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• Global Workforce Trends
• Regional Highlights
• Detailed Country Level Analysis
  – North, South, & Central America
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This report is intended to provide an overview of general business information relative to global employment conditions and considerations. It should not be interpreted as legal advice. Please consult with legal counsel to ensure that you are in compliance with all applicable laws.
Global Workforce Trends
Global Regulations are Driving Need for Integrated Talent Management

- Wages
- Quotas
- O/T
- Tenure
- Parity
- Onboarding
- Offboarding
- Insurance

COST

AVAILABILITY
Hiring is Becoming More Integrated & Aligned

Talent Management Strengths:
- Alignment: Talent Acquisition Strategy to Business Need
- Building an Employer Branding Strategy
- Prioritizing Sourcing Strategies
- Investing in Candidate Experience
- Establishing Performance Analytics

Strategic Sourcing Strengths:
- Aligning Budget to Business Requirements
- Market Research
- Technical Procurement Enablement
- Vendor Management Strategies
- Driving Cost Efficiencies Across Multiple Functions

UNDERSTAND & ALIGN
- Your Business Strategy
- to the Labor Market

ASSESS
- Current Talent Inventory

IDENTIFY
- Talent Gaps and Strategies to Close Them

DEVELOP
- Cost Optimization Model

ESTABLISH
- Vendor Partnerships to Support Strategies

IMPLEMENT
- Your Strategies

MEASURE
- Performance and Results

HUMAN RESOURCES  Total Workforce Management  PROCUREMENT

ManpowerGroup Solutions | QMR 4th Quarter, 2016 | ManpowerGroup Proprietary & Confidential
Regulations Impact Workforce Trends Globally

- US Overtime Regulations
- Tax Policy Shifts
- UK Regulation / Brexit
- Wage Increases
- LATAM Trade Agreements in 2017
- SOW Guidelines
- Offshoring Shifts in APAC
- Aging Workforce Strategy
Flexibility in labor law, but these countries require dedicated programs.

More innovative models not restricted to contingent labor are necessary.

Flexible legislation and abundant workers enable MSP delivery in these markets – usually leveraged on price.

An established partner is required in these markets to manage labor legislation and achieve flexibility and efficiency.

More mature market

- Australia
- Canada
- U.K.
- U.S.
- Belgium
- Netherlands

Less mature market

- El Salvador
- Guatemala
- Nicaragua
- Honduras
- Estonia
- Luxembourg
- Romania
- Israel
- Costa Rica
- Turkey
- Peru
- Switzerland
- Hong Kong
- South Africa

Flexible regulation

- Philippines
- Denmark
- New Zealand
- Saudi Arabia
- Ukraine
- Qatar
- Paraguay
- South Korea

Restrictive regulation

- Ireland
- Puerto Rico
- Mexico
- Poland
- Czech Rep
- Sweden

1 Relative rank calculated based on active regulations related to contractual terms, costs or labor and termination, hiring and firing restrictions, and enforced consequences.

2 Relative rank determined by MSP awareness, knowledge, and adoption.

Source: TAPFIN 2016 Contingent Workforce Index
Global Parity Tracker:

Full Pay & Benefit Parity

Just Pay Parity

Just Benefit Parity

No Parity Required

USA* Full benefit parity is not required but the Healthcare Reform Bill is moving the USA in this direction

Source: TAPFIN 2016 Contingent Workforce Index
North America

• The Boyd Company compared the cost of operating an advanced manufacturing plant in a series of 24 top locations in the United States and Canada and found the Eastern Ontario as the top location for advanced manufacturing. The region ranked first in large part due to Canada’s free trade agreements with 40 countries, infrastructure, education system and Eastern Ontario’s low labor costs.

• The 2016 Global Gender Gap Report lists economics and health as the most challenging disparities between men and women worldwide. The United States placed 45th in the index, down from 28th in 2015. The report cites a decline in the number of women participating in the labor force over the past year as a partial reason for the drop. It also notes that the US has attained parity among genders in education.

Latin America

• Japan agreed with Brazil to jointly explore Japanese infrastructure investment opportunities to help create jobs in areas such as transport, logistics, information technology and energy.

• Argentina’s relative abundance of bilingual college graduates has made it a hub for “near-shoring,” in which companies outsource to Latin America rather than to distant locations like India and the Philippines.

• The Latin American IT services market will continue to grow at a steady rate as costs remain low and digital services continue to expand. Local, homegrown operations continue to drive most of the growth although global service providers also continue to add headcount. Costa Rica, Mexico and Argentina offer the region’s biggest advantages for IT services: talent availability, low costs, and preparedness for digital.

• The World Bank’s ‘Doing Business’ report ranked Venezuela was ranked as the world’s 5th hardest place to do business in.
Strategic Update on EMEA

Eastern Europe

• Hungary has stopped thousands of refugees and migrants from coming into its country but it now wants - or rather needs - foreigners to help deal with its labor shortage. Currently tens of thousands of positions go unfilled each year with companies from Germany - which represents about a quarter of foreign investment in Hungary - are limiting their operations in the country because of the labor shortage.

• To strengthen its legacy in the cybersecurity field, Romania’s Ministry of Education plans to add cybersecurity classes for children aged between 11 and 14 years. It's a concerted effort to address the potential skills shortage for cybersecurity talent as 80%+ of tech professionals feel there is a shortage of people with such skills, according to a July 2016 study.

Western Europe

• The United Kingdom’s digital economy is creating new jobs at a rate that was three times faster than the wider UK job market. However the UK government admitted that “a shortage in suitable digital skills for digital jobs persists in the UK labor market.” This report went on to say that 72% of large companies and 49% of SMEs suffer from tech skills gaps.

• Germany is considering changing its labor laws to make Frankfurt a more attractive hub for banks looking to move staff out of London after Brexit. The reforms relate to labor laws that make lay-offs difficult and costly as minimum statutory redundancy terms are twice as generous in Germany as in the UK. This is a particular issue for banks, which tend to hire and fire more readily than other sectors, in line with cyclical business profitability.

• United Kingdom workers are starting to feel Brexit’s bite as real wages are rising at the weakest pace since early 2015. The pressure looks set to intensify with employment growth slowing and some economists predicting price gains as fast as 3% next year.
**Strategic Update on APAC**

**Asia Pacific**

- **Singapore** Central Bank’s Managing Director stated that the country’s labor shortage is the biggest challenge for growth. Firms are adapting to the shortage with mixed results with some investing in technology and in making their business processes more efficient, while others struggle to cope with high labor costs.

- The **Japanese** government is considering allowing unskilled foreign workers in understaffed sectors such as construction and nursing care. At present, most of Japan’s foreign workers either qualify as skilled labor or enter the country as interns learning technical skills. But those channels do little to counteract the country’s deepening labor shortfall. Japan’s working-age population fell below 80 million people in 2013, and is now around 77 million. Fields such as nursing and construction are particularly hard hit, with job openings outnumbering applicants by more than three to one.

- A recent survey found that **Singapore** tops the list of most favorable expansion destinations for Asian companies, with 32% of respondents saying they will invest more in Singapore. **Vietnam** ranked second with approximately one in four companies stating that they will consider investing in Vietnam because of the country’s stable political setting as well as the favorable economic conditions of low inflation and accommodative monetary policy. Vietnam’s young and active workforce adds value to its attractiveness as an expansion destination. And only **Myanmar** has a lower cost of labor than Vietnam.

- The World Bank’s ‘Doing Business’ report ranked **New Zealand** as the easiest place in the world to do business. **Singapore** was ranked second, followed by **Denmark, Hong Kong, South Korea, Norway**, the **United Kingdom**, the **United States, Sweden**, and **Macedonia**. The annual report made normally measures regulation related to the launch, operation and expansion of private sector businesses in 190 countries, which includes factors such as getting electricity, enforcing contracts, resolving insolvency and labor market regulation.
Detailed Country Analysis
North, South, & Central America
Argentina

**Workforce**

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Workforce</td>
<td>19,540,451</td>
</tr>
<tr>
<td>Full Time Employees</td>
<td>13,363,285</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>4,359,905</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>1,817,262</td>
</tr>
</tbody>
</table>

**Workforce Skills**

- Highly Skilled: 25%
- Medium Skilled: 67%
- Non Skilled: 8%

**Economic Considerations**

- Year on Year, 58% depreciation in the value of ARS against the dollar.
- Inflation is 2nd highest in the region after Venezuela.

**Competitiveness – Ranking**

- Labor-employee relations cooperation
  - Argentina Ranking: 121
  - Ave Ranking of Region: 104
- Pay related to productivity
  - Argentina Ranking: 84
  - Ave Ranking of Region: 63
- Ability to retain talent
  - Argentina Ranking: 72
  - Ave Ranking of Region: 72

**Cost Considerations: Leave and Maternity**

- **Paid Annual Leave By Tenure**
  - Tenure: 1 Year, 5 Years, 10 Years
  - Leave:
    - 1 Year: 12 days
    - 5 Years: 18 days
    - 10 Years: 24 days

- **At least 5 Days of Fully Paid Sick Leave Annually**: Yes

- **Maternity Entitlements**
  - Maternity: 90 days
  - Paternity: 2 days
  - Parental: -

- **Payment by**: Govt

- **Guaranteed equivalent position post leave**: Yes

**Overtime Premiums**

- Night Work Premium (%)
  - Argentina: 13%
  - Americas: 13%
- Weekly Rest Day Working (%)
  - Argentina: 74%
  - Americas: 60%
  - United States: 62%

- The Annual overtime limit in Argentina is 200 hours which is more stringent than most other countries in the region.

**Redundancy and Dismissal**

- **Notice Period By Tenure (in Weeks)**
  - Tenure: 1 Year, 5 Years, 10 Years
  - Argentina:
    - 1 Year: 4.3 weeks
    - 5 Years: 8.7 weeks
    - 10 Years: 8.7 weeks
  - Regional Ave:
    - 1 Year: 3.6 weeks
    - 5 Years: 7.2 weeks
    - 10 Years: 7.7 weeks

- **Severance Pay By Tenure (in Weeks)**
  - Tenure: 1 Year, 5 Years, 10 Years
  - Argentina:
    - 1 Year: 4.3 weeks
    - 5 Years: 21.7 weeks
    - 10 Years: 43.3 weeks
  - Regional Ave:
    - 1 Year: 5.8 weeks
    - 5 Years: 19.6 weeks
    - 10 Years: 33.2 weeks

http://wbl.worldbank.org/
Bolivia
Agriculture 32% Services 48% Industry 20%

**Workforce**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Workforce</td>
<td>5,145,858</td>
</tr>
<tr>
<td>Full Time Employees</td>
<td>2,007,775</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>2,999,145</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>138,938</td>
</tr>
</tbody>
</table>

**Workforce Skills**

- Highly Skilled: 17%
- Medium Skilled: 14%
- Non Skilled: 69%

**Economic Considerations**

<table>
<thead>
<tr>
<th></th>
<th>YOY GDP Growth</th>
<th>YOY Inflation</th>
<th>YOY USD/BOB Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bolivia</td>
<td>3.2%</td>
<td>3.5%</td>
<td>-0.8%</td>
</tr>
<tr>
<td>Americas</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Cost Considerations**

**Leave and Maternity**

- **Paid Annual Leave By Tenure**
  - Tenure: 1 Year, 5 Years, 10 Years
  - Leave: 15 days, 20 days, 30 days
- **At least 5 Days of Fully Paid Sick Leave Annually**: Yes
- **Maternity Entitlements**
  - Maternity: 90 days
  - Paternity: 3 days
  - Parental: -
- **Payment by**
  - Govt & Empl.
  - Empl.
  - -
- **Guaranteed equivalent position post leave**: Yes

**Overtime Premiums**

- **Night Work Premium (%):**
  - Bolivia: 26
  - Americas: 13
  - United States: -
- **Weekly Rest Day Working (%):**
  - Bolivia: 100
  - Americas: 74
  - United States: 62
- **General Overtime (%):**
  - Bolivia: -
  - Americas: -
  - United States: -

- The annual overtime limit in Bolivia is approximately 580 hours.

**Competitiveness – Ranking out of 138 countries**

- Labor-Related Co-operation: 72
- Parity Related to Productivity: 64
- Ability to Retain Talent: 114
- Ability to Attract Talent: 117

**Redundancy and Dismissal**

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Bolivia</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>Redundancy Dismissal not Permissible</td>
<td>3.6 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>7.2 weeks</td>
<td></td>
</tr>
<tr>
<td>10 Years</td>
<td>7.7 weeks</td>
<td></td>
</tr>
</tbody>
</table>

**Severance Pay By Tenure (in Weeks)**

- **Tenure**
  - 1 Year: Redundancy Dismissal not Permissible: 5.8 weeks
  - 5 Years: 19.6 weeks
  - 10 Years: 33.2 weeks


[www.doingbusiness.org](http://www.doingbusiness.org)
Brazil

Agriculture 15% Services 72% Industry 13%

Workforce

- Total Workforce: 109,842,906
- Full Time Employees: 69,851,520
- Contingent Workforce: 27,029,923
- Unemployed Workers: 12,961,463

Workforce Skills

- Highly Skilled: 21%
- Medium Skilled: 16%
- Non Skilled: 63%

Cost Considerations

Leave and Maternity

- Paid Annual Leave By Tenure:
  - Tenure: 1 Year, 5 Years, 10 Years
  - Leave: 26 days, 26 days, 26 days
- At least 5 Days of Fully Paid Sick Leave Annually: Yes

Maternity Entitlements

- Maternity: 120 days
- Paternity: 5 days
- Parental: -

Payment by:

- Govt: Yes
- Empl: Yes

Guaranteed equivalent position post leave: Yes

Economic Considerations

- GDP Growth: -3.8%
- Inflation: 9.5%
- Change: -16.9%

While YOY Inflation is below the regional average, Brazil’s inflation level is third highest in the region.

YOY, the BRL has appreciated 17% vs USD.

Competitiveness – Ranking out of 138 countries

- Labor-Employee Relations Cooperation: Brazil 115, Regional 72
- Paid related to Productivity: Brazil 84, Regional 84
- Ability to Retain Talents: Brazil 47, Regional 63
- Ability to Attract Talents: Brazil 131, Regional 72

World Economic Forum Competitiveness Report Selected Rankings

Overtime Premiums

- Night Work Premium (%): Brazil 20, Americas 13
- Weekly Overtime Working (%): Brazil 74, Americas 62

Redundancy and Dismissal

Notice Period By Tenure (in Weeks)

- Tenure: 1 Year, 5 Years, 10 Years
- Brazil: 4.7 weeks, 6.4 weeks, 8.6 weeks
- Regional Ave: 3.6 weeks, 7.2 weeks, 7.7 weeks

Severance Pay By Tenure (in Weeks)

- Tenure: 1 Year, 5 Years, 10 Years
- Brazil: 1.7 weeks, 8.3 weeks, 16.6 weeks
- Regional Ave: 5.8 weeks, 19.6 weeks, 33.2 weeks

http://wbl.worldbank.org/
Canada Agriculture 2% Services 78% Industry 20%

**Workforce**

<table>
<thead>
<tr>
<th>Total Workforce</th>
<th>19,525,700</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time Employees</td>
<td>15,816,403</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>2,342,498</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>1,366,799</td>
</tr>
</tbody>
</table>

**Workforce Skills**
- Highly Skilled: 8%
- Medium Skilled: 45%
- Non Skilled: 48%

**Economic Considerations**

- **YOY GDP Growth**: 0.9%
- **YOY Inflation**: 2%
- **YOY USD/CAD Change**: 13%

**Competitiveness – Ranking out of 138 countries**

<table>
<thead>
<tr>
<th>Ranking Consideration</th>
<th>Canada</th>
<th>Americas</th>
<th>Region Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>Labor-Employee Co-operation</td>
<td>29</td>
<td>72</td>
<td></td>
</tr>
<tr>
<td>Productivity</td>
<td>13</td>
<td>64</td>
<td></td>
</tr>
<tr>
<td>Ability to Retain Talent</td>
<td>16</td>
<td>63</td>
<td></td>
</tr>
<tr>
<td>Ability to Attract Talent</td>
<td>10</td>
<td>72</td>
<td></td>
</tr>
</tbody>
</table>

**Cost Considerations**

- **Leaf and Maternity**
  - Paid Annual Leave By Tenure
    - 1 Year: 10 days, 5 Years: 10 days, 10 Years: 10 days
  - At least 5 Days of Fully Paid Sick Leave Annually: No

- **Maternity Entitlements**
  - Paid Leave (days): 105, Paternity: - , Parental: 245
  - Payment by: Govt, Govt

- Guaranteed equivalent position post leave: Yes

**Overtime Premiums**

- Night Work Premium (%): 0%, Americas: 18%, United States: 0%
- Weekly Rest Day Working (%): 100%, Americas: 0%, United States: 74%
- General Overtime (%): 100%, Americas: 0%, United States: 62%

- At almost a thousand hours a year, the annual overtime limit in Canada is not very restrictive.

**Redundancy and Dismissal**

- **Notice Period By Tenure (in Weeks)**
  - 1 Year: 2 weeks, 5 Years: 5 weeks, 10 Years: 8 weeks

- **Severance Pay By Tenure (in Weeks)**
  - 1 Year: 5.8 weeks, 5 Years: 19.6 weeks, 10 Years: 33.2 weeks

http://wbl.worldbank.org/
Chile
Agriculture 9% Services 67% Industry 24%

Workforce

- Total Workforce: 8,745,002
- Full Time Employees: 5,990,501
- Contingent Workforce: 2,159,841
- Unemployed Workers: 594,660

Workforce Skills
- Highly Skilled: 24%
- Medium Skilled: 52%
- Non Skilled: 25%

Economic Considerations

- GDP Growth: 1.5%
- Inflation: 3.1%
- YOY USD/CLP Change: -5.2%

- 5.2% Appreciation in the value of the CLP vs USD.

Cost Considerations

- Leave and Maternity
  - Paid Annual Leave By Tenure
    - Tenure: 1 Year, 5 Years, 10 Years
    - Leave: 15 days, 15 days, 15 days
  - At least 5 Days of Fully Paid Sick Leave Annually: No
  - Maternity Entitlements
    - Maternity: 126 days
    - Paternity: 5 days
    - Parental: 84 days
  - Payment by: Govt. Empl. Govt
  - Guaranteed equivalent position post leave: Yes

Overtime Premiums

- Night Work Premium (%): 13%
- Weekly Rest Day Working (%): 74%
- General Overtime (%): 80%

- Overtime is limited to 520 hours a year (10 hours a week).

Competitiveness – Ranking out of 138 countries

- Labor-Employee Relations Cooperation: 57
- Parity Related to Productivity: 61
- Ability to Retain Talent: 15
- Ability to Attract Talent: 24

Redundancy and Dismissal

- Notice Period By Tenure (in Weeks)
  - Tenure: 1 Year, 5 Years, 10 Years
  - Regional Ave: 3.6 weeks, 7.2 weeks, 7.7 weeks

- Severance Pay By Tenure (in Weeks)
  - Tenure: 1 Year, 5 Years, 10 Years
  - Regional Ave: 5.8 weeks, 19.6 weeks, 33.2 weeks

- World Economic Forum Competitiveness Report Selected Rankings
  - www.doingbusiness.org

- YOY YOY USD/CLP
  - GDP Growth: 5.2%
  - Inflation: Appreciation in the value of the CLP vs USD.

- Economic Considerations
  - Competitiveness – Ranking out of 138 countries
  - Cost Considerations
  - Leave and Maternity
  - Overtime Premiums
  - Redundancy and Dismissal

http://wbl.worldbank.org/
Colombia

**Workforce**

<table>
<thead>
<tr>
<th>Workforce Category</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Workforce</td>
<td>24,290,685</td>
</tr>
<tr>
<td>Full Time Employees</td>
<td>10,601,791</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>11,624,186</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>2,064,708</td>
</tr>
</tbody>
</table>

**Workforce Skills**

- Highly Skilled: 15%
- Medium Skilled: 17%
- Non Skilled: 69%

**Economic Considerations**

- **YOY GDP Growth**: 2.0%
- **YOY Inflation**: 6.5%
- **YOY USD/COP Change**: 9.0%

- **6.5% YOY inflation.**
- **9% depreciation in the value of the COP against the USD.**

**Cost Considerations**

**Leave and Maternity**

- **Paid Annual Leave By Tenure**
  - Tenure: 1 Year, 5 Years, 10 Years
  - Leave: 15 days, 15 days, 15 days

- **At least 5 Days of Fully Paid Sick Leave Annually**: Yes

**Overtime Premiums**

- **Night Work Premium (%)**: 56
- **Weekly Rest Day Working (%)**: 75
- **General Overtime (%)**: 62

- **The annual overtime limit in Colombia is approximately 570 hours which is less restrictive than many other countries in the region.**

**Competitiveness – Ranking**

- **Labor-Employee Relations Cooperation**: 84
- **Par Related to Productivity**: 63
- **Ability to Retain Talent**: 84
- **Ability to Attract Talent**: 72

**Redundancy and Dismissal**

**Notice Period By Tenure (in Weeks)**

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Colombia</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>-</td>
<td>3.6 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>-</td>
<td>7.2 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>-</td>
<td>7.7 weeks</td>
</tr>
</tbody>
</table>

**Severance Pay By Tenure (in Weeks)**

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Colombia</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>4.3 weeks</td>
<td>5.8 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>15.7 weeks</td>
<td>19.6 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>30 weeks</td>
<td>33.2 weeks</td>
</tr>
</tbody>
</table>

http://wbl.worldbank.org/

World Economic Forum Competitiveness Report Selected Rankings
Costa Rica

Agriculture 13% Services 68% Industry 19%

Workforce

<table>
<thead>
<tr>
<th>Total Workforce</th>
<th>2,316,957</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time Employees</td>
<td>1,579,620</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>512,592</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>224,745</td>
</tr>
</tbody>
</table>

Workforce Skills

- Highly Skilled: 23%
- Medium Skilled: 26%
- Non Skilled: 51%

Economic Considerations

- Above average YOY GDP growth.

GDP Growth: 4.2% (Year Over Year)
Inflation: 0.6%
USD/CRC Change: 2.9%

Competitiveness – Ranking out of 138 countries

Costa Rica has major restrictions on night work with the night shift limited to six hours and 36 hours a week.
The annual overtime limit is >1100 hours which is less restrictive than most other countries in the region.

Dominican Republic  
Agriculture 15%  Services 65%  Industry 20%

**Workforce**

- Total Workforce: 4,710,194
- Full Time Employees: 2,227,922
- Contingent Workforce: 1,822,845
- Unemployed Workers: 659,427

**Workforce Skills**

- Highly Skilled: 24%
- Medium Skilled: 18%
- Non Skilled: 58%

**Cost Considerations**

**Leaves and Maternity**

<table>
<thead>
<tr>
<th>Tenure</th>
<th>1 Year</th>
<th>5 Years</th>
<th>10 Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leave</td>
<td>14 days</td>
<td>18 days</td>
<td>18 days</td>
</tr>
</tbody>
</table>

- At least 5 Days of Fully Paid Sick Leave Annually: No

<table>
<thead>
<tr>
<th>Maternity Entitlements</th>
<th>Maternity</th>
<th>Paternity</th>
<th>Parental</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paid Leave (days)</td>
<td>84</td>
<td>2</td>
<td>-</td>
</tr>
<tr>
<td>Payment by:</td>
<td>Govt &amp; Empl.</td>
<td>Empl.</td>
<td>-</td>
</tr>
<tr>
<td>Guaranteed equivalent position post leave</td>
<td>Yes</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Overtime Premiums**

- Night Work Premium (%): Dominican Republic (13), Americas (100), United States (74)
- Weekly Rest Day Working (%): Dominican Republic (74), Americas (81), United States (62)
- General Overtime (%): Dominican Republic (62), Americas (62), United States (62)

- With overtime limited to 240 hours annually, Dominican Republic is one of the most restrictive in the region.
- There are major restrictions to working on a holiday day.

**GDP Growth**

- YOY: 8.7%
- YOY Inflation: 1.2%
- YOY USD/DOP Change: 13%

- At 8.7% significant YOY GDP growth.

**Competitiveness – Ranking out of 138 countries**

- Labor-Employee relations/Co-operation: 72 (Dominican Republic), 72 (Regional Ave)
- Pay related to Productivity: 84 (Dominican Republic), 84 (Regional Ave)
- Ability to Retain Talent: 79 (Dominican Republic), 63 (Regional Ave)
- Ability to Attract Talent: 66 (Dominican Republic), 72 (Regional Ave)

**Redundancy and Dismissal**

**Notice Period By Tenure (in Weeks)**

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Dominican Republic</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>4 weeks</td>
<td>3.6 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>4 weeks</td>
<td>7.2 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>4 weeks</td>
<td>7.7 weeks</td>
</tr>
</tbody>
</table>

**Severance Pay By Tenure (in Weeks)**

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Dominican Republic</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>3.8 weeks</td>
<td>5.8 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>20.9 weeks</td>
<td>19.6 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>41.8 weeks</td>
<td>33.2 weeks</td>
</tr>
</tbody>
</table>

**Economic Considerations**

- YOY GDP Growth: 8.7%
- YOY Inflation: 1.4%
- YOY USD/DOP Change: 1.2%


Ecuador

Agriculture 25 % Services 54 % Industry 20 %

**Workforce**

<table>
<thead>
<tr>
<th>Workforce Skills</th>
<th>Highly Skilled</th>
<th>Medium Skilled</th>
<th>Non Skilled</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>26%</td>
<td>15%</td>
<td>60%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Workforce</th>
<th>7,720,071</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time Employees</td>
<td>4,164,126</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>3,040,244</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>515,701</td>
</tr>
</tbody>
</table>

**Economic Considerations**

- **YoY GDP Growth**
  - Ecuador: -3.0%
  - Americas: 2%

- **YoY Inflation**
  - Ecuador: 1.3%
  - Americas: 13%

- Ecuador uses the USD.

**Competitiveness – Ranking out of 138 countries**

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Ecuador Ranking</th>
<th>Ave Ranking of Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>Labor-Employee Relations Cooperation</td>
<td>57</td>
<td>63</td>
</tr>
<tr>
<td>Productivity</td>
<td>57</td>
<td>54</td>
</tr>
<tr>
<td>Ability to Retain Talent</td>
<td>63</td>
<td>83</td>
</tr>
<tr>
<td>Ability to Attract Talent</td>
<td>80</td>
<td>86</td>
</tr>
</tbody>
</table>

**Cost Considerations**

**Leave and Maternity**

<table>
<thead>
<tr>
<th>Paid Annual Leave By Tenure</th>
<th>1 Year</th>
<th>5 Years</th>
<th>10 Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leave</td>
<td>11 days</td>
<td>11 days</td>
<td>14 days</td>
</tr>
</tbody>
</table>

At least 5 Days of Fully Paid Sick Leave Annually: No

**Maternity Entitlements**

<table>
<thead>
<tr>
<th>Maternity Entitlements</th>
<th>Maternity</th>
<th>Paternity</th>
<th>Parental</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paid Leave</td>
<td>84</td>
<td>12</td>
<td>-</td>
</tr>
<tr>
<td>Payment by</td>
<td>Govt &amp; Empl.</td>
<td>Empl.</td>
<td>-</td>
</tr>
<tr>
<td>Guaranteed equivalent position post leave</td>
<td>No</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Overtime Premiums**

- Night Work Premium (%)
  - Ecuador: 25%
  - Americas: 13%

- Weekly Rest Day Working (%)
  - Ecuador: 100%
  - Americas: 74%

- General Overtime (%)
  - Ecuador: 50%
  - Americas: 62%

- Overtime is limited to approximately 600 hours a year (12 hours per week).

**Redundancy and Dismissal**

**Notice Period By Tenure (in Weeks)**

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Ecuador</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>-</td>
<td>3.6 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>-</td>
<td>7.2 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>-</td>
<td>7.7 weeks</td>
</tr>
</tbody>
</table>

**Severance Pay By Tenure (in Weeks)**

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Ecuador</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>14.1 weeks</td>
<td>5.8 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>27.1 weeks</td>
<td>19.6 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>54.2 weeks</td>
<td>33.2 weeks</td>
</tr>
</tbody>
</table>

http://wbl.worldbank.org/

World Economic Forum Competitiveness Report Selected Rankings

https://www.doingbusiness.org

ManpowerGroup Solutions | QMR 4th Quarter, 2016 | ManpowerGroup Proprietary & Confidential
El Salvador

Workforce

- Total Workforce: 2,749,893
- Full Time Employees: 1,411,685
- Contingent Workforce: 1,145,715
- Unemployed Workers: 192,493

Workforce Skills

- Highly Skilled: 28%
- Medium Skilled: 12%
- Non Skilled: 60%

Economic Considerations

- GDP Growth: 2.5% YOY
- Inflation: 2% YOY

Competitiveness – Ranking

- World Economic Forum Competitiveness Report Selected Rankings
  https://www.doingbusiness.org

Cost Considerations

- Leave and Maternity
  - Paid Annual Leave By Tenure
    - Leave: 11 days, 11 days, 11 days
  - Maternity Entitlements
    - Paid Leave (days): 84, 3, -
    - Payment by: Govt, Empl, -
  - Guaranteed equivalent position post leave: Yes

Overtime Premiums

- Night Work Premium (%)
  - El Salvador: 25
  - Americas: 13
  - United States: -

Redundancy and Dismissal

- Notice Period By Tenure (in Weeks)
  - 1 Year: -
  - 5 Years: -
  - 10 Years: -

- Severance Pay By Tenure (in Weeks)
  - 1 Year: 4.3 weeks
  - 5 Years: 21.4 weeks
  - 10 Years: 42.9 weeks

El Salvador uses the USD.

- No annual limit for overtime.
- Restrictions on working on a holiday day and night work.

World Economic Forum Competitiveness Report Selected Rankings

https://www.doingbusiness.org
Guatemala
Agriculture 33% Services 50% Industry 17%

Workforce

<table>
<thead>
<tr>
<th>Total Workforce</th>
<th>6,827,724</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time Employees</td>
<td>2,977,229</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>3,638,836</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>211,659</td>
</tr>
</tbody>
</table>

Workforce Skills

- Highly Skilled: 11%
- Medium Skilled: 33%
- Non Skilled: 56%

Economic Considerations

- Above average YOY GDP growth.
- Relatively high YOY inflation at 4.6%.

Cost Considerations

<table>
<thead>
<tr>
<th>Paid Annual Leave By Tenure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tenure</td>
</tr>
<tr>
<td>Leave</td>
</tr>
</tbody>
</table>

Overtime Premiums

- Overtime is limited to approximately 193 hours per year which is more restrictive than the most counties in the region.
- Both working on a holiday day and night work is restricted.

Redundancy and Dismissal

<table>
<thead>
<tr>
<th>Notice Period By Tenure (in Weeks)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tenure</td>
</tr>
<tr>
<td>1 Year</td>
</tr>
<tr>
<td>5 Years</td>
</tr>
<tr>
<td>10 Years</td>
</tr>
</tbody>
</table>

Severance Pay By Tenure (in Weeks)

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Guatemala</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>5.1 weeks</td>
<td>5.8 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>25.3 weeks</td>
<td>19.6 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>50.6 weeks</td>
<td>33.2 weeks</td>
</tr>
</tbody>
</table>

Source:
- World Economic Forum Competitiveness Report Selected Rankings
- Doing Business
  http://www.doingbusiness.org
Honduras Agriculture 36 % Services 45 % Industry 19 %

Workforce

- Total Workforce: 3,373,490
- Full Time Employees: 1,388,488
- Contingent Workforce: 1,738,737
- Unemployed Workers: 246,265

Workforce Skills

- Highly Skilled: 29%
- Medium Skilled: 13%
- Non Skilled: 59%

Economic Considerations

- YOY GDP Growth: Honduras 3.8%, Americas 2%
- YOY Inflation: Honduras 2.9%, Americas 13%
- YOY USD/HNL Change: Honduras 2.7%

- Above average YOY GDP growth.

Competitiveness – Ranking out of 138 countries

- Labor-Employee Relations Cooperation: Honduras 39, Region 72
- Par related to Productivity: Honduras 69, Region 84
- Ability to Retain Talent: Honduras 71, Region 63
- Ability to Attract Talent: Honduras 73, Region 72


Cost Considerations

- Leave and Maternity
  - Paid Annual Leave By Tenure
    - Leave: 1 Year 10 days, 5 Years 20 days, 10 Years 20 days
  - At least 5 Days of Fully Paid Sick Leave Annually: Yes
  - Maternity Entitlements
    - Paid Leave (days): 84
    - Payment by: Govt & Empl.
    - Guaranteed equivalent position post leave: Yes

Overtime Premiums

- Night Work Premium (%): Honduras 26, Americas 13, United States 74
- Weekly Rest Day Working (%): Honduras 74, Americas 62
- General Overtime (%): Honduras 37.5

- At over 1000 hours a year, the overtime limit is not very restrictive.
- Night workers are limited to a 36 hour week.

Redundancy and Dismissal

- Notice Period By Tenure (in Weeks)
  - 1 Year: Honduras 4.3 weeks, Region 3.6 weeks
  - 5 Years: Honduras 8.7 weeks, Region 7.2 weeks
  - 10 Years: Honduras 8.7 weeks, Region 7.7 weeks

- Severance Pay By Tenure (in Weeks)
  - 1 Year: Honduras 4.3 weeks, Region 5.8 weeks
  - 5 Years: Honduras 21.7 weeks, Region 19.6 weeks
  - 10 Years: Honduras 43.3 weeks, Region 33.2 weeks

http://wbl.worldbank.org/
Mexico Agriculture 13% Services 62% Industry 24%

**Workforce**

<table>
<thead>
<tr>
<th>Workforce</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Workforce</td>
<td>55,561,477</td>
</tr>
<tr>
<td>Full Time</td>
<td>35,753,199</td>
</tr>
<tr>
<td>Contingent Work</td>
<td>17,530,257</td>
</tr>
<tr>
<td>Unemployed Work</td>
<td>2,278,021</td>
</tr>
</tbody>
</table>

**Workforce Skills**

- Highly Skilled: 23%
- Medium Skilled: 58%
- Non Skilled: 19%

**Economic Considerations**

- YOY GDP Growth: 2.0%
- YOY Inflation: 3.0%
- YOY USD/MXN Change: 10.3%

- The value of the MXN has depreciated against the USD by 10.3% YOY.

**Competitiveness – Ranking**

- Mexico Regional Ave
  - 1 Year: -3.6 weeks
  - 5 Years: -7.2 weeks
  - 10 Years: -7.7 weeks

- Mexico Ranking
  - 1 Year: 52
  - 5 Years: 64
  - 10 Years: 72

- Ave Ranking of Region

**Cost Considerations**

- Leave and Maternity
  - Paid Annual Leave By Tenure
    - Tenure: 1 Year, 5 Years, 10 Years
    - Leave: 6 days, 14 days, 16 days
  - Maternity Entitlements
    - Maternity: 84 days
    - Paternity: 5 days
    - Parental: -
  - Payment by: Govt
  - Guarnateed equivalent position post leave: Yes

**Overtime Premiums**

- Night Work Premium (%): Mexico: 13, Americas: 25, United States: 74
- Weekly Rest Day Working (%): Mexico: 100, Americas: 62
- General Overtime (%): Mexico: 74, Americas: 100

- Annual overtime limit is approximately 440 hours which is more restrictive than many of the countries in the region.

**Redundancy and Dismissal**

- Notice Period By Tenure (in Weeks)
  - Tenure: 1 Year, 5 Years, 10 Years
  - Mexico: -
  - Regional Ave: 3.6 weeks, 7.2 weeks, 7.7 weeks

- Severance Pay By Tenure (in Weeks)
  - Tenure: 1 Year, 5 Years, 10 Years
  - Mexico: 14.6 weeks, 21.4 weeks, 30 weeks
  - Regional Ave: 5.8 weeks, 19.6 weeks, 33.2 weeks

- http://www.doingbusiness.org
Nicaragua Agriculture 32% Services 51% Industry 17%

Workforce

<table>
<thead>
<tr>
<th>Total Workforce</th>
<th>2,657,353</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time Employees</td>
<td>1,320,056</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>1,156,597</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>180,700</td>
</tr>
</tbody>
</table>

Workforce Skills
- Highly Skilled: 31%
- Medium Skilled: 53%
- Non Skilled: 16%

Economic Considerations

- Above average YOY GDP growth.
- The value of the NIO has depreciated by approximately 5% against the USD YOY.

Cost Considerations

Leave and Maternity

Paid Annual Leave By Tenure

<table>
<thead>
<tr>
<th>Tenure</th>
<th>1 Year</th>
<th>5 Years</th>
<th>10 Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leave</td>
<td>30 days</td>
<td>30 days</td>
<td>30 days</td>
</tr>
</tbody>
</table>

At least 5 Days of Fully Paid Sick Leave Annually
- No

Maternity Entitlements

<table>
<thead>
<tr>
<th>Paid Leave (days)</th>
<th>Maternity</th>
<th>Paternity</th>
<th>Parental</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>84</td>
<td>5</td>
<td>-</td>
</tr>
</tbody>
</table>

Payment by:
- Govt & Empl
- Empl.

Guaranteed equivalent position post leave
- Yes

Overtime Premiums

- Night Work Premium (%)
- Weekly Rest Day Working (%)
- General Overtime (%)

Redundancy and Dismissal

Notice Period By Tenure (in Weeks)

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Nicaragua</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>-</td>
<td>3.6 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>-</td>
<td>7.2 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>-</td>
<td>7.7 weeks</td>
</tr>
</tbody>
</table>

Severance Pay By Tenure (in Weeks)

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Nicaragua</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>4.3 weeks</td>
<td>5.8 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>18.8 weeks</td>
<td>19.6 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>21.7 weeks</td>
<td>33.2 weeks</td>
</tr>
</tbody>
</table>

World Economic Forum Competitiveness Report Selected Rankings

https://www.doingbusiness.org

http://wbl.worldbank.org/
Panama Agriculture 17% Services 65% Industry 18%

Workforce

<table>
<thead>
<tr>
<th>Total Workforce</th>
<th>1,837,203</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time Employees</td>
<td>1,186,275</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>548,045</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>102,883</td>
</tr>
</tbody>
</table>

Workforce Skills

- Highly Skilled: 20%
- Medium Skilled: 26%
- Non Skilled: 54%

Cost Considerations

Leave and Maternity

Paid Annual Leave By Tenure

<table>
<thead>
<tr>
<th>Tenure</th>
<th>1 Year</th>
<th>5 Years</th>
<th>10 Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leave</td>
<td>22 days</td>
<td>22 days</td>
<td>22 days</td>
</tr>
</tbody>
</table>

At least 5 Days of Fully Paid Sick Leave Annually: Yes

Maternity Entitlements

- Maternity: 98 days
- Paternity: -
- Parental: -

Paid Leave (days) 98  -  -
Payment by: Govt & Empl.  -  -
Guaranteed equivalent position post leave: Yes

Economic Considerations

- YOY GDP Growth: 5.2%
- YOY Inflation: 2%
- YOY USD/PAB Change: 13%
- The PAB is pegged to the USD.
- YOY GDP growth is more than twice the regional average.

Overtime Premiums

<table>
<thead>
<tr>
<th>Night Work Premium (%)</th>
<th>Panama</th>
<th>Americas</th>
</tr>
</thead>
<tbody>
<tr>
<td>13%</td>
<td>13</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Weekly Rest Day Working (%)</th>
<th>Panama</th>
<th>Americas</th>
</tr>
</thead>
<tbody>
<tr>
<td>50</td>
<td>74</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>General Overtime (%)</th>
<th>Panama</th>
<th>Americas</th>
</tr>
</thead>
<tbody>
<tr>
<td>50</td>
<td>62</td>
<td></td>
</tr>
</tbody>
</table>

Redundancy and Dismissal

Notice Period By Tenure (in Weeks)

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Panama</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>-</td>
<td>3.6 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>-</td>
<td>7.2 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>-</td>
<td>7.7 weeks</td>
</tr>
</tbody>
</table>

Severance Pay By Tenure (in Weeks)

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Panama</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>3.4 weeks</td>
<td>5.8 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>17 weeks</td>
<td>19.6 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>34 weeks</td>
<td>33.2 weeks</td>
</tr>
</tbody>
</table>

World Economic Forum Competitiveness Report Selected Rankings

http://wbl.worldbank.org/
Paraguay Agricultural 23% Services 58% Industry 19%

**Workforce**

<table>
<thead>
<tr>
<th></th>
<th>Total Workforce</th>
<th>Full Time Employees</th>
<th>Contingent Workforce</th>
<th>Unemployed Workers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3,202,754</td>
<td>1,680,600</td>
<td>1,237,109</td>
<td>285,045</td>
</tr>
</tbody>
</table>

**Workforce Skills**

- Highly Skilled: 20%
- Medium Skilled: 61%
- Non Skilled: 19%

**Cost Considerations**

**Leave and Maternity**

- **Paid Annual Leave By Tenure**
  - **Tenure**: 1 Year, 5 Years, 10 Years
  - **Leave**: 12 days, 18 days, 30 days

- **At least 5 Days of Fully Paid Sick Leave Annually**: Yes

- **Maternity Entitlements**
  - **Paid Leave (days)**: 63, 2, -
  - **Payment by**: Govt, Empl., -
  - **Guaranteed equivalent position post leave**: Yes

**Economic Considerations**

- **YOY GDP Growth**: Paraguay 6.2%, America 2%
- **YOY Inflation**: Paraguay 3.6%, America 13%
- **YOY USD/PYG Change**: Paraguay 2.8%

- **YOY GDP growth is more than twice the regional average.**

**Competitiveness – Ranking out of 138 countries**

- **Labor-Employee Relations Cooperation**: Paraguay 78, Region 72
- **Par productivity**: Paraguay 64, Region 63
- **Ability to Retain Talent**: Paraguay 87, Region 72

- **World Economic Forum Competitiveness Report Selected Rankings**
  - [www.doingbusiness.org](http://www.doingbusiness.org)

**Overtime Premiums**

- **Night Work Premium (%)**: Paraguay 30, America 13, United States 13
- **Weekly Rest Day Working (%)**: Paraguay 74, America 50, United States 30
- **General Overtime (%)**: Paraguay 62, America 50, United States 30

- **Overtime is quite restrictive; the annual limit is approximately 430 hours.**
- **Night workers are limited to a 42 hour week.**

**Redundancy and Dismissal**

**Notice Period By Tenure (in Weeks)**

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Paraguay</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>7.5 weeks</td>
<td>3.6 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>10 weeks</td>
<td>7.2 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>15 weeks</td>
<td>7.7 weeks</td>
</tr>
</tbody>
</table>

**Severance Pay By Tenure (in Weeks)**

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Paraguay</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>2.1 weeks</td>
<td>5.8 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>10.7 weeks</td>
<td>19.6 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>42.9 weeks</td>
<td>33.2 weeks</td>
</tr>
</tbody>
</table>

**Peru**

Agriculture 26 % Services 57 % Industry 17 %

### Workforce

<table>
<thead>
<tr>
<th>Workforce Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Workforce</td>
<td>16,973,529</td>
</tr>
<tr>
<td>Full Time Employees</td>
<td>7,617,720</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>8,252,530</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>1,103,279</td>
</tr>
</tbody>
</table>

### Workforce Skills

- Highly Skilled: 31%
- Medium Skilled: 53%
- Non Skilled: 15%

### Economic Considerations

- **GDP Growth**
  - YOY: 3.7%
  - Change: 2%
- **Inflation**
  - YOY: 13%
- **USD/PEN Change**
  - YOY: 2.8%

### Competitiveness – Ranking out of 138 countries

- Labor-Employee Relations: Peru 75, Americas 72
- Par related to Productivity: Peru 81, Americas 64
- Ability to Retain Talent: Peru 46, Americas 63
- Ability to Attract Talent: Peru 47, Americas 72

### Cost Considerations

#### Leave and Maternity

- **Paid Annual Leave By Tenure**
  - Tenure: 1 Year, 5 Years, 10 Years
  - Leave: 13 days, 13 days, 13 days

- **Maternity Entitlements**
  - Maternity, Paternity, Parental
  - Paid Leave (days): 90, 4, -
  - Payment by: Govt., Empl., -
  - Guaranteed equivalent position post leave: Yes

### Overtime Premiums

- **Night Work Premium (%)**
  - Peru: 35, Americas: 13
- **Weekly Rest Day Working (%)**
  - Peru: 74, Americas: 62

### Redundancy and Dismissal

- **Notice Period By Tenure (in Weeks)**
  - Tenure: 1 Year, 5 Years, 10 Years
  - Peru: -3.6 weeks, 7.2 weeks, 7.7 weeks
  - Regional Ave: 3.6 weeks, 7.2 weeks, 7.7 weeks

- **Severance Pay By Tenure (in Weeks)**
  - Tenure: 1 Year, 5 Years, 10 Years
  - Peru: 2.9 weeks, 14.3 weeks, 17.1 weeks
  - Regional Ave: 5.8 weeks, 19.6 weeks, 33.2 weeks

- There is no annual overtime limit in Peru.
Puerto Rico

Agriculture 2 %  Services 85 %  Industry 14 %

**Workforce**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Workforce</td>
<td>1,230,321</td>
</tr>
<tr>
<td>Full Time Employees</td>
<td>830,729</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>238,420</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>161,172</td>
</tr>
</tbody>
</table>

**Workforce Skills**

- Highly Skilled 22%
- Medium Skilled 29%
- Non Skilled 49%

**Paid Annual Leave By Tenure**

- Tenure: 1 Year, 5 Years, 10 Years
- Leave: 15 days, 15 days, 15 days

**At least 5 Days of Fully Paid Sick Leave Annually**

- Yes

**Maternity Entitlements**

- Paid Leave (days): 56
- Payment by: Empl.
- Guaranteed equivalent position post leave: Yes

**Economic Considerations**

- GDP Growth:
  - Puerto Rico: 2%
  - Americas: 13%

- Inflation:
  - Puerto Rico: -0.8%
  - Americas: -0.8%

- Puerto Rico uses the USD.

**Overtime Premiums**

- There is no limit to annual overtime in Puerto Rico.

**Cost Considerations**

<table>
<thead>
<tr>
<th>Leave and Maternity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maternity</td>
</tr>
<tr>
<td>Paternity</td>
</tr>
<tr>
<td>Parental</td>
</tr>
<tr>
<td>Paid Leave (days)</td>
</tr>
<tr>
<td>Payment by:</td>
</tr>
<tr>
<td>Guaranteed equivalent position post leave</td>
</tr>
</tbody>
</table>

**Redundancy and Dismissal**

<table>
<thead>
<tr>
<th>Notice Period By Tenure (in Weeks)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tenure</td>
</tr>
<tr>
<td>1 Year</td>
</tr>
<tr>
<td>5 Years</td>
</tr>
<tr>
<td>10 Years</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Severance Pay By Tenure (in Weeks)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tenure</td>
</tr>
<tr>
<td>1 Year</td>
</tr>
<tr>
<td>5 Years</td>
</tr>
<tr>
<td>10 Years</td>
</tr>
</tbody>
</table>

http://wbl.worldbank.org/
United States

Agriculture 2% Services 81% Industry 17%

Workforce

<table>
<thead>
<tr>
<th>Total Workforce</th>
<th>159,712,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time Employees</td>
<td>133,507,892</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>18,378,220</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>7,825,888</td>
</tr>
</tbody>
</table>

Workforce Skills

- Highly Skilled
- Medium Skilled
- Non Skilled

Economic Considerations

YOY GDP Growth: 1.5%
YOY Inflation: 13%

Competitiveness – Ranking out of 138 countries

Cost Considerations

Leave and Maternity

Paid Annual Leave By Tenure

<table>
<thead>
<tr>
<th>Tenure</th>
<th>1 Year</th>
<th>5 Years</th>
<th>10 Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leave</td>
<td>0 days</td>
<td>0 days</td>
<td>0 days</td>
</tr>
</tbody>
</table>

At least 5 Days of Fully Paid Sick Leave Annually: Depends on Location

Maternity Entitlements

Federal Legislation mandates unpaid leave of 12 weeks for women who work in companies with a minimum of 50 employees, if other criteria concerning tenure and hours worked have been met.

There are more specific rules and benefits depending on the state or metropolitan statistical area.

Overtime Premiums

- The US does not impose a limit on annual overtime.

Redundancy and Dismissal

Notice Period By Tenure (in Weeks)

<table>
<thead>
<tr>
<th>Tenure</th>
<th>United States</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>-</td>
<td>3.6 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>-</td>
<td>7.2 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>-</td>
<td>7.7 weeks</td>
</tr>
</tbody>
</table>

Severance Pay By Tenure (in Weeks)

<table>
<thead>
<tr>
<th>Tenure</th>
<th>United States</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>-</td>
<td>5.8 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>-</td>
<td>19.6 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>-</td>
<td>33.2 weeks</td>
</tr>
</tbody>
</table>

World Economic Forum Competitiveness Report Selected Rankings

http://wbl.worldbank.org/
Uruguay
Agriculture 9% Services 69% Industry 22%

Workforce

<table>
<thead>
<tr>
<th>Total Workforce</th>
<th>1,763,727</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time Employees</td>
<td>1,174,522</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>441,052</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>148,153</td>
</tr>
</tbody>
</table>

Workforce Skills

- Highly Skilled: 22%
- Medium Skilled: 57%
- Non Skilled: 21%

Economic Considerations

- The YOY inflation level is among highest in region.
- Appreciation in the currency.

Cost Considerations

Leave and Maternity

- Paid Annual Leave By Tenure
  - Tenure | 1 Year | 5 Years | 10 Years
  - Leave  | 20 days | 21 days | 22 days

- At least 5 Days of Fully Paid Sick Leave Annually: No

- Maternity Entitlements
  - Maternity
  - Paternity
  - Parental
  - Paid Leave (days): 98, 7, -
  - Payment by: Govt, Govt, -
  - Guaranteed equivalent position post leave: No

Overtime Premiums

- The annual overtime limit in Uruguay is among the more restrictive in the region as it is set at approximately 380 hours per year.

Competitiveness – Ranking out of 138 countries

- GDP Growth
- Inflation
- YOY USD/UYU Change

- Notice Period By Tenure (in Weeks)
  - Tenure | Uruguay | Regional Ave
  - 1 Year  | - | 3.6 weeks
  - 5 Years | - | 7.2 weeks
  - 10 Years | - | 7.7 weeks

- Severance Pay By Tenure (in Weeks)
  - Tenure | Uruguay | Regional Ave
  - 1 Year  | 5.2 weeks | 5.8 weeks
  - 5 Years | 26 weeks | 19.6 weeks
  - 10 Years | 31.2 weeks | 33.2 weeks

http://wbl.worldbank.org/
### Venezuela

**Agriculture 7% Services 72% Industry 21%**

#### Workforce

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Workforce</td>
<td>14,304,546</td>
</tr>
<tr>
<td>Full Time Employees</td>
<td>8,420,299</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>4,840,015</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>1,044,232</td>
</tr>
</tbody>
</table>

**Workforce Skills**

- Highly Skilled: 9%
- Medium Skilled: 19%
- Non Skilled: 72%

#### Economic Considerations

- **Yield on GDP Growth**
  - Venezuela: 180.9%
  - Americas: 138%

- **YOY Inflation**
  - Venezuela: 58.2%
  - Americas: 7.1%

#### Cost Considerations

**Leave and Maternity**

- At least 5 Days of Fully Paid Sick Leave Annually: No

**Overtime Premiums**

- Night Work Premium (%): Venezuela 30%, Americas 13%, United States 13%
- Weekly Rest Day Working (%): Venezuela 0%, Americas 50%, United States 74%
- General Overtime (%): Venezuela 0%, Americas 50%, United States 62%

**Redundancy and Dismissal**

- **Notice Period By Tenure (in Weeks)**
  - 1 Year: Redundancy not Permissible
  - 5 Years: Redundancy not Permissible
  - 10 Years: Redundancy not Permissible

- **Severance Pay By Tenure (in Weeks)**
  - 1 Year: Venezuela 5.8 weeks, Regional Ave 3.6 weeks
  - 5 Years: Venezuela 19.6 weeks, Regional Ave 7.2 weeks
  - 10 Years: Venezuela 33.2 weeks, Regional Ave 7.7 weeks

- Venezuela has the most stringent overtime limit of the region. Annual overtime is limited to 100 hours. There are also major restrictions on working on a holiday and night work.

- At 181%, YOY inflation is the highest in the region.
- There has been a significant depreciation in the value of VEF against the USD.

- YOY USD/USD Change: Venezuela 58.2%, Americas 7.1%

- YOY GDP Growth: Venezuela 180.9%, Americas 138%

- At 181%, YOY inflation is the highest in the region.
- There has been a significant depreciation in the value of VEF against the USD.

- YOY USD/USD Change: Venezuela 58.2%, Americas 7.1%

- YOY GDP Growth: Venezuela 180.9%, Americas 138%

- Labor-Employee Relations Cooperation: Venezuela Ranking 123, Ave Ranking of Region 135
- Par related to Productivity: Venezuela Ranking 64, Ave Ranking of Region 63
- Ability to Retain Talent: Venezuela Ranking 72, Ave Ranking of Region 72
- World Economic Forum Competitiveness Report Selected Rankings
Detailed Country Analysis
Europe, Middle East, & Africa
Austria

Workforce

<table>
<thead>
<tr>
<th>Workforce Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Workforce</td>
<td>4,485,800</td>
</tr>
<tr>
<td>Full Time Employees</td>
<td>3,558,818</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>541,203</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>385,779</td>
</tr>
</tbody>
</table>

Workforce Skills

- Highly Skilled: 40%
- Medium Skilled: 52%
- Non Skilled: 8%

Economic Considerations

- YOY GDP Growth: Austria 1.3%  EMNIA 2%
- YOY Inflation: Austria 0.9%  EMNIA 2%
- YOY USD/EUR change: -3.0%

Competitiveness – Ranking out of 138 countries

Cost Considerations

Leave and Maternity

- Paid Annual Leave By Tenure
  - Leave: 25 days (1 Year), 25 days (5 Years), 25 days (10 Years)

Overtime Premiums

- Night Work Premium (%): Austria 67, EMNIA 17, United States 47
- Weekly Rest Day Working (%): Austria 50, EMNIA 50, United States 47
- General Overtime (%): Austria 38, EMNIA 38, United States 38

Redundancy and Dismissal

- Notice Period By Tenure (in Weeks)
  - Austria: 2 weeks (1 Year), 2 weeks (5 Years), 2 weeks (10 Years)
  - Regional Ave: 4.6 weeks (1 Year), 7.0 weeks (5 Years), 9.2 weeks (10 Years)

- Severance Pay By Tenure (in Weeks)
  - Austria: - (1 Year), - (5 Years), - (10 Years)
  - Regional Ave: 2.6 weeks (1 Year), 7.1 weeks (5 Years), 11.8 weeks (10 Years)
Bahrain

Agriculture 1%  Services 62%  Industry 35%

Workforce

<table>
<thead>
<tr>
<th>Total Workforce</th>
<th>750,065</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time Employees</td>
<td>693,422</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>27,391</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>29,253</td>
</tr>
</tbody>
</table>

Workforce Skills

- Highly Skilled: 8%
- Medium Skilled: 8%
- Non Skilled: 84%

Economic Considerations

- GDP Growth: 2.5%  YOY
- Inflation: 2.5%  YOY
- USD/BHD change: 0.0%  YOY

- Bahrain’s currency is pegged to the USD.

Cost Considerations

Leave and Maternity

- Paid Annual Leave By Tenure
  - Tenure: 1 Year  5 Years  10 Years
  - Leave: 30 days  30 days  30 days
- At least 5 Days of Fully Paid Sick Leave Annually
  - Yes
- Maternity Entitlements
  - Maternity: 60
  - Paternity: 1
  - Parental: -
- Paid Leave (days): 60
- Payment by:
  - Govt: -
  - Empl: -
- Guaranteed equivalent position post leave: No

Overtime Premiums

- Bahrain
- EMEA
- United States

- Bahrain has the most restrictive annual overtime limit of the region with only 60 hours permitted per year.

Competitiveness – Ranking

out of 138 countries

- Bahrain
- EMEA
- Region

Redundancy and Dismissal

Notice Period By Tenure (in Weeks)

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Bahrain</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>4.3 weeks</td>
<td>4.6 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>4.3 weeks</td>
<td>7.0 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>4.3 weeks</td>
<td>9.2 weeks</td>
</tr>
</tbody>
</table>

Severance Pay By Tenure (in Weeks)

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Bahrain</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>2.4 weeks</td>
<td>2.6 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>2.4 weeks</td>
<td>7.1 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>2.4 weeks</td>
<td>11.8 weeks</td>
</tr>
</tbody>
</table>

http://wbl.worldbank.org/
Belarus

Agriculture 10% Services 57% Industry 33%

Workforce

- **Total Workforce**: 4,482,881
- **Full Time Employees**: 4,296,035
- **Contingent Workforce**: 142,018
- **Unemployed Workers**: 44,829

Workforce Skills

- **Highly Skilled**: 36%
- **Medium Skilled**: 57%
- **Non Skilled**: 7%

Cost Considerations

Leave and Maternity

- **Paid Annual Leave By Tenure**
  - Leave: At least 5 days of fully paid sick leave annually (Yes)

<table>
<thead>
<tr>
<th>Tenure</th>
<th>1 Year</th>
<th>5 Years</th>
<th>10 Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leave</td>
<td>18 days</td>
<td>18 days</td>
<td>18 days</td>
</tr>
</tbody>
</table>

Maternity Entitlements

- **Paid Leave (days)**: 126
- **Payment by**:
  - Maternity: Govt
  - Paternity: Govt
  - Parental: 1095

Guaranteed equivalent position post leave: Yes

Economic Considerations

- **YOY GDP Growth**: -1.3%
- **YOY Inflation**: 2%
- **YOY USD/BYR change**: 14.7%

- Year on Year, 15% depreciation in the value of BYR against the dollar.
- Inflation is 2nd highest in the region after Kazakhstan.

Overtime Premiums

- The annual overtime limit in Belarus is among the most restrictive in the region as overtime is limited to 120 hours per year.

Redundancy and Dismissal

- **Notice Period By Tenure (in Weeks)**
  - 1 Year: 8.7 weeks (Belarus)
  - 5 Years: 8.7 weeks (Belarus)
  - 10 Years: 8.7 weeks (Belarus)

- **Severance Pay By Tenure (in Weeks)**
  - 1 Year: 2.6 weeks (Belarus)
  - 5 Years: 7.1 weeks (Belarus)
  - 10 Years: 11.8 weeks (Belarus)

Sources:

- [World Bank](http://wbl.worldbank.org/)
- [Doing Business](http://doingbusiness.org)
Belgium  Agriculture 1%  Services 77%  Industry 22%

Workforce

<table>
<thead>
<tr>
<th>Workforce</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Workforce</td>
<td>4,946,700</td>
</tr>
<tr>
<td>Full Time Employees</td>
<td>3,863,768</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>687,196</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>395,736</td>
</tr>
</tbody>
</table>

Workforce Skills

- Highly Skilled: 45%
- Medium Skilled: 45%
- Non Skilled: 10%

Economic Considerations

- YOY GDP Growth: 1.2% (Belgium), 2% (EMEA)
- YOY Inflation: 1.8% (Belgium), 2% (EMEA)
- YOY USD/EUR change: -3.0%

Cost Considerations

Leave and Maternity

- At least 5 Days of Fully Paid Sick Leave Annually: Yes
- Maternity Entitlements:
  - Maternity: 105 days
  - Paternity: 10 days
  - Parental: 120 days
- Payment by:
  - Govt
- Guaranteed equivalent position post leave: Yes

Overtime Premiums

- Night Work Premium (%): Belgium: 0, EMEA: 17, United States: 0
- Weekly Rest Day Working (%): Belgium: 47, EMEA: 50, United States: 38
- General Overtime (%): Belgium: 0, EMEA: 50, United States: 38

Competitiveness – Ranking out of 138 countries

- Labor-Employee relations Co-operation: Belgium: 87, EMEA: 72
- Performance related to Productivity: Belgium: 23, EMEA: 84
- Ability to Retain Talent: Belgium: 23, EMEA: 63
- Ability to Attract Talent: Belgium: 25, EMEA: 72

Redundancy and Dismissal

Notice Period By Tenure (in Weeks)

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Belgium</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>8 weeks</td>
<td>4.6 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>18 weeks</td>
<td>7.0 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>33 weeks</td>
<td>9.2 weeks</td>
</tr>
</tbody>
</table>

Severance Pay By Tenure (in Weeks)

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Belgium</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>2.6 weeks</td>
<td></td>
</tr>
<tr>
<td>5 Years</td>
<td>7.1 weeks</td>
<td></td>
</tr>
<tr>
<td>10 Years</td>
<td>11.8 weeks</td>
<td></td>
</tr>
</tbody>
</table>

The annual overtime limit in Belgium is about average for the EMEA region – overtime is limited to 260 hours per year. There are restrictions for working on a holiday day and at night.
Bulgaria
Agriculture 7% Services 63% Industry 30%

Workforce

<table>
<thead>
<tr>
<th>Total Workforce</th>
<th>3,298,900</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time Employees</td>
<td>2,682,543</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>362,341</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>254,015</td>
</tr>
</tbody>
</table>

Workforce Skills
- Highly Skilled 32%
- Medium Skilled 11%
- Non Skilled 58%

Economic Considerations

- YOY GDP Growth
  - Bulgaria: 3.0%
  - EMEA: 2%

- YOY Inflation
  - Bulgaria: 2%
  - EMEA: 2%

- YOY USD/BGN Change
  - Bulgaria: -0.6%
  - EMEA: -1.7%

Competitiveness – Ranking out of 138 countries

Cost Considerations

Leave and Maternity

Paid Annual Leave By Tenure

<table>
<thead>
<tr>
<th>Tenure</th>
<th>1 Year</th>
<th>5 Years</th>
<th>10 Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leave</td>
<td>20 days</td>
<td>20 days</td>
<td>20 days</td>
</tr>
</tbody>
</table>

At least 5 Days of Fully Paid Sick Leave Annually

Yes

Maternity Entitlements

<table>
<thead>
<tr>
<th>Maternity</th>
<th>Paternity</th>
<th>Parental</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paid Leave (days)</td>
<td>410</td>
<td>15</td>
</tr>
</tbody>
</table>

Payment by:
- Govt

Guaranteed equivalent position post leave
- No

Overtime Premiums

- Night Work Premium (%)
  - Bulgaria: 3.4%
  - EMEA: 17%
  - United States: 0%

- Weekly Rest Day Working (%)
  - Bulgaria: 47%

- General Overtime (%)
  - Bulgaria: 50%
  - EMEA: 38%

- Bulgaria is more restrictive for overtime compared with most other countries in the region. Overtime is limited to 150 hours per year.
- There are restrictions on night work.

Redundancy and Dismissal

Notice Period By Tenure (in Weeks)

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Bulgaria</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>4.3 weeks</td>
<td>4.6 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>4.3 weeks</td>
<td>7.0 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>4.3 weeks</td>
<td>9.2 weeks</td>
</tr>
</tbody>
</table>

Severance Pay By Tenure (in Weeks)

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Bulgaria</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>-</td>
<td>2.6 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>-</td>
<td>7.1 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>-</td>
<td>11.8 weeks</td>
</tr>
</tbody>
</table>

World Economic Forum Competitiveness Report Selected Rankings

http://wbl.worldbank.org/
Croatia

Workforce

- Total Workforce: 1,857,500
- Full Time Employees: 1,318,775
- Contingent Workforce: 295,393
- Unemployed Workers: 243,333

Workforce Skills

- Highly Skilled: 7%
- Medium Skilled: 36%
- Non Skilled: 57%

Economic Considerations

- GDP Growth: 2.6% YOY
- Inflation: -0.9% YOY
- USD/HRK Change: -2.6% YOY

Cost Considerations

Leave and Maternity

- Paid Annual Leave By Tenure
  - Tenure: 1 Year, 5 Years, 10 Years
  - Leave: 20 days, 20 days, 20 days
- At least 5 Days of Fully Paid Sick Leave Annually: Yes
- Maternity Entitlements
  - Maternity: 208 days
  - Paternity: -
  - Parental: 120 days
- Guaranteed equivalent position post leave: Yes
- Payment by: Govt

Overtime Premiums

- Night Work Premium (%): 10, 17
- Weekly Rest Day Working (%): 35, 47
- General Overtime (%): 50, 38

- Croatia has an annual overtime limit of 180 hours which is more restrictive than most countries in the region.
- There are restrictions on both working on a holiday day and performing night work.

Redundancy and Dismissal

Notice Period By Tenure (in Weeks)

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Croatia</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>4.3 weeks</td>
<td>4.6 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>8.7 weeks</td>
<td>7.0 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>10.7 weeks</td>
<td>9.2 weeks</td>
</tr>
</tbody>
</table>

Severance Pay By Tenure (in Weeks)

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Croatia</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>-</td>
<td>2.6 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>7.2 weeks</td>
<td>7.1 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>14.4 weeks</td>
<td>11.8 weeks</td>
</tr>
</tbody>
</table>

Competitiveness – Ranking out of 138 countries

- Labor-Employee Relations Cooperation
- Productivity
- Ability to Retain Talent
- Ability to Attract Talent

- World Economic Forum Competitiveness Report Selected Rankings

- Doing Business
Czech Republic

Workforce

- Total Workforce: 5,338,200
- Full Time Employees: 4,173,672
- Contingent Workforce: 897,618
- Unemployed Workers: 266,910

Workforce Skills

- Highly Skilled: 6%
- Medium Skilled: 38%
- Non Skilled: 56%

Economic Considerations

- GDP Growth: 2.6% YOY
- Inflation: 0.5% YOY
- USD/CZK Change: -0.9%

Competitiveness – Ranking out of 138 countries

- Labor-Employee Relations
- Productivity
- Ability to Retain Talent
- Ability to Attract Talent

Cost Considerations

- Leave and Maternity
  - Paid Annual Leave By Tenure
    - 1 Year: 20 days
    - 5 Years: 20 days
    - 10 Years: 20 days
  - At least 5 Days of Fully Paid Sick Leave Annually: No

- Maternity Entitlements
  - Paid Leave (days): 196
  - Payment by: Govt
  - Guaranteed equivalent position post leave: Yes

Overtime Premiums

- Night Work Premium (%): Czech Republic: 10, EMEA: 17, United States: 10
- Weekly Rest Day Working (%): Czech Republic: 47, EMEA: 26, United States: 38
- General Overtime (%): Czech Republic: 0, EMEA: 0, United States: 0

Redundancy and Dismissal

- Notice Period By Tenure (in Weeks)
  - 1 Year: 8.7 weeks
  - 5 Years: 8.7 weeks
  - 10 Years: 8.7 weeks

- Severance Pay By Tenure (in Weeks)
  - 1 Year: 8.7 weeks
  - 5 Years: 13 weeks
  - 10 Years: 13 weeks

The annual overtime limit in Czech Republic is 150 hours which places it among the restrictive countries in the region.

World Economic Forum Competitiveness Report Selected Rankings

http://wbl.worldbank.org/
Denmark
Agriculture 2% Services 78% Industry 19%

Workforce

<table>
<thead>
<tr>
<th>Workforce Category</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Workforce</td>
<td>3,038,200</td>
</tr>
<tr>
<td>Full Time Employees</td>
<td>2,645,731</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>264,864</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>127,604</td>
</tr>
</tbody>
</table>

Workforce Skills

- Highly Skilled: 46%
- Medium Skilled: 44%
- Non Skilled: 10%

Economic Considerations

- GDP Growth: 0.3% YOY
- Inflation: 2% YOY
- USD/DKK Change: -1.0% YOY

Competitiveness – Ranking out of 138 countries

<table>
<thead>
<tr>
<th>Category</th>
<th>Denmark</th>
<th>EMEA</th>
<th>Average Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>Labor-employee relations co-operation</td>
<td>4</td>
<td>72</td>
<td>84</td>
</tr>
<tr>
<td>Pay related to productivity</td>
<td>11</td>
<td>84</td>
<td>63</td>
</tr>
<tr>
<td>Ability to retain talent</td>
<td>22</td>
<td>63</td>
<td>72</td>
</tr>
<tr>
<td>Ability to attract talent</td>
<td>31</td>
<td>72</td>
<td>72</td>
</tr>
</tbody>
</table>

Cost Considerations

Leave and Maternity

- Paid Annual Leave By Tenure
  - 1 Year: 25 days, 5 Years: 25 days, 10 Years: 25 days
- At least 5 Days of Fully Paid Sick Leave Annually: Yes

Maternity Entitlements

<table>
<thead>
<tr>
<th>Maternity Entitlements</th>
<th>Maternity</th>
<th>Paternity</th>
<th>Parental</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paid Leave (days)</td>
<td>126</td>
<td>14</td>
<td>224</td>
</tr>
<tr>
<td>Payment by</td>
<td>Govt</td>
<td>Govt</td>
<td>Govt</td>
</tr>
<tr>
<td>Guaranteed equivalent position post leave</td>
<td>Yes</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Overtime Premiums

- Night Work Premium (%): Denmark 0, EMEA 0, United States 0
- Weekly Rest Day Working (%): Denmark 0, EMEA 0, United States 0
- General Overtime (%): Denmark 0, EMEA 47, United States 38

Redundancy and Dismissal

Notice Period By Tenure (in Weeks)

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Denmark</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>-</td>
<td>4.6 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>-</td>
<td>7.0 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>-</td>
<td>9.2 weeks</td>
</tr>
</tbody>
</table>

Severance Pay By Tenure (in Weeks)

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Denmark</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>-</td>
<td>2.6 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>-</td>
<td>7.1 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>-</td>
<td>11.8 weeks</td>
</tr>
</tbody>
</table>

- The annual overtime limit in Denmark is just under 500 hours which is less restrictive than many other countries in the region.

World Economic Forum Competitiveness Report Selected Rankings


www.doingbusiness.org
### Workforce

<table>
<thead>
<tr>
<th>Category</th>
<th>Numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Workforce</td>
<td>702,400</td>
</tr>
<tr>
<td>Full Time Employees</td>
<td>589,946</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>59,774</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>52,680</td>
</tr>
</tbody>
</table>

#### Workforce Skills

- Highly Skilled: 42%
- Medium Skilled: 49%
- Non Skilled: 9%

### Economic Considerations

- **YOY GDP Growth**: Estonia 0.8%, EMEA 2%
- **YOY Inflation**: Estonia 0.8%, EMEA 2%
- **YOY USD/EUR change**: -3.0%

### Competitiveness – Ranking out of 138 countries

- Labor-Employee relations cooperation
  - Estonia: 23
  - EMEA: 72
- Par related to productivity
  - Estonia: 84
  - EMEA: 63
- Ability to retain talent
  - Estonia: 69
  - EMEA: 72

#### Leave and Maternity

- **Paid Annual Leave by Tenure**
  - 1 Year: 24 days, 5 Years: 24 days, 10 Years: 24 days
- **At least 5 Days of Fully Paid Sick Leave Annually**: No
- **Maternity Entitlements**
  - Maternity: 140 days
  - Paternity: 10 days
  - Parental: 435 days
  - Payment by: Govt
  - Guaranteed equivalent position post leave: Yes

### Overtime Premiums

- **Night Work Premium (%):** Estonia 26%, EMEA 17%
- **Weekly Rest Day Working (%):** Estonia 0%, EMEA 47%
- **General Overtime (%):** Estonia 50%, EMEA 38%

**Key Points**

- Overtime in Estonia is more restrictive than most of the other countries in the region. The annual overtime limit is 200 hours.
- There are restrictions on night work.

### Cost Considerations

### Redundancy and Dismissal

#### Notice Period by Tenure (in Weeks)

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Estonia</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>4.3 weeks</td>
<td>4.6 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>8.6 weeks</td>
<td>7.0 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>12.9 weeks</td>
<td>9.2 weeks</td>
</tr>
</tbody>
</table>

#### Severance Pay by Tenure (in Weeks)

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Estonia</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>4.3 weeks</td>
<td>2.6 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>4.3 weeks</td>
<td>7.1 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>4.3 weeks</td>
<td>11.8 weeks</td>
</tr>
</tbody>
</table>

World Economic Forum Competitiveness Report Selected Rankings

http://wbl.worldbank.org/
Finland  
Agriculture 4 % Services 74 % Industry 22 %

**Workforce**

- **Total Workforce**: 2,751,700
- **Full Time Employees**: 2,194,404
- **Contingent Workforce**: 345,415
- **Unemployed Workers**: 211,881

**Workforce Skills**

- Highly Skilled: 45%
- Medium Skilled: 49%
- Non Skilled: 6%

**Cost Considerations**  
**Leave and Maternity**

- **Paid Annual Leave By Tenure**
  - Leave: 30 days (1 Year), 30 days (5 Years), 30 days (10 Years)

- **At least 5 Days of Fully Paid Sick Leave Annually**: Yes

- **Maternity Entitlements**
  - Paid Leave (days): 147 24 215
  - Payment by: Govt  Govt  Govt
  - Guaranteed equivalent position post leave: Yes

**Economic Considerations**

- **GDP Growth**: 0.4% YOY
- **Inflation**: 0.4% YOY
- **USD/EUR change**: -3.0% YOY

**Competitiveness – Ranking** out of 138 countries

- Labor-Employee Relations Cooperation: Finland: 22, EMEA: 72
- Productivity: Finland: 18, EMEA: 84
- Ability to Retain Talent: Finland: 63, EMEA: 64
- Ability to Attract Talent: Finland: 72, EMEA: 64

**Overtime Premiums**

- Night Work Premium (%): Finland: 15.7, EMEA: 17, United States: 24
- Weekly Rest Day Working (%): Finland: 47, EMEA: 50, United States: 38

- The annual overtime limit in Finland is 250 hours which is just slightly more restrictive than the average for the region.

**Redundancy and Dismissal**

- **Notice Period By Tenure (in Weeks)**
  - 1 Year: Finland: 4.3 weeks, Regional Ave: 4.6 weeks
  - 5 Years: Finland: 8.7 weeks, Regional Ave: 7.0 weeks
  - 10 Years: Finland: 17.3 weeks, Regional Ave: 9.2 weeks

- **Severance Pay By Tenure (in Weeks)**
  - 1 Year: -
  - 5 Years: -
  - 10 Years: -

France
Agriculture 3 % Services 76 % Industry 21 %

Workforce

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Workforce</td>
<td>29,494,300</td>
</tr>
<tr>
<td>Full Time Employees</td>
<td>23,598,035</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>2,976,329</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>2,919,936</td>
</tr>
</tbody>
</table>

Workforce Skills

- Highly Skilled: 10%
- Medium Skilled: 45%
- Non Skilled: 45%

Cost Considerations

Leave and Maternity

- Paid Annual Leave by Tenure
  - Leave: 30 days for 1 year, 30 days for 5 years, 31 days for 10 years
- At least 5 Days of Fully Paid Sick Leave Annually: No

Redundancy and Dismissal

- Notice Period by Tenure (in Weeks)
  - 1 Year: 4.3 weeks (France), 4.6 weeks (Regional Ave)
  - 5 Years: 8.7 weeks (France), 7.0 weeks (Regional Ave)
  - 10 Years: 8.7 weeks (France), 9.2 weeks (Regional Ave)

- Severance Pay by Tenure (in Weeks)
  - 1 Year: 0.9 weeks (France), 2.6 weeks (Regional Ave)
  - 5 Years: 4.3 weeks (France), 7.1 weeks (Regional Ave)
  - 10 Years: 8.7 weeks (France), 11.8 weeks (Regional Ave)

Economic Considerations

- GDP Growth: 1.1% (Y/Y) for France, 2% (Y/E) for EMEA
- Inflation: 0.4% (Y/Y) for France, 2% (Y/E) for EMEA
- USD/EUR Change: -3.0% (Y/Y) for France

Overtime Premiums

- Night Work Premium (%): France 20%, EMEA 17%, United States 47%
- Weekly Rest Day Working (%): France 20%, EMEA 47%
- General Overtime (%): France 26%, EMEA 38%

Reduction and Dismissal

- Notice Period by Tenure (in Weeks)
  - 1 Year: 4.3 weeks (France), 4.6 weeks (Regional Ave)
  - 5 Years: 8.7 weeks (France), 7.0 weeks (Regional Ave)
  - 10 Years: 8.7 weeks (France), 9.2 weeks (Regional Ave)

- Severance Pay by Tenure (in Weeks)
  - 1 Year: 0.9 weeks (France), 2.6 weeks (Regional Ave)
  - 5 Years: 4.3 weeks (France), 7.1 weeks (Regional Ave)
  - 10 Years: 8.7 weeks (France), 11.8 weeks (Regional Ave)

- The annual overtime limit in France is 220 hours which places it among the more restrictive countries of the region.
- There are restrictions on both working on a holiday day and night working.

- Paid Annual Leave by Tenure
  - Leave: 30 days for 1 year, 30 days for 5 years, 31 days for 10 years
- At least 5 Days of Fully Paid Sick Leave Annually: No

- Maternity Entitlements
  - Maternity: 112 days, Paternity: 11 days, Parental: 0 days
  - Payment by: Govt, Govt, -
  - Guaranteed equivalent position post leave: Yes

http://wbl.worldbank.org/
Germany

Agriculture 1 % Services 70 % Industry 28 %

### Workforce

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Workforce</td>
<td>42,786,700</td>
</tr>
<tr>
<td>Full Time Employees</td>
<td>36,477,844</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>4,554,601</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>1,754,255</td>
</tr>
</tbody>
</table>

### Workforce Skills

- Highly Skilled: 8%
- Medium Skilled: 43%
- Non Skilled: 49%

### Economic Considerations

- YOY GDP Growth: 3.1%
- YOY Inflation: 0.8%
- YOY USD/EUR change: -0.0%

- YOY GDP growth is higher than the majority of other countries on the EURO.

### Cost Considerations

#### Leave and Maternity

- Paid Annual Leave By Tenure
  - Tenure: 1 Year 5 Years 10 Years
  - Leave: 24 days 24 days 24 days
- At least 5 Days of Fully Paid Sick Leave Annually: Yes

- Maternity Entitlements
  - Paid Leave (days): 98
  - Parental: 360
- Payment by:
  - Govt & Empl
- Guaranteed equivalent position post leave: No

### Overtime Premiums

- Night Work Premium (%): Germany 0 EMEA 17 United States 0
- Weekly Rest Day Working (%): Germany 0 EMEA 47 United States 0
- General Overtime (%): Germany 0 EMEA 38 United States 38

- At approximately 570 hours per year, Germany has one of the least restrictive annual overtime limits in the region.

### Competitiveness – Ranking out of 138 countries

<table>
<thead>
<tr>
<th></th>
<th>Germany</th>
<th>Ave Ranking of Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>Labor-Employee Relations Co-operation</td>
<td>25</td>
<td>72</td>
</tr>
<tr>
<td>Par related to Productivity</td>
<td>84</td>
<td>72</td>
</tr>
<tr>
<td>Ability to Retain Talent</td>
<td>17</td>
<td>63</td>
</tr>
<tr>
<td>Ability to Attract Talent</td>
<td>16</td>
<td>72</td>
</tr>
</tbody>
</table>

### Redundancy and Dismissal

#### Notice Period By Tenure (in Weeks)

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Germany</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>4 weeks</td>
<td>4.6 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>8.7 weeks</td>
<td>7.0 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>17.3 weeks</td>
<td>9.2 weeks</td>
</tr>
</tbody>
</table>

#### Severance Pay By Tenure (in Weeks)

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Germany</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>2.2 weeks</td>
<td>2.6 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>10.8 weeks</td>
<td>7.1 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>21.7 weeks</td>
<td>11.8 weeks</td>
</tr>
</tbody>
</table>

http://wbl.worldbank.org/

World Economic Forum Competitiveness Report Selected Rankings

www.doingbusiness.org
Greece Agriculture 13% Services 72% Industry 15%

**Workforce**

<table>
<thead>
<tr>
<th>Total Workforce</th>
<th>4,814,700</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time Employees</td>
<td>2,297,662</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>1,390,399</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>1,126,640</td>
</tr>
</tbody>
</table>

**Workforce Skills**

- Highly Skilled: 33%
- Medium Skilled: 33%
- Non Skilled: 61%

**Cost Considerations**

**Leave and Maternity**

- Paid Annual Leave By Tenure:
  - Tenure: 1 Year, 5 Years, 10 Years
  - Leave: 20 days, 22 days, 25 days

- Maternity Entitlements
  - Maternity: 119 days
  - Paternity: 2 days
  - Parental: -

- Payment by:
  - Govt: Yes
  - Empl: No

**Economic Considerations**

- GDP Growth (YOY): +2%
- Inflation (YOY): +2%
- Change (YOY USD/EUR): -0.9%

**Competitiveness – Ranking**

- Labor Employee Relations Cooperation
  - Greece: 72
  - EMEA: 88

- Parity related to Productivity
  - Greece: 84
  - EMEA: 124

- Ability to Retain Talent
  - Greece: 63
  - EMEA: 130

- Ability to Attract Talent
  - Greece: 72
  - EMEA: 84

**Overtime Premiums**

- At 120 hours, Greece has one of the more restrictive annual overtime limits of the region.
- There are restrictions on working on a holiday day.

**Redundancy and Dismissal**

**Notice Period By Tenure (in Weeks)**

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Greece</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>-</td>
<td>4.6 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>-</td>
<td>7.0 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>-</td>
<td>9.2 weeks</td>
</tr>
</tbody>
</table>

**Severance Pay By Tenure (in Weeks)**

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Greece</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>8.7 weeks</td>
<td>2.6 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>13 weeks</td>
<td>7.1 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>26 weeks</td>
<td>11.8 weeks</td>
</tr>
</tbody>
</table>

Sources:

- World Economic Forum Competitiveness Report Selected Rankings
- World Bank
  - www.doingbusiness.org

http://wbl.worldbank.org/
Hungary
Agriculture 5% Services 65% Industry 31%

Workforce

<table>
<thead>
<tr>
<th>Workforce Skill</th>
<th>Proportion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly Skilled</td>
<td>10%</td>
</tr>
<tr>
<td>Medium Skilled</td>
<td>36%</td>
</tr>
<tr>
<td>Non Skilled</td>
<td>54%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Workforce</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Workforce</td>
<td>4,576,800</td>
</tr>
<tr>
<td>Full Time Employees</td>
<td>3,873,758</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>478,779</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>224,263</td>
</tr>
</tbody>
</table>

Economic Considerations

- Above average YOY GDP growth.

Cost Considerations

Leaves and Maternity

<table>
<thead>
<tr>
<th>Leave and Maternity</th>
<th>Tenure</th>
<th>1 Year</th>
<th>5 Years</th>
<th>10 Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leave</td>
<td></td>
<td>20 days</td>
<td>21 days</td>
<td>23 days</td>
</tr>
<tr>
<td>At least 5 Days of Fully Paid Sick Leave Annually</td>
<td>Yes</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Maternity Entitlements

<table>
<thead>
<tr>
<th>Maternity Entitlements</th>
<th>Maternity</th>
<th>Paternity</th>
<th>Parental</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paid Leave (days)</td>
<td>168</td>
<td>5</td>
<td>590</td>
</tr>
<tr>
<td>Payment by</td>
<td>Govt</td>
<td>Empl</td>
<td>Govt</td>
</tr>
</tbody>
</table>

Overtime Premiums

- Overtime in Hungary is more restrictive than most of the other countries in the region. The annual overtime limit is 200 hours.

Redundancy and Dismissal

<table>
<thead>
<tr>
<th>Notice Period By Tenure (in Weeks)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tenure</td>
</tr>
<tr>
<td>1 Year</td>
</tr>
<tr>
<td>5 Years</td>
</tr>
<tr>
<td>10 Years</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Severance Pay By Tenure (in Weeks)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tenure</td>
</tr>
<tr>
<td>1 Year</td>
</tr>
<tr>
<td>5 Years</td>
</tr>
<tr>
<td>10 Years</td>
</tr>
</tbody>
</table>
Ireland - Agriculture 6% Services 75% Industry 18%

Workforce

- Total Workforce: 2,202,700
- Full Time Employees: 1,691,533
- Contingent Workforce: 341,559
- Unemployed Workers: 169,608

Workforce Skills

- Highly Skilled: 9%
- Medium Skilled: 41%
- Non Skilled: 50%

Cost Considerations

- Leave and Maternity
  - Paid Annual Leave by Tenure
    - Leave: 20 days
  - At least 5 Days of Fully Paid Sick Leave Annually: No
  - Maternity Entitlements: Paid Leave (days) 182
  - Payment by: Govt
  - Guaranteed equivalent position post leave: Yes

Economic Considerations

- YOY GDP Growth: 4.1%
- YOY Inflation: 2%
- YOY USD/EUR change: -3.0%

- Ireland has experienced YOY GDP growth at more than twice the regional average.

Competitiveness – Ranking out of 138 countries

- Labor-Employee Relations Cooperation
- Productivity
- Ability to Retain Talent
- Ability to Attract Talent

Overtime Premiums

- Night Work Premium (%): Ireland 17%
- Rest Day Working (%): Ireland 47%
- General Overtime (%): United States

- Overtime in Ireland is limited to 240 hours per year which is slightly more restrictive than the regional average.
- There are restrictions to working on a holiday day.

Redundancy and Dismissal

- Notice Period by Tenure (in Weeks)
  - 1 Year: Ireland 1 weeks
  - 5 Years: Ireland 4 weeks
  - 10 Years: Ireland 6 weeks

- Severance Pay by Tenure (in Weeks)
  - 1 Year: Ireland -
  - 5 Years: Ireland 11 weeks
  - 10 Years: Ireland 21 weeks

World Economic Forum Competitiveness Report Selected Rankings

http://wbl.worldbank.org/
Israel
Agriculture 1% Services 80% Industry 18%

Workforce
- Total Workforce: 3,738,337
- Full Time Employees: 3,139,205
- Contingent Workforce: 415,954
- Unemployed Workers: 183,179

Workforce Skills
- Highly Skilled: 50%
- Medium Skilled: 44%
- Non Skilled: 6%

Economic Considerations
- YOY GDP Growth: 3.2%
- YOY Inflation: 2%
- YOY USD/ILS Change: -1.7%

YOY GDP growth has been above average.

Competitiveness – Ranking out of 138 countries

Cost Considerations
- Leave and Maternity
  - Paid Annual Leave By Tenure
    - Tenure: 1 Year, 5 Years, 10 Years
    - Leave: 14 days, 16 days, 24 days
  - At least 5 Days of Fully Paid Sick Leave Annually: No
  - Maternity Entitlements: Maternity, Paternity, Parental
    - Paid Leave (days): 98, -, -
    - Payment by: Govt, -, -
    - Guaranteed equivalent position post leave: No

Overtime Premiums
- Night Work Premium (%): 0, 17
- Weekly Rest Day Working (%): 60, 47
- General Overtime (%): 26, 38
- Israel, EMEA, United States

At approximately 570 hours per year, Israel has one of the least restrictive annual overtime limits in the region.
- There are restrictions on working on a holiday day.

Redundancy and Dismissal
- Notice Period By Tenure (in Weeks)
  - Tenure: 1 Year, 5 Years, 10 Years
  - Israel: 4.3 weeks, 4.3 weeks, 4.3 weeks
  - Regional Ave: 4.6 weeks, 7.0 weeks, 9.2 weeks
- Severance Pay By Tenure (in Weeks)
  - Tenure: 1 Year, 5 Years, 10 Years
  - Israel: 4.3 weeks, 21.7 weeks, 43.3 weeks
  - Regional Ave: 2.6 weeks, 7.1 weeks, 11.8 weeks

http://wbl.worldbank.org/
www.doingbusiness.org
**Italy**

**Agriculture 4 % Services 70 % Industry 27 %**

### Workforce

<table>
<thead>
<tr>
<th>Total Workforce</th>
<th>25,928,200</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time Employees</td>
<td>17,125,161</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>5,769,439</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>3,033,599</td>
</tr>
</tbody>
</table>

### Workforce Skills

- Highly Skilled: 11%
- Medium Skilled: 35%
- Non Skilled: 54%

### Economic Considerations

- **YOY GDP Growth**: 0.8%
- **YOY Inflation**: 2%
- **YOY USD/EUR change**: -0.1%

### Competitiveness – Ranking out of 138 countries

- Labor-Employee Relations Cooperation: 111 (Italy), 127 (Average)
- Parity related to Productivity: 72 (Italy), 84 (Average)
- Ability to Retain Talent: 107 (Italy), 63 (Average)
- Ability to Attract Talent: 105 (Italy), 72 (Average)

### Cost Considerations

#### Leave and Maternity

- **Paid Annual Leave By Tenure**
  - Tenure: 1 Year, 5 Years, 10 Years
  - Leave: 26 days, 26 days, 26 days

- **At least 5 Days of Fully Paid Sick Leave Annually**: No

- **Maternity Entitlements**
  - Paid Leave (days): 150, 1, 300
  - Payment by: Govt, Govt, Govt
  - Guaranteed equivalent position post leave: Yes

#### Overtime Premiums

- Night Work Premium (%): 16 (Italy), 17 (EMEA), 16 (United States)
- Weekly Rest Day Working (%): 90 (Italy), 47 (EMEA), 38 (United States)

#### Redundancy and Dismissal

- **Notice Period By Tenure (in Weeks)**
  - Tenure: 1 Year, 5 Years, 10 Years
  - Notice Period: 2.9 weeks, 4.3 weeks, 6.4 weeks

- **Severance Pay By Tenure (in Weeks)**
  - Tenure: 1 Year, 5 Years, 10 Years
  - Severance Pay: 2.6 weeks, 7.1 weeks, 11.8 weeks

---

Overtime in Italy is limited to 250 hours per year which is slightly more restrictive than the regional average.

---

World Economic Forum Competitiveness Report Selected Rankings

www.doingbusiness.org
Kazakhstan

Agriculture 24% Services 56% Industry 20%

**Workforce**

<table>
<thead>
<tr>
<th>Workforce Category</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Workforce</td>
<td>9,284,810</td>
</tr>
<tr>
<td>Full Time Employees</td>
<td>6,198,558</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>2,631,297</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>454,956</td>
</tr>
</tbody>
</table>

**Workforce Skills**

- Highly Skilled: 22%
- Medium Skilled: 33%
- Non Skilled: 45%

**Economic Considerations**

- **YOY GDP Growth**: 0.1%
- **YOY Inflation**: 11.5%
- **YOY USD/KZT Change**: 20.2%

**Competitiveness – Ranking** out of 138 countries

- Labor-Employee Relations Cooperation: 60/72
- Productivity: 38/84
- Ability to Retain Talent: 82/63
- Ability to Attract Talent: 52/72

**Cost Considerations**

**Leave and Maternity**

- **Paid Annual Leave By Tenure**
  - Tenure: 1 Year, 5 Years, 10 Years
  - Leave: 18 days, 18 days, 18 days

- **At least 5 Days of Fully Paid Sick Leave Annually**: Yes

**Maternity Entitlements**

- Paid Leave (days): 126
- Payment by: Empl
- Guaranteed equivalent position post leave: Yes

**Overtime Premiums**

- **Night Work Premium (%)**: 50
- **Weekly Rest Day Working (%)**: 47
- **General Overtime (%)**: 50

- At 120 hours, Kazakhstan has one of the more restrictive annual overtime limits of the region.

**Redundancy and Dismissal**

**Notice Period By Tenure (in Weeks)**

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Kazakhstan</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>4.3 weeks</td>
<td>4.6 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>4.3 weeks</td>
<td>7.0 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>4.3 weeks</td>
<td>9.2 weeks</td>
</tr>
</tbody>
</table>

**Severance Pay By Tenure (in Weeks)**

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Kazakhstan</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>4.3 weeks</td>
<td>2.6 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>4.3 weeks</td>
<td>7.1 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>4.3 weeks</td>
<td>11.8 weeks</td>
</tr>
</tbody>
</table>

http://wbl.worldbank.org/

YOY YOY YOY USD/KZT

- GDP Growth: 20% depreciation in the value of KZT vs USD.
- Kazakhstan stopped pegging KZT to USD in Aug ‘15.
- The YOY inflation level is the highest in the region.
Workforce

<table>
<thead>
<tr>
<th>Workforce Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Workforce</td>
<td>993,000</td>
</tr>
<tr>
<td>Full Time Employees</td>
<td>798,015</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>100,650</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>94,335</td>
</tr>
</tbody>
</table>

Skilled Workforce

- Highly Skilled: 13%
- Medium Skilled: 40%
- Non-Skilled: 47%

Economic Considerations

<table>
<thead>
<tr>
<th>GDP Growth</th>
<th>YOY</th>
<th>Inflation</th>
<th>YOY</th>
<th>YOY USD/EUR change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Latvia</td>
<td>0.8%</td>
<td>0.8%</td>
<td></td>
<td>-3.0%</td>
</tr>
<tr>
<td>EMEA</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Competitiveness – Ranking out of 138 countries

- Labor-Employee Relations Cooperation: Latvia 84, EMEA 49, Regional Ave 84
- Per Capita Productivity: Latvia 118, EMEA 118, Regional Ave 118
- Ability to Retain Talent: Latvia 63, EMEA 63, Regional Ave 72
- Ability to Attract Talent: Latvia 72, EMEA 72, Regional Ave 72

Cost Considerations

Leaves and Maternity

- Paid Annual Leave By Tenure:
  - 1 Year: 20 days
  - 5 Years: 20 days
  - 10 Years: 20 days

- Maternity Entitlements:
  - Paid Leave (days): 112, 10, 548
  - Payment by: Govt, Govt, Govt

- Guaranteed equivalent position post leave: Yes

Overtime Premiums

- Night Work Premium (%): Latvia 50, EMEA 47, United States 38
- Weekly Rest Day Working (%): Latvia 17, EMEA 47, United States 100
- General Overtime (%): Latvia 50, EMEA 47, United States 100

Redundancy and Dismissal

- Notice Period By Tenure (in Weeks):
  - 1 Year: Latvia 4.3 weeks, Regional Ave 4.6 weeks
  - 5 Years: Latvia 4.3 weeks, Regional Ave 7.0 weeks
  - 10 Years: Latvia 4.3 weeks, Regional Ave 9.2 weeks

- Severance Pay By Tenure (in Weeks):
  - 1 Year: Latvia 4.3 weeks, Regional Ave 2.6 weeks
  - 5 Years: Latvia 8.7 weeks, Regional Ave 7.1 weeks
  - 10 Years: Latvia 13 weeks, Regional Ave 11.8 weeks

www.doingbusiness.org

*Overtime in Latvia is limited to approximately 430 hours per year which is less restrictive than the regional average.*
**Lithuania**

**Agriculture 9% Services 66% Industry 25%**

### Workforce

- **Total Workforce**: 1,486,800
- **Full Time Employees**: 1,222,459
- **Contingent Workforce**: 157,292
- **Unemployed Workers**: 107,050

### Workforce Skills

- Highly Skilled: 8%
- Medium Skilled: 49%
- Non Skilled: 44%

### Economic Considerations

- **YOY GDP Growth**: 1.7%
- **YOY Inflation**: 0.8%
- **YOY USD/EUR change**: -3.0%

### Competitiveness – Ranking out of 138 countries

- Labor-Employee relations: 61/72
- Work productivity: 46/84
- Ability to attract talent: 106/63
- Ability to retain talent: 111/72

### Cost Considerations

- **Leave and Maternity**
  - Paid Annual Leave By Tenure:
    - Tenure: 1 Year, 5 Years, 10 Years
    - Leave: 20 days, 20 days, 22 days
  - At least 5 Days of Fully Paid Sick Leave Annually: Yes

- **Maternity Entitlements**
  - Paid Leave (days): 126, 30, 309
  - Payment by: Govt, Govt, Govt
  - Guaranteed equivalent position post leave: Yes

### Overtime Premiums

- **Night Work Premium (%):** 50
- **Weekly Rest Day Working (%):** 17
- **General Overtime (%):** 47, 50, 38

- At 120 hours, Lithuania has one of the more restrictive annual overtime limits of the region.

### Redundancy and Dismissal

- **Notice Period By Tenure (in Weeks)**
  - Tenure: 1 Year, 5 Years, 10 Years
  - Regional Ave: 4.6 weeks, 7.0 weeks, 9.2 weeks

- **Severance Pay By Tenure (in Weeks)**
  - Tenure: 1 Year, 5 Years, 10 Years
  - Regional Ave: 2.6 weeks, 7.1 weeks, 11.8 weeks

---

**World Economic Forum Competitiveness Report Selected Rankings**


[http://wbl.worldbank.org/]
Luxembourg Agriculture 1% Services 88% Industry 11%

Workforce

<table>
<thead>
<tr>
<th>Total Workforce</th>
<th>276,300</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time Employees</td>
<td>236,117</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>22,500</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>17,683</td>
</tr>
</tbody>
</table>

Workforce Skills

- Highly Skilled: 33%
- Medium Skilled: 60%
- Non Skilled: 7%

Cost Considerations

Leave and Maternity

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Leave (in days)</th>
<th>Maternity</th>
<th>Paternity</th>
<th>Parental</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>25</td>
<td>112</td>
<td>2</td>
<td>180</td>
</tr>
<tr>
<td>5 Years</td>
<td>25</td>
<td>2</td>
<td>180</td>
<td></td>
</tr>
<tr>
<td>10 Years</td>
<td>25</td>
<td>2</td>
<td>180</td>
<td></td>
</tr>
</tbody>
</table>

Overtime Premiums

- Night Work Premium (%): 17
- Weekly Rest Day Working (%): 47
- General Overtime (%): 40 (Luxembourg), 38 (EMEA), 38 (United States)

Economic Considerations

- YOY GDP Growth: 4.4% (Luxembourg), 2% (EMEA)
- YOY Inflation: 0.4% (Luxembourg), 2% (EMEA)
- YOY USD/EUR change: -3.0% (EMEA)

Luxembourg has experienced YOY GDP growth at more than twice the regional average.

Competitiveness – Ranking out of 138 countries

- Labor-Employee Relations Cooperation
- Productivity
- Ability to Retain Talent
- Ability to Attract Talent

Luxembourg Ranking: 11, 28, 12, 8

World Economic Forum Competitiveness Report Selected Rankings


Redundancy and Dismissal

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Notice Period (in Weeks)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>Luxembourg: 8.7, Regional Ave: 4.6</td>
</tr>
<tr>
<td>5 Years</td>
<td>Luxembourg: 17.3, Regional Ave: 7.0</td>
</tr>
<tr>
<td>10 Years</td>
<td>Luxembourg: 26, Regional Ave: 9.2</td>
</tr>
</tbody>
</table>

Severance Pay By Tenure (in Weeks)

- Luxembourg: 8.7 weeks
- Regional Ave: 11.8 weeks

Overtime in Luxembourg is limited to approximately 480 hours per year which is considerably less restrictive than the regional average.

There are restrictions on working on a holiday day.
Morocco 
Agriculture 39% Services 39% Industry 21%

Workforce

<table>
<thead>
<tr>
<th>Total Workforce</th>
<th>12,498,273</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time Employees</td>
<td>5,389,355</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>5,909,083</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>1,199,834</td>
</tr>
</tbody>
</table>

Workforce Skills

- High Skilled: 15%
- Medium Skilled: 7%
- Non Skilled: 78%

Economic Considerations

- GDP Growth: 1.0% YOY, 2.0% EMEA
- Inflation: 2.3% YOY, 2.2% EMEA
- USD/MAD Change: -0.1%

Competitiveness – Ranking out of 138 countries

Cost Considerations

Leave and Maternity

- Paid Annual Leave By Tenure
  - Tenure: 1 Year, 5 Years, 10 Years
  - Leave: 18 days, 19.5 days, 21 days

- At least 5 Days of Fully Paid Sick Leave Annually: No

Maternity Entitlements

- Maternity: 98 days
- Paternity: 3 days
- Parental: -

Payment by:

- Govt

Guaranteed equivalent position post leave: Yes

Overtime Premiums

- Night Work Premium (%): Morocco 0%, EMEA 17%
- Weekly Rest Day Working (%): Morocco 47%, EMEA 0%
- General Overtime (%): Morocco 26%, EMEA 38%

Redundancy and Dismissal

Notice Period By Tenure (in Weeks)

- Tenure: 1 Year, 5 Years, 10 Years
- Morocco: 4.3, 8.7, 8.7 weeks
- Regional Ave: 4.6, 7.0, 9.2 weeks

Severance Pay By Tenure (in Weeks)

- Tenure: 1 Year, 5 Years, 10 Years
- Morocco: 2.2, 10.9, 27.3 weeks
- Regional Ave: 2.6, 7.1, 11.8 weeks

World Economic Forum Competitiveness Report Selected Rankings

World Bank Data
http://wbl.worldbank.org/

- At 80 hours, Morocco has one of the most restrictive annual overtime limits of the region.
- There are limits to working on a holiday day.
**Netherlands**

**Workforce**

- Total Workforce: 8,968,400
- Full Time Employees: 7,104,049
- Contingent Workforce: 1,353,152
- Unemployed Workers: 511,199

**Workforce Skills**

- Highly Skilled: 48%
- Medium Skilled: 44%
- Non Skilled: 9%

**Cost Considerations**

**Leave and Maternity**

- Paid Annual Leave By Tenure:
  - Tenure: 1 Year, 5 Years, 10 Years
  - Leave: 20 days, 20 days, 20 days

- At least 5 Days of Fully Paid Sick Leave Annually: No

**Maternity Entitlements**

- Paid Leave (days): 112
- Payment by: Govt

- Guaranteed equivalent position post leave: Yes

**Economic Considerations**

- GDP Growth: 2.3% YOY
- Inflation: 0.1% YOY
- USD/EUR change: -3.0%

**Competitiveness – Ranking**

- out of 138 countries

**Overtime Premiums**

- Night Work Premium (%): Netherlands - 17, EMEA - 47, United States - 38
- Weekly Rest Day Working (%): Netherlands - 0, EMEA - 0, United States - 0
- General Overtime (%): Netherlands - 0, EMEA - 0, United States - 0

- Overtime in the Netherlands is limited to approximately 400 hours per year which is less restrictive than the regional average.

**Redundancy and Dismissal**

**Notice Period By Tenure (in Weeks)**

- Tenure: 1 Year, 5 Years, 10 Years
- Notice Period: 4.3 weeks, 8.7 weeks, 14.3 weeks

**Severance Pay By Tenure (in Weeks)**

- Tenure: 1 Year, 5 Years, 10 Years
- Severance Pay: 2.6 weeks, 7.2 weeks, 14.3 weeks

**Sources**

Norway Agriculture 2 % Services 77 % Industry 21 %

**Workforce**

<table>
<thead>
<tr>
<th>Total Workforce</th>
<th>2,769,800</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time Employees</td>
<td>2,444,426</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>189,654</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>135,720</td>
</tr>
</tbody>
</table>

**Workforce Skills**

- Highly Skilled: 4%
- Medium Skilled: 47%
- Non Skilled: 49%

**Cost Considerations**

**Leave and Maternity**

- Paid Annual Leave By Tenure:
  - Tenure: 1 Year, 5 Years, 10 Years
  - Leave: 21 days, 21 days, 21 days

- Maternity Entitlements:
  - Maternity: Yes
  - Paternity: Yes
  - Parental: Yes

- Payment by:
  - Govt

- Guaranteed equivalent position post leave: Yes

**Economic Considerations**

- YOY GDP Growth: 2.5%
- YOY Inflation: 3.8%
- YOY USD/NOK Change: -3.4%

- Above average YOY inflation.

**Competitiveness – Ranking out of 138 countries**

- Labor-Employee Relations Co-operation: 1
- Perceived Productivity: 72
- Ability to Retain Talent: 84
- Ability to Attract Talent: 63

**Overtime Premiums**

- Night Work Premium (%): Norway 0, EMEA 17, United States 0
- Weekly Rest Day Working (%): Norway 47, EMEA 40, United States 38

- Overtime in Norway is limited to 200 hours per year which is more restrictive than the regional average.
- There are restrictions on both working on a holiday day and night work.

**Redundancy and Dismissal**

**Notice Period By Tenure (in Weeks)**

- Tenure: 1 Year, 5 Years, 10 Years
- Notice Period:
  - Norway: 4.3 weeks, 8.7 weeks, 13 weeks
  - Regional Ave: 4.6 weeks, 7.0 weeks, 9.2 weeks

**Severance Pay By Tenure (in Weeks)**

- Tenure: 1 Year, 5 Years, 10 Years
- Severance Pay:
  - Norway: -
  - Regional Ave: 2.6 weeks, 7.1 weeks, 11.8 weeks

http://wbl.worldbank.org/

World Economic Forum Competitiveness Report Selected Rankings
Poland
Agriculture 11 % Services 58 % Industry 31 %

**Workforce**

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Workforce</td>
<td>17,248,000</td>
</tr>
<tr>
<td>Full Time Employees</td>
<td>12,429,426</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>3,404,238</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>1,414,336</td>
</tr>
</tbody>
</table>

**Workforce Skills**

- Highly Skilled: 39%
- Medium Skilled: 55%
- Non Skilled: 7%

**Economic Considerations**

- GDP Growth: 3.1% YOY
- Inflation: 2% YOY
- USD/PLN Change: 1.2% YOY

**Competitiveness – Ranking out of 138 countries**

- Labor-Employee Relations Cooperation: Poland 93, EMEA 72
- Productivity: Poland 61, EMEA 84
- Ability to Retain Talent: Poland 99, EMEA 63
- Ability to Attract Talent: Poland 116, EMEA 72

**Cost Considerations**

**Leave and Maternity**

- Paid Annual Leave By Tenure:
  - 1 Year: 20 days
  - 5 Years: 20 days
  - 10 Years: 26 days
- At least 5 Days of Fully Paid Sick Leave Annually: No

**Maternity Entitlements**

- Paid Leave (days): 182, 14, 182
- Payment by: Govt, Govt, Govt
- Guaranteed equivalent position post leave: Yes

**Overtime Premiums**

- Night Work Premium (%): Poland 20, EMEA 17, United States 17
- Weekly Rest Day Working (%): Poland 47, EMEA 38, United States 38
- General Overtime (%): Poland 50, EMEA 38

- Overtime in Poland is more restrictive than most of the other countries in the region. The annual overtime limit is 150 hours.

**Redundancy and Dismissal**

**Notice Period By Tenure (in Weeks)**

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Poland</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>4.3 weeks</td>
<td>4.6 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>13 weeks</td>
<td>7.0 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>13 weeks</td>
<td>9.2 weeks</td>
</tr>
</tbody>
</table>

**Severance Pay By Tenure (in Weeks)**

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Poland</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>4.3 weeks</td>
<td>2.6 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>8.7 weeks</td>
<td>7.1 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>13 weeks</td>
<td>11.8 weeks</td>
</tr>
</tbody>
</table>

http://wbl.worldbank.org/
Portugal Agriculture 6% Services 69% Industry 25%

### Workforce

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Workforce</td>
<td>5,161,900</td>
</tr>
<tr>
<td>Full Time Employees</td>
<td>3,612,762</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>1,007,138</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>542,000</td>
</tr>
</tbody>
</table>

#### Workforce Skills

- **Highly Skilled:** 33%
- **Medium Skilled:** 12%
- **Non Skilled:** 56%

---

### Economic Considerations

- **YOY GDP Growth:** 0.3%
- **YOY Inflation:** 0.8%
- **YOY USD/EUR change:** -3.0%

---

### Competitiveness – Ranking out of 138 countries

- Labor-Employee Relations Cooperation: Portugal: 81, Regional Ave: 72
- Parity related to Productivity: Portugal: 65, Regional Ave: 84
- Ability to Retain Talent: Portugal: 68, Regional Ave: 63
- Ability to Attract Talent: Portugal: 81, Regional Ave: 72

---

### Cost Considerations

#### Leave and Maternity

- **Paid Annual Leave By Tenure**
  - 1 Year: 22 days
  - 5 Years: 22 days
  - 10 Years: 22 days

- **At least 5 Days of Fully Paid Sick Leave Annually:** No

#### Maternity Entitlements

<table>
<thead>
<tr>
<th></th>
<th>Maternity</th>
<th>Paternity</th>
<th>Parental</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paid Leave (days)</td>
<td>-</td>
<td>-</td>
<td>120</td>
</tr>
<tr>
<td>Payment by:</td>
<td>-</td>
<td>-</td>
<td>Govt</td>
</tr>
</tbody>
</table>

- Guaranteed equivalent position post leave: Yes

---

### Overtime Premiums

- **Night Work Premium (%):** Portugal: 26, EMEA: 17, United States: 47
- **Weekly Rest Day Working (%):** Portugal: 50, EMEA: 47, United States: 31
- **General Overtime (%):** Portugal: 31, EMEA: 26, United States: 38

---

### Redundancy and Dismissal

#### Notice Period By Tenure (in Weeks)

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Portugal</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>4.3 weeks</td>
<td>4.6 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>8.6 weeks</td>
<td>7.0 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>10.7 weeks</td>
<td>9.2 weeks</td>
</tr>
</tbody>
</table>

#### Severance Pay By Tenure (in Weeks)

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Portugal</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>1.7 weeks</td>
<td>2.6 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>8.6 weeks</td>
<td>7.1 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>17.1 weeks</td>
<td>11.8 weeks</td>
</tr>
</tbody>
</table>

- Overtime in Portugal is more restrictive than most of the other countries in the region. The annual overtime limit is 150 hours.
- There are restrictions on working on a holiday day.

World Economic Forum Competitiveness Report Selected Rankings

- www.doingbusiness.org

http://wbl.worldbank.org/
Romania: Agriculture 25% Services 45% Industry 30%

Workforce:
- Total Workforce: 9,056,900
- Full Time Employees: 5,795,329
- Contingent Workforce: 2,727,214
- Unemployed Workers: 534,357

Workforce Skills:
- Highly Skilled: 22%
- Medium Skilled: 68%
- Non Skilled: 11%

Economic Considerations:
- YOY GDP Growth: Romania 6.0%, EMEA 2%
- YOY Inflation: Romania 2%, EMEA 2%
- YOY USD/RON Change: Romania 0.8%

- Romania has experienced the highest YOY GDP growth of the region.

Cost Considerations:
- Paid Annual Leave By Tenure:
  - Leave: 20 days, 20 days, 20 days
- At least 5 Days of Fully Paid Sick Leave Annually: Yes

- Maternity Entitlements:
  - Paid Leave (days): 126, 15, 302
  - Payment by: Govt, Empl, Govt

- Guaranteed equivalent position post leave: Yes

- Overtime Premiums:
  - Night Work Premium (%): Romania 26, EMEA 17
  - Weekly Rest Day Working (%): Romania 47, EMEA 47
  - General Overtime (%): Romania 75, EMEA 38

- Overtime in the Romania is limited to approximately 380 hours per year which is less restrictive than the regional average.

Competitiveness – Ranking out of 138 countries:
- Labor-Employee Relations Cooperation: Romania 106, Regional Ave 72
- Productivity: Romania 84, Regional Ave 69
- Ability to Retain Talent: Romania 130, Regional Ave 127

Redundancy and Dismissal:
- Notice Period By Tenure (in Weeks):
  - 1 Year: Romania 4 weeks, Regional Ave 4.6 weeks
  - 5 Years: Romania 4 weeks, Regional Ave 7.0 weeks
  - 10 Years: Romania 4 weeks, Regional Ave 9.2 weeks

- Severance Pay By Tenure (in Weeks):
  - 1 Year: Romania -, Regional Ave 2.6 weeks
  - 5 Years: Romania -, Regional Ave 7.1 weeks
  - 10 Years: Romania -, Regional Ave 11.8 weeks

http://wbl.worldbank.org/
Russia Agriculture 7% Services 66% Industry 28%

Workforce
- Total Workforce: 76,754,167
- Full Time Employees: 67,451,255
- Contingent Workforce: 5,311,695
- Unemployed Workers: 3,991,217

Economic Considerations
- YOY GDP Growth: -0.8%
- YOY Inflation: 6.1%
- YOY USD/RUB Change: -1.3%

Cost Considerations
Leave and Maternity
- Paid Annual Leave By Tenure
  - Leave: 22 days, 22 days, 22 days

Overtime Premiums
- Night Work Premium (%): 20, 17, 47, 50
- Weekly Rest Day Working (%): 100
- General Overtime (%): 38

Redundancy and Dismissal
- Notice Period By Tenure (in Weeks)
  - 1 Year: 8.7 weeks, 4.6 weeks
  - 5 Years: 8.7 weeks, 7.0 weeks
  - 10 Years: 8.7 weeks, 9.2 weeks

Competitiveness – Ranking out of 138 countries
- Labor-Employee Relations Cooperation: 72, 41, 84
- Productivity: 81, 63, 92
- Ability to Retain Talent: 72, 72
- Ability to Attract Talent: 81

World Economic Forum Competitiveness Report Selected Rankings
https://www.weforum.org/reports/the-global-competitiveness-report-2016-2017-1

http://wbl.worldbank.org/
Serbia
Agriculture 21% Services 53% Industry 26%

Workforce

<table>
<thead>
<tr>
<th>Total Workforce</th>
<th>3,132,027</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time Employees</td>
<td>1,795,428</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>860,531</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>476,068</td>
</tr>
</tbody>
</table>

Workforce Skills
- Highly Skilled
- Medium Skilled
- Non Skilled

Paid Annual Leave By Tenure
- Leave: 20 days

At least 5 Days of Fully Paid Sick Leave Annually: No

Maternity Entitlements
- Paid Leave (days): 135
- Payment by: Govt

Guaranteed equivalent position post leave: No

Economic Considerations

YOY GDP Growth: 2.5%
YOY Inflation: 0.8%
YOY USD/SRB Change: 0.6%

Competitiveness – Ranking out of 138 countries

Cost Considerations
Leave and Maternity

Overtime Premiums
- Night Work Premium (%): Serbia 26, EMEA 17
- Weekly Rest Day Working (%): Serbia 47, EMEA 38
- General Overtime (%): Serbia 26

Redundancy and Dismissal

Notice Period By Tenure (in Weeks)
- 1 Year: - 4.6 weeks
- 5 Years: - 7.0 weeks
- 10 Years: - 9.2 weeks

Severance Pay By Tenure (in Weeks)
- 1 Year: 1.4 weeks
- 5 Years: 7.2 weeks
- 10 Years: 14.4 weeks

http://wbl.worldbank.org/

World Economic Forum Competitiveness Report Selected Rankings

www.doingbusiness.org
Slovakia
Agriculture 4% Services 61% Industry 36%

Workforce

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Workforce</td>
<td>2,756,700</td>
</tr>
<tr>
<td>Full Time Employees</td>
<td>2,112,944</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>384,626</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>259,130</td>
</tr>
</tbody>
</table>

Workforce Skills

- Highly Skilled: 32%
- Medium Skilled: 60%
- Non Skilled: 8%

Cost Considerations
Leave and Maternity

- Paid Annual Leave By Tenure:
  - Tenure: 1 Year, 5 Years, 10 Years
  - Leave: 25 days, 25 days, 25 days

- At least 5 Days of Fully Paid Sick Leave Annually: No

- Maternity Entitlements:
  - Maternity: 238 days
  - Paternity: -
  - Parental: 899 days

- Payment by:
  - Govt

- Guaranteed equivalent position post leave: Yes

Economic Considerations

- YOY GDP Growth: 3.7% Slovakia, 2% EMEA
- YOY Inflation: -0.6% Slovakia, 2% EMEA
- YOY USD/EUR change: -3.0% Slovakia

Competitiveness – Ranking out of 138 countries

- Labor-Employee Cooperation: 87 Slovakia, 72 EMEA
- Par Related to Productivity: 43 Slovakia, 84 EMEA
- Ability to Retain Talent: 63 Slovakia, 72 EMEA
- Ability to Attract Talent: 128 Slovakia, 132 EMEA

Overtime Premiums

- Night Work Premium (%):
  - Slovakia: 20%
  - EMEA: 17%
  - United States: -

- Weekly Rest Day Working (%):
  - Slovakia: 47%
  - EMEA: -
  - United States: -

- General Overtime (%):
  - Slovakia: 26%
  - EMEA: 38%

- Overtime in Slovakia is more restrictive than most of the other countries in the region. The annual overtime limit is 150 hours.

Redundancy and Dismissal

- Notice Period By Tenure (in Weeks):
  - Tenure: 1 Year, 5 Years, 10 Years
  - Slovakia: 8.7 weeks, 13 weeks, 13 weeks
  - Regional Ave: 4.6 weeks, 7.0 weeks, 9.2 weeks

- Severance Pay By Tenure (in Weeks):
  - Tenure: 1 Year, 5 Years, 10 Years
  - Slovakia: 8.7 weeks, 8.7 weeks, 8.7 weeks
  - Regional Ave: 2.6 weeks, 7.1 weeks, 11.8 weeks

World Economic Forum Competitiveness Report Selected Rankings
https://www.weforum.org/reports/the-global-competitiveness-report-2016-2017-
www.doingbusiness.org
Slovenia

Agriculture 8% Services 60% Industry 32%

Workforce

<table>
<thead>
<tr>
<th>Total Workforce</th>
<th>996,800</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time Employees</td>
<td>741,489</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>148,654</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>106,658</td>
</tr>
</tbody>
</table>

Workforce Skills

- Highly Skilled: 43%
- Medium Skilled: 49%
- Non Skilled: 8%

### Economic Considerations

<table>
<thead>
<tr>
<th>YOY GDP Growth</th>
<th>YOY Inflation</th>
<th>YOY USD/EUR change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.7%</td>
<td>0.8%</td>
<td>-3.0%</td>
</tr>
</tbody>
</table>

### Competitiveness – Ranking out of 138 countries

- Labor-Employee Relations Cooperation
  - Slovenia: 74
  - EMEA: 72
- Perceived Productivity
  - Slovenia: 70
  - EMEA: 84
- Ability to Retain Talent
  - Slovenia: 94
  - EMEA: 63
- Ability to Attract Talent
  - Slovenia: 114
  - EMEA: 72

Cost Considerations

#### Leave and Maternity

**Paid Annual Leave by Tenure**

- Tenure: 1 Year, 5 Years, 10 Years
- Leave: 20 days, 22 days, 24 days

**At Least 5 Days of Fully Paid Sick Leave Annually**

- Yes

**Maternity Entitlements**

<table>
<thead>
<tr>
<th>Maternity</th>
<th>Paternity</th>
<th>Parental</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paid Leave (days)</td>
<td>105</td>
<td>30</td>
</tr>
<tr>
<td>Payment by:</td>
<td>Govt</td>
<td>Govt</td>
</tr>
</tbody>
</table>

**Guaranteed Equivalent Position Post Leave**

- No

**Overtime Premiums**

- Night Work Premium (%): Slovenia 75, EMEA 17, United States 17
- Weekly Rest Day Working (%): Slovenia 100, EMEA 47, United States 30
- General Overtime (%): Slovenia 30, EMEA 38, United States 38

Overtime in Slovenia is more restrictive than most of the other countries in the region. The annual overtime limit is 170 hours.

### Redundancy and Dismissal

**Notice Period by Tenure (in Weeks)**

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Slovenia</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>4.3 weeks</td>
<td>4.6 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>5.1 weeks</td>
<td>7.0 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>6.6 weeks</td>
<td>9.2 weeks</td>
</tr>
</tbody>
</table>

**Severance Pay by Tenure (in Weeks)**

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Slovenia</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>0.9 weeks</td>
<td>2.6 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>4.3 weeks</td>
<td>7.1 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>10.8 weeks</td>
<td>11.8 weeks</td>
</tr>
</tbody>
</table>

http://wbl.worldbank.org/
South Africa
Agriculture 5% Services 72% Industry 24%

**Workforce**

<table>
<thead>
<tr>
<th>Total Workforce</th>
<th>21,706,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time Employees</td>
<td>13,622,034</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>2,310,170</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>5,773,796</td>
</tr>
</tbody>
</table>

**Workforce Skills**

- Highly Skilled: 28%
- Medium Skilled: 23%
- Non Skilled: 49%

**Economic Considerations**

- GDP Growth: 0.6% (South Africa) vs. 2% (EMEA)
- Inflation: 6.1% (South Africa) vs. 2% (EMEA)
- YOY USD/ZAR: -2.9% (South Africa) vs. -1.5% (EMEA)

- YOY inflation in South Africa is amongst the highest in the region.

**Competitiveness – Ranking out of 138 countries**

- Labor-Employee Relations Cooperation: 133
- Parity related to Productivity: 136
- Ability to Retain Talent: 72
- Ability to Attract Talent: 89

**Cost Considerations**

- **Leave and Maternity**
  - Paid Annual Leave By Tenure
    - 1 Year: 15 days
    - 5 Years: 20 days
    - 10 Years: 20 days
  - At least 5 Days of Fully Paid Sick Leave Annually: Yes
  - Maternity Entitlements
    - Paid Leave (days): 120
    - Payment by: Govt
    - Guaranteed equivalent position post leave: No

**Overtime Premiums**

- Night Work Premium: 17%
- Weekly Rest Day Working: 47%
- General Overtime: 50%

- Overtime in the South Africa is limited to approximately 480 hours per year which is considerably less restrictive than the regional average.
- There are restrictions on night work.

**Redundancy and Dismissal**

- **Notice Period By Tenure (in Weeks)**
  - 1 Year: 4 weeks
  - 5 Years: 4 weeks
  - 10 Years: 4 weeks

- **Severance Pay By Tenure (in Weeks)**
  - 1 Year: 1 week
  - 5 Years: 5 weeks
  - 10 Years: 10 weeks

http://wbl.worldbank.org/

World Economic Forum Competitiveness Report Selected Rankings

www.doingbusiness.org
Spain

Agriculture 4% Services 76% Industry 20%

**Workforce**

<table>
<thead>
<tr>
<th>Total Workforce</th>
<th>22,848,300</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time Employees</td>
<td>15,248,286</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>3,279,401</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>4,320,614</td>
</tr>
</tbody>
</table>

**Workforce Skills**

- Highly Skilled: 34%
- Medium Skilled: 54%
- Non Skilled: 13%

**Economic Considerations**

- Spain has experienced above average YOY GDP growth.

**Competitiveness – Ranking out of 138 countries**

- GDP Growth: 80
- Inflation: 72
- YOY USD/EUR change: 84

**Cost Considerations**

- Leave and Maternity
  - Paid Annual Leave By Tenure
    - Leave: 22 days (1 Year), 22 days (5 Years), 22 days (10 Years)
  - At least 5 Days of Fully Paid Sick Leave Annually: Yes

- Maternity Entitlements
  - Paid Leave (days): 112 (Maternity), 13 (Paternity), - (Parental)
  - Payment by: Govt (Maternity), Govt (Paternity), -
  - Guaranteed equivalent position post leave: Yes

**Overtime Premiums**

- At 80 hours, Spain has one of the most restrictive annual overtime limits of the region.

**Redundancy and Dismissal**

- Notice Period By Tenure (in Weeks)
  - 1 Year: 2.1 weeks (Spain), 4.6 weeks (Regional Ave)
  - 5 Years: 2.1 weeks (Spain), 7.0 weeks (Regional Ave)
  - 10 Years: 2.1 weeks (Spain), 9.2 weeks (Regional Ave)

- Severance Pay By Tenure (in Weeks)
  - 1 Year: 2.9 weeks (Spain), 2.6 weeks (Regional Ave)
  - 5 Years: 14.3 weeks (Spain), 7.1 weeks (Regional Ave)
  - 10 Years: 28.6 weeks (Spain), 11.8 weeks (Regional Ave)

---

http://wbl.worldbank.org/

World Economic Forum Competiveness Report Selected Rankings

www.doingbusiness.org
**Sweden** Agriculture 2% Services 79% Industry 19%

### Workforce

<table>
<thead>
<tr>
<th></th>
<th>Total Workforce</th>
<th>Full Time Employees</th>
<th>Contingent Workforce</th>
<th>Unemployed Workers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Workforce</td>
<td>5,310,600</td>
<td>4,463,055</td>
<td>523,599</td>
<td>323,947</td>
</tr>
</tbody>
</table>

**Workforce Skills**
- Highly Skilled: 5%
- Medium Skilled: 46%
- Non Skilled: 49%

### Economic Considerations

- **YOY GDP Growth**: 3.4%
- **YOY Inflation**: 0.9%
- **YOY USD/SEK Change**: 5.3%

- Sweden has experienced above average YOY GDP growth.
- The SEK has depreciated against the USD.

### Competitiveness – Ranking out of 138 countries

<table>
<thead>
<tr>
<th></th>
<th>Sweden Ranking</th>
<th>Ave Ranking of Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>Labor-Employee Co-operation</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>Par related to Productivity</td>
<td>84</td>
<td>54</td>
</tr>
<tr>
<td>Ability to Retain Talent</td>
<td>13</td>
<td>14</td>
</tr>
<tr>
<td>Ability to Attract Talent</td>
<td>30</td>
<td>25</td>
</tr>
</tbody>
</table>

World Economic Forum Competitiveness Report Selected Rankings

### Cost Considerations

#### Leave and Maternity

- **Paid Annual Leave By Tenure**
  - **Tenure**: 1 Year, 5 Years, 10 Years
  - **Leave**: 25 days, 25 days, 25 days

- **At least 5 Days of Fully Paid Sick Leave Annually**: No

- **Maternity Entitlements**
  - **Maternity**: -
  - **Paternity**: 10 days
  - **Parental**: 480 days

- **Paid Leave (days)**: -
- **Payment by**: -
- **Guaranteed equivalent position post leave**: Yes

### Overtime Premiums

- **Night Work Premium (%):**
  - Sweden: 0%
  - EMEA: 17%
  - United States: 0%

- **Weekly Rest Day Working (%):**
  - Sweden: 47%
  - EMEA: 0%
  - United States: 50%

- **General Overtime (%):**
  - Sweden: 38%
  - EMEA: 0%

- Overtime in the Sweden is limited to approximately 200 hours per year which is more restrictive than the regional average.
- There are restrictions on working on a holiday day.

### Redundancy and Dismissal

#### Notice Period By Tenure (in Weeks)

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Sweden</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>4.3 weeks</td>
<td>4.6 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>13 weeks</td>
<td>7.0 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>26 weeks</td>
<td>9.2 weeks</td>
</tr>
</tbody>
</table>

#### Severance Pay By Tenure (in Weeks)

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Sweden</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>-</td>
<td>2.6 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>-</td>
<td>7.1 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>-</td>
<td>11.8 weeks</td>
</tr>
</tbody>
</table>


ManpowerGroup Solutions | QMR 4th Quarter, 2016 | ManpowerGroup Proprietary & Confidential
# Switzerland

**Agriculture**: 3%  
**Services**: 76%  
**Industry**: 21%

## Workforce

<table>
<thead>
<tr>
<th>Total Workforce</th>
<th>4,879,700</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time Employees</td>
<td>4,005,570</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>717,980</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>156,150</td>
</tr>
</tbody>
</table>

### Workforce Skills

- **Highly Skilled**: 4%
- **Medium Skilled**: 45%
- **Non Skilled**: 51%

## Economic Considerations

<table>
<thead>
<tr>
<th>Component</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>GDP Growth (YOY)</td>
<td>2.0%</td>
<td>2.0%</td>
</tr>
<tr>
<td>Inflation (YOY)</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>USD/CHF Change (YOY)</td>
<td>-0.2%</td>
<td>0.2%</td>
</tr>
</tbody>
</table>

## Competitiveness – Ranking

<table>
<thead>
<tr>
<th>Component</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Labor-employee relations/cooperation</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Parity related to productively</td>
<td>72</td>
<td>84</td>
</tr>
<tr>
<td>Ability to retain talent</td>
<td>63</td>
<td>77</td>
</tr>
<tr>
<td>Ability to attract talent</td>
<td>72</td>
<td>72</td>
</tr>
</tbody>
</table>

## Cost Considerations

### Leave and Maternity

- **Paid Annual Leave By Tenure**
  - 1 Year: 20 days  
  - 5 Years: 20 days  
  - 10 Years: 20 days

- **Maternity Entitlements**
  - Maternity: 98 days  
  - Paternity: -  
  - Parental: -

- **Payment by**
  - Govt: -  
  - -: -

- **Guaranteed equivalent position post leave**: No

## Overtime Premiums

- **Night Work**: 26%  
- **Weekly Rest Day**: 50%  
- **General Overtime**: 26%

## Redundancy and Dismissal

### Notice Period By Tenure (in Weeks)

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Switzerland</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>8.7 weeks</td>
<td>4.6 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>8.7 weeks</td>
<td>7.0 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>13 weeks</td>
<td>9.2 weeks</td>
</tr>
</tbody>
</table>

## Overtime in Switzerland

- More restrictive than regional average.  
- Annual overtime limit is 170 hours.

## Maternity Entitlements

- **Paid Leave (days)**: 98
- **Payment by**: Govt

## Severance Pay By Tenure (in Weeks)

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Switzerland</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>-</td>
<td>2.6 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>-</td>
<td>7.1 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>-</td>
<td>11.8 weeks</td>
</tr>
</tbody>
</table>
**Workforce**

- Total Workforce: 4,023,313
- Full Time Employees: 2,444,887
- Contingent Workforce: 950,789
- Unemployed Workers: 627,637

**Workforce Skills**

- Highly Skilled: 22%
- Medium Skilled: 57%
- Non Skilled: 22%

**Cost Considerations**

**Leave and Maternity**

- Paid Annual Leave By Tenure
  - 1 Year: 18 days
  - 5 Years: 19 days
  - 10 Years: 20 days

- At least 5 Days of Fully Paid Sick Leave Annually: Yes

- Maternity Entitlements
  - Paid Leave (days): 30
  - Payment by: Govt
  - Guaranteed equivalent position post leave: No

**Economic Considerations**

- Year on Year, 12% depreciation in the value of TND against the dollar.
- YOY inflation is almost double regional average.

**Overtime Premiums**

- At approximately 580 hours per year, Tunisia has the least restrictive annual overtime limit in the region.

**Competitiveness – Ranking**

- World Economic Forum Competitiveness Report Selected Rankings

**Redundancy and Dismissal**

**Notice Period By Tenure (in Weeks)**

- 1 Year: 4.3 weeks (Regional Ave: 4.6 weeks)
- 5 Years: 4.3 weeks (Regional Ave: 7.0 weeks)
- 10 Years: 4.3 weeks (Regional Ave: 9.2 weeks)

**Severance Pay By Tenure (in Weeks)**

- 1 Year: 4.3 weeks (Regional Ave: 2.6 weeks)
- 5 Years: 21.4 weeks (Regional Ave: 7.1 weeks)
- 10 Years: 26 weeks (Regional Ave: 11.8 weeks)

http://wbl.worldbank.org/
Turkey
Agriculture 20% Services 52% Industry 28%

Workforce

<table>
<thead>
<tr>
<th>Workforce</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Workforce</td>
<td>30,748,400</td>
</tr>
<tr>
<td>Full Time Employees</td>
<td>17,891,633</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>9,382,198</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>3,474,569</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Workforce Skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly Skilled</td>
</tr>
<tr>
<td>Medium Skilled</td>
</tr>
<tr>
<td>Non Skilled</td>
</tr>
<tr>
<td>14%</td>
</tr>
<tr>
<td>20%</td>
</tr>
<tr>
<td>66%</td>
</tr>
</tbody>
</table>

Economic Considerations

- Year on Year, 8% depreciation in the value of TRY against the USD
- YOY inflation in Turkey is amongst the highest in region.

Competitiveness – Ranking out of 138 countries

Cost Considerations

Leave and Maternity

- Paid Annual Leave By Tenure
  - Leave: 14 days, 20 days, 20 days

- At least 5 Days of Fully Paid Sick Leave Annually: Yes

- Maternity Entitlements
  - Maternity
  - Paternity
  - Parental
  - Paid Leave (days): 112
  - Payment by: Govt
  - Guaranteed equivalent position post leave: No

Overtime Premiums

- Overtime in Turkey is limited to 270 hours per year which is roughly in-line with the regional average.
- There are restrictions on night work.

Redundancy and Dismissal

- Notice Period By Tenure (in Weeks)
  - 1 Year: 4 weeks
  - 5 Years: 8 weeks
  - 10 Years: 8 weeks

- Severance Pay By Tenure (in Weeks)
  - 1 Year: 43.3 weeks
  - 5 Years: 21.7 weeks
  - 10 Years: 43.3 weeks

http://wbl.worldbank.org/

World Economic Forum Competitiveness Report Selected Rankings

www.doingbusiness.org
Ukraine Agriculture 15% Services 59% Industry 26%

Workforce

<table>
<thead>
<tr>
<th>Total Workforce</th>
<th>23,089,480</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time Employees</td>
<td>16,753,727</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>4,188,432</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>2,147,322</td>
</tr>
</tbody>
</table>

Workforce Skills

- Highly Skilled: 24%
- Medium Skilled: 34%
- Non Skilled: 43%

Economic Considerations

- Year on Year, 10% depreciation in the value of UAH against the USD.
- High YOY inflation and below average YOY GDP growth.

Cost Considerations

Leave and Maternity

<table>
<thead>
<tr>
<th>Paid Annual Leave By Tenure</th>
<th>1 Year</th>
<th>5 Years</th>
<th>10 Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leave</td>
<td>18 days</td>
<td>18 days</td>
<td>18 days</td>
</tr>
</tbody>
</table>

At least 5 Days of Fully Paid Sick Leave Annually: Yes

Maternity Entitlements

- Paid Leave (days): 126
- Payment by: Govt
- Guaranteed equivalent position post leave: Yes

Overtime Premiums

- Night Work Premium (%): 20%
- Weekly Rest Day Working (%): 47%
- General Overtime (%): 38%

- The annual overtime limit in Ukraine is among the most restrictive in the region and is set at 120 hours.
- There are restrictions on working on a holiday day.

Competitiveness – Ranking out of 138 countries


Redundancy and Dismissal

Notice Period By Tenure (in Weeks)

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Ukraine</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>8.7 weeks</td>
<td>4.6 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>8.7 weeks</td>
<td>7.0 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>8.7 weeks</td>
<td>9.2 weeks</td>
</tr>
</tbody>
</table>

Severance Pay By Tenure (in Weeks)

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Ukraine</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>4.3 weeks</td>
<td>2.6 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>4.3 weeks</td>
<td>7.1 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>4.3 weeks</td>
<td>11.8 weeks</td>
</tr>
</tbody>
</table>

http://wbl.worldbank.org/
United Arab Emirates

Agriculture 4% Services 73% Industry 23%

Workforce

<table>
<thead>
<tr>
<th>Total Workforce</th>
<th>6,302,492</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time Employees</td>
<td>5,783,973</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>291,629</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>226,890</td>
</tr>
</tbody>
</table>

Workforce Skills

- Highly Skilled: 37%
- Medium Skilled: 53%
- Non Skilled: 10%

Cost Considerations

Leave and Maternity

- Paid Annual Leave By Tenure
  - Leave: 26 days, 26 days, 26 days
- At least 5 Days of Fully Paid Sick Leave Annually: Yes

Maternity Entitlements

- Paid Leave (days): 45, -, -
- Payment by: Empl, -, -
- Guaranteed equivalent position post leave: No

Economic Considerations

- YOY GDP Growth: 8.4%
- YOY Inflation: 2%
- YOY USD/AED Change: 0.8%
- AED is pegged to the USD

- YOY inflation is well below the regional average in the UAE.
- YOY GDP growth has been above average.

Overtime Premiums

- Night Work Premium (%): United Arab Emirates, 17; EMEA, 47; United States, 26
- Weekly Rest Day Working (%): United Arab Emirates, 50; EMEA, 47; United States, 38
- General Overtime (%): United Arab Emirates, 38; EMEA, 47; United States, 26

- At approximately 560 hours per year, the UAE has one of the least restrictive annual overtime limits in the region.
- There are restrictions on working on a holiday day.

Competitiveness – Ranking out of 138 countries

- Labor-Employee relations Cooperation: United Arab Emirates, 10; EMEA, 72; Regional Ave, 84
- Parity related to Productivity: United Arab Emirates, 3; EMEA, 63; Regional Ave, 72
- Ability to Retain Talent: United Arab Emirates, 3; EMEA, 63; Regional Ave, 72
- Ability to Attract Talent: United Arab Emirates, 3; EMEA, 63; Regional Ave, 72

http://wbl.worldbank.org/

Redundancy and Dismissal

Notice Period By Tenure (in Weeks)

<table>
<thead>
<tr>
<th>Tenure</th>
<th>United Arab Emirates</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>4.3 weeks</td>
<td>4.6 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>4.3 weeks</td>
<td>9.2 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>4.3 weeks</td>
<td>7.1 weeks</td>
</tr>
</tbody>
</table>

Severance Pay By Tenure (in Weeks)

<table>
<thead>
<tr>
<th>Tenure</th>
<th>United Arab Emirates</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>-</td>
<td>2.6 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>-</td>
<td>7.1 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>-</td>
<td>11.8 weeks</td>
</tr>
</tbody>
</table>

World Economic Forum Competitiveness Report Selected Rankings

www.doingbusiness.org
United Kingdom
Agriculture 1 % Services 80 % Industry 19 %

Workforce

<table>
<thead>
<tr>
<th>Total Workforce</th>
<th>33,146,700</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time Employees</td>
<td>26,951,748</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>4,570,764</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>1,624,188</td>
</tr>
</tbody>
</table>

Workforce Skills

- Highly Skilled: 9%
- Medium Skilled: 43%
- Non Skilled: 48%

Cost Considerations
Leave and Maternity

- Paid Annual Leave By Tenure
  - Tenure: 1 Year, 5 Years, 10 Years
  - Leave: 28 days

At least 5 Days of Fully Paid Sick Leave Annually

- Maternity Entitlements
  - Maternity: 14
  - Paternity: 14
  - Parental: 259

- Payment by:
  - Empl & Govt

- Guaranteed equivalent position post leave: Yes

Economic Considerations

- YOY GDP Growth: 2.3%
- YOY Inflation: 1.0%
- YOY USD/GBP Change: 10.0%

- Post Brexit vote, GBP has significantly depreciated against the USD.
- YOY inflation is at 1%, but forecast to rise to 2.7% in 2017.

Competitiveness – Ranking out of 138 countries

- Labor-employee cooperation
- Productivity
- Ability to retain talent
- Ability to attract talent

- World Economic Forum Competitiveness Report Selected Rankings
  - www.doingbusiness.org

Overtime Premiums

- Night Work Premium (%): United Kingdom
- Weekly Rest Day Working (%): EMEA
- General Overtime (%): United States

- At approximately 520 hours per year, the UK has one of the least restrictive annual overtime limits in the region.

Redundancy and Dismissal

Notice Period By Tenure (in Weeks)

<table>
<thead>
<tr>
<th>Tenure</th>
<th>United Kingdom</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>1 weeks</td>
<td>4.6 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>5 weeks</td>
<td>7.0 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>10 weeks</td>
<td>9.2 weeks</td>
</tr>
</tbody>
</table>

Severance Pay By Tenure (in Weeks)

<table>
<thead>
<tr>
<th>Tenure</th>
<th>United Kingdom</th>
<th>Regional Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>-</td>
<td>2.6 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>3.5 weeks</td>
<td>7.1 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>8.5 weeks</td>
<td>11.8 weeks</td>
</tr>
</tbody>
</table>
Detailed Country Analysis
Asia-Pacific
**Australia** Agriculture 3 % Services 76 % Industry 21 %

### Workforce

<table>
<thead>
<tr>
<th>Category</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Workforce</td>
<td>12,674,600</td>
</tr>
<tr>
<td>Full Time Employees</td>
<td>10,552,973</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>1,411,849</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>709,778</td>
</tr>
</tbody>
</table>

### Workforce Skills

- Highly Skilled: 45%
- Medium Skilled: 47%
- Non Skilled: 8%

### Economic Considerations

- **YOY GDP Growth**: 3.3%
- **YOY Inflation**: 1.3%
- **YOY USD/AUD Change**: -0.0%

### Competitiveness – Ranking out of 138 countries

#### World Economic Forum Competitiveness Report Selected Rankings

- Labor-Employee Relations Cooperation: 54th
- Parikutins to Productivity: 39th
- Ability to Retain Talent: 26th
- Ability to Attract Talent: 19th

### Cost Considerations

#### Leave and Maternity

- **Paid Annual Leave By Tenure**
  - Tenure: 1 Year, 5 Years, 10 Years
  - Leave: 20 days, 20 days, 20 days
- **At least 5 Days of Fully Paid Sick Leave Annually**: Yes

#### Maternity Entitlements

- **Paid Leave (days)**: 126 days
- **Payment by**: Govt
- **Guaranteed equivalent position post leave**: Yes

### Overtime Premiums

- **Night Work Premium (%)**: 11%
- **Weekly Rest Day Working (%)**: 44%
- **General Overtime (%)**: 50%

- **There is no annual overtime limit in Australia.**

### Redundancy and Dismissal

#### Notice Period By Tenure (in Weeks)

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Australia</th>
<th>Regional Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>1 weeks</td>
<td>2.9 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>4 weeks</td>
<td>3.8 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>4 weeks</td>
<td>3.8 weeks</td>
</tr>
</tbody>
</table>

#### Severance Pay By Tenure (in Weeks)

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Australia</th>
<th>Regional Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>4 weeks</td>
<td>3.4 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>10 weeks</td>
<td>13.3 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>12 weeks</td>
<td>24.3 weeks</td>
</tr>
</tbody>
</table>

http://wbl.worldbank.org/
China

Agriculture 34 % Services 30 % Industry 36 %

**Workforce**

<table>
<thead>
<tr>
<th>Total Workforce</th>
<th>806,498,521</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time Employees</td>
<td>680,272,159</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>93,643,822</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>32,582,540</td>
</tr>
</tbody>
</table>

**Workforce Skills**

- **Highly Skilled**: 8%
- **Medium Skilled**: 12%
- **Non Skilled**: 80%

**Economic Considerations**

- **YOY GDP Growth**: 6.7%
- **YOY Inflation**: 1.9%
- **YOY USD/CNY Change**: 7.8%

**YOY GDP growth has been more than twice the regional average.**

- **The CNY has depreciated by 7.3% YOY against the USD**

**Cost Considerations**

**Leave and Maternity**

- **Paid Annual Leave By Tenure**
  - Leave: 5 days
  - At least 5 Days of Fully Paid Sick Leave Annually: Yes

- **Maternity Entitlements**
  - Maternity: 128 days
  - Maternity Payment by: Empl & Govt
  - Maternity Guaranteed equivalent position post leave: No

**Overtime Premiums**

- **Night Work Premium (%)**
  - China: 11%
  - APAC: 100%

- **Weekly Rest Day Working (%)**
  - China: 44%
  - APAC: 50%

- **General Overtime (%)**
  - China: 38%
  - APAC: 50%

- **The annual overtime limit in China is among the more restrictive in the region at approximately 400 hours.**

**Competitiveness – Ranking out of 138 countries**

- **Labor-employee relations cooperation**: China 47, APAC 39
- **Parc related to productivity**: China 27, APAC 24
- **Ability to retain talent**: China 33, APAC 33
- **Ability to attract talent**: China 29, APAC 87

**World Economic Forum Competitiveness Report Selected Rankings**


**Redundancy and Dismissal**

**Notice Period By Tenure (in Weeks)**

- **1 Year**: China 4.3 weeks, Regional Average 2.9 weeks
- **5 Years**: China 4.3 weeks, Regional Average 3.8 weeks
- **10 Years**: China 4.3 weeks, Regional Average 3.8 weeks

**Severance Pay By Tenure (in Weeks)**

- **1 Year**: China 4.3 weeks, Regional Average 3.4 weeks
- **5 Years**: China 21.7 weeks, Regional Average 13.3 weeks
- **10 Years**: China 43.3 weeks, Regional Average 24.3 weeks

http://wbl.worldbank.org/
Hong Kong

Agriculture 0 % Services 88 % Industry 12 %

Workforce

<table>
<thead>
<tr>
<th>Total Workforce</th>
<th>3,954,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time Employees</td>
<td>3,433,788</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>385,776</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>134,436</td>
</tr>
</tbody>
</table>

Workforce Skills

- Highly Skilled
- Medium Skilled
- Non Skilled

- 8%
- 38%
- 54%

Economic Considerations

- YOY GDP Growth is below the regional average and much lower than Mainland China.
- The Hong Kong Dollar is loosely pegged to the USD.

Competitiveness – Ranking out of 138 countries

<table>
<thead>
<tr>
<th>Labor-Employee Relations Cooperation</th>
<th>Hong Kong Ranking</th>
<th>Asia Pacific Average Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>14</td>
<td>39</td>
<td>24</td>
</tr>
<tr>
<td>10</td>
<td>33</td>
<td>9</td>
</tr>
</tbody>
</table>

Cost Considerations

Leave and Maternity

- Paid Annual Leave By Tenure
  - Tenure: 1 Year, 5 Years, 10 Years
  - Leave: 7 days, 10 days, 14 days

- At least 5 Days of Fully Paid Sick Leave Annually: No

- Maternity Entitlements
  - Paid Leave (days): 70, 3, -
  - Payment by: Empl, Empl, -

- Guaranteed equivalent position post leave: No

Overtime Premiums

- Night Work Premium (%): 0, 11
- Weekly Rest Day Working (%): 0, 44
- General Overtime (%): 0, 38

Redundancy and Dismissal

- Notice Period By Tenure (in Weeks)
  - Tenure: 1 Year, 5 Years, 10 Years
  - Hong Kong: 4.3, 4.3, 4.3
  - Regional Average: 2.9, 3.8, 3.8

- Severance Pay By Tenure (in Weeks)
  - Tenure: 1 Year, 5 Years, 10 Years
  - Hong Kong: 0, 1.4, 2.9
  - Regional Average: 3.4, 13.3, 24.3


YOY GDP Growth, Inflation, Change

- YOY GDP Growth
  - Hong Kong: 1.7%
  - APAC: 3%
- YOY Inflation
  - Hong Kong: 2.7%
  - APAC: 2%
- YOY USD/HKD Change
  - Hong Kong: 0.1%

World Economic Forum Competitiveness Report Selected Rankings

http://wbl.worldbank.org/

http://www.doingbusiness.org
India
Agriculture 50 % Services 28 % Industry 22 %

Workforce

<table>
<thead>
<tr>
<th>Total Workforce</th>
<th>496,960,163</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time Employees</td>
<td>107,311,590</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>371,758,007</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>17,890,566</td>
</tr>
</tbody>
</table>

Workforce Skills

- Highly Skilled: 27%
- Medium Skilled: 15%
- Non Skilled: 59%

Cost Considerations

Leave and Maternity

- Paid Annual Leave By Tenure
  - Tenure: 1 Year, 5 Years, 10 Years
  - Leave: 21 days, 21 days, 21 days

- At least 5 Days of Fully Paid Sick Leave Annually: No

- Maternity Entitlements
  - Maternity: 84 days
  - Paternity: -
  - Parental: -

- Payment by: Empl

- Guaranteed equivalent position post leave: No

Economic Considerations

- YOY GDP Growth: 7.1%
- YOY Inflation: 4.3%
- YOY USD/INR Change: 1.6%

Overtime Premiums

- Overtime in India is limited to 200 hours per year, which along with Vietnam is the most restrictive in the region.
- There are additional restrictions for working on a holiday day and night work.

Competitiveness – Ranking out of 138 countries

- World Economic Forum Competitiveness Report Selected Rankings
  - https://www.doingbusiness.org

Redundancy and Dismissal

- Notice Period By Tenure (in Weeks)
  - Tenure: 1 Year, 5 Years, 10 Years
  - Regional Average: 2.9 weeks, 3.8 weeks, 3.8 weeks

- Severance Pay By Tenure (in Weeks)
  - Tenure: 1 Year, 5 Years, 10 Years
  - Regional Average: 3.4 weeks, 13.3 weeks, 24.3 weeks
Japan
Agriculture 4% Services 69% Industry 26%

Workforce

<table>
<thead>
<tr>
<th>Total Workforce</th>
<th>67,070,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time Employees</td>
<td>57,706,357</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>7,351,543</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>2,012,100</td>
</tr>
</tbody>
</table>

Workforce Skills

- Highly Skilled
- Medium Skilled
- Non Skilled

Cost Considerations

Leave and Maternity

Paid Annual Leave By Tenure

<table>
<thead>
<tr>
<th>Tenure</th>
<th>1 Year</th>
<th>5 Years</th>
<th>10 Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leave</td>
<td>10 days</td>
<td>16 days</td>
<td>20 days</td>
</tr>
</tbody>
</table>

At least 5 Days of Fully Paid Sick Leave Annually: No

Maternity Entitlements

<table>
<thead>
<tr>
<th>Maternity</th>
<th>Paternity</th>
<th>Parental</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paid Leave (days)</td>
<td>98</td>
<td>-</td>
</tr>
</tbody>
</table>

Payment by:

- Govt
- Govt

Guaranteed equivalent position post leave: No

Overtime Premiums

- Night Work Premium (%): Japan 11, APAC 11, United States 11
- Weekly Rest Day Working (%): Japan 35, APAC 44, United States 26
- General Overtime (%): Japan 26, APAC 38, United States 38

Redundancy and Dismissal

Notice Period By Tenure (in Weeks)

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Japan</th>
<th>Regional Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>4.3 weeks</td>
<td>2.9 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>4.3 weeks</td>
<td>3.8 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>4.3 weeks</td>
<td>3.8 weeks</td>
</tr>
</tbody>
</table>

Severance Pay By Tenure (in Weeks)

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Japan</th>
<th>Regional Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>0 weeks</td>
<td>3.4 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>0 weeks</td>
<td>13.3 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>0 weeks</td>
<td>24.3 weeks</td>
</tr>
</tbody>
</table>

The JPY has appreciated against the dollar by 15% YOY.

- The JPY has appreciated against the dollar by 15% YOY.

- The annual overtime limit in Japan is among the more restrictive in the region at approximately 360 hours.

World Economic Forum Competitiveness Report Selected Rankings

http://wbl.worldbank.org/
Macau Agriculture 0 % Services 84 % Industry 16 %

**Workforce**

<table>
<thead>
<tr>
<th>Total Workforce</th>
<th>360,841</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time Employees</td>
<td>329,914</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>24,071</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>6,856</td>
</tr>
</tbody>
</table>

**Workforce Skills**

- Highly Skilled: 15%
- Medium Skilled: 23%
- Non Skilled: 62%

**Economic Considerations**

- GDP Growth: -7.1% (Macau), -7.1% (APAC)
- Inflation: +1.5% (Macau), +2% (APAC)
- YOY USD/MOP Change: +0.1% (APAC)

- Significant contraction of GDP Growth YOY.
- The MOP is pegged to the HKD which in turn is loosely pegged to the USD.

**Cost Considerations**

**Leave and Maternity**

- Paid Annual Leave By Tenure:
  - Leave: 6 days, 6 days, 6 days
- At least 5 Days of Fully Paid Sick Leave Annually: Yes
- Maternity Entitlements:
  - Paid Leave (days): 56
  - Payment by: Empl
  - Guaranteed equivalent position post leave: Yes

**Overtime Premiums**

- Night Work Premium: 20 (Macau), 11 (APAC), 0 (United States)
- Weekly Rest Day Working: 0 (Macau), 44 (APAC), 0 (United States)
- General Overtime: 0 (Macau), 0 (APAC), 38 (United States)

- There is no annual overtime limit in Macau.

**Redundancy and Dismissal**

**Notice Period By Tenure (in Weeks)**

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Macau</th>
<th>Regional Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>2.1 weeks</td>
<td>2.9 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>3 weeks</td>
<td>3.8 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>3 weeks</td>
<td>3.8 weeks</td>
</tr>
</tbody>
</table>

**Severance Pay By Tenure (in Weeks)**

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Macau</th>
<th>Regional Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>1 week</td>
<td>3.4 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>3 weeks</td>
<td>13.3 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>4 weeks</td>
<td>24.3 weeks</td>
</tr>
</tbody>
</table>

http://wbl.worldbank.org/
Malaysia Agriculture 11% Services 62% Industry 27%

Workforce

- **Total Workforce**: 13,300,027
- **Full Time Employees**: 9,536,053
- **Contingent Workforce**: 3,298,473
- **Unemployed Workers**: 465,501

Workforce Skills

- Highly Skilled: 13%
- Medium Skilled: 26%
- Non Skilled: 62%

Economic Considerations

- **YOY GDP Growth**: 4.0% (Malaysia), 3% (APAC)
- **YOY Inflation**: 1.5% (Malaysia), 2% (APAC)
- **YOY USD/MYR Change**: -0.7%

Cost Considerations

Leave and Maternity

- **Paid Annual Leave By Tenure**
  - Tenure: 1 Year, 5 Years, 10 Years
  - Leave: 8 days, 16 days, 16 days

- **At least 5 Days of Fully Paid Sick Leave Annually**: Yes

Maternity Entitlements

- **Paid Leave (days)**: 60
- **Payment by**:
  - Empl: -
  - -:
- **Guaranteed equivalent position post leave**: No

Overtime Premiums

- **Night Work Premium (%)**: 11
- **Weekly Rest Day Working (%)**: 44
- **General Overtime (%)**: 38

- Malaysia has an overtime limit of approximately 770 hours per year which is not as restrictive as many of the other countries in the region with overtime limits.

Competitiveness – Ranking out of 138 countries

- **Labor-Employee Relations Co-operation**: 17 (Malaysia), 39 (APAC)
- **Par related to Productivity**: 6 (Malaysia), 24 (APAC)
- **Ability to Retain Talent**: 8 (Malaysia), 33 (APAC)
- **Ability to Attract Talent**: 11 (Malaysia), 87 (APAC)

Redundancy and Dismissal

- **Notice Period By Tenure (in Weeks)**
  - Tenure: 1 Year, 5 Years, 10 Years
  - Regional Average: 2.9 weeks, 3.8 weeks, 3.8 weeks

Severance Pay By Tenure (in Weeks)

- **Malaysia**: 1.7 weeks, 33.3 weeks, 33.3 weeks
- **Regional Average**: 3.4 weeks, 13.3 weeks, 24.3 weeks

World Economic Forum Competitiveness Report Selected Rankings


http://wbl.worldbank.org/
New Zealand Agriculture 6% Services 74% Industry 20%

Workforce

- Total Workforce: 2,502,000
- Full Time Employees: 1,948,730
- Contingent Workforce: 430,672
- Unemployed Workers: 122,598

Workforce Skills

- Highly Skilled: 5%
- Medium Skilled: 47%
- Non Skilled: 47%

Economic Considerations

- GDP Growth: YOY 3.6%, YOY 3%
- Inflation: YOY 0.4%, YOY 2%
- USD/NZD Change: YOY -0.0%

Cost Considerations

Lease and Maternity

- Paid Annual Leave by Tenure
  - Leave: 20 days, 20 days, 20 days
- At least 5 Days of Fully Paid Sick Leave Annually: Yes
- Maternity Entitlements
  - Paid Leave (days): 112
  - Payment by: Govt
  - Guaranteed equivalent position post leave: Yes

Overtime Premiums

- Night Work Premium (%): 11
- Weekly Rest Day Working (%): 0
- General Overtime (%): 0

Redundancy and Dismissal

- Notice Period by Tenure (in Weeks)
  - 1 Year: -
  - 5 Years: -
  - 10 Years: -
- Severance Pay by Tenure (in Weeks)
  - 1 Year: -
  - 5 Years: -
  - 10 Years: -

Competitiveness – Ranking out of 138 countries

- Labor-Employee Relations Cooperation
  - New Zealand Ranking: 9
  - Ave Ranking of Region: 24
- Productivity
  - New Zealand Ranking: 31
  - Ave Ranking of Region: 33
- Ability to Retain Talent
  - New Zealand Ranking: 15
  - Ave Ranking of Region: 87

World Economic Forum Competitiveness Report Selected Rankings

http://wbl.worldbank.org/
Philippines
Agriculture 30% Services 54% Industry 16%

Workforce

<table>
<thead>
<tr>
<th>Total Workforce</th>
<th>44,177,016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time Employees</td>
<td>24,949,500</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>16,841,957</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>2,385,559</td>
</tr>
</tbody>
</table>

Workforce Skills
- Highly Skilled: 33%
- Medium Skilled: 25%
- Non Skilled: 43%

Economic Considerations

- YOY GDP Growth: 7.0%
- YOY Inflation: 2.3%
- YOY USD/PHP Change: 3.7%

Competitiveness – Ranking out of 138 countries

Cost Considerations
Leave and Maternity

Paid Annual Leave By Tenure

<table>
<thead>
<tr>
<th>Tenure</th>
<th>1 Year</th>
<th>5 Years</th>
<th>10 Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leave</td>
<td>5 days</td>
<td>5 days</td>
<td>5 days</td>
</tr>
</tbody>
</table>

At least 5 Days of Fully Paid Sick Leave Annually
- No

Maternity Entitlements
- Paid Leave (days): 60, 7, -
- Payment by: Govt, Empl, -
- Guaranteed equivalent position post leave: No

Overtime Premiums

- Night Work Premium (%): Philippines, APAC, United States
- Weekly Rest Day Working (%): Philippines, APAC
- General Overtime (%): Philippines, APAC

Redundancy and Dismissal
Notice Period By Tenure (in Weeks)

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Philippines</th>
<th>Regional Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>4.3 weeks</td>
<td>2.9 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>4.3 weeks</td>
<td>3.8 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>4.3 weeks</td>
<td>3.8 weeks</td>
</tr>
</tbody>
</table>

Severance Pay By Tenure (in Weeks)

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Philippines</th>
<th>Regional Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>4.3 weeks</td>
<td>3.4 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>21.7 weeks</td>
<td>13.3 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>43.3 weeks</td>
<td>24.3 weeks</td>
</tr>
</tbody>
</table>

World Economic Forum Competitiveness Report Selected Rankings

http://wbl.worldbank.org/
Singapore Agriculture 1% Services 71% Industry 28%

Workforce

- Total Workforce: 3,610,600
- Full Time Employees: 3,015,165
- Contingent Workforce: 519,612
- Unemployed Workers: 75,823

Workforce Skills

- Highly Skilled: 38%
- Medium Skilled: 55%
- Non Skilled: 8%

Economic Considerations

- YOY GDP Growth: 0.8%
- YOY Inflation: 3%
- YOY USD/SGD Change: 2%

- Singapore has not experienced the YOY GDP Growth of other countries in the region.

Competitiveness – Ranking out of 138 countries

Cost Considerations

Leave and Maternity

- Paid Annual Leave By Tenure
  - Tenure: 1 Year, 5 Years, 10 Years
  - Leave: 7 days, 11 days, 14 days

- At least 5 Days of Fully Paid Sick Leave Annually: Yes

- Maternity Entitlements
  - Maternity: 105 days
  - Paternity: 7 days
  - Parental: 7 days

- Payment by: Govt, Govt, Govt

- Guaranteed equivalent position post leave: No

Overtime Premiums

- Singapore: 0
- APAC: 11
- United States: 44

- Singapore has an overtime limit of approximately 865 hours per year which is not as restrictive as many of the other countries in the region with overtime limits.

Redundancy and Dismissal

- Notice Period By Tenure (in Weeks)
  - Tenure: 1 Year, 5 Years, 10 Years
  - Regional Average: 2.9 weeks, 3.8 weeks, 3.8 weeks

- Severance Pay By Tenure (in Weeks)
  - Tenure: 1 Year, 5 Years, 10 Years
  - Regional Average: 3.4 weeks, 13.3 weeks, 24.3 weeks

World Economic Forum Competitiveness Report Selected Rankings

http://wbl.worldbank.org/
South Korea

Agriculture 6% Services 70% Industry 24%

Workforce

<table>
<thead>
<tr>
<th>Workforce Skills</th>
<th>13%</th>
<th>22%</th>
<th>65%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly Skilled</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medium Skilled</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non Skilled</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Workforce</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Workforce</td>
<td>26,356,229</td>
</tr>
<tr>
<td>Full Time Employees</td>
<td>17,462,161</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>7,918,887</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>975,180</td>
</tr>
</tbody>
</table>

Cost Considerations

Leave and Maternity

Paid Annual Leave By Tenure

<table>
<thead>
<tr>
<th>Tenure</th>
<th>1 Year</th>
<th>5 Years</th>
<th>10 Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leave</td>
<td>15 days</td>
<td>17 days</td>
<td>19 days</td>
</tr>
</tbody>
</table>

At least 5 Days of Fully Paid Sick Leave Annually

Maternity Entitlements

<table>
<thead>
<tr>
<th>Maternity Entitlements</th>
<th>Maternity</th>
<th>Paternity</th>
<th>Parental</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paid Leave (days)</td>
<td>90</td>
<td>3</td>
<td>-</td>
</tr>
<tr>
<td>Payment by</td>
<td>Empl &amp; Govt</td>
<td>Empl</td>
<td>-</td>
</tr>
<tr>
<td>Guaranteed equivalent position post leave</td>
<td>Yes</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Economic Considerations

YOY GDP Growth: 2.7% 3%
YOY Inflation: 1.3% 2%
YOY USD/KRW Change: -0.6%

South Korea has an overtime limit of approximately 575 hours per year.

Competitiveness – Ranking out of 138 countries

Redundancy and Dismissal

Notice Period By Tenure (in Weeks)

<table>
<thead>
<tr>
<th>Tenure</th>
<th>South Korea</th>
<th>Regional Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>4.3 weeks</td>
<td>2.9 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>4.3 weeks</td>
<td>3.8 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>4.3 weeks</td>
<td>3.8 weeks</td>
</tr>
</tbody>
</table>

Severance Pay By Tenure (in Weeks)

<table>
<thead>
<tr>
<th>Tenure</th>
<th>South Korea</th>
<th>Regional Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year</td>
<td>4.3 weeks</td>
<td>3.4 weeks</td>
</tr>
<tr>
<td>5 Years</td>
<td>21.7 weeks</td>
<td>13.3 weeks</td>
</tr>
<tr>
<td>10 Years</td>
<td>43.3 weeks</td>
<td>24.3 weeks</td>
</tr>
</tbody>
</table>
Taiwan | Agriculture 5% Services 59% Industry 36%

**Workforce**

<table>
<thead>
<tr>
<th>Total Workforce</th>
<th>11,745,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time Employees</td>
<td>9,049,304</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>2,234,117</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>461,579</td>
</tr>
</tbody>
</table>

**Workforce Skills**

- Highly Skilled: 8%
- Medium Skilled: 34%
- Non Skilled: 58%

**Economic Considerations**

- GDP Growth: YOY 2.1%, YOY 3%
- Inflation: YOY 1.7%, YOY 2%
- YOY USD/TWD Change: -6.1%

- YOY the TWD has appreciated approximately 6% against the USD.

**Cost Considerations**

**Leave and Maternity**

- Paid Annual Leave By Tenure
  - Leave: 7 days 14 days 15 days

- At least 5 Days of Fully Paid Sick Leave Annually: No

**Maternity Entitlements**

- Maternity: 56 days
- Paternity: 5 days
- Parental: 180 days

- Payment by: Empl Empl Govt

- Guaranteed equivalent position post leave: No

**Overtime Premiums**

- Night Work Premium (%): Taiwan 11, APAC 11, United States 11
- Weekly Rest Day Working (%): Taiwan 44, APAC 44, United States 44
- General Overtime (%): Taiwan 33, APAC 33, United States 38

- The annual overtime limit in Taiwan is among the more restrictive in the region at 400 hours.

**Competitiveness – Ranking**

Out of 138 countries

- Taiwan Ranking
- Ave Ranking of Region

**Redundancy and Dismissal**

**Notice Period By Tenure (in Weeks)**

- Tenure | Taiwan | Regional Average
- 1 Year  | 2.9 weeks | 2.9 weeks
- 5 Years | 4.3 weeks | 3.8 weeks
- 10 Years| 4.3 weeks | 3.8 weeks

**Severance Pay By Tenure (in Weeks)**

- Tenure | Taiwan | Regional Average
- 1 Year  | 2.2 weeks | 3.4 weeks
- 5 Years | 10.8 weeks | 13.3 weeks
- 10 Years| 43.3 weeks | 24.3 weeks

http://wbl.worldbank.org/

World Economic Forum Competitiveness Report Selected Rankings
Thailand
Agriculture 42% Services 38% Industry 20%

**Workforce**

<table>
<thead>
<tr>
<th></th>
<th>Total Workforce</th>
<th>Full Time Employees</th>
<th>Contingent Workforce</th>
<th>Unemployed Workers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>38,159,600</strong></td>
<td><strong>16,001,080</strong></td>
<td><strong>21,826,532</strong></td>
<td><strong>331,989</strong></td>
<td></td>
</tr>
</tbody>
</table>

**Workforce Skills**

- Highly Skilled: 9%
- Medium Skilled: 14%
- Non Skilled: 77%

**Economic Considerations**

<table>
<thead>
<tr>
<th></th>
<th>YOY GDP Growth</th>
<th>YOY Inflation</th>
<th>YOY USD/THB Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thailand</td>
<td>3.5%</td>
<td>0.3%</td>
<td>-1.8%</td>
</tr>
<tr>
<td>APAC</td>
<td>3%</td>
<td>2%</td>
<td></td>
</tr>
</tbody>
</table>

**Cost Considerations**

**Leave and Maternity**

- Paid Annual Leave By Tenure:
  - Tenure 1 Year: 6 days
  - Tenure 5 Years: 6 days
  - Tenure 10 Years: 6 days
- At least 5 Days of Fully Paid Sick Leave Annually: Yes
- Maternity Entitlements:
  - Maternity: 90 days
  - Paternity: -
  - Parental: -

**Overtime Premiums**

- The annual overtime limit in Thailand is amongst the least restrictive in the region at 1800 hours per year.

**Competitiveness – Ranking**

- Out of 138 countries

**Redundancy and Dismissal**

- Notice Period By Tenure (in Weeks):
  - Tenure 1 Year: 4.3 weeks (Thailand), 2.9 weeks (Regional Average)
  - Tenure 5 Years: 4.3 weeks (Thailand), 3.8 weeks (Regional Average)
  - Tenure 10 Years: 4.3 weeks (Thailand), 3.8 weeks (Regional Average)

- Severance Pay By Tenure (in Weeks):
  - Tenure 1 Year: 15 weeks (Thailand), 3.4 weeks (Regional Average)
  - Tenure 5 Years: 30 weeks (Thailand), 13.3 weeks (Regional Average)
  - Tenure 10 Years: 50 weeks (Thailand), 24.3 weeks (Regional Average)
Vietnam
Agriculture 47% Services 32% Industry 21%

Workforce

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Workforce</td>
<td>54,206,654</td>
</tr>
<tr>
<td>Full Time Employees</td>
<td>19,324,759</td>
</tr>
<tr>
<td>Contingent Workforce</td>
<td>33,765,238</td>
</tr>
<tr>
<td>Unemployed Workers</td>
<td>1,116,657</td>
</tr>
</tbody>
</table>

Workforce Skills
- Highly Skilled: 10%
- Medium Skilled: 41%
- Non Skilled: 49%

Economic Considerations
- YOY GDP Growth: 6.4%
- YOY Inflation: 4.1%
- YOY USD/VND Change: 0.1%

Competitiveness – Ranking out of 138 countries

Cost Considerations

Leaves and Maternity
- Paid Annual Leave By Tenure
  - Tenure: 1 Year, 5 Years, 10 Years
  - Leave: 12 days, 13 days, 14 days

- At least 5 Days of Fully Paid Sick Leave Annually: Yes

Maternity Entitlements
- Maternity
- Paternity
- Parental
- Paid Leave (days): 180
- Payment by: Govt
- Guaranteed equivalent position post leave: Yes

Overtime Premiums
- 30% Night Work Premium
- 11% Weekly Rest Day Working
- 44% General Overtime

Redundancy and Dismissal
- Notice Period By Tenure (in Weeks)
  - Tenure: 1 Year, 5 Years, 10 Years
  - 1 Year: 3.9 weeks, 3.8 weeks, 3.8 weeks
  - 5 Years: 4.7 weeks, 4.3 weeks, 4.3 weeks
  - 10 Years: 4.7 weeks, 4.3 weeks, 4.3 weeks

- Severance Pay By Tenure (in Weeks)
  - Tenure: 1 Year, 5 Years, 10 Years
  - 1 Year: 8.7 weeks, 21.7 weeks, 43.3 weeks
  - 5 Years: 13.3 weeks, 13.3 weeks, 24.3 weeks
  - 10 Years: 24.3 weeks, 24.3 weeks, 24.3 weeks

World Economic Forum Competitiveness Report: