opportunities in collective bargaining. While unions routinely negotiate around occupational safety,

working conditions, and building standards, few collective agreements include climate-related clauses. Yet it was highlighted that these same advocacy tools can be adapted to promote climate resilience—for example, linking indoor air quality negotiations (expertise exist in the Caribbean) to broader environmental health and workplace safety.

The second part of the presentation explored how NDCs can include specific actions/targets that support worker rights and transition, through stronger building codes, air quality protections, and inclusive transition planning. The workers' group felt that unions should help ensure that workers are part of green restructuring discussions—anticipating reskilling needs and motivating training aligned with greener technologies. The presentation also highlighted that key transition sectors such as energy, construction, and agriculture remain heavily male-dominated, underscoring the need to create pathways for women's participation. It stressed that skills development is essential to ensure equitable access so that all workers—especially women—can benefit from new green and transitional employment opportunities.

Finally, participants stressed that Occupational Safety and Health (OSH) must be linked to climate resilience planning and be a salient topic in NDCs. Rising heat exposure, for instance, poses direct risks to outdoor workers, requiring new safety measures and awareness. It was also highlighted, based on the within-activity examination of climate and NDC-related policies, that while a few unions in countries such as Guyana, Suriname, and Trinidad and Tobago have engaged in climate-related policymaking, most remain excluded.

In closing, the group emphasized that unions already have the tools and experience needed to advocate for a Just Transition—they simply need to apply them strategically to the climate agenda. Inclusion must be intentional, structured, and systemic, building on existing progress and expanding social dialogue so that workers are no longer on the margins of national climate action.

Employers, represented by Jamaica, also delivered their presentation. The employers' presentation framed the Just Transition as both a climate and competitiveness challenge for Caribbean enterprises. It emphasized that while change is inevitable, growth and adaptation depend on creating the right conditions for business participation. Employers—particularly MSMEs, which account for most jobs and enterprises in the region—must be equipped to adapt productively to the climate transition rather than be left behind by it. The presentation highlighted the multiple climate pressures affecting Caribbean economies, including rising temperatures, coastal erosion, and biodiversity loss, all of which disrupt tourism, agriculture, and fisheries. These environmental risks were linked directly to the sustainability of businesses, jobs, and national economies.

It also underscored the role of the ILO and social dialogue in enabling employers to contribute to national climate goals through reskilling, digital and green jobs, and by ensuring that new employment opportunities meet decent work standards. Employers were encouraged to play an active role in shaping adaptive policies, institutional mechanisms, and financing instruments under the Paris Agreement and Nationally Determined Contributions (NDCs).

A change management perspective structured the discussion around three priorities: first, identifying barriers such as limited awareness, high transition costs, and weak coordination; second, building inclusive and practical strategies that foster buy-in and employer engagement; and third, embedding sustainability through workforce planning, leadership development, and long-term policy alignment with SDGs and decent work principles. The presentation concluded that a successful Just Transition in the Caribbean requires collaboration, accountability, and evidence-based communication—showing how climate action can lower costs, build enterprise resilience, and create shared value for workers, employers, and society as a whole.

The floor was opened for **participants'** reactions and comments after each intervention, and the facilitators guided and centered the exchange.

Participants shared powerful reflections linking climate change to labor conditions, infrastructure, and social well-being in the Caribbean. A **Grenadian workers'** representative described the severe conditions faced by agricultural labourers—working long hours under the sun without protective gear, clean water, or sanitation. Despite being called the “backbone” of the economy, these workers endure worsening heat and poor treatment, exposing the gap between rhetoric and reality.

Discussion then turned to unsafe and unhealthy workplaces, particularly “sick buildings” contaminated by mold and common in the Caribbean, with expected growth given climate change. Participants agreed that many public buildings across the region are unsuited to tropical climates—overreliant on concrete and

centralized air conditioning—creating health hazards for workers and showing how the Caribbean imports other countries' models instead of building their own.

A **Dominica employer** stressed the fragility of Caribbean infrastructure, built in some cases to resist hurricanes but vulnerable to earthquakes, volcanoes, and flooding. He questioned whether some islands are even habitable long term, stressing that reconstruction costs outpace resilience capital stock building. The **Grenadian participant** shared the emotional toll of recurring disasters, recounting how his community's hurricane-resistant homes later collapsed under landslides from mild rainfall. She noted that fear and trauma now accompany every storm, calling for mental health and psychosocial support as part of the Just Transition.

Participants also reflected on the balance between ambition and realism in advancing Just Transition objectives. Workers in general felt the employer's presentation was more optimistic than realistic. A workers' representative from **Belize** underscored the importance of remaining grounded in national realities, noting that while aspirations are essential, progress depends on achievable and context-specific actions. In response, an employer's representative from **Saint Vincent and the Grenadines** emphasized that while external factors such as climate conditions or market limitations may be beyond their control, employers retain the power to drive change within their own institutions and influence policy. They highlighted that enterprises can develop internal policies—such as those on disaster preparedness, occupational safety, and equity—that embed Just Transition principles. Union representatives from **Grenada** welcomed the ambition shown by employers, describing it as “empowering” and a positive signal for regional cooperation. They stressed that even ambitious plans can yield meaningful results when pursued jointly and through consistent dialogue with governments. Similarly, contributions from **Trinidad and Tobago** underscored that combining voices across sectors increases the likelihood of being heard and of influencing national priorities.

From **Jamaica**, a related exchange focused on financing and collaboration. When workers raised questions about who would fund Just Transition initiatives, employers pointed to the value of strong tripartite dialogue. They noted that constructive engagement between employers, workers, and government enables joint advocacy for incentives, skills development, and policy alignment with international commitments such as the Paris Agreement. Participants agreed that strengthening and sharing effective tripartite practices is central to advancing Just Transition across the **Caribbean**. The Jamaican and Barbadian experiences were highlighted as examples of how collaboration among employers, workers, and government can drive national progress. Employers emphasized the importance of exchanging success stories and practical strategies among countries, noting that peer learning—such as the interest shown by others in Jamaica's tripartite model—can inspire similar progress elsewhere. From **Belize**, participants pointed to their own strong tripartite mechanisms under the Ministry of Labour, where social dialogue takes place in a constructive rather than adversarial manner. They encouraged further institutionalization of this approach—particularly by embedding labour ministries and social partners in national climate and NDC frameworks. The discussion also underscored the need for proactive engagement and creative financing: rather than waiting for public funds, employers in Belize have partnered with institutions like the IDB and the GCF to advance climate-resilient projects that benefit enterprises, workers, and communities alike.

Employers also discussed the need to include experts in some instances, to which **facilitators** and **workers' representatives** reflected that the first tripartite must work and include the Just Transition, which the NDC experience shows is not working, before considering broader inclusion.

Final reflections from the **facilitators** encouraged participants to view worker transition planning as both a labour and productivity issue, relevant to the twin transformations underway—the digital shift driven by AI and the gradual phase-out of fossil energy—emphasizing that reskilling and productivity gains can align the priorities of workers and employers within the Just Transition. They also highlighted that effective transition strategies require action at both enterprise and policy levels: while employers can integrate environmental, social, and governance (ESG) principles to enhance competitiveness and social impact, governments hold responsibility for enabling frameworks and incentives that make such alignment possible. The discussion underscored the importance of identifying “quick wins” and championing coherent national policies, while recognizing the shared call across presentations for structured action plans and continuous training as the foundation for coordinated, forward-looking Just Transition efforts.

Social Dialogue in the Caribbean: Identifying challenges and leveraging current tripartite mechanisms

As the second day continued, a short presentation introduced the main challenges to social dialogue and existing tripartite mechanisms that could be leveraged for the Just Transition. These challenges were drawn from the country case studies, the ongoing discussions during this workshop and earlier virtual sessions, as well as survey inputs collected from participants prior to the activity. The presentation outlined common barriers such as the limited institutionalization of dialogue spaces, the absence of Just Transition as an explicit agenda item, and the insufficient inclusion of key actors—particularly Ministries of Labor and unions—in climate discussions. Other shared concerns included the lack of inter-ministerial coordination, frequent changes in government personnel, and weak internal engagement within organizations. It was also recognized the need for better access to data, stronger capacity to engage effectively, and clear succession planning to ensure continuity in representation. When invited to reflect on these issues, participants broadly agreed that these challenges accurately capture the realities across the region.

The session also presented survey findings from Ministries of Labour across the region, which reinforced many of the obstacles discussed in the group exchanges. These insights highlighted that the most pressing difficulties include integrating Just Transition into national development and climate plans, and improving access to reliable and timely labour data. Other major constraints identified were weak inter-ministerial collaboration and limited local and regional capacity to guide the transition process. It was also noted as a challenge to embed Just Transition more explicitly within Labor Ministry agendas and to expand structured opportunities for employer–union participation in policy discussions. These results echoed the broader consensus from the workshop: that effective social dialogue on the Just Transition requires stronger coordination, institutional commitment, and technical capacity within and across Ministries.

Participants were also shown common tripartite mechanisms present across Caribbean countries that could be leveraged to integrate Just Transition priorities. These include about Advisory Boards, which already serve as national dialogue spaces, and long-term vision frameworks such as Mission Barbados, Vision 2030 Jamaica, and the Belize Climate Change Board, where climate and labour goals can be better aligned. At a more operational level, Decent Work Country Programme Steering Committees, C144 Committees, and National OSH Boards address labour standards, rights, and safety—areas increasingly linked to climate resilience. TVET Councils were presented as key for aligning training and skills with low-carbon and digital transitions, while Minimum Wage Boards can integrate equity and vulnerability considerations. Finally, sectoral councils (e.g., renewable energy, transport, tourism) and Productivity or Competitiveness Councils offer practical entry points to connect Just Transition with enterprise productivity and innovation.

After this presentation, **facilitators** had prearranged for some participants to share how tripartism works in their country and any links to Just Transition:

- **Barbados' Social Partnership** was presented as one of the region's strongest examples of sustained tripartism. Established voluntarily in 1992, it emerged during an economic crisis, when concerns over a possible currency devaluation prompted the government, employers, and trade unions to come together in dialogue inspired by ILO tripartite principles. This collaboration led to the signing of the first Protocol on the Social Partnership, setting shared economic and social commitments. The Partnership includes multiple employer bodies—such as the Employers' Confederation and the Chamber of Commerce—alongside several trade unions, and meets regularly under the leadership of the Prime Minister and the Minister of Labour. Over time, it has proven instrumental in stabilizing the economy, maintaining labour peace, and supporting national development strategies. The current Protocol VII (in development) aligns the partnership's work with the country's six "Missions," including one explicitly related to the Just Transition. Each mission operates through its own tripartite board to guide implementation. It was also noted that the Social Partnership's voluntary nature ensures genuine buy-in from all parties, though its effectiveness depends on political will—highlighted by a past period of government disengagement that only ended after a change in administration.
- **Guyana's National Tripartite Committee**, established over three decades ago, serves as the country's principal platform for structured social dialogue among government, employers, and trade unions. The body includes 18 members—six from each side—and has traditionally focused on issues such as labour

legislation, ILO conventions, and minimum wage policy. The presented stress is that, unlike many other Caribbean countries, Guyana maintains a stand-alone Ministry of Labour, not merged with other portfolios, which strengthens its authority and continuity in guiding the tripartite process. Furthermore, unlike Barbados' voluntary approach, Guyana operates under a more formal and legislated framework for managing social dialogue, which reflects its past experience with disengagement. The three constituents have collectively endorsed this structure, viewing it as necessary to ensure accountability and continuity—particularly given changes in political leadership and the need to “relearn” coordination after each electoral cycle. In recent years, social dialogue has expanded to climate action through the government's Low Carbon Development Strategy 2030, supported by a multi-stakeholder committee that brings together employers, unions, Indigenous communities, and civil society. While this “tripartite-plus” mechanism has advanced discussions on sustainability, it remains somewhat detached from the traditional tripartite conversations.

- The speaker highlighted that **Jamaica's** tradition of tripartism dates back to the labor reforms of the 1930s and was formally institutionalized at independence in 1962 through the creation of the Labor Advisory Council (LAC). Chaired by the Minister of Labour and Social Security, the LAC brings together representatives of government, major trade unions, and employer organizations to discuss labour market policies, wage negotiations, and broader social and economic issues. The structured and continuous nature of the LAC has helped maintain Jamaica's reputation as one of the region's most established models of tripartite dialogue. Its work is guided by ILO principles of Decent Work, social protection, and respect for fundamental rights, with regular consultation ensuring that diverse institutional and cultural perspectives inform national policy decisions. Key achievements shared by the speaker and attributed to the LAC include the establishment of the Jamaica Productivity Centre, the completion of a National Green Jobs Assessment, and the launch of the ILO Just Transition Project Jamaica in 2023, which is currently building the frameworks for stakeholder engagement and policy integration. The presented noted that Jamaica's experience demonstrates how institutional respect, continuity, and collaborative problem-solving—rather than adversarial bargaining—can sustain effective social dialogue.
- In **Belize**, tripartite collaboration functions through several formal bodies under the Ministry of Labour, including the Labour Advisory Board, the Tripartite Certification Committee for Unions and Employer Organizations, and the Labour Tribunal. Speakers from Belize highlighted that these spaces bring together government, employer, and worker representatives and are recognized for operating with mutual respect and minimal conflict, even amid political change. The Labour Advisory Board in particular plays a key role in advising the Minister of Labour on international conventions, minimum wage adjustments, and occupational safety and health. It operates with a structured annual action plan, ensuring accountability and follow-up on agreed priorities. Employers and workers alike highlighted its contribution to advancing the Decent Work Country Programme (DWCP), which was relaunched after more than a decade of inactivity and is linked to the Just Transition. The updated DWCP now includes timelines, action points, and a monitoring committee housed in the Ministry of Labour—demonstrating stronger institutional commitment to implementation. The workers' representative noted that while tripartite bodies operate in Belize, the Prime Minister's business-oriented policy focus has at times limited regular engagement with worker representatives, thereby influencing which social partners are included in high-level discussions. This underscores the importance of maintaining political will and balance in tripartite dialogue.

During the discussion that followed, participants and facilitators reflected on the importance of political will, generational renewal, and behavioral change as enabling factors for effective social dialogue and Just Transition implementation. **Facilitators** encouraged participants to consider succession planning and youth inclusion as central to sustaining tripartite engagement. Examples such as Jamaica's Climate Change Youth Council, which holds a seat on the national climate board, and Argentina's young workers' and employers' tripartite forum, were highlighted as good practices for developing the next generation of social dialogue leaders.

Among the **participants**, several agreed that political will remains decisive. **Belize** representatives pointed out that the current government's decision to include the Decent Work Country Programme (DWCP) in its official manifesto has strengthened accountability, giving social partners a concrete reference point to hold authorities to their commitments. At the same time, others cautioned that political pledges often fade once elections are over—emphasizing that sustained dialogue must go beyond campaign promises. A key lesson shared was the

need to align plans such as the DWCP with political cycles. Yet participants also stressed that political will alone is not enough—lasting progress depends on changing mindsets and behaviors across all actors. As one participant noted, achieving a Just Transition requires not only government action but also a collective shift in attitudes among employers, workers, and citizens toward shared responsibility and long-term thinking.

Sharing Caribbean Social Partners' experiences with their own initiatives and projects related to the Just Transition

Participants were presented with examples of social partners' own initiatives—a role emphasized in the ILO Just Transition Guidelines—showcasing how employers' and workers' organizations in the region are already driving climate action and Just Transitions. These cases, drawn from the case studies and ILO research, illustrated how social partners can lead through policy advocacy, training, research, and workplace innovation, while international collective bargaining cases were shared to inspire replication. Specifically, participants were presented with the following initiatives:

- In Belize, the Chamber of Commerce and Industry (BCCI) has been actively promoting Just Transition-aligned priorities through its Business Policy Roadmap, advocating for better labour data, green jobs mapping, and skills development. The Chamber's collaboration with the Development Finance Corporation has expanded women's access to climate-related financing, while sectoral associations such as the Belize Tourism Industry Association and Livestock Producers Association have advanced sustainable tourism and agricultural practices—including energy audits, eco-certification, and training in rotational grazing. These employer actions show how business support can combine competitiveness and environmental goals.
- On the workers' side, the Jamaica Association of Local Government Officers (JALGO) has been proactive in linking occupational safety, climate resilience, and public service preparedness. The union disseminates information on disaster readiness and health risks from climate change. Furthermore, through advocacy work and bipartite dialogue, it achieved better protective gear and working conditions for firefighters as extreme heat and wildfires increase. Other Jamaican unions, such as the Bustamante Industrial Trade Union and the Household Workers Union, are using advocacy and research to expand social protection and training, reinforcing the connection between decent work and Just Transition.
- At the international level, collective bargaining experiences, at the request of participants, were expanded from the online webinar to illustrate how Just Transition principles can be embedded in labour agreements. Participants were presented specific context and clauses from the following examples: a) In Chile, the Metro workers' union negotiated a bipartite committee with management to ensure worker participation in retraining and compensation during the transition to low-carbon and digital-oriented transport. b) In Ghana, agricultural unions signed agreements to raise awareness, improve OHS, and promote sustainable production practices in the face of climate impacts. c) In India, a vehicle manufacturer and union jointly agreed to reduce waste and enhance safety standards to obtain ISO environmental certifications.

Participants were encouraged to refer to the cases for further examples and to ILO publications, specifically "[Trade unions actions towards climate change and a just transition](#)" and "[The role of collective bargaining in promoting just transitions](#)."

Working group activity: Improving social dialogue and launching own initiatives in support of the Just Transition

On the second day, **participants** were again split into employer and worker groups for an activity. The activity consisted of 1) Reflection on how to improve the social dialogue process and include Just Transition, and 2) To discuss ideas of own-initiative that Social Partners can put in place in 2026-2027.

Following the in-group discussions, participants returned to the broader group. The **workers**, represented by Saint Kitts and Nevis and Suriname, presented their reflections with the group on how trade unions across the Caribbean can play a more proactive role in shaping the Just Transition through social dialogue and their own initiatives.

The presenters highlighted that Just Transition must become a standing agenda item within national social dialogue spaces, such as the Labour Advisory Council, the C144 Tripartite Committee, or TVET Councils. By doing so, workers can secure a permanent tripartite voice around climate and employment policies. At the same time, unions stressed

the need to identify key government focal points—such as those responsible for NDCs or green skills development—and maintain consistent communication to avoid losing momentum when political administrations change. Participants also reflected on the importance of building bridges beyond the workplace. They proposed collaborating with NGOs, churches, and community groups to multiply awareness and training efforts, reaching people who may not yet be part of unions but are directly affected by environmental and economic changes.

Internally, workers noted that the Just Transition must also become part of union culture and daily agendas, much like occupational safety or social protection. This would allow unions to sustain the discussion over time, regardless of leadership changes, and integrate it into existing campaigns on rights, decent work, and social inclusion.

When discussing own initiatives, participants outlined a range of actions that unions can take independently to drive the transition forward. They suggested starting with member sensitization and feedback, creating information hubs and communication channels that provide clear guidance on rights, training, and funding opportunities. Some also proposed developing a Just Transition calendar of activities to maintain visibility and momentum. Education emerged as another priority. Participants called for introducing Just Transition concepts at an early stage—in schools, vocational centers, and union youth wings—to cultivate awareness among future workers. They also emphasized the value of collaboration with employers, not only to encourage greener practices but also to begin negotiating climate-related clauses into collective bargaining agreements, ensuring that green skills development, safety measures, and adaptation needs are addressed in formal contracts.

In closing, the workers' group agreed that achieving a Just Transition requires both dialogue and action—speaking with one voice through institutional channels while taking concrete steps within their own organizations. By combining advocacy, education, and collaboration, unions felt that they could play a leading role in ensuring that the shift to a green economy in the Caribbean is both fair and inclusive.

Next, the **employers**, represented by Dominica and Jamaica, presented the main points of their discussion. The employers' representatives focused their discussion on how social dialogue and proactive business action can jointly advance the Just Transition. They emphasized that employers have a critical role in aligning competitiveness, sustainability, and decent work through structured collaboration and clear communication.

In improving social dialogue, employers underlined that Just Transition efforts must begin with identifying the most affected sectors and groups—farmers, fishers, hospitality workers, and those in extractive industries—and tailoring communication to reach them effectively through radio, community meetings, or digital tools. They stressed the need for formal ratification of ILO Convention No. 144 and for institutionalized tripartite dialogue. The ILO, they suggested, should help ensure that development projects use these consultation mechanisms and include other relevant actors such as academia, gender groups, and persons with disabilities. Education and awareness were also viewed as essential. Employers proposed capacity-building and exchange programs to build understanding of the Just Transition and reduce stakeholders' resistance to change. To track progress, they recommended developing key indicators and maintaining a web platform where workers and employers can access resources and updates on pledge policies and plans, such as the NDC. Finally, they suggested creating a CARICOM-level committee on Just Transition to coordinate regional action and elevate the issue to heads of government.

In terms of their own initiatives, the employers' group outlined several practical actions. These include expanding Just Transition awareness through existing communication channels—newsletters, podcasts, social media, and webinars—and recognizing “change champions” within companies that model green and inclusive practices. They proposed embedding Just Transition principles into strategic and project planning, ensuring that all business initiatives consider sustainability and workforce implications. Workforce planning and skills gap assessments were seen as key to preparing employees for emerging green and blue economy opportunities. Employers also stressed the need for knowledge sharing and peer learning, suggesting regular regional meetups or “change champion circles” to exchange experiences and accelerate adoption. A Just Transition readiness tool could help enterprises assess their progress, identify capacity gaps, and link to support from institutions such as the ILO or academia.

The group concluded that successful transition demands an “all-hands-on-deck” approach—no single actor can achieve it alone. By aligning planning, dialogue, and leadership, employers felt they could ensure that the shift to sustainable economies creates opportunities rather than disruptions across the Caribbean.

Following the presentation from both groups, a discussion followed. **Facilitators and participants** concluded that both workers and employers shared many common priorities in how to strengthen social dialogue for the Just Transition in the Caribbean. They agreed that the first step is to make Just Transition a standing item within existing

tripartite bodies, such as National Committees, Labour Advisory Councils, or C144 structures—ensuring that social dialogue mechanisms are not only ratified through Convention No. 144 but also fully functional and implemented in practice.

There was broad consensus around other main commonalities. Both groups emphasized the need for training and education; information sharing and creation of online repositories or toolkits for easy access to good practices and resources; sectoral mapping to identify the most affected industries and workers; and stronger partnerships across social partners, academia, and NGOs. Finally, both sides agreed that Just Transition should be embedded within organizational agendas—for unions as part of their core mandates, and for employers as a cross-cutting element in planning and management.

Facilitators highlighted the value of this alignment, noting that it demonstrated a shared foundation for a future bipartite or tripartite action plan. They stressed that the afternoon's exchanges showed how working together—rather than in silos—can generate a common Caribbean agenda for a fair and inclusive transition. They also took note of social partners' comment that the ILO should conduct more projects in a tripartite manner to strengthen these spaces and social dialogue.

Third day

The aim of the third day was to create a bipartite action plan that the employers and workers could take back to the countries, organizations, and memberships with expected implementation from 2026-2027.

Validating common Just Transition challenges and opportunities in the Caribbean and engaging with NDCs

For this session, participants were presented with key challenges to the Just Transition based on case studies, ILO reports, interventions, and conversations during the workshop and online seminars. The challenges presented were: limited fiscal space and external dependence, growth and productivity constraints, restricted financial access, weak or un-institutionalized climate and OSH frameworks, gaps in social dialogue and protection systems, gender, youth, and rural disparities, high informality and self-employment, and skills mismatches. Additional challenges included poor inter-ministerial coordination, limited data availability, and the need to increase labor and social partner inclusion in NDC processes.

Participants were asked to validate and comment on these challenges or to include additional ones:

- The **Dominica Employer** stressed that financing remains the most critical barrier—"where the rubber hits the road." They argued that raising awareness and communicating a compelling message to the private sector are essential to mobilize buy-in and resources for action. The **Bahamas Employers echoed** this, emphasizing that small island economies contribute little to global emissions yet bear the brunt of climate impacts. They highlighted ongoing government efforts to seek international compensation and climate justice, noting that financing and state-level leadership are indispensable for advancing Just Transition goals.
- From the workers' side, the **Grenada** representatives called for stronger environmental safeguards in investment policies, urging governments to require multinational hotel and tourism projects to align with Just Transition principles—such as preserving mangroves and coastal ecosystems—in exchange for tax incentives. The **Barbados Workers** focused on mobilizing external grants and on exploring partnerships with institutions such as the IDB and empowerment funds to support renewable energy, skills training, and sustainable livelihoods. They stressed that access to climate finance can help unions implement small-scale projects, such as training members in agriculture and hydroponics, linking Just Transition to both environmental and employment goals.

The presentation then offered a brief recap of key challenges identified by EBMOs and unions through the previously presented regional survey. For EBMOs, results highlighted limited technical capacity and expertise to operationalize Just Transition, both internally and externally; regulatory and information gaps, including awareness of financial opportunities and national commitments; and inadequate infrastructure and market incentives to support green investments. From the union perspective, challenges included reskilling needs, restricted access to policymakers, and cultural resistance among members or employers. Survey responses also showed that while the

transition to a sustainable economy is at times part of the social dialogue agendas, many tripartite bodies remain weakly engaged in shaping or monitoring related policies, underscoring the need to strengthen institutional participation.

The session then shifted to exploring opportunities emerging from the Just Transition in the Caribbean, emphasizing both sectoral potential and institutional momentum. Participants were reminded that “green jobs must also be decent jobs,” aligning environmental goals with labour standards. Drawing from the case studies, it was highlighted that renewable energy, including solar, hydro, geothermal, and bioenergy from sugar by-products, is a major opportunity area. Additional opportunities have been identified in waste management, green construction, climate-resilient infrastructure, and the blue economy, encompassing fisheries, coastal restoration, and mangrove conservation. In general, **participants** agreed with the opportunities presented.

The presenter also noted that eco-tourism, electric mobility, and climate-smart agriculture could create new employment pathways if backed by the right skills and incentives. It was underscored that several Caribbean countries are already integrating green and blue finance mechanisms, such as climate-for-debt swaps and dedicated conservation funds. Universities and training institutions are expanding green skills programs, helping youth and informal workers tap into emerging markets. Finally, it was highlighted as opportunities the themes emerging from the workshop, such as a shared bipartite vision on Just Transition, climate leadership from the region, and a desire to address things as a bloc (e.g., CARICOM). These actions can attract financing and policy support for a fair and inclusive transition in the region.

Participants were encouraged to review the 2024 ILO study and online webinar presentation on the [business case for the Just Transition](#), which outlines evidence on how sustainable practices can open new markets, improve productivity, attract financing, and benefit from fiscal incentives.

Next, **facilitators** did a knowledge check to compare participants' current familiarity with the concepts of Just Transition and NDCs against responses provided in the pre-training survey. Participants were invited to self-assess their understanding, revealing encouraging progress overall. Most felt “somewhat to very familiar” with the concepts by the end of the workshop, versus the “heard of it to somewhat familiar” from before. One participant noted that the amount of new information made it challenging to digest fully, but that he felt he would increase familiarity as he went over everything. Another highlighted that she felt there is always more to learn and a need for further support even after multiple trainings. Facilitators acknowledged this as natural in a learning process—emphasizing that familiarity deepens through continued reflection, practical application, and dialogue—and encouraged participants to share their new insights within their organizations and colleagues to keep advancing collective understanding and reinforce their learnings.

To close the session, facilitators shared key recommendations for engaging with Nationally Determined Contributions (NDCs), particularly as countries prepare their next submissions under NDC 3.0. Recommendations given included:

- Institutionalize tripartite participation in climate governance: advocate for employer and worker representation in existing climate laws, boards, and committees to ensure labour and business priorities are not diluted in broad multi-stakeholder processes.
- Engage throughout all NDC stages—design, implementation, and monitoring—to influence national priorities and track progress. Participants were encouraged to verify when their country last submitted its NDC and to identify ways to remain involved—not only in the design but also in implementation and monitoring.
- Align supportive policies from the Just Transition Guidelines—such as macroeconomic, skills, employment, and social protection policies—with climate and decent work goals. Specifically, map national conversations and existing mechanisms, assessing how ongoing NDC and Just Transition discussions can be integrated into these enterprise, labor, and skills policies.
- Promote inclusion and specificity in NDCs by clearly defining which sectors, workers, and enterprises will benefit, with explicit attention to gender, youth, and vulnerable groups. Make EBMOs and unions visible co-actors in NDCs by including their names and concrete contributions in implementation plans, demonstrating shared responsibility for advancing the Just Transition agenda.

- Encourage your country's engagement with financing and implementation mechanisms, including the Green Climate Fund, climate investment plans, and technology needs assessments, to mobilize resources for green and inclusive projects. And be an active partner in these engagements (an example has been Belize employers).
- Finally, they were reminded to stay aware, engaged, and informed—reviewing available tools and resources, mapping national conversations already underway, and identifying opportunities to link their operational agendas with the implementation frameworks and funding mechanisms emerging from NDC 3.0. Furthermore, to strengthen internal capacity by assigning focal points within organizations to monitor NDC and Just Transition developments, hold follow-up meetings, and raise awareness among members.

Building a common agenda between employers and workers' representatives

The rest of the third was focused on activities that built a joint action plan and agenda between employers and workers. A structured template and examples were first presented to participants to guide the preparation of the joint plan. The template included sections for defining strategic priority areas, expected outputs, time horizon, and responsible actors, with actions that can be implemented through a 2026–2027 timeframe.

Participants were then divided into country pairs—employers and workers where possible—to identify concrete, realistic strategic priorities that could be jointly pursued through social dialogue and national tripartite mechanisms. The exercise encouraged them to draw on lessons from the case studies and overall workshop discussions, focusing on what could feasibly be advanced at the national level and later refined with their organizational leadership.

After the paired activity, participants used menti.com to submit their strategic priorities, which facilitators consolidated into ten key themes and presented for validation. The themes were [presented](#) for validation to social partners, with agreement to select the 4 top-ranked themes for the action plan. The ten themes identified were: (1) awareness and sensitization on Just Transition and NDCs, including public education and outreach to members; (2) strengthening tripartite and bipartite dialogue platforms to integrate Just Transition into national agendas; (3) education, training, and capacity building for workers, employers, and institutions on green and blue skills; (4) policy integration and institutional coordination across ministries and dialogue mechanisms; (5) green and innovation finance for MSMEs to improve access to funding for enterprises in transition; (6) reporting, feedback, and implementation monitoring to ensure accountability and follow-up; (7) social protection and support for workers affected by the transition; (8) creation of Just Transition committees or task forces with tripartite participation; (9) communication and advocacy campaigns to raise visibility and mobilize engagement; and (10) identification of green jobs and labour market assessments to anticipate future skills and employment shifts. Participants agreed these themes captured the region's shared priorities and committed to refining the four top-ranked ones into a concrete bipartite action plan.

The next part involved active discussion among employers, workers, and facilitators to create a joint regional Just Transition action plan 2026–2027 that included, for each of the four priorities, an objective, outputs, time horizons, and responsible parties. From the four agreed priorities, it was decided to start with [strengthening tripartite and bipartite dialogue platforms](#). It was emphasized that rather than creating new structures, existing bodies such as Labour Advisory Boards should integrate Just Transition and NDCs into their agendas. Concrete outputs included reaching bipartite alignment through joint statements, MoUs, or invitations; ensuring Just Transition and NDC discussions are formally added to tripartite agendas; and establishing a tripartite working group with a rotational chair to identify needs, actions, and a “shopping list” of priorities. The expected deliverable was a joint action plan and list of needs and challenges, to guide follow-up discussions through 2026–2027. The second major priority pursued was [awareness and sensitization on Just Transition and NDCs](#). Participants agreed that awareness efforts must be continuous and creative, using accessible formats such as podcasts, social media, digital storytelling, and national fairs to reach diverse audiences. Several participants proposed linking awareness drives to existing events—such as trade union fairs or national commemorations—and using interactive elements (e.g., QR codes, prize-based quizzes) to engage youth and workers. The group emphasized that awareness efforts should start within their own organizations—by briefing executive teams, conducting short surveys, and presenting findings to tripartite boards—before expanding outward to the public.

The third discussed priority was on [education, training, and capacity building](#) (from a skill-building perspective). The priority included key outputs such as partnering with learning organizations — universities, TVET and CARICOM

institutions— to expand training collaboration and alignment; implementing training and awareness initiatives about existing and upcoming labour opportunities from primary to tertiary education through digital materials or social media content and leveraging labour union colleges and EBMOs spaces to train members; and developing national or sectoral skills strategies for green and blue jobs with a Just Transition lens, starting with skills gap assessments and mapping existing national and regional skill offerings. The final priority was on policy integration and institutional coordination. Participants proposed concrete actions to strengthen coherence between ministries, starting with ministerial engagement through a bipartite letter requesting that Ministries of Labour be included in NDC and climate discussions, and from there a tripartite “Call to Action” document outlining shared Just Transition targets, actions, and responsibilities. They also agreed on the importance of drafting and submitting a legislative proposal that embeds Just Transition principles across labour, climate, and OSH frameworks, and, if possible, taking advantage of ongoing legal reviews. Finally, participants emphasized the need to establish policy tracking and accountability mechanisms to monitor progress and ensure sustained institutional coordination.

Together, these exchanges provided a realistic yet ambitious roadmap, emphasizing concrete, time-bound actions to advance Just Transition dialogue, skills, and policy coherence across the Caribbean by 2026–2027.

Takeaways and next steps

In their final reflections, participants shared a wide range of **takeaways** that captured both the ambition and responsibility linked to advancing a Just Transition in the Caribbean. Several described the topic as “a new and heavy task”—one that requires time to digest, reflect, and translate into concrete next steps within their organizations. Others emphasized a sense of readiness and optimism, seeing Just Transition not only as a challenge but also as an opportunity to foster job creation, innovation, and inclusive development. Participants underscored the relevance of integrating what they learned into their daily work and share with their networks. Employer representatives noted how the discussions could strengthen existing structures, such as Occupational Safety and Health institutes and business continuity programmes, while union representatives highlighted their intention to train and sensitize members, including youth, on climate-related labour issues. Several committed to bringing the discussion to their executive boards and national tripartite platforms, while others mentioned concrete next steps—such as promoting green skills training, organizing awareness campaigns, or sharing national NDC commitments within their federations.

A common theme was the importance of capacity building, collaboration, and inclusion. Phrases like “no one left behind”, “forward never, backward never”, and “inclusive, fair transformation for everyone” resonated strongly across interventions, reflecting a collective understanding that the Just Transition must benefit all workers and enterprises, especially the most vulnerable. Participants also recognized the value of this regional peer-learning space in deepening their understanding of NDCs and the climate–labour nexus, with several noting that the workshop had prompted them to research their own country’s NDCs and identify entry points for social dialogue.

The workshop concluded on a warm note of appreciation and camaraderie. Participants thanked the ILO team for the engaging format and practical approach, emphasizing how the sessions fostered a true spirit of bipartite and tripartite collaboration. While recognizing the value of the previous virtual exchanges, many underlined that the face-to-face format allowed for deeper interaction, trust-building, and collective problem-solving, which strengthened the regional network. Participants expressed enthusiasm to stay in contact, continue exchanging experiences, and jointly advance Just Transition efforts across the Caribbean.

In their closing remarks, the facilitators emphasized that the real impact of the training would come from translating learning into practical action at national and organizational levels – a key step being the developed action plan. They reminded participants that social partners hold a unique position to act as change makers, bridging research, dialogue, and implementation. The facilitators highlighted the high level of engagement shown throughout the week as evidence of a strong foundation for continued collaboration and regional coordination. They closed by encouraging participants to apply the tools, partnerships, and strategies discussed to advance Just Transition efforts with ILO support.

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