

Asia Pacific: Regional and Country Overview

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Today's Topics

Regional Overview
and Trends

Country Profiles

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Asia Pacific: Regional Overview and Trends

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Popular Imagery of the Asia Pacific



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Polls: No Single "Asia Pacific"



45/48/51 countries (including markets)



17 million square miles
21%/25%/29% of global land



3.0/3.6/4.8/5.5 billion people



>1,000/>2,000/>3,000 languages



40/45/50 currencies used

73

Asia Pacific Country List

- Afghanistan
- Armenia
- Australia
- Azerbaijan
- Bangladesh
- Bhutan
- Brunei
- Cambodia
- China
- Democratic People's Republic of Korea
- Fiji
- Georgia
- Hong Kong, China
- India
- Indonesia
- Iran
- Japan
- Kazakhstan
- Kiribati
- Kyrgyzstan
- Laos
- Macao, China
- Malaysia
- Maldives
- Marshall Islands
- Micronesia
- Mongolia
- Myanmar
- Nauru
- Nepal
- New Zealand
- Pakistan
- Palau
- Papua New Guinea
- Philippines
- Republic of Korea (South Korea)
- Russian Federation
- Samoa
- Singapore
- Solomon Islands
- Sri Lanka
- Tajikistan
- Thailand
- Timor-Leste
- Tonga
- Türkiye
- Turkmenistan
- Tuvalu
- Uzbekistan
- Vanuatu
- Viet Nam



Source: <https://data.unescap.org/resources/country-groupings>

The United Nations Economic and Social Commission for Asia and the Pacific (ESCAP) defines it as comprising 51 countries and seven territories across five subregions

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APAC Is Not a Single Market

- No common labor regulations
- No common currency
- No common pension framework
- No equivalent of EU directives governing employment practices
- Significant differences in taxation, benefits, employment law, and social security from country to country

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Extreme Diversity in APAC

- More than half of the world's population
- Multiple major religions—Buddhism, Hinduism, Islam, Christianity, Shintoism, Sikhism
- Economies ranging from highly developed, e.g., Japan, Singapore, Australia to emerging markets, e.g., Vietnam, Philippines, India

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APAC cultural characteristics

- Relationship building before transactions and trust-driven
- Strong sense of loyalty and commitment
- Pragmatic and adaptable mindset
- Preference for collaboration over confrontation
- Emphasis on social harmony
- Harmony and face-saving culture
- Hospitality and personal connections matter
- Indirect communication
- High value placed on education
- Hardworking and achievement-oriented

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Common APAC Culture on Employment

Many APAC cultures place higher value on:

- Job stability
- Family support
- Employer-provided benefits
- Respect for hierarchy
- Long-term employment relationships

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Asia Pacific Economic Outlook for 2026

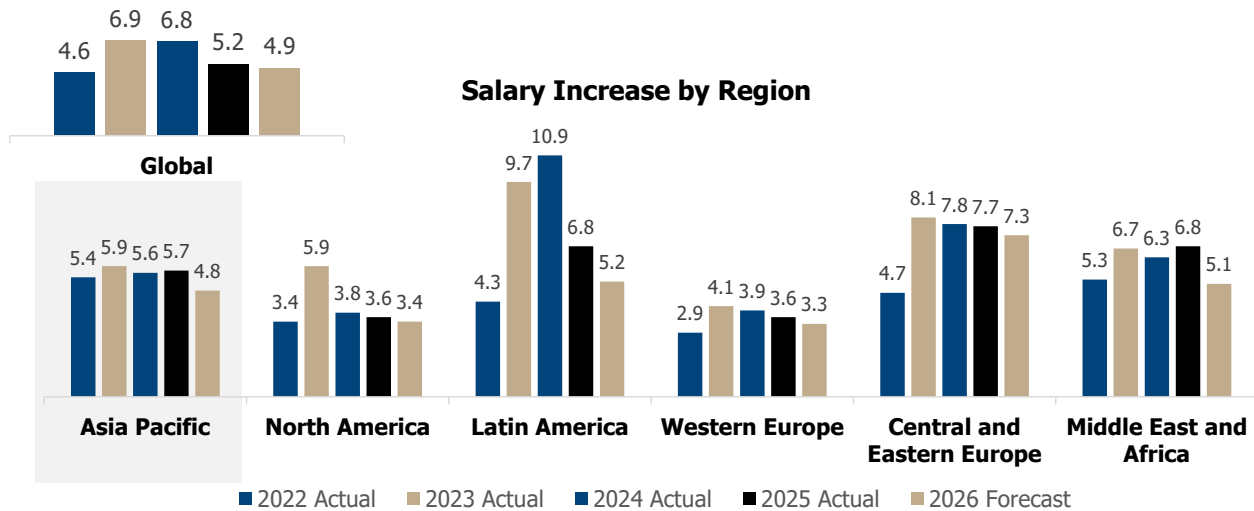
- Slight downward revision from 2025

GDP/Year	Global	AP	Asia Pacific Share of World GDP
2024	3.1%	4.6%	~46%
2025	3.2%	4.5%	~47%
2026 (E)	3.3%	4.1%	~47%

- AP highlights
 - Asia Pacific contributes ~60% of global economic growth
 - No other region accounts for more than ~20% of incremental global growth in recent years
 - Strong domestic demand in India and ASEAN (Association of Southeast Asian Nations)
 - Aging populations in East Asia
 - Tech-cycle volatility but long-term AI upside

84

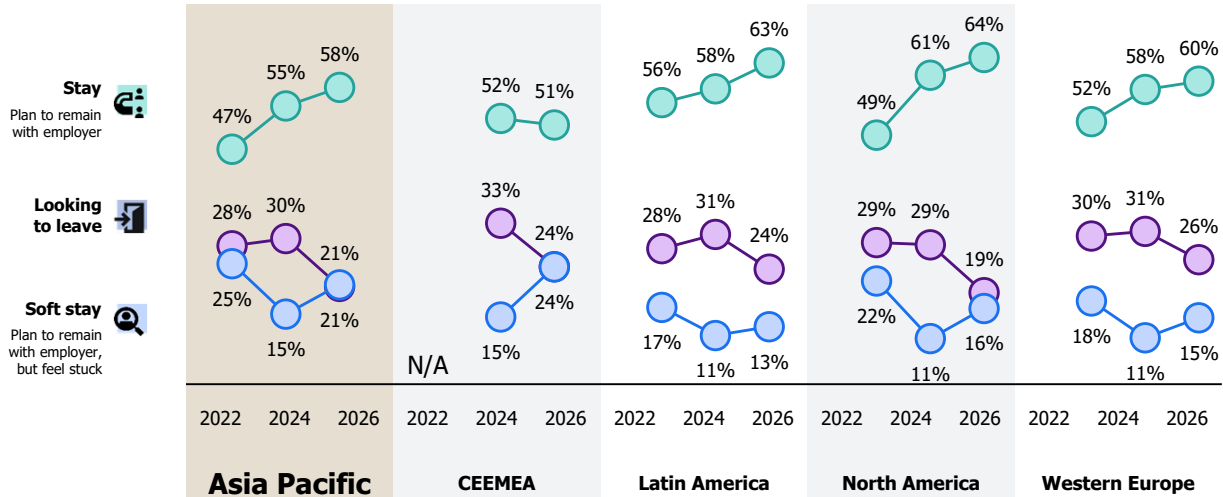
Asia Pacific Has Steady Salary Increase Over the Years



Source: WTW 2022-2025 WTW Salary Budget Planning Survey Report—Global (December Edition)
Overall median salary increase excluding zeros

85

A Decline in Employees Looking to Exit, but Growing Number of Employees Feel Stuck

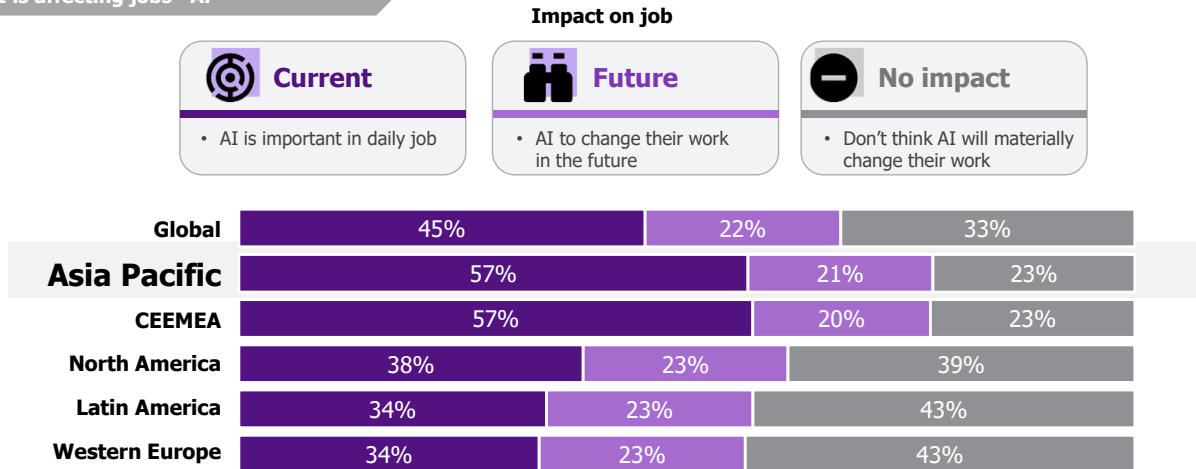


Q: Do you agree or disagree that "I intend to remain with my employer for the next 2 years" and "I feel stuck in my current job and would move to a new employer if I could"?
Sample: All employees except for Canada and US which are full-time employees only. Note: Percentages may not add up to 100% due to rounding
Source: Various years of Global Benefits Attitudes Survey

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Most Employees Think AI Will Reshape the Work They Do

How AI is affecting jobs—AP



Q: How important is artificial intelligence (AI) in your daily job? Do you agree or disagree that "I expect AI to fundamentally change my work in the future"?

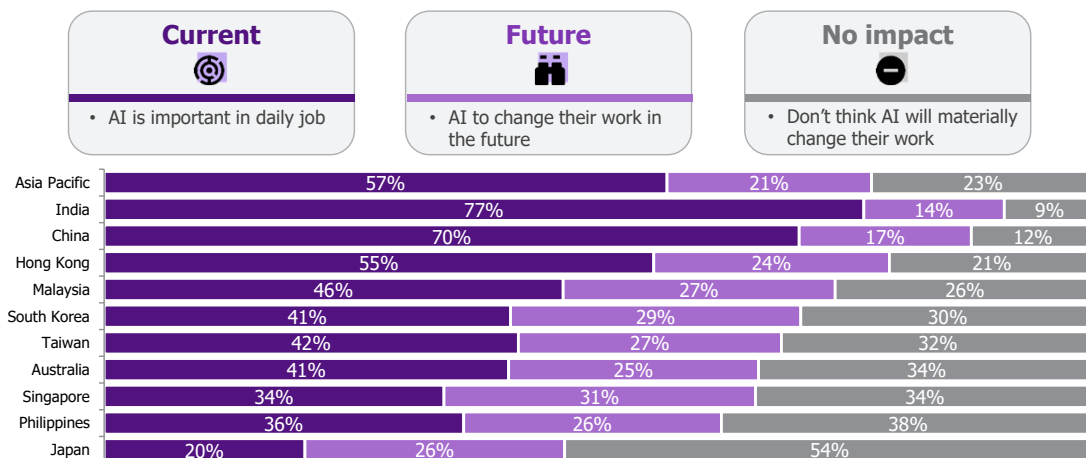
Sample: All employees except for Canada and US which are full-time employees only. Note: Percentages may not add up to 100% due to rounding

Source: 2026 Global Benefits Attitudes Survey

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Most Employees Think AI Will Reshape the Work They Do

How AI is affecting jobs—AP by country



Q: How important is artificial intelligence (AI) in your daily job? Do you agree or disagree that "I expect AI to fundamentally change my work in the future"?

Sample: All employees. Note: Percentages may not add up to 100% due to rounding

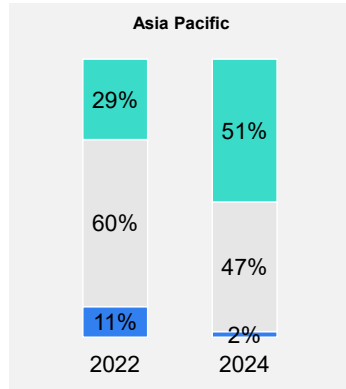
Source: 2026 Global Benefits Attitudes Survey, Asia Pacific

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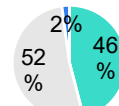
Importance of Job Flexibility Has Risen

Preferences

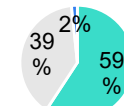
More than half of APAC employees now prefer more remote work



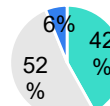
Australia



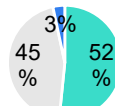
China



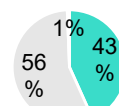
Hong Kong



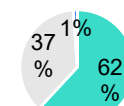
India



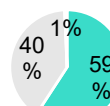
Japan



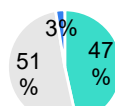
Philippines



Singapore



Taiwan



Prefer more onsite work Aligned Prefer more remote work

Note: Sum may not equal to 100% due to rounding

Sample: All employees

Source: 2024 Global Benefits Attitudes Survey, Asia Pacific

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Employees Who Want More Remote Work Are Less Engaged; More Likely to Feel Burned Out and to Look for a New Job



Burned out

Feel burned out from the work*



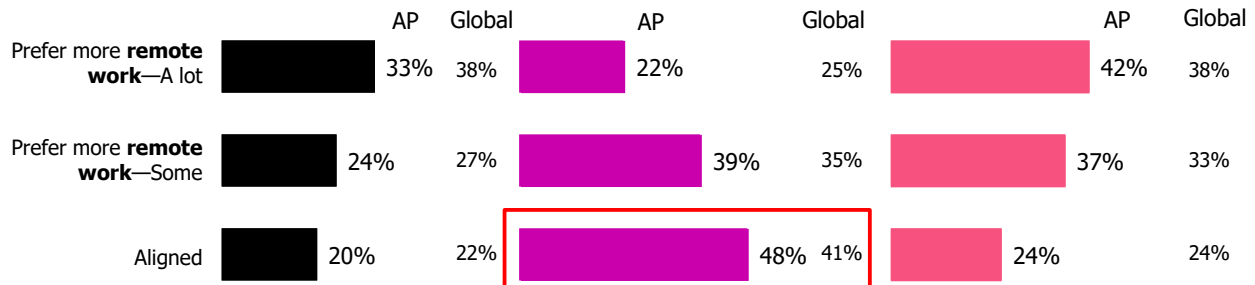
Work engagement

Highly engaged



Job seeker

Looked for a new job in the last 3 months**



There is a tension between getting employees back into the office (and the benefits that brings) and the potential adverse effects on engagement and staff turnover

Note: *Percentages indicate "agree" or "strongly agree" **Percentages indicate "yes"

Sample: All employees

Source: 2024 Global Benefits Attitudes Survey, Asia Pacific and Global

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Pay, Job Security and Core Benefits Are Key Factors for Changing Jobs

Attraction factors—AP

Global	Asia	CEEMEA	Latin America	North America	Western Europe
Pay	Pay	Pay	Pay	Pay	Pay
Job security	Job security	Job security	Core company benefits	Job security	Job security
Flexible work arrangements	Core company benefits	Career opportunities	Career opportunities	Flexible work arrangements	Flexible work arrangements
Core company benefits	Working environment	Core company benefits	Bonus opportunity	PTO and leave policies	Interesting work
Bonus opportunity	Bonus opportunity	Bonus opportunity	Job security	Core company benefits	Working environment
Working environment	Flexible work arrangements	Working environment	Flexible work arrangements	Bonus opportunity	Bonus opportunity

Q: If you were looking to move to a new job at a different employer, what would be most important to you in selecting one employer over another?
Which are the most important reasons you stay with your current employer?

Sample: All employees except for Canada and US which are full-time employees only

Source: 2026 Global Benefits Attitudes Survey

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What Wins Talent?

Attraction factors—AP by country

Australia	China	Hong Kong	India	Japan	Malaysia	Philippines	Singapore	South Korea	Taiwan
Pay	Pay	Pay	Job security	Pay	Pay	Pay	Pay	Pay	Pay
Job security	Job security	Bonus opportunity	Pay	Working environment	Bonus opportunity	Bonus opportunity	Job security	Working environment	Bonus opportunity
Flexible work arrangements	Core company benefits	Job security	Career opportunities	PTO and leave policies	Core company benefits	Core company benefits	Bonus opportunity	Core company benefits	Core company benefits
Job demands	Career opportunities	Core company benefits	Flexible work arrangements	People I work with	Flexible work arrangements	Job security	Flexible work arrangements	Job demands	Job security
Career opportunities	Wellbeing and perks	Career opportunities	Working environment	Flexible work arrangements	Working environment	Flexible work arrangements	People I work with	Bonus opportunity	Working environment
People I work with	Bonus opportunity	Wellbeing and perks	Bonus opportunity	Job security	Career opportunities	Working environment	Working environment	People I work with	Job demands

Q: If you were looking to move to a new job at a different employer, what would be most important to you in selecting one employer over another?
Which are the most important reasons you stay with your current employer?

Sample: All employees. Note: Percentages indicate "top 5"

Source: 2026 Global Benefits Attitudes Survey, Asia Pacific

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Pay, Job Security and Work Environment Are Key Factors to Stay

Retention factors—AP

Global	Asia	CEEMEA	Latin America	North America	Western Europe
Pay	Pay	Pay	Pay	Pay	Pay
Job security	Job security	Job security	Job security	Job security	Job security
Working environment	Working environment	Working environment	Core company benefits	People I work with	People I work with
People I work with	Bonus opportunity	People I work with	Working environment	Working environment	Working environment
Flexible work arrangements	Core company benefits	Career opportunities	Career opportunities	Core company benefits	Interesting work
Core company benefits	PTO and leave policies	Core company benefits	People I work with	Flexible work arrangements	Flexible work arrangements

Q: If you were looking to move to a new job at a different employer, what would be most important to you in selecting one employer over another?
Which are the most important reasons you stay with your current employer?

Sample: All employees except for Canada and US which are full-time employees only

Source: 2026 Global Benefits Attitudes Survey

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What Wins Talent?

Retention factors—AP by country

Australia	China	Hong Kong	India	Japan	Malaysia	Philippines	Singapore	South Korea	Taiwan
Job security	Pay	Pay	Job security	Pay	Pay	Pay	Pay	Pay	Pay
Pay	Job security	Job security	Pay	Working environment	Bonus opportunity	Working environment	Job security	Working environment	Job security
People I work with	Core company benefits	Bonus opportunity	Working environment	Job security	Working environment	Job security	People I work with	Job demands	Working environment
Flexible work arrangements	Bonus opportunity	Core company benefits	Career opportunities	PTO and leave policies	Job security	People I work with	Working environment	People I work with	Bonus opportunity
Working environment	Career opportunities	Career opportunities	People I work with	People I work with	People I work with	Bonus opportunity	Bonus opportunity	Core company benefits	Core company benefits
PTO and leave policies	Wellbeing and perks	Working environment	Flexible work arrangements	Flexible work arrangements	Job demands	PTO and leave policies	Flexible work arrangements	Bonus opportunity	PTO and leave policies

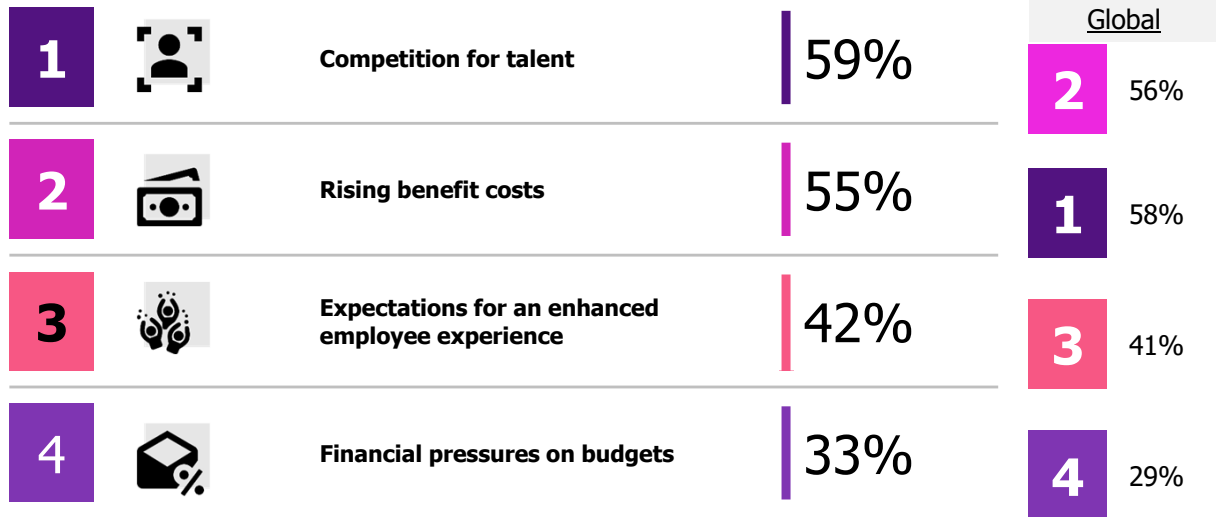
Q: If you were looking to move to a new job at a different employer, what would be most important to you in selecting one employer over another?
Which are the most important reasons you stay with your current employer?

Sample: All employees. Note: Percentages indicate "top 5"

Source: 2026 Global Benefits Attitudes Survey, Asia Pacific

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Key Issues Influencing Benefit Strategy



Q: What are the key business issues influencing your organization's strategy for benefits? Select at most four
Source: 2025 Benefits Trends Survey, Asia Pacific

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Benefits Teams of the Future Will Be More Focused on Total Rewards and Have a Wider Range of Skills

Benefits Team Priorities



Total reward focus

Integrate management of benefits within wider total reward strategy

64%

Global

62%



Upskill team

Upskill HR or benefits team (skills in analytics, data, legislation, IT)

61%

56%



Technology

Increase automation, use of technology in operations and benefits management

58%

53%



New areas of benefits

Increase expertise in "newer" areas of benefits

49%

42%



Outsourcing

Outsource more of the management or operations of employee benefits

18%

15%

Q: To what extent are the following priorities for enhancing the capability of the team that manages employee benefits in your organization?

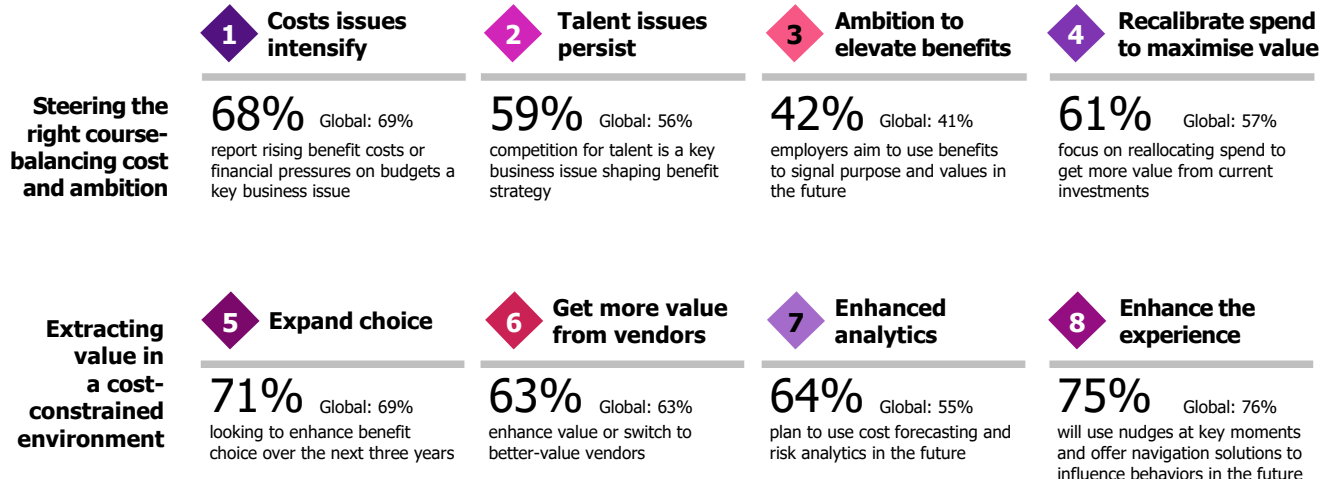
Note: Percentages indicate "top priority" or "high priority"

Source: 2025 Benefits Trends Survey, Asia Pacific

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APAC Reflects Global Focus on Cost Optimization and Workforce Value



Source: 2025 Benefits Trends Survey, Asia Pacific

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Key Actions Leaders Use to Deliver Value

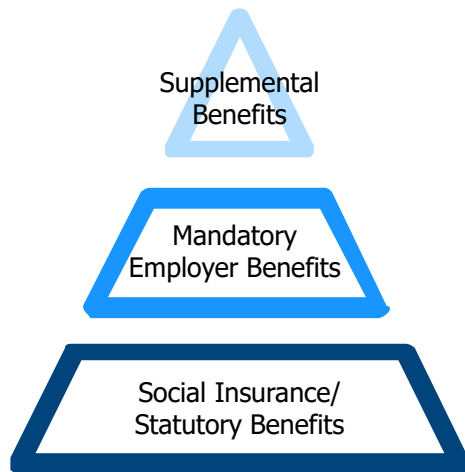
Purple highlights indicate areas that are specific to Asia Pacific

Portfolio	Financing	Employee experience	Administration and operations	Analytics and reporting
- Provide choice and flexibility - Programmes to support financial wellbeing - Mental health - Retirement benefits - Inclusive benefits	- Cost sharing - Enhance value from or replace vendors - Network of preferred providers - Expand use of alternative financing arrangements	- Regular and segmented communication - Navigation and decision support for benefits - Personalised online portals and cost modellers - Use of nudges	- Regularly review vendor performance - Use performance standards as part of contracts - Assess employee feedback on vendor performance - Regular vendor selection exercises and vendor consolidation	- Regular reporting on usage of benefits and communications - Forecasting of costs and risks - Employee listening - Online dashboards

Note: Leaders are employers who are highly effective in their benefits strategy based on their self-assessed responses across five areas: Portfolio, financing, employee experience, administration and operations, and analytics and reporting
Source: 2025 Benefits Trends Survey, Asia Pacific

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General Benefit Structure



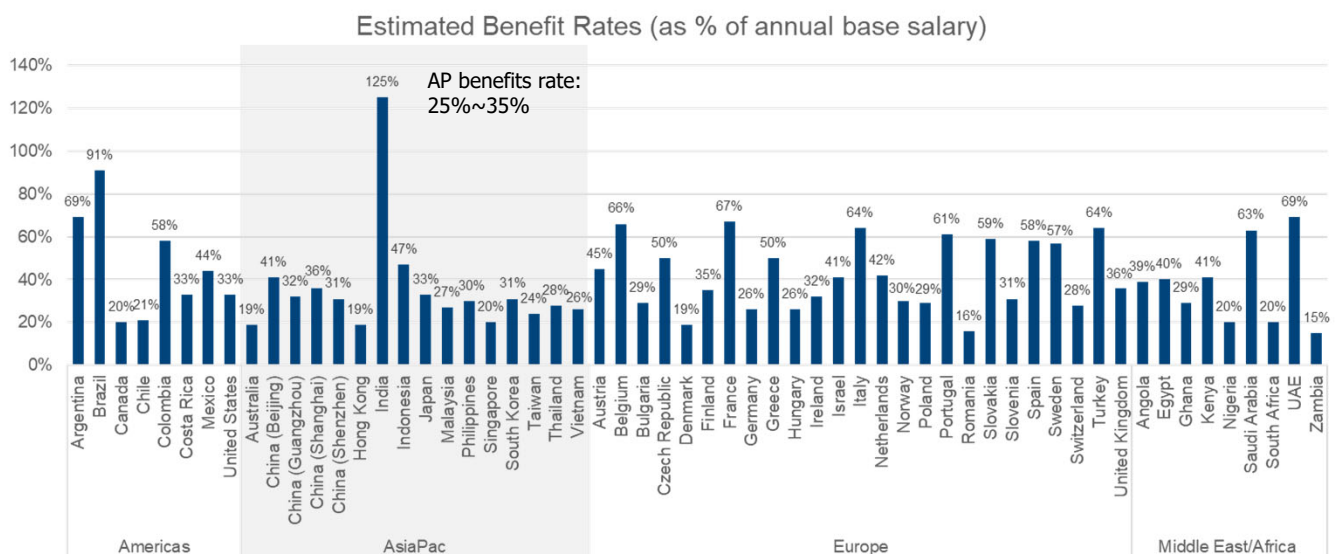
- Varies by country
- Common ones: Medical benefits, risk benefits, maternity benefits

- Varies by country
- Common ones: Retirement benefit, paid time off, severance pay/indemnity

- Social insurances/securities
- May have additional benefits such as retirement benefit, housing benefit, etc.
- Funded by employer and employee

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Estimated Average Benefit Rates (Excluding Annual Leaves)

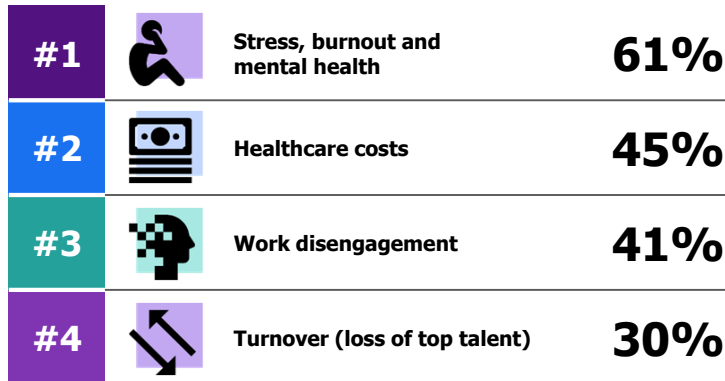


Source: WTW Total Rewards Survey 2024

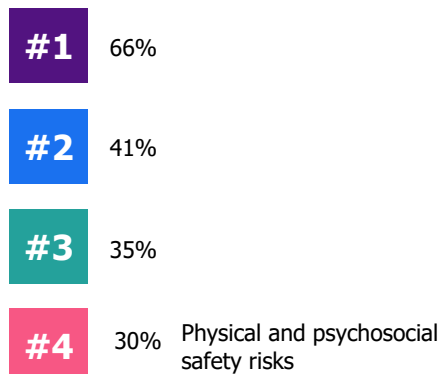
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Mental Health and Healthcare Costs Are the Top Workforce Issues That Employers Are Looking to Address Through Wellbeing Program

Priorities: Top 3 workforce issues employers are looking to address



Global



Q: To Which of the following workforce issues is your organization looking to address through its wellbeing program?

Note: Percentages indicate ranked as top 3

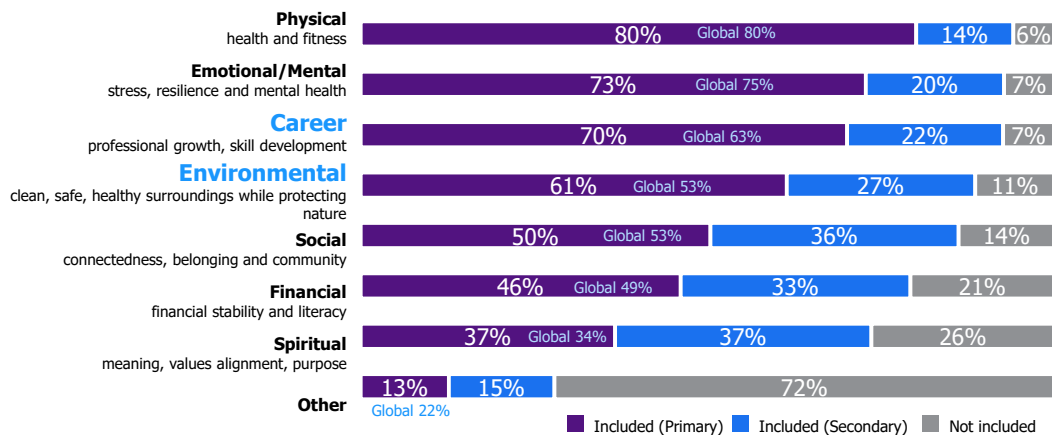
Source: 2026 Wellbeing Diagnostic Survey, Global

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Components Included as Part of Employee Wellbeing Strategy



What components does your company include as part of its employee wellbeing strategy?



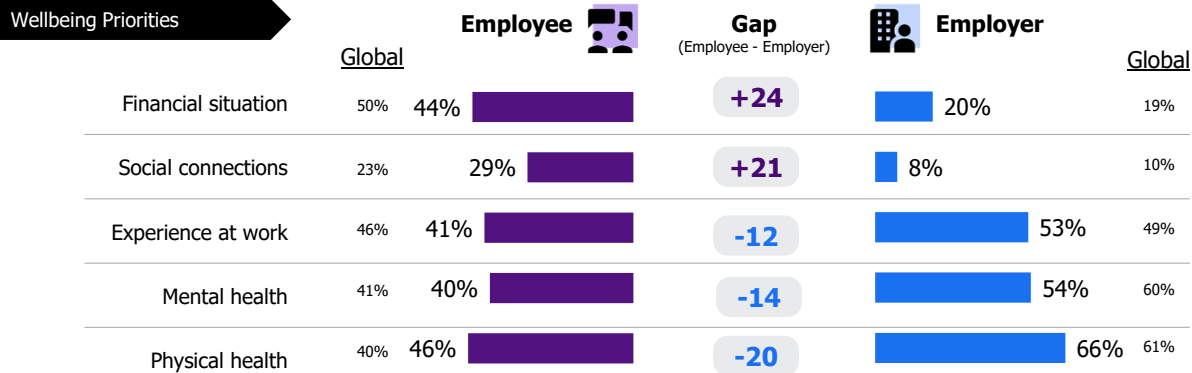
Q: To Which of the following workforce issues is your organization looking to address through its wellbeing program?

Note: Percentages may not sum up to 100% due to rounding

Source: 2026 Wellbeing Diagnostic Survey, Asia Pacific

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Financial Support Is Gaining Much Greater Attention From Employees Than From Employers



Q: Which of the following would you most want your employer to support you with?

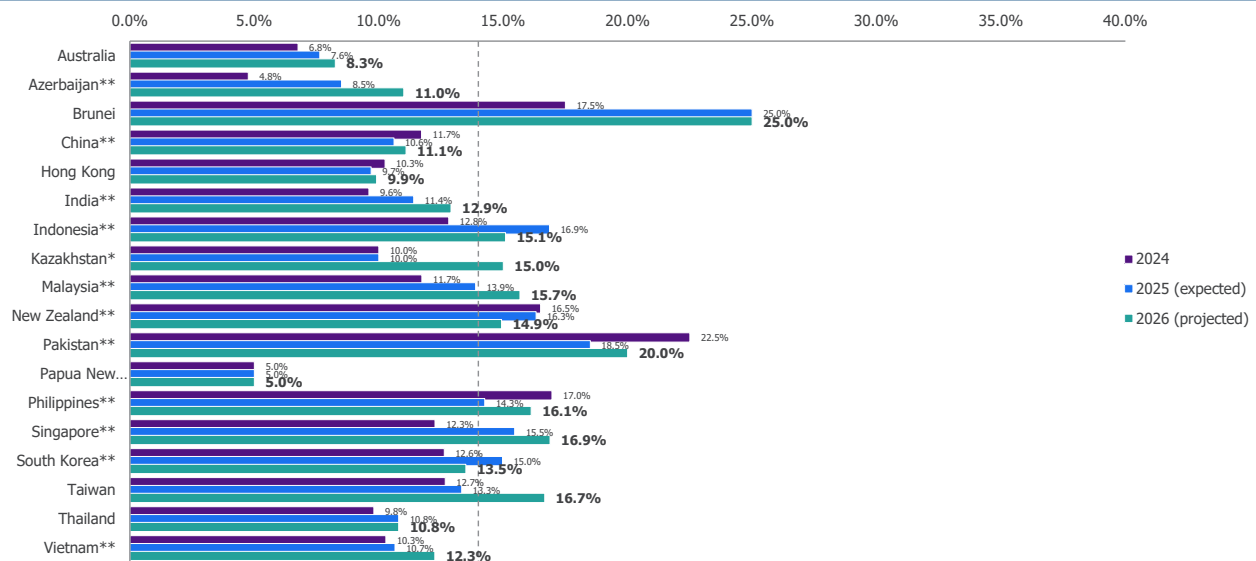
Q: Please rank how your organization will prioritize the following aspects of its wellbeing program over the next two years

Sample: All employees. Note: Percentages indicate ranked top 2

Sources: 2026 Wellbeing Diagnostic Survey, Asia Pacific; 2026 Global Benefits Attitudes Survey, Asia Pacific

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The Medical Trend in Asia Pacific Is Projected to Be Around 14%



*Countries where trend was provided by WTW brokers. **Countries where trend was provided by both insurers and WTW brokers. The trend was calculated by taking an average of the insurer and broker trends.

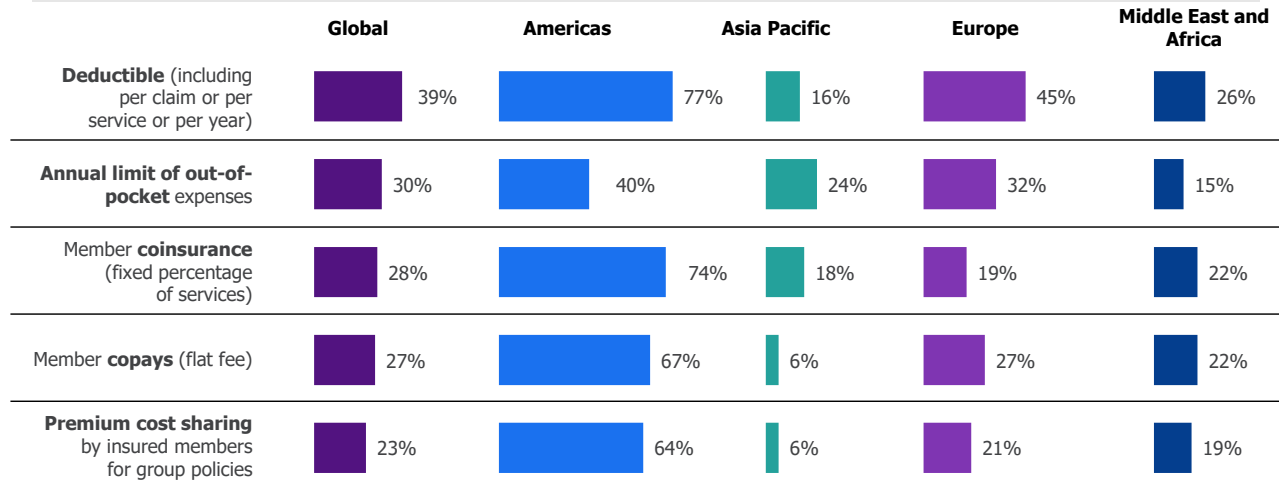
Source: 2026 Global Medical Trends Survey

106

Cost Sharing Is Prevalent in the Americas But Less So in Other Regions

Deductibles and out-of-pocket limits are the most common approach in the products offered globally

How common are the following cost-sharing approaches for the medical products your organization offers?



Note: Percentages indicate "common" and "very common"
Source: 2026 Global Medical Trends Survey

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Job Security and Core Benefits Are Differentiators

Attraction	AP	Global	Retention	AP	Global
Pay	52%	60%	Pay	47%	52%
Job security	39%	42%	Job security	42%	46%
Core company benefits	36%	35%	Working environment	38%	37%
Working environment	35%	33%	Bonus opportunity	33%	<30%
Bonus opportunity	34%	34%	Core company benefits	33%	32%
Flexible work arrangements	32%	36%	Paid time off and leave policies	32%	31%
Career opportunities	32%	32%	People I work with	31%	36%
			Flexible work arrangement	<30%	32%

Q: If you were looking to move to a new job at a different employer, what would be most important to you in selecting one employer over another?
Which are the most important reasons you stay with your current employer?

Sample: All employees. Note: Percentages indicate "top 5"
Sources: 2026 Global Benefits Attitudes Survey, Asia Pacific

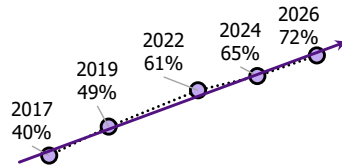
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Benefits Matter More Than Ever for Attraction and Retention



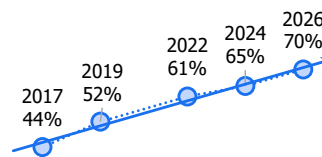
Attraction

My company's benefits package was an important reason I decided to work for my current employer



Retention

My company's benefits package is an important reason I will stay with my current employer



Q: Do you agree or disagree that "my benefits package was an important reason I decided to work for my current employer" and "my benefits package is an important reason I stay with my current employer"?

Sample: All employees. Note: Percentages indicate "agree" or "strongly agree"

Source: Various years of Global Benefits Attitudes Survey, Asia Pacific

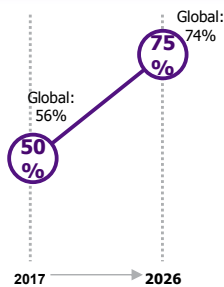
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Employer Investments in Benefits Are Paying Off

What's changed in benefits

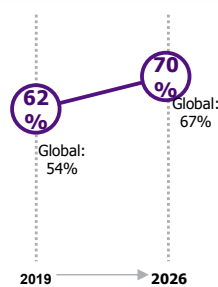
Better communication

I have a very good understanding of my benefits package



More choice

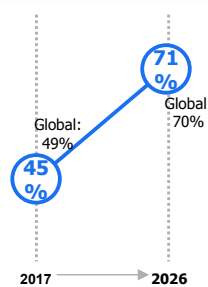
High degree of choice in benefits (ability to change core benefits, voluntary benefits)



The result

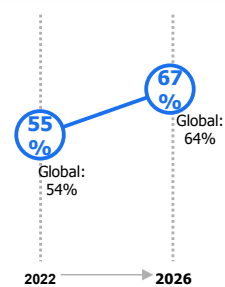
Higher appreciation

Overall, my benefits package meets my needs



Greater trust

My employer gets a better deal than I could get on my own



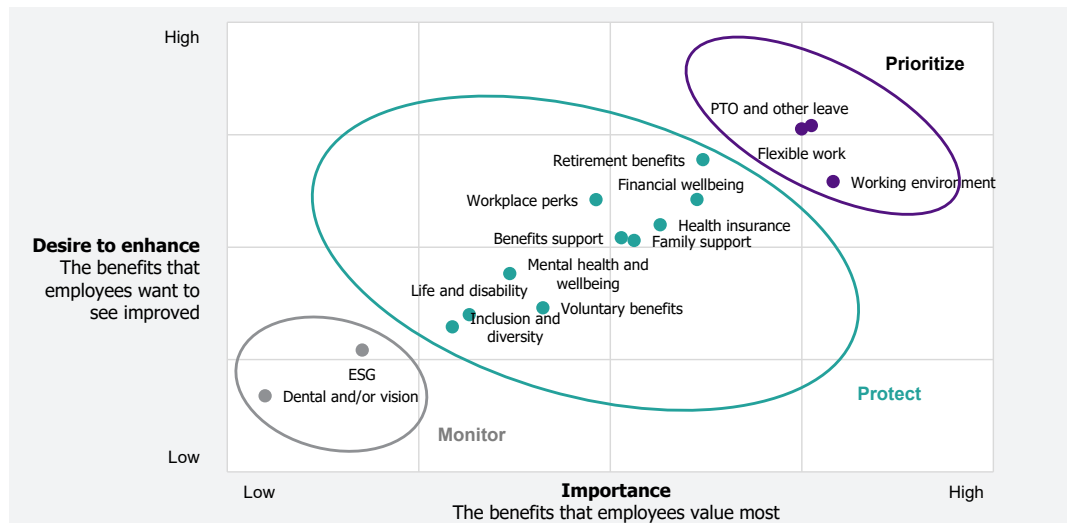
Sample: All employees.

Source: Various years of Global Benefits Attitudes Survey, Asia Pacific

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The Benefits Employees Want and Need



Q: Which of the following types of benefits are most important to you? Which of the following do you most want your employer to improve?

Sample: All employees

Source: 2026 Global Benefits Attitudes Survey, Asia Pacific

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Choice, enhancing core benefits, transparency on costs and digital access are the top priorities employees have for benefits

Employees priorities for benefits

Global	Asia Pacific	Western Europe	CEEMEA	Latin America	North America
Enhanced choice	Enhanced choice	Enhanced choice	Strengthen core benefits	Strengthen core benefits	Strengthen core benefits
Strengthen core benefits	Strengthen core benefits	Strengthen core benefits	Enhanced choice	Enhanced choice	Enhanced choice
Digital access	Digital access	Cost information	Digital access	Digital access	Cost information
Education	Education	Digital access	Education	Education	Digital access
Cost information	On-demand support	Education	Cost information	Cost information	Education

Q: Which of the following areas should your employer focus on to improve how benefits work for you?

Sample: All employees except for Canada and US which are full-time employees only

Source: 2026 Global Benefits Attitudes Survey

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Choice, enhancing core benefits and digital access are the top priorities employees have for benefits

Employees priorities for benefits

Asia Pacific	Australia	China	Hong Kong	India	Japan	Malaysia	Philippines	Singapore	South Korea	Taiwan
Enhanced choice	Enhanced choice	On-demand support	Enhanced choice	Digital access	Enhanced choice	Strengthen core benefits	Strengthen core benefits	Strengthen core benefits	Enhanced choice	Strengthen core benefits
Strengthen core benefits	Strengthen core benefits	Strengthen core benefits	Strengthen core benefits	On-demand support	Digital access	Enhanced choice	Enhanced choice	Enhanced choice	Strengthen core benefits	Enhanced choice
Digital access	Digital access	Education	On-demand support	Education	Cost information	Digital access	Education	Digital access	On-demand support	On-demand support
Education	Education	Digital access	Digital access	Enhanced choice	Strengthen core benefits	Education	Digital access	Cost information	Education	Digital access
On-demand support	Cost information	Enhanced choice	Education	Strengthen core benefits	Education	Cost information	On-demand support	On-demand support	Guidance	Education

Q: Which of the following areas should your employer focus on to improve how benefits work for you?

Sample: All employees.

Source: 2026 Global Benefits Attitudes Survey, Asia Pacific

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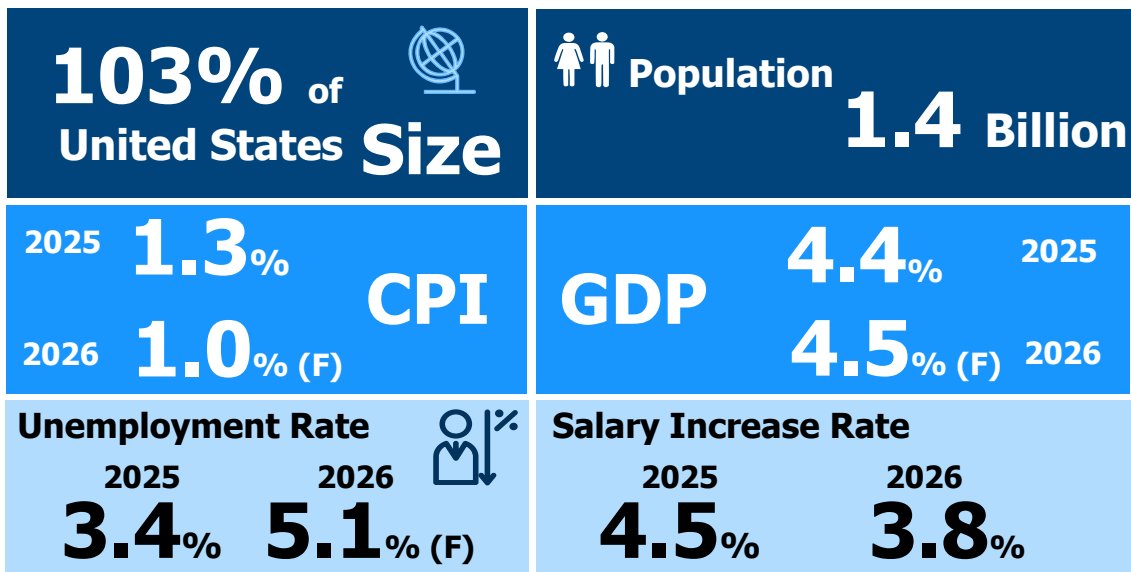
Asia Pacific—Country Overview

China



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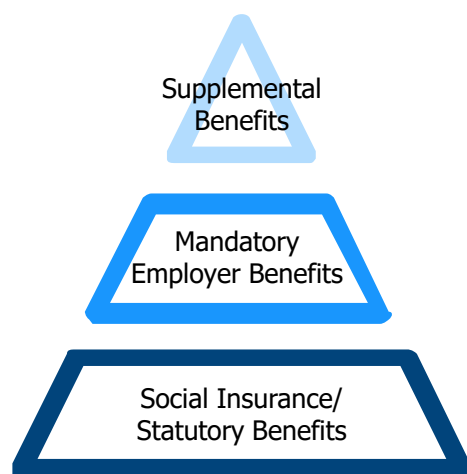
China at a Glance



Source: 2025 Global Salary Budget Planning Survey December Edition Preliminary Data; International Monetary Fund—Real GDP Growth; Statista—Unemployment Rate; ING Economic and Financial Analysis—CPI

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General Benefit Structure



- Risk benefits
- Disability benefits
- Medical benefits
- Maternity benefit
- Paid time off
- Medical checkup

- Paid time off
- Severance pay

- Social insurances
- Housing fund

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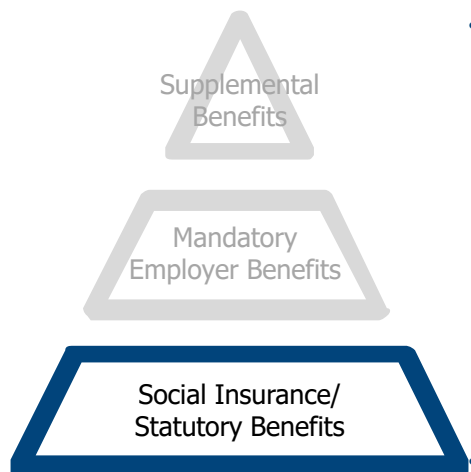
General Benefit Structure

	Statutory/Mandatory	Supplemental Plan
Retirement	Y	N
Severance	Y	N
Medical	Y	Y
AD&D/Life insurance	N	Y
Disability	N (Y for workers' comp)	Y
Housing	Y	N
Time off	Y	Y
Company car/Car allowance	N	N
Mobile phone	N	N
Meals	N	N
Transportation	N	N
Medical checkup	N	Y



118

Social Insurance/Statutory Benefits



- Social Insurance
- Benefit types and contribution:
 - Contributions: Rate varies by jurisdiction; health care contribution might include maternity contribution in some locations
 - Shanghai as an example:

	Total	Retirement	Health Care, including Maternity	Workers' Compensation	Unemployment
Employer	~27%	16%	10%	0.16%~1.52%	0.5%
Employee	10.5%	8%	2%	NA	0.5%

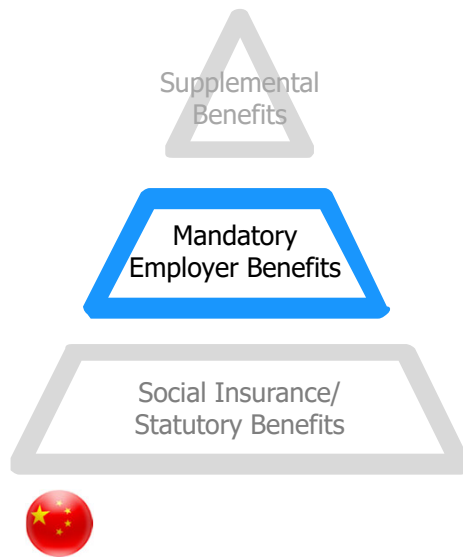
- Covered earnings: Min 60% of prior year's city average and max 3x of prior years' city average earnings (CAE)
- Shanghai 2026 monthly city average salary since July 1, 2026 is CNY 12,434 (USD 1,850) (+1.15% from last year)

Housing Provident Fund

- Contribution rate: Varies by jurisdiction—Min 5% up to 12% and mostly min 5%

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Mandatory Employer Benefits



- Paid Time Off

Type	Annual Leave	Marriage *	Parental *
Day	5~15	3~10	5~20
Type	Medical treatment period leave		
Day	3 ~ 24 months per YOS and Working Career Service (60%~100% pay up to 6 months and 40%~60% pay afterwards per YOS)		
Type	Maternity *	Paternity *	Bereavement
Day	128-178 days	12~30	1~3

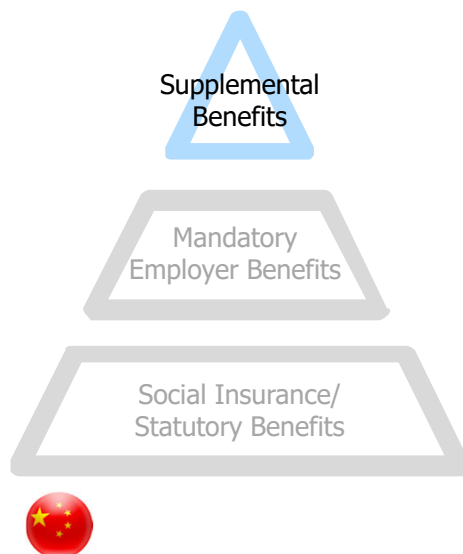
* Differs by jurisdiction

- Severance Pay

- 1 month pay/year (years of service since 2008)
- Capped at 3 times CAE (city average earnings)

120

Company-Sponsored Supplemental Benefits



Market-Prevalent Benefits

Risk benefits

- Funding: Insured
- Life insurance: Fixed amount of CNY 200,000 or 36 months of pay
- AD&D: Fixed amount of CNY 400,000 or 36 months of pay
- Critical illness: CNY 100,000

Medical benefits

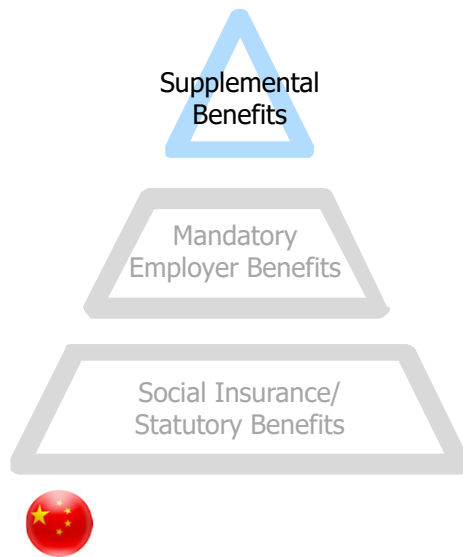
- Funding: Insured
- Not common for employees to contribute for premium
- Inpatient, outpatient, prescription drugs covered
- Common to extend the coverage to dependent spouses and children
- Reimbursement approach: 100% reimbursement
- Inpatient combined with outpatient reimbursement max: CNY 20,000 per year for employee

Maternity

- Funding: Insured
- Only female employees covered
- Reimbursement approach: 100% reimbursement
- Annual limit: CNY 8,000 per year for employee

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Company-Sponsored Supplemental Benefits



Market-Prevalent Benefits

Details

- Annual leave: 12~20 days per years of service
- Sick leave: 12 days per year
- Marriage leave: 13 days
- Paternity leave: 15 days
- Bereavement leave: 2-5 days by relatives

Paid time off

Medical checkup

- Funding: Self-funded
- Annually
- Annual reimbursement amount: CNY 650/year
- Comprehensive consultation with a doctor involving diagnostic tests

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Job Security, Core Benefits and Career Opportunities Are Differentiators

Attraction	China	AP
Pay	39%	52%
Job security	38%	39%
Core company benefits	37%	36%
Career opportunities	35%	32%
Wellbeing and perks	33%	<30%
Bonus opportunity	32%	34%
Job demands	31%	<30%

Retention	China	AP
Pay	40%	47%
Job security	39%	42%
Core company benefits	35%	33%
Bonus opportunity	33%	33%
Career opportunities	33%	<30%
Wellbeing and perks	32%	<30%
Paid time off and leave policies	30%	32%

Q: If you were looking to move to a new job at a different employer, what would be most important to you in selecting one employer over another?
Which are the most important reasons you stay with your current employer?

Sample: All employees. Note: Percentages indicate "top 5"

Source: 2026 Global Benefits Attitudes Survey, China

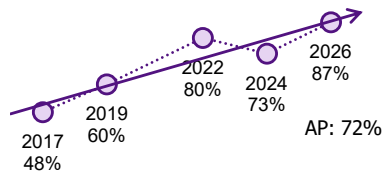
123

Benefits Matter More Than Ever for Attraction and Retention



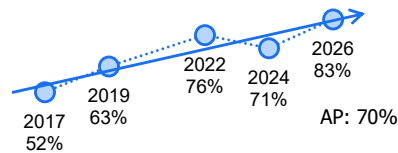
Attraction

My company's benefits package was an important reason I decided to work for my current employer



Retention

My company's benefits package is an important reason I will stay with my current employer



Q: Do you agree or disagree that "my benefits package was an important reason I decided to work for my current employer" and "my benefits package is an important reason I stay with my current employer"?

Sample: All employees. Note: Percentages indicate "agree" or "strongly agree"

Source: Various years of Global Benefits Attitudes Survey, China



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Asia Pacific—Regional Overview

Taiwan



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Taiwan at a Glance

8.5% of California		 Size	 23.9m Population	
2025	1.4%	CPI	3.1% 2025	
2026	1.6% (F)		7.7% (F) 2026	
Unemployment Rate			Salary Increase Rate	
2025	2026		2025	2026
3.3%	3.4% (F)		4.0%	3.4%

Source: 2024 Global Salary Budget Planning Survey December Edition Preliminary Data; International Monetary Fund—Real GDP Growth; Statista—Unemployment Rate; ING Economic and Financial Analysis—CPI



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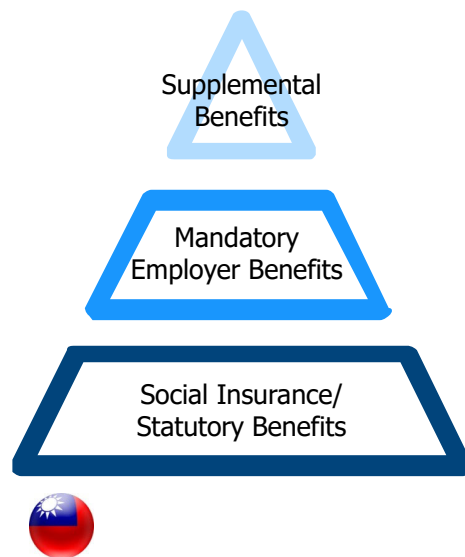
General Benefit Structure

	Statutory/Mandatory	Supplemental Plan
Retirement	Y	N
Severance	Y	N
Medical	Y	Y
AD&D/Life insurance	N	Y
Disability	N (Y for worker's comp)	N
Housing	N	N
Time off	Y	Y
Company car/Car allowance	N	Y
Mobile phone	N	Y
Meals	N	N (Y as tax benefit item)
Transportation	N	N
Medical checkup	Y	Y
Long-service award	N	Y



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General Benefit Structure



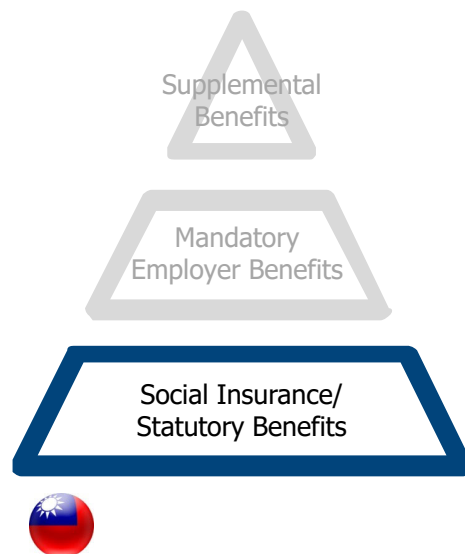
- Paid time off
- Risk benefits
- Hospitalization
- Cancer treatment
- Accidental medical benefits
- Medical checkup
- Mobile phone allowance
- Long-service award
- Training and development program

- Paid time off
- Retirement benefits
- Severance pay
- Medical checkup
- Welfare committee (employees > 50)

- Medical: National Health Insurance
- Labor insurance
- National pension (unemployed)

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Social Insurance/Statutory Benefits



• National Health Insurance

Inpatient	Outpatient	Drugs	Dental	Optical
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– Funding ratio:	Employer 60%	Employee 30%	Government 10%
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– Premium rate: 5.17% (+ 2nd generation NHI premium)

– Average number of covered dependents: 0.57

– Salary cap: NTD 313,000 per month (\$9,780)

• Labor Insurance

Old age	Maternity	Death	Worker's compensation	Unemployment
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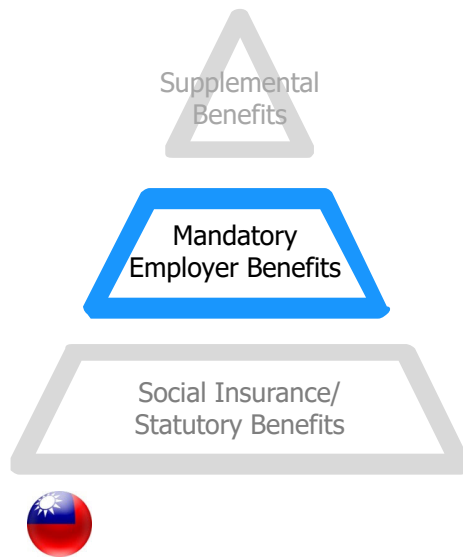
– Funding ratio:	Employer 70%	Employee 20%	Government 10%
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– Premium rate: 2025: 12.5% (+ occupational hazard insurance)

– Insured salary: Min at NTD 29,500 and cap at NTD 45,800 per month (\$920~\$1,430)

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Mandatory Employer Benefits



- Paid Time Off

Type	Annual leave	Sick leave	Menstrual leave
Day	7~30	30 (half pay)	1/month (half pay)
Type	Marriage	Maternity	Paternity
Day	8	56	7
Type	Prenatal	Bereavement	
Day	7	3~8	
Type	Personal	Leave of absence	
Day	14 (no pay)	Min 6 months (parental or illness; no pay)	

- Severance Pay

- 0.5 month pay/year, max 6 months (post-2005)
- 1 month pay/year (pre-2005)

- Advanced Notice

10 days	3 months ≤ service < 1 year
20 days	1 year ≤ service < 3 years
30 days	service ≥ 3 years

- Medical Checkup

Once a year	Age > 65
Once every 3 years	40 ≤ age < 65
Once every 5 years	Age < 40

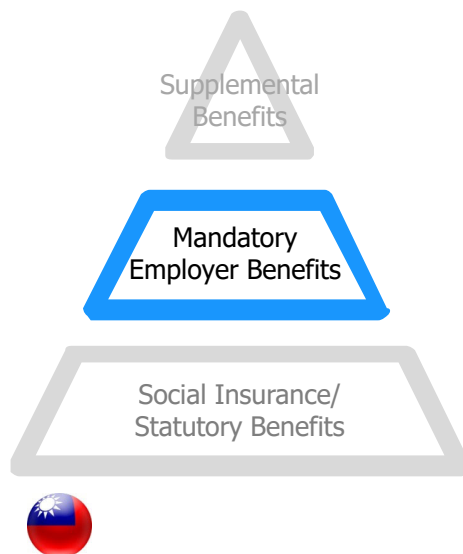
- Welfare Committee

- Set-up: ≥ 50 employees
- Funding

1% ~ 5%	Initial capital
0.05% ~ 0.15%	Monthly revenue
0.5%	Employee salary deduction

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Mandatory Employer Benefits



- Retirement

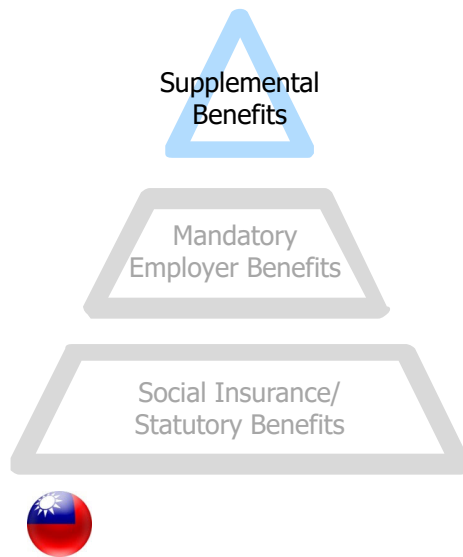
- DC plan Contribution

Employer	Employee
6% (mandatory)	0~6% (voluntary)

- Salary cap: NTD 150,000 per month (\$4,690)
- Managed and administered by government, including investment
- Retirement age: 60
- Annuity or lump sum if contribution years < 15

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Company-Sponsored Supplemental Benefits



Market-Prevalent Benefits

Risk benefits

- Life insurance: Fixed amount NTD 1.5 million or 28 months of pay
- Accidental death and disability: Fixed amount NTD 3,000,000 or 34 months of pay

- Funding: Insured
- Dependents (spouse and children) covered

Hospitalization

- Reimbursement with choice of daily allowance (NTD 2,000/day up to 365 days/year)
- Reimbursable by items: Room and board, doctor visits, miscellaneous service fee, surgical fee

Cancer treatment

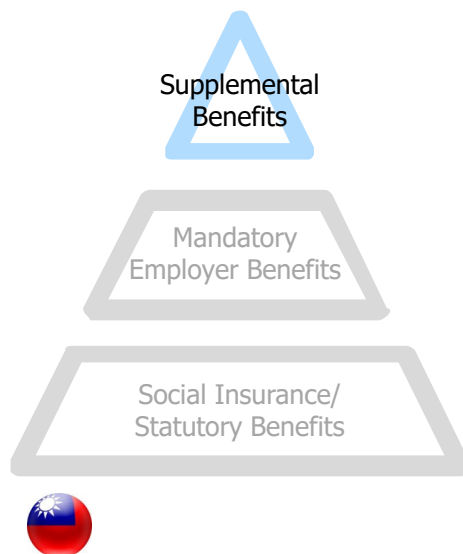
- Funding: Insured
- Dependents (spouse and children) covered
- Daily hospitalization allowance of TWD 2,000 for 365 days
- Coverage: Daily hospitalization payment, daily post-hospitalization payment, radiation therapy, chemotherapy

Accidental medical reimbursement insurance

- Funding: Insured
- Dependents (spouse and children) covered
- Reimbursement at 100% with maximum of TWD 20,000 per disability

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Company-Sponsored Supplemental Benefits



Market-Prevalent Benefits

Paid time off

- Annual leave: 10-30 days
- Funding: Self-funded

Medical checkup

- Same policy for all employees
- Annually
- Reimbursement with maximum amount of NTD 7,000/exam or NTD 3,250/year

Long-service award

- Every 5 years internal, starting at year 5 at NTD 5,000 to NTD 40,000 at year 35

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Bonus Opportunity, Core Benefits and Job Security Are Differentiators

Attraction	Taiwan	AP	Retention	Taiwan	AP
Pay	74%	52%	Pay	66%	47%
Bonus opportunity	51%	34%	Job security	62%	42%
Core company benefits	49%	36%	Working environment	45%	38%
Job security	43%	39%	Bonus opportunity	43%	33%
Working environment	39%	35%	Core company benefits	40%	33%
Job demands	37%	<30%	Paid time off and leave policies	37%	32%
People I work with	34%	<30%	People I work with	34%	31%

Q: If you were looking to move to a new job at a different employer, what would be most important to you in selecting one employer over another?
Which are the most important reasons you stay with your current employer?

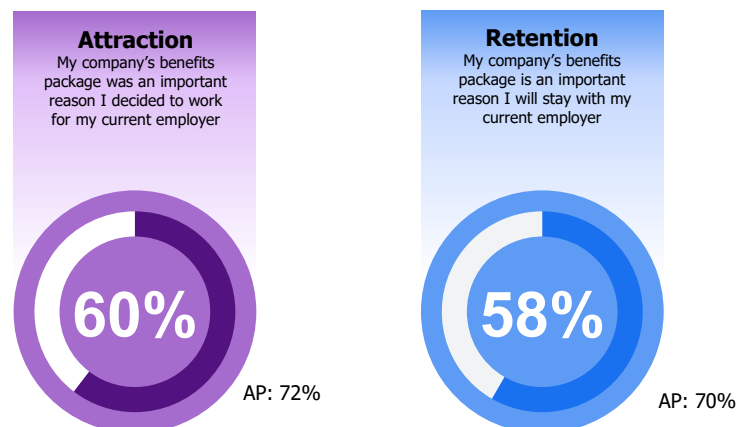
Sample: All employees. Note: Percentages indicate "top 5"

Source: 2026 Global Benefits Attitudes Survey, Taiwan



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Benefits Matter for Attraction and Retention



Q: Do you agree or disagree that "my benefits package was an important reason I decided to work for my current employer" and "my benefits package is an important reason I stay with my current employer"?

Sample: All employees. Note: Percentages indicate "agree" or "strongly agree"

Source: 2026 Global Benefits Attitudes Survey, Taiwan



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Asia Pacific—Regional Overview

Japan



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Japan at a Glance

1.8x Smaller than Texas			Size			123.3m		Population	
2025	1.5%	CPI	GDP	1.2%	2025				
2026	1.5% (F)			0.7% (F)	2026				
Unemployment Rate					Salary Increase Rate				
2025	2.2%	2026	2.6% (F)	2025	3.0%	2026	3.0%		

Source: 2024 Global Salary Budget Planning Survey December Edition Preliminary Data; International Monetary Fund—Real GDP Growth; Statista—Unemployment Rate; ING Economic and Financial Analysis—CPI

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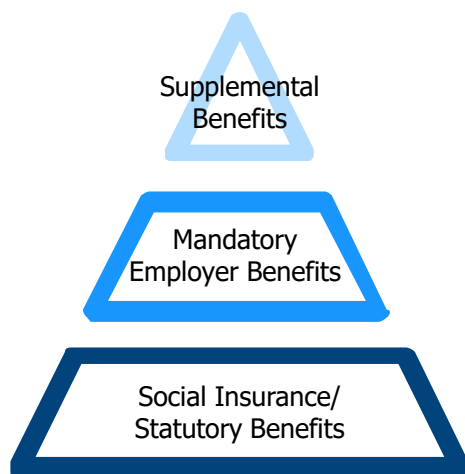
General Benefit Structure

	Statutory/Mandatory	Supplemental Plan
Retirement	Y	Y
Severance	N	Y
Medical	Y	N
AD&D/Life insurance	Y	Y
Disability	Y	N
Housing	N	N
Time off	Y	Y
Company car/Car allowance	N	N
Mobile phone	N	Y
Meals	N	N
Transportation	N	Y



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General Benefit Structure



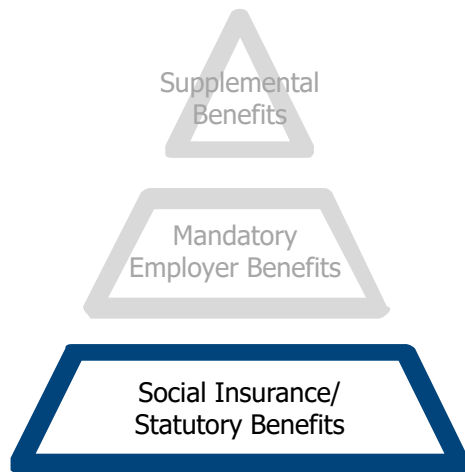
- Retirement
- Medical via employer-sponsored health insurance association (HIA)
- Group life and AD&D
- Savings

- Leave
 - Annual
 - Holidays
 - Maternity
 - Parental and family care

- Social Insurance
 - Retirement (EPI) + welfare (medical-HIP and HIA, LTD/STD)
 - Employment and work injury insurance
 - Nursing care

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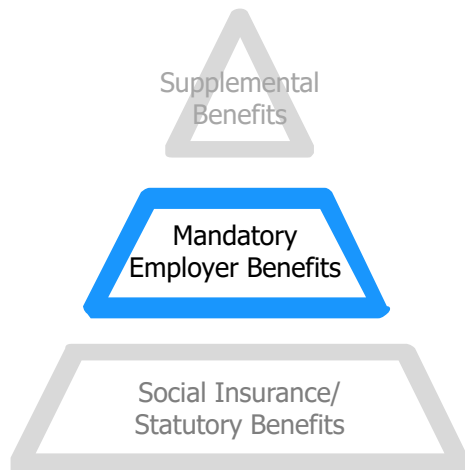
Statutory Benefits Contribution



Program	Employer	Employee	Monthly Earning Limit (JPY)
Employee pension insurance	9.15%	9.15%	650,000
Workers' compensation	0.25 - 8.88%	-	-
Association Kenpo Health insurance program (for example)	4.95%	4.95%	1,390,000
Nursing care insurance	0.865%	0.865%	
Employment insurance	0.6 - 0.8%	0.3 - 0.4%	-
Childcare allowance	0.34%	-	

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Mandatory Employer Benefits

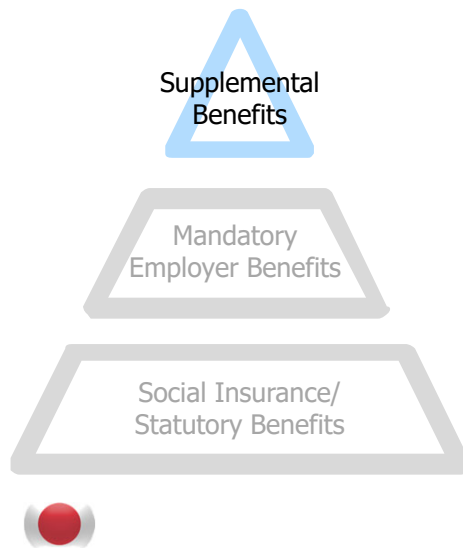


- Paid Time Off

Years of Service	Days of Annual Leave
6 months	10
1 year and 6 months	11
2 years and 6 months	12
3 years and 6 months	14
4 years and 6 months	16
5 years and 6 months	18
6 years and 6 months	20

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Company-Sponsored Supplemental Benefits



Market-Prevalent Benefits

Retirement

- Trending away from final salary plan to points-based plan, cash balance and DC
- Full DB to DC conversions unusual due to low DC limit (JPY 55,000 to increase to JPY62,000 in Dec 2026)
- Supplements to DC plan benefits
 - Cash balance DB plan
 - Additional cash compensation

Risk benefits

- Life insurance: 24 months of pay
- Accidental death and disability: 24 months of pay
- Additional condolence payments are also common

Mobile phone

- Maximum monthly reimbursement amount per employee for personal mobile phone use

Transportation

- Average monthly allowance per employee is about JPY 15,000

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Working Environment, PTO and Team Connections Are Differentiators

Attraction	Japan	AP	Retention	Japan	AP
Pay	83%	52%	Pay	66%	47%
Working environment	59%	35%	Working environment	61%	38%
Paid time off and leave policies	45%	<30%	Job security	49%	42%
People I work with	41%	<30%	Paid time off and leave policies	47%	32%
Flexible work arrangements	40%	32%	People I work with	42%	31%
Job security	39%	39%	Flexible work arrangements	39%	<30%
Job demands	34%	<30%	Job demands	38%	<30%

Q: If you were looking to move to a new job at a different employer, what would be most important to you in selecting one employer over another?
Which are the most important reasons you stay with your current employer?

Sample: All employees. Note: Percentages indicate "top 5"

Source: 2026 Global Benefits Attitudes Survey, Japan

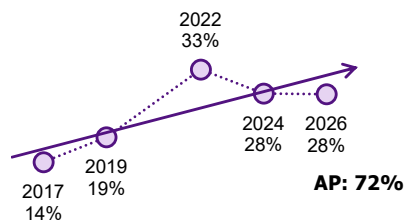
146

Benefits Are Growing in Importance for Attraction and Retention



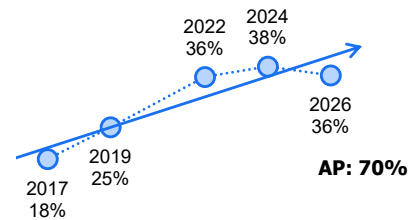
Attraction

My company's benefits package was an important reason I decided to work for my current employer



Retention

My company's benefits package is an important reason I will stay with my current employer



Q: Do you agree or disagree that "my benefits package was an important reason I decided to work for my current employer" and "my benefits package is an important reason I stay with my current employer"?

Sample: All employees. Note: Percentages indicate "agree" or "strongly agree"

Source: Various years of Global Benefits Attitudes Survey, Japan



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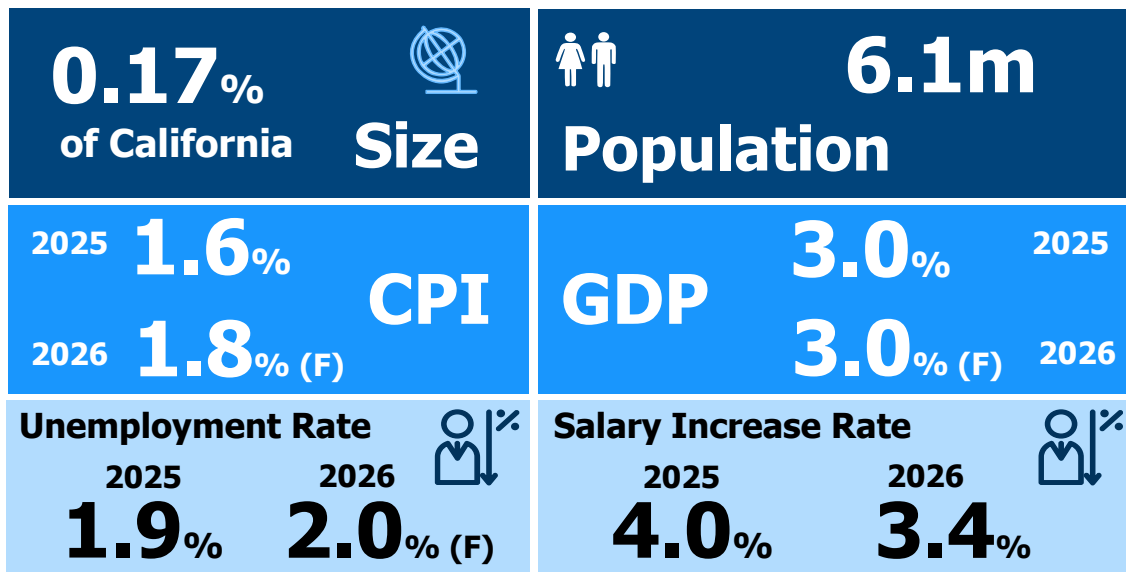
Asia Pacific—Regional Overview

Singapore



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Singapore at a Glance



Source: 2024 Global Salary Budget Planning Survey December Edition Preliminary Data; International Monetary Fund—Real GDP Growth; Statista—Unemployment Rate; ING Economic and Financial Analysis—CPI

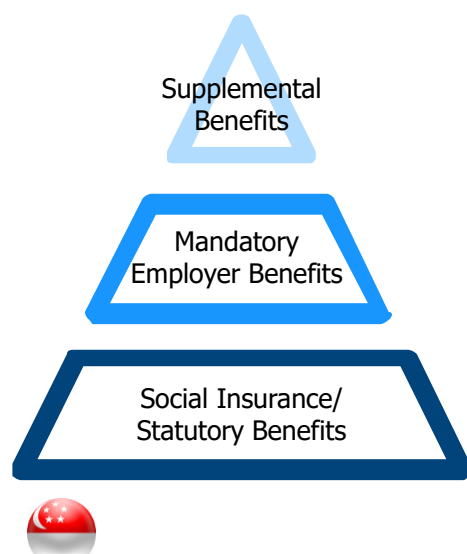
150

General Benefit Structure

	Statutory/Mandatory	Supplemental Plan
Retirement	Y	N
Severance	N	N
Medical	Y	Y
AD&D/Life insurance	N	Y
Disability	N	N
Housing	N	N
Time off	Y	Y
Company car/Car allowance	N	Y
Mobile phone	N	Y
Meals	N	N
Transportation	N	N
Medical checkup	N	Y
Long-service award	N	Y

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General Benefit Structure



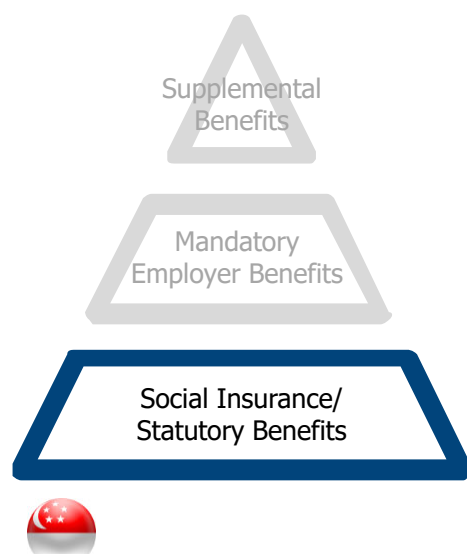
- Risk benefits
- Hospitalization
- Cancer treatment
- Accidental medical benefits
- Medical checkup
- Mobile phone allowance
- Long-service award
- Training and development program

- Paid time off
- Advanced notice

- Ordinary account: Retirement, housing, insurance and investment
- Special account: Old age and investment in retirement-related financial products
- Medisave account: Hospitalization expenses and approved medical insurance
- Retirement account: Created at age 55 for retirement payout

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Social Insurance/Statutory Benefits



• Social Security

Retirement	Health care	Housing	Education	Death	Disability
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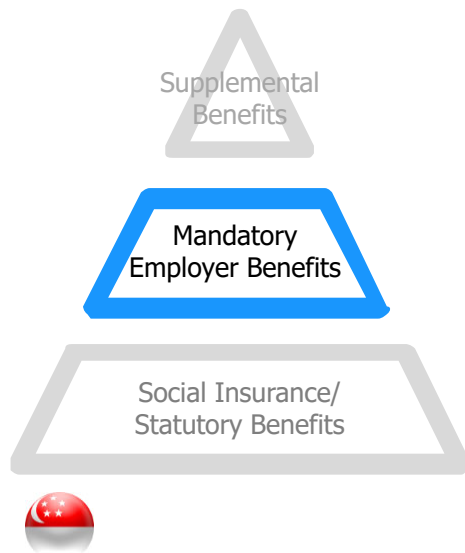
– Contribution rate (stating Jan 1 2026):

Employee's Age	Employer	Employee	Total
<55	17%	20%	37%
55~60	16.5%	18%	34%
60~65	12.5%	12.5%	25%
65~70	9%	7.5%	16.5%
>70	7.5	5%	12.5%

- Original wage cap: SGD 8,000 per month effective January 1, 2026 (\$6,200)
- Retirement age: 64 (effective July 1, 2026)
- Re-employment age: 69 (effective July 1, 2026)

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Mandatory Employer Benefits



• Paid Time Off

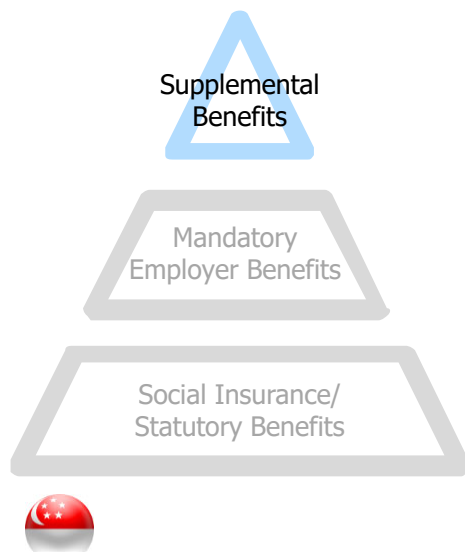
Type	Annual leave	Sick leave	Hospitalization leave
Day	7~14	14	60
Type	Maternity	Paternity	Shared parental
Day	12 weeks (8 weeks paid)/ 16 weeks for SG citizens	4 weeks	10 weeks
Type	Child care	Infant care	Adoption
Day	Age < 7: 6 for SG child/ 2 for non-SG child 7 < age < 12: 2	6 (unpaid)	12 weeks for SG child

• Advanced Notice

1 day	26 weeks ≤ service
1 week	26 weeks ≤ service < 2 years
2 weeks	2 years ≤ service < 5 years
4 weeks	Service > 5 years

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Company-Sponsored Supplemental Benefits



Market-Prevalent Benefits

Risk benefits

- Life insurance: 36 months of pay
- Accidental death and disability: 36 months of pay
- Total permanent disability benefits typically as rider to group life

Hospitalization

- Funding: Insured
- Dependents (spouse and children) covered
- Cap of SGD 20,000 per incident and SGD 100,000 per year
- Covered items: Room and board, surgical fees, consultations, emergency outpatient care and other prescribed fees (services fees and pre-/post-hospitalization expense)

Outpatient

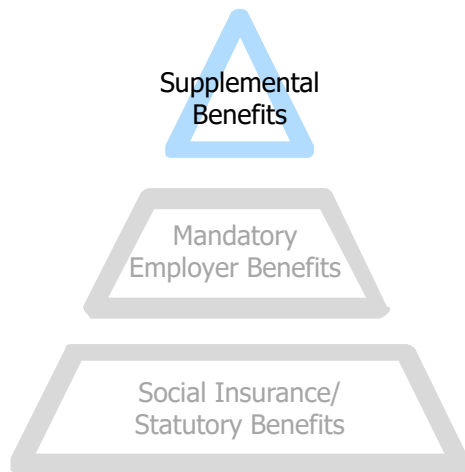
- Funding: Insured
- Dependents (spouse and children) covered
- Panel or non-panel cost differently
- Coverage: General practitioner, specialist, diagnostic fee, prescription of medicines, Chinese medicine practitioner

Major medical

- Funding: Insured
- Dependents (spouse and children) covered
- Reimbursement: 80% with cap of SGD 60,000 per incident

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Company-Sponsored Supplemental Benefits



Market-Prevalent Benefits

Dental

- Reimbursement with max of SGD 400 per year
- Annual leave: 16~21 days per years of service

Paid time off

- Marriage: 3 days
- Compassionate leave for critical illness of a family member: 3 days
- Bereavement leave: 3 days

Medical checkup

- Funding: Self-funded
- Comprehensive
- Annually



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Job Security, Bonus Opportunity and Flexibility Are Differentiators

Attraction	Singapore	AP	Retention	Singapore	AP
Pay	62%	52%	Pay	49%	47%
Job security	43%	39%	Job security	41%	42%
Bonus opportunity	41%	34%	People I work with	40%	31%
Flexible work arrangements	38%	32%	Working environment	39%	38%
People I work with	32%	<30%	Bonus opportunity	36%	33%
Working environment	32%	35%	Flexible work arrangements	32%	<30%
Job demands	30%	<30%	Paid time off and leave policies	31%	32%

Q: If you were looking to move to a new job at a different employer, what would be most important to you in selecting one employer over another?
Which are the most important reasons you stay with your current employer?

Sample: All employees. Note: Percentages indicate "top 5"

Source: 2026 Global Benefits Attitudes Survey, Singapore



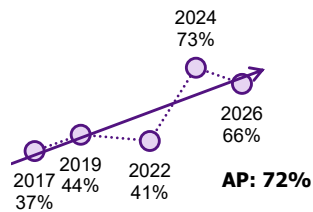
157

Benefits Matter More Than Ever for Attraction and Retention



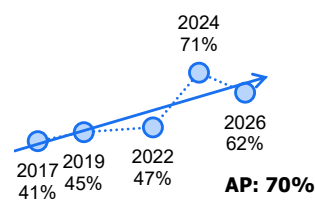
Attraction

My company's benefits package was an important reason I decided to work for my current employer



Retention

My company's benefits package is an important reason I will stay with my current employer



Q: Do you agree or disagree that "my benefits package was an important reason I decided to work for my current employer" and "my benefits package is an important reason I stay with my current employer"?

Sample: All employees. Note: Percentages indicate "agree" or "strongly agree"

Source: Various years of Global Benefits Attitudes Survey, Singapore



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Asia Pacific—Regional Overview

India



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India at a Glance

7 th Largest Country		 Size	 Population		1.47 Billion
2025	4.7%	CPI	GDP	6.9%	2025
2026	4.5% (F)			6.4% (F)	2026
Unemployment Rate			Salary Increase Rate		
2025	2026		2025	2026	
7.9%	5.0% (F)		9.0%	7.7%	

Source: 2024 Global Salary Budget Planning Survey December Edition Preliminary Data; International Monetary Fund—Real GDP Growth; Statista—Unemployment Rate; ING Economic and Financial Analysis—CPI



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Compensation Structure Example

Fixed Compensation	Basic Pay	House Rent Allowance	Fuel Allowance	Leave Travel Allowance	Meal Allowance	Special Allowance
Part of the Flexi Basket						
Distribution (% of Annual Fixed)	40%	20%	INR 10,800-INR 28,800 p.a. depending on size	Reimbursement per employee declaration	INR 26,400 p.a.	Balancing Figure
Retirals	Employer's contribution to PF		Gratuity			
(Statutory Payouts – Mandated by the Government)						
% of Annual Fixed	12%		4.81%			
Benefits	Medical Insurance		Personal Accident Coverage		Term Life Coverage	
(Insurance Coverage)						
						CTC: Cost to Company
						Benefits over and beyond CTC
						
						162

CTC:
Cost to Company

Benefits over
and beyond CTC



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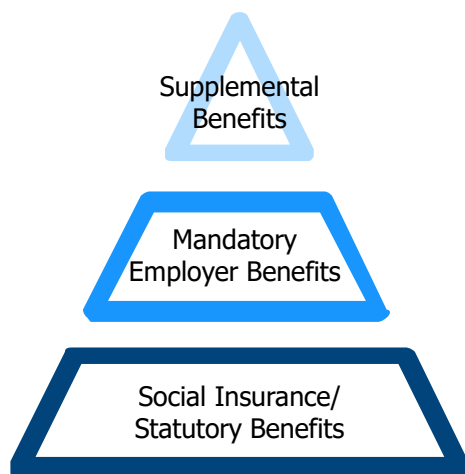
General Benefit Structure

	Statutory/Mandatory	Supplemental Plan
Retirement	Y	Y/N
Severance	Y	N
Medical	Y	Y
AD&D/Life insurance	Y	Y
Disability	Y	Y
Housing	N	N
Time off	Y	Y
Company car/Car allowance	N	N
Mobile phone	N	N
Meals	N	N
Transportation	N	N



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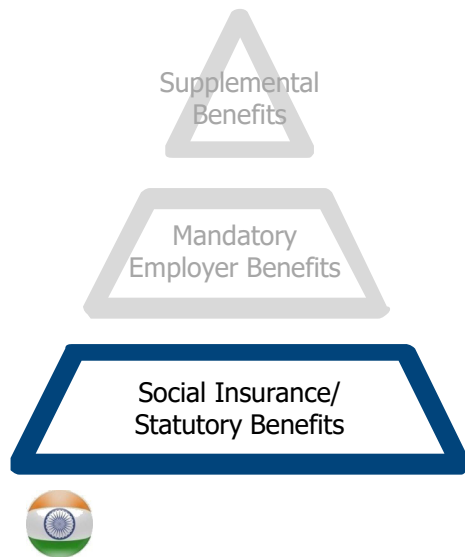
General Benefit Structure



- Health care insurance
- Accumulating sick leave
- Leave encashment
- Life and disability insurance
- AD&D
- Pension
- Senior and top management
 - Car
 - Club membership and perquisites
- Annual leave (22 days in median; varies by states/provinces)
- Gratuity (severance)
- Workers' compensation
- Employee Provident Fund (EPF), Employee Pension Scheme (EPS) and Employee Deposit Linked Insurance (EDLI)
- Sickness benefits (ESI)

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Statutory Benefits Contribution

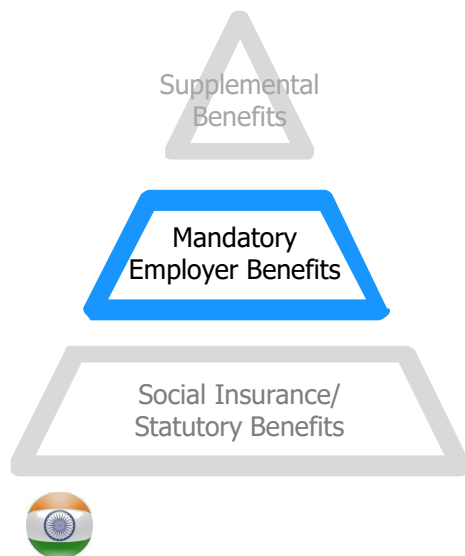


Program	Employer	Employee	Central Government	Monthly Earning Limit (INR)
Employees' Provident Fund	3.67%	12.00%	-	15,000
Employees' Pension Scheme	8.33%	-	1.16%	
Employees' State Insurance	3.25%	0.75%	-	21,000
Employees' Deposit Linked Insurance	0.5%	-		15,000

Under the Code on Wages, "wages" must now be at least 50% of total remuneration, which pushes up basic salary for many employees and indirectly increasing EPF outflows

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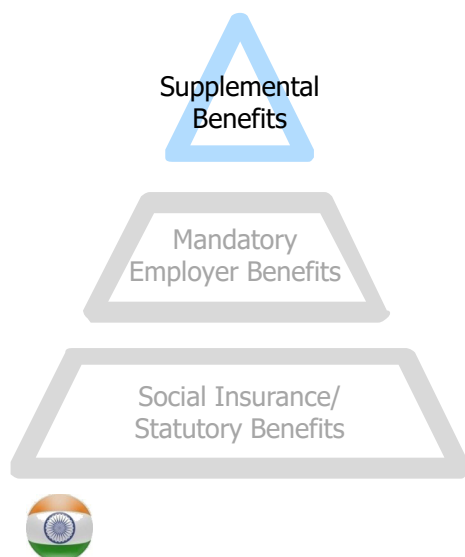
Mandatory Employer Benefits



- Gratuity (severance)
 - DB liability
 - ER average cost of 4%
 - May be funded via insurance company
 - Benefit: Covered earnings x years of service x 15/26
 - Maximum tax-free amount is INR 2,000,000 in private sector
 - Vesting starts at 5 years of service
 - Based on "Wage" ("wages" must now be at least 50% of total remuneration, which pushes up basic salary for many employees and indirectly increasing gratuity benefits)
- Annual leave median is 22 day and varies by provinces
- Workers' compensation for disability and survivors' benefits

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Company-Sponsored Supplemental Benefits



Market-Prevalent Benefits

Risk benefits

- Life: 36 months of pay
- Accidental death and disability: 36 months of pay

Medical

- New generation companies tend to offer full health insurance
 - Inpatient: Overall annual insured sum ranges between INR 300,000 and INR 500,000
 - Outpatient: Under taxation rules, health premiums/reimbursement up to INR 15,000 per annum are tax-deductible
- Large companies provide preventive initiatives
 - Majority provide annual comprehensive health check; reimbursed up to INR 4,000 (median)
- Dependent coverage common, including parents
 - Companies trying to limit costs by limiting number of dependents (4-5)

Medical checkup

- More commonly integrated with health plan (vs. standalone)
- Differs by age or years of service
- Comprehensive annual checkup
- Reimbursement or maximum amount (5,000 INR)

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Career Opportunities and Flexibility Are Differentiators

Attraction	India	AP	Retention	India	AP
Job security	47%	39%	Job security	43%	42%
Pay	44%	52%	Pay	39%	47%
Career opportunities	43%	32%	Working environment	39%	38%
Flexible work arrangements	37%	32%	Career opportunities	36%	<30%
Working environment	36%	35%	People I work with	31%	31%
Bonus opportunity	31%	34%	Flexible work arrangements	31%	<30%
Core company benefits	30%	36%	Bonus opportunity	30%	33%

Q: If you were looking to move to a new job at a different employer, what would be most important to you in selecting one employer over another?
Which are the most important reasons you stay with your current employer?

Sample: All employees. Note: Percentages indicate "top 5"

Source: 2026 Global Benefits Attitudes Survey, India



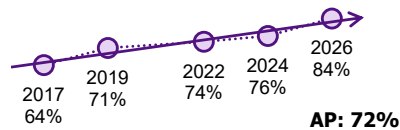
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Benefits Matter More Than Ever for Attraction and Retention



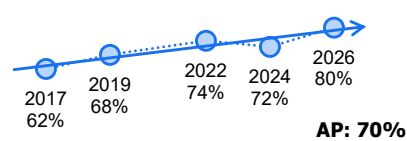
Attraction

My company's benefits package was an important reason I decided to work for my current employer



Retention

My company's benefits package is an important reason I will stay with my current employer



Q: Do you agree or disagree that "my benefits package was an important reason I decided to work for my current employer" and "my benefits package is an important reason I stay with my current employer"?

Sample: All employees. Note: Percentages indicate "agree" or "strongly agree"

Source: Various years of Global Benefits Attitudes Survey, India



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Other Countries in Asia Pacific



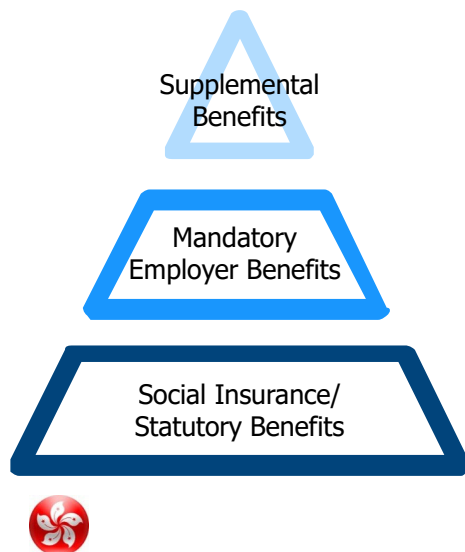
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Additional Countries at a Glance

Country	Population (million)	Unemployment Rate	Local Currency	Forex Rate (LC:1.00 USD)	GDP PPP (USD Billions)	GDP per Capita (USD PPP)	Inflation Rate (%)
Hong Kong	7.7	3.2%	HKD	7.8	~620	~83,000	2.2%
Malaysia	34.3	3.6%	MYR	4.6	~1,280	~37,000	2.5%
Philippines	117.3	4.4%	PHP	56.0	~1,480	~12,500	3.5%
South Korea	51.8	3.1%	KRW	1,330	~2,900	~56,000	2.3%
Thailand	71.8	1.1%	THB	36.0	~1,500	~21,000	1.5%
Vietnam	98.9	2.2%	VND	24,800	~1,650	~16,500	3.2%
Australia	26.4	4.3%	AUD	1.50	~1,850	~68,000	3.0%

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General Benefit Structure—Hong Kong



- Supplemental death and disability, medical benefits
- ORSO scheme without MPF exemption
- MPF with voluntary employee contributions

- Annual leave (up to 14 days) and maternity leave (14 weeks paid, last 4 subsidized by government); 5 days of paid paternity leave
- Long-service payments on termination
- 2/3 monthly pay x YOS
- Mandatory Provident Fund (MPF)
- MPF—Exempt Occupational Retirement Schemes Ordinance (ORSO) scheme; historically DB and most closed to new entrants

- Minimal social security benefits, means-tested
- Public health care system managed by government
- No EE/ER contributions for social security benefits
- Workers' compensation is fully paid by the employer

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Retirement—Hong Kong

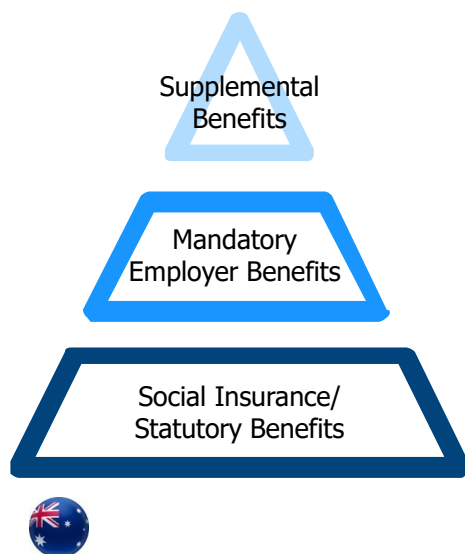
- **Mandatory Provident Fund (MPF)**

- Enacted in 1995; implemented in 2000
 - Existing ORSO members and new employees had a one-time option to choose between the MPF-exempted ORSO scheme and an MPF scheme
 - Where an ORSO scheme had not been granted MPF exemption, both existing and new employees must join an MPF scheme
- Defined contribution (DC)
 - Mandatory enrollment
 - Contribution equal to 5% of relevant income for employee and employer
 - Maximum contribution salary: HKD 30,000/month (effective June 2014)
 - Employee investment choice within a range of investment portfolios
- Typically richer plans for multinational companies
 - 5% EE/ER mandatory contributions
 - ER median top-up contribution is usually 4.5%



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General Benefit Structure—Australia



- Supplemental retirement and health care provisions are uncommon
- Group life
- Various perquisites and allowances (company cars, educational assistance, mobile phones, etc.)

- Superannuation Guarantee (SG) for retirement
- National Employment Standards (NES) for PTO and termination
- Public holidays (10 days)
- Maternity/Parental leave (26 weeks govern-funded from July 1, 2026; up to 12 months)
- Housing and Transportation

- Social Security from general tax revenue
- Medicare (all residents) from 2% EE payroll tax, general revenue and Insurers
- Pharmaceutical benefits scheme

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Retirement—Australia

Social Insurance

- Funded from General Revenue
- Means-tested

Mandatory Severance and Retirement

- 4 to 16 weeks from 1 year to 9 years
- Up to 12 weeks for 10 years of service and over

Company-Sponsored Pension

- Mandatory Superannuation Guarantee (SG) paid each payday, and SG must reach the employee's fund within 7 business days of payday
- ER contributions (12%)
- EE investment choice
- Contribution tax limits



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General Benefit Structure—Malaysia

Supplemental Benefits

Mandatory Employer Benefits

Social Insurance/Statutory Benefits



- Retirement plans
- Life and accident insurance (36 months)
- Medical; level varies by employee group
- Various allowances and perquisites (cars, mobile phones and educational assistance)
- Additional sick time

- Severance
 - 10 to 20 days depending on YOS
- Various leaves
 - 8 to 16 vacation days
 - 14 to 22 sick days
 - 60 days maternity
- HR Development Fund
 - Up to 1% ER contribution
 - Training for employees
- Medical for foreign workers

- Employees Provident Fund (Old Age Pension)
- Various "accounts"
 - Retirement
 - Housing/medical/etc.
- Social Security Organization (SOCSO)
 - Death, invalidity (disability) and injury (workers' compensation)
- Contribution EPF
 - ER: 12%(13% for low earners)
 - EE: 11%
 - EPF cut in half at 60
 - EPF mandatory for foreign workers at 2% ER/EE from Oct-2025

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Retirement—Malaysia

Employees Provident Fund

- Mandatory
- Account 1
 - 70% of contributions
 - Intended for retirement and death benefit
 - Full withdrawal allowed at age 55
- Account 2
 - 30% of contributions
 - Can be used for housing, education, health and medical purposes
 - Full withdrawal allowed at age 50, or can transfer to age 55 acct.

Employer-Sponsored Plans

- Voluntary
- More common among multinationals and large domestic companies
- EPF allows tax-deductible contributions up to 19%
- DC more prevalent
 - Mostly ER contribution only
 - Average rate of 3%-4%
 - Common to use EFP as funding vehicle



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General Benefit Structure—Philippines

Supplemental Benefits

- Typically retirement to cover mandatory benefit
- Typically medical and risk benefits
- Various allowances and perquisites (meals and cars)
- Vacation (median is 15 days total incl. mandatory 5 days)
- Additional sick time and leaves

Mandatory Employer Benefits

- Severance
- Retirement
- Leave (5 days)
- Public holidays (10 days payable)
- 60 days of maternity
- 13th month of pay
- Onsite medical and dental services

Social Insurance/Statutory Benefits

- Social security (SS) (retirement, death, disability, etc.)
- Welfare (medical, long- and short-term disability)
- Contributions: SS and Welfare
 - ER: 10%
 - EE: 5%
- Pag-IBIG (Housing Development Mutual Fund)
 - ER: 2%
 - EE: 1%-2% based on pay



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Retirement—Philippines

Social Insurance

- Covers all private sector employees
- Employer and employee contributions via social security
- Managed by government
- Monthly payment on retirement
- Maximum monthly salary credit increased to PHP 35,000 in 2026

Mandatory Severance and Retirement

- Severance
 - ½ to one month of payment per year of service
 - Lump sum
- Retirement
 - Normal retirement: Age 60
 - One month of pay per year of service
 - Lump sum
 - Recently upgraded plans provide one and two months of final pay per year of service

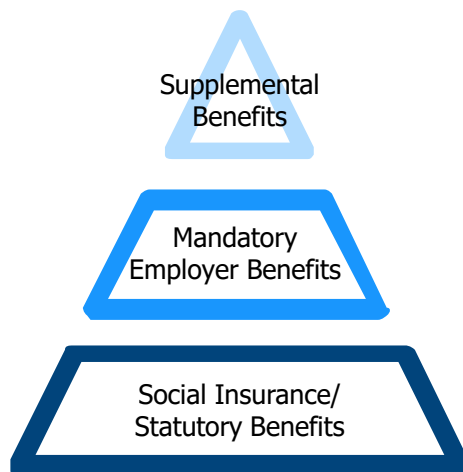
Company-Sponsored Pension

- Often designed to cover mandatory benefits
- May offer benefit greater than mandatory
- More common among multinationals and large domestic companies
- DB more prevalent
- Rare to offer annuity plan



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General Benefit Structure—Korea



- | | |
|---|---|
| <ul style="list-style-type: none"> • Supplemental retirement • Supplemental life, AD&D and sick leave benefits • Private supplemental medical coverage | <ul style="list-style-type: none"> • Various Allowances <ul style="list-style-type: none"> – Car program – Meals – Mobile phone – Education – Service awards |
| <ul style="list-style-type: none"> • Annual leave <ul style="list-style-type: none"> – 15 to 25 days – 12 holidays • Other leave entitlements <ul style="list-style-type: none"> – Female health and nursing | <ul style="list-style-type: none"> – Family care – Maternity/paternity • Severance (SPS), EBRSA DB and DC plans |
| <ul style="list-style-type: none"> • Social insurance <ul style="list-style-type: none"> – Retirement – Medical – Unemployment benefit | <ul style="list-style-type: none"> – Workers' compensation – Death/disability |



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Retirement—Korea

Social Security (National Pension Scheme)

- Contributions
 - ER: 4.75%
 - EE: 4.75%
- Monthly pension on retirement
- At least 10 years of coverage required
- Retirement between age 55 and 60 (increasing to age 65 by 2034)
- Minimum wage KRW 2,156,880 per month effective 1 January 2026

Mandatory Severance Pay System (SPS)

- DB or DC (funded)
- Lump sum equal to employee's average earnings over 3 months preceding dismissal/retirement x years of service (minimum benefit)
- Interim withdrawals permitted until 2012
- Tax incentives diminishing

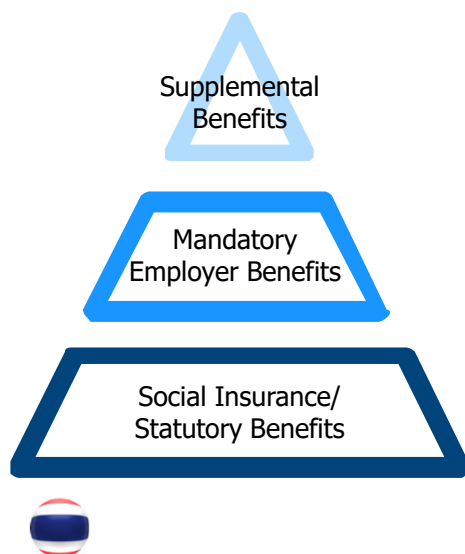
Employer-Sponsored Plans

- Voluntary
- ERBSA effective Dec 1, 2005, impacting SPS
 - A new plan can be either DB or DC



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General Benefit Structure—Thailand



- Provident fund
- Medical insurance
- Life, accident, TPD (24 months)
- Car plan (top management)
- Additional sick and annual leave

- Severance
- Public holidays (13 days)
- Time off
 - 6 days of leave
- Sick leave: 30 days
- Maternity: 120 days
- Paternity: 15 days

- Retirement, accident, illness, disability, death, etc.
- Contributions: Retirement; cash sickness, death, disability, maternity benefits; unemployment; workers' comp.
 - ER: 5% and EE: 5%
 - Subject to min/max of THB 17,500 starting Jan 1, 2026

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Retirement—Thailand

Social Insurance

- DB plan
- Contributions:
 - EE: 3%
 - ER: 3%
 - Subject to salary ceiling (THB 17,500/month)
- Monthly pension or lump sum

Mandatory Severance

- Severance pay rate depends on length of service (at least 4 months)
- Up to 10 months of pay
- Employee Welfare Fund—Upcoming starting Oct 1, 2026
 - Companies with ≥ 10 employees
 - % ER and 0.25% EE contributions
 - Purpose for short-term separation and retirement bugger

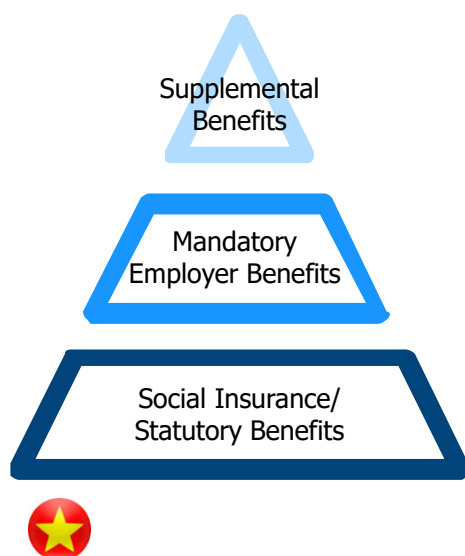
Provident Fund (Private)

- DC plan
- Voluntary (for most)
- Contributions vary depending on length of service (median):
 - ER: 5%-7%
 - EE: 5%-8%
 - Employees are allowed to contribute at a higher rate than their employer
- Managed by financial institutions
- Tax-effective



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General Benefits Structure—Vietnam



- Life, disability, AD&D
- Voluntary unemployment insurance
- Medical
- Allowances (meals, mobile phone, education)

- Severance, workers' compensation
- Annual leave (12 days) after 1 YOS; increased by 1 day for every subsequent 5 YOS
- Other leaves
 - Maternity: 6 months
 - Child care: 15-20 days
 - Marriage: 3 days

- Retirement, death, disability, accident, health care, unemployment, workers' compensation
- Contributions:
 - ER: 21.5%
 - EE: 10.5%
 - Salary cap = VND 46.8 million

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Retirement—Vietnam

Social Security

- DB plan
- Contributions:
 - ER: 14%
 - EE: 8%
 - Government: 1%
 - Subject to ceiling
- Monthly pension

Mandatory Severance

- Severance
 - ½ month of salary x years of service
 - One month of salary x service for restructuring



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Key Takeaways

- APAC talent remains cautious, with more employees staying but feeling **disengaged** or “**stuck**”
- Pay, job security, **core benefits** and **flexibility** continue to drive attraction and retention
- **AI** and **hybrid work** are reshaping employee expectations and workforce strategy
- Benefits strategies are balancing **talent priorities** with **rising costs** and **budget pressures**
- Employers are prioritizing **choice**, **digital access**, **analytics** and **stronger vendor value**
- Wellbeing strategies must better address **financial stress**, **burnout** and **escalating medical costs**
- Benefits investment is generating stronger **employee understanding**, **trust** and **appreciation**

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Session Evaluation



Legislation Update

Australia/Victoria: Statutory Entitlement to Work From Home Two Days Per Week

The Victoria state government has announced its intention to amend the state's Equal Opportunities Act to provide employees with a legal entitlement to work from home (WFH) two days per week, where practicable. If approved, Victoria would appear to be the first jurisdiction in the world to establish an enforceable statutory right to WFH, rather than a right to request a WFH arrangement. The legislation was introduced in parliament on June 16, 2026, and is targeted to come into force September 1, 2026, for companies with 15 or more employees; July 1, 2027, for smaller companies

The government has yet to release draft legislation, providing instead only broad parameters for how the right would apply as follows:

- All eligible employees whose work could 'reasonably' be performed from home would be entitled to WFH two days per week. This is primarily expected to apply to office-based workers
- Roles that couldn't reasonably be performed from home would be excluded, including work where the employee's physical presence is required (such as manufacturing, retail, hospitality); where there are legitimate business reasons (such as client-facing roles or work of a confidential nature); or where the employee does not have a suitable WFH set-up
- Employers would only be able to refuse requests for documented, legitimate business reasons

The government has not indicated whether employers would be responsible for covering the associated expenses, such as the provision of equipment (laptop, monitor, desk, chair etc.) and employee costs for internet, mobile phone use, electricity etc.

Implications:

- According to the Victoria government, 36% of employees already WFH at least part-time, and 60% of professionals WFH on a regular basis. Among companies surveyed across Australia by WTW, 62% have a formal WFH policy as well as employees who permanently work remotely. For those employees, 41% of organizations cover recurring costs associated with remote work, primarily internet connections and mobile phone subscriptions
- Impetus for the proposal stems from a large public opinion poll published in October 2025, with 74% of respondents (employees) indicating the right was 'extremely' important to them. Unsurprisingly, businesses are less enthusiastic. As the bill appears likely to become law, employers should use this time to prepare for the legislation coming into force

Employer action code: Act



China: New Protections for Employees Working Beyond Retirement Age

The Ministry of Human Resources and Social Security and other government agencies have issued Interim Provisions on protecting the rights and interests of employees who work beyond social security normal retirement age (NRA). Currently, employment of such workers is primarily regulated by the Civil Code rather than existing labor and social insurance laws. The government's aim is to formalize the employment of older workers—By standardizing market practices, strengthening protections for senior workers (including pay, safety, and injury coverage), and supporting the broader policy direction of delayed retirement

The provisions for employees who continue to work past NRA take effect on July 1, 2026, and include the following:

- Employers must enter into a written agreement setting out the rights and obligations of both parties. As of 2026, NRA is 60 and three months for men, 55 and three months for women in salaried positions, and 50 and six months for women who are wage earners; NRA is gradually increasing through 2040 until reaching age 63 for men, age 58 for women in salaried positions and age 55 for women who are wage earners
- Agreements must specify, among other things, salary or wages, including the calculation method and payment dates (which must be at least monthly). Pay may not be lower than the minimum wage. Employees must be enrolled in workers compensation insurance, but any coverage by other social security programs is left to employer and employee agreement
- Employers must comply with applicable laws and regulations on working hours, including overtime, rest periods, and statutory annual leave and public holidays
- Employers must assign job duties and responsibilities that are appropriate to the employee's skills, experience and physical ability as well as provide the necessary workplace safety and occupational health training. Employers must not assign such employees to hazardous work, and overtime should be limited

Implications:

- The 2026 regulation significantly reshapes corporate hiring of retirees by shifting it from a loosely managed, low-cost arrangement to a more regulated and compliance-driven framework—Requiring formal contracts, enhanced worker protections (including pay, safety, and injury coverage), and greater employer accountability—While prompting employers to strengthen contract standardization, risk management, and multi-generational workforce planning
- According to government data, China's population aged 60 and above had reached 324 million at the end of 2025, representing 23% of the country's total population. The government does not publish data on the percentage of workers who continue to work past NRA, but traditionally working past NRA appears to occur primarily in rural areas, agricultural work and self-employment. However, the working age population has been declining for over a decade, which should in theory result in increased demand for workers as the supply of workers shrinks. Employers should review any existing agreements or arrangements for workers nearing or working past NRA as well as workforce management policies on the employment of older workers

Employer action code: Act

For further information please consult the full [Global News Brief](#)



China: New Notice Requirements for Dismissal in Beijing and Tianjin

The municipal authorities of Beijing and Tianjin recently enacted measures to strengthen the influence of the All-China Federation of Trade Unions on labor relations within enterprises. In both locations, the measures expand on existing provisions of the Labor Contract Law (LCL) that require employers to provide advance notification to unions of their intent to terminate employment contracts unilaterally

Key details:

- As noted above, the notification requirement is not new, but the LCL does not stipulate a specific notice period or include provisions for circumstances where there is no union presence (in principle, unions should be present in all workplaces). Therefore, observance of the notice requirements has varied significantly. Under the new guidelines issued jointly by the authorities and unions in Tianjin, and implementation of the Trade Union Law by the municipal government of Beijing, the notice period has been defined as five working days. Notice of intent to dismiss one or more employees should include the basis for termination
- There is no requirement to obtain the union's permission to effect individual dismissals, but unions can challenge dismissals as improper. In the event of a challenge, employers must consider the union's objections and formulate a written response to the union addressing the issues raised
- In Beijing, the new notification requirements are effective May 1, 2026; in Tianjin, March 4, 2026

Implications:

- The urban unemployment rate is 5.2% overall as of March 2026, however, the rate for people age 16-24 is three times the overall rate. The rate is 7.7% for workers age 25-29. In March, delegates to the National Party Congress approved language in the government's annual 'work report' to prioritize job creation due in part to concerns about unemployment and job opportunities for recent graduates. Employers should review their practice on union notification to ensure compliance with the new requirements

Employer action code: Act



Hong Kong: Covered Earnings Increase for Mandatory Provident Fund

The Mandatory Provident Fund Schemes Authority (MPFA) is expected to propose an increase in the covered earnings ceiling for employee and employer MPF mandatory contributions. The value of MPF benefit accruals has been gradually eroded by inflation as the ceiling on covered earnings has not kept pace with income increases. The monthly ceiling started at HKD 20,000 at the MPF's inception in 2000. It was increased in 2012 to HKD 25,000 and then HKD 30,000 in 2014. According to OECD projections, net retirement income from the MPF is estimated to replace 43%/40% (male/female) of preretirement net earnings, for an employee who is a new entrant to the workforce and whose earnings match the national average. This compares to an average replacement ratio of 63% for OECD countries

Key details:

- The MPFA recently engaged with the various stakeholders as part of its regular four-year review, finding an overwhelming consensus that both the minimum and maximum earnings thresholds for mandatory contributions should be revised to reflect the increases in prices and wages over the past decade. The MPFA is expected to propose significant increases in these amounts when it provides a full report of the review and its recommendations to the government in mid-2026. It has been suggested that the MPFA is considering an increase in the monthly earnings ceiling to HKD 40,000 and an increase in the lower threshold to HKD 10,500 (up from HKD 7,100); workers with monthly earnings below the lower threshold are not subject to mandatory MPF contributions, but their employers are

Implications:

- An increase in the earnings ceiling would raise MPF mandatory contributions related to employees earning over HKD 30,000 per month, though employers that have existing arrangements for making voluntary employer MPF contributions (in most arrangements, there is no cap on covered earnings) may be less affected
- It is worth noting that the increase in the monthly earnings ceiling could affect employer costs in other ways. For example, employees are automatically fully vested immediately in mandatory employer MPF contributions but not in voluntary employer contributions, which are typically subject to a 10-year vesting schedule. Also, companies are permitted to reduce their liability for mandatory Long Service Payments (LSPs) for retirement and involuntary termination by any voluntary MPF contributions they make; if mandatory MPF contributions increase then voluntary MPF contributions will automatically decrease, which would then reduce the available offset to LSPs (i.e., increase LSP liabilities)
- Employers should review the potential financial impacts, in terms of contribution costs and accounting provisions, of expected increases in the monthly earnings ceiling and floor

Employer action code: Monitor

For further information please consult the full [Global News Brief](#)



Indonesia: New Restrictions on Workforce Outsourcing

The Ministry of Manpower released Regulation No. 7 of 2026 on Outsourcing at the end of April 2026, establishing a new regulatory framework for outsourcing, effective immediately for new arrangements. The prior framework, based on the omnibus Job Creation Law approved in 2020, reflected a more flexible approach to regulating employment, with fewer restrictions on outsourcing in general

The regulation, effective April 30, 2026, allows outsourcing only for the following six categories of work:

- Cleaning services
- Food and beverage services
- Security services
- Driver and worker transportation services
- Operational support services
- Supporting services in the mining, oil and gas, and electricity sectors

The regulation also prescribes elements that all outsourcing agreements must contain, including details on the type of work concerned, duration of arrangements, working conditions such as working time, overtime, annual paid leave, compensation and benefits, occupational health and safety provisions, social security, compensation for termination at the end of service, and the division of responsibilities between the outsourcing service and employing entities

Furthermore, both entities must ensure that entitlements and protections are observed in practice. All outsourcing arrangements must be registered at the local manpower office, which may decline registration if the arrangement does not meet regulatory requirements. All outsourcing agreements established from April 30, 2026, must meet the new requirements; preexisting arrangements have until April 30, 2028, to comply

Implications:

- Employers should review and adjust their outsourcing policies accordingly. Note: Further guidance is expected on the new framework, for example, to clarify terms that are not defined in the regulation, such as "operational support services." The new framework is a partial reversal of the 2020 Job Creation Law, which had significantly relaxed restrictions on outsourcing by removing the previous limitation of outsourcing arrangements to work unconnected to the hiring company's primary activities. The new regulation's liberalization of outsourcing has been heavily criticized by labor unions as undermining workers' statutory rights and depressing employees' pay and benefits

Employer action code: Act

For further information please consult the full [Global News Brief](#)



Pakistan: New Labor Code Introduces Significant Changes in Punjab

The government of Punjab (Pakistan's largest state) has enacted the Punjab Labor Code 2026, a comprehensive codification and modernization of over 20 separate labor laws governing private-sector employment (most notably the West Pakistan Shops and Establishments Ordinance and the Factories Act), some of which dated to the colonial period. One of the code's central objectives is to eliminate historical distinctions between "workmen" and other categories of employees. In doing so, it extends labor protections and employer obligations to managerial staff, contract workers and gig workers (among others). The code also introduces standardized rules on paid leave, wage structures, benefits eligibility and internal grievance handling. The code was enacted on February 10, 2026, but the implementation date is still pending.

From an employer's perspective, the code introduced the following main changes:

- The code substantially broadens labor force coverage and takes less account of the type of establishment, role, wage level or type of employment (although service requirements and employee head count thresholds still apply in some cases). Previously, labor law entitlements often excluded certain types of staff—Such as managerial employees, fixed-term and part-time staff (among others)—Or made certain distinctions between workmen and employees. In contrast, the code covers all employees.
- As a result, eligibility for compensation and benefit entitlements under the code, such as end-of-service (EOS) gratuities, also applies to management, fixed-term employees, contract employees and other previously excluded roles after one year of service. The option to provide a provident fund in lieu of EOS gratuities and exemption from the EOS mandate for establishments with fewer than 20 employees still apply. Similarly, eligibility for mandatory profit sharing under the Workers' Profit Participation Fund now applies to all staff (previously managerial employees were excluded).
- Various statutory paid leaves have been increased. Minimum annual leave is now 18 calendar days (previously 14 days) after one year of service, with encashment of unused leave at full pay (previously only basic pay). The code also expressly defines the leave year as the calendar year. Maternity leave increased to 14 weeks (previously 12 weeks in shops and establishments), with protection against termination during pregnancy and paid nursing breaks for up to 12 months after childbirth. New employer-paid leave entitlements include Iddat leave for Muslim widows (130 days) and quarantine leave for pandemic/epidemic illnesses (14 days).
- The code mandates equal pay for work of equal value and establishes a comprehensive prohibition of discrimination, including on grounds of gender, pregnancy, disability, caste and family responsibilities. Employees with at least one year of continuous service may request flexible working hours. The code also addresses part-time employment, with such staff covered by equal treatment provisions for proportional pay and benefits; prohibits employers from imposing pay secrecy on staff; and restricts post-employment noncompete agreements.

Implications:

- In addition to codifying various existing laws under a single Labor Code applicable to all types of employment and employees (in the private sector), the government of Punjab has introduced sweeping changes in compensation and benefits affecting every establishment and employee. As the province accounts for well over half of national GDP and half of the labor population, these changes may be influential on the nation as a whole, as the rest of Pakistan (and labor laws across the subcontinent) still maintain long-standing distinctions between types of employees and employment in the private sector. Employers should review the code in consultation with their advisors to assess the impact on internal policies and practices to ensure compliance.

Employer action code: Act

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South Korea: New Guidelines on Employer-Paid Allowances

The Ministry of Employment and Labor (MOEL) issued guidelines in April 2026 (Guidelines for Preventing Abuse of the Comprehensive Wage System to Eradicate Free Labor) that clarify and reinforce provisions of the Labor Standards Act in order to ensure that employers do not underpay statutory employee allowance entitlements such as for overtime, night and holiday work. It is not uncommon for employers to pay certain employees under the so-called comprehensive wage system (CWS), whereby a fixed monthly wage is agreed in advance inclusive of all allowances and is not adjusted based on actual hours worked. The CWS, which is not defined in law but has been recognized (and restricted) in court rulings, is primarily utilized for jobs and workplaces where it is difficult to measure working hours or for convenience where work hours are variable. The new guidelines reflect the government's concern that use of the CWS by employers results in some employees not receiving their full statutory allowance entitlements

The new guidelines state that:

- All employers are prohibited from calculating and paying wages without distinguishing between basic salary and allowances, and from lumping all allowances together
- Employers must record basic salary and the various individual allowances in the payroll ledger and in employee pay slips
- Even where the CWS is utilized, employers must record individual employees' actual work hours and determine allowance amounts based on the greater of what was agreed in the CWS and those reflecting actual hours worked. Failure to pay any shortfall may be treated as wage arrears

Implications:

- For most employees, the normal workweek is 40 hours over five days, with overtime compensation payable for work in excess of 40 hours. In practice, workweeks are often much longer. The MOEL has indicated that it plans for increased inspections of workplaces to prevent abuse of the CWS to avoid paying overtime and other allowances. Employers utilizing the CWS should review their pay practices, including working time recording mechanisms and payroll structures, to ensure compliance with the rules as clarified by the new guidelines

Employer action code: Act

