

CHAPTER 11 HUMAN RESOURCES AND TRAINING

I. LABOUR ORGANISATIONS AT ENTERPRISES AND TRADE UNION FEES

Relevant authorities: Ministry of Labour, Invalids and Social Affairs (MOLISA), and Vietnam General Confederation of Labour (VGCL)

Issue description

Vietnam has, for the first time, introduced the concept of "labour organisations at enterprises" (or independent unions) as defined under the Labour Code 2019, effective as of 1 January 2021 (new Labour Code).¹ This is in addition to the grassroots trade union (or traditional union) which belongs to the VGCL system. EuroCham's Human Resources & Training Sector Committee (HR&T SC) appreciates this remarkable effort to navigate the labour legal framework of Vietnam according to international standards and recognise employees' right to freedom of association. We understand that MOLISA is currently drafting a decree to guide the new Labour Code regarding employees' representative organisations at the grassroots level. The new regulations on "independent unions", however, need further clarification and guidance. This will be required to support their smooth operation in businesses and to ensure that the roles and engagement of "independent unions" and "traditional unions" are based on an equal footing.

Potential gains/concerns for Vietnam

Guiding legislation on "independent unions" is being drafted and will be circulated soon. However, until then, the new Labour Code is unclear on how an "independent union" will exercise its rights and obligations versus a "traditional union", if both organisations exist in the same enterprise.² In principle, as the employees would have the right to freely decide the representative organisation to represent them, "independent unions" and "traditional unions" should have equal roles in representing their member employees. Such roles would, presumably, include all rights, duties, and obligations in representing employees. In particular, this would include the obligation to give consultation opinions in internal regulations, documents and processes relating to the employment relationship as required by law. It would also include the right to attend and represent employees in communications, dialogue and discussions with the employers and with other union organisations; and the rights to collect, utilise, and manage trade union fees and union membership fees. However, there is no provision under the new Labour Code to indicate the relationship between the two types existing in the same enterprise, nor on their roles in representing employees. In the relevant laws it should be explicitly stated that the unions will have equal rights and obligations in representing the employees, depending on the ratio of their member employees, and provide mechanisms for cooperation between an "independent union" and a "traditional union" in matters relating to employment relationships.

The new Labour Code is unclear regarding the financing of "independent unions". Article 174 regulates that their charter must include contents on *"Membership fees, source of property and finance, and its usage and management of the organisation"*, and that *"the Government shall detail regulations of this Article"*.³ As such, it is unclear on the level of

¹ Labour Code 45/2019/QH14 dated 20 November 2019 of the National Assembly.

² Clause 3, Article 3, new Labour Code.

³ Section g, Clause 1, Article 17, new Labour Code.

discretion that an "independent union" would have in deciding its financing structure. According to the current Law on Trade Union, the employer has to contribute monthly trade union (TU) fees equal to 2 per cent⁴ of the total payroll used for the calculation of social insurance to the upper-level trade union, even if there is no trade union within their organisation. Furthermore, according to VGCL⁵⁶, an enterprise can only retain part of such an amount when there is a grassroots trade union within their organisation. This regulation does not reflect the right of employees to freely choose and decide on how to collect, manage and use its financing structure.

Meanwhile, as foreign employees have been subject to compulsory Social Insurance (SI) since 1 December 2018⁷, some local labour federations have requested that enterprises pay TU fees of 2 per cent for foreign employees who are subject to compulsory SI. However, Clause 1, Article 5, of the Law on Trade Union 2012 stipulated the right to establish, join and operate trade unions as follows: "*Vietnamese employees working in agencies, organisations and enterprises have right to establish, join and operate trade unions*". Accordingly, foreigners do not participate in trade union organisations. Therefore, it is unfair to require enterprises to pay TU fees for foreign employees who do not participate in them.

In this light, it is important to ensure trade union laws indicate that the monthly trade union fees borne by employers should not contribute to the upper-level traditional trade union. Instead, they should go directly and entirely to the employees' representative organisations at a grassroots level, including both "independent unions" and "traditional unions". They should also be divided between each union organisation based on the ratio of member employees it represents. The employees' representative organisations at the grassroots level should have the right to use the entire trade union fees contributed by employers and union membership fees contributed by their member employees. Furthermore, if there is no employees' representative organisation yet in the enterprise, the trade union fees should be kept by the employer and then transferred to the corresponding employees' representative organisations once they are established. The trade union fees borne by the employer should be revised by carrying out an actual survey of the opinions of enterprises, balancing the budget of the trade union system and considering reducing the rate from 2 per cent to 1 per cent of the payroll of local employees used for the calculation of social insurance; and the payroll of foreign employees should not be used as a basis to calculate monthly trade union fees.

Recommendations

We would like to make the following recommendations:

- > Clarify the role and relation in the event an "*independent union*" and a "*traditional union*" both exist in the same enterprise in guiding regulations of the new Labour Code and the amended Law on Trade Union.

⁴ Clause 2, Article 26, Law on Trade Union 12/2012/QH13 dated 20 June 2020 of the National Assembly.

⁵ Decision 1908/QĐ-TLĐ dated 19 December 2016 of the Vietnam General Confederation of Labour (VGCL) on Promulgation of Regulations on Management of Trade Union Budget, the Trade Union Assets, Collection and Distribution of Revenues, Rewards and Penalties Related to Trade Union Revenues and Expenditures.

⁶ Guidance 2212/HD-TLĐ dated 6 November 2018 of the Vietnam General Confederation of Labour (VGCL) on preparation of 2019's Trade Union Financial Estimates.

⁷ According to Decree 143/2018/ND-CP dated 15 October 2018 of the Government.

- > Revise regulations on the financing of both an "independent union" and a "traditional union" to ensure clarity, prudence, equality and correctly reflect the rights of employees' representative organisations in deciding their financing as set out before.

II. EXPANSION OF TERMINATION BY EMPLOYERS

Relevant authority: Ministry of Labour, Invalids and Social Affairs (MOLISA)

Issue description

Vietnam's labour regulations are generally very protective toward employees, especially on issues related to employment termination. It is easy for an employee to unilaterally terminate the labour contract just by providing advance notice without any reason for termination (or even without any notice in certain circumstances).⁸ The new Labour Code has expanded the cases where employment would be terminated and the rights of the employer. This is a significant improvement and support to businesses in managing their workforce and productivity. Thus, certain regulations of labour laws on employment termination should now be reviewed and improved, especially regarding redundancy termination, and dismissal for cause.

Potential gains/concerns for Vietnam

Redundancies

According to both the former and current Labour Codes, a retrenchment must be based on a limited selection of legal grounds. These include changes to the organisational structure or technology, and due to economic crisis. In practice, the basis for redundancies would be broader than the permitted grounds provided by law. Redundancy due to business optimisation activities is not clearly provided as a justifiable termination ground under the law, while it is a common basis for redundancy in various companies. For example, if a foreign-invested company shifts their management position from Vietnam-based to regionally-based for centralised management and optimisation of their personnel system, certain employees will no longer report to a Vietnam-based manager, but directly to management personnel in the region. This business optimisation activity results in the redundancy of the Vietnam-based manager's position, and thus triggers the need to retrench the position due to redundancy. Since redundancies due to business optimisation activities are not clearly provided as a justifiable termination basis under the laws, the termination made on this basis would be legally challenged.

In general, we have observed that the authority and court would view an organisational restructuring as the elimination or change/restructuring of certain unit(s) within the organisational structure/chart of the employer, resulting in the elimination of the employees' job positions. For business optimisation activities, the company/employer, however, may not undergo any actual or structural changes; nor the elimination of any department(s)/unit(s). Thus, in such cases, businesses would encounter difficulties in justifying their retrenchment.

Further, both the former and new Labour Codes only address retrenchment as a mass lay-off which "affects multiple employees" (i.e. 2 or more employees). Therefore, this only sets out the procedures for the retrenchment of multiple employees. However, there is no

⁸ Section dd, Clause 1, Article 5, new Labour Code

guidance on how to make one employee redundant, which leads to different interpretations of several authorities on the retrenchment procedure of one employee. Some authorities uphold the redundancy of one employee as long as the procedures strictly follow those applicable to multiple employees. On the other hand, others find that the redundancy of one employee is illegal since this procedure is not provided under the law.

Dismissal

Nowadays, termination for cause - or "dismissal" - resulting from an employee's misconduct is happening more often and in a more sophisticated way. Under the new Labour Code, dismissal is limited to certain kinds of misconduct and does not cover many acts of misconduct that companies face.⁹

The former and new Labour Codes do allow an employer to dismiss an employee based on the severity of the damages caused. However, there is no clear guidance on the threshold for what should be considered "seriously detrimental" or "posing a seriously detrimental threat". During the registration of internal labour regulations, local Departments of Labour, Invalids and Social Affairs (DOLISA) have different interpretations of this provision, making the application of dismissal more difficult in practice. Moreover, for many acts of serious misconduct, it is not possible to prove material financial damages.¹⁰

Furthermore, there are deficiencies in the general labour disciplinary procedures. The statute of limitations for settling a labour disciplinary action varies from six to 12 months from the date the misconduct occurred. An employer must gather evidence, hold a disciplinary hearing and issue a dismissal decision within this limitation period. The general limitation period applicable to employee misconduct is six months. This is extended to 12 months where the act of misconduct is directly related to finance, assets and disclosure of technological or business secrets. This statute of limitations is problematic because employees carry out their acts of misconduct in a secretive manner, so the employer only learns about it after the limitation period has already expired. Another problem is that it often takes a considerable amount of time to gather evidence of the employee's misconduct, and employers have difficulty completing all the disciplinary procedures within the limitation period.

Recommendations

We would like to make the following recommendations:

- > Amend the regulations so that retrenchment due to redundancies can be based on business optimisation activities of companies.
- > Add a provision stating that the retrenchment of one employee is not, *per se*, unlawful, provided that the company conducts legal procedures applicable to the retrenchment of multiple employees.
- > Expand the scope of acts of misconduct subject to immediate dismissal (e.g. fraud, giving or receiving bribes or kickbacks or aggressive, hostile and violent behaviour or having violated the internal safety rules which lead to potential risk to human life).

⁹ For instance, acts of aggression and hostility, fraud, giving or receiving bribes or kickbacks and violent behaviour (including intimidation, attempts to instil fear in others or subjecting others to emotional distress) should also be subject to dismissal.

¹⁰ For further analysis, please refer to the Human Resources & Training Chapter, EuroCham's Whitebook 2020. Available at: <www.eurochamvn.org/whitebook2020>, last accessed on 30 December 2020.

- > Extend the statute of limitations for settling a labour disciplinary action from 12 to 24 months¹¹ and calculate the statute of limitations from the date the misconduct was discovered by the employer.
- > Set out the threshold as a basis to determine “seriously detrimental” or “posing seriously detrimental damages” – for instance, a specific monetary threshold.

III. WORK PERMITS FOR FOREIGN WORKERS

Relevant authority: Ministry of Labour, Invalids and Social Affairs (MOLISA)

Issue description

We appreciate that the newly-issued Decree 152/2020/ND-CP (Decree 152) has taken into account many of EuroCham’s recommendations. However, some concerns remain regarding the provisions on obtaining a work permit and the different interpretation of various provisions in the Decree.

Prior to the effective date of Decree 152, foreign employees would be entitled to one renewal of their work permit, even if it had previously been renewed. Since the effective date of Decree 152, we are aware of some local DOLISAs’ practice that all foreign employees are required to apply for a new work permit under the new regulations, even if they have not previously renewed it. This practice is not in line with the Labour Code, since Article 155 clearly states that a work permit may be extended once for two years.¹² This, together with the changed criteria (as mentioned below), leaves businesses in a difficult position: due to this unexpected change, businesses have not had the opportunity to adjust their recruitment and HR strategies. Meanwhile, if they retain their foreign employees who are ineligible for a work permit, both employer and employee will be non-compliant with the law.

The new criteria for the determination of an “expert” qualification have also led to different interpretation by DOLISAs. Now, officials request that the major stated in the qualification (bachelor’s degree or higher) must exactly match the job title in order for a work permit to be issued. Previously, university degrees that were within the same general subject matter as the job were accepted.¹³ This strict interpretation, coupled with the removal of the “expert certificate” criterion, means that many foreign workers who were previously granted a work permit will not qualify under the new legislation even though they have been compliant with labour regulations.

Some officials have a very restrictive interpretation of the earlier-mentioned Article 155 of the Labour Code about the renewal of work permits. Our members have been informed that, if a foreigner wishes to apply for a new work permit after already extending it once (so having worked for four years), the foreigner must apply for a new work permit under a new job position and cannot apply under current criteria without any other restrictions.

Potential gains/concerns for Vietnam

MOLISA needs to ensure the consistent and compliant implementation of Decree 152 by the DOLISAs, whose different interpretation will have major negative impacts on entities using

¹¹ Law 22/2008/QH12 of the National Assembly dated 13 November 2008 on Cadres and Civil Servants.

¹² Article 155, The new Labour Code.

¹³ For example, a degree in mathematics would suffice for an accounting position.

foreign employees. It will create a difficult situation where there is not sufficient time to change recruitment strategies or bring in new foreign employees who meet DOLISA's strict interpretation of the law. Due to COVID-19, the recruitment of foreign workers is already challenging. So these obstacles will make compliance with the work permit regulations harder.

In 2021, Vietnam and its economy have been seriously affected by COVID-19, and many people have lost their jobs. We believe that foreign investment will help to improve Vietnam's economy. Therefore, we recommend an approach that encourages the growth of foreign-invested businesses, while ensuring the sustainability and predictability of Vietnam's business environment.

Recommendations

We would like to make the following recommendations:

- > Allow one renewal of existing work permits, even if these have been renewed in the past.
- > Recognise university degrees that are within the same general subject matter as the job position, rather than require the degree to exactly match the job.
- > Allow applications for a new work permit after it has been renewed once, even when applying for the same job position.

IV. SOCIAL INSURANCE CONTRIBUTIONS FOR FOREIGN EMPLOYEES

Relevant Government authorities: Ministry of Labour, Invalids and Social Affairs (MOLISA), and Vietnam Social Insurance Authority (VSIA)

Issue description

Under Article 2.2 of the Law on Social Insurance No. 58/2014/QH13¹⁴ (Law on Social Insurance) and Article 2 of Decree 143, foreigners working in Vietnam from 1 January 2018 are subject to statutory SI contributions if they hold a proper work permit or practising license and have a labour contract with a term of one year or more. The SI contribution scheme for foreigners is similar to that for Vietnamese, including five regimes: sickness, maternity, labour accident, pension, and survivorship allowance. Of these, the contribution to three short-term regimes (sickness, maternity, and labour accidents) has been applicable from 1 December 2018. The remaining two long-term regimes (pension and survivorship allowance) will be applicable from 1 January 2022.

Upon the termination of the Vietnamese labour contract or expiration of the work permit, and when the foreigners no longer live and work in Vietnam, they can claim a one-off SI allowance for the contribution period. The claimable amount and procedure are similar to that applied to Vietnamese employees. However, the regulations on SI regimes and claim procedures applicable for foreign employees do not seem practical and need to be reviewed.

Potential gains/concerns for Vietnam

Even though the long-term regimes are expected to be effective from 1 January 2022, the application of five regimes would not be fair or practical for foreign employees who keep

¹⁴ Law 58/2014/QH13 adopted by the National Assembly on Social Insurance on 20 November 2014.

contributing to SI in their home countries. We understand that, although the Government has been negotiating several bilateral agreements on recognition of social security contributions with some countries, Vietnam has not yet signed any such agreement. This will result in double costs for employees and employers as well as administrative burdens. Even if the Government could secure several bilateral agreements with some countries in the future, it would not cover all countries where foreign employees come from. Furthermore, the application of pension and survivorship regimes would be unnecessary. Foreign employees often work in Vietnam for a short period of time, especially in light of strict management when the Vietnamese authorities review and approve the labour quota before any work permit is issued. Decree 143 proposes that foreign employees, in such cases, will have the right to request a lump-sum payment before they leave Vietnam. However, the claim procedure will inevitably lead to a greater administrative burden for all stakeholders, including SI authorities, employers, and foreign employees. In addition, the relevant dossiers of expatriates issued by overseas authorities are required to be translated into Vietnamese and notarised in accordance with prevailing regulations, which are normally time-consuming.

In terms of the contribution rate, based on the table comparing social insurance contributions of foreign workers in Vietnam and other ASEAN countries¹⁵, the rate in Vietnam is far higher than other countries while the return rate is lower. The procedure of SI implementation for foreign workers is also a big question in practice. The insufficient procedure of SI implementation, especially the procedure to claim a lump sum when foreigners repatriate or move to other countries, will not have a positive effect on the attractiveness of Vietnam's investment environment.

Recommendations

We would like to make the following recommendations:

- > Do not apply the pension and survivorship regimes to foreign workers, or only on an optional basis. Following the approval of the removal of the pension and survivorship from SI regimes, the SI contribution rate of foreign employees would reduce significantly.
- > Create the flexibility for foreign workers to receive a one-off SI allowance upon repatriation from Vietnam by authorising the employer to carry out the procedure on expatriates' behalf.

V. DIGITAL TRANSFORMATION IN LABOUR, TRAINING AND EDUCATION

Relevant authorities: Office of the Government (OOG), Ministry of Labour, Invalids and Social Affairs (MOLISA), Ministry of Education and Training (MOET)

Issue description

The main building blocks for any thriving digital economy are connectivity, the skills of the labour force, the quality of education and logistics, as well as policies and regulations.¹⁶ The backbone of the digital economy, meanwhile, is fast and stable Internet connectivity. Therefore, it is vital to connect most of the population to 4G/5G mobile networks and to expand fibreoptic networks, particularly for educational institutions, businesses, and major

¹⁵ EuroCham position paper dated 2 October 2017, shared with MOLISA.

¹⁶ The Digital economy in Southeast Asia-Building the Foundations for Future Growth, 2019.

institutions in both urban and rural areas. However, the costs related to being connected are not always affordable for everyone. In our view, a digital education and personnel development offensive backed by educational resources is an indispensable driver of economic development.

Few could have predicted last year that the world would be so deeply affected by a pandemic. At the same time, COVID-19 impacted both students and the labour force. Quality technical education is paramount to train young people with workplace skills. Quality education depends, among other things, on the retention of quality educators, a healthy learning environment, and both educators and students being trained according to modern pedagogies, particularly in relation to online teaching and learning.

COVID-19 has shown that e-learning and online learning are indispensable to continue educating students when studying at school or university is not possible. However, adequate tools were not always available. This caused delays in getting online learning started in 2020 which, in turn, had a negative impact on the education of many students. In our view, a National Education Platform should be created. This should be an online platform with educational resources and live broadcasts. It could encompass the entire education sector and be accessible free of charge for students. Regional and provincial authorities could play a leading role in cooperating with local digital competence centres with digital, scientific, and practical methodological-didactic competencies to support institutions, households, and individuals.

At the same time, the World Economic Forum reports that, when structured and delivered correctly, online learning results in the average student retaining 25-60 per cent more lesson content compared to a traditional classroom. Moreover, online learning can require 40-60 per cent less time compared to learning in traditional environments.¹⁷ The closure of educational institutions, while necessary, invariably disrupted students' learning but also highlighted the importance of creating an infrastructure for quality online teaching and learning. Partnerships with private institutions that offer flexible, blended online and face-to-face teacher training programs, foreign languages, and soft skills training can be used to up-skill educators in the state system at all levels. It can also help students and fresh graduates entering the workforce acquire the necessary abilities, such as lifelong learning, in flexible and modern ways.

In today's rapidly-evolving labour markets, adaptability, flexibility, and lifelong learning will be the new competitive advantage. To be agile and adaptable means to be fully prepared for the demands of a more complex lifestyle and gainful employment. This makes lifelong learning indispensable and results in living and working in permanent evolution and development. This applies, in particular, to soft skills such as creative thinking, process-thinking, teamwork, and problem-solving, which so far have rarely been taught and promoted in schools and universities in Vietnam. The current discussion reflects the significant changes that are essentially triggered by IT. It is, therefore, obvious to stimulate and promote digital competencies.

One significant way in which Vietnam can empower its future labour force is by enhancing the skills of educators in all levels of the state education system. This can be accomplished

¹⁷ "The COVID-19 pandemic has changed education forever. This is how.", World Economic Forum, 29 April 2020. Available at: <www.weforum.org/agenda/2020/04/coronavirus-education-global-covid19-online-digital-learning>, last accessed on 30 December 2020.

by providing access to international-standard, continuous professional development and teacher training in modern educational practices. Partnerships with international private institutions offering online or blended educational programs (combining online learning with face-to-face studies) for the training of Vietnamese teachers in the public-school sector could be used to further develop local teachers with the international-standard skills to continue to develop students with the expanding skills necessary for future careers in emerging industries which might not yet exist. Training in differentiated learning and effective teaching can ensure that greater numbers of Vietnamese students are given the support to reach their full potential and successfully complete their education. This will translate into better-equipped workers and dynamic, lifelong learners entering the labour force.

Moreover, over the next decade, about 56 per cent of all employment in five ASEAN countries, including Vietnam, will likely be replaced or changed by technology.¹⁸ Therefore, enterprises will have to “innovate or die”; while the labour market must “get qualified or lose”.

The National Digital Transformation Program 2025 with orientations towards 2030 set out under Decision 749/QĐ-TTĐ¹⁹ was signed in March 2020. It contains the cornerstones for digital transformation in Vietnam.

Furthermore, it is important that programs at colleges or universities reflect the fact that there are around 20 specialised IT occupations. Meanwhile, students need to understand, choose, and study one or more specialised IT occupation programs from their second year, which will develop their professional competence regardless of their future position. This should be done in combination with a longer mandatory internship at IT companies or IT departments in medium and large enterprises.

Potential Gains/Concerns for Vietnam

This fast digital development will have significant employment effects. However, the transformation is assessed very differently depending on the specific design of digitisation and the success of necessary qualification efforts. We also expect that new job profiles will be created, and work will never “run out”.²⁰ Many routine processes are being replaced by systems or robots and, in the further development of digital transformation, by artificial intelligence. In regions with many manufacturing industries, more jobs will theoretically be substituted. However, it is not guaranteed to lead to regional job losses. A strong industry can also obtain a competitive advantage if it moves digitally. Regions with good educational infrastructure will earn a higher digitisation dividend in the future.

The National Education Platform mentioned above would increase universal access to educational resources and training courses, especially for those in rural communities. E-learning might be indispensable in the future, but it has to be done ensuring continuity of education. In this light, we applaud the publication of MOET’s draft circular promulgating the organisation of online teaching for high schools and continuing education centres which are believed to allow teachers and pupils to utilise e-learning tools.

18 “Technology transforming industries critical for growth and jobs in ASEAN”, 2019, International Labour Organisation. Available at: <www.ilo.org/global/about-the-ilo/newsroom/news/WCMS_496766/lang-en/index.htm> last accessed on 23 March 2021.

19 Decision 749/QĐ-TTĐ on introducing program for national digital transformation by 2025 with orientations towards 2030 dated 3 June 2020 of Prime Minister of Vietnam.

20 “Future of work and skills”, 2017, Organisation for Economic Co-operation and 23 March 2021.

With so much dynamism and development taking place in Vietnam, both local and international educational institutions could attract students from across the region and even beyond, with the potential to become a regional hub for quality education. However, numerous studies link air pollution with negative impacts on education.²¹ Poor air quality is a deterrent to attracting and retaining expert foreign employees with families. With increasing numbers of international educational institutions entering Vietnam, the on-going rapid changes in technology, the health of Vietnam's population and its reputation as a competitive destination for both foreign students and expatriate families is now in question due to increasing air and environmental pollution in the main cities of Vietnam. The combination of these factors results in fewer numbers of international students seeing Vietnam as an attractive study destination.

Finally, through Decree 86²², partnerships between private educational and training institutions operating in the country can be created as well as from the expertise of foreign institutions to address current skills gaps.

Recommendations

We would like to make the following recommendations:

- > Improve the network infrastructure nationwide and connect citizens to 4G/5G at reasonable prices in order to avoid a digital divide.
- > Develop an online National Education Platform with educational resources and live broadcast, which would encompass the entire education sector and accessible without charge by students nationwide.
- > Perform more extensive research on and application of e-learning.
- > Ensure that the draft circular promulgating the organisation of online teaching for high schools and continuing education centres, which are believed to allow teachers and pupils to utilise e-learning tools, will be adopted at short notice.
- > Ensure that regional and provincial authorities play a leading role in cooperating with local digital competence centres to support institutions, households, and individuals.
- > Adapt programs to take into consideration the large variety of specialised IT occupations allowing students to study one or more specialised IT occupation programs from their second year.
- > Make a longer internship at IT companies or IT departments in medium and large enterprises mandatory.
- > Collaborate with private institutions offering international-standard teacher training and professional development to enhance the abilities of local teachers to develop generations of lifelong learners so that they are prepared to enter the labour force.
- > Enhance the attractiveness for the education sector by prioritising efforts to improve air quality.

ACKNOWLEDGEMENTS

EuroCham Human Resources and Training Sector Committee.

²¹ S. Roth, "Air pollution, educational achievements, and human capital formation", *Institute of Labour Economics*, IZA, 2017, pp.2.
²² Decree 86/2018/ND-CP dated 06 June 2018 of The Government of Vietnam on foreign cooperation and investment in education.

EuroCham Digital Sector Committee for section V. Digital transformation in Labour, Training and Education Practice.

FOR MORE HR-RELATED ISSUES, PLEASE ALSO READ

- > Chapter 12 Women in Business Section I. Labour Regulations Affecting Female Employees 1. Implement provisions promoting equal employment opportunities