



In this section, we analyse short-term incentives (STIs) in 12 markets: China-Beijing (CN-BJ), China-Shanghai (CN-SH), Hong Kong (HK), India (IN), Indonesia (ID), Japan (JP), Malaysia (MY), the Philippines (PH), Singapore (SG), South Korea (SK), Taiwan (TW) and Thailand (TH). All analyses and results presented are based on data from the companies surveyed. In the bar charts and tables below, we provide data on eligibility (represented by percent receiving incentives) and incentive award levels to employee group for all Asia Pacific markets.

Eligibility to receive STIs correlates positively to career level, with more employees in the executive level being eligible for incentives as compared to the para-professional level. More than three-fourths (78%) of the executives in this region are eligible to earn incentives, as compared to just 64% of para-professionals qualifying for the incentive programme.

A similar correlation is observed with the proportion of the incentives paid, with executive-level employees earning incentives equivalent to 23% of their base salary, as compared to para-professionals, whose incentives equal only 11% of their base salary.

**Note: Averages presented in this report represent weighted averages – weighted based on number of incumbents.**

Other observed highlights		
Career stream	Prevalence of incentive awards (% receiving)	Incentive award levels (incentive as a % of base salary)
<b>Executives</b>	<ul style="list-style-type: none"> <li>Hong Kong, with 87% employees receiving incentives, has the highest prevalence, while the Philippines, with 65%, has the lowest prevalence.</li> <li>Malaysia and Thailand, with 82% of employees receiving incentives, follow Hong Kong in incentive prevalence.</li> <li>All countries in the region have more than 60% STI eligibility prevalence.</li> </ul>	<ul style="list-style-type: none"> <li>Singaporean executives receive the highest actual and target incentives in the region at 25.9% and 23.8% of base salary, respectively.</li> <li>Filipino employers pay out the lowest percentage of base salary as actual incentives (18.2%).</li> <li>The lowest target incentive for this level is in Indonesia, at 19.2% of base salary.</li> </ul>
<b>Managers</b>	<ul style="list-style-type: none"> <li>Incentive prevalence for this level is the highest in Hong Kong (82%), followed by India (78%).</li> <li>Only 55% of Filipino managers receive incentives, giving the Philippines the lowest STI prevalence in the region.</li> <li>Most countries in the region have more than 70% prevalence of STI payouts, except for the Philippines (65%), Taiwan (65%) and Japan (57%).</li> </ul>	<ul style="list-style-type: none"> <li>Actual incentive as a percentage of base salary is the highest in Japan (17.4%) and the lowest in the Philippines (11.1%).</li> <li>The Philippines has the lowest target incentive set for 2009 (11.8%), while the highest target incentive of 17.4% is in Thailand.</li> <li>Hong Kong, which has paid the highest actual incentives, ranks eighth for target incentives (13.9%).</li> </ul>
<b>Supervisors and team leaders</b>	<ul style="list-style-type: none"> <li>Singapore has the highest prevalence of incentives in the region, with 81% receiving incentives.</li> <li>Malaysia, Thailand and China–Shanghai follow Singapore (79%) in prevalence.</li> <li>STI prevalence is the lowest in the Philippines with only 55% receiving incentives at this career level.</li> </ul>	<ul style="list-style-type: none"> <li>The highest actual incentive as a percentage of base salary is in Japan (18.9%).</li> <li>The Philippines has the lowest percentage of base salary as incentives (7.5%), followed by Hong Kong (10.2%).</li> <li>The Philippines has the lowest percentage of base salary as target incentives (6.8%), followed by Japan (11.1%).</li> </ul>
<b>Senior professionals</b>	<ul style="list-style-type: none"> <li>STI payout for this level is common in Singapore, with 72% receiving incentives.</li> <li>Singapore and Thailand (both at 70%) rank next in prevalence at this career level.</li> <li>Incentive payouts are least prevalent in the Philippines, with only 28% receiving incentives.</li> </ul>	<ul style="list-style-type: none"> <li>Thailand, which ranks second in STI prevalence, ranks first in the amount of STI payouts.</li> <li>STI payout as a percentage of base salary is the lowest in the Philippines at 6.3%.</li> <li>Target incentive as a percentage of base salary is the highest in Thailand (18.4%) and the lowest in the Philippines (7.5%).</li> </ul>