

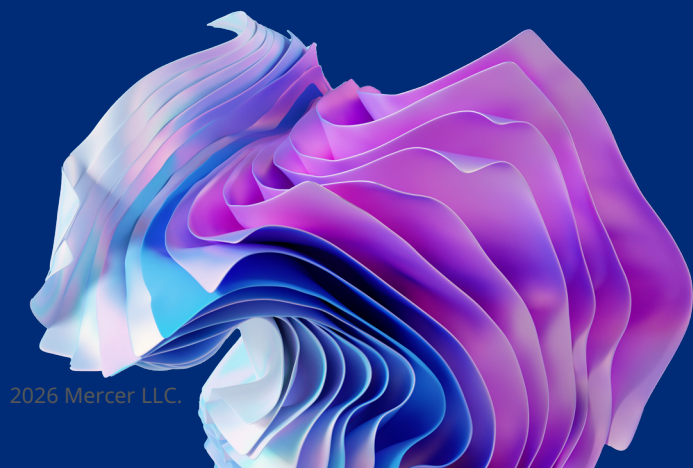
Inside Look: Incentives Around the World

Incentives Around the World will be refreshed on January 14, 2026!

While preparing the data, we found some interesting insights that we couldn't wait to share with you. Check out this sneak peek into the data and mark your calendar for the full release coming soon!

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Incentives as a percentage of total cash can vary widely across markets for managers

Globally, managers in the life sciences industry receive the highest incentives as a percentage of their annual total cash compensation (13.3%), followed closely by the energy industry at 12.1% and banking and financial services at 12.0%. However, the incentive percentage varies significantly by market, ranging from 6.6% in Belgium to 27.2% in Hong Kong for life sciences, and from 2.7% in Sweden to over 20% in several Chinese markets for the energy industry. These differences highlight the importance of tailoring compensation strategies to both industry norms and regional market conditions.



Short-term incentive eligibility for managers highlights industry and regional variations

Globally, 85% of managers in the consumer goods industry are eligible to receive short-term incentives (STI). This is followed by 83% of managers in the chemicals industry, reflecting a focus on a performance-driven culture to attract and retain talent. In the Americas, 86% of managers in the consumer goods industry are STI eligible, compared to just 56% in the non-financial services industry. A similar pattern exists in the Middle East & Africa, where 84% of managers in the consumer goods industry are STI eligible, while non-financial services lag at 38%. In Central & Eastern Europe, the life sciences industry leads with a 90% STI eligibility rate, followed by chemicals (87%).



Banking and energy industries set the pace for manager STI targets worldwide

Globally, managers in the banking and financial services industry have the highest STI targets, averaging 17.6% of base salary, followed closely by the energy industry at 17.0%. In most regions, STI targets for banking and financial services managers average of 18.5% of base salary, except in Western Europe, where the average is lower (15.2%). While the consumer goods industry leads in STI eligibility rates, its target incentives for managers remain below 15.0% of base salary across all regions. In Asia Pacific, the chemicals industry has the highest average STI target at 18.6% of base salary, closely followed by banking and financial services at 18.5%.



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