

AON

Aon 2026

Southeast Asia Pulse Survey

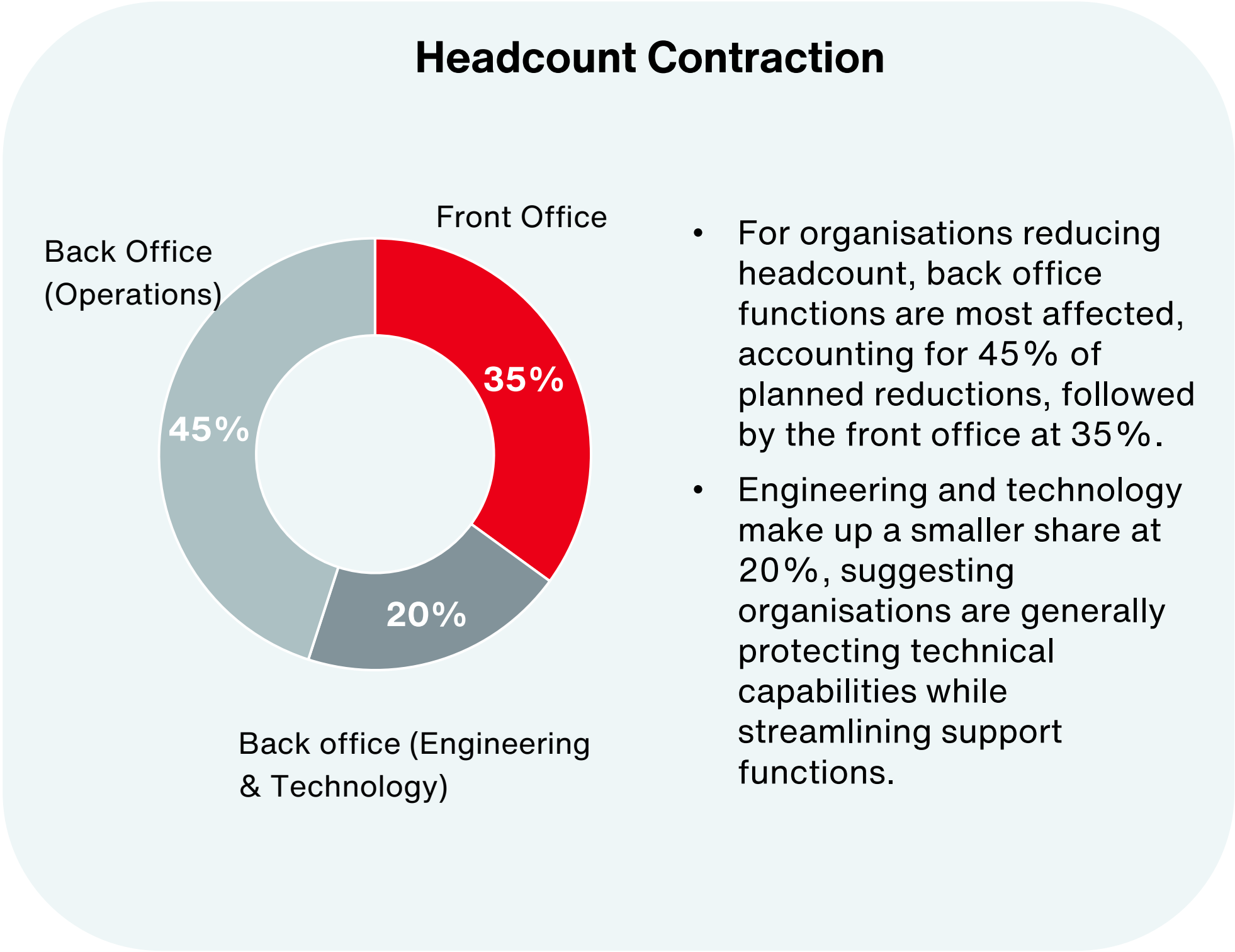
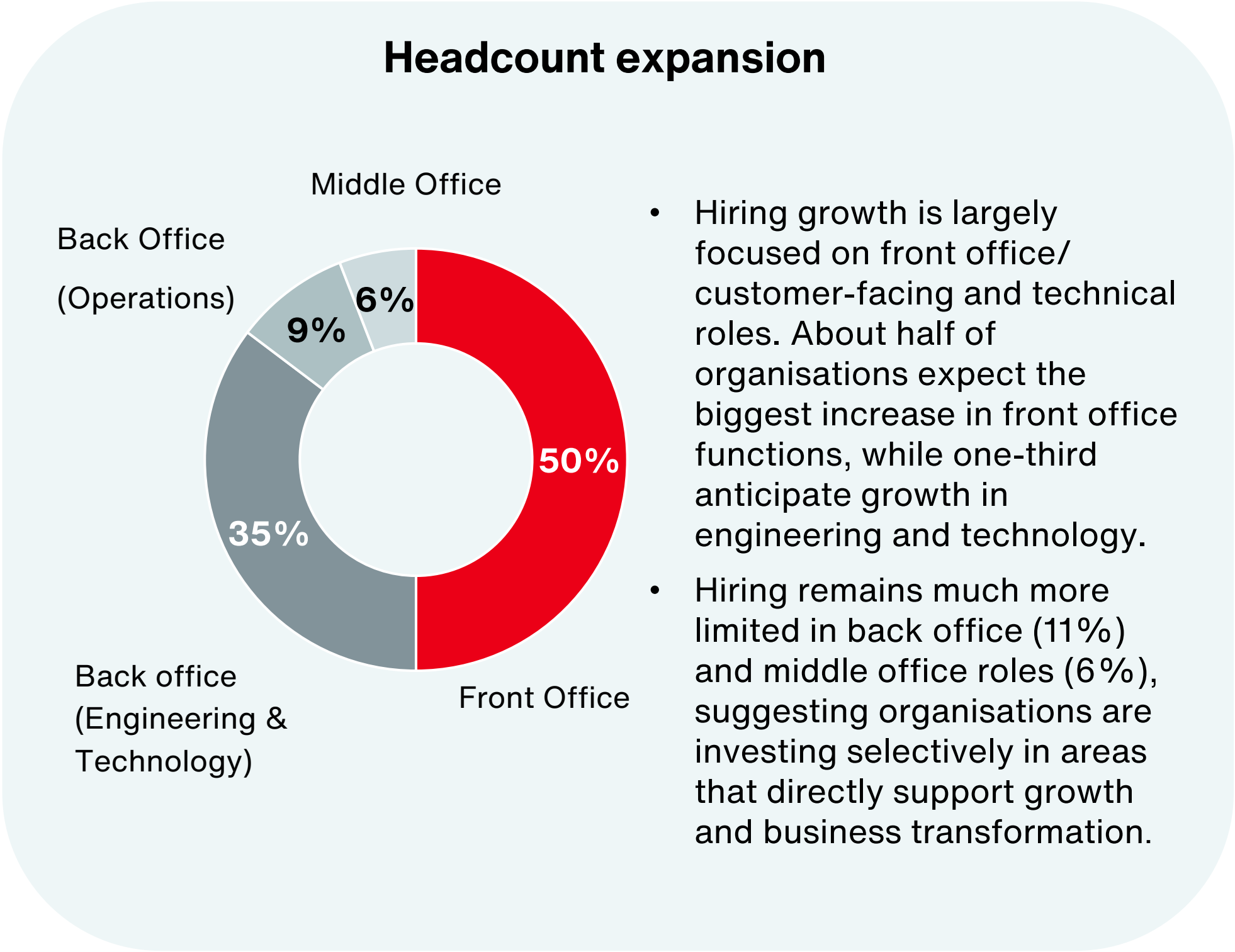
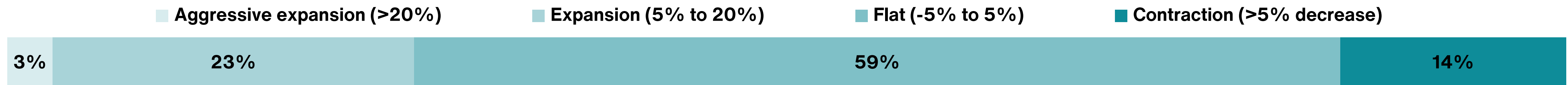
September 2026



Growth priorities are reshaping where organisations invest in talent

Q2. What change in headcount does your organisation expect over the next 12 months?
Q3/Q4. Which function does your organisation anticipate the largest headcount increase / reduction in?

Headcount projection for 2026

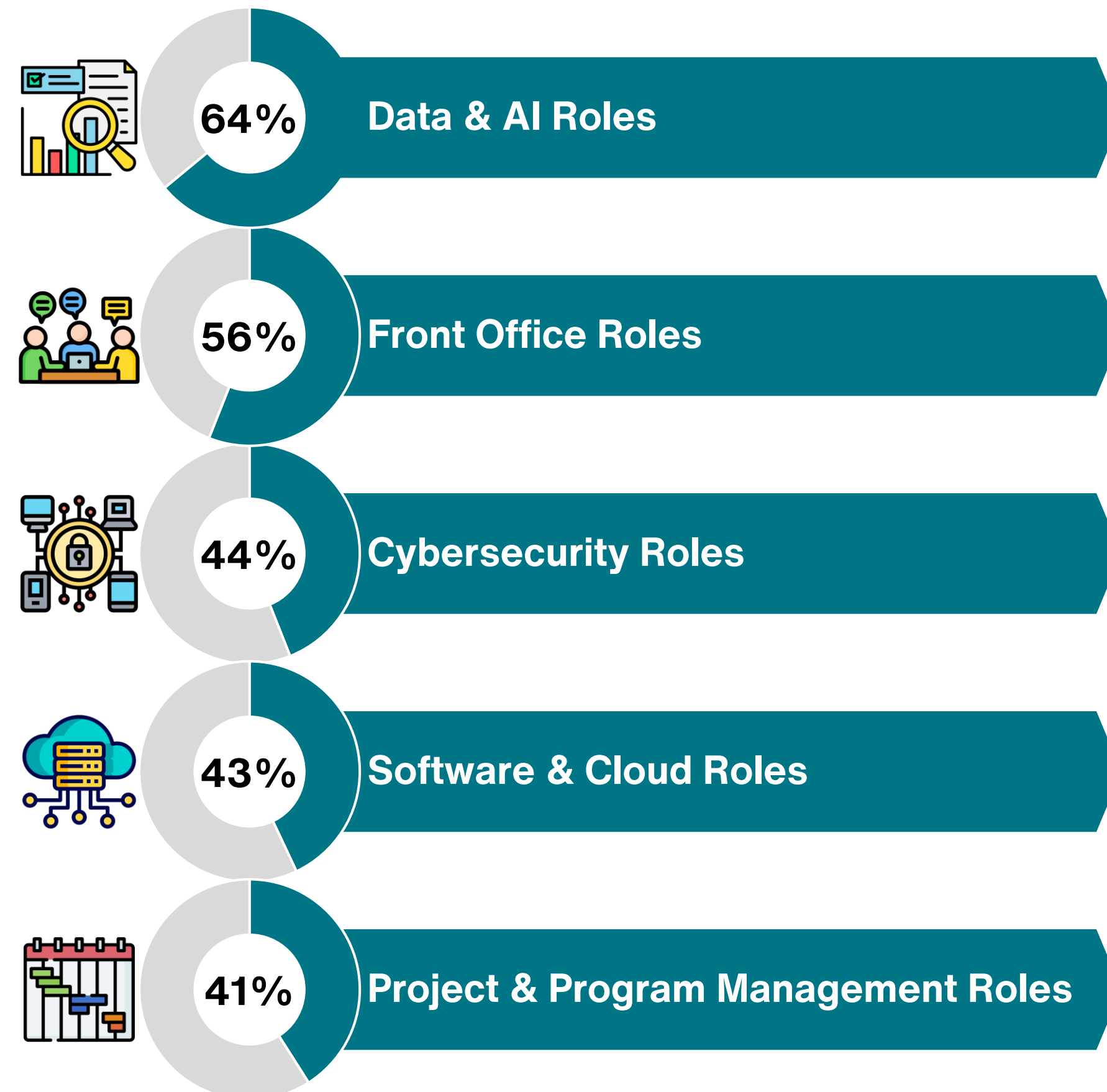


Talent Shortages Persist in Technology and Revenue-Critical Roles, Driving Targeted Pay Premiums

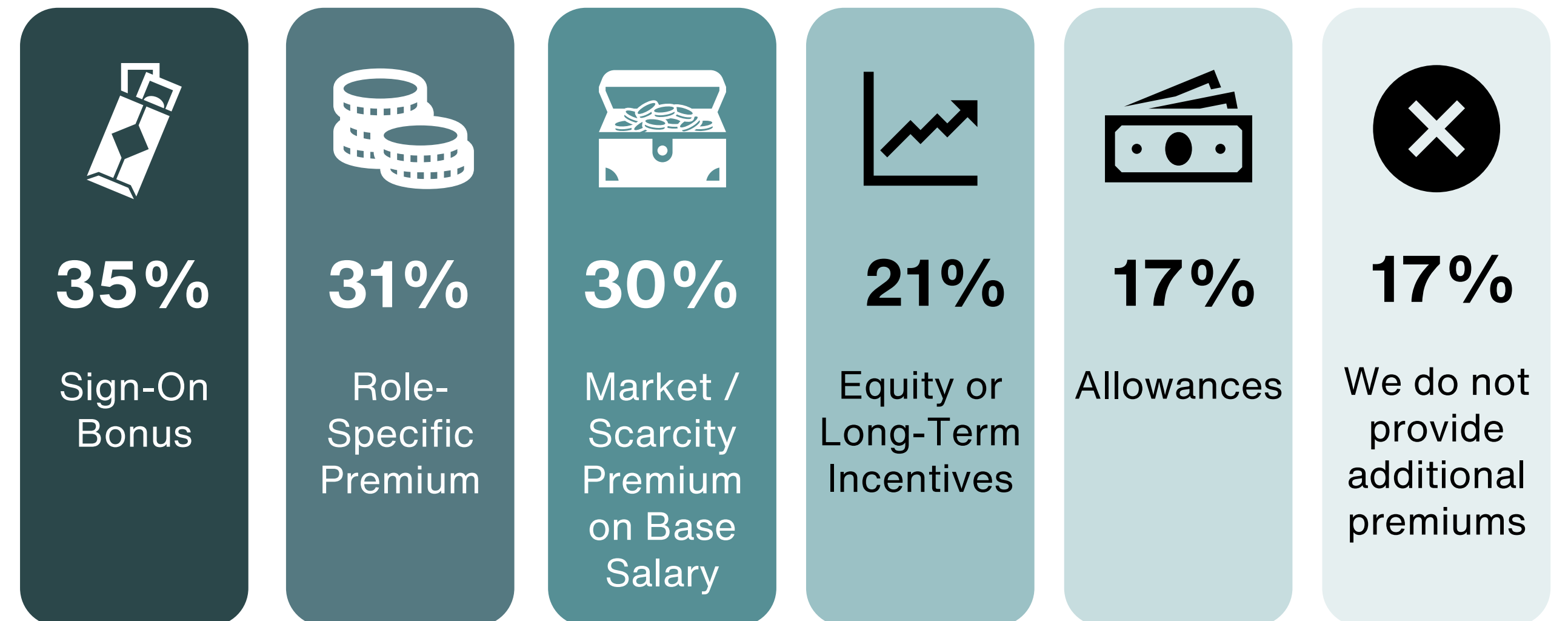
Q8. Which of the following are your organisation's top 5 hot jobs (i.e., roles that are in high demand and/or hard to fill)?

Q11. What types of premiums does your organisation commonly use to attract talent for key roles or hot jobs? (Select all that apply)

Top 5 Hot Jobs



Premiums Used to Attract Talent



- The prominence of Data & AI (64%), Cybersecurity (44%) and Software & Cloud roles (43%) highlights continued **scarcity of technology talent critical to resilience, risk management and digital transformation.**
- Front Office roles (56%) being among the top hot jobs reinforces that organisations are prioritising **roles with direct impact on revenue, growth and client relationships.**
- Talent shortages are addressed primarily through **cash-based, short-term premiums**, which suggests a **preference for targeted tactical pay levers to secure in-demand talent.**

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People are your biggest investment. And asset.

Our Talent Solutions practice helps companies make better workforce decisions.

Our data-led insights. We hold more proprietary workforce data than anyone else in the world, so clients trust our insights.

Combined with expertise. Our industry expert consultants provide context to our data-led insights, combined with deep expertise in rewards, talent and analytics to inform business leaders.

Enable business leaders to make better decisions. We link the objective data analysis to real outcomes and understand and quantify the opportunities for action.

With our data, insights and expertise we help organisations understand and reshape their workforce for the future.

Thank You

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Note: This survey contains data about a variety of practices in use by participating organizations at the time data was collected. While responses are reviewed, verified and confirmed for completeness and reasonableness prior to publication, certain local regulations may require organizations to provide minimum benefits, or follow certain procedures, which may not appear consistent with the market practices described in these results. This report is intended for use in benchmarking prevailing practices. Results should not be relied upon to reflect the legal requirements that may exist or change in each surveyed country.

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