

## OVERVIEW

Axtria collected and analyzed incentive compensation plan and performance data from 12 organizations for the 2022 plan year to develop a robust and holistic set of anonymized benchmarks representative of incentive practices across the industry.

## SAMPLE SIZE



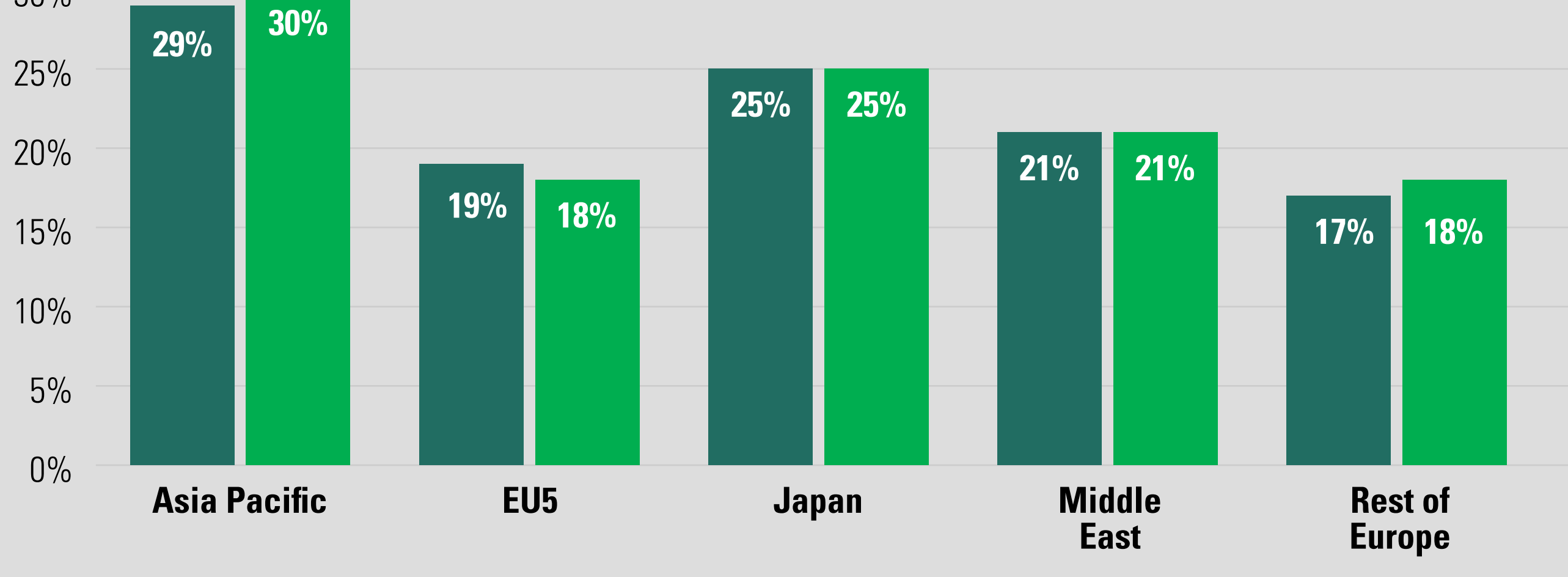
## KEY INSIGHTS

### PAY MIX



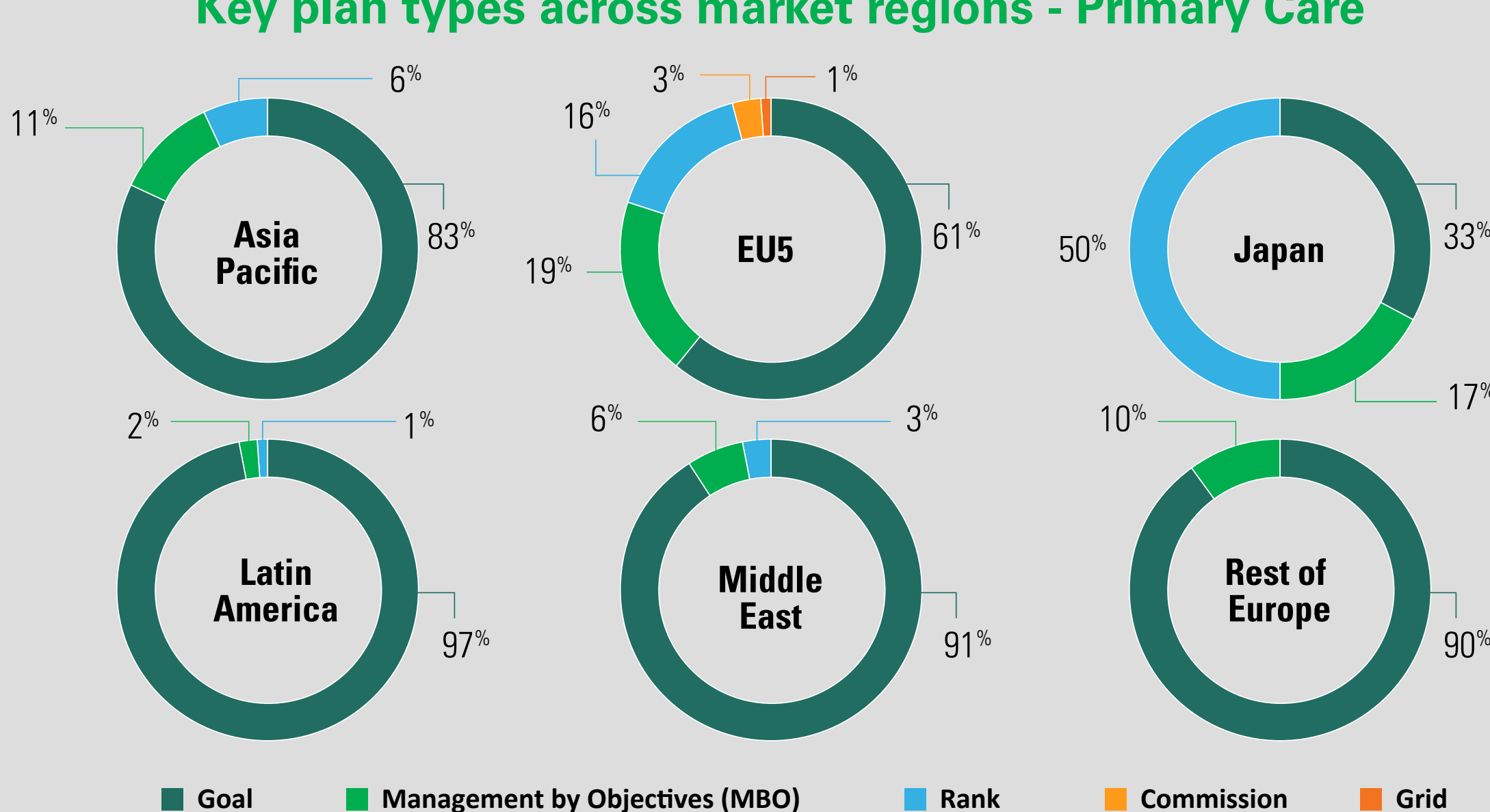
For Primary Care teams, Asia Pacific and Japan have the highest variable pay, comprising 25-30% of total pay, on average, while European regions have the lowest variable pay.

Average percentage (%) variable pay - Primary Care



## IC PLAN COMPONENTS

Key plan types across market regions - Primary Care



Goal-based IC plans are the most common plan type for incentivizing Primary Care reps across market regions except in Japan, where rank-based plans are also common.

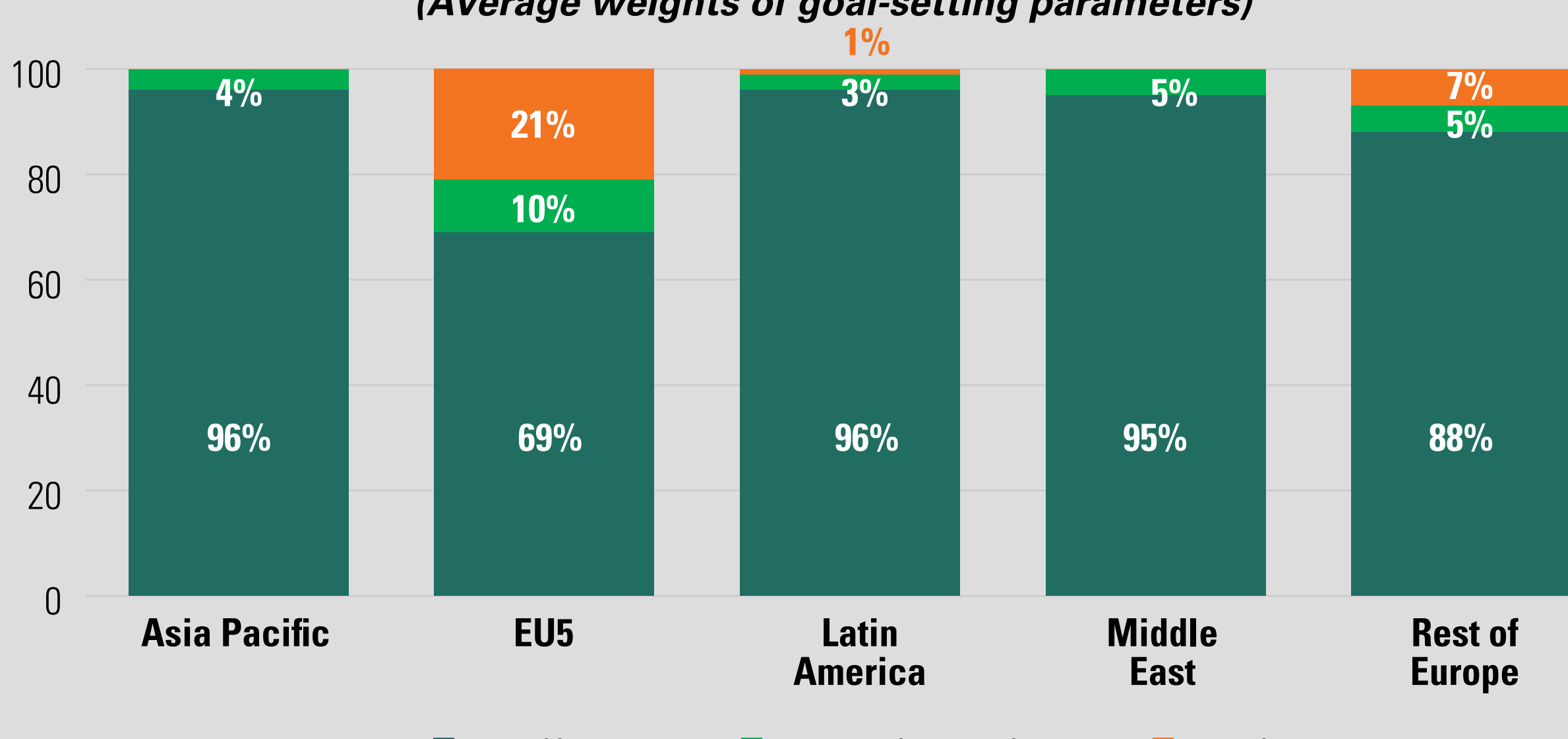
## GOAL SETTING



- Brand history is the predominant goal-setting parameter used for Primary Care brands.
- Other commonly used goal-setting parameters include untapped potential and trend.

Goal-setting parameters used in Primary Care teams

(Average weights of goal-setting parameters)

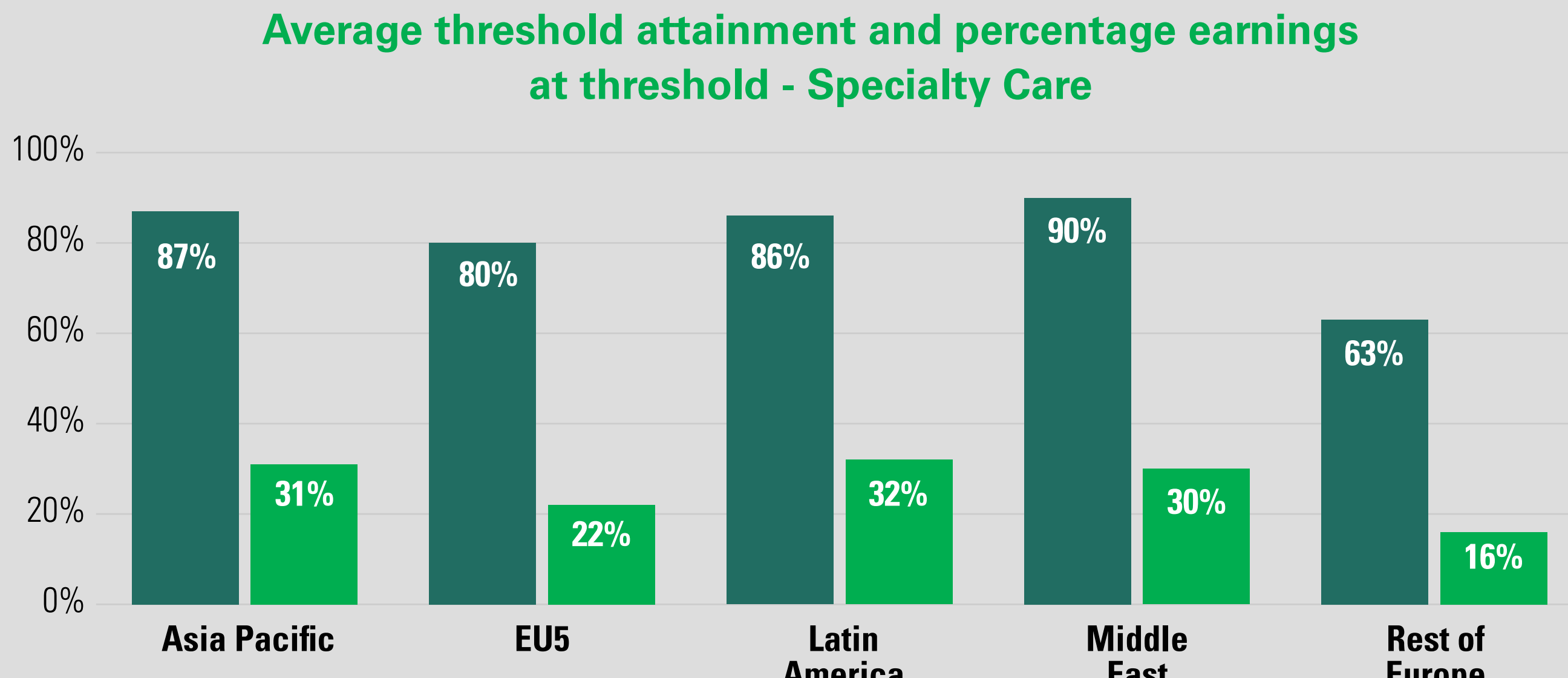


## PAYOUT CURVE CHARACTERISTICS

In Specialty Care, average threshold attainment (at which the rep is eligible for earnings) is in the range of 80 - 90% for most regions. Average earnings at threshold attainment are in the range of 20 - 30% of the IC target.

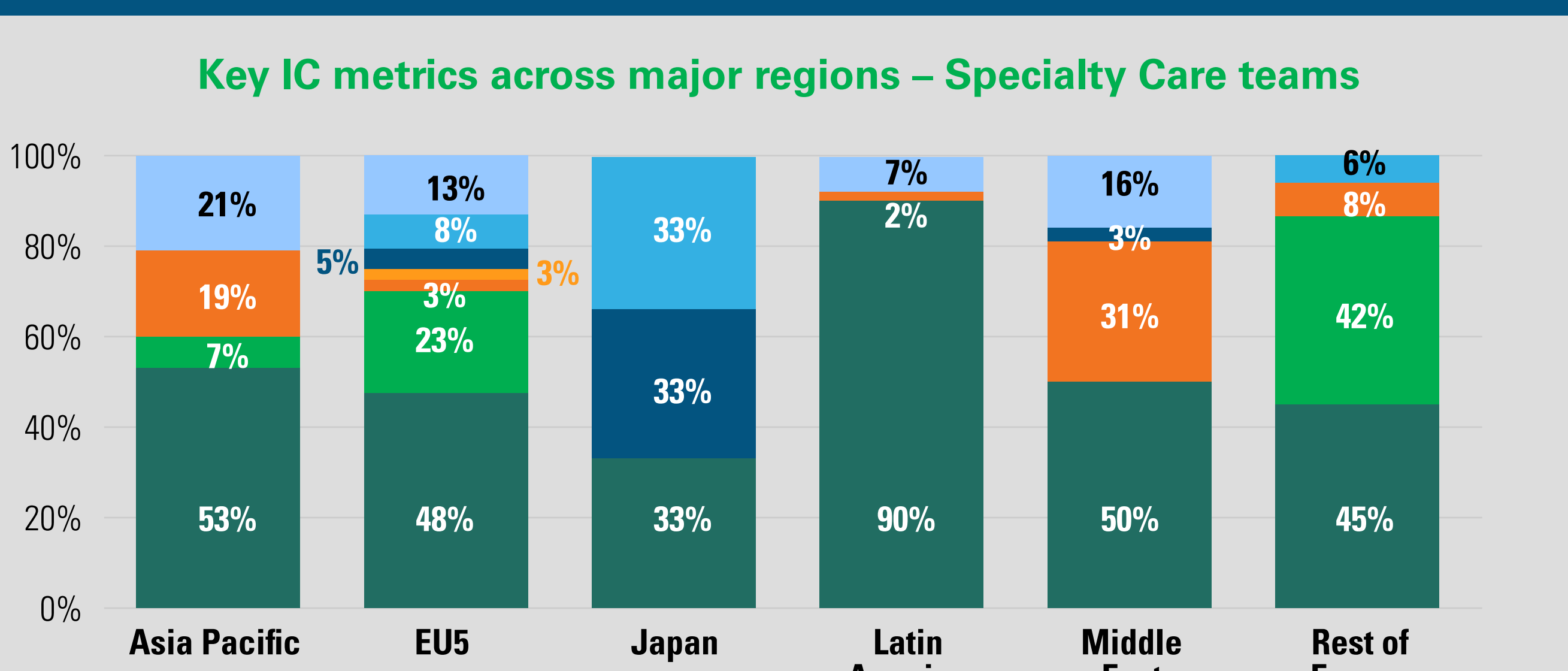


Average threshold attainment and percentage earnings at threshold - Specialty Care



## IC METRICS

Key IC metrics across major regions - Specialty Care teams



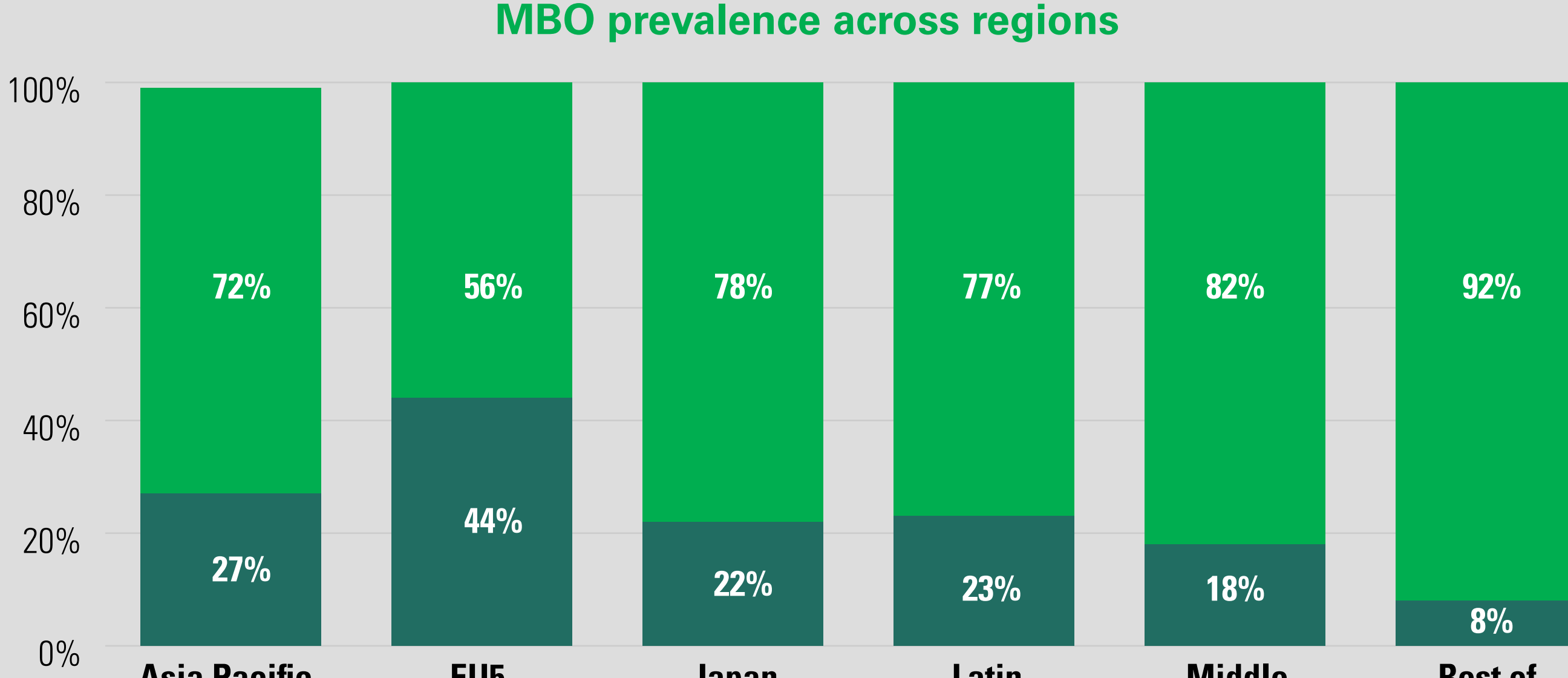
Sales units are the predominant IC plan measure for Specialty Care teams across most regions. Market share-based metrics are also fairly common across Specialty Care teams.

## USE OF MBO

MBO components are present in approximately 24% of all IC plans across therapy areas and regions, with an average of 2-3 objectives per plan.



MBO prevalence across regions



Note: This infographic is representative of the complete study. Different KPIs may have been shown to different business units. For comprehensive benchmarks on all business units, please request a read-out of the complete study.