



CHRO
ASSOCIATION

HR Policy
Global

Uncertainty & the rise of the regional HR leader

ALAN WILD

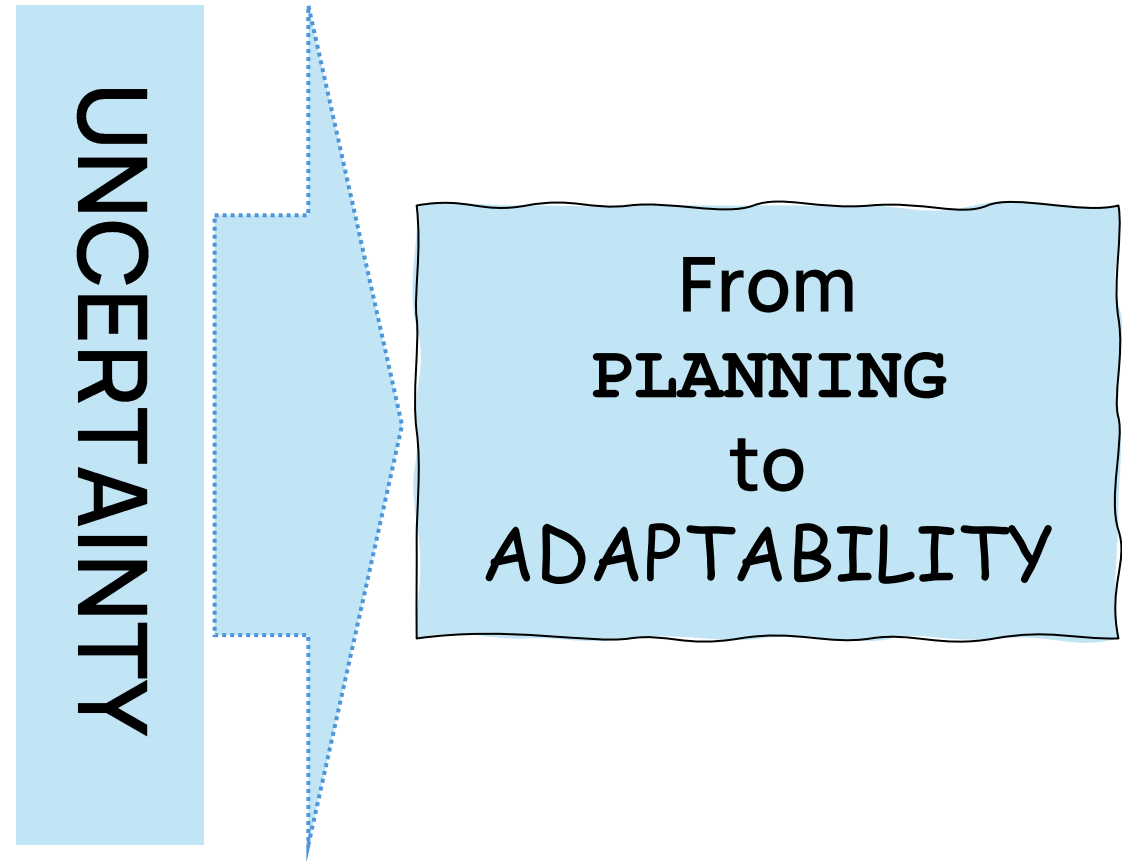
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Singapore Meeting

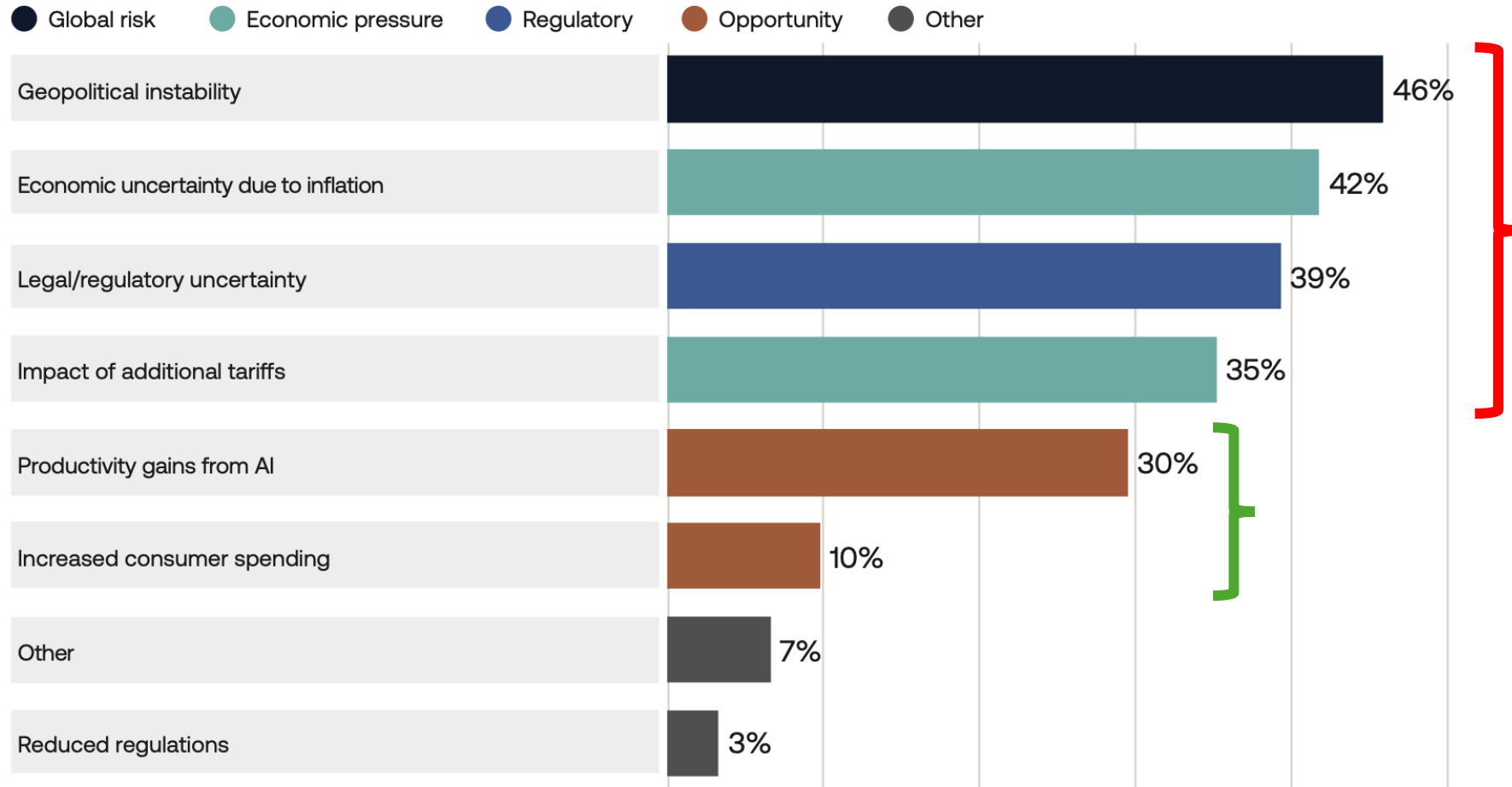
June 2026

Today's global challenges

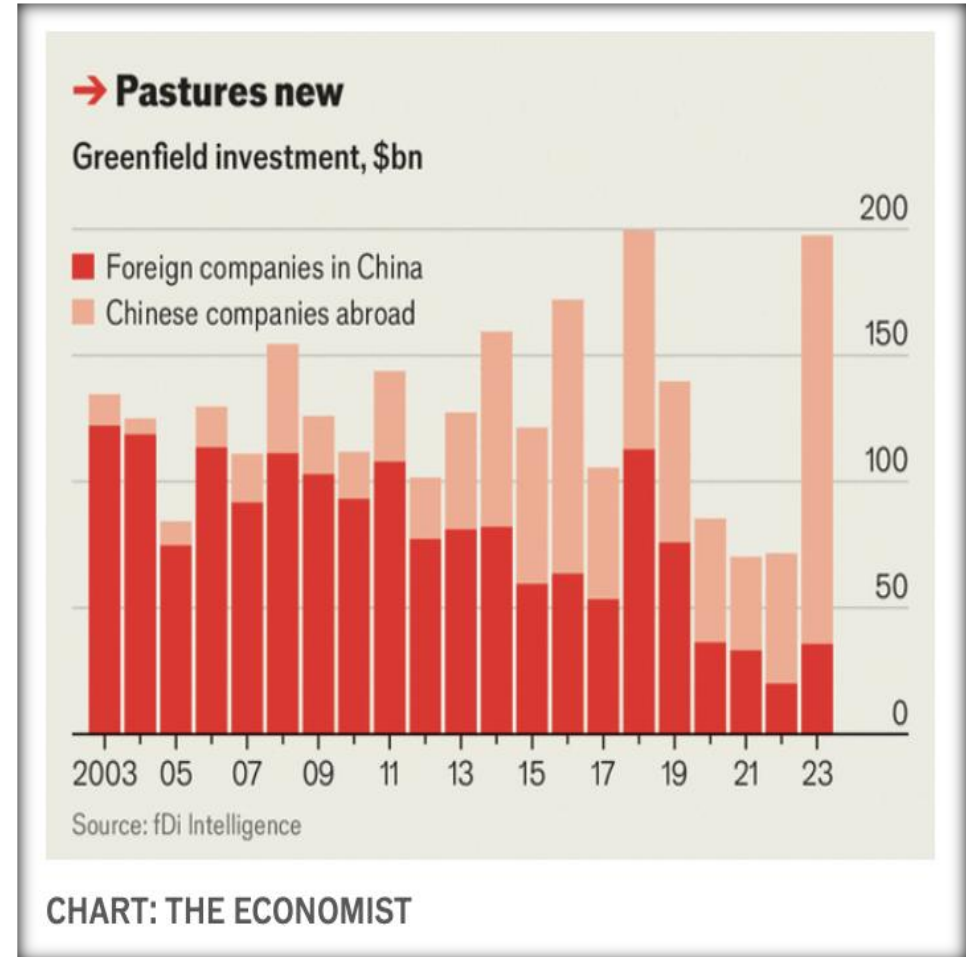
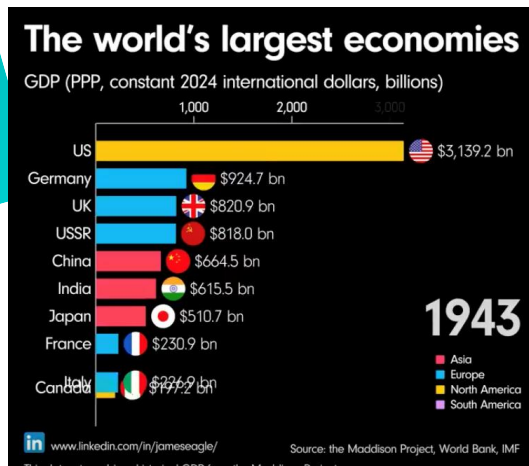
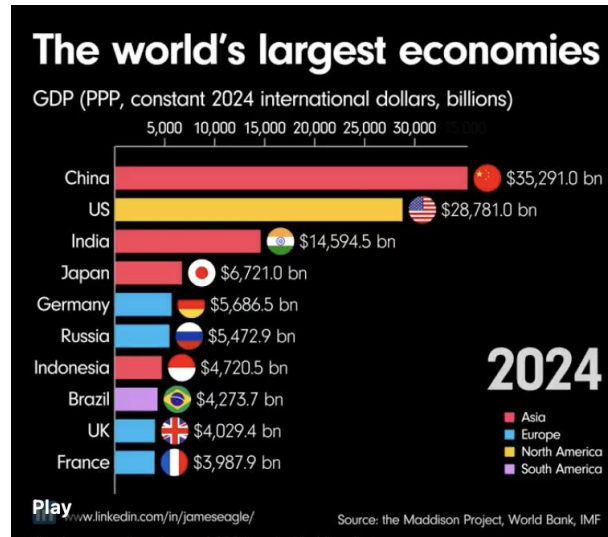
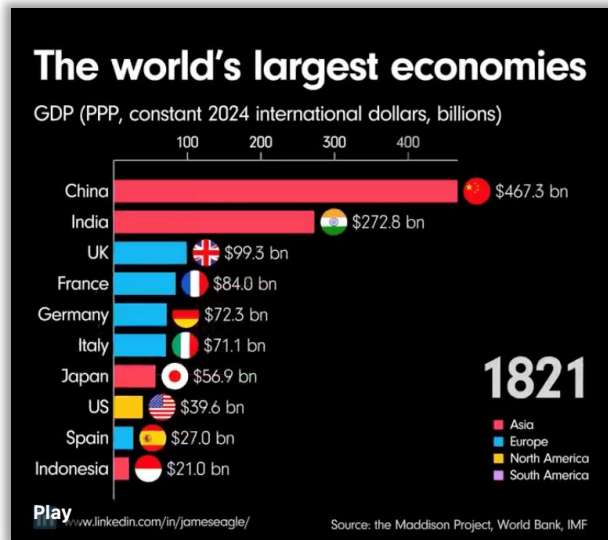
- ✓ MAGA, tariffs & America(ns) first
- ✓ Pandemics, natural disasters and wars
- ✓ Supply chain risk – the employment model to the workforce model
- ✓ Immigration
- ✓ Artificial Intelligence
- ✓ Population ageing
- ✓ Union strategies & workforce voice
- ✓ Speed of change
- ✓ Long term shifts in competitiveness



CHRO Association survey



Long term shifts in competitiveness



APACs economic prospects

- ✓ Asia will lead global economic growth from 2025 to 2035
- ✓ The World Bank 15 highest growth economies contains EIGHT APAC countries



China
Malaysia
Indonesia
Bangladesh
Philippines
Vietnam
India
Australia

Diverging economic models require different HR approaches



Regional differences matter

- ✓ Unions & employee voice ... labor relations vs employee relations
- ✓ AI ... trust, speed & adaptability
- ✓ Culture ... the Meyer model
- ✓ Maturity ... trust in the “system” vs trust in the “employer”
- ✓ Supply chain ... employment models or workforce models
- ✓ Immigration ... economic needs vs popular opinion
- ✓ Pay & benefits ... Cash is king model vs benefits orientation
- ✓ Ageing ... different regions at different times

Labor relations vs employee relations

Labor Relations



**Maximize management
decision making autonomy**

Employee Relations



**Deliver high levels of
employee commitment**

Employee Experience

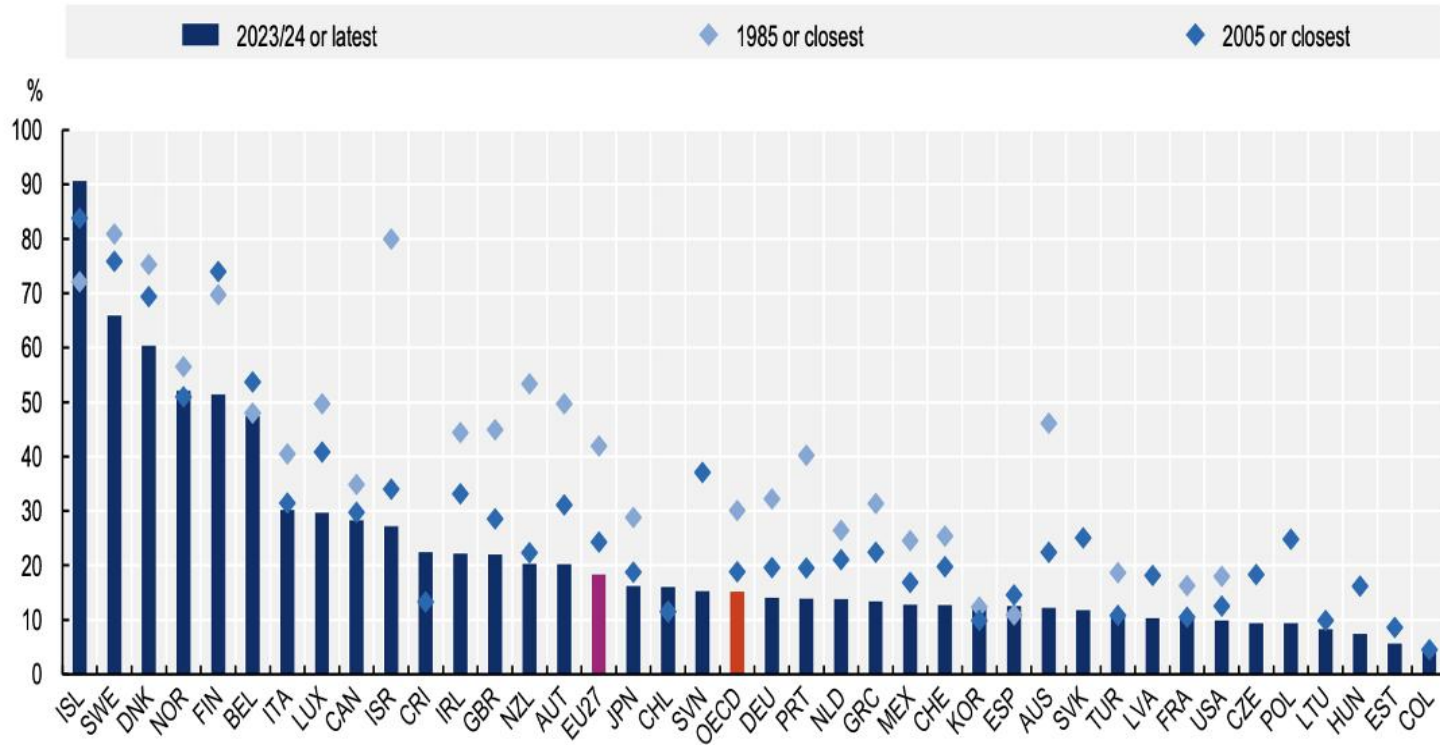


Fix issues - “Fair and Fast”



Union membership crisis

Percentage of employees, 1985, 2005 and 2023/24 or latest year available



Unions shift from "bottom up" organizing to "top down" organizing

TOP DOWN – external led

- Corporate campaign
- Employee “advice” centers
- Community meetings
- Issue trawling
- Targeting in external strikes and protests

BOTTOM UP – internal led

- Escalation of individual grievances
- Complaints against management
- One off and rapid protests
- Engagement data
- Performance & productivity deterioration
- Local engagement in external strikes and protests



STRATEGY

Inoculation

- Employee Experience activity on steroids

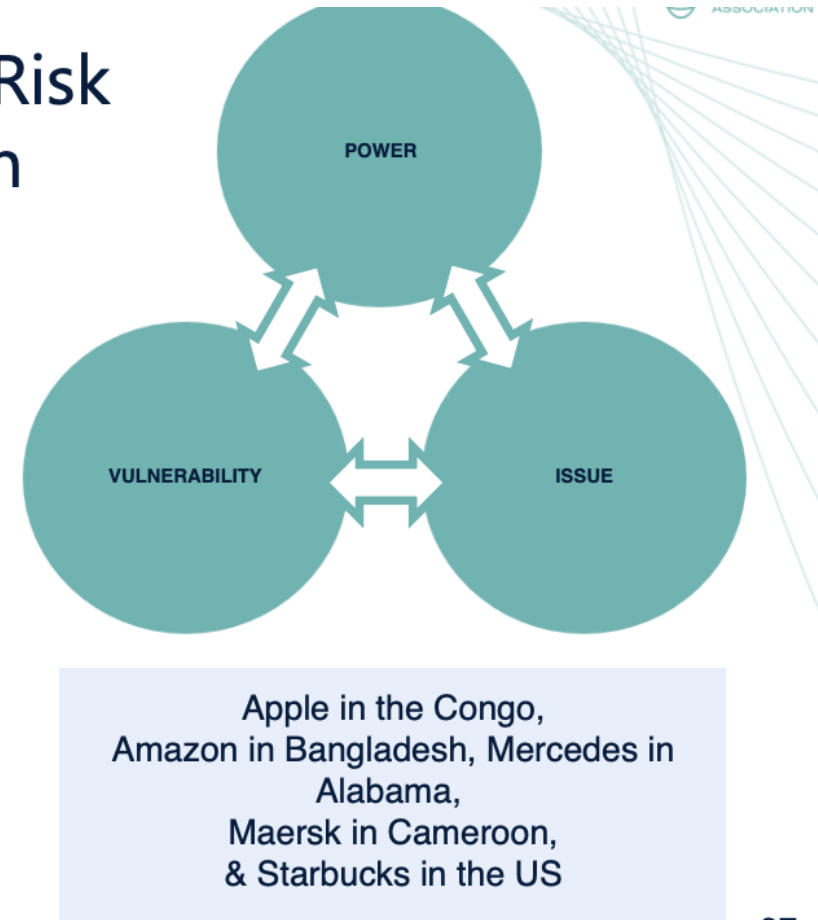
- Root Cause Establish and deal with issues

Supply chain risk



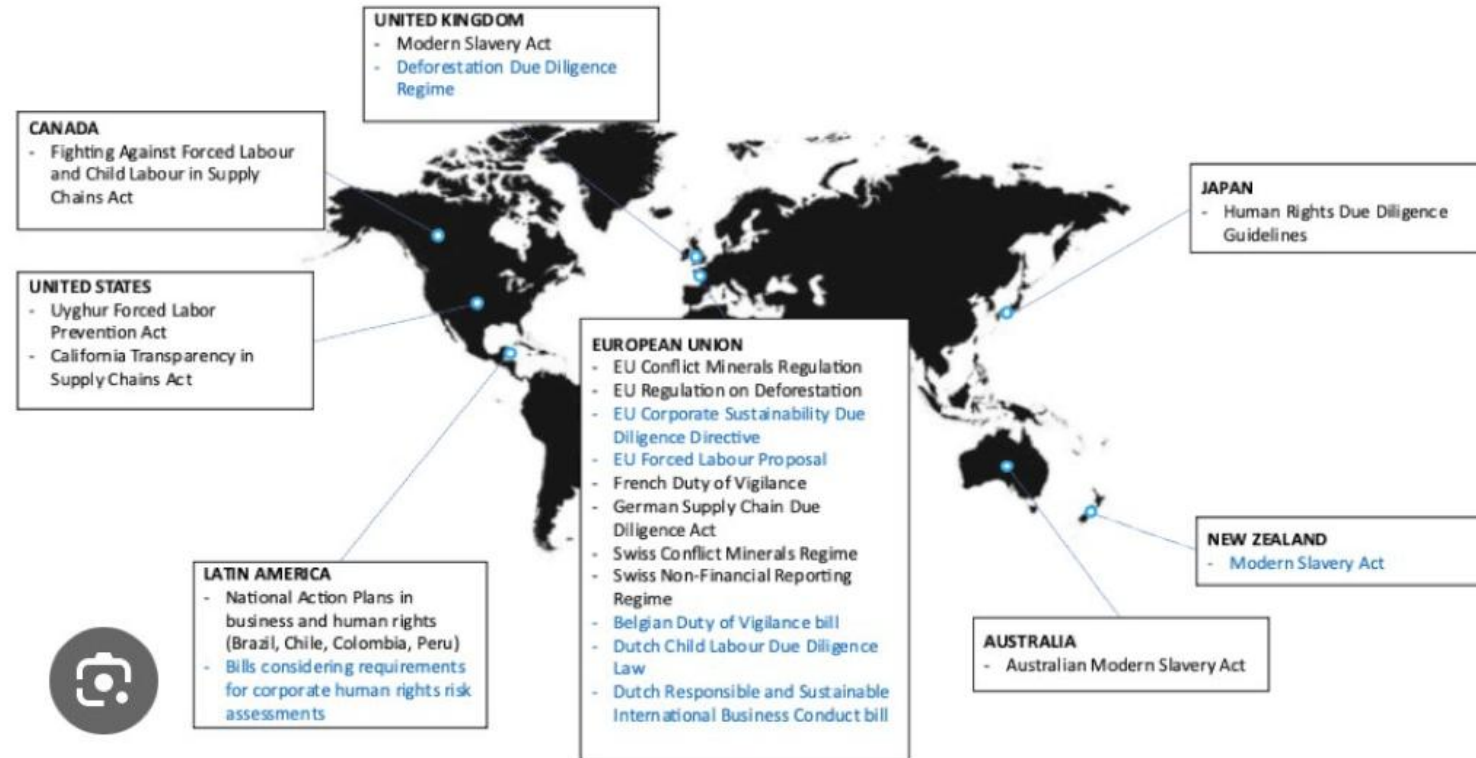
Organizing (and Reputation) Risk in the US May be Elsewhere in Your Geography

- Trade union resurgence – or new tactics in the face of falling membership
- Top-down activism assisted by new hard and soft laws
- Jurisdiction shopping
- Triangulation ... objective, leverage point, power base



Supply chain risk ... shift to the workforce model

... from "Soft Law" to "Hard Law"



Population ageing



APAC split

- ✓ Japan and Korea high risk
- ✓ South and East Asia much lower.
- ✓ BUT current birth rates in SEA will hit hard in coming years

What does this mean for HR & ER?

- ✓ Speed, adaptability and flexibility > > at individual and collective levels
- ✓ Regional variability matters even more > > stronger regional leaders with decision making authority

