

PROCEEDING

Conference on Future of ASEAN Human Development Towards 2045



10-11 September 2025
ASEAN Secretariat
Jakarta



one vision
one identity
one community

Proceeding Conference on Future of ASEAN Human Development Towards 2045
ASEAN Secretariat, Jakarta, 10-11 September 2025

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**Proceeding Conference on
Future of ASEAN Human Development Towards
2045**

10-11 September 2025
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2025

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INTRODUCTION

The purpose of this E-Book is to document the contributions presented at the first public Conference on Human Development in ASEAN. The conference took place on 10–11 September 2025 and was held at the ASEAN Hall at ASEAN Headquarters/Secretariat in Jakarta.

This E-Book represents the conference proceedings, compiling the speeches and policy papers in an accessible style for the general public. The content was also published by the ASEAN University Network for online streaming to enable real-time participation and as a video recording of the conference.

This inaugural conference provided an opportunity for formal dialogue on ASEAN's human development goals and strategies, as well as consideration of the interrelated political, economic, social, and cultural dimensions of human development. As a platform for dialogue, it brought together a wide range of ASEAN stakeholders, international development organizations, private sector representatives, civil society organizations, and youth and student leaders.

BACKGROUND AND RATIONALE

Human development in Southeast Asia has been an aspirational goal since the founding of ASEAN, aimed at meeting the needs of newly independent nations for economic growth and developing human capital. Since ASEAN's establishment in 1967, significant improvements in human development have been observed, as measured by UNDP indicators of per capita income, education, and longevity. ASEAN's human development paradigm has continued to expand in scope, beyond a mainly economic development focus.

The 2007 ASEAN Charter established standards for member states to respect human rights, the rule of law, and representative governance. The 2012 ASEAN Declaration of Human Rights articulated consensus on individual freedoms, including three specific articles on human development. The 2020 ASEAN Declaration on Human Resources Development for the Changing World of Work affirmed ASEAN's commitment to developing the workforce in response to an evolving economy and organisation of work. The AEC and ASCC blueprints for 2025 include human development priorities such as equitable and sustainable economic development, access to education, skills development and lifelong learning, inclusive social protection and services for all, and mainstreaming gender equality and the empowerment of women.

Building on ASEAN's continuing human development efforts and in response to global trends and challenges, it is timely for ASEAN to reflect on its human development agenda for the next 20 years, in line with the ASEAN Community Vision 2045. ASEAN is poised to become the world's fourth-largest economy and already recognized as an important player in the global community of nations. To lead in the future of human development it is essential for ASEAN to gather its relevant stakeholders into a platform for discussion of the region's human development agenda for the next generation, as articulated in various ASEAN documents related to Human Development.

The conference presented various perspectives on human development across different dimensions in line with ASEAN's goal of a people-centred ASEAN Community, including from government, private sector, academe, and civil society.

CONFERENCE ORGANISERS

ASEAN Human Development Organisation



The ASEAN Human Development Organisation was founded in 2018 to promote human development across the ASEAN's Member States. AHDO connects human development professionals and works with ASEAN institutions and other institutions on policy and initiatives. AHDO aims to contribute to the region's human development capability and culture by improving human development across sectors and national boundaries.

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ASEAN Secretariat



The ASEAN Secretariat was established on 24 February 1976 by the Foreign Ministers of ASEAN. The Agreement on the Establishment of the ASEAN Secretariat stated that the basic mandate of the ASEAN Secretariat is to provide for greater efficiency in the coordination of ASEAN organs and for more effective implementation of ASEAN projects and activities. The ASEAN Secretariat's mission is to initiate, facilitate and coordinate ASEAN stakeholder collaboration in realising the purposes and principles of ASEAN as reflected in the ASEAN Charter.

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YouTube: <https://www.youtube.com/channel/UCOp9ttykdbVr6MEkLJ4ZaJQ>

ASEAN Foundation



Established by ASEAN leaders in 1997, the ASEAN Foundation is a non-profit ASEAN Organisation under the ASEAN Charter. It is mandated to support the ASEAN Community Building by promoting greater awareness of the ASEAN identity, fostering people-to-people interaction, and encouraging close collaboration among business sectors, civil society, academia, and other stakeholders in ASEAN.

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YouTube: <https://www.youtube.com/@AseanfoundationOrganisation>

ASEAN University Network



**ASEAN
University
Network**

Established in 1995, the ASEAN University Network (AUN) is a collaborative initiative that brings together leading higher education institutions across the ASEAN region to strengthen regional identity and solidarity. The network aims to foster academic partnerships and nurture future ASEAN leaders through flagship programmes, knowledge-sharing platforms, and vibrant youth forums. With its permanent Secretariat located in Bangkok, AUN is recognised as an essential mechanism for building an active and renowned ASEAN higher education community.

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WELCOMING REMARKS

Dr. Bob Aubrey, Founder ASEAN Human Development Organisation



Dr Bob Aubrey is an award-winning human development consultant, author, and social entrepreneur with a global career spanning six continents and over twenty-five countries. He is the Founder and Chair of the Advisory Board of the ASEAN Human Development Organisation (AHDO), which he established to promote human development and professional standards across ASEAN.

Known for his work in leadership development and regional human development policy, Dr Aubrey has published fifteen books and designed national and regional programs for governments, institutions, and major corporations. He currently serves as Senior Strategic Advisor for Human Development to the Government of Timor-Leste, helping to prepare future leaders for ASEAN membership. Dr Aubrey's activities shape human development thought leadership and practice in ASEAN and beyond.

"Human development, as we see it, is not a static idea. In our region, it means something dynamic and forward-looking: enabling people, organizations, and institutions to realize their full potential."

Dr. Bob Aubrey

How the ASEAN Human Development Paradigm Can Shape Our Future

Distinguished excellencies, honoured speakers, esteemed partners, colleagues, and friends, I have the distinct privilege to stand before this gathering of the first conference dedicated to the future of human development in ASEAN, a milestone for our region and for me personally as founder of the ASEAN Human Development Organisation (AHDO) seven years ago.

As an ASEAN civil society organisation has a mission: we are devoted to advancing human development in all its dimensions—across sectors and beyond borders. I am deeply proud to work alongside the ASEAN Secretariat and the ASEAN Foundation as co-organisers of this event and grateful for the welcome we receive at the Secretariat's home.

Human development, as we see it, is not a static idea. In our region, it means something dynamic and forward-looking: enabling people, organizations, and institutions to realize their full potential. Our goal is to expand freedoms, give voice,

and ensure that everyone has a stake in shaping the future of the region. We purposely distinguish human development from narrower terms like “human capital” or “human resources.” Human development is broad. It includes millions of people in ASEAN — educators, health professionals, researchers, human rights advocates, social protection workers, business leaders, public servants, technologists, wellbeing professionals and many others—whose daily work forms the backbone of ASEAN’s progress. You find these professionals in our classrooms, clinics, companies, government offices, and communities, advancing human development and building our collective future.

Why do we gather at this moment? I believe ASEAN stands at a pivotal point. Our region is experiencing greater visibility in the world but also great unpredictability. Like other regions, such as the European Union, we must respond—but ASEAN in particular has the obligation to move from being a follower to taking a position of leadership. With this conference, we will consider how the ASEAN human development paradigm we have built should evolve and shape our future.

This is why, at this conference, I look forward to exploring and sharing ideas with you about renewing what human development can achieve for ASEAN. I am confident that we will propose concrete actions and recommendations so that our vision becomes reality.

In conclusion, I am truly impressed by the overwhelming response to our initiative of this conference. Not only is this conference room full but we also have seven hundred others signed up for the online streaming of the conference. This confirms to me that human development resonates widely across ASEAN connecting the human development professionals in this room and far beyond.

Together, we are shaping a more human future for ASEAN. That is a calling for the millions of human development professionals in ASEAN and a promise as we embark on this inaugural dialogue about the future.

WELCOMING REMARKS

Rodora Turalde-Babaran, Director of Human Development Directorate, ASEAN Secretariat



Rodora Turalde-Babaran has served as Director of the Human Development Directorate, ASEAN Socio-Cultural Community Department at the ASEAN Secretariat since 2014. Her work covers managing operations and providing strategic, technical, and administrative support to ASEAN cooperation in health, education, youth, sports, labour, civil service, women and gender, rights of women and children, rural development, poverty eradication, and social welfare.

She graduated from the University of the Philippines with a Bachelor of Science in Social Work (1999) and earned her master's degree in development management from the Asian Institute of Management (2010).

"Human development is not a fixed target—it is broad and multidimensional, evolving as our societies and economies change."

Rodora Turalde-Babaran

Human Development at the Heart of ASEAN's Future

Excellencies, distinguished guests, esteemed speakers, colleagues, friends, and especially our young delegates: a very good afternoon and a warm welcome to all present here at the ASEAN Hall and those joining us online across the region. I am Rodora Babaran, Director of the Human Development Directorate at the ASEAN Secretariat. It is my honour, on behalf of the ASEAN Secretariat and our partners—the ASEAN Human Development Organisation and the ASEAN Foundation—to welcome you to this conference, which reflects our region's enduring commitment to place human development at the centre of ASEAN's journey.

Since ASEAN's founding in 1967, we have advanced major progress in education, health, livelihoods, and well-being throughout Southeast Asia. These achievements underline our belief that real development means investing in people—their learning, health, safety, and opportunities. Yet, as we look to 2045, envisioning ASEAN as a resilient, innovative, and truly people-centred community, our work in human development faces new challenges and new opportunities. To build a future in which every person can thrive, ASEAN must stay responsive and forward-thinking in all

dimensions of human development—not just economic growth, but fostering inclusion, dignity, and meaningful participation for all.

This conference brings together leaders from government, business, academia, civil society, development partners, and—vitally—the youth. Each voice and perspective is needed to shape ASEAN’s human development goals for the next 20 years. Human development is not a fixed target—it is broad and multidimensional, evolving as our societies and economies change. By listening to different sectors and especially to emerging youth leadership, we ensure that our priorities reflect the lived realities, hopes, and challenges of the people of ASEAN.

Over the next two days, we will exchange ideas on education, inclusion, the future of work, rights and freedoms, mental health, and the skills and protections our people require to thrive in this fast-changing world. These discussions go beyond theory. We are here to gather insights that will directly inform ASEAN’s future collaboration in human development—whether through new policies, joint programmes, or partnerships designed to widen opportunities and reduce disparities across our region.

As Director of Human Development, I am especially glad to welcome youth leaders. Your creativity, courage, and vision are indispensable. ASEAN’s aspiration for 2045—a region of resilience, innovation, and opportunity—can only be realised through your active participation and leadership. This dialogue is as much about listening to you as planning with you. I encourage you to share your perspectives boldly, knowing that your ideas are essential for shaping policies that answer tomorrow’s needs.

Human development, as we affirm in ASEAN, is an umbrella concept. It extends beyond economic achievement to encompass education, social protection, human rights, environmental sustainability, inclusion, and lifelong learning. It requires us to continually invest in skills and opportunities for current and future generations, support mental health and well-being, and promote gender equality and the empowerment of women. The frameworks guiding ASEAN—from the Charter to the Human Rights Declaration to the Human Resources Development Declaration—reflect our evolving commitment to ensure that every person in Southeast Asia is able to live with dignity and hope.

These priorities are deeply embedded in our region’s development blueprints and strategies for 2025 and beyond. As we move forward, this conference provides the opportunity for all stakeholders to define human development goals and strategies for the next 20 years in line with ASEAN’s Community Vision for 2045.

With that, I wish everyone meaningful exchanges, insightful discussions, and a successful conference. Thank you for your commitment to the advancement of human development in ASEAN.

OPENING ADDRESS

H.E. San Lwin, Deputy Secretary-General for ASEAN Socio-Cultural Community, ASEAN Secretariat

H.E. San Lwin was appointed as the Deputy Secretary-General (DSG) of ASEAN for ASEAN Socio-Cultural Community (ASCC) for the term 2024-2027. He supports the Secretary-General of ASEAN in realising the ASCC Vision and implementing the ASCC Blueprint, ensuring clear prioritisation and alignment to ASEAN Vision 2025, and leads the work of the ASCC Department of the ASEAN Secretariat.



DSG San Lwin has served various appointments at the Myanmar Ministry of Foreign Affairs (MOFA) for forty-one (41) years. His last appointment was as Ambassador of Myanmar in Austria, Ambassador of Myanmar Accredited to Holy See and Lithuania. Other than serving at bilateral Embassies, DSG San Lwin had also served as Permanent Representative of Myanmar to the United Nations Office in Vienna and Deputy Permanent Representative of Myanmar to the United Nations Office in New York. DSG San Lwin holds a bachelor's degree in science from the Rangoon Arts and Science University.

"ASEAN's story has always been, at its heart, a human story."

H.E. San Lwin

Setting the Context: ASEAN Human Development Priorities Towards 2045

*H.E Pratikno, Coordinating Minister for Human Development and Cultural Affairs,
Indonesia,
Excellencies,
Officials from ASEAN Socio-Cultural Ministries and other Partners,
Distinguished speakers and guests,
Ladies and gentlemen.*

Good afternoon.

It is both an honour and a pleasure to join you at this pivotal conference. I thank the ASEAN Human Development Organisation, the ASEAN Foundation, and our ASEC colleagues in the Human Development Directorate for convening this timely gathering.

We come together not just as institutions, but as a community—bound by a shared aspiration to build an ASEAN where all our people thrive, where every woman, man,

and child can develop their full potential, and where no one is left behind. This vision—of a resilient, innovative, dynamic and people-centred ASEAN—is enshrined in our ASEAN Community Vision 2045.

ASEAN’s Journey in Human Development

Let me begin by recalling a simple truth: ASEAN’s story has always been, at its heart, a human story.

From its founding in 1967, ASEAN has grown from a regional bloc focused on peace and stability into a vibrant community committed to human development in its fullest sense—encompassing economic opportunity, social equity, education and skills, health and wellbeing and shared identity. Through the ASCC Blueprint 2025 and now the ASCC Strategic Plan aligned with ASEAN Community Vision 2045, we have charted a path that puts our people at the centre.

Over the decades, we have made remarkable strides. We have raised life expectancy, increased literacy, and reduced extreme poverty. We have modernised our economies, empowered communities, and strengthened pathways to decent work. Our middle class have expanded, and our people are living longer, better lives.

But as we look to the horizon of 2045—we must ask ourselves: ***How do we shape a future that is not only prosperous, but inclusive, resilient, and human-centred?***

Navigating the Changing World

The world around us is changing—rapidly and profoundly.

Technological disruption is transforming how we live, learn, and work. Climate change and disasters are testing our resilience. The future of work is here, and with it comes both promise and precarity.

Our young people, who make up a large share of our population, will grow up in a world that demands entirely new skills. And yet, millions across our region still lack access to quality education, digital connectivity, and lifelong learning opportunities. Many workers—especially in MSMEs, informal sectors, and rural areas—are excluded from training, protection, and progression.

On this note, allow me to recall once again the ASEAN Community Vision 2045, in which our ASEAN Leaders envisioned a prosperous ASEAN as a single market with highly-skilled and inclusive workforce, productivity and innovation-driven growth, and incorporating sustainability across and along the value chain

This is why the theme of this conference—***Future of ASEAN Human Development***—is not just relevant. It is urgent.

ASEAN's Commitments and Vision

In 2020, our ASEAN Leaders adopted the Declaration on Human Resources Development for the Changing World of Work. It was a bold commitment: to equip our workforce with future-ready skills, strengthen inclusivity in education and employment, and promote lifelong learning as a societal norm.

That declaration was followed by a regional roadmap—spanning the mandates of the ASEAN Labour Ministers, Education Ministers, and the ASEAN TVET Council. The vision is clear: by 2030 and beyond, ASEAN must cultivate a resilient, skilled, and empowered workforce ready for the future.

Our Community Vision 2045 builds on this foundation. It reaffirms our core aspirations: a peaceful, prosperous, and resilient ASEAN; a region that embraces innovation, sustainability, and people-centred growth.

But the work of realising this vision cannot sit within one pillar alone. It must be cross-cutting.

- The Political-Security Community must continue promoting good governance, peace and security, and inclusive institutions that empower citizens and strengthens the foundation for development.
- The Economic Community must create inclusive environments where skills are recognised across borders, where digital transformation uplifts small businesses and women and youth entrepreneurs.
- And the Socio-Cultural Community must champion shared identity, inclusivity across all domains and equitable access to services—especially for the most vulnerable.

Key Priorities for ASEAN Human Development

Let me highlight four priorities that must guide our work ahead:

First, we must embed lifelong learning as a cultural norm. This means recognising learning not as a one-time event, but as a lifelong process – accessible to all ages, geographies and social groups. We need flexible systems that allow upskilling, reskilling, and recognition of informal and prior learning.

Second, we must reframe and revitalise TVET and skills development. TVET must no longer be seen as a second class, but a strategic engine for innovation and inclusion. Across ASEAN, demand for green and digital skills is accelerating. TVET must not only respond, but lead. We must modernise our TVET systems, align them with industry needs, and promote mobility and recognition of competencies across ASEAN.

Third, we must close the digital divide and harness technology for good. Digital transformation is no longer optional. We need affordable connectivity, digital

literacy, and ethical AI integration to ensure that technology serves our people—not the other way around. Our future is digital, but it must also be inclusive and human-centred.

Fourth, and most importantly, we must place inclusion and equity at the centre of all policies. Women and girls, persons with disabilities, elderly populations, those in rural or remote areas, and out-of-school youth must be empowered through education, employment, and protection.

Let us remember: ASEAN is home to 224.2 million young people—nearly 34% of our region’s population¹—representing a powerful demographic dividend with immense potential. The future belongs to them. We must build it with them, not for them. We should continue to provide platforms for meaningful engagement and space to reinforce ASEAN awareness, values and identity so we will feel the spirit of belonging to the ASEAN Community.

Working Together – Whole-of-ASEAN Approach

Over the next two days, we will hear from many distinguished voices: among others, H.E Pratikno will speak on Indonesia’s human development goals; UNDP will share insights on their perspectives on Mainstreaming Human Development in ASEAN; OECD will discuss how to measure what truly matters; and other eminent speakers will reflect on their dreams and demands for a better future.

As these perspectives converge, a common message emerges: ASEAN’s future will depend on how well we work together.

We must adopt a whole-of-ASEAN approach—across ministries, across Member States, and across generations. That includes improving labour market data, increasing investment in human capital, and strengthening regional mechanisms for monitoring and review.

It also means empowering local governments, leveraging ASEAN Centres, and deepening partnerships with the private sector and civil society. We must invest more boldly in our people—through sustainable financing, targeted initiatives, and cross-border cooperation.

Closing and Call to Action

Ladies and gentlemen, the year 2045 is no longer distant—it is within reach. The decisions we make today will shape the lives of the next generation.

¹ Second ASEAN Youth Development Index, https://asean.org/wp-content/uploads/2023/09/22313_ASEAN_Report_v08_RC_spreads-HQ-with-ISSN-FINAL-1.pdf

Let us be bold. Let us ensure human development lies at the heart of our policy and investment decisions.

Let us be inclusive. Let us recognise the talents, aspirations, and contributions of all ASEAN peoples—across age, gender, geography, and background.

Let us be united. Let us build not only systems, but solidarity—so that human development becomes the shared responsibility of all three ASEAN pillars, supported by all stakeholders.

And let us build, together, an ASEAN that is more than a region—but a home. A home that uplifts every person, values every voice, and leaves no one behind.

KEYNOTE SPEECH

H.E. Prof. Dr. Pratikno, Coordinating Minister for Human Development and Cultural Affairs, Republic of Indonesia

Prof. Dr. Pratikno, is the Coordinating Minister for Human Development and Cultural Affairs of the Republic of Indonesia. Born in Bojonegoro, East Java in 1962, he is a distinguished academic who served as Rector of Gadjah Mada University before entering government. With a Master's degree from Birmingham University and a PhD from Flinders University, Professor Pratikno has played a leading role in Indonesia's public administration and cabinet, previously serving as Minister of State Secretariat. He is respected for his contributions to higher education, governance reform, and inclusive development, and is a driving force in advancing both Indonesia's human capital and ASEAN regional cooperation.



“Imagine ASEAN as a grand orchestra. Our future is not a solo performance, but a symphony composed by thousands playing in harmony.”

H.E. Prof. Dr. Pratikno

Indonesia and ASEAN: Building Our Collective Symphony for 2045

I am deeply honoured to address this distinguished gathering. On behalf of Indonesia, I extend my heartfelt gratitude for giving me this platform to share what we are thinking, doing, and planning as we look towards our shared future in ASEAN. Indonesia's aspirations for 2045 are not dreamt in isolation. Our destiny is closely intertwined with our ASEAN family, as recently affirmed by our fellow leaders.

Imagine ASEAN as a grand orchestra. Our future is not a solo performance, but a symphony composed by thousands playing in harmony. Indonesia remains deeply committed to this collective vision, aligning our Golden Indonesia 2045 ambition with the ASEAN Community Vision 2045. As a nation of 283 million, Indonesia dreams and grows in unison with the over 700 million voices across ASEAN. Our region now stands as an economic powerhouse: in 2024 we drove US\$3.8 trillion in trade and drew US\$226 billion in investment. But what binds us is not just the scale of our markets, but our spirit and shared aspirations.

By 2045, as Indonesia reaches its promised golden era, ASEAN will have realised a vision of resilience, innovation, dynamism, and people-centred progress. The two trajectories—Indonesia’s and ASEAN’s—are not merely parallel; they are becoming one symphony.

Today, in this conference, we are tuning our instruments and blending our voices so our collective choir resonates regionally and globally. In this orchestra, none are mere spectators; all are players while the world listens.

Indonesia’s goals are ambitious and achievable. By 2045, in line with the national long-term development plan, Indonesia aims for a per capita income of US\$30,300, a human capital index score of 0.33, and a poverty rate below 8.8%. We seek to be among the world’s top 15 in the global power index, have a highly competitive resource base, and achieve net zero greenhouse gas emissions. Gender equality and social inclusion are being mainstreamed across all programmes, and we are pursuing balanced population growth, with specific 2029 targets: a human capital index of 0.59, global power index rank of 29, poverty rate between 4.5% and 5%, and an economic growth target of up to 8%.

President Prabowo Subianto’s policies for 2029 further reinforce these priorities, with strong focus on health and education. Free health checks and the development of high-quality hospitals nationwide are under way, and we have prioritised the prevention of stunting and eradication of tuberculosis—where Indonesia now faces the world’s second-highest prevalence.

On education, school renovations and the establishment of “excellent schools,” digitalisation of learning, and the provision of nutritious meals for children and pregnant mothers are advancing rapidly.

Allow me to update on our health initiatives as of 4 September 2025:

- The free health check-up programme targets 102 million Indonesians—53.8 million of them schoolchildren—by the end of 2025. Over 24 million have already been reached this year, enabling prevention of disease, greater productivity, and lower household costs.
- The regional hospital improvement programme will upgrade 66 hospitals by 2026, focusing on remote and underdeveloped areas, with 21 already in process.
- For stunting, we are making significant progress: prevalence dropped from almost 30% a decade ago to 19.8% in 2024. Our aim is to reach under 14.2% by 2029 and below 5% by 2045.
- The new free nutritious meal programme serves over 20 million students and thousands of pregnant and breastfeeding mothers, supported by more than 2,000 nutrition service units in 28 provinces.

Turning to education, as of September 2025:

- School revitalisation covers 10,931 schools with over IDR 12.44 trillion allocated. The goal is for all Indonesian schools to have proper infrastructure by 2029.
- The new Garuda Excellence Schools blend international and national curricula for top talents, especially in STEM. By 2029, we will have established 100 such schools, with 12 already operational and four more opening this year.
- Scholarat—The People’s Schools—are free boarding homes for children from poor and extremely poor families, converting existing infrastructure to bring quality education within reach. We now have 159 operating, with capacity for nearly 16,000 students, and aim to build 100 more every year.
- Education digitalisation is a top priority, with over 238,000 smart TVs for online learning being distributed, targeting nationwide deployment by the end of 2025. We promote wise, intelligent use of digital tools and artificial intelligence, encouraging children to transition from “screen time” to “green time.” We aim for digital learning to bridge gaps, not widen them.

These initiatives are strengthening our people and laying foundations for deeper ASEAN collaboration, opening avenues for joint digital platforms, teacher exchanges, research, and a future-ready workforce.

Human development is a broad task, spanning health, education, culture, and the empowerment of vulnerable groups. At the Coordinating Ministry for Human Development and Cultural Affairs, we have launched flagship programmes reflecting Indonesian priorities, aligned to ASEAN:

- **Data Prima** delivers integrated data and knowledge management through interoperability and predictive analytics—foundations for precision policy.
- **Sama Setara** advances equity and social inclusion, fighting violence against women and children, building data-driven interventions for early childhood, and empowering people with disabilities—including a national sign language standard.
- **One Health** integrates human, animal, and environmental health, with new early warning systems for zoonoses, infectious diseases, and a determined fight against tuberculosis.
- **Edu Kasih** fosters access to excellent education nationwide, seeking and nurturing gifted youth—even in the most remote regions.
- **Karakter Kita** develops digital wisdom in youth, ensuring technology and artificial intelligence serve all, closing—not widening—social gaps.
- **Kita Tangguh** promotes collective resilience, coordinating disaster response and preparedness across infrastructure, technology, institutions, and communities.

These flagships affirm that Indonesia's Golden 2045 journey cannot be separated from ASEAN's vision for 2045. Our future is built on partnership frameworks rooted in trust and evidence-based collaboration, including regional centres of excellence in health, education, and digital innovation.

As we chart this path, Golden Indonesia 2045 is not a solo act. It is part of ASEAN's symphony—a society of 700 million, resilient, dynamic, innovative, and people-centred. Let us write this new chapter together, united in vision and action, confident that our partnership will inspire the world.

Thank you.

01

Mainstreaming Human Development for ASEAN 2045



PANELIST

Andy Arvianto, Director of Human Capital, Pertamina



Andy Arvianto is the Human Capital Director of PT Pertamina (Persero), Indonesia's state-owned energy holding company. Previously, He was the Marketing Director at PT Pertamina Trans Kontinental, a subsidiary of Pertamina International Shipping (PIS) as the subsidiary of PT Pertamina (Persero).

With over 22 years of experience spanning the upstream, midstream and downstream sectors, Andy has held several and diverse key roles across operational, strategic, and leadership positions within the Pertamina Group. Appointed as Human Capital Director, he is dedicated to nurturing talent, promoting international mobility, advancing gender diversity, accelerating the transformation to sustainable business and clean energy including inclusive development.

"Energy should empower, not marginalize. This is at the core of Pertamina's identity, reaffirming our duty as an energy provider and an agent for equitable growth."

Andy Arvianto

Human Capital Director at Pertamina: Energizing Indonesia, Human Development at the Heart of Pertamina's Mission

I speak today as a representative of Pertamina and also a witness to the profound transformation taking place in Indonesia's energy sector. As a state-owned enterprise, Pertamina carries a responsibility that extends beyond providing fuel; it is about nation building, and at the core of our vision lies a deep commitment to human development.

Why Human Development is Central

For Pertamina, human development is far more than a matter of corporate responsibility. It is a genuine commitment to empowering people and unlocking their fullest potential as a fundamental pillar of our strategy. Our approach is twofold: delivering value for both the communities we serve and for the company itself. This means all our initiatives are measured by their contribution to Indonesia's social, educational and economic progress, and not merely profit. The way we define value

creation, therefore, encompasses the principles of acceptability, sustainability and education, making energy both a right and an opportunity for all Indonesians.

We structure our business around “the five A’s”—availability, accessibility, affordability, acceptability, and sustainability of energy—for every citizen. Energy should empower, not marginalize. This is at the core of Pertamina’s identity, reaffirming our duty as an energy provider and an agent for equitable growth.

Pertamina as an Agent for National Development

Our strategic role as a state enterprise requires us to go far beyond commerce. Pertamina operates across the entire energy value chain, and yet our greatest strength lies not only in oil rigs or refineries, but in our capacity to foster economic resilience, drive the renewable transition, and invest in education.

Our Dual Growth Strategy has allowed us to maximise Indonesia’s existing energy assets, ensuring national security, while also taking bold steps to future-proof our business. This ‘ambidextrous’ approach is unique—one hand focused on operational excellence, efficiency, and legacy business optimisation; the other innovating with renewables, digitalisation, and partnerships for sustainable development. Programmes such as the expansion of refineries, development of green hydrogen, integration of petrochemicals, and scaling up our biofuels ecosystem demonstrate our resolve to manage the energy transition holistically.

From Energy Access to Empowered Communities

Let me give tangible examples. Indonesia’s geography presents unique challenges for energy access. Through the “BBM Satu Harga” (One Price Fuel) programme, Pertamina ensures remote and border communities pay the same fuel price as urban residents. This groundbreaking initiative, now reaching hundreds of locations nationwide, has become a foundation for energy fairness—driving regional economic development, reducing disparity, and strengthening national solidarity.

Our community-based programmes such as Desa Energi Berdikari (DEB) and Sekolah Energi Berdikari (SEB) are designed to do more than deliver renewable power; they create active, knowledgeable, and independent citizens. DEB has installed solar panels across numerous sites, launched methane biogas projects, and directly improved the lives of thousands. The initiative aligns with international commitments like the Paris Agreement and the Sustainable Development Goals, and supports Indonesia’s own net-zero target. This holistic approach has resulted in substantial carbon reductions, proving that green growth is practical and achievable.

SEB takes this thinking into the classroom: empowering thousands of students and hundreds of teachers through environmental awareness and renewable energy know-how. By forming student groups and embedding projects in schools, SEB not only reduces carbon but also saves communities significant energy costs.

Female Leadership, Respectful Workplaces, and Competitive Talent

People are at the heart of all these efforts. Within Pertamina's own workforce, there has been a conscious and measurable drive to foster talent and inclusion. Through the Respectful Workplace Policy, we strive for a culture where diversity and respect are institutional norms. Female leaders account for a growing share of Pertamina's leadership, and we are working to increase this further. Competency development programmes and academies empower our employees—whom we call Perwira—to innovate and excel in both their technical fields and leadership roles.

Leading in ESG, Biodiversity, and Decarbonisation

A company's legacy is measured by what it gives back to the environment and future generations. At Pertamina, we have taken direct action to decouple economic growth from environmental impact. Initiatives such as Hutan Lestari—a reforestation and biodiversity project—have protected tens of thousands of hectares and planted millions of trees, reducing significant amounts of carbon and safeguarding hundreds of species. Our commitment to decarbonisation extends to our operations and the communities we support, particularly through nature-based solutions.

Recognition has followed, with Pertamina Geothermal Energy achieving top global ESG risk management ratings. This brings international credibility to our environmental leadership.

Developing Human Capital for the Clean Energy Era

Our investment in people is not limited to communities—it's an institutional priority. The Talent Development Framework at Pertamina supports every stage of career growth, from vocational training to leadership development. We have established academies for digital skills, sustainability, new renewable energies, and finance, while building partnerships with Indonesian universities, vocational schools, and the military for national service training. Leadership programmes fast-track top talent to leadership roles and specific initiatives like Agile Leadership and Women Leader Empowerment help us stay dynamic and diverse.

Collective Responsibility and National Aspiration

Nation building cannot be done alone. It is a collective journey. What distinguishes a state enterprise like Pertamina is that profit, while vital, can never be the sole measure of success. True impact is measured by the opportunities created—the doors opened—across sectors, generations, and geographies.

With every step forward—whether launching one-price fuel programmes, funding scholarships and local SMEs, championing renewables and biodiversity, or fostering new generations of Perwira—Pertamina acts as a force for good. Our legacy will be

measured not only in resources or market capitalisation, but in the empowered people and sustainable communities we leave for the future.

PANELIST

Tshering Lhamo, Economist, UNDP



Tshering Lhamo serves as the Economist at the United Nations Development Programme (UNDP) in Indonesia. With a dynamic career in public policy and international development, she has championed sustainable, inclusive growth with a particular focus on gender equality, social protection, and innovative governance. Her leadership is recognised both regionally and globally, and she remains a strong advocate for mainstreaming human development into the policy fabric of Asia and the Pacific.

“Mainstreaming human development means placing people—our needs, rights, potential, and dignity—at the heart of every economic and governance decision.”

Tshering Lhamo

Mainstreaming Human Development in ASEAN

I am privileged to speak today on the urgent, transformative topic of mainstreaming human development in ASEAN, drawing deeply on evidence, analysis, and real-life experience gathered in the new Mainstreaming Sustainable Human Development in ASEAN study (UNDP, 2025). This work foregrounds the pressing need to embed human-centred policies and investments in all facets of our region’s future.

Achievements—and Persistent Disparities

Over the past three decades, ASEAN has become a beacon of progress. We have witnessed an extraordinary sequence of social and economic transformations: more than 1.5 billion people have moved out of extreme poverty across Asia and the Pacific, with marked improvements in health, educational access, and longer life expectancy. In places such as Malaysia, Indonesia, Thailand, and Viet Nam, human development index scores have consistently moved upwards, raising overall prosperity (Mainstreaming Sustainable Human Development in ASEAN, 2025).

However, this impressive progress masks persistent disparities, both across and within our societies. Rural communities, the urban poor, women, migrants, and ethnic minorities too often experience exclusion from the region’s march forward. Despite improvements in gross domestic product and national income, growth has not always translated into equitable outcomes; gaps in access to basic healthcare, safe water, and decent work remain, with some countries stalling just short of the “very high”

Human Development Index threshold. If present trends continue, targets set for 2030 and beyond may be missed by decades, leaving many behind even as others surge ahead (Mainstreaming Sustainable Human Development in ASEAN, 2025).

A Region Disrupted—and Full of Opportunity

Our story is not just of progress and gaps, but of growing complexity. The disruptions of the COVID-19 pandemic, climate emergencies, and economic shocks have slowed momentum and exposed the fragility of hard-won gains. The ability to bounce back has not been equal—while some communities displayed resilience, others saw setbacks compounded. Progress towards gender equality, in particular, has all but stalled, especially where social and workplace norms reinforce discrimination and women are overrepresented in informal, insecure work.

Yet, I choose to see this era as a period not merely of challenge but of unique opportunity. The ASEAN region's demographics, with a steadily ageing but increasingly healthy population, present the possibility of sustained productivity, provided health and care infrastructure is strengthened. This is especially clear in countries like Thailand, which are rapidly transitioning to an older population but can still reap the "demographic dividend" through upskilling and innovation.

Digitalisation is another force for opportunity—but only if governments and local communities act deliberately to close divides in access and digital literacy. With targeted investment, digital tools can equip young people with the skills needed for new industries. At the same time, rapid climate change and trade disruptions push us to rethink our growth models, prioritising resilience and adaptability over simple GDP expansion.

Mainstreaming Human Development: From Vision to Systemic Reset

Mainstreaming human development means placing people—our needs, rights, potential, and dignity—at the heart of every economic and governance decision. For too long, these concepts sat at the margins, discussed in annual reports but rarely integrated into the core of financial, industrial, or environmental strategies. The Mainstreaming study makes one thing clear: the time for half-measures has passed. "Business as usual" will not close gaps or insulate ASEAN from the shocks now buffeting our societies (Mainstreaming Sustainable Human Development in ASEAN, 2025).

A systemic reset is required, starting with recalibrating how we measure success. It is not enough to chase GDP growth; we need a sharper focus on enlarging people's choices, guaranteeing access to nutrition, basic health care, and quality education for all—from the most remote village to the largest megacity. Human security, including personal safety, shelter, and protection from exploitation, must be guaranteed for all, with special attention paid to those at risk of being left out by market-based development.

Tackling Structural Exclusion and Upholding Human Dignity

Across our region, far too many still work informally, with few legal protections and little recourse against abuse. Legal frameworks in several ASEAN countries still reinforce gender, ethnic, and social exclusions. Mainstreaming human development demands we repeal discriminatory laws, challenge harmful social norms, and build an inclusive policy environment. This means engaging with grassroots voices—not only policymakers and technocrats—and ensuring that human rights are upheld in practice, not only on paper.

It is vital that women and girls, migrants, indigenous peoples, and other vulnerable groups are not just afterthoughts in development strategy but are included as central actors and beneficiaries. This requires both cultural change and concrete resource allocation. For example, investment in care economies not only creates jobs but supports gender equality and broader social well-being.

Social Protection and New Resilience

Social protection systems across ASEAN remain patchy, with coverage of informal workers, women, and rural populations lagging far behind the formal sector and urban centres. Comprehensive, flexible, risk-informed systems are essential—not just for reducing poverty, but for building the wider resilience required to weather future economic and environmental shocks. Countries as diverse as Viet Nam and Indonesia show that it is possible to rapidly expand coverage through targeted cash transfers, health insurance reform, and technology-enabled delivery platforms.

New vulnerabilities—whether from climate change, automation, or health pandemics—require fresh approaches. Regional cooperation, early warning systems, and expanded fiscal space must be coupled with innovative social spending to address the needs of the “missing middle”: those neither protected by traditional welfare nor wealthy enough to escape shocks unaided.

Green, Digital, and Care Economy Pathways

The pathway to resilient, inclusive development runs through the heart of the green and digital economy. ASEAN’s renewable energy sector is creating new opportunities for decent work, with jobs in solar, wind, and bioenergy expanding faster than ever before (IRENA, 2024). Investment in just energy transitions, nature conservation, and climate change adaptation not only saves our environment but opens new markets and raises standards of living. Likewise, the digital transformation underway can unlock progress, but must be managed with an eye to inclusion, privacy, and the avoidance of new digital divides.

We are called to connect our economies—not only globally, but within and across ASEAN—so that growth arising from value-added industries and services is broadly shared rather than concentrated. National examples of successful internal and

regional trade integration, especially where they drive up local incomes and build skills, should guide collective strategy-setting within ASEAN.

Delivery and the Politics of Reform

Vision is nothing without implementation. The science and art of delivery—politics of reform—are often afterthoughts in technical discussions of growth and social policy. Yet, strong, future-focused governance, grounded in public trust, is essential if we are to turn intention into reality. Transformative leadership in ASEAN must be alert to the need for follow-through and course correction: it must scan for opportunities, remain focused on priorities, consistently implement reforms, and be prepared to adapt.

Innovation does not simply happen when new programmes are announced, but when governance effectiveness is prioritised. Countries with strong public institutions—where delivery is measured, adjusted, and made transparent—tend to outpace others not just economically, but in human wellbeing.

Towards an ASEAN That Works for Everyone

This is a call to collective action. Only by mainstreaming human development—in policy, in funding, and above all, in values—can ASEAN ensure that the extraordinary promise of this region becomes lived experience for all its citizens. Let this be the turning point where, together, we recalibrate growth, embrace inclusive models, and position ASEAN as a region where dignity, opportunity, and sustainability are not exceptional, but universal.

References:

1. 2025 Human Development Report
<https://hdr.undp.org/content/human-development-report-2025>
2. 2024 Regional Human Development Report:
https://www.undp.org/sites/g/files/zskgke326/files/2023-11/undp_regional_human_development_report_web_final_0.pdf

PANELIST

Alexander Böhmer, Head of Southeast Asia Global Relations of the Organisation for Economic Co-operation and Development (OECD)



Dr Alexander Böhmer is Head of South and Southeast Asia at the Organisation for Economic Co-operation and Development (OECD). He leads the team implementing the OECD's work with India, the OECD Joint Work Programme with Indonesia, the OECD Southeast Asia Regional Programme, and country engagement across Asia. Dr Böhmer previously managed the MENA-OECD Investment Programme and was instrumental in setting up the OECD Office in Jakarta. He has held senior policy roles with the Federation of German Industries, the German Federal Ministry of Economy, and the European Commission. Dr Böhmer holds a PhD in Law from Kiel University and an LLM in International Business Law from the London School of Economics. He is a published author and regular speaker on development, law, and international economic policy.

“We all agree that GDP and growth alone are insufficient stand-ins for well-being.”

Alexander Böhmer

How ASEAN can harness its human capital, The OECD role for ASEAN 2045

I have the privilege of heading the OECD Southeast Asia Regional Programme, and since 2022, this partnership has entered a truly exciting phase. ASEAN's engagement with the OECD has taken on new urgency and focus, as demonstrated by both Indonesia and Thailand moving forward in the OECD accession process. This is not merely about negotiations or administrative alignment: it is about mutually enriching exchange. We, at the OECD, learn as much from ASEAN and its remarkable trajectory of human development as we can offer in return. That is why our collaboration holds such promise for real progress, especially on issues that sit at the heart of the ASEAN vision for 2045—human development and human capital.

The Dynamic OECD–ASEAN Relationship

ASEAN's drive to integrate more closely with international standards is taking shape through these OECD accession processes, but it is also evident in the way policy dialogue has evolved. The alignment of regulatory frameworks and measurement

tools is progressing rapidly. This reciprocal learning model ensures that both OECD and ASEAN priorities are addressed, yielding shared ownership and relevance. As ASEAN marches towards its ambitious goals of becoming one of the world's leading economies and a leader in human development by 2045, our joint work grows ever more important.

The OECD Well-Being Framework: Beyond GDP

A central instrument the OECD brings to this shared table is the Well-Being Framework—a multi-dimensional approach that measures over 80 indicators on well-being, inclusion and sustainability. We all agree that GDP and growth alone are insufficient stand-ins for well-being. While Southeast Asia has enjoyed impressive growth, high GDP does not guarantee lived quality, equity, or resilience. The framework helps to monitor societal progress “beyond GDP” by accounting for material conditions, quality of life and relational aspects, such as education, health, environment, subjective well-being, civic engagement, gender equity, and more.

At present, no ASEAN country is covered by the OECD Well-Being database, and this is a gap we propose to close together. Applying the OECD well-being approach to policy would support ASEAN countries in addressing the highly interconnected challenges they face on a variety of dimensions, and would greatly strengthen the region's capacity to monitor and realise the 2045 agenda.

The framework can be used to create specific *How's Life?* country profiles that help to illustrate each country's relative well-being strengths and weaknesses. For illustration, I shared comparative data on Mexico and Chile, two upper middle-income economies. In Mexico, aspects like environmental quality and knowledge and skills show room for improvement, though subjective well-being, such as life satisfaction, is relatively strong.

In Chile, health and housing are strengths while civic engagement poses challenges. The point is not to rank but to give policymakers tools to allocate resources to areas in need of greater policy-focus and improve real outcomes.

For a thorough grounding, I invite participants to review the official references:

OECD Well-Being Framework:

- <https://www.oecd.org/en/topics/well-being-and-beyond-gdp.html>
- <https://www.oecd.org/en/topics/sub-issues/measuring-well-being-and-progress.html>

OECD Well-being database:

- <https://data-explorer.oecd.org/?fs%5b0%5d=Topic%2C1%7CSociety%23SOC%23%7CW>

[ell-being%20and%20beyond%20GDP%23SOC_WEL%23&pg=0&fc=Topic&bp=true&snb=26](#)

Well-being Framework flagship publication: How's Life? 2024

- https://www.oecd.org/en/publications/how-s-life-2024_90ba854a-en.html

PISA in ASEAN: Tracking Student Outcomes and System Improvement

Human development extends beyond economic performance or human capital: it encompasses *inter alia* health, inclusion, civic engagement, and overall well-being. Yet education remains its foundation: it is where human potential is first cultivated and where societies invest most directly in their future human capital. In this regard, the OECD offers an internationally recognised tool to assess and strengthen this dimension – the Programme for International Student Assessment (PISA).

PISA is the global benchmark for evaluating educational outcomes, and ASEAN's participation is already a powerful story. Eight out of eleven ASEAN countries now take part in PISA, with the most recent 2022 cycle including almost 700,000 students from 81 countries, testing the skills of 15-year-olds in reading, mathematics, and science. Conducted every three years, PISA provides evidence for reforms in education and skills policies.

The results allow countries to compare their education systems, see what works best elsewhere, and improve policies so students are better prepared for the future. PISA 2022 results, which focused on mathematics, show both shared challenges and real progress. Globally, many education systems, including OECD members, saw a decline in mathematics performance—equivalent to losing almost one year's worth of school learning.

Despite this global trend, several ASEAN countries demonstrated resilience or improvement. Singapore stands as a global leader and kept advancing even during the pandemic. Indonesia's reforms have allowed for expanded access to education while maintaining performance, and Cambodia and the Philippines have made solid advancements.

Importantly, PISA is not just about international comparisons, but it is a tool for each country to gauge the impact of its own reforms and policies. PISA 2022 results are presented across five volumes, each one emphasising a distinct thematic lens or domain of analysis:

- OECD (2023), PISA 2022 Results (Volume I): The State of Learning and Equity in Education, https://www.oecd.org/en/publications/pisa-2022-results-volume-i_53f23881-en.html

- OECD (2023), PISA 2022 Results (Volume II): Learning During – and From – Disruption: https://www.oecd.org/en/publications/pisa-2022-results-volumeii_a97db61c-en.html
- OECD (2024), PISA 2022 Results (Volume III): Creative Minds, Creative Schools: https://www.oecd.org/en/publications/pisa-2022-results-volume-iii_765ee8c2-en.html
- OECD (2024), PISA 2022 Results (Volume IV): How Financially Smart Are Students?: https://www.oecd.org/en/publications/pisa-2022-results-volumiv_5a849c2a-en.html
- OECD (2024), PISA 2022 Results (Volume V): Learning Strategies and Attitudes for Life: https://www.oecd.org/en/publications/pisa-2022-results-volume-v_c2e44201-en.html

Beyond Academic Learning: Expanding the Definition of Well-Being in Schools

PISA is no longer just about academic test scores; it now collects and reports on a multidimensional view of student well-being. School engagement, agency, psychological health, resilience, school–life balance, and openness to diversity have all become part of the assessment. The 2022 cycle highlighted ASEAN strengths:

- Singapore excels not only in academic results but also in areas such as student agency, engagement with school and openness to diversity.
- The Philippines surpasses the OECD average in school–life balance, agency and inclusivity.
- Indonesia shows strong engagement with school and student mental health.
- Vietnam demonstrates exceptionally high student engagement and psychological wellness, and good school-leisure balance.

This pandemic-affected cycle particularly reinforced the importance of social and emotional skills alongside academic knowledge. Countries tracking broader measures are better poised to deliver the full promise of human capital development.

The New Frontier: Artificial Intelligence and the Future of Education

Education systems globally are undergoing a profound transformation with the rapid rise of AI. Learning is shifting from a single-source model to more autonomous, multi-source approaches that leverage digital tools. According to the 2024 Digital Education Council Global AI Student Survey, 86% of higher-education students across 16 countries regularly use artificial intelligence in their studies, often daily. Yet a central question remains: does AI actually help students learn better?

To begin answering this, the OECD used the latest PISA assessment framework to test how AI performs compared with human learners. The team posed the same maths and reading questions to ChatGPT versions 3.5, 4 and 4V, and compared the share of correctly answered questions with the performance of 15-year-olds in PISA. The results were telling: while ChatGPT outperformed students in reading tasks, students matched or exceeded the AI's performance in mathematics, hinting at the enduring importance of critical problem-solving skills and reasoning.

The upcoming PISA 2025 cycle includes a new domain of “Learning in the Digital World”

This new competency model is designed to measure how students self-regulate their learning while engaging in computational problem solving within digital environments. These are precisely the kind of skills that become crucial as AI becomes an everyday presence in education.

Taken together, these developments highlight a key message for policymakers: education systems must continue to cultivate the uniquely human capacities that technology cannot easily replicate, such as communication, empathy, complex problem-solving, and creativity. Anticipating this challenge, the OECD is advancing pioneering work to map the comparative capabilities of humans and AI through its *AI Capability Indicators*, a tool that will be essential for designing future-proof education and skills policies in ASEAN and beyond.

Sources:

- 2024 Digital Education Council Global AI Student Survey: <https://www.digitaleducationcouncil.com/post/digital-education-council-global-ai-student-survey-2024>
- OECD (2025), Introducing the OECD AI Capability Indicators: https://www.oecd.org/en/publications/introducing-the-oecd-ai-capability-indicators_be745f04-en.html

An Invitation for Deeper Collaboration

The OECD's core mission is to provide rigorous, flexible measurement tools to guide policy and improve outcomes. For ASEAN, this means broadening PISA participation, developing context-relevant well-being frameworks and data, and contributing to the emerging evidence base around digital skills and AI. The OECD is also supporting the region's digital economy agenda, infrastructure, green growth, and inclusive business goals.

I call on our ASEAN partners—at the Secretariat and across member states—to deepen our cooperation as we collectively tackle the demands of a fast-changing global landscape. Together, we can ensure ASEAN's human

development vision for 2045 is realised—based on data, partnership, and an unwavering commitment to improvement.

KEYNOTE SPEECH

Dr. Piti Srisangnam, Executive Director of the ASEAN Foundation



Dr. Piti Srisangnam is the Executive Director of the ASEAN Foundation, an intergovernmental organization established by ASEAN leaders dedicated to advancing ASEAN's community building through people-to-people interaction and knowledge sharing.

With an academic background in economics and ASEAN studies at Chulalongkorn University, Dr. Piti Srisangnam has served in various capacities across higher education, international development, and policy research. He is a frequent speaker at ASEAN forums and plays a key role in developing innovative programmes for youth, social enterprise, and digital skills across Southeast Asia. Dr Srisangnam's leadership continues to shape regional strategies for inclusive and sustainable human development.

"Human development is not simply about raising GDP... It is fundamentally about expanding the choices and opportunities for every ASEAN citizen."

Dr. Piti Srisangnam

Strategic Instruments to Achieve ASEAN's Human Development Goals

I am honoured to address this gathering at such a pivotal conference on the future of ASEAN human development. As we stand at the crossroads of profound regional and global change, I am reminded that human development is not simply about raising GDP or increasing economic growth. It is fundamentally about expanding the choices and opportunities for every ASEAN citizen—ensuring everyone has access to quality education, robust healthcare, meaningful work, participation in public life, and a safe, sustainable environment. These are the principles at the heart of the ASEAN Community Vision 2045 and align closely with the UN Sustainable Development Goals.

Today, I want to share the three strategic instruments that I believe are essential if we are to realise ASEAN's human development aspirations: (1) strategic partnerships and multi-stakeholder collaboration, (2) investment in human capital and skills for the future, and (3) data-driven innovation and knowledge management.

Strategic Partnerships and Multi-Stakeholder Collaboration

The first instrument is partnership. No single actor—be it government, civil society, or the private sector—can achieve transformative change alone. At the ASEAN Foundation, collaboration is our foundation. We have created flagship initiatives such as Empowering Youth Across ASEAN (EYAA), the ASEAN Social Enterprises Development Programme, AI Ready ASEAN, and the ASEAN Data Science Explorers. These successes have only been possible through close partnerships with sectoral bodies, dialogue partners, international agencies, and private sector leaders.

Strategic partnerships amplify our reach by pooling resources, expertise, and networks for greater impact. Collaborations with technology companies, for example, have allowed us to equip young people with digital skills aligned to ASEAN's digital economy agenda, while our work with civil society ensures we remain rooted in community needs and inclusivity.

We must now take partnership to the next level—creating an ecosystem of co-creation. Policymakers, intergovernmental organisations, scholars, NGOs, business leaders, and youth need to come together to design, test, and scale solutions across the region.

Human Capital Development and Skills for the Future

The second strategic instrument is investing in people. Human capital development is not just about formal schooling, but cultivating the knowledge, values, and mindsets necessary for ASEAN citizens to thrive in this century.

We have identified five critical skill sets:

- Soft skills such as empathy, critical thinking, teamwork, and clear communication.
- Entrepreneurial and digital skills, including an international outlook, financial literacy, and creative use of technology.
- Proficiency in languages to foster cross-border understanding.
- Technical and industry-specific skills to meet labour market demands and maintain competitiveness.
- The capacity for lifelong learning—to continuously adapt, re-skill, and up-skill as technology and society change.

Through programmes such as the ASEAN Foundation's Model ASEAN Meeting, Seeds for the Future, and Media Engagement initiatives, the ASEAN Foundation enables youth to hone these skills through practical, hands-on learning. These are more than just training programmes; they are incubators for leadership, innovation, and civic responsibility.

To truly achieve our human development goals, such opportunities must be scaled up, integrated into national systems, and extended to reach not only the privileged, but also the marginalised and disadvantaged.

Data-Driven Innovation and Knowledge Management

The third instrument is a commitment to data and evidence. Progress in human development can only be managed if it is measured effectively. ASEAN needs reliable, current, and disaggregated data. This means enhancing the ASEAN Youth Development Index, streamlining education and labour statistics, and including social metrics in our regional planning.

At the ASEAN Foundation, we are developing four integrated, real-time dashboards to track performance, finance, social engagement, and human resources, ensuring our decisions are rooted in evidence. We are also introducing knowledge-sharing databases, such as digitalclassasean.org and aiclassasean.org, so every lesson from our projects is captured and shared. These new platforms, supported by AI chatbots, make learning accessible anywhere and at any time.

Looking forward, ASEAN should invest in a regional data ecosystem that enables us to monitor progress, identify gaps, and forecast future needs. Combined with digital tools and artificial intelligence, such data will be indispensable for policy, planning, and resource allocation.

A Call to Action

Human development is a journey without end. Partnerships, talent development, and data-driven innovation are not abstract concepts—they are practical levers that we can activate today for a more inclusive, resilient, and sustainable ASEAN. But to succeed, they require sustained political will, investment, and regional solidarity. At every step, we must keep people, especially young people, at the centre of our efforts and judge our success by the real-world impact on citizens' lives.

Let us seize this moment to reimagine ASEAN as a region where, by 2045, every person—regardless of origin, gender, or socio-economic background—can live with dignity, security, and opportunity.

02

Human Development Thought Leadership for ASEAN 2045



PANELIST

Senjaya Mulia Founder, ASEAN Youth Organisation (AYO)



Senjaya Mulia is the Founder and Chairperson of the ASEAN Youth Organization (AYO), a network that spans ASEAN and beyond. In 2024, he was awarded the ASEAN Prize in recognition of his outstanding leadership and contributions to youth empowerment, cross-cultural collaboration, and the promotion of regional identity among Southeast Asian youth.

With a background in community organisation and social entrepreneurship, Senjaya dedicates his work to empowering young people to become agents of sustainable, inclusive development. He is regionally recognised for his thought leadership, vision, and commitment to advancing youth-driven progress in ASEAN.

"If empowered by education, partnership, and inclusion, we will turn the vision of a truly people-centred, dynamic ASEAN into reality by 2045."

Senjaya Mulia

Next Generation Leadership Priorities for Human Development in 2045

I am deeply honoured to share the perspectives and priorities of ASEAN's youth on human development as we look toward 2045. As founder of the ASEAN Youth Organization (AYO), I represent a movement that spans all ASEAN countries and "ASEAN Plus" partners such as China, South Korea, Australia, Japan, India, as well as new chapters in Italy and Germany. Our mission is to make youth central agents in shaping ASEAN's collective future.

Youth-Led Impact: Expanding Employability and Collaboration

Since founding AYO, my ambition has been to impact 10 million young people by 2030—a goal that is now within reach, with over 2.5 million young people already reached through our programmes, academies, and research. Our focus is on two main pillars: employability and collaboration.

Employability remains at the heart of our human development mission. While we see good policy intentions and growing opportunities in ASEAN, many young people still

face challenges in accessing quality jobs and relevant training. What is needed is to ensure practical skills and support that reaches every community.

Collaboration is our core value. Our young teams connect grassroots actors, universities, and policymakers, shaping everything from classroom curricula to international partnerships. Each programme, each new network, brings together partners who can innovate and drive real, people-centered progress.

Human Development Gaps and Opportunities

ASEAN's development is characterized by significant gaps between urban and rural communities and across its member states. Our projects target areas in greatest need, advancing education, digital literacy, entrepreneurship, and sustainable development. For example, in Central Java, we directly supported over 8,000 women and youth in communities with some of the lowest Human Development Index scores, building capacity and future opportunity through libraries, practical training, and community-led efforts.

Youth Engagement as the Driver of Change

ASEAN is a young region with the majority of its population under 35. This gives us an immense opportunity to build a sustainable future. Our surveys and research with more than 10,000 young people consistently show that education is the top youth priority, followed by health and well-being. Volunteerism is deeply embedded in AYO's DNA, with more than 40,000 volunteers having developed skills and experience that prepare them for leadership in diplomacy, business, and community-building.

We structure our initiatives around engagement, opportunity, and well-being, with SDG campaigns, digital skills sessions, youth ambassadors, and ASEAN corners providing space for community exchange and action. These networks help us reach the most marginalised and ensure every voice is valued.

Collaboration, Equality, and Policy Recommendations

Lasting human development requires joined-up action. Governments, philanthropies, and the private sector must work closely with grassroots youth organisations—not just through dialogue but also through funding, mentorship, and capacity-building. Many youth leaders have the determination and vision; with access to resources and networks, their impact multiplies.

Low-cost, high-impact interventions like grants for youth projects, peer-led training, and digital skills bootcamps have led to hundreds of thousands being trained in critical skills—including, for example, our regional initiative with Google and the ASEAN

Foundation that reached over 500,000 youth in the Philippines and Thailand with AI and digital readiness training.

Recommendations for Human Development 2045

Key recommendations for the region include:

- Promoting accessible, practical education and training: Not just formal schooling, but TVET, digital literacy, and workplace readiness.
- Elevating mentorship and networking: Young people thrive when supported by older mentors, peer leaders, and open networks.
- Expanding grants and investments for youth initiatives: Small financial support can catalyze transformative impact.
- Making collaboration a core principle: Effective partnerships between youth, government, and business are key.
- Ensuring space for youth participation in policymaking: Youth insights keep regional strategies relevant, responsive, and creative.

Closing Reflection

I know from experience the potential of youth—my own career path was shaped by networks, shared purpose, and collective action. In a region as vibrant as ASEAN, young people bring energy, ideas, and a deep desire for positive change. If empowered by education, partnership, and inclusion, we will turn the vision of a truly people-centred, dynamic ASEAN into reality by 2045.

Thank you for believing in the next generation and for building a more inclusive, collaborative Southeast Asia.

PANELIST

Assoc. Prof. Dr. Dawisa Sritanyarat, Deputy Executive Director of the ASEAN University Network (AUN) Secretariat



I am proud to serve as Deputy Executive Director of the ASEAN University Network, leading on regional innovation, cross-cultural research, and higher education partnerships. My professional journey centres on supporting resilient educational institutions, multidisciplinary networks, and inclusive strategies for Southeast Asia's development. Through AUN's thematic networks, I advance digital transformation, health and wellbeing, and lifelong learning, always guided by the principle that we achieve more by working together than alone.

My academic work includes exploring the role of human resource development (HRD) in various contexts, such as environmental conservation mindset, the development of learning tools for leadership. My research interest also covers topics like serious leisure as a HRD intervention, women leadership, and well-being. My interest is to connect HRD with concepts of human development, sustainability, and environmental consciousness.

"The goal of education and of human development is not to control change, but to prepare ourselves, our communities, and our generations to live fully, happily, and sustainably within its flow."

Assoc. Prof. Dr. Dawisa Sritanyarat

Higher Education and Research Roadmap to Human Development 2045

Good morning, distinguished guests, colleagues, and fellow citizens of ASEAN and the world. My name is Dawisa Sritanyarat, and as Deputy Executive Director of the ASEAN University Network, I am both honored and excited to share how I believe universities and academic networks can chart a transformative roadmap for human development to 2045. ASEAN community vision 2045 highlights resilient, innovative, dynamic and people-centred ASEAN. It is an ambitious move, yet possible through network and collaboration.

Embracing Change as Our Constant Companion

Let me begin with something deeply personal: change is the one certainty I have encountered throughout my journey as an academic and administrator. The future, whether it's the next century or the very next moment, is always arriving—and always

different. I am reminded of Heraclitus' timeless insight that we never step in the same river twice. As I see it, the goal of education and of human development is not to control change, but to prepare ourselves, our communities, and our generations to live fully, happily, and sustainably within its flow. The true challenge is not to conquer uncertainty, but to face and adapt to it—together.

Focusing on “How”—Networking as the Core Method

Rather than reciting a laundry list of research topics or educational programmes, today I want to focus on how we will succeed. I believe networking is the central method—building powerful, trusting partnerships between academic institutions, research centres, countries, and communities.

Within the ASEAN University Network, we operate within the Socio-Cultural Community framework and align with ASEAN's ambitious Vision 2045 for a resilient, dynamic, and people-centred region. Our Secretariat carries out the operations of the AUN to ensure that guidance, efficiencies, and innovation flow through every operational layer, and that every corner of the network contributes to shared human development outcomes.

Connecting to ASEAN's Strategic Goals

Our agenda is shaped by ASEAN's twelve socio-cultural goals for 2045: people-centredness, seamless regional movement, unlocking potential for all, ensuring wellbeing and quality of life, engaging youth, transforming education, guaranteeing inclusivity and equity, championing adaptability, and nurturing a green, future-ready region. I see all these as real and urgent imperatives, not just slogans for meetings. But they are only achievable if we act as a region-sized community and not as disconnected institutions.

Through a multilayered operational focus, the AUN Secretariat aims to optimise the Network's effectiveness and amplify its contribution to the interregional development of higher education. Each layer plays a distinct yet equally essential role, collectively driving the Network's performance, innovation, and sustained excellence amid the evolving socioeconomic landscape.

Research Collaboration—Delivering Context and Impact

Development administration necessitates research to guide policy and operations, and to support decision-making. Given that ASEAN is a uniquely diverse region with a rich cultural heritage, there is a clear need for context-specific, cross-cultural, and multidisciplinary research to foster developmental operations that are locally relevant.

Achieving such ambitious research outcomes is exceedingly demanding for a single higher education institution, academic department, or faculty member. Challenges such as rigorous data collection and an overwhelming workload are significant

hurdles. Consequently, these research goals are best realized through committed academic collaborations and partnerships.

The 20 Thematic Networks were established by the AUN Core Member Universities, each with the autonomy to advance innovations in areas such as technology-enriched learning, qualifications, health, well-being, and inclusivity. The Secretariat facilitates their growth and connectivity both within the AUN, among the AUN Thematic Networks, and with partners outside the AUN, ensuring that shared experiences and outcomes flow across the Network. We also prioritise global engagement, partnering far beyond the region to ensure that ASEAN's universities and their graduates are citizens of the world.

Our Core Domains for Human Development

For those joining us from academic, policy, and practical backgrounds, let me outline our main collaborative themes:

- **Youth Engagement:** We empower future generations by embedding sustainability, intercultural competence, and SDGs in student-led activities. Through AUN youth programmes and initiatives for instance, the AUN Summer Camp, ASEAN+3 Educational Forum, Young Speakers Contest, and other student leadership platforms, offer spaces for young people to experiment, collaborate, and lead regionally. Youth are not just the future; they are shaping change today.
- **Education, Capacity Building, and Lifelong Learning:** Our training and development reaches students, faculty, and administration, keeping institutions moving at the pace of technological and societal change. We champion new approaches such as technology-enhanced, personalised learning, and harmonise qualifications across the region.
- **Inclusivity and Sustainability:** Even though AUN has an established membership structure, the works done under AUN and its Thematic Networks are shared for the benefits of HEIs in the ASEAN region. The AUN works are multilateral in nature, the building up of community of practitioners is the key to sustainability. It is the idea of co-investment, co-ownership, with solid track records of collaboration that brings about sustainability.
- **Health and Well-being:** We address the multi-faceted nature of well-being—psychological, physical, financial, and social—through targeted networks and collaborative research. The AUN-Health Promotion Network (AUN-HPN) plays a central role in this mission by advancing healthy university settings, promoting well-being policies, and sharing best practices among member universities. Through this network, we seek practical, evidence-based institutional strategies

that create supportive environments and improve quality of life for all members of the university community.

- **Mobility and Global Action:** Mobility means more than student exchanges; it means global dialogue, sharing, and co-design, so that ASEAN's strengths feed into and benefit from international best practices.
- **Quality Management and Development:** The AUN concentrates on the development and enhancement of quality in higher education institutions at all levels, from the individual level, degree level, to the institutional and cross-institutional level. This is to ensure that the committed members of the AUN work jointly at an equal pace and under the same language of quality. We would like to nurture networking.

My Personal Commitment and an Invitation

Reflecting on all this, I see my role—and the role of the AUN—as advancing our mission conscientiously and collaboratively. My commitment is to act with clarity, heart, and vision, always seeking mutual growth and sustainable progress for our region. The truth is, what any one entity can do will never be enough for our fast-changing community. I invite every institution, partner, and citizen to join this journey—let's focus our hands on the work, our hearts on shared growth, and our eyes on sustainability.

We cannot predict or control all that the future brings, but together we can be as prepared as possible to flourish amid change. The ASEAN University Network stands ready, with all of you, to make the next two decades a time of shared achievement and hope. Thank you.

PANELIST

Yuyun Wahyuningrum

Yuyun Wahyuningrum is Executive Director of ASEAN Parliamentarians for Human Rights from 2024 to 2025 and Indonesia's Representative to the ASEAN Intergovernmental Commission on Human Rights (AICHR) (2019-2024) and chairing the commission in 2023.

With over 27 years in human rights policy, civil society advocacy, and regional reform, Yuyun advises and writes extensively on democracy, human rights, and inclusion in Southeast Asia. She holds an MA in Human Rights from Mahidol University and is completing her PhD at the International Institute of Social Studies, The Hague.



"The true measure of human development lies in centering it around the dignity and agency of every individual in Southeast Asia."

Yuyun Wahyuningrum

Delivering Dignity—Human Rights and Freedoms for ASEAN 2045

Thank you for the opportunity to speak on freedoms and human rights within ASEAN's vision for 2045. I have titled my presentation "*Delivering Dignity*" to reflect a simple but profound conviction: that the true measure of human development lies in centering it around the dignity and agency of every individual in Southeast Asia. Our region's legitimacy will not be judged solely by economic growth, grand declarations, or greater connectivity. It will be measured by whether the nearly 680 million people of ASEAN genuinely experience substantive freedoms and dignity in their daily lives.

ASEAN's Evolving Commitment

ASEAN does not have to start from scratch. Since 2009, the region has taken important steps forward—adopting successive community blueprints, establishing key institutions such as the ASEAN Intergovernmental Commission on Human Rights (AICHR), where I had the honour of serving Indonesia for two terms, and crafting landmark instruments including the ASEAN Human Rights Declaration, adopting conventions on trafficking, and agreements on the protection of migrant workers to name of few. Rights and freedoms are now firmly embedded in ASEAN's foundational texts and strategic visions. Yet the enduring challenge lies beyond words on paper: it

is the challenge of tangible delivery—of transforming commitments into concrete action, and lofty rhetoric into the lived reality of people’s everyday lives.

Using Human Development Frameworks

My analysis uses two classic frameworks—Amartya Sen’s “development as freedom” and Martha Nussbaum’s capabilities approach. Sen emphasises that development must be defined not simply as economic growth, but as the expansion of substantive freedoms: political participation, expression, opportunity, social facilities, protection from exploitation, and freedom from violence. Nussbaum goes further, focusing on individual capabilities such as bodily integrity, inclusion, participation, affiliation, and emotional wellbeing—indispensable for true human flourishing.

The way ASEAN has woven these concepts into three successive blueprints shows evolution but also gaps. The earliest documents institutionalised rights but held back on enforcement, making many provisions more aspirational than binding. More recent blueprints (“Forging Ahead Together,” 2016–2025) have progressed toward stronger language on rights, gender, democracy, and rule of law, while Vision 2045 sets out an ambitious, people-centred, future-ready agenda aligned to the SDGs.

Substantive Freedoms—From Rhetoric to Practice

ASEAN’s development agenda must move beyond the drafting of legalistic instruments and place greater emphasis on institutions and mechanisms that deliver meaningful impact—accessible grievance systems, safe shelters for vulnerable groups, inclusive digital platforms, and equitable justice pathways. The true measure of progress lies in whether citizens can seek redress, participate meaningfully, and access protection when they need it most. During my tenure on AICHR, we broadened official engagement with civil society—shifting from informal workshops to structured consultations—marking a modest but important step toward greater openness and responsiveness.

Analysis of successive blueprints highlights both notable advances and persistent gaps. Earlier frameworks tended to include rights symbolically, with limited binding force, whereas more recent strategies attempt to mainstream gender equality and social justice concerns. Yet rights commitments often outpace their enforcement, constrained by ASEAN’s structural principles of consensus, non-interference, and sovereignty. Institutions such as AICHR have come to symbolize ASEAN’s collective commitment to human rights, but their mandates remain too narrow to ensure enforcement or to provide robust avenues for civil society participation.

Measuring Progress: A Capabilities-Based Index

To assess genuine progress, policy evaluation must capture both qualitative depth and quantitative breadth. I propose the adoption of a comprehensive ASEAN Freedom

and Capabilities Index, expanding upon earlier scorecard initiatives, to systematically track performance at both regional and sectoral levels. Such an index should encompass a wide range of indicators: political freedoms (freedom of expression, press independence, civil society participation, electoral integrity, judicial autonomy); economic facilities (migrant worker protections, fair wages, access to credit, opportunities for entrepreneurship); social opportunities (education, healthcare, maternal and child wellbeing); transparency and accountability (public access to information, corruption perception, digital inclusion); and protective security (incidents of targeted violence, legal safeguards for minorities, and the effectiveness of grievance mechanisms).

Gender Equality and Marginalised Groups

It is crucial to ensure that ASEAN's rights frameworks are not gender-blind. Over time, ASEAN blueprints have increasingly integrated gender equality, particularly within the socio-cultural pillar, while regional initiatives such as *Women, Peace and Security* have gained momentum—supported by member state-led projects and the adoption of national action plans in Malaysia, the Philippines, and Indonesia. Yet, for many marginalized groups, the most vital capabilities—bodily integrity, protection, voice, and meaningful inclusion—remain aspirational goals rather than assured entitlements.

Policy Recommendations for ASEAN 2045

From this analysis, several recommendations arise:

- Undertake robust institutional reform, strengthening mandates and creating regular peer review mechanisms for accountability.
- Move legal commitments from non-binding declarations to binding treaties.
- Institutionalise civil society participation, not just as a formality but as a regularised practice with real influence on policy design and monitoring.
- Invest in grassroots accountability and operationalise meaningful participation as a right.
- Develop a Freedom and Capability Index to measure and tie results to policy reforms.
- Continue evolving the human rights index within work plans, promoting participatory data governance and evidence-based outcomes.

Panel Reflections and Q&A Insights

In the panel discussion, I stressed that ASEAN's legitimacy will ultimately be judged by whether citizens *experience* their rights in practice, not simply see them written in documents. Regional mechanisms such as AICHR must complement—rather than substitute—national systems, reinforcing the capacity for grievances to be heard and

redressed. Advancing gender equality remains essential, and successful women-led initiatives should be scaled up across sectors to foster broader inclusion.

Questions from youth, academia, and business highlighted barriers to access, the importance of collaboration, soft skills, digital literacy, AI readiness, and ensuring that youth programmes reach both urban and rural populations. Funding and inclusivity are ongoing challenges, requiring new cross-funding models and sustained partnerships.

The Path Forward—Delivering Real Dignity

Delivering dignity requires ASEAN to move decisively from aspiration to action—transforming rights frameworks into tangible freedoms, protections, and opportunities for every citizen. Only by bridging the gap between promise and practice, and by mainstreaming dignity, justice, and freedoms, can ASEAN truly fulfil its people-centered vision for 2045.

Thank you for engaging with this urgent and crucial agenda.

PANELIST

Rifki Weno, Executive Director, ASEAN Business Advisory Council

Rifki Weno is Executive Director of the ASEAN Business Advisory Council, appointed in July 2024. Based in Jakarta, he leads strategy and stakeholder networks to drive economic and policy reform across Southeast Asia. Rifki previously served as Senior Officer for Stakeholder Engagement at the ASEAN Secretariat, Senior Commercial Advisor at the Embassy of Denmark in Indonesia, and Senior Public Policy Specialist at Tokopedia.



He holds a Bachelor's in Business (Marketing) from Monash University and a Master of Arts in International Relations from the University of Melbourne. With deep expertise in ASEAN affairs, international relations, and government engagement, Rifki is committed to advancing human capital and inclusive growth for the future of the region.

“This so-called 'demographic bonus' is not a guarantee; it is a narrow window for the region to rise as a global economic powerhouse.”

Rifki Weno

Human Development as ASEAN's Business Imperative: Transforming Challenges into Opportunities

As Executive Director of the ASEAN Business Advisory Council (ASEAN-BAC), it is my privilege to share our perspective on the future of human capital in ASEAN, and how it is core both to business growth and to sustainable, inclusive development for the region. Since 2003, ASEAN-BAC has played a vital role as the private sector's voice in dialogue with policymakers, advocating reforms to increase the region's competitiveness, build resilience, and above all, unlock the full potential of our people.

The Demographic Bonus as a Window of Opportunity

ASEAN stands at a historic crossroads. Our region holds a unique demographic advantage—home to nearly 340 million workers, most of them young, energetic, and seeking opportunity. This so-called “demographic bonus” is not a guarantee; it is a narrow window for the region to rise as a global economic powerhouse if, and only if, we invest in equipping our people with the skills and opportunities required for the 21st-century economy.

The stakes are high. Without decisive action, the demographic dividend could become a liability, as education and productivity gaps risk translating population growth into unemployment or informality, not progress.

Urgent Challenges—Productivity, Education and Skills Gaps

Stark contrasts persist within ASEAN when it comes to productivity and education. In Singapore, labour productivity per hour is approximately five times that of Indonesia. Similarly, while tertiary education is now widespread in Singapore, in many other ASEAN countries, most of the workforce achieves only lower secondary or upper secondary schooling. These gaps constrain innovation, restrict business growth, and erode the region’s international competitiveness.

At the same time, rapid technological change, megatrends like AI and automation, and new risks such as cyber security are transforming industries faster than education systems or training programmes can adapt. Businesses increasingly struggle to find the skills needed for modern jobs. With outdated curricula and inflexible systems, the region’s talent pipelines are not keeping pace. The cost is high—without skilled workers, productivity, innovation, and our economic edge are at risk.

ASEAN-BAC’s Three Pillars for Human Development

Against this background, ASEAN-BAC is advancing a three-pronged strategy for a future-ready ASEAN:

1. Talent Mobility Across Borders

First, we champion the free movement of skilled people across ASEAN. Our proposal for the “ASEAN Business Entity” is designed to make it easier for companies operating in three or more member countries to transfer staff, share expertise, and respond nimbly to market needs. A true regional labour market would make ASEAN an attractive destination for global investment, deepen supply chains, and enhance resilience to shocks.

Supporting this vision are calls for an “ASEAN Graduate Visa”—enabling graduates from any member state to seek work freely throughout the region—as well as a coordinated virtual internship hub to connect ASEAN youth with real-world, cross-border experience.

These measures respond directly to strong demand from businesses: leaders call for borderless talent, and young professionals and students see value in regional exposure and mobility. By building policies and incentives, from mutual recognition agreements to streamlined work permits, ASEAN can harness this appetite for cross-border opportunity.

2. Micro-credentials and Lifelong Learning

Second, the traditional “one-and-done” degree model is obsolete in today’s economy. Employment is increasingly defined by temporary, flexible and fragmented gigs—ride-hailing, delivery, online tutoring, and digital freelancing now employ millions. Yet, an estimated 75% of ASEAN’s digital and platform workers lack access to relevant skills training (ILO/UNDP studies cited in the address).

ASEAN urgently needs portable, industry-recognised micro-credentials that allow workers to upskill efficiently, validate expertise, and move between jobs, employers, and even countries. The European Union’s model—where micro-credentials specify learning outcomes, workload, and quality assurance—should inspire ASEAN to adopt its own standards, aligned with business and labour market needs.

Businesses have a vital role. Collaboration with educational institutions to co-design curricula, validate competencies, and directly issue certificates will ensure micro-credentials are credible, relevant, and valued by employers. Existing private platforms (such as Coursera and Google) already partner with companies to offer such courses; ASEAN must now create recognition across countries and sectors.

3. Integrating Inclusive Business into Core Strategy

Third, human development must move beyond philanthropic add-ons to become a driver of business value. Successful companies embed inclusion—supporting smallholder farmers through sustainable sourcing, investing in community training, or mapping value chains to include the “base of the pyramid.” Annual ASEAN Inclusive Business Awards and Summits now celebrate these models, and our region’s leading businesses are moving from CSR to “CSV”—creating shared value.

By mainstreaming inclusive business, the private sector can lift communities, build resilient supply chains, and expand markets—all while contributing to poverty reduction and social cohesion.

Advancing Regional Integration and Policy Reform

The present, with geopolitical uncertainties and shifting supply chains, is ASEAN’s moment to define itself as a unified economic bloc. Governments are in healthy competition to attract capital and talent, but real transformation will come from regional approaches—harmonising standards, recognising skills, and building robust, interconnected markets.

We have made progress: initiatives like the Lao Logistics Link for freight, Smart Growth Connect, and Maritime Connect are legacy projects now forming the backbone of “ASEAN Plus Supply Chains Links.” These combine transport, logistics, digital, and human capital strategies, with ASEAN-BAC as a driving force coordinating between businesses and government.

Prospects for the Future

To put human development at the heart of the ASEAN business agenda, we urge leaders to ease talent mobility, recognise micro-credentials, and support inclusive businesses. Investment in human capital is not just a social good—it is key to economic security and innovation, making our demographic window a true advantage rather than a risk.

This is our historic chance to turn current challenges into a launchpad for sustainable prosperity. Only by working together—governments, businesses, educators, and communities—can we deliver on the promise of a truly competitive, cohesive, and human-centred ASEAN.

Thank you for your attention, and for the opportunity to build our shared future.

03

The Future of Work in ASEAN 2045



PANELIST

Renee Tan, Assistant Executive Director and Director, Research; Institute for Adult Learning (IAL), Singapore



Associate Professor Renee Tan is Assistant Executive Director and Director of Research at the Institute for Adult Learning, Singapore University of Social Sciences. She leads sector-wide research, innovation, and practice transformation in adult education, focusing on pedagogical change, lifelong learning, workforce development, and inclusion.

Dr Tan holds a Doctorate in Education from the University of Bristol, as well as Master's and Bachelor's degrees in English Literature from the National University of Singapore, and has held leadership roles in various agencies and academic institutions. She is widely recognised for her contributions to advancing learning innovation, fostering inclusion, and supporting adult workforce transformation in Singapore and across ASEAN.

"Technology must enhance or augment—not replace—human expertise. AI and automation should be harnessed to complement human creativity, judgment, and decision-making."

Renee Tan

Work, Lifelong Learning and Continuing Development in ASEAN—Meeting the Challenges of a Dynamic Future

I am delighted to address this distinguished gathering on the theme of “Work, Lifelong Learning and Continuing Development in ASEAN.” As Assistant Executive Director and Director of Research at the Institute for Adult Learning (IAL), Singapore University of Social Sciences, my perspective is shaped by our purpose: empowering a future-ready workforce through innovation, research, and transformation.

Placing Lifelong Learning at the Heart of Human Development

At IAL, we position ourselves as the nexus of an internationally recognised adult learning ecosystem. Our approach goes beyond traditional education, which is often equated with formal, classroom-based credentialing. Instead, we argue for a paradigm where learning is understood as a lifelong process—where the pursuit of knowledge, skills, and personal development extends throughout every phase of adulthood, and is integrated seamlessly into working life.

Our primary mission is to advance the adult learning ecosystem in Singapore. We focus particularly on building research capacity, catalysing innovations in learning methods, and transforming workforce development strategies. Our main stakeholders—adult educators working across different organisations and sectors—play a central role in designing and delivering programmes that respond to rapid change and support working adults in staying employable, resilient, and motivated.

The Changing Nature of Work—Lessons from Research

Globally, the nature of work is becoming increasingly complex and unpredictable. In one of our seminal research programmes, “Digital Futures of Work” (2019–2024) (<https://digitalfuturesofwork.com/>), we tracked the acceleration of digitalisation and generative AI across eight leading digital hubs—US, UK, Finland, Germany, Vietnam, South Korea, and Singapore. We began with the expectation that automation would replace routine, lower-level jobs and free humans up for higher value work. Instead, we observed “job scarcity” as AI began tackling highly complex cognitive tasks originally reserved for university graduates and professionals.

The implications are profound—many younger people, having invested in years of study, now confront a future where “the jobs they studied for are gone.” Not only has the notion of skill-to-job match broken down, but there are fewer high-quality jobs available. The workforce faces pressure both to reskill rapidly and to pursue roles demanding uniquely human attributes.

Technology and Humanity—Finding the Balance

It is essential not to regard technology as destiny. The message for ASEAN, and indeed for global societies, is clear: technology must enhance or augment—not replace—human expertise. AI and automation should be harnessed to complement human creativity, judgment, and decision-making. Job design needs to move beyond segmenting and deconstructing tasks, to amplify human distinctiveness—what sets us apart from the capabilities of machines.

There is an urgent need for future-oriented learning, which continually builds the capacity to handle emergent challenges in a dynamic and unpredictable environment. This means that lifelong learning must be practiced everywhere—at work, in the community, independently and collaboratively.

Evolving Pedagogies—Adapting for Lifelong Learning

Our field faces new demands for innovation in credentialing and assessment. The growing emphasis on micro-credentials and modular, flexible certification presents a double-edged sword: success requires both discipline and the creation of clear, trusted standards for recognition. Assessments must evolve to measure genuine

learning, not simply test the reproduction of facts—especially in an era when AI can generate “perfect” answers instantly.

Pedagogical innovation is also essential. Our methods must keep pace with the complexities of the learning world today: we must be imaginative, adaptive, and responsive to the diverse needs of adult learners. The imperative is particularly urgent in contexts of ageing—Singapore as an example—where harnessing the power of the human brain for as long as possible is an increasingly important challenge. Recent international studies confirm both the potential for neurogenesis (the ability for adult brains to generate new neurons) and the importance of continual physical, cognitive, and social engagement to keep brains at their peak into late adulthood (see Harvard/Cambridge UK studies, 2023/2024).

The Science Behind Adult Learning

Science increasingly demonstrates that learning is a multidimensional process involving not only the brain, but also motivation, resilience, the phases of life, and individual context. Adults learn differently from children, and their motivation to learn—whether externally imposed or internally driven—significantly impacts outcomes. The learning environment must encourage agency, participation, and a sense of ownership. Cultural attitudes towards lifelong learning play a vital role: societies that value continual education build learners who are more motivated, capable, and adaptive.

Future-Oriented Learning—Three Modes

Future-oriented learning requires us to move beyond reproducing or sharing knowledge, which is insufficient in a world of constant change. We must embrace generative, dynamic forms of learning—co-creating knowledge to address complex problems and emergent situations. At IAL, we are experimenting with techniques such as generative dialogue and emerging scenario design to support dynamic, generative knowing.

I propose that ASEAN’s approach to lifelong learning should apply an integrated model—combining knowing (theoretical understanding), doing (performance and practice), and connecting (collaboration and synthesis). This intersection, what we call the “sweet spot of the generative,” enables learners to adapt rapidly and innovate across fields and sectors.

The Growth Model—A New Approach to Development

I draw a distinction between the “banking model,” where skills are accumulated transactionally for immediate economic utility, and the “growth model” that encourages individuals to pursue meaningful, active, and generative lives. Learning should go beyond rote training; it should foster the ability to lead an impactful, adaptable, and

meaningful life in a dynamic society. The integration of knowing, doing, and connecting is key.

Lifelong Learning Trends Across ASEAN

Other emerging trends include the rise of gig economies and platform work, cross-cultural employment, remote work powered by digital connectivity, and adaptive personalised learning technologies. These trends are reshaping work and necessitate new directions in adult education, skills certification, and labour market policy.

Central to this conference's agenda, I advocate for coordinated action between policy makers, educators, businesses, and communities. Continuous dialogue is essential—policy must lead the way in supporting learning cultures and fostering platforms for lifelong development.

Conclusion—Supporting Human Development in the Digital Age

Continuing and continuous human development will support an augmented future for ASEAN. We must pursue deeper reforms in job design, support future-oriented learning opportunities for all, and nurture a vibrant learning culture through sustained collaboration and policy coordination. The journey of lifelong learning is at the heart of personal and regional prosperity, resilience, and human flourishing.

Thank you for the opportunity to emphasise the vital importance of lifelong learning and continuing development as an integrated path for work and human development in ASEAN.

PANELIST

Dr. Oliver Suendermann, Vice President Clinical, Intellect

Dr. Oliver Suendermann is Vice President Clinical at Intellect and adjunct assistant professor at the National University of Singapore. A clinical psychologist and an acknowledged leader in digital mental health, he specialises in scalable, data-driven solutions for workplace well-being across Southeast Asia. Dr Suendermann partners with governments, NGOs, and businesses to design, implement, and scientifically validate mental health programmes that fit both cultural and organisational contexts, setting benchmarks for human development and leadership in the ASEAN region.



"The goal is simple but ambitious: for the next generation to see wellbeing not as a privilege or a luxury, but as a right."

Dr. Oliver Suendermann

Mental Health and Well-being in ASEAN White Paper Presentation: From Awareness to Action for Human Development 2045

Thank you to the organisers and my fellow presenters for the opportunity to highlight why mental health and wellbeing must be recognised as a foundational pillar of human development, not only for ASEAN Vision 2045, but also for the daily realities facing the workforce today. As Vice President Clinical at Intellect and as an educator, I have seen first-hand how strong mental health enables learning, effective participation, and personal and professional growth, while its absence undermines every aspect of human flourishing.

This white paper, developed with the ASEAN Human Development Organisation (AHDO), is the first workforce mental health study of its kind across the region. It represents an important milestone: providing a baseline for evidence-driven dialogue, stronger coordination, and practical action.

Mental Health as a Cornerstone for Inclusion, Dignity, and Human Development

Mental health is not only the absence of illness but also the presence of resilience, adaptability, social connection, and a healthy work-life balance. It shapes whether people can study, work, innovate, and contribute to society.

Our white paper adopted an integrated definition of mental health and wellbeing, drawing from WHO and ILO frameworks. This reflects not just the reduction of disorders, but also the development of wellbeing, resilience, and effective mental health management. This aligns with global frameworks such as the UN System Strategy on Mental Health and Wellbeing. Importantly, ASEAN has also taken its own steps to define mental health.

At the 22nd ASEAN Cooperation on Civil Service Matters (ACCSM) Heads of Civil Service meeting in 2024, member states adopted a regional statement calling on public service organisations to lead in formulating and implementing workplace mental health policies.

This was a historic milestone. It signalled that ASEAN recognises wellbeing as a necessary investment in its people and institutions — not a peripheral benefit.

The Study: A Milestone for ASEAN

Our ASEAN-wide white paper — conducted with AHDO and regional stakeholders — provides the first cross-country snapshot of workplace mental health and wellbeing. We surveyed HR and wellbeing leaders across all ten member states, conducted expert interviews, reviewed the literature, and contextualised our findings within ASEAN's unique mix of cultures, economies, and work settings.

Several insights stand out:

1. Coordination gaps

ASEAN has no regionally shared definition or common framework for workplace mental health. National strategies are not coordinated, and available statistics are often patchy or adapted from Western contexts that may not apply culturally or operationally.

2. Growing but still superficial awareness

Most organisations, both public and private, now acknowledge the importance of mental health. Awareness campaigns, webinars, and training sessions are common. Yet comprehensive, integrated systems — such as confidential support, workplace adaptations, or professional care pathways — remain the exception rather than the rule.

3. Fragmented approaches

There are many initiatives, but little cross-sector learning or data sharing. Private companies tend to be more proactive than public institutions, but even here best practices are rarely standardised or scaled.

4. Inclusion lagging

Only a limited number of HR leaders reported active efforts to employ or reintegrate workers with mental health or neurodevelopmental conditions. Vietnam leads among ASEAN states, but stigma, negative perceptions of productivity, and lack of knowledge remain significant barriers across the region.

5. Remote and hybrid risks

Since COVID-19, isolation, disengagement, and psychosocial risks linked to hybrid work have become pressing issues. Bullying, harassment, and discrimination persist, particularly for those working outside traditional offices or returning after a mental health challenge.

6. Culture and language matter

Support is most effective when delivered in the worker's own language and cultural context. This underlines the importance of cultural fit in scaling solutions across ASEAN's diversity.

7. Data and scientific validation are critical

Without common metrics and robust evaluation, progress cannot be measured and systems cannot be held accountable. Evidence must guide interventions — not just good intentions. Taken together, these insights confirm that ASEAN has entered a new stage of awareness, but not yet one of coordination or systemic impact. Closing these gaps is the essential next step.

From Insight to Action: Recommendations for ASEAN

To address the findings of this study and guide the region forward, the white paper sets out ten recommendations. These can be grouped into near-term actions and longer-term priorities.

Near-Term Actions

- **Standardise metrics:** Develop a core set of region-wide tools and indicators for workplace mental health, making wellbeing an operational and leadership accountability metric.
- **Coordinate data collection and peer learning:** Share pilot data across public and private organisations and establish ASEAN-wide peer learning sessions, particularly among civil services and ministries.
- **Empower inclusive workplaces:** Fund and enforce inclusive hiring, provide guidance on onboarding and reintegration for workers with mental health or neurodevelopmental differences, and adapt workplace practices to accommodate diverse needs (for example, sensory sensitivities).

- **Strengthen public–private partnerships:** Expand proven approaches from the private sector into public institutions, scaling interventions while maintaining scientific validation and cultural fit.
- **Assess psychosocial risks:** Make the identification and prevention of risks such as bullying, harassment, and isolation a routine part of workplace policy and practice.

Longer-Term Priorities

- **Embrace a multi-pillar definition of wellbeing:** Move beyond clinical care to include financial, social, and developmental support, alongside access to coaching and digital or in-person services in the language and culture of the workforce.
- **Promote leadership and accountability:** Require ministries, agencies, and companies to report on wellbeing as a core outcome rather than a compliance exercise. Elevate mental health in leadership agendas across all sectors.

These recommendations form a roadmap for ASEAN to move from fragmented awareness to coordinated, evidence-based action. The message is clear: start small, measure carefully, and scale what works.

Towards Regional Leadership In ASEAN

ASEAN’s diversity, tradition of policy sharing, and community-rooted values provide fertile ground for regional breakthroughs. The adoption of the ACCSM regional statement on workplace mental health in 2024 — incorporating WHO and ILO definitions — shows that coordinated and courageous leadership is possible.

The next step is to move beyond pilot projects and pledges. ASEAN must coordinate frameworks, align measurement and reporting cycles, and ensure regular accountability to regional bodies. Breaking stigma will require open dialogue, visible leadership, and clear commitments at every level of government and organisation.

The goal is simple but ambitious: for the next generation to see wellbeing not as a privilege or a luxury, but as a right. Mental health is about inclusion, dignity, and full participation — the cornerstones of human development.

This is ASEAN’s opportunity to lead by example: embedding cultural nuance into policy, aligning with global frameworks, and demonstrating how regional cooperation can deliver lasting change.

Conclusion

ASEAN has taken an important first step by commissioning and endorsing this regional white paper. The next step is to act. In the short term, governments and organisations

can begin with coordination, capacity-building, and measurement. In the long term, mental health must be woven into ASEAN's policy fabric — embedded in Vision 2045, aligned through legislation, and monitored through a regional wellbeing cycle.

As the OECD reminded us during the conference, better policies mean better lives. With evidence, partnership, and cultural nuance, ASEAN can lead the world in shaping workplace wellbeing. This is ASEAN leading ASEAN, with evidence, partnership, and a practical path to impact.

Thank you for the chance to contribute to this conversation and to build, together, a future in which every worker, student, and citizen can thrive.

Further Reading

For more detail, the *ASEAN Workplace Wellbeing Report 2024* produced by Intellect and AHDO can be accessed here:

- Intellect: <https://intellect.co/asean-workplace-wellbeing-2024/>
- AHDO: <https://www.aseanhdo.com/publications>

PANELIST

Tirza Munusamy **Chief of Public Affairs, Grab Indonesia**



Tirza Munusamy is the Chief of Public Affairs at Grab Indonesia, where she drives public policy strategy and builds bridges between Grab, government, and communities. Previously, she held advisory and management roles at Tusk Advisory and McKinsey & Company. She holds a Mason Fellowship at Harvard Kennedy School and a Bachelor's in Social Science from Universitas Indonesia. Tirza is dedicated to policies and partnerships that enable broad-based opportunity, social mobility, and sustainable growth in Southeast Asia.

"Flexibility is not a euphemism for precarity... it is an enabler of upward mobility and well-being for those who need choices."

Tirza Munusamy

Platform Economy as a Driver of Human Development: Lessons from Grab Indonesia

It is a pleasure and an honour to address the role of platform economies in driving human development across ASEAN, using the case of Grab in Indonesia. My name is Tirza Munusamy, Chief of Public Affairs at Grab Indonesia. What I share today centres on how digital platforms not only create economic opportunity, but also offer social protection, foster inclusivity, and support well-being for millions, especially those excluded from the formal economy.

Platforms as Vehicles for Inclusive Opportunity

Let me start with a glimpse into the past: before platforms like Grab, accessing daily transport in Indonesia meant uncertainty, risk, and inefficiency. The arrival of Grab changed that, bringing reliability, transparent pricing, availability, and, most importantly, safety—both for riders and drivers. Grab now serves 300 cities in Indonesia, empowering millions of driver-partners, merchants, and users through its ecosystem.

Yet the impact goes much deeper than convenience. For the majority of our driver-partners, Grab acts as a crucial safety net. Over half have lost formal jobs or lack the “right” qualifications to secure work in today’s labour market. Many are in their late 30s, 40s, or older—demographics often excluded by traditional employers. Notably, more than 182,000 are women, the vast majority single mothers, for whom platform

work provides a rare and precious resource: flexibility. Every day, I hear stories of women dropping off children at school, accepting ride or delivery orders between caregiving and household work, and re-engaging on the platform as family and financial needs allow. This is an ecosystem where human needs and platform technology converge to open new, dignified forms of participation and income.

Inclusivity is another cornerstone. More than 700 of Grab's Indonesian driver-partners are people with disabilities—mainly Deaf individuals—supported by accessibility features such as chat communication, visual signage, and regular sign language training for staff. Our mission is to reduce systemic barriers within the gig economy and foster a sense of belonging for all.

Linking Flexibility, Income, and Dignity

Flexibility is not a euphemism for precarity at Grab—it is an enabler of upward mobility and well-being for those who need choices. Average Jakarta drivers working three active hours per day can earn above the minimum wage (IDR 6 million, around USD 400/month), with top drivers earning much more. For full-time partners like Ibu Arna—a single mother who switched from teaching to driving—15-30 daily orders produce double the average monthly salary in many industries. Grab's approach invites every partner to calibrate their lifestyle, combining earnings with family time, further study, or entrepreneurial ambitions.

Grab is also a vital facilitator for Indonesia's mid-to-low-income users. Sixty percent of customers spend less than IDR 1.5 million monthly, and a quarter of Indonesians use Grab regularly for transit, deliveries, or household needs. Critically, 70% use two-wheelers for first and last-mile journeys, linking them to public transport and bridging gaps in urban infrastructure, boosting daily productivity, and transport inclusion for the less affluent.

Prioritising Safety, Well-being, and Social Protection

Human development is not just about job creation. Safety, security, and dignity are core values encoded in more than 20 digital safety features (live ride-sharing, AI-powered fatigue alerts, etc.), free insurance for drivers and passengers, and robust protocols for risk management (including for extreme weather, with real-time alerts, and for occupational health and heat exposure). Over 20,000 partners have directly benefited from insurance payouts, totalling over IDR 100 billion, demonstrating our commitment to operational well-being.

We are also closing the gap in social protection. Although grab partners are gig workers, not employees, we now embed government social insurance registration in the onboarding process, automate subscription via tiny daily deductions, and co-finance with local governments in several provinces. These innovations mean that

partners—many of them previously excluded from state social safety nets—can access health and accident protection without complex paperwork or prohibitive costs.

Supporting Lifelong Learning and Upward Mobility

Our commitment to human development extends to future skills and career trajectories. Grab partners are not locked into platform work as a dead end. Through Grab Scholars (supporting their children’s education), upskilling programmes (from digital literacy to small business management and English), partnership grants, and Grab Academy, we invest in continuous learning, entrepreneurship, and career change. Partners can pursue growth in the way that matches their own aspirations, whether that means moving from motorbike to car, becoming business owners, or joining other careers entirely. Importantly, many partners value the platform as a complement to, not a substitute for, other forms of employment or study. We recognise that not all aspire to move “up”—for some, income flexibility and community connection is what sustains their well-being and family life. Our job, as I see it, is to support both kinds of aspirations, and to keep pathways open.

Climate, Sustainability, and the Future of Work

We see sustainable business as inseparable from human development. As the largest operator of EV fleets in Indonesia (14,000 vehicles and counting), we are transitioning towards greener operations, supporting cleaner air and improved urban resilience in the face of climate change. Our platform approach also gives us the ability to quickly detect, alert, and protect our drivers in extreme heat or unsafe zones, evolving our OSH (Occupational Safety and Health) practices for a changing world.

Advocacy and Aspiration for Policy Ecosystems

Finally, to build truly inclusive and productive platform economies, I wish for one thing—a shared understanding across ASEAN and policy circles: earning opportunities are not the same as traditional employment, and policy needs to reflect the realities of digital and gig work. Trying to fit platform work into outdated regulatory categories will harm flexibility and innovation, and may ultimately disadvantage the very people we seek to help. As new labour realities emerge, policies must protect workers, support income security and lifelong learning, and foster cross-sector partnerships to unlock the full potential of digital transformation for human development. Only by working together—government, business, civic organisations, and users—can we ensure the platform economy serves as a driver of inclusive, resilient human development in ASEAN.

Thank you for your attention.

04

The Next Steps



CONCLUDING OBSERVATION

Mr. Kamal Mamat, Assistant Director/Head of Education Youth and Sports Division, ASEAN Secretariat



Kamal Mamat currently serves as the Head of the Education, Youth and Sports Division at the ASEAN Secretariat in Jakarta, Indonesia. He assumed this leadership position in February 2025, following earlier roles at the Secretariat, including Head and Senior Officer of the Education, Youth and Training Division between 2011 and 2015.

Kamal's career spans both regional and international education sectors, having previously worked as Associate Director at the National University of Singapore and as Regional Manager for Higher Education with Cambridge International Education. He holds academic credentials from Nanyang Technological University and UNSW, complemented by certifications in monitoring, evaluation, assessment, and educational technology. Kamal Mamat's expertise centres on education, youth relations, and programme management across Southeast Asia.

"The region must urgently move from being a follower to a leader in defining its human development paradigm."

Mr. Kamal Mamat

Key Takeaways from the Dialogue

The inaugural Conference on the Future of ASEAN Human Development, held at the ASEAN Secretariat on 10–11 September 2025, represented a pivotal moment for the Human Development community.

Tasked to provide a summation of the conference and how it is aligned to the priorities of ASEAN, I observed a palpable consensus among policymakers, business leaders, academics, and youth: the region must urgently move from being a follower to a leader in defining its human development paradigm. The conference discussions were firmly future-oriented, probing the megatrends of digital transformation, demographic transition, and climate change.

Further, this conference established that our focus must be dynamic and broad, encompassing people's dignity, agency, and meaningful participation, a concept far richer than the narrower terms of "human capital" or "human resources. We saw the recurring importance of engagement, not only among ASEAN governments, but across state-owned enterprises, educators, and youth. We have begun to fill the need for strategic partnerships across sectors and multi-stakeholder collaboration.

I was happy to observe that our dialogue sessions did not shy away from the foundational pillars of human development and probed our commitment to such areas as human rights, equity, and the inseparable links between mental and physical well-being.

A major theme structuring the proceedings was the strategic mandate to align our work with the ASEAN Community Vision 2045. H.E. San Lwin, Deputy Secretary-General for ASCC, articulated four non-negotiable priorities for the next two decades: embedding lifelong learning as a cultural norm, revitalising TVET and skills development into a strategic engine for innovation, closing the digital divide through ethical and inclusive technology, and, most critically, placing inclusion and equity at the centre of all policies. It necessitates a difficult but essential "Whole-of-ASEAN" approach.

The national and sectoral commitments were profoundly encouraging. H.E. Prof. Dr. Pratikno framed Indonesia's Golden 2045 ambition as part of ASEAN's "collective symphony," demonstrating how national flagship programs—from large-scale health checks and stunting eradication to the establishment of Garuda Excellence Schools are fundamentally strengthening human development on a mass scale. Illustrating the experience from Singapore, Dr Renee Tan from Institute of Adult Learning shared on how its primary mission is to advance the adult learning ecosystem, focusing particularly on building research capacity, catalysing innovations in learning methods, and transforming workforce development strategies.

Equally important was the insight from the private sector, where Pertamina's Director of Human Capital, Andy Arvianto, posited that for state-owned enterprises, human development is a core pillar of nation-building, translating energy strategy into equitable growth through the following considerations: availability, accessibility, affordability, acceptability, and sustainability. The vital role of the private sector in providing inclusive opportunities and the linkage between flexibility, income and dignity, was demonstrated and concisely presented by Tirza Munusamy from Grab Indonesia.

More valuable contributions came from the critical analyses of other invited panelists. Tshering Lhamo of the UNDP delivered a sharp observation that the region's impressive progress masks profound disparities, cautioning that "business as usual" is inadequate and demanding a systemic reset that measures success beyond mere GDP growth. Yuyun Wahyuningrum, speaking on human rights, drove home the critical point that delivering genuine dignity requires institutional courage: moving from non-binding declarations to binding treaties, strengthening accountability through peer review, and truly operationalising civil society participation.

Finally, the discussions on the future of work revealed an urgent need for practical, immediate action. Dr. Oliver Suendermann of Intellect noted a worrying gap in workplace mental health, observing that while awareness campaigns are common,

comprehensive, integrated support systems remain the exception, not the rule. This fragmentation requires an ASEAN-shared framework.

My concluding observation is that this conference successfully highlighted the need for strategic partnerships across all sectors. The future of ASEAN's human development hinges on our political will to translate these shared foundational principles of equity, rights, and well-being into binding, data-driven, and truly inclusive actions.

CONCLUDING OBSERVATION

Mr. Yulius Bulo, Chairman of AHDO Indonesia



Yulius Setiawan Bulo currently serves as Vice-President at Pertamina, Indonesia's leading state-owned energy company, currently leading Pertamina Corporate University. In addition to his corporate role, Yulius Bulo has been instrumental in the ASEAN Human Development Organisation (AHDO) as Chairman for AHDO Indonesia liaison officer for AHDO's relationships with the ASEAN Secretariat. He has promoted human development priorities, such as professional certification, ethical leadership, and regional education programs. Recognized as a thought leader he exemplifies commitment to advancing human development policies in both private and public sectors across Southeast Asia.

"Human Development 2045 ultimately means building an ASEAN that is not only a market of 700 million consumers, but a highly developed home that uplifts our citizens."

Mr. Yulius Setiawan Bulo

Closing Summary and the Way Forward

As the inaugural **Conference on the Future of ASEAN Human Development** came to a close, it was clear for all who participated in the event that this was more than just a gathering of regional human development experts and stakeholders. The conference represented a paradigm shift for ASEAN witnessed by 1,036 participants (108 on-site, and 928 online) from 25 countries marking the affirmation that human development is a cornerstone of ASEAN and an essential goal in ASEAN's Community Vision 2045.

Human Development 2.0

The event that was held in the historic ASEAN Hall of the ASEAN Secretariat over two days moved the ASEAN human development paradigm beyond the limited definitions of humans as a resource or as economic value. The conference embraced a more holistic vision where economic growth, social resilience, culture and technological advancement are ultimately measured according to the human potential and well-being of nearly 700 million people in Southeast Asia. This is what I mean Human Development 2.0: each of the speakers contributed to the future vision of ASEAN

human development as a multi-dimensional ecosystem of regional progress. Some highlights were:

- **The Fullest Sense:** an important take away from H.E. Deputy Secretary General San Lwin's opening speech was that Human Development must be understood in its "fullest sense"—encompassing not just skills, but "economic opportunity, social equity, education and skills, health and wellbeing, and shared identity".
- **The Cross-Sectoral Task:** another take away came from H.E. Pratikno's keynote representing Indonesia's Coordinating Ministry of Human Development and Culture which defined the "broad task" of human development that spans "health, education, culture, and the empowerment of vulnerable groups". He explicitly framed the challenge to move beyond isolated agendas to a human development "embedded in economic, social, and technological policies".
- **The Professional Focus:** the take away from the ASEAN Human Development Organisation (AHDO) supported by speakers from business, education, health and public service was that Human Development is actually a broad profession with common challenges in the new world of work: "youth employability, human development at work, mental health and well-being and a longer active life enriched with lifelong learning and development".
- **The People-Centric Core of ASEAN's Future:** Ultimately, the conference defined Human Development as the driver of a "people-centred ASEAN". It is this core value that ensures when the region grows economically (projected to be a single market of 700 million), development will be "value-driven" and "inclusive", ensuring no one is left behind

Mainstreaming Human Development

The unifying message from this conference is that Human Development (HD) must be mainstreamed across sectors. It was echoed both by our international speakers as well as our ASEAN representatives.

The United Nations Development Project (UNDP) underlined the message with its study on mainstreaming human development across all of Asia. The Organisation of Economic Co-Operation and Development (OECD) with its 80 indicators of well-being showed that inclusion and sustainability provide useful goals for ASEAN's future development.

Kamal Mamat of the ASEAN Secretariat notes in his concluding observations that mainstreaming means that we in ASEAN need to face our human development disparities as well our progress. As an example, H.E. Pratikno explained that the new "Golden Indonesia 2045" vision is not merely aspirational; it is backed by tangible

targets—such as reducing stunting to below 5% and raising the Human Capital Index to 0.59 by 2029. Another concrete example came from Rifki Weno of the ASEAN Business Advisory Council (ASEAN-BAC) who pointed out that human development must be the heart of ASEAN’s business agenda to empower talent mobility, recognise micro-credentials for workers, support inclusivity in hiring and develop people in the workplace.

This is what mainstreaming looks like in practice: treating human development not as economic and social expenditures but as critical investments in making ASEAN truly a developed region.

Human Development Ecosystem: The "Whole-of-ASEAN" Approach

If mainstreaming is the "what," then collaboration is the "how." As H.E. San Lwin reminded us, the ASEAN story has always been a human story. This conference demonstrated the necessity of a **"Whole-of-ASEAN" approach**. We saw that the boundaries between sectors are giving way to an ecosystem of trust-based partnerships:

1. **The Private Sector as a Co-Creator:** We heard from industry giants like **Pertamina** and **Grab** that corporations are becoming active shapers of human development. Whether it is Pertamina’s focus on sustainable leadership or Grab’s insights into the gig economy workforce, the private sector is proving to be an indispensable ally in upskilling our region. The Singapore Institute of Adult Learning partners with government and companies to shift from human capital as a “banking model,” where skills are accumulated transactionally for immediate economic utility, to human development as a “growth model” that encourages individuals to pursue meaningful, active, and generative lives at work.
2. **Global Benchmarking with Regional Leadership:** Our international speakers provided us with the global perspective but they also highlighted that ASEAN must develop its own unique model to lead regional progress while measuring itself against rigorous global standards and competitiveness in the world economy.
3. **Youth and Future Leaders:** With 224.2 million young people in our region--nearly 34% of the population—we cannot design the future for them; we must create it with them and eventually provide for the future to be led by them. The voices of the **ASEAN University Network** and the **ASEAN Youth Organization (AYO)** at this conference reminded us that the next generation demands a seat at the table to provide future generations with education, employment, health, culture and sustainability for a “whole of ASEAN” future.

The Path to 2045

Moving forward, our "Next Steps" must build on this inaugural conference to make Human Development 2.0 in ASEAN a common vision for the future.

Speaking for the **ASEAN Human Development Organisation (AHDO)** we have our own AHDO 2.0 which is geared towards bridging policy and practice for human development professionals. We are committed to increasing collaboration with the ASEAN Secretariat, the ASEAN Foundation and other human development institution the region. We are also contributing to our network of professionals and academics with research, education, accredited professional standards and recognised human development careers.

Human Development 2045 ultimately means building an ASEAN that is not only a market of 700 million consumers, but a highly developed home that uplifts our citizens and inspires others outside our region.

Conference on the Future of ASEAN Human Development Towards 2045

JAKARTA, 10-11 SEPTEMBER 2025







Conference on the Future of ASEAN Human Development Towards 2045 in Numbers



COUNTRIES

- Bangladesh
- Brunei Darussalam
- Cambodia
- Canada
- China
- Fiji
- Germany
- Guinea
- India
- Indonesia
- Japan
- Lao PDR
- Malaysia
- Maldives
- Myanmar
- Pakistan
- Philippines
- Republic of Korea
- Singapore
- South Africa
- Thailand
- Timor-Leste
- United Kingdom
- United States of America
- Viet Nam

SUMMARY OF PARTICIPANTS ORGANISATION

ON-SITE PARTICIPANTS

UNIVERSITIES

- ASEAN University Network
- Cambridge
- Cambridge University Press and Assessment
- Center for Digital Society UGM
- Louisiana State University
- Universitas Terbuka
- University of Indonesia
- Woosong University

ORGANISATIONS

- AKPMT
- ANTAM (PT Aneka Tambang Tbk)
- ASEAN Secretariat (ASEC)
- ASEAN Secretariat (juga dicatat di kategori sebelumnya, karena lintas fungsi)
- ASEAN Youth Forum
- Aus4ASEAN Futures Initiative
- Bakti Barito Foundation
- BenihBaik.com
- Buddhist Compassion Relief Tzu Chi Foundation / Yayasan Buddha Tzu Chi
- Chinese Mission to ASEAN
- Climateworks Centre
- DAAD
- Dexano
- Directorate of ASEAN Socio-Cultural Cooperation, Ministry of Foreign Affairs of the Republic of Indonesia
- DKK Consulting
- DTT
- EU-ASEAN SCOPE HE
- Foreign Policy Community of Indonesia (FPCI)
- GIZ Indonesia and ASEAN
- GIZ RECOTwin
- Global Peace Foundation Indonesia
- IOM
- Infradigital Foundation / Infra Digital Foundation
- Intellect
- JAIF Management Team
- Kementerian PPN/Bappenas
- Kemitraan (Partnership for Governance Reform)
- Kitabisa
- Korean Mission to ASEAN
- METRO TV
- Ministry of Social Development and Human Security
- Mission of Japan to ASEAN
- MSOE (kemungkinan: Ministry of State-Owned Enterprises)
- Myanmar Mission to ASEAN, Jakarta
- Nuffic
- Nuffic SEA (SCOPE - HE)
- Nuffic Southeast Asia
- P&A Grant Thornton
- Permanent Mission of Malaysia to ASEAN
- Permanent Mission of the Lao PDR to ASEAN
- Perhimpunan Filantropi Indonesia
- Perkumpulan INISIATIF
- Pertamina Foundation
- PT Adi Askara Bumi
- PT Pengembangan Potensi Insani
- PT Xolare RCR Energy
- PT. Reasuransi Nasional Indonesia (Nasional Re)
- Rumah Zakat
- Samudera
- Save The Children Indonesia
- Sayur Sleman / Young Ambassador Agriculture
- SEAMEO QITEP in Language
- SHL Indonesia
- South African Embassy
- The Mission of Canada to ASEAN
- Tjitra & Associates
- UK Mission to ASEAN
- UNESCO
- UNESCO Jakarta Office
- UNFPA
- Yayasan Indonesia Emas Merdeka
- Young Urbanist Southeast Asia

SUMMARY OF PARTICIPANTS ORGANISATION

ONLINE PARTICIPANTS

UNIVERSITIES

- Anubanphibunwes school
- Apayao State College
- Atma jaya University
- Baliuag University
- Bataan Peninsula State University
- Beijing Normal University
- Binus School Simprug
- Cagayan State University
- Central Bicol State University of Agriculture
- Central Mindanao Colleges (CMC)
- Centro Escolar University
- Chang'an University
- Davao del Norte State College
- De La Salle University, Dasmariñas
- De La Salle University, Manila
- Father Saturnino Urios University
- Green Valley College Foundation, Inc.
- Gullas College of Medicine
- Hasanuddin University
- Holy Cross of Davao College
- Holy Trinity College
- Hue University of Medicine and Pharmacy
- Hydroponic Community/Padjadjaran University, Agriculture Faculty
- IKIP PGRI Bojonegoro
- IKOPIN University
- Indonesia Defence University
- Institut Sains dan Teknologi Nasional
- Institut Teknologi Bandung
- Institut Teknologi Kalimantan
- Institut Teknologi Sains Bandung
- Institut Teknologi Sepuluh Nopember
- Institut Teknologi Sumatera
- Institute of Technology Sepuluh Nopember (ITS)
- Institute Technology of Sumatera
- Institute Technology Petroleum Balongan
- IPB University
- Islamic University of Riau
- Ivet University
- Jenderal Soedirman University
- John B. Lacson Colleges Foundation (Bacolod), Inc.
- John B. Lacson Foundation Maritime University (Arevalo) Inc.
- Kalimantan Institute of Technology
- Kidapawan Doctors College, Incorporated
- King Mongkut's University of Technology Thonburi
- Kobe University / UNESCO Jakarta
- Liceo de Cagayan University
- Lyceum of the Philippines University - Batangas
- Mahidol University
- Manuel S. Enverga University Foundation
- Mariano Marcos State University
- Mindanao State University, General Santos City
- Nanyang Technological University Singapore
- National University
- National University - Baliwag
- National University - Manila
- National University Laguna
- National University MOA : Philippine Women's University
- National University Philippines
- New Brighton School of the Philippines
- Northwestern Mindanao State College of Science and Technology
- NU Laguna Sports Academy, Inc.
- Nu Sports Academy Inc.
- Occidental Mindoro State College
- Our Lady of Fatima University
- Pakuan Bogor University
- Palawan State University
- Parahyangan Catholic University
- Paramadina University
- Pasir Pengaraian University
- PERMATEK Institut Teknologi Petroleum Balongan
- PGRI Ronggolawe University Tuban
- Philippine Normal University Mindanao
- Politeknik kelautan dan perikanan Sorong
- Politeknik Negeri Batam
- Politeknik Negeri Cilacap
- Politeknik negeri Fakfak
- Politeknik Negeri Jakarta
- Politeknik Negeri Jember
- Politeknik Negeri Kupang
- Polytechnic State of Cilacap
- President University
- RAMON MAGSAYSAY MEMORIAL COLLEGES, INC. General Santos City
- Riau Islamic University
- Riau University
- Rizal Technological University
- Saint Joseph Institute of Technology
- Saint Theresa College of Tandag Inc.
- Sekolah Tinggi Agama Islam (STAI) Sulthan Syarif Hasyim Siak
- Sekolah Tinggi Agama Islam (STAI) Tuanku Tambusai
- Sekolah Tinggi Teknologi Migas Balikpapan
- Sepuluh Nopember Institute of Technology
- Singapore Human Resources Institute
- Southern Baptist College
- Southern Christian College
- Southern Leyte State University
- SPK Saint Peter School
- Sriwijaya University
- ST. PAUL UNIVERSITY DUMAGUETE
- St. Paul University Philippines
- State Polytechnic of Cilacap
- State University of Makassar
- State University of Surabaya
- Sultan Ageng Tirtayasa University
- Sumatera Institute of Technology
- Syiah Kuala University
- Texas A&M University
- Udayana University
- UIN Radeb Intan Lampung
- Uin Sunan Gunung Djati Bandung
- Universitas Airlangga
- Universitas Al Asyariah Mandar
- Universitas Bakrie
- Universitas Batanghari
- Universitas Borneo Tarakan
- Universitas Brawijaya
- Universitas Diponegoro
- Universitas dr.moestopo
- Universitas Gajah Mada
- Universitas Hasanuddin
- Universitas Indo Global Mandiri
- Universitas Indonesia Mandiri
- Universitas Islam Negeri Sumatera Utara
- Universitas Islam Riau
- Universitas Ivet Semarang
- Universitas Lampung
- Universitas Lampung Mangkurat
- Universitas Lelemuku Saumlaki
- Universitas Muhammadiyah Surakarta
- Universitas muhammadiyah Yogyakarta
- Universitas Mulawarman
- Universitas Nahdlatul Ulama Indonesia (UNUSIA)
- universitas Nahdlatul ulama Indonesia (UNUSIA)
- Universitas Nasional Jakarta
- Universitas Negeri Yogyakarta
- Universitas Pancasila
- Universitas Pasir Pengaraian
- Universitas Pattimura
- Universitas Pembangunan Nasional "Veteran" Jawa Timur
- Universitas Pembangunan Nasional "Veteran" Jogjakarta
- Universitas Pendidikan Ganesha
- Universitas Pertamina
- Universitas PGRI Palembang
- Universitas PGRI Ronggolawe Tuban (UNIROW)
- Universitas Riau
- Universitas Sebelas Maret (UNS)
- Universitas Singaperbangsa Karawang
- Universitas Singaperbangsa Karawang
- Universitas Sriwijaya
- Universitas Sultan Ageng Tirtayasa (UNTIRTA)
- Universitas Sunan Bonang Tuban
- Universitas Swadaya Gunung Jati
- Universitas Syiah Kuala
- Universitas Tadulako
- Universitas Tangerang Raya
- Universitas Terbuka
- Universitas Udayana
- Universitas Wiralodra Indramayu
- Universitas Yapis Papua
- University Of Borneo Tarakan
- University of Cenderawasih
- University of Indonesia
- University of La Salette Inc.
- University of Lelemuku Saumlaki
- University of Mindanao
- University of Palangka Raya
- University of Papua
- University of Perpetual Help System DALTA
- University of Saint Louis Tuguegarao
- University of Sam Ratulangi
- University of Santo Tomas
- University of Sumatera Utara
- University of the East
- University of the Immaculate Conception
- University Syiah Kuala
- vemus, universitas ivet
- Western Philippines University
- Wiralodra University
- Xavier University
- Yapis Papua University

SUMMARY OF PARTICIPANTS ORGANISATION

ONLINE PARTICIPANTS

ORGANISATIONS

- Academic Innovation Unit, Fisipol, UGM
- Adipraya ekaswarna
- AFTECH
- AIRELS (Association of International Relation Student))
- Alumnas bali chapter
- APSN Education Services Ltd
- ASEAN Secretariat
- ASEAN Youth Forum
- Aus4ASEAN Futures
- Badan Amil Zakat Nasional (BAZNAS)
- Badan Eksekutif Mahasiswa Fakultas Ekonomi (BEM FE) Universitas Borneo Tarakan
- Badan Eksekutif Mahasiswa fakultas pertanian
- Badan Pusat Statistik
- BAZNAS Provinsi DKI Jakarta
- BenihBaik.com
- BP Indonesia
- BPS Statistics Indonesia
- BSKLN KEMLU
- Bussines Parfumery
- Cantrika Foundation
- Center for Indonesian Policy Studies
- COFCO International
- Commission on Higher Education
- Commission on Higher Education - Caraga Regional Office
- Commission on Higher Education - National Capital Region
- Confidential - Before Jan
- Coordinating Ministry for Political and Security Affairs
- CV Kirana Cipta Lestari
- Cyan
- Dharma Satya Nusantara
- DSI
- Education Fun For Youth Community
- FHCI
- Forum Human Capital Indonesia
- Freelancer
- Generasi Bersih
- Grin McFly International Research and Development on Social Sciences-Professional Mentoring Academy of the Philippines
- HIKMAHBUDHI
- HIMA Eksyar
- Himapro
- IBCWE
- ID COMM
- Indonesia Human Capital Forum
- Indonesia Youth Foundation
- Indonesian Christian Student Movement
- Indonesian Hindu Dharma Student
- Indonesian Ministry of Agriculture
- Indonesian Peasant Union /Serikat Petani Indonesia
- Insight Web Academy
- Jakarta Provincial Government
- Karyalaya social lab
- Komaling Consulting
- Komnas HAM RI
- KP2MI
- Kpmg
- Kupang State Politecnic
- Labschool
- LAZ Zakat Sukses
- Lentera Anak Pelangi
- Lesbumi PCNU Kota Bandung
- Lonza Biologics
- LPDB
- LSPR
- Mandiri Tunas Finance
- Metro TV
- Ministry of Administrative and Bureaucratic Reform of the Republic of Indonesia
- Ministry of Finance
- Ministry of Health
- Ministry of Manpower
- Ministry of Marine Affairs and Fisheries
- Ministry of National Development Planning
- Ministry of Social Affairs Republic of Indonesia
- Ministry of State Secretariat
- MNT
- MSEUF
- Muhammadiyah
- National Anti-Poverty Commission Youth and Student Sectoral Council
- National Library of Indonesia
- NATIONAL RESEARCH AND INNOVATION AGENCY
- NIPA
- NU CEBU, INC.
- Nusaputra
- Office of International Affairs - Mindanao State University- General Santos
- Ormawa Samarinda
- Pattimura
- Pelita Timur
- Penerima Beasiswa Pertamina Foundation/Universitas Sunan Bonang
- Penerima beasiswa sobat bumi/Universitas cenderawasih
- Pergerakan Mahasiswa Islam Indonesia/Universitas Negeri Surabaya
- Perhimpunan Filantropi Indonesia
- Perhimpunan Mahasiswa Katolik Republik Indonesia
- PERMATEK INSTITUT TEKNOLOGI PETROLEUM BALONGAN
- Pertamina Foundation
- Pertamina Foundation Scholarship Awardee
- ITS Organization
- PLN
- PMII
- PMKRI
- Pohon Sagoe Maluku Foundation
- Policy Pop Indonesia
- Popbela
- PRMSU
- PSD
- PT Chocomory Cokelat Persada
- PT Daya Motor Mandiri
- PT Perma Plasindo Tbk
- PT Pertamina
- PT Trimegah Bangun Persada Tbk
- PT Wijaya Karya (Persero) Tbk
- Regency Government of Sampang
- Resimen mahasiswa (Menwa)
- SDN Mangunsari 01
- SDN Sukaresmi Cikalongkulon
- Secretary General House of Regional Representatives of Republic Indonesia
- Selaras Pte Ltd
- SJIT
- SMK Pariwisata Budi Agung
- SMKN 1 SINDANG
- Sobat Bumi Pertamina Foundation /Diponegoro University
- Sobat Bumi Pertamina Foundation /Hasanuddin University
- Sobat Bumi Pertamina Foundation /Institut Teknologi Petroleum Balongan
- Sobat Bumi Pertamina Foundation /Kalimantan Universitas Mulawarman
- Sobat Bumi Pertamina Foundation /Pertamina scholarship recipients
- Sobat Bumi Pertamina Foundation /Politeknik Negeri Cilacap
- Sobat Bumi Pertamina Foundation /Sepuluh Nopember Institute of Technology
- Sobat Bumi Pertamina Foundation /Sriwijaya University
- Sobat Bumi Pertamina Foundation /STAI Sultan Syarif Hasyim
- Sobat Bumi Pertamina Foundation /STT MIGAS Balikpapan
- Sobat Bumi Pertamina Foundation /Sultan Ageng Tirtayasa University
- Sobat Bumi Pertamina Foundation /Universitas IVET
- Sobat Bumi Pertamina Foundation /Universitas Papua
- Sobat Bumi Pertamina Foundation /Universitas Pasir Pengaraian
- Sobat Bumi Pertamina Foundation /Universitas Pertamina
- Sobat Bumi Pertamina Foundation /Universitas PGRI Ronggolawe Tuban
- Sobat Bumi Pertamina Foundation /Universitas Sriwijaya
- Sobat Bumi Pertamina Foundation /Universitas Sultan Ageng Tirtayasa
- Sobat Bumi Pertamina Foundation /University of Pasir Pengaraian
- Sobat Bumi Pertamina Foundation /University Pattimura
- Sobat Bumi Pertamina Foundation /Unwir
- Sobat Bumi Regional Kupang /Politeknik Negeri Kupang
- Startupcampus.id
- Telkom Indonesia
- Tourism Office of Bandar Lampung
- Trobos Aqua
- ULS
- UNDP
- Unilever
- Yayasan BaKTI
- Yayasan BUMN
- Yayasan Wahana Visi Indonesia



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