



# Global 50 Remuneration Planning Report

Sample Report Output  
(containing excerpts from multiple countries)



# Global 50 Remuneration Planning Report

This report presents reward and employment regulatory frameworks and practices in 64 major economies worldwide, based upon extensive market research. References to compensation and benefit practices in this report are based on WTW's Benefits Design and HR Policies and Practices surveys unless otherwise noted. Information on the regulatory environments is from WTW's Employment Terms and Conditions reports and Benefits Profiles (where available).

Each chapter includes:

- Recent and proposed noteworthy legislative and regulatory developments;
- Key economic indicators;
- Brief summaries of the employment and reward environments including regional pay comparisons;
- Information on flexible working arrangements and attraction and retention practices;
- Annual salary increases (for the current and coming calendar years) and variable compensation practice;
- Concise summaries of social security systems, mandatory benefits and supplemental benefits practice;
- Summary of common fringe benefits; and
- Public holidays for the current and coming calendar years, annual leave, and family leave.

This report also includes salary structures presenting Total Guaranteed Compensation by Survey Grade as well as a comparison of median gross Total Guaranteed Compensation converted to US dollars for four select Survey Grades. These are provided in separate Excel files.

## Legal References

The information contained in this report has been compiled with reasonable skill and care in our capacity as Human Resources and Benefits consultants. However, it should be noted that WTW are not legal or tax advisers. Accordingly, no action should be taken on any legal or tax information contained in this report without consulting an appropriate adviser.

## Geographical Coverage

WTW's **Global 50 Remuneration Planning Report** covers the following 64 economies:

- **Asia/Australasia:** Australia, China, Hong Kong, India, Indonesia, Japan, Malaysia, New Zealand, Philippines, Singapore, South Korea, Taiwan, Thailand, and Vietnam
- **Central and Eastern Europe:** Bulgaria, Croatia, Czechia, Greece, Hungary, Israel, Kazakhstan, Poland, Romania, Russia, Slovakia, Slovenia, Türkiye, and Ukraine
- **Western Europe:** Austria, Belgium, Denmark, Finland, France, Germany, Ireland, Italy, Luxembourg, the Netherlands, Norway, Portugal, Spain, Sweden, Switzerland, and the United Kingdom
- **Middle East and Africa:** Algeria, Egypt, Kenya, Morocco, Nigeria, Qatar, Saudi Arabia, South Africa, Tunisia and the United Arab Emirates
- **South and Central America:** Argentina, Brazil, Chile, Colombia, Costa Rica, Mexico, Peru, and Puerto Rico
- **North America:** Canada and the United States

## Contact Us

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# Hong Kong

## Key Legislative and Regulatory Developments

For current benefits and employment developments around the world, see WTW's [Global News Briefs](#).

### Key Changes

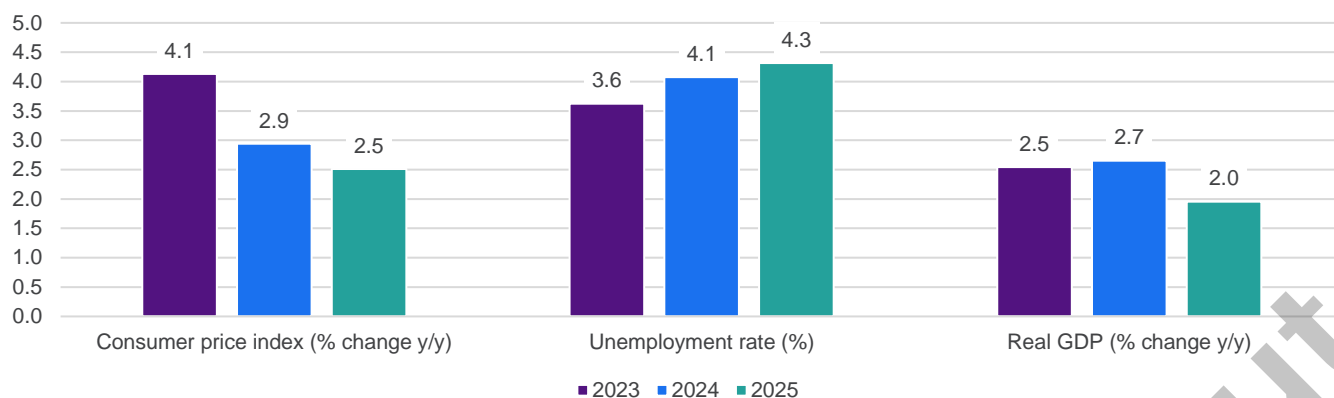
May 2026: Changes to calculation of statutory minimum wages	With effect from May 1, 2026, the statutory minimum wage will be reviewed annually, rather than every two years, and its calculation will be based on a new formula taking into account the rates of inflation and economic growth over the prior 10 years.
May 2025: Abolition of the MPF offsetting mechanism	In 2022, the Legislative Council (LegCo) approved legislation to remove the offsetting mechanism under the Employment Ordinance which currently enables employer-funded MPF entitlements to be used to offset long-service or severance entitlements. Abolition of the offset option will be effective May 1, 2025, with regard to long-service and severance payment accruals from that date. The ability to offset entitlements accrued prior to then will remain.
June 2024: Launch of the eMPF	A centralized administration electronic platform (eMPF) which had been under development for some time officially launched on June 26, 2024. eMPF is intended to create a uniform online interface for all MPF members and plan sponsors to standardize and automate administration of the Mandatory Provident Fund (MPF). MPF trustees are joining the eMPF at different times according to a schedule which can be found on the eMPF website. Timing ranges from June 2024 to the fourth quarter of 2025. Two to three months before joining the eMPF, MPF trustees will issue an information pack to employers and members, including a 'Notice to Participating Employers and Scheme Members'. This pack provides information on the transfer date of the MPF scheme and important information about the eMPF platform, such as the deadline for trustees/sponsors to receive MPF administrative instructions.
2024-2030: Increase in statutory public holidays	LegCo approved the gradual increase in the number of statutory public holidays, from 12 to 17. The latest increase will see the addition of the first weekday after Christmas Day becoming a public holiday with effect from 2024; taking the total number of holidays to 14. The remaining three holidays (around Easter) will be introduced between 2026 and 2030.

### Proposed Reforms

Proposed changes to 'continuous contracts'	The government has announced its intention to draft legislation to relax the requirements for 'continuous contracts' of employment (referred to as 'the 4/18 rule'). Instead of requiring an employee to work for the same employer for a minimum of 18 hours per week for four weeks to qualify as a continuous contract, the proposed change would instead require the employee to work an aggregate of 68 hours over four weeks with no minimum weekly requirement.
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## Key Economic Indicators



Source: Oxford Economics - September 2024.

## Employment Environment

The terms and conditions of employment in the U.S. are broadly established by the FLSA, the National Labor Relations Act, state laws, and in some cases, collective bargaining, or individual employment contracts. The U.S. does not have a unified labor code. Depending on the issue, aspects of the regulatory environment may be driven by state, and in some cases municipal, law rather than by federal law. Non-disclosure and non-compete agreements, for example, may be enforceable in one state but not in another. State and local governments may also have legislation that exceeds federal standards.

The normal workweek is 40 hours under the FLSA. However, the FLSA does not mandate the length of a normal workday. In practice, most companies and organizations in the public and private sectors operate under a five-day workweek. However, employers and employees can agree to organize working hours over a fixed and regularly recurring period of 168 hours (i.e., seven consecutive 24-hour periods) in any manner of schedule agreeable to the parties (e.g., a workweek comprised of four 10-hour workdays).

Employees are categorized as 'exempt' or 'non-exempt' under the FLSA, based on their pay or the nature of their duties, for the purpose of determining the applicability of certain pay-related matters such as mandatory compensation for overtime (which only applies to non-exempt staff). The minimum rate of overtime pay for non-exempt staff is 150% of normal pay. The federal minimum wage is USD 7.25 per hour for non-exempt workers, unchanged since 2009. Individual states and municipalities may mandate higher rates or define specific applicability. Currently, 30 states and the District of Columbia have minimum wage rates that are higher than the federal rate. In addition, in recent years several large cities have established hourly minimum wage requirements in notable excess of federal or state requirements, including Seattle (which has the country's highest hourly minimum wage at USD 19.97), San Francisco (USD 18.67), Los Angeles (USD 17.28), Chicago (USD 16.20) and New York City (USD 16.00).

Though employees in the private sector are free to organize and join labor unions, the unionization rate in the private sector is very low (6% of the labor force in 2023). A few large industries, such as utilities, transportation and construction, still have a modestly strong union presence and it is in these industries where collective bargaining is most common. But overall, only a small portion of the private-sector workforce are covered by collective bargaining agreements.

## Reward Environment

Notable aspects of the reward environment include:

### Pay

- Cash compensation is typically comprised of 12 monthly base salaries and an annual performance bonus opportunity.
- Employers are subject to a two-tiered minimum wage requirement, with the applicable rate depending on the required education level for a given role.

### Car Benefits

- Eighty-five percent of employers surveyed have company car benefit plans. Eligibility typically includes all levels of management and client-facing sales staff. Thirty-eight percent of plans extend eligibility to non-sales professionals.
- Commonly, the benefit form is a company-sourced lease vehicle, although it is also common to allow all managerial staff to opt between a car and an allowance (less so for other employee categories).

### Mandatory and Supplemental Benefits

- A third of companies surveyed provide supplemental retirement benefits. Where plans exist, employers most commonly contribute to employees' individual defined contribution (DC) accounts with multi-employer voluntary mutual benefit funds.
- Other common types of occupational benefits include risk benefits (63% of companies, often encompassing employee life insurance with riders for accidental death and disability; 53% of plans also provide cover for total permanent disability).
- Supplemental healthcare is offered by 62% of surveyed companies. Wellbeing benefits are more common with 77% of companies providing.

### Fringe Benefits

- Fringe benefits are generally taxable as normal employment income. Certain benefits classified as 'non-salary benefits' or 'certain defined benefits' are only taxable to the employer. Accommodation, hospitality, and leisure benefits provided through the *Széchenyi* Recreation electronic card system (SZÉP) are tax-favored up to an annual limit (HUF 450,000). The provision of daycare, reimbursement of employee childcare expenses and tickets to cultural/sports events is tax-exempt for employers and employees.
- Flexible benefit plans are offered by 64% of surveyed employers, providing either a budget allocation that can be spent by employees or modular plans that staff can select packages from. Otherwise, the most common fringe benefits are those for meals (34% of companies) and employee education and training (47% of companies).



## Talent Environment

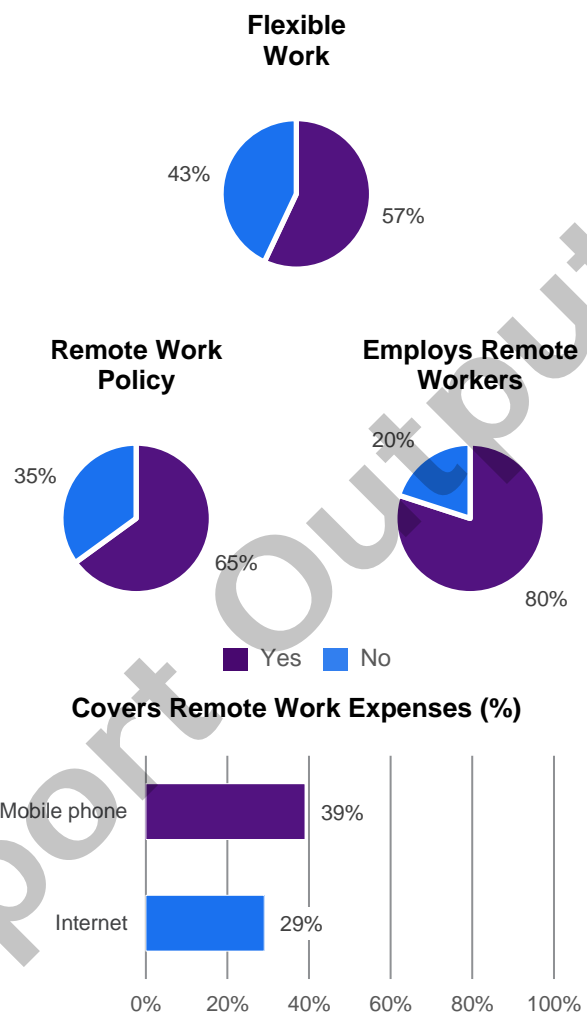
### Flexible Working Arrangements

Workweeks may be averaged over a predetermined period of time for greater flexibility in workforce management in most jurisdictions. With the exception of workplaces covered under federal legislation, implementation of such arrangements requires the written agreement of the employees and possibly the approval of the employment standards regulator. Compressed workweeks (e.g., 40 hours over four, 10-hour workdays) are permitted in all jurisdictions.

The use of flexible work arrangements as part of a work/life balance initiative is common among surveyed employers. Such arrangements include flextime, telecommuting on at least a part-time basis, compressed workweeks and job sharing.

Ontario was the first jurisdiction in Canada to introduce a 'right to disconnect' for employees, in the Working for Workers' Act, 2021 (which came into force on June 2, 2022). Employers with 25 or more employees are required to have a written policy on disconnecting from work, defined as 'not engaging in work-related communications, including emails, telephone calls, video calls or the sending or reviewing of other messages, so as to be free from the performance of work.' The details of the policy are up to the employer to determine. Other provinces are understood to be considering similar adjustments to legislation, in particular Québec, Prince Edward Island and Nova Scotia.

### Company Practice



### Attraction and Retention

Summary of the prevalence of common attraction and retention programs and (where applicable) the median amounts paid, as they relate to supervisory and professional staff.

Sign-on bonuses 53%	Referral bonuses 69%	Retention bonuses 56%	Education assistance 44%
Bonus value 10%*	Bonus value CAD 1,000	Bonus value 10%*	Project bonus 26%

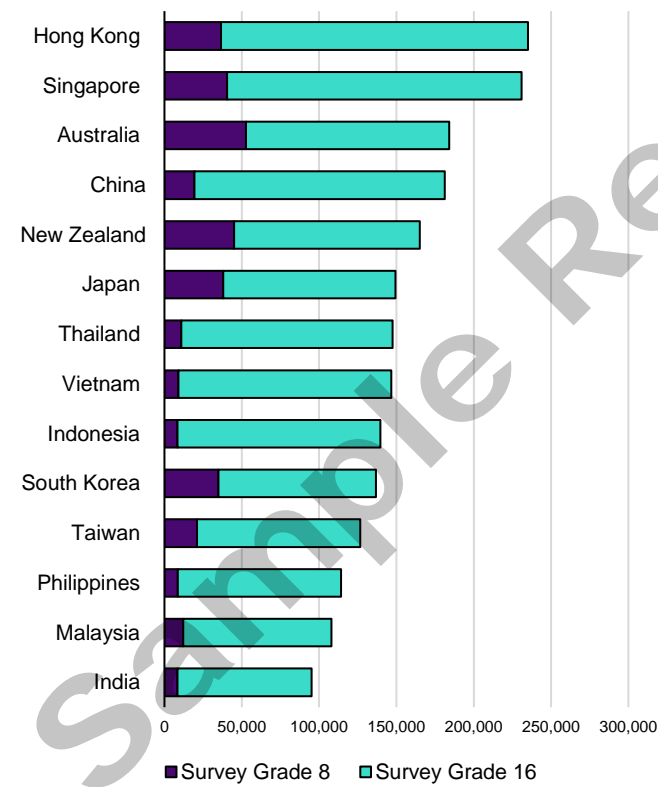
\*Percentage of annual base salary





Regional Pay Comparison (Annual USD)

The chart below compares total guaranteed compensation within the region based on the values for Senior Managers (Survey Grade 16) and Graduates/Administrators (Survey Grade 8) in this report. All values are based on jobholder information sourced from WTW General Industry Surveys converted to US dollars (as required) as at April 1, 2024.



Compensation Trends

Total Salary Increases (%)

The percentages reported in the table below are the total increases, including merit/performance-based increases as well as general increases (typically resulting from cost-of-living, inflation, currency devaluation adjustments or provided by virtue of collective agreements) and other increases (e.g., market adjustments). Lower quartile, median and upper quartile values (including salary freezes) are shown separately.

Quartile	2024 Actual	2025 Planned
P25	3.0	3.0
P50	3.5	3.5
P75	4.0	4.0

Extracted from WTW's July 2024 Global Salary Budget Planning Report

## Performance-Based Incentives

### Short-Term Incentives

#### Overview

Among surveyed companies, 87% offer short-term incentive (STI) plans (excluding sales incentive/commission plans). Around 65% of STI plans include new hires from the start of employment (where waiting periods exist, they are three months at the median). The percentage of surveyed plans that extend STI eligibility to staff who take family or personal leave during the year is shown in the table below. Among these plans, the percentage where staff are eligible for full STI payouts (subject to other conditions) is shown in the final column.

Leave Type	Eligible for STI (%)	Eligible for Full Payout (%)
Maternity	79	34
Paternity	68	28
Parental	57	21
Long-term sickness	52	16
Other leaves*	60	22

\*Caregiver, sabbatical etc.

#### Performance Bonuses

##### Prevalence

Widespread - 86% of companies.  
Typically, all employee categories are eligible.

##### Plan Design (% of Plans)

- Formula-driven - 78%
  - Discretionary - 22%
- Median annual bonus targets (expressed as a percentage of annual base salary) range between:
- 8% for support staff, and
  - 25% for general management.

#### Profit-Sharing Plans

There is no statutory requirement for employers to offer profit sharing.

Deferred profit-sharing plans are encouraged through the Personnel Funds Act. Under the Act, companies with at least five employees and EUR 100,000 in annual revenue may establish tax-effective profit-sharing funds referred to as 'personnel funds'. Annual employer contributions to a fund may not exceed one month's pay for a participating employee.

Employer contributions to the fund are fully tax-deductible and exempt from social contributions. Employees pay income tax on 80% of the value of the contribution at the time it is made but no further taxes or contributions are due upon payout. Funds may allow employees to withdraw up to 15% of the balance annually. At termination or retirement, employees may request the payment of their full share of the fund within four months after the annual distribution date of the fund. Alternatively, they may opt for one or multiple payments spread over a period of four years.

Established voluntary plans among surveyed companies are as follows:

##### Prevalence

8% of companies.  
Typically, all employee categories are eligible. Plans are generally established in tandem with a performance bonus opportunity.

##### Plan Design (% of Plans)

- Cash only - 70%
- Shares/stock only - 24%
- Cash and shares - 6%

### Long-Term Incentives

##### Prevalence

Common - 63% of companies.

##### Plan Design (% of Plans)

- Stock options/Stock appreciation rights - 40%
- Performance awards - 18%
- Restricted stock - 75%

Companies may have more than one plan type.

##### Eligibility (% of Plans)

Ninety percent determine eligibility by employee category while 44% establish a minimum salary level. Eligibility for performance awards is commonly restricted to executives. Eligible employee categories for restricted stock include:

- General management - 70%
- Other executives - 66%
- Middle managers and senior professionals - 33%



## Benefits

Only a condensed summary of the employee benefits situation is provided, with the focus being on state, mandatory and supplemental employee benefits, covering retirement, death, disability, and healthcare.

### Overview of the Benefits Environment

#### State Benefits

The General Social Security System (*Regime Geral de Previdência Social* - RGPS) covers all employees in formal employment in the private sector. It provides retirement, disability and survivors' pensions, sickness, maternity, healthcare, workers compensation and unemployment benefits and family allowances. The RGPS is administered by the National Social Security Institute (*Instituto Nacional do Seguro Social* - INSS) and is complemented by a voluntary supplemental pension system which is privately managed. Brazil has the largest pension market in South and Central America, with over 300 private non-insured pension funds and about 2.8 million members.

#### Mandatory Benefits

Employers are not mandated to provide any benefit programs.

#### Social Security Contributions

Employer and employee contributions finance a range of social security benefits without distinguishing between programs. Contribution rates, as a percentage of pay up to the indicated limit, are as follows.

Program	Employer	Employee	Monthly Earnings Range (BRL)
Social Security (INSS)	20.0%	7.5%	0 - 1,412
		9.0%	1,412.01 - 2,666.68
		12.0%	2,666.69 - 4,000.03
		14.0%	4,000.04 - 7,786.02
		-	Over 7,786.02
Workers compensation	1.0 - 3.0% <sup>(1)</sup>	-	Full earnings
Severance Pay Guarantee Fund (FGTS)	8.0%	-	Full earnings

(1) Based on industry risk.

Employers are subject to various social welfare taxes levied on payroll or revenue. The main taxes on revenue are:

- A 'social security financing' tax (COFINS) levied at 7.6% of revenue; and
- A contribution to a national savings program for workers (PIS) levied at 1.65% of revenue.

The tax rates for COFINS and PIS are applicable for companies that record 'actual' revenue under the corporate tax regime. Following 2023 tax reforms, the COFINS and PIS taxes will be replaced by a new value-added tax, called the Contribution on Goods and Services (CBS). The changes will begin to take effect in 2026.

Taxes on payroll include:

- 2.5% to an education fund (*salário educação*) to finance basic public education;
- 1.5% to fund cultural and educational activities for workers in industry (*serviço social da indústria* - SESI) or commerce (*serviço social do comércio* - SESC); and
- Various contributions for professional/technical training and apprenticeship services. Enterprises may contribute to one or more, depending on their industry classification and breadth of operations. Some of the more noteworthy services include: SEBRAE, the Brazilian Support Service to Small Companies at 0.3-0.6% of payroll, depending on employer size; SENAI, the National Industrial Apprenticeship Service and SENAC, the National Commercial Apprenticeship Service at 1.0% each.

## Retirement

### Social Security

Normal retirement age (NRA) is 62 for men and 57 for women. Retirement benefits depend on the insured's choice of plan. Employees can choose between a State-administered group DB plan known as the 'Average Premium System' (*Régimen de Prima Media* - RPM) or individual DC savings accounts known as the 'Individual Savings System with Solidarity' (*Régimen de Ahorro Individual con Solidaridad* - RAIS) administered by private pension funds (*Sociedades Administradoras de Fondos de Pensiones y Cesantías* - AFPs).

#### RPM Benefits

The insured must have at least 1,300 weeks of insured employment (which equates to 25 years) to qualify for a pension. The pension amount is calculated as follows, subject to a minimum pension equal to the MMW:

- For the first 1,300 weeks of insured employment, the RPM monthly pension amount is a percentage (between 55% and 65%) of the member's average monthly covered earnings in the 10 years prior to retirement. The calculation is fairly complex depending on the period of insured employment as well as the level of average covered wages over the last 10 years before retirement.
- For each 50 weeks above the minimum required period of insured employment, the pension amount is increased by 1.5 percentage points, up to the lesser of 80% of the member's basic monthly wage or 25 times the MMW.

#### RAIS Benefits

The RAIS benefit is the sum of total contributions in the member's individual account, excluding contributions used to purchase required risk benefit coverage, plus net returns on investment. Members are provided with a choice of investment options depending on their preferred level of risk; conservative, moderate or high. Individuals with fewer than five years until NRA are automatically placed into the conservative risk level unless they have specified otherwise. Members who have not specified a preference are automatically placed into the high- or moderate-risk options. Members of the RAIS system may retire at any age before NRA provided they have sufficient savings in their individual account to provide a pension of at least 110% of the MMW; however, the provision of the benefit must commence at NRA, even if their account balance does not generate a benefit equal to this amount.

At retirement, individuals can take periodic withdrawals, buy an annuity from an insurance company, or combine the two options; the most popular form (over 80%) is periodic withdrawal.

Membership can be switched between the RPM and RAIS at five-year intervals but cannot be changed within 10 years of retirement.

#### Mandatory Benefits

Employers are required to provide an end-of-service benefit to all employees, excluding higher-paid employees who have opted to participate in the IS regime. Typically, employers contribute to a severance fund (*auxilio de cesantía*) for each covered employee.

The annual employer deposit amounts to one month's base salary, proportionately reduced in the case of a partial year of service. Benefits, in the form of a non-taxable lump sum, may be claimed from the fund on the termination of employment, including at retirement, although partial withdrawals may also be taken while the individual is still in employment to fund education or housing costs. The end-of-service benefit accrual for a year is subject to a 12% interest rate for the applicable portion of that year, which is paid in January by the employer directly into the employee's personal account.

For those employees in the IS regime, the value of the end-of-service benefit is included in monthly salary.

#### Company Practice

Few companies offer company retirement plans to their employees, due in part to the mandatory provision of an end-of-service benefit. Among companies surveyed, only 8% offer some form of supplemental retirement program to their employees. Where provided, supplemental retirement plans can be administered either through an AFP, insurance company, trust or bank. They may be DB, DC or hybrid.

## Death

### Social Security

Spousal survivors' pensions can be up to 60% of the deceased's actual or projected retirement pension. The exact percentage depends on the ratio of the deceased's income to the surviving spouse's income during the two years prior to the death of the insured. The minimum monthly benefit is EUR 1,217.96. However, the benefit is reduced to zero if the claimant's earned income exceeds twice that of the deceased. The spouse's pension is generally payable for life, excluding surviving spouses under age 35 for whom the duration of payment is limited to 30 months. The children's pension is equal to 24% of the deceased's retirement pension (36% if both parents are deceased). It is payable up to age 18 (27 if a full-time student, no age limit if disabled). Aggregate pension benefits for all survivors cannot exceed the deceased's retirement pension. Survivors' benefits are indexed in the same way as the retirement pension. There is no funeral grant or allowance.

### Mandatory Benefits

The retirement/termination indemnity is payable to the deceased's spouse, registered partner or children, or to the estate in the absence a partner or children.

### Company Practice

While the provision of risk benefits is common (52% of companies) the types of risk benefits offered are generally limited to group life and accidental death and disability coverage and a substantial percentage of companies don't offer risk benefits at all. Of all employers surveyed, 28% offer supplemental group death benefits via group life insurance or pension fund. Death benefits from retirement plans are typically arranged as a survivors' pension, equal to 60% of the employee's pension for a spouse's pension (20% for a child's pension).

Thirty-eight percent of employers surveyed provide an additional lump sum death benefit under an accidental death and disability (AD&D) policy (most commonly on a stand-alone basis), normally covering both work- and non-work-related deaths. The median benefit is 24 months' base pay.

## Disability

### Social Security

#### Sickness Benefit/Short-Term Disability (STD)

STD benefits commence when employer-paid sick leave falls to 50% (see below), payable by the Health Insurance Fund at 50% of covered earnings, increasing to 60% from the 43rd day of incapacity. Supplements are paid for a dependent spouse and for each dependent child. Benefits are generally payable for 26-52 weeks, with a possible extension to 78 weeks in certain cases.

### Long-Term Disability (LTD)

To qualify for LTD benefits, claimants must have lost at least six months' earnings in their usual occupation, must have no entitlement to occupational rehabilitation, must not meet the requirements for a retirement benefit, and must meet certain minimum contribution period requirements based on age.

The disability pension is based on the accrued retirement pension at the date of disability, reflecting projected service to age 60. The maximum pension is equal to 60% of the assessment base or the assessed retirement pension, whichever is more favorable. The minimum LTD monthly pension is EUR 1,217.96 (EUR 1,921.46 for a married couple). Persons requiring nursing care due to physical or mental disability are entitled to a nursing benefit, the amount payable depending on the level of care required (EUR 192.00-2,061.80 per month).

### Employer-Paid Sick Leave

Employers are required to provide paid sick leave (at full pay) for six to 12 weeks depending on length of service, reduced to 50% of pay for four weeks after fully paid leave ends. Social security STD benefits start in tandem with the last four weeks of employer-paid leave so the employee continues to receive their full pay (subject to the covered wage limit for STD benefits).

### Company Practice

Due to the substantial level of employer-paid sick leave required by law, employer provision for supplemental STD and LTD benefits is uncommon. Nineteen percent of surveyed firms offer LTD benefits either set up as riders to group life insurance or via a retirement plan (both methods are equally prevalent). Total permanent disability (TPD) benefits from plans set up as riders to life insurance equal 100% of the ordinary death benefit.

Of the plans arranged via a retirement plan, the benefit is typically a percentage of the employee's accrued pension (33% of plans), a percentage of pay (28%), a conversion of the account balance to an annuity (17%) or a fixed lump sum (11%). Forty-two percent of surveyed companies offer AD&D coverage; virtually all policies (93%) cover permanent disability and 69% cover partial disability. The median benefit is 24 months' base pay.



## Workers Compensation

### Social Security

#### Disability

In the event of temporary disability, the worker is entitled to STD benefits equal to 100% of earnings, payable until recovery or a determination of permanent disability. The permanent disability benefit consists of a monthly pension, equal to 80% of average monthly covered earnings in the year prior to incapacity. A constant attendance allowance equal to 20% of the pension is payable for TPD. For partial disability of 35% or more, a percentage of the total disability pension is paid (prorated based on the degree of disability). For disability of less than 35%, a lump sum benefit is paid, equal to four years' pension, prorated based on the degree disability.

#### Death

Eligible beneficiaries include widows, widowers with disabilities, dependent sons and brothers under age 21 (26 if in school, no age limit if disabled), unmarried daughters and sisters (of any age), as well as dependent parents. Benefits are split among all eligible survivors. The survivors' pension is equal to 80% of the average monthly covered earnings in the last year before the insured's death. If the beneficiaries also receive a social security retirement, death or disability pension, the combined pension cannot exceed 100% of the deceased's average covered earnings in the 12 months before death.

#### Health Benefits

##### Social Security

Medical services are provided in public hospitals, health centers and clinics, managed by the Ministry of Health and Population, and by the Health Insurance Organization. Mosques, particularly in the larger, densely populated cities, also provide some medical services. Mosque clinics do not receive funding from the government and as a result the range and quality of services provided varies greatly.

Coverage under the state health system includes general and specialist medical care, hospitalization, surgery, dental care, medicines, appliances, and rehabilitation and laboratory services. These are generally provided free through public hospitals. Patients may receive care only from the hospital to which they are assigned. Outpatient medical care usually takes place in clinics attached to hospitals. It may be provided by a network of state clinics with differing specializations (e.g., dental, pediatric).

The new universal healthcare system is being implemented by regions (governorates) and will eventually cover the entire population. The first phase of implementation began in 2018 with the five governorates of Port Said, Ismailia, Suez, and North and South Sinai. The final implementation, for the most populous governorates of Cairo, Giza, and Qalyubia will commence in 2032. The new universal system will contract for services with providers (private or public) that meet certain quality control and certification standards. Pricing of services and products will be set by the central government.

##### Company Practice

The public healthcare system is overburdened and underfunded. As a result, companies typically offer some form of private medical care benefits for their employees (91% of companies surveyed). Eighty-five percent of plans extend cover to the employee's spouse and family. Plans generally provide basic and preventive care, hospitalization, specialists, dental and vision care, and prescription drugs. Benefits for top staff may be more favorable with regard to the range of services and facilities available. Twenty-two percent of plans offer coverage outside Egypt. A few companies offer two private medical insurance policies – the first to arrange treatment locally and a second plan for treatment abroad, the latter used either for cross-border traveling staff or as a perquisite for leadership.

Cost sharing is allowed only if the private insurance merely supplements social security benefits. As a result, premiums for health insurance are generally paid wholly by the employer; only 8% of plans require employee contributions. Where required, median employee copayments amount to 15% of employee and 25% of dependent coverage. Virtually all plans have overall annual benefit maximums, EGP 200,000 for both single coverage and family coverage at the median.

#### Wellbeing Benefits

Fifty-three percent of surveyed companies have established wellbeing programs. Seventy-two percent of wellbeing programs include employee assistance plans, providing financial, bereavement, legal and career/redundancy services/counseling. Wellbeing programs also normally offer various types of physical, financial, emotional and social wellbeing benefits. Some of the most common are online apps, emotional, resilience and stress management programs, and vaccinations. Annual comprehensive medical exams/screenings are provided by 42% of wellbeing programs surveyed. Onsite medical facilities/support are less common (23% of wellbeing programs).

## Fringe Benefits

### Company Car Benefits

Prevalence	95% of companies
Eligible staff typically include all levels of management, sales staff, and non-sales professionals with a job need. The most common practice is roughly evenly split between providing a car/cash choice and a car allowance only. The provision of a company car only is a notable minority practice for all eligible employees.	
Car Only	15% of companies
Maximum monthly lease amounts at the median vary between:	
<ul style="list-style-type: none"> <li>Sales Professional: DZD 120,000</li> <li>General Management: DZD 141,000</li> </ul>	
Allowance Only	30% of companies
Annual allowances at the median vary between:	
<ul style="list-style-type: none"> <li>Sales Professional: DZD 916,000</li> <li>General Management: DZD 1.56 million</li> </ul>	
Car or Allowance	50% of companies
Percentage of staff opting for allowance if eligible: 56%	

### Commuting Benefits

Twenty percent of companies provide commuting benefits. The most common benefit is public transportation allowance.

### Meal Benefits

Prevalence	68% of companies
Meal allowances are not taxable to employees or included in covered pay for social security.	
Meal Allowance	87% of plans
The median monthly value is DZD 15,000 per employee.	
Subsidized Cafeteria	13% of plans
Insufficient data to draw conclusions on plan design.	

### Training/Professional Development

Just over 40% of companies have a formal policy in place to contribute towards the cost of education, training and/or professional development of their employees. The most prevalent types of programs supported are for professional/technical qualifications/certifications and language training, although advanced degrees are also relatively common among companies with formal educational programs. Expenses covered most frequently include tuition, books, and examination fees when applicable, although some companies with formal educational programs also provide paid time off.

## Public Holidays

The dates of public holidays shown below are those known at the time of publication. Dates for the coming year are displayed where known but may be subject to change.

The public holidays with fixed dates are:

Day	Date
New Year's Day	January 1
Berber New Year	January 12
Labor Day	May 1
Independence Day	July 5
Anniversary of the Revolution	November 1

The public holidays with variable dates are:

Day	2024	2025
End of Ramadan	April 10-11	March 31 - April 1*
Feast of the Sacrifice	June 16-17	June 7-8*
Islamic New Year	July 7	June 27*
Day of Ashura	July 16	July 5*
The Prophet's Birthday	September 15	September 5*

\* Tentative date.

The Islamic year is based on a lunar calendar of around 354 days. There are no fixed Gregorian calendar dates for Muslim holidays. The actual dates are traditionally determined by physical sightings of the new moon. As a result of these factors, the actual Gregorian dates of Muslim holidays may differ from projected dates and some holidays may occur twice in a Gregorian calendar year.

Foreign and non-Muslim employees can take religious holidays according to their faith, i.e., for Christian employees: Easter, Christmas, etc. in addition to the statutory days. Public holidays falling on a normal rest day are not moved to a normal workday.

## Annual Leave

### Statutory Annual Leave

The minimum annual leave is 20 workdays for employees with fewer than 10 years of service with the same or different employers. The minimum entitlement increases to 26 days after 10 years of service. Years of secondary, vocational and higher education also count towards the service requirement. An employee acquires the right to their first leave after the first month of work (1/12 of the full leave for each month worked). The right to full annual leave is acquired after one year of service.

Note: Annual leave is calculated in hours: thus, an eight-hour workday equates to one day of vacation and a 12-hour workday for 1.5 days of vacation. Leave can be taken in segments, but one portion should at least be 14 consecutive calendar days in length. Companies are expected to develop leave schedules for when employees should take their leave. Employees are entitled to take up to four days of their allotment at a time of their choosing, subject to certain limitations based on the employer's business needs.

### Annual Leave Compensation

There is no statutory bonus; employees are paid their normal salary.

### Carry Forward and Termination

Employees are entitled to pay in lieu of unused leave on termination of employment or if an employee is called away for military duty. During the notice period, the employee is obliged to take the leave to which they are entitled if the employer requests them to do so.

Annual leave should be used by September 30 of the following year. However, the right to unused leave extends three years after accrual of the entitlement.

### Company Practice

In line with a work culture which tends toward long working hours, few employers provide annual or other paid leaves in excess of statutory requirements. Leave without pay may be granted, but such leave is not counted as a period of employment for purposes of seniority, except for absence for purposes of full-time education. Virtually all surveyed companies allow employees to carry unused leave forward, with 68% of firms requiring that it be used within a maximum period, 24 months on average.

Seventeen percent of companies surveyed observe fixed closing periods, most commonly in December (four days at the median). Of the employers with fixed closing periods, 48% require employees to use their annual leave during the closing period.

## Family Leave

### Maternity Leave

Employees with at least 30 days of insured employment are entitled to 20 calendar weeks' maternity leave, paid by social security at 100% of monthly earnings averaged over the 12-month period prior to the start of leave. In the event of multiple births, leave is increased to 31 weeks for twins plus two weeks per additional child (if any) up to a maximum of 37 weeks. After 14 weeks the mother can transfer her remaining leave entitlement to the father.

Adoptive leave falls under the same conditions as maternity provision, albeit the adopted child must be under age seven (increased to age 10 in exceptional cases).

Social security also provides maternity, paternity, and parental leave benefits to eligible immediate family members in certain cases (i.e., death of parent or abandonment of the child).

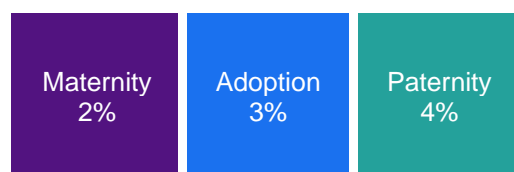
### Paternity Leave

Fathers are entitled to take up to 10 workdays of paternity leave, payable by social security at 100% of uncapped earnings. Leave can be taken from the date of birth until the child is age one. For adoptive fathers, such leave must be taken within 12 months from the date of placement.

The law does not recognize same-sex marriage, and there are no family leave benefit provisions for same-sex couples.

### Company Practice

Percentage of companies surveyed that enhance family leave benefits:



Only a handful of surveyed companies enhance family leave. For maternity, this is generally by extending the leave duration (to 26 weeks at the median). Among companies that enhance adoption leave, a median of 145 workdays is provided, while the median employer-paid paternity leave (for the birth or adoption of a child) is 36 workdays.



## Salary Structure

Salary structures presenting Total Guaranteed Compensation by Survey Grade are provided in a separate Excel file. The image below is an illustration of a sample country salary structure.

### Sample Country Salary Structure

Data Effective April 1, 2024 (data in local currency - per annum)

WTW Survey Grade	Total Guaranteed Compensation 25th Percentile	Total Guaranteed Compensation Median	Total Guaranteed Compensation 75th Percentile	Median Target Variable Pay as a Percent of Base Salary (all staff)	Median Target Variable Pay as a Percent of Base Salary (sales staff)*
19	1,989,952	2,581,166	2,942,433	38%	
18	1,553,347	1,918,314	2,121,830	25%	
17	1,322,010	1,594,494	1,836,930	25%	
16	1,121,146	1,260,340	1,453,953	20%	23%
15	925,122	1,033,061	1,167,568	15%	19%
14	819,200	898,868	1,004,417	14%	17%
13	711,650	789,108	865,821	10%	12%
12	642,426	712,488	773,178	10%	10%
11	561,600	619,821	683,134	9%	10%
10	511,701	558,091	607,832	7%	10%
9	472,480	511,768	565,909	5%	10%
8	448,953	470,954	519,921	5%	7%
7	425,425	451,934	500,130	5%	
6	367,105	389,986	427,675	5%	
5	331,891	377,828	427,480	5%	
4	295,133	344,036	385,084	3%	

\*Based on data reported for Customer/Client Management and Sales roles only.

#### About WTW

At WTW (NASDAQ: WTW), we provide data-driven, insight-led solutions in the areas of people, risk and capital. Leveraging the global view and local expertise of our colleagues serving 140 countries and markets, we help you sharpen your strategy, enhance organisational resilience, motivate your workforce and maximise performance. Working shoulder to shoulder with you, we uncover opportunities for sustainable success — and provide perspective that moves you. Learn more at [wtwco.com](https://www.wtwco.com).