



November 2017

2017 Annual Review of Salary and Benefits for International Staff, National Staff, and Administrative Staff

Distribution of this document is restricted until it has been approved by the Board of Directors. Following such approval, ADB will disclose the document to the public in accordance with ADB's Public Communications Policy 2011.

Asian Development Bank

ABBREVIATIONS

ADB	–	Asian Development Bank
IFI	–	international financial institution
NSAS	–	national staff and administrative staff
US	–	United States
WBG	–	World Bank Group
WPBF	–	work program and budget framework
WTW	–	Willis Towers Watson

NOTE

In this report, "\$" refers to United States dollars, unless otherwise stated.

GLOSSARY

comparatio	–	The ratio of actual salaries (total payroll) to the salary range midpoints for the same number and mix of staff. A 100% comparatio indicates that pay is aligned with ADB's midpoints and thus with the chosen market references (75th percentile).
salary dilution	–	Expresses the effect that leads to a lower comparatio at the end of the year than at the time of the review. This results from changes in the staff mix (new hires, departures, promotions). Salary dilution within the year occurs because staff members who depart, generally have a higher salary than new hires or promoted staff.
market positioning	–	The positioning of an organization's compensation policy within the market. ADB's compensation policy is to pay at the 75th percentile of the market comparators.
market reference point	–	The market value in annual remuneration of the grade level that serves as the reference point for constructing the salary scale and for adjusting the salary scale and pay every year.
midpoint	–	At ADB, the midpoint of the salary scale for each grade level is aligned with the market reference point (75 th percentile of the market comparators).
average salary increase	–	The recommended average percentage increase to be applied to staff pay at the time of the review (January 1).
overall increase in salary budget	–	The projected growth in the amount of salaries and other salary-related personnel actions such as promotions and confirmation of appointments.
salary scale or range	–	Each grade level has a salary scale or range, which is defined in terms of a minimum, a midpoint, and a maximum within which the

salaries of staff at that grade level are administered. The minimum and maximum are equidistant to the midpoint.

- salary structure – The full set of salary scales or ranges.
- salary structure adjustment – The average percentage increase needed to bring the salary structure in line with the market at each review.
- payroll – The sum of actual staff salaries (or staff pay) paid over a defined period (usually a month or a year) for the total number of staff of a grade level, a category of employees (administrative staff, national staff, international staff) or a whole office.

Vice-President	Deborah Stokes, Administration and Corporate Management
Director General	Toshio Oya, Budget, Personnel and Management Systems Department (BPMSD)
Team leader	Matthew Drage, Director, Compensation, Benefits and Pension Division (BPCB)
Team member	Deepali Talim, Principal Compensation and Benefits Specialist, BPCB

CONTENTS

	Page
EXECUTIVE SUMMARY	
I. INTRODUCTION	1
II. ADB COMPENSATION POLICY AND PRINCIPLES	1
III. COMPENSATION METHODOLOGY	2
A. Salary Structures as a Framework and Comparatios	3
B. Salary Increase Methodology	4
C. Salary Structure Adjustments	5
D. Merit Increase Component and Salary Dilution	5
E. Total Average Salary Increase	6
F. Application of the Salary Increase Methodology to the Three Staff Categories	6
IV. FACTORS DRIVING THE NEED FOR COMPETITIVE PAY	8
A. The Business Context	8
B. Challenges for Recruitment and Retention	9
C. Other Measures to Enhance Recruitment and Retention	9
V. OTHER DEVELOPMENTS	10
VI. RECOMMENDATION	10
VII. BUDGETARY IMPACT	11
APPENDIXES	
1. Supplementary Data for Information	13
2. Proposed Salary Structures for 2018	43

EXECUTIVE SUMMARY

This paper presents to the Asian Development Bank (ADB) Board of Directors the results of the 2017 annual review of compensation and benefits for international staff, national staff and administrative staff (NSAS) at headquarters, the 30 field offices, and four extended missions. This paper seeks the Board's approval for (i) the proposed 2018 salary structures and (ii) the corresponding average salary increases for all staff categories.

ADB's compensation policy, as outlined in Administrative Order 3.01, is market-driven. Its methodology was approved by the Board in the last five-yearly comprehensive compensation and benefits review in 2015. The annual compensation and benefits review is an important step in assessing the competitiveness of ADB's compensation and benefits policies, as well as their effectiveness in supporting talent acquisition, staff mobility, and retention.

With the scaling up of operations in the coming years, the recruitment and retention of skilled and talented individuals is more important than ever.

Based on the results of the 2017 compensation and benefits review, ADB Management proposes the Board consider the following:

- (i) For international staff, provide a 2.2% adjustment to the salary structure and an average salary increase of 3.9% for 2018. This increase is the sum of the 2.2% adjustment to the salary structure and an additional merit increase component of 1.7%. The total budget impact of the international staff salary increase for 2018 is 2.2% (Table 2).
- (ii) For NSAS at headquarters, provide a 4.2% adjustment to the salary structure and an average salary increase of 6.7% for 2018 in Philippine peso. This increase is the sum of the 4.2% adjustment to the salary structure and an additional merit increase component of 2.5%. The total budget impact of the salary increase of NSAS at headquarters for 2018 is 4.2% (Table 2).
- (iii) For NSAS in the field offices, provide a 6.5% adjustment to the salary structures and an average salary increase of 8.0% for 2018 in US dollar equivalent. This increase is the sum of the 6.5% adjustment to the salary structures and an additional merit increase component of 1.5%. The total budget impact of salary increases of NSAS in field offices for 2018 is 6.5% (Table 2).

If approved by the Board of Directors, the proposed salary structures for all staff categories would become effective on 1 January 2018.

I. INTRODUCTION

1. A skilled and motivated workforce is critical for ADB to achieve its operational objectives. With the combination of Asian Development Fund lending operations and ordinary capital resources which took effect on 1 January 2017, the scaling-up of operations means that developing and retaining a skilled and effective workforce is more important than ever.
2. ADB's business is growing and expanding in areas such as private sector development, health and education, climate change mitigation and adaptation, infrastructure, railways and urban transport and support for advanced technologies. This will require new specialized skill sets, international experience, and proficiency—all of which are in great demand internationally. ADB plans to recruit 75 new positions (45 international staff, 25 national staff, and 5 administrative staff) in 2018 and an additional 105 new positions during 2019-2020. The competitiveness of ADB's compensation will help recruit high-caliber and experienced professionals as well as the retention of existing staff.
3. The 2017 annual review of compensation therefore focuses on assessing and ensuring the competitiveness of ADB's compensation. The salary proposals outlined in this paper are designed to (i) maintain the value of the compensation and benefits package needed to support ADB's objectives and (ii) allow ADB to remain an active player in the labor markets where it is recruiting. Currently, more than 48.0% of ADB's international staff recruits are from the private sector and 31.0% are from other international financial institutions (IFI). Based on the suggestion by the Board during discussions for the 2016 review, market benchmarks for Hong Kong, China; Japan; and Singapore have been procured as a check for comparability.
4. This paper describes ADB's approach to compensation and benefits; explains the factors driving the need for competitive pay, and proposes of salary budgets and new salary structures.

II. ADB COMPENSATION POLICY AND PRINCIPLES

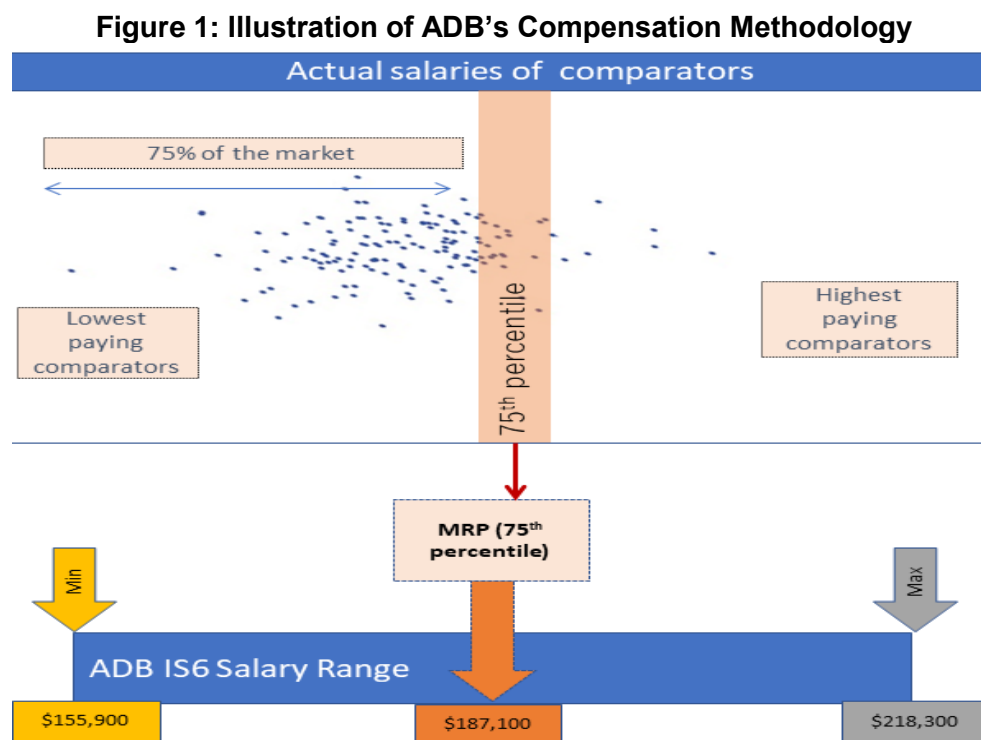
5. An organization's approach to compensation must be guided by clear principles and governed by well-accepted policies to achieve operational goals and create and maintain staff trust and commitment.
6. With the increased need for new talent and the retention of high performing staff, ADB aims to provide a remuneration package that is competitive to enable it to continue attracting and retaining the best talent, consistent with our development mission and in line with international trends. In support of this overarching goal, ADB established the following key principles outlined in Administrative Order 3.01 (Salary Administration) in its compensation system:
 - (i) Salaries are designed to attract and retain highly qualified and competent staff members and to motivate them to achieve the highest standards of performance.
 - (ii) Salaries are maintained at levels competitive with those prevailing in comparator organizations and with due regard to the duty station concerned.
 - (iii) ADB systematically evaluates the relative weight of each position in the salary structure, determines the equitable remuneration for similar responsibilities internally and externally, and rewards staff members according to performance, salary relativity and other relevant factors.
 - (iv) Salaries are administered in a manner that is both equitable and transparent to all staff.

III. COMPENSATION METHODOLOGY

7. ADB's compensation methodology is reviewed every 5 years. The last review was conducted in 2015 and the next comprehensive compensation and benefits review is scheduled for 2020. ADB follows a principle of market-driven compensation for all staff. Salaries are positioned at the 75th percentile of the defined market for each category of staff. The difference between international staff and NSAS lies in the market reference used for salary comparisons, as follows:

- (i) For international staff – the market is international. The World Bank Group (WBG) salary structure serves as the proxy for this global market, as agreed by the Board in the 2010 salary paper and reaffirmed in the 2015 comprehensive review of compensation and benefits. The WBG uses a market composition with a representation of two-thirds private sector and one-third public sector, which broadly reflects where ADB recruits from. More than 48.0% of ADB's recruits are from the private sector and 31.0% from other IFIs. This allows ADB to remain market competitive.
- (ii) For NSAS in headquarters – the market is local. Salaries are compared with those of 20 companies and international organizations in Manila.
- (iii) For NSAS in field offices – the market is local. WBG data is used with data from other reputable sources such as the survey providers Birches Group and Willis Towers Watson (a mix of public and private sector organizations).

8. Figure 1 below describes how the 75th percentile target is derived from the comparators and how this is used to develop each salary range.



MRP = market reference point.

Note: This market position of 75th percentile is used to develop the market reference point (midpoint of each salary range).

9. Under the market-driven compensation system, salary adjustments from one year to the next are linked to the market movement of salaries, rather than directly linked to the cost of living or consumer price index movements. These indices may be reflected in the market movement of salaries in the global or local markets, which are primarily influenced by labor market conditions (e.g., supply versus demand for specific skills, economic growth, other global economic factors, and domestic fiscal conditions).

10. ADB's compensation policy is designed to:
- (i) remain market competitive by reflecting labor market changes to attract and retain top talent,
 - (ii) maintain a rules-based compensation system whereby salary increases are determined through a transparent formula-driven methodology;
 - (iii) remain fiscally prudent in recognition of budgetary requirements and in response to external market economic conditions, and
 - (iv) award differentiated salary increases based on performance.

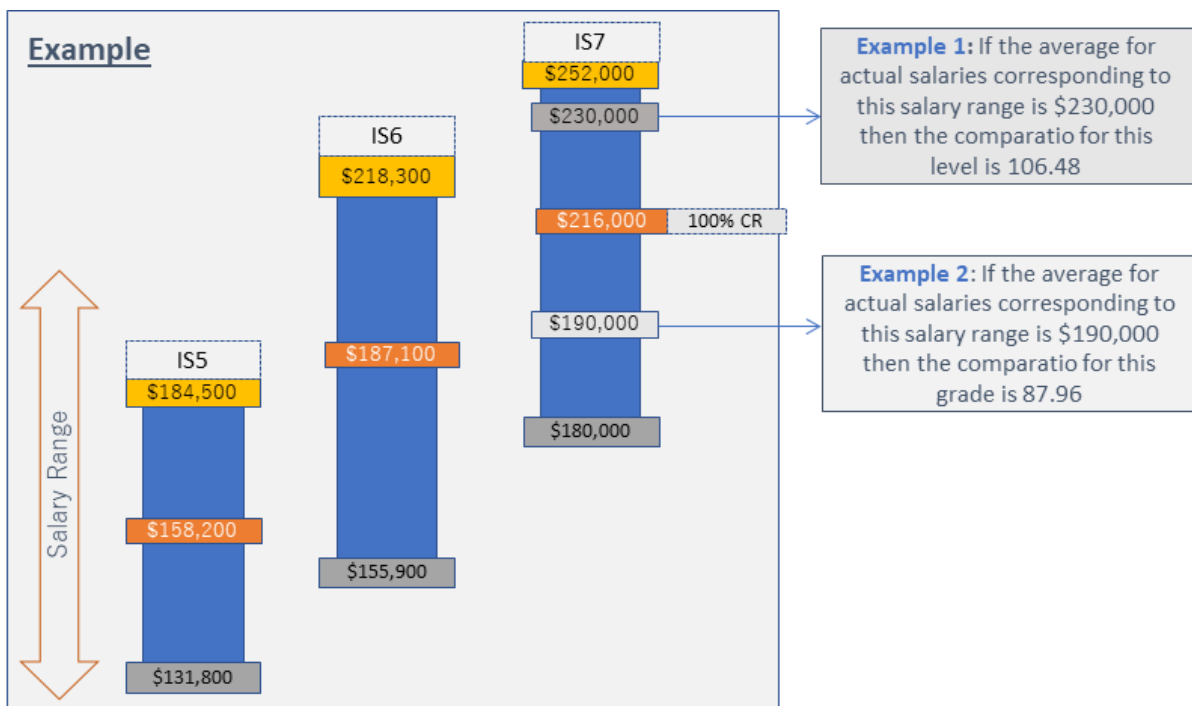
A. Salary Structures as a Framework and Comparatios

11. ADB creates salary ranges to reflect market pay levels and uses them to help inform decisions, such as the starting salaries for new hires, salary increases during the annual salary review process, and assessing the market competitiveness of its pay. A salary structure comprises salary ranges corresponding to each grade relevant to the staff categories and reflects

ADB's desired market positioning. ADB has a salary structure for IS expressed in US dollars, a salary structure for NSAS in headquarters expressed in Philippine pesos, and a salary structure for NSAS in each field office expressed in local currencies or US dollars, based on the currency of the salary structure denomination in that location.

12. Comparatio is a measure of market competitiveness and is expressed for an individual (or across the organization as a whole) as a ratio of actual salary to the relevant salary range midpoint. A 100% comparatio indicates that the actual salary is fully aligned with ADB's midpoint and thus with the chosen market references. Historically, ADB's comparatio has been below 100%. Table 1 and Table A1.1 in Appendix 1 give the historical comparatio movement for international staff, while Figure 2 explains the concept of comparatios.

Figure 2: Illustration of the Comparatio Concept



CR = comparatio, IS = international staff.

Note: A 100% comparatio indicates that pay is aligned with ADB's midpoints and thus with the chosen market reference point (75th percentile).

B. Salary Increase Methodology

13. Competitive positioning of salaries is important to preserve ADB's ability to attract new staff as well as to motivate and retain committed staff of the caliber required to conduct its operations and to meet clients' needs. Every year an assessment of the salary structure framework is made and two components of salary increases are considered. These components are described in paras. 14 and 15, and together are crucial for ensuring staff salaries stay competitive within the market and that ADB rewards individual staff for performance while ensuring pay progression through the salary range.

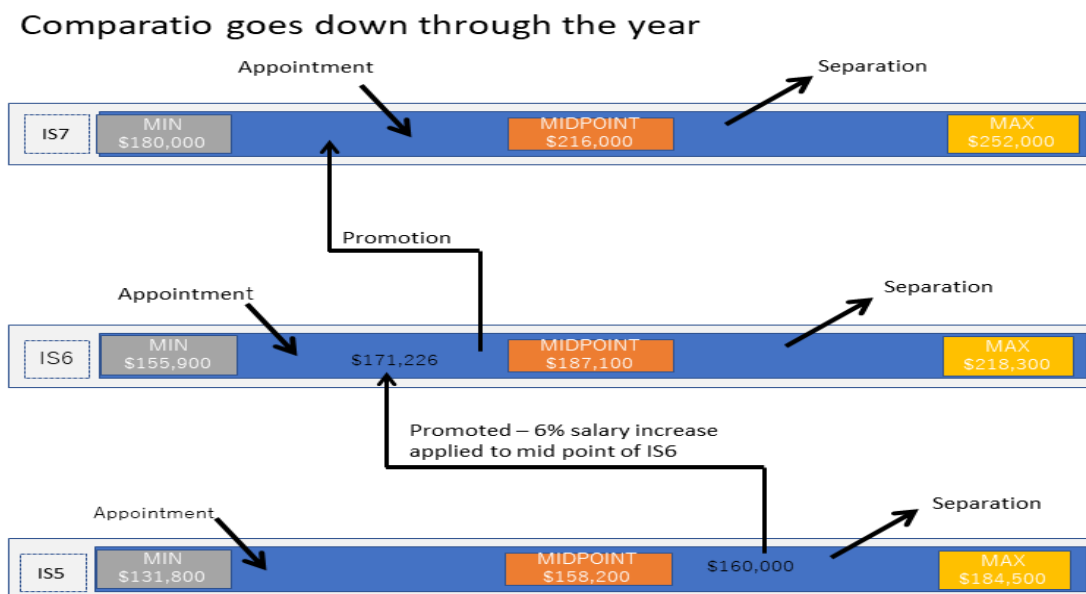
C. Salary Structure Adjustments

14. As the market levels of pay move over time, the salary structure framework needs to be adjusted to remain reflective of the market. Benchmarking studies are conducted each year using established survey providers to assess the market movement of pay. Based on the outcomes of this analysis, salary structure adjustments need to be applied to bring the salary structure in line with the market at each review. Salary structure adjustment refers to the average percentage increase applied to the current salary structure midpoints to align with the market. Where the review supports a revision of the salary structure, appropriate recommendations and a corresponding budget request are made to move salaries in line with the movement of the salary structure framework.

D. Merit Increase Component and Salary Dilution

15. Employees typically should progress through their salary range over time as they become more proficient and valuable to the organization. The speed at which employees move through their salary range is mainly based on their performance. To provide for salary progression, an additional increase, referred to as a merit increase, is required.

16. For 2018, this additional increase will be funded by estimated salary dilution during the year. If salary dilution is equal to the additional merit increase amount, the budgetary impact is neutral. Salary dilution occurs within the year as staff members who leave the organization generally have higher salaries at each grade than the newly promoted staff or new hires who replace them. This is so as the exiting staff will have progressed through their salary range over time. Salary dilution also results from growth in the number of staff positions. Salary dilution has an impact on the comparatio and the competitiveness of an organization in relation to the market, while creating savings during the year. Figure 3 below explains how salary dilution works.

Figure 3: Illustration of Salary Dilution

IS = international staff, MAX = maximum, MIN = minimum.

Note: Average salary at each grade goes down during the year as staff who separate generally have a higher average salary than new hires or newly promoted staff. As this happens, the average comparatio goes down and the salary dilution savings go up.

E. Total Average Salary Increase

17. The total average salary increase is the sum of the salary structure adjustments and the merit increase component. It aims to (i) enhance ADB's market competitiveness by maintaining and improving the comparatio, (ii) reward good performance, and (iii) provide for salary progression within the range to ensure individual staff compensation stays market competitive.

18. The total average salary increase is funded by a combination of a budget request and savings. Historically, a budget request has been made relating to the salary structure adjustments, whereas the merit increase component has been funded wholly or partially through savings, particularly salary dilution. For ADB to reach a 100% comparatio, the merit increase component may need to be greater than savings from salary dilution, requiring a budget request greater than the salary structure adjustment. In the 2010 comprehensive review, the Board approved the strategy to reach a comparatio target of 100% by 2015 for international staff. This target has not been achieved because of financial constraints in the budgets approved.

F. Application of the Salary Increase Methodology to the Three Staff Categories

19. For international staff, the methodology continues to refer to the WBG salary structure midpoints as a proxy for the market reference. The WBG midpoints provide a valid proxy for the 75th percentile (as described in para. 7). The WBG average structure adjustment of 2.2% is considered representative of the movement of international staff salaries.

20. The proposed international staff salary structure adjustment is 2.2% and the proposed average salary increase is 3.9%. Table A2.1 in Appendix 2 details the proposed salary structure.

Salary dilution for 2018 is estimated at 1.7%. It is proposed that merit increase of 1.7% be funded by salary dilution. The estimated salary dilution of 1.7% for 2018 is lower than the salary dilution for 2017 (estimated at 2.3% at the start of the year), which was primarily driven by the Early Separation Program, but is higher than the average of 0.9%–1.0% until 2016. The reasons are (i) the increase in the number of staff positions and (ii) the impact of the ongoing recruitment reforms. Table 1 and Table A1.1 in Appendix 1 show the progression of international staff comparatio from 2013 to 2017. With the estimated salary dilution through 2018 of 1.7%, the comparatio at the end of 2018 will be maintained at broadly a similar level to the projections for the end of 2017, (between 93.7% and 94.7%).

Table 1: Historical Comparatio Information for All International Staff, 2013–2018

Year	Confirmed Staff (No.)	as of 1 January	as of 31 December
		Overall Actual Comparatio (%)	Overall Actual Comparatio (%)
2013	943	93.2	92.3
2014	959	93.3	92.3
2015	963	93.9	92.8
2016	979	94.9	94.1
2017	963	96.0	93.7 – 94.7 ^a
2018	960	96.5 ^b	

^a Estimated comparatio by 31 December 2017. A range is provided as the final comparatio will be dependent on a number of factors, including the number of recruitments.

^b Estimated comparatio on 1 January 2018.

21. Table A1.5 in Appendix 1 shows the proposed salary structure adjustment, the proposed average salary increase, and the resulting comparatio before and after the salary increase.

22. For the 2017 review, market benchmarks for Hong Kong, China; Japan; and Singapore were procured to check for comparability. The analysis shows that for roles like those at ADB, the average salary movement is 4.0% for Hong Kong, China; 2.3% for Japan; and 4.0% for Singapore. This shows that the proposed average salary increase of 3.9% based on market movement indicated by the WBG data is also currently reflective of these Asian financial hubs. The World Bank total average salary increase effective 1 July 2017 was 4.9%.

23. For NSAS at headquarters, Willis Towers Watson conducted a customized survey on ADB's behalf in August 2017 as per the Board approved methodology. The group of comparators was increased from 15 in the 2016 review to 20. These 20 comparators (listed in Appendix 1) broadly represent one-thirds public and two-thirds private companies in the Philippines and the sample includes 20% large organizations (more than 2,000 staff), 60% medium-sized organizations (500-2,000 staff) and 20% small organizations (less than 500 staff).

24. In 2017, the Philippine economy has grown at a rate of 6.4%¹ with inflation at 3.3%². The 20 comparators are projected to award an average pay increase of 6.4% for all staff categories in 2018.

¹ Data from Willis Towers Watson 2017 salary survey report.

² International Monetary Fund's World Economic Outlook Database, April 2017.

25. Based on the survey results, the proposed average salary structure adjustment for NSAS at headquarters salary structure is 4.2% (in peso terms). Table A2.2 in Appendix 2 details the proposed salary structure. The salary structure for NSAS in headquarters is expressed in gross salary.

26. In the 2015 comprehensive compensation and benefits review, the comparatio target was set at 97% for NSAS at headquarters. This target has not been met, and the projected comparatio at the end of 2017 is 93.9%. Also, for the same reasons as international staff, the proposed merit increase is funded by savings from salary dilution. The proposed average salary increase of 6.7% (in peso terms) maintains the comparatio at the same level as last year (96.5%).

27. Table A1.3 in Appendix 1 shows the salary structure adjustment, average salary increase, and inflation rate at headquarters from 2013 to 2017.

28. Table A1.5 in Appendix 1 shows the proposed salary structure adjustment, the proposed average salary increase, and the resulting comparatio before and after the salary increase.

29. For NSAS in field offices, ADB's salary structure midpoints are adjusted by reflecting the overall market movement in each of the duty station locations. The sources of data used for determining the market movements include the WBG structure increases, and market data supplied by established survey companies Birches Group, and Willis Towers Watson.

30. Based on the survey data analysis, the proposed salary structure adjustments result in an average structure adjustment of 6.5% in US dollar terms for 2018 (Table A1.6, Appendix 1). The various currencies are converted to US dollars based on the 5 October 2017 Bloomberg exchange rates. The resulting salary structures effective 1 January 2018 for FOs are shown in Table A2.3-Table A2.36 in Appendix 2. The salary structures for NSAS in all FOs are based on net salaries (net of income tax) except for Japan and the US where the salary structures are expressed in gross salaries, like the Philippines.

31. Tables A1.4 and A1.5 in Appendix 1 show the (i) average annual salary structure adjustment, average annual salary increase, and inflation rate for each FO from 2016 to 2018, and (ii) proposed average salary increase, salary structure adjustment, and the comparatio targets for each field office.

32. The proposed average salary increase of 8.0% (in US dollar terms) will maintain the comparatio at broadly the same level at 96.5% as of January 2018 (96.9% in January 2017).

IV. FACTORS DRIVING THE NEED FOR COMPETITIVE PAY

A. The Business Context

33. ADB's ability to attract talent and experts from a wide range of global sources and retaining existing high-caliber staff is fundamental for meeting the WPBF 2017-2019 commitments. ADB needs to hire experts with cutting-edge knowledge and/or in specialized fields, such as private sector development, health and education, climate change mitigation and adaptation, infrastructure, railways and urban transport and high-end technical assistance. This will require specialized skill sets, international experience and proficiency that are in great demand in the markets and sectors where ADB competes for talent.

34. ADB plans to recruit 75 new positions, 45 international staff, 25 national staff, and 5 administrative staff in 2018; an additional 105 new positions will be recruited during 2019-20. The competition for high caliber and experienced professionals is fierce in markets where ADB sources talent (e.g., consulting firms, banks, financial institutions, international corporations, academia and non-government organizations).

B. Challenges for Recruitment and Retention

35. For internationally recruited positions, relocation can pose challenges to recruitment. A competitive package therefore becomes critical in attracting new hires and for retaining staff.

36. One of the considerations cited when an individual decides to leave ADB is around personal and family reasons. For example, there are indications that spouse employment is one of these reasons. ADB is currently trialing a strengthened approach to collecting information to assist in understanding more fully the different reasons why staff leave the ADB.

37. There are selected areas of skills where recruitment has additional challenging factors such as:

- (i) **Private Sector Operations Department.** The scaling up of private sector projects has necessitated recruiting experienced professionals with private sector financial skills from private sector companies, or IFIs with a comparable focus (e.g., IFC, EBRD). More aggressive outreach is being specifically conducted for hiring, along with a better use of the flexibilities within the salary ranges.
- (ii) **Office of Information Systems and Technology.** The external labor market for information technology remains highly competitive, for all staff categories.
- (iii) **Risk management.** This area continues to be competitive as the focus on managing financial and other risk remains a priority across the financial services sector.

38. Finally, as more of the ADB's developing member countries are joining the ranks of middle income countries their development needs are transforming from finance only to finance++ (finance plus knowledge and co-financing). Country offices are also requiring more experienced staff to be posted. ADB needs to respond to these changing requirements.

C. Other Measures to Enhance Recruitment and Retention

39. **Improving ADBs branding:** ADB will continue to improve ADB's branding as an attractive employer. ADB has undertaken targeted outreach and broader use of social media. These actions are supported by customized videos targeted at specific audience groups (e.g., private sector, women, experts).

40. **Spouse employment:** ADB's policy permits spouses to be employed at ADB. Support is provided on a pilot basis to help spouses of international staff navigate the local employment market.

41. **Better performance management** Reforms have been developed to strengthen performance management practices and put in place a more effective framework to enhance the productivity and motivation of staff to deliver better results. The enhancements will be implemented in 2018. The proposed reform provides managers greater discretion to adjust salary increases (within a budget envelope) allowing managers to reward performance in a differentiated manner.

42. **New mobility framework:** Enhancing mobility is crucial for ADB. It will support the optimal use of human resources in the spirit of One ADB and give more opportunities to staff for career development. It will also facilitate mobility, including the appropriate placement of returning staff from resident missions to headquarters. The mobility framework establishes a two-pronged approach to building broad-based talent in the long term and bridging skill gaps that are more immediate and short term. It consists of an annual rotation exercise and the use of short-term assignments.

V. OTHER DEVELOPMENTS

43. **Overseas duty station allowances.** During 2017, ADB initiated and completed a review of these allowances as a follow-up to recommendations and actions proposed in the 2015 comprehensive review by Willis Towers Watson. The two main drivers of this review include (i) simplification, and (ii) ensuring funds are focused on rewarding staff taking up postings in hardship locations. The main changes include the following:

- (i) One quality of living allowance to replace the following allowances:
 - (a) hardship location allowance,
 - (b) additional locality allowance,
 - (c) hardship premium, and
 - (d) assignment premium.
- (ii) Cost of Living Allowance (COLA) capped at 80%.
- (iii) Rental ceilings for developed countries, based on 3-bedroom apartments (rather than 4-bedroom houses).

44. The overall budgetary impact is an approximate increase of 0.94% based on current assignees.

45. **Equal pay study.** Improving gender balance within ADB is a key priority. ADB will need persistent action and outreach to hire, retain, and promote qualified women. The aim is to move from the current rate just below 35% of women international staff to the target of 40% by the end of 2022. ADB plans to contract an international firm to determine whether there are any unexplained gender based pay gaps.

46. **Education assistance benefits: school country limits.** In 2015, the Board endorsed changes to education assistance that included utilization of WBG country ceilings tables to determine ADB's school country limits. In the 2016 Board paper, a change in the methodology was proposed as it was anticipated that the WBG tables would no longer be available since they are derived from proprietary data. ADB had proposed to purchase schooling costs data necessary to inform the calculation and to use an in-house methodology similar to the WBG, to index ADB's education assistance school country limits annually. However, ADB was able to obtain the WBG country ceilings tables used to determine ADB's school country limits for the education assistance for school year 2017/2018 and therefore, it has been unnecessary for ADB to utilize separate data as proposed in the 2016 salary paper. A full review of this benefit will be conducted during the Comprehensive review of salary & benefits in 2020.

VI. RECOMMENDATION

47. The President recommends that the Board approve (i), (ii), and (iii) below effective 1 January 2018:

- (i) the salary structure for international staff (Appendix 2, Table A2.1): an average salary increase of 3.9%, which includes a salary structure adjustment component of 2.2% and an additional merit increase component of 1.7%;
- (ii) the salary structure for NSAS at headquarters (Appendix 2, Table A2.2): an average salary increase of 6.7% (in Philippine pesos), which includes a salary structure adjustment component of 4.2% and an additional merit increase component of 2.5%; and
- (iii) the salary structures for NSAS in field offices (Appendix 2, Tables A2.3–A2.36): an average salary increase of 8.0% (US dollar equivalent), which includes a salary structure adjustment component of 6.5% and an additional merit increase component of 1.5%.

48. The budgeted cost of the proposals in paragraph 47 has been included in the 2018 budget being considered by the Board on 15 December 2017.

VII. BUDGETARY IMPACT

49. The proposed salary increase for 2018 due to salary structure adjustments is estimated at \$4.0 million, which includes \$3.9 million for IS, -\$1.5 million for NSAS at HQ, and \$1.6 million for NSAS in FOs. Table 2 shows the total estimated cost of the 2017 and 2018 increase in the salary budget by staff category.

Table 2: Budget Impact of Salary Structure Adjustments (\$ million)

Item	2017 (In \$)				2018 (In \$)			
	IS	HQ NSAS	FO NSAS	Total	IS	HQ NSAS	FO NSAS	Total
Salary Increases	4.2	1.2	1.5	6.9	3.9	(1.5) ^a	1.6	4.0
Salary-Related Benefits ^b	1.0	0.3	0.3	1.6	1.0	(0.4)	0.4	1.0

FO = field office, HQ = headquarters, IS = international staff, NSAS = national staff and administrative staff.

^a The assumptions used for Philippine peso in ADB's budget is based on the Bloomberg full-year forecasted median rate. The assumptions used in 2017 budget was Php47.50 to \$1 and Philippine Peso is forecasted to be Php51.10 to \$1 in 2018. This forecasted Peso movement versus the US dollars is expected to result in a salary envelope decrease when reported in US\$. However, the structure adjustment of 4.2% for NSAS at headquarters represents an increase equivalent to Php96.6 million.

^b Calculated as 23.4% of salary increase (23% for the Staff Retirement Plan and the balance of 0.4% for insurance benefits) in 2017 and 25.4% of salary increase (25% for the Staff Retirement Plan and the balance of 0.4% for insurance benefits) in 2018.

50. The \$4.0 million salary increase represents 0.6% of the estimated proposed 2018 budget and the \$1.0 million for salary-related benefit costs represents 0.1% of the 2018 budget. Salaries and benefits are expected to represent about 62.4% of the proposed 2018 internal administrative expenses budget. Table 3 shows the total salary increase in 2018 due to the salary structure adjustments.

Table 3: Salary Increase and Salary Budget

Staff category	2017 Total Salary (million)	2018 Structure Adjustment	Salary Increase for 2018 (million)
IS (In \$)	175.1	2.2%	3.9
NSAS HQ			
a) In Phil Peso	2,300	4.2%	96.6
b) In US\$	48.4	(3.1%)	(1.5)
NSAS FO (In \$)	25.2	6.5%	1.6
Total (In \$)	248.7		4.0

FO = field office, HQ = headquarters, IS = international staff, NSAS = national staff and administrative staff.
US = United States.

SUPPLEMENTARY DATA FOR INFORMATION
Source: Asian Development Bank, unless otherwise stated.

I. COMPENSATION TRENDS

A. Historical Comparatio, 2013- 2018

Table A1.1: International Staff

Year	Structure Adjustment (%)	Average Salary Increase (%)	Confirmed Staff (No.)	as of 1 January			as of 31 December		
				Average Salary (\$)	Weighted Midpoint of Salary Structure (\$)	Actual Comparatio (%)	Actual Average Salary (\$)	Weighted Midpoint of Salary Structure (\$)	Actual Comparatio (%)
2013	1.9	3.2	943	147,897	158,603	93.2	145,984	158,094	92.3
2014	2.0	3.1	959	150,478	161,201	93.3	149,645	162,084	92.3
2015	2.3	4.0	963	155,716	165,856	93.9	154,186	166,198	92.8
2016	2.4	4.7	979	161,451	170,128	94.9	159,155	169,065	94.1
2017 ^a	2.5	4.8	963	166,355	173,308	96.0	163,323	174,194	93.7- 94.7 ^a
2018	2.2	3.9	960	171,861	178,030	96.5 ^b			

^a Estimated comparatio by 31 December 2017. A range is provided as the final comparatio will be dependent on a number of factors, including the number of recruitments.

^b Estimated comparatio on 1 January 2018

B. Historical Average Annual Salary Increases, 2013–2018

Table A1.2: International Staff

Year	Structure Adjustment (%)	Average Salary Increase (%)	Philippines Inflation Rate ^{a, b} (%)	Philippines Exchange Rate (PhP/\$)
2013	1.9	3.2	2.9	44.38
2014	2.0	3.1	4.2	44.73
2015	2.3	4.0	1.4	46.94
2016	2.4	4.7	2.0	46.00
2017	2.5	4.8	3.4	47.50 ^c
2018	2.2	3.9	3.3	51.10 ^d

^a Data from the International Monetary Fund's World Economic Outlook Database, April 2017.

^b Inflation is not a determinant of ADB salaries. ADB's salaries are market-based.

^c Based on the 2017 midyear budget assumption.

^d Bloomberg full year forecasted median exchange rate as of 5 October 2017.

Table A1.3: National Staff and Administrative Staff at Headquarters

Year	Structure Adjustment^a (%)	Average Salary Increase^a (%)	Philippines Inflation Rate^{b,c} (%)	Philippines GDP growth rate^d (%)
2013	2.9	5.0	2.9	
2014	4.0	7.6	4.2	6.7
2015	4.5	7.6	1.4	5.9
2016	4.0	7.0	2.0	6.9
2017	5.6	7.4	3.4	6.4
2018	4.2	6.7	3.3	5.8

^a In Philippine peso.

^b Data from the International Monetary Fund's World Economic Outlook, April 2017.

^c Inflation is not a determinant of ADB salaries. ADB's salaries are market-based.

^d EIU Asia Country Briefing March-April 2017, The Economist.

Notes:

While the Structure Adjustments have been higher than the inflation rate in the Philippines, these should be more relevant with the GDP growth reflective of a growing economy and a buoyant labor market in the country.

Table A1.4: National Staff and Administrative Staff in Field Offices, 2016-2018

Regional Department/Field Office Location	2016		2017		2018		Salary Currency
	Average Annual Structure Adjustment (%)	Average Annual Salary Increase (%)	Average Annual Structure Adjustment (%)	Average Annual Salary Increase (%)	Average Annual Structure Adjustment (%)	Average Annual Salary Increase (%)	
Central West Asia							
Afghanistan	5.2	6.0	6.3	8.1	3.6	5.4	\$
Kazakhstan	0.0	6.1	0.0	4.2	0.0	4.5	\$
Kyrgyz Republic	6.5	6.6	6.8	6.8	3.8	3.8	\$
Tajikistan	2.2	2.3	4.3	5.3	1.7	2.0	\$
Turkmenistan	5.4	5.5	2.7	2.0	6.2	6.0	\$
Uzbekistan	1.9	2.0	9.6	8.1	13.3	13.0	\$
Armenia	0.0	2.1	4.2	5.3	1.4	2.0	AMD
Azerbaijan	10.0	11.4	8.8	9.4	53.0	30.6	AZN
Georgia	6.6	6.7	5.4	6.7	3.7	3.6	GEL
Pakistan	0.0	2.1	17.6	17.6	8.6	11.5	PRs
East Asia							
Mongolia	9.5	9.6	6.8	6.8	3.5	3.2	\$
PRC	7.8	8.0	8.2	10.9	4.4	7.2	CNY
Pacific							
Timor-Leste	0.0	2.0	4.8	4.8	2.8	2.9	\$
Australia	2.6	2.7	6.9	5.6	5.2	5.2	A\$
Fiji	0.6	2.0	8.1	6.7	12.9	12.3	F\$
PNG	5.0	5.1	9.1	9.6	4.3	4.1	K
Extended Missions							
Samoa		0.0	1.5	2.0	0.0	2.0	ST
Solomon Islands		0.0	8.2	13.2	0.0	7.5	SI\$
Tonga		0.0	7.8	2.0	0.7	2.0	PT
Vanuatu		0.0	9.8	2.0	6.2	6.2	Vt
South Asia							
Bangladesh	15.1	17.6	5.8	9.4	4.6	8.1	Tk
Bhutan	13.6	13.7	19.3	6.0	39.9	32.9	Nu
India	3.3	4.9	7.2	10.0	10.4	12.6	Rs
Nepal	7.8	10.0	10.6	12.7	14.5	16.2	NRs
Sri Lanka	9.7	12.6	6.8	8.9	4.7	6.4	SLRs
Southeast Asia							
Cambodia	7.5	7.6	8.9	7.8	4.4	4.3	\$
Lao PDR	8.8	8.9	7.0	7.8	14.1	13.4	\$
Myanmar	10.1	10.2	7.8	2.0	10.4	6.5	\$
Viet Nam	8.1	8.2	4.4	6.2	2.8	6.2	\$
Indonesia	3.7	4.5	7.3	8.4	5.3	6.2	Rp
Thailand	2.5	2.6	4.8	5.4	3.8	4.8	B
Representative Offices							
US	3.1	7.6	2.8	3.8	4.2	4.1	\$
Germany	0.0	2.0	2.9	2.0	0.5	2.0	€
Japan	0.0	2.0	3.4	2.0	0.0	2.0	¥
Total/Average (in USD)	6.0	7.0	7.4	8.8	6.5	8.0	

Lao PDR = Lao People's Democratic Republic, PNG = Papua New Guinea PRC = People's Republic of China.

Note: AZRM salary structure under review for dollarization, no impact on budget if converted to \$.

C. Proposed 2018 Average Salary Increase and Estimated Comparatio**Table A1.5: IS, NSAS HQ, and NSAS FOs**

Staff Category	Confirmed Staff (No.)	Structure Adjustment (%)	Merit Increase (%)	Proposed Average Salary Increase (%)	Estimated Comparatio by 31 December 2017 (%)	Estimated Comparatio after Average Salary Increase (%)
IS ^a	960	2.2	1.7	3.9	93.7 – 94.7 ^b	96.5
HQ NSAS ^c	1,325	4.2	2.5	6.7	93.9	96.5
FO NSAS ^a	568	6.5	1.5	8.0	94.7	96.5

AS=administrative staff, FO=field office, HQ=headquarters, IS=international staff, NS=national staff.

^a In US Dollar terms.

^b Estimated comparatio by 31 December 2017. A range is provided as the final comparatio will be dependent on a number of factors, including the number of recruitments.

^c In Philippine Peso terms.

Notes:

The structure adjustments are representative of the market movements, the merit increases reward for performance and provide for pay progression within the salary ranges, and the proposed average salary increases help improve the comparatio for the different staff categories.

Comparatios should be assessed by comparing the same date in corresponding years (due to the impact of salary dilution). When comparing 1 January 2017 versus 1 January 2018 the movements for the three staff categories are:

IS	96.0% to 96.5%
HQ NSAS	96.5 %to 96.5%
FO NSAS	96.9% to 96.5%

Table A1.6: National Staff and Administrative Staff Per Field Office, 2018

Regional Department/Field Office Location	Confirmed Staff (No.)	Structure Adjustment (%)	Proposed Average Salary Increase (%)	Estimated	Estimated Comparatio after Salary Increase (%)	Salary Currency	Exchange Rate ^a
				Comparatio by 31 December 2017 (%)			
Central West Asia							
Afghanistan	19	3.6	5.4	94.4	96.0	\$	1.00
Kazakhstan	9	0.0	4.5	90.9	95.0	\$	1.00
Kyrgyz Republic	11	3.8	3.8	96.8	96.8	\$	1.00
Tajikistan	14	1.7	2.0	96.6	97.0	\$	1.00
Turkmenistan	4	6.2	6.0	100.2	100.0	\$	1.00
Uzbekistan	15	13.3	13.0	97.0	97.0	\$	1.00
Armenia	6	1.4	2.0	100.0	100.6	AMD	478.00
Azerbaijan	7	53.0	30.6	96.3	96.3	AZN	1.69
Georgia	6	3.7	3.6	97.6	97.6	GEL	2.48
Pakistan	34	8.6	11.5	91.9	95.0	PRs	105.39
East Asia							
Mongolia	17	3.5	3.2	96.0	96.0	\$	1.00
PRC	56	4.4	7.2	92.5	95.0	CNY	6.73
Pacific							
Timor-Leste	5	2.8	2.9	99.3	99.3	\$	1.00
Australia	8	5.2	5.2	97.9	97.9	A\$	1.27
Fiji	18	12.9	12.3	99.3	99.3	F\$	2.04
PNG	11	4.3	4.1	100.2	100.0	K	3.19
Extended Missions^b							
Samoa	1	0.0	2.0			ST	2.49
Solomon Islands	1	0.0	7.5			SI\$	7.77
Tonga	1	0.7	2.0			PT	2.15
Vanuatu	1	6.2	6.2			Vt	107.00
South Asia							
Bangladesh	43	4.6	8.1	91.9	95.0	Tk	80.82
Bhutan	1	39.9	32.9			Nu	65.13
India	61	10.4	12.6	93.0	96.0	Rs	64.00
Nepal	42	14.5	16.2	94.2	96.0	NRs	104.24
Sri Lanka	29	4.7	6.4	94.5	96.0	SLRs	153.00
Southeast Asia							
Cambodia	28	4.4	4.3	97.7	97.7	\$	1.00
Lao PDR	19	14.1	13.4	97.8	97.8	\$	1.00
Myanmar	9	10.4	6.5	103.6	100.0	\$	1.00
Viet Nam	46	2.8	6.2	91.9	95.0	\$	1.00
Indonesia	29	5.3	6.2	95.1	96.0	Rp	13,442.00
Thailand	10	3.8	4.8	95.0	96.0	B	33.30
Representative Offices							
US	3	4.2	4.1	99.8	99.8	\$	1.00
Germany ^b	1	0.5	2.0			€	0.85
Japan	3	0.0	2.0	119.2	121.6	¥	112.00
Total/Average (in USD)	568	6.5	8.0	94.7	96.5		

Lao PDR = Lao People's Democratic Republic, PNG = Papua New Guinea, PRC = People's Republic of China.

^a Based on the Bloomberg's full year forecasted median exchange rate as of 5 October 2017.^b Comparatio values for field office with one staff only are not shown for purposes of confidentiality.

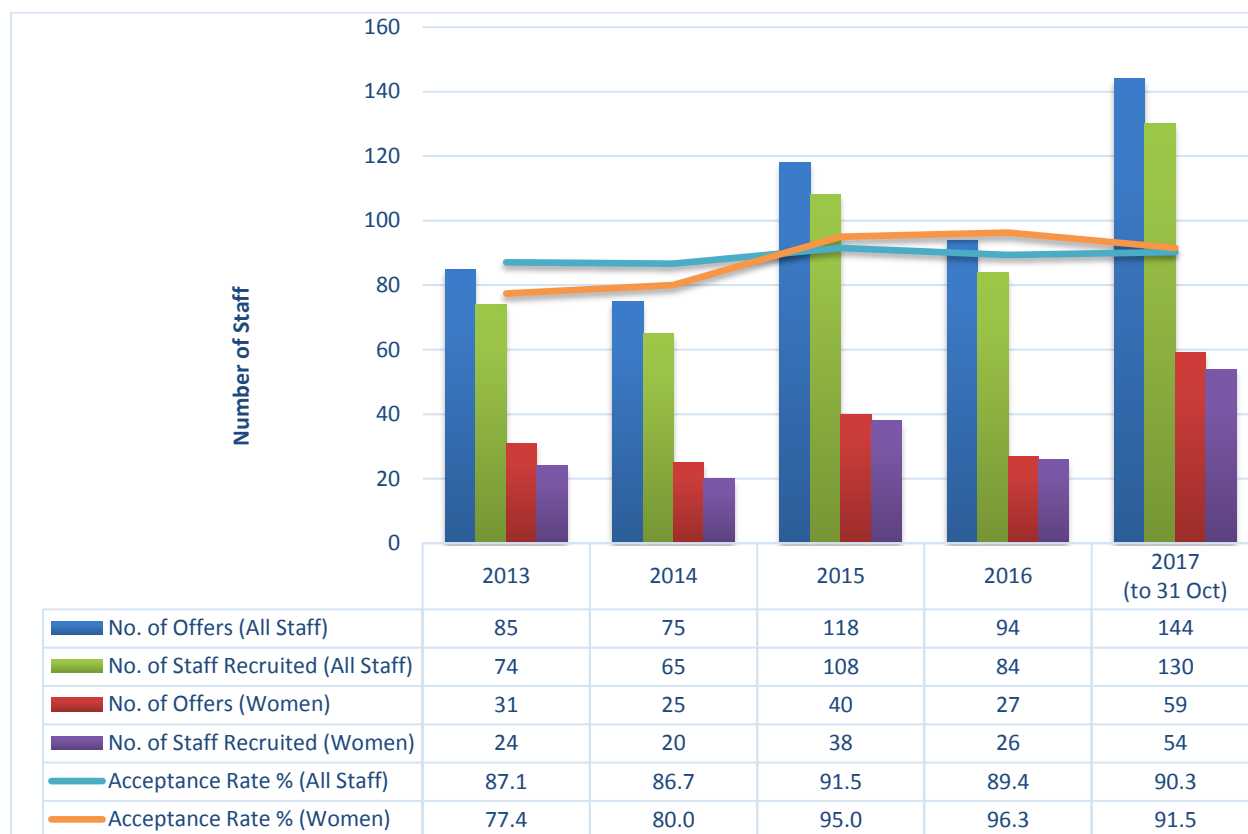
Note: AZRM salary structure under review for dollarization, no impact on budget if converted to \$.

II. STAFF RECRUITMENT INFORMATION

Source: Asian Development Bank, unless otherwise stated.
Data for 2017 is as of 31 October 2017.

A. International Staff

Figure A1.1: IS - Recruitment Experience



Notes:

No. of Offers – the number of written offers made to candidates following the completion of the recruitment process.

Acceptance rate % - the number of recruited candidates expressed as a percentage of the total number of offers.

Source: ADB HR Management Information System.

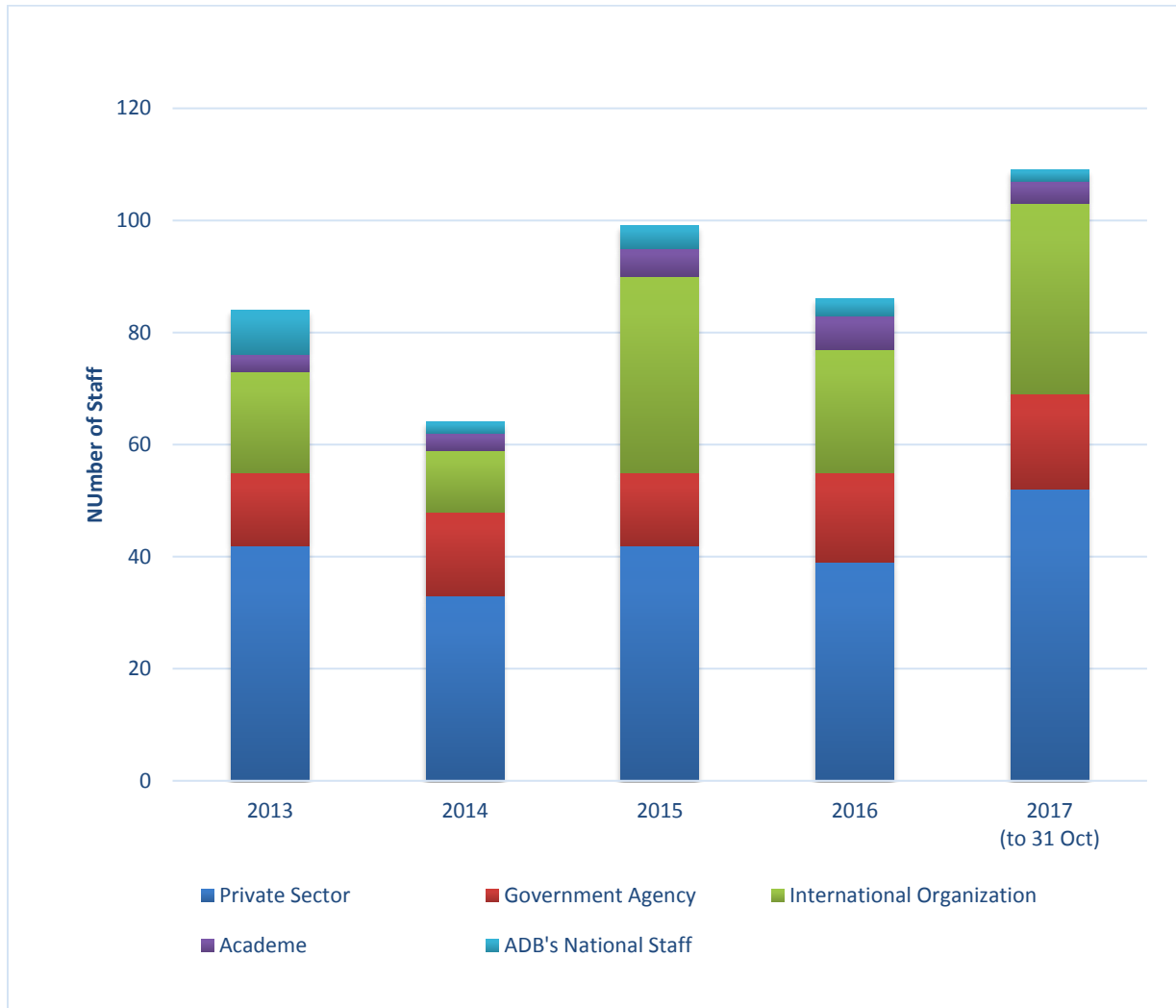
Table A1.7: IS - Recruitment by Level

Level	Number of Staff Recruited ^a					2017 (to 31 Oct)
	2013	2014	2015	2016		
IS1	All Staff	7	4	10	8	12
	Women	4	2	7	4	8
IS2	All Staff	3	4	8	2	9
	Women	0	1	2	0	4
IS3	All Staff	19	12	19	20	26
	Women	8	6	6	12	14
IS4	All Staff	28	26	47	27	48
	Women	10	8	18	4	17
IS5	All Staff	7	7	12	16	24
	Women	0	2	1	3	11
IS6	All Staff	4	4	1	3	7
	Women	2	0	1	1	0
IS7	All Staff	3	5	6	2	3
	Women	0	1	1	1	0
IS8	All Staff	0	0	1	0	0
	Women	0	0	0	0	0
IS9	All Staff	2	0	3	4	0
	Women	0	0	2	1	0
IS10	All Staff	1	3	1	2	1
	Women	0	0	0	0	0
Total	All Staff	74	65	108	84	130
	Women	24	20	38	26	54

^a Includes all candidates who accepted offers made during the year.

Source: ADB HR Management Information System.

Figure A1.2: IS - Sources of External Recruitment

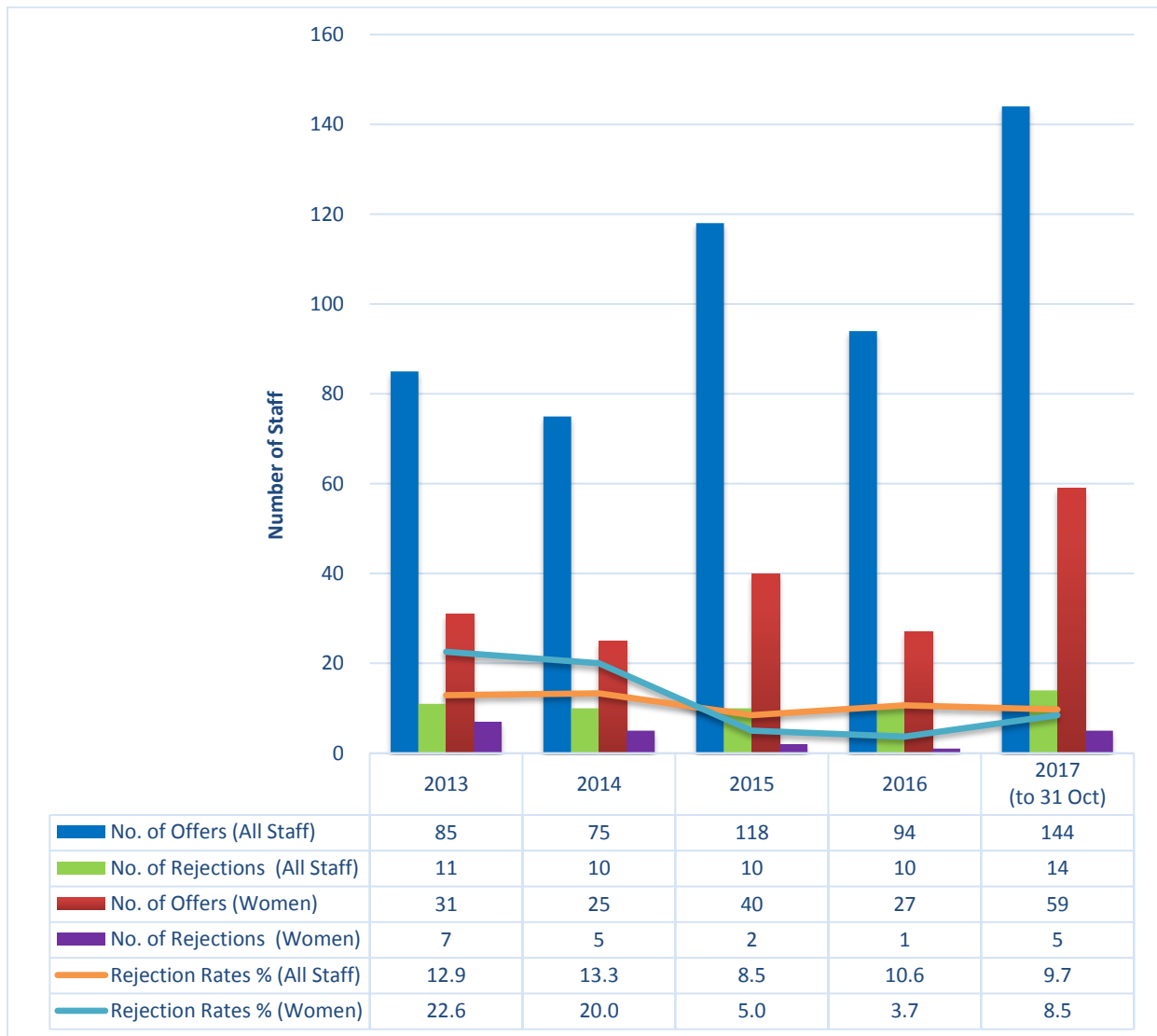


Notes:

In addition to hires recruited from outside ADB, the number of ADB National Staff hired into IS positions is shown.

Internal hires (IS staff hired into a different IS role) are not included.

Source: ADB HR Management Information System.

Figure A1.3: IS - Rejection of Job Offers**Notes:**

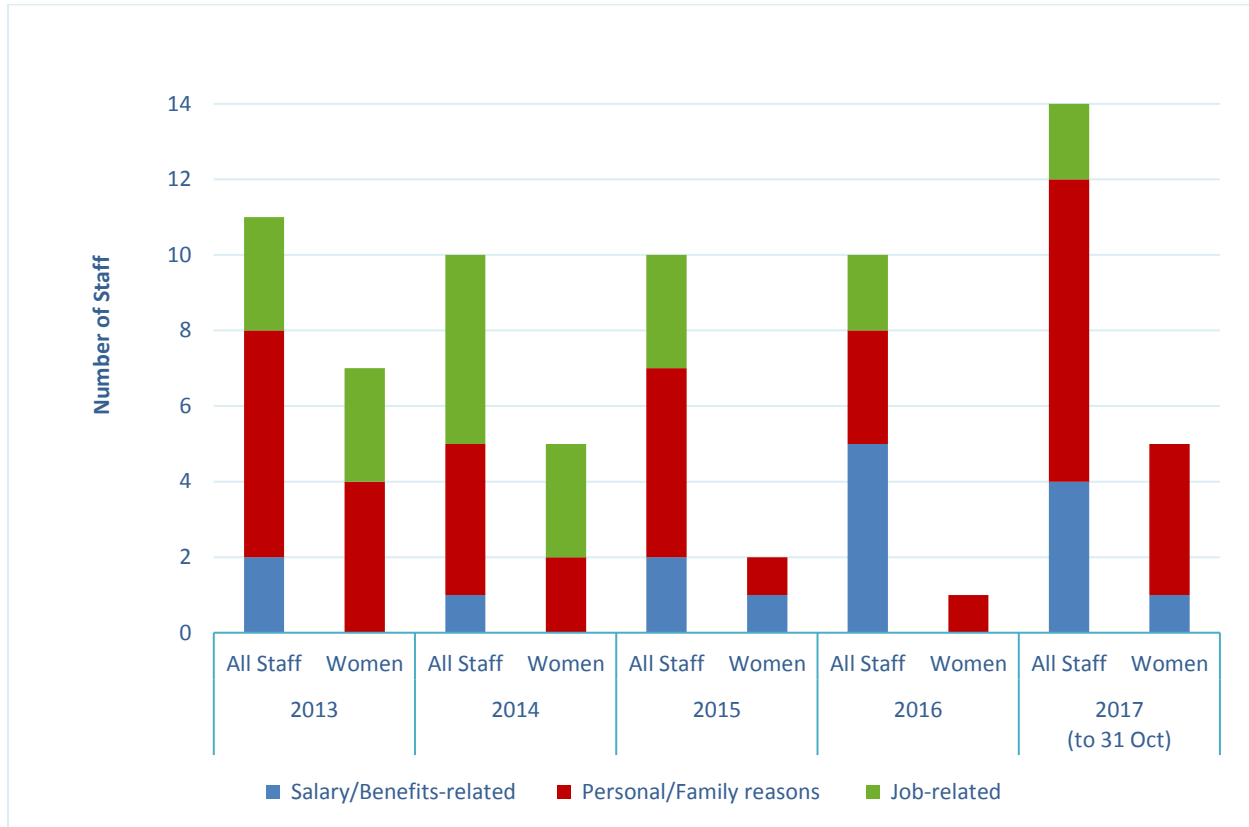
No. of Offers - the number of written offers made to candidates following the completion of the recruitment process.

No. of Rejections: the number of candidates who, following a written job offer, declined the offer.

Rejection Rates: the number of rejected offers expressed as a proportion of all job offers made.

Source: ADB HR Management Information System.

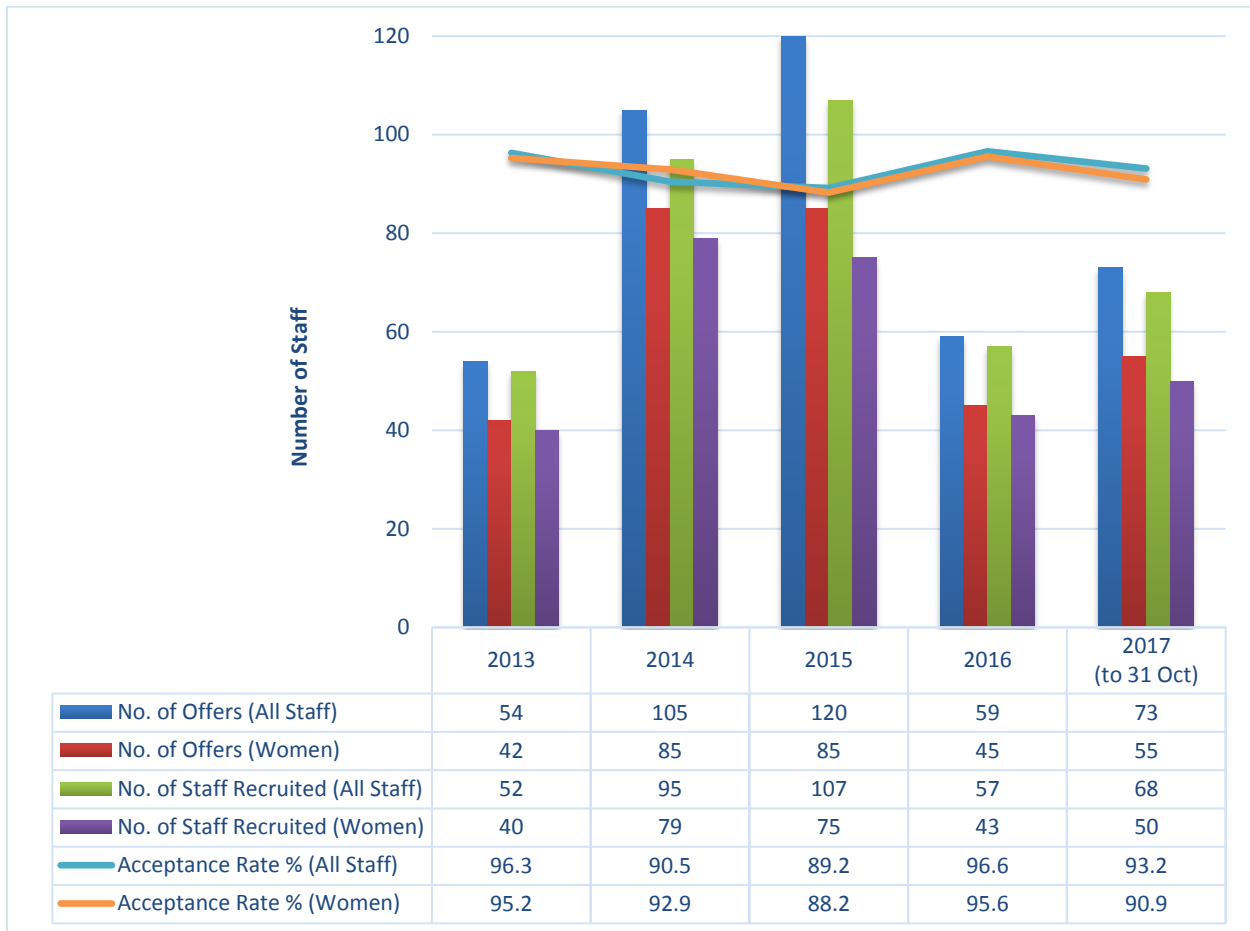
Figure A1.4: IS - Reasons for Rejections of Job Offers



Source: ADB HR Management Information System.

B. National Staff and Administrative Staff (Headquarters)

Figure A1.5: NSAS HQ - Recruitment Experience



Notes:

No. of Offers – the number of written offers made to candidates following the completion of the recruitment process.

Acceptance rate % - the number of recruited candidates expressed as a percentage of the total number of offers.

Source: ADB HR Management Information System.

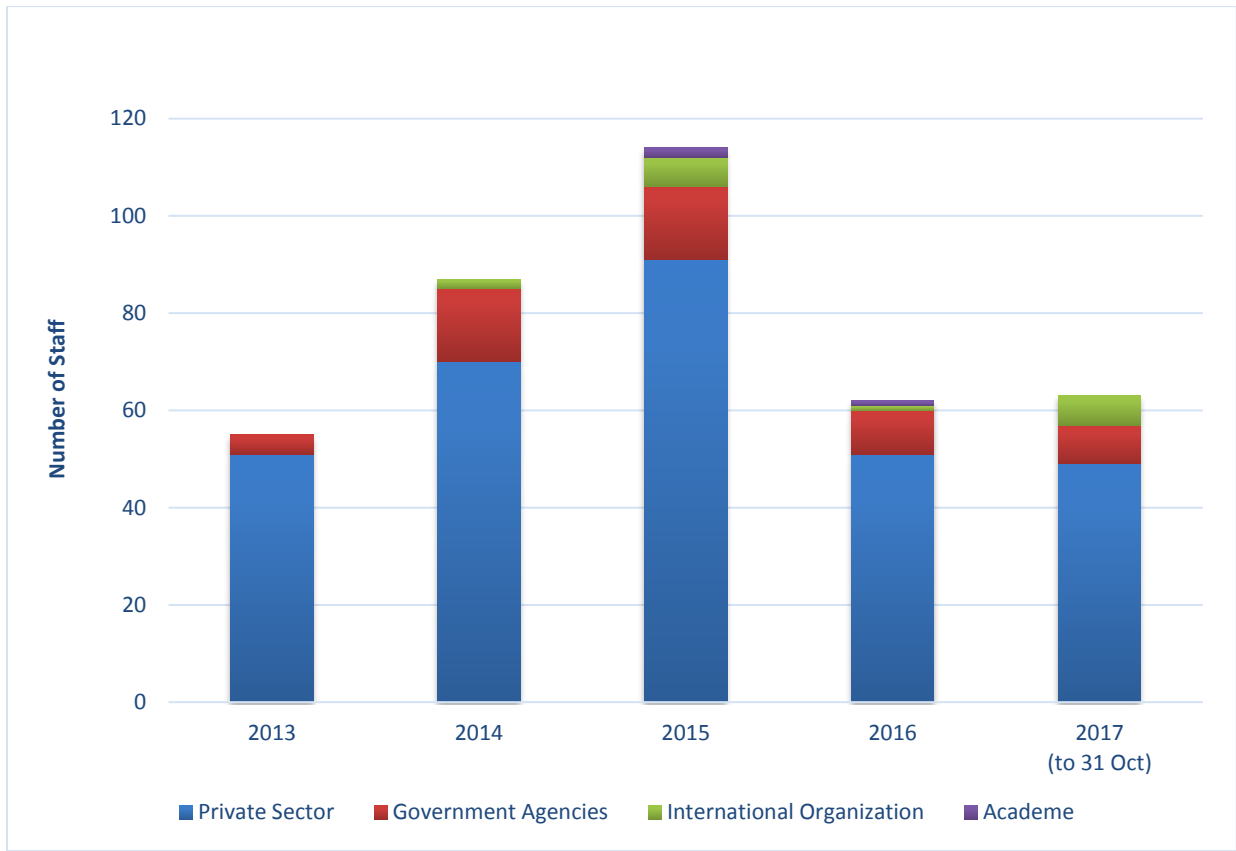
Table A1.8: NSAS HQ - Recruitment by Level

Staff Category	Level	Number of Staff Recruited ^a				
		2013	2014	2015	2016	2017 (to 31 Oct)
Administrative Staff	AS1	0	0	0	0	0
	AS2	0	0	0	0	0
	AS3	4	5	8	2	3
	AS4	30	60	56	23	14
	AS5	1	5	6	6	9
	AS6	4	5	11	9	9
	AS7	1	3	4	7	12
National Staff	NS1	8	10	5	5	12
	NS2	4	5	6	3	5
	NS3	0	1	6	2	3
	NS4	0	0	3	0	1
	NS5	0	1	2	0	0
	NS6	0	0	0	0	0
	NS7	0	0	0	0	0
Total		52	95	107	57	68

^a Includes all candidates who accepted offers made during the year.

Source: ADB HR Management Information System.

Figure A1.6: NSAS HQ - Sources of External Recruitment

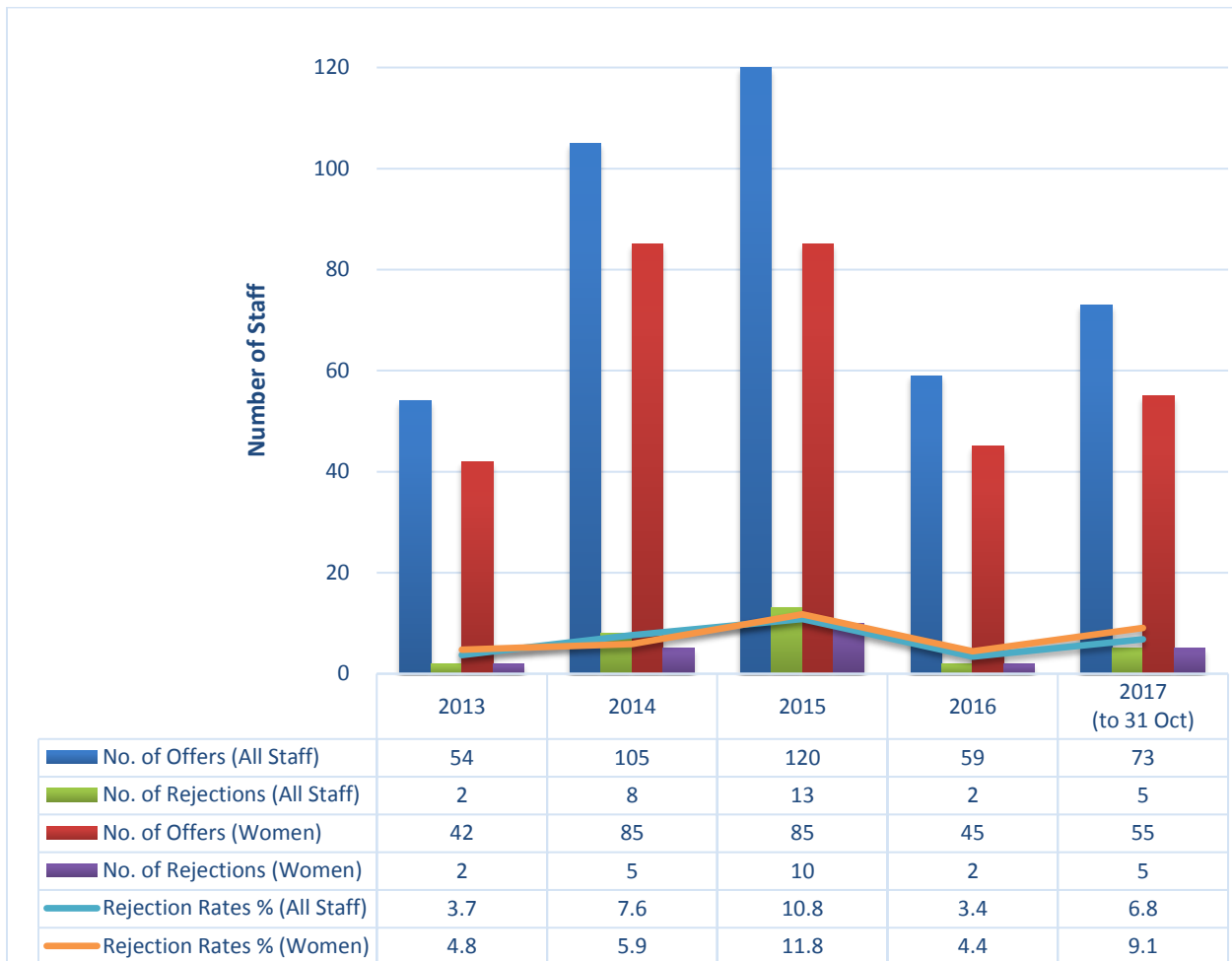


Notes:

Internal hires (NSAS hired into a different NSAS role) are not included.

Source: ADB HR Management Information System.

Figure A1.7: NSAS HQ - Rejection of Job Offers



Notes:

No. of Offers - the number of written offers made to candidates following the completion of the recruitment process.

No. of Rejections: the number of candidates who, following a written job offer, declined the offer.

Rejection Rates: the number of rejected offers expressed as a proportion of all job offers made.

Source: ADB HR Management Information System.

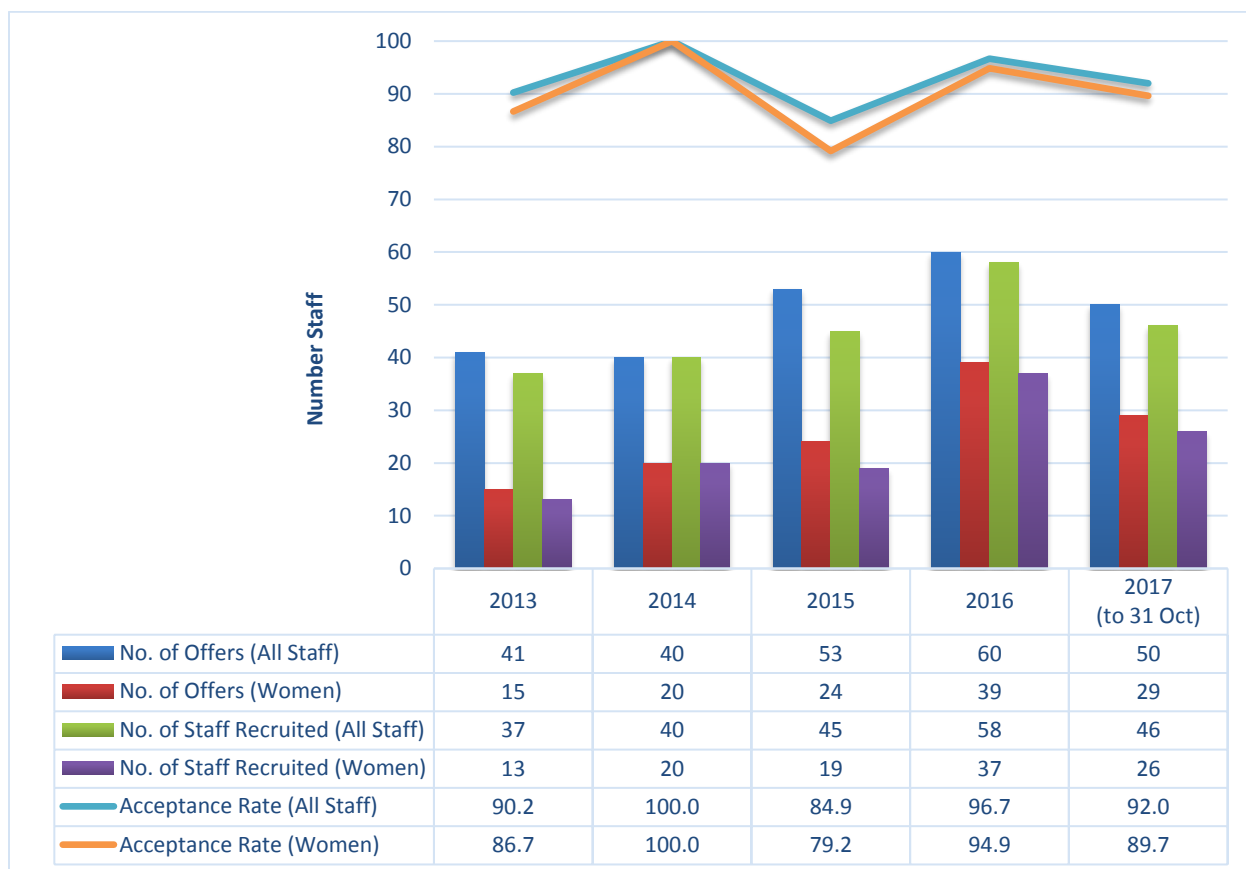
Figure A1.8: NSAS HQ - Reasons for Rejections of Job Offers



Source: ADB HR Management Information System.

C. National Staff and Administrative Staff (Field Offices)

Figure A1.9: NSAS FO - Recruitment Experience



Notes:

No. of Offers – the number of written offers made to candidates following the completion of the recruitment process.

Acceptance rate % - the number of recruited candidates expressed as a percentage of the total number of offers.

Source: ADB HR Management Information System.

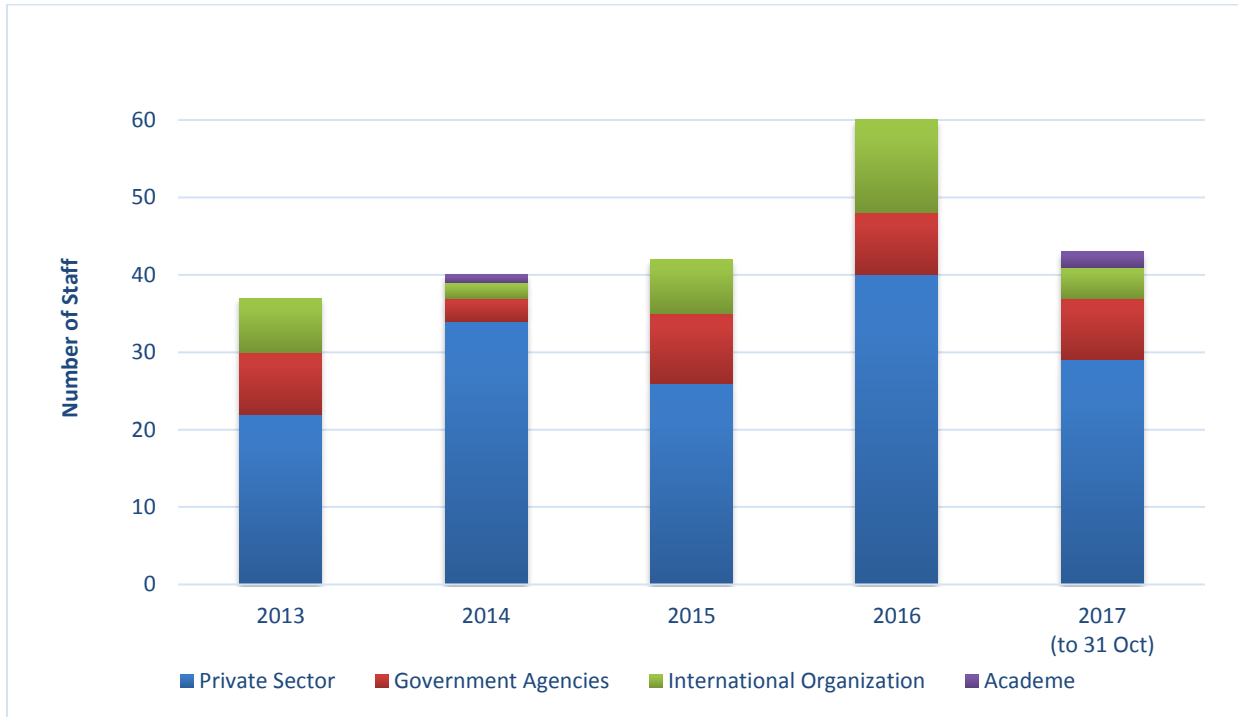
Table A1.9: NSAS FO - Recruitment by Level

Category	Level	Number of Staff Recruited ^a				
		2013	2014	2015	2016	2017 (to 31 Oct)
Administrative Staff	AS1	0	0	0	0	0
	AS2	0	0	0	0	0
	AS3	2	3	2	5	0
	AS4	6	5	5	5	10
	AS5	3	5	1	3	4
	AS6	7	6	14	13	12
	AS7	0	1	1	2	3
National Staff	NS1	5	5	3	4	3
	NS2	4	7	7	13	6
	NS3	9	5	12	9	6
	NS4	0	2	0	0	1
	NS5	1	1	0	3	1
	NS6	0	0	0	1	0
	NS7	0	0	0	0	0
Total		37	40	45	58	46

^a Includes all candidates who accepted offers made during the year.

Source: ADB HR Management Information System.

Figure A1.10: NSAS FO - Sources of Recruitment

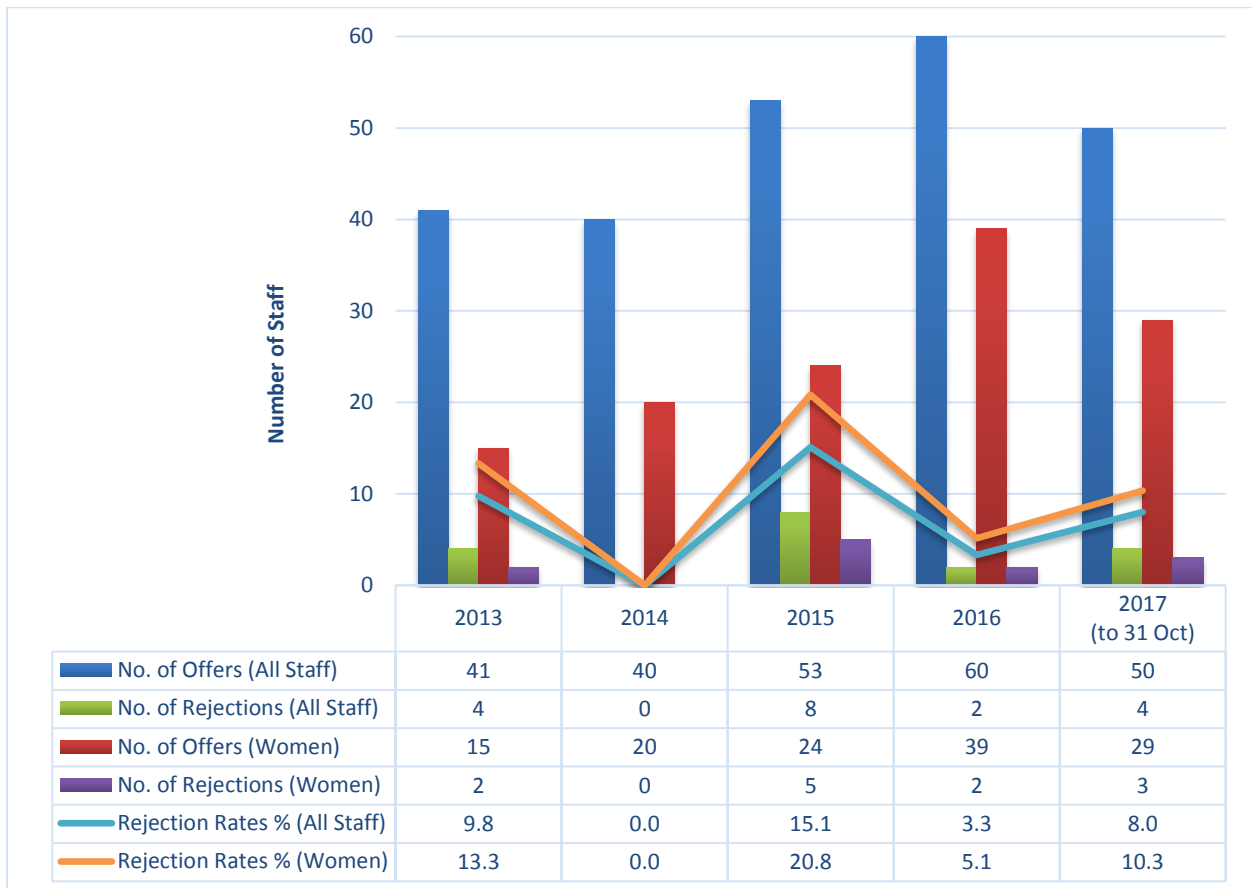


Notes:

Internal hires (NSAS staff hired into a different NSAS role) are not included.

Source: ADB HR Management Information System.

Figure A1.11: NSAS FO - Rejection of Job Offers



Notes:

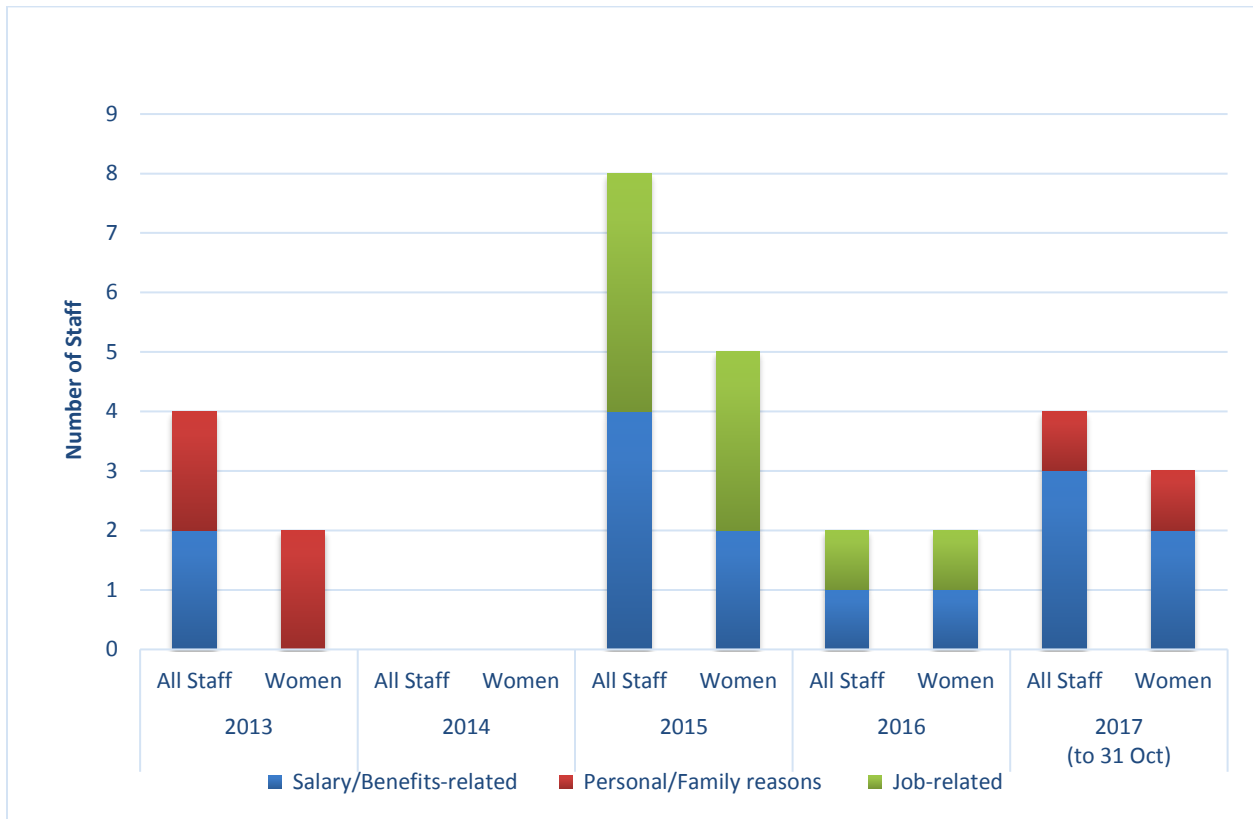
No. of Offers - the number of written offers made to candidates following the completion of the recruitment process.

No. of Rejections: the number of candidates who, following a written job offer, declined the offer.

Rejection Rates: the number of rejected offers expressed as a proportion of all job offers made.

Source: ADB HR Management Information System.

Figure A1.12: NSAS FO - Reasons of Rejection of Job Offers



Source: ADB HR Management Information System.

III. STAFF RETENTION INFORMATION

Source: Asian Development Bank, unless otherwise stated.
Data for 2017 is as of 31 October 2017.

A. International Staff

Table A1.10: IS - Termination Rates

Year	No. of Staff as of 1 January		Voluntary Resignations				Other Terminations				Total Terminations			
			Count		Rates (%)		Count		Rates (%)		Count		Rates (%)	
	All Staff	Women	All Staff	Women	All Staff	Women	All Staff	Women	All Staff	Women	All Staff	Women	All Staff	Women
2013	1,053	361	35	16	3.3	4.4	43	11	4.1	3.0	78	27	7.4	7.5
2014	1,059	369	32	9	3.0	2.4	41	14	3.9	3.8	73	23	6.9	6.2
2015	1,050	365	33	20	3.1	5.5	38	11	3.6	3.0	71	31	6.8	8.5
2016	1,078	368	36	13	3.3	3.5	50	16	4.6	4.3	86	29	8.0	7.9
2017 (to 31 Oct)	1,078	369	28	11	2.6	3.0	70	15	6.5	4.1	98	26	9.1	7.0

Notes:

Voluntary resignation rate – the number of staff who left the organization voluntarily over the previous 12 months expressed as a proportion of the total number of staff at the start of that period (1 January)

Other termination rate – the number of staff who left the organization for other reasons over the previous 12 months expressed as a proportion of the total number of staff at the start of that period (1 January).

Other reasons include:

- Retirement (e.g., normal, early, incapacity)
- Expiration of fixed-term contract
- Interest of good administration
- Performance reasons (e.g., non-confirmation of appointment, misconduct, unsatisfactory service)
- Change in appointment category
- Other reasons (e.g., death, abandonment of office)

Source: ADB HR Management Information System.

A1.13a: IS - Reasons for Terminations

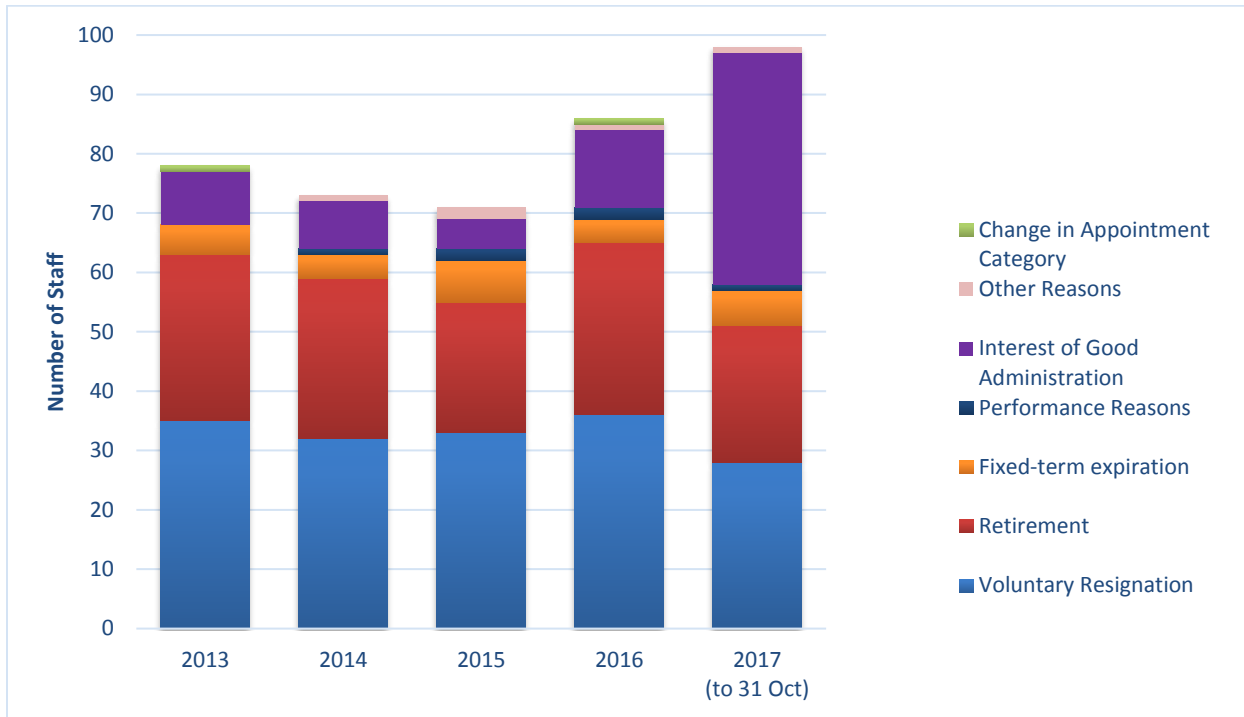
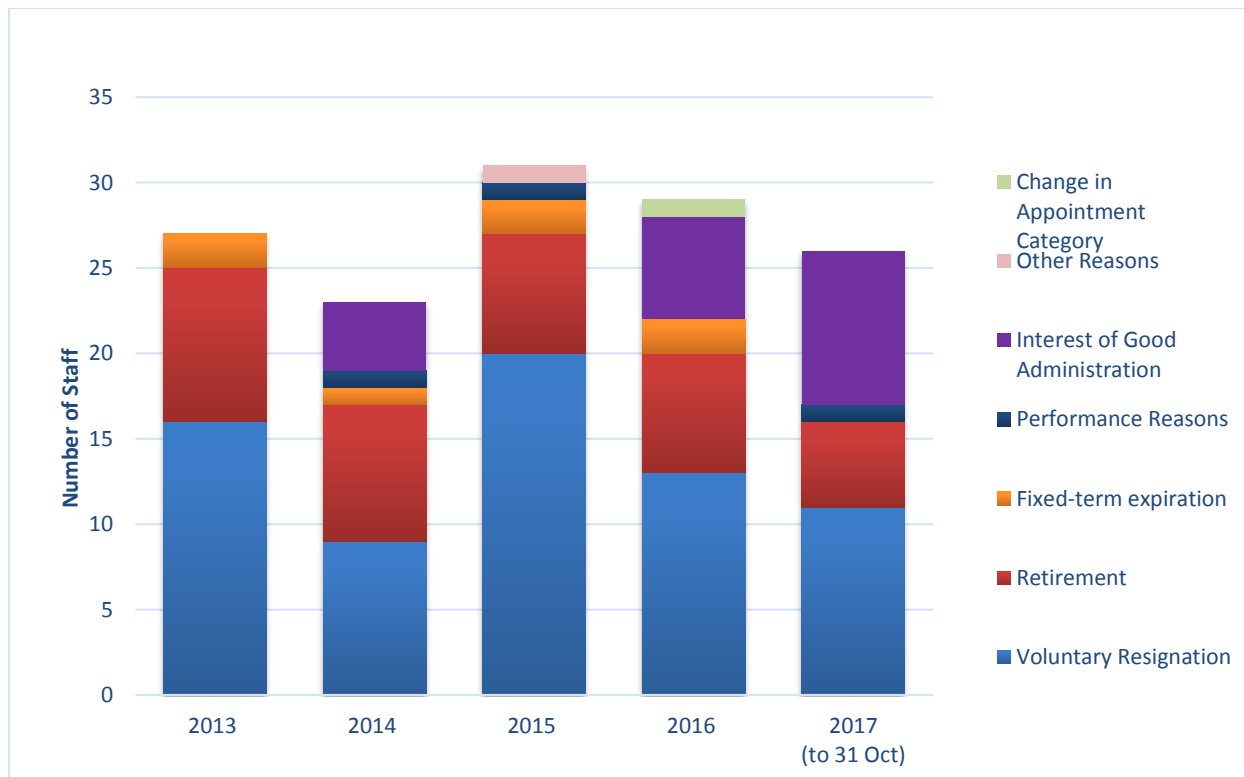


Figure A1.13b: IS - Reasons for Terminations (Women)



B. National Staff and Administrative Staff (Headquarters)**Table A1.11: NSAS HQ - Termination Rates**

Year	No. of Staff as of 1 January		Voluntary Resignations				Other Terminations				Total Terminations			
			Count		Rates		Count		Rates		Count		Rates (%)	
	All Staff	Women	All Staff	Women	All Staff	Women	All Staff	Women	All Staff	Women	All Staff	Women	All Staff	Women
2013	1,424	1,160	96	83	6.7	7.2	47	37	3.3	3.2	143	120	10.0	10.3
2014	1,336	1,084	59	48	4.4	4.4	15	11	1.1	1.0	74	59	5.5	5.4
2015	1,349	1,095	27	24	2.0	2.2	20	14	1.5	1.3	47	38	3.5	3.5
2016	1,416	1,138	49	43	3.5	3.8	46	32	3.2	2.8	95	75	6.7	6.6
2017	1,383	1,109	26	21	1.9	1.9	37	28	2.7	2.5	63	49	4.6	4.4

(to 31 Oct)

Notes:

Voluntary resignation rate – the number of staff who left the organization voluntarily over the previous 12 months expressed as a proportion of the total number of staff at the start of that period (1 January)

Other termination rate – the number of staff who left the organization for other reasons over the previous 12 months expressed as a proportion of the total number of staff at the start of that period (1 January).

Other reasons include:

- Retirement (e.g., normal, early, incapacity)
- Expiration of fixed-term contract
- Interest of good administration
- Performance reasons (e.g., non-confirmation of appointment, misconduct)
- Change in appointment category
- Other reasons (e.g., death, ill health).

Source: ADB HR Management Information System.

Figure A1.14a: NSAS HQ - Reasons for Terminations

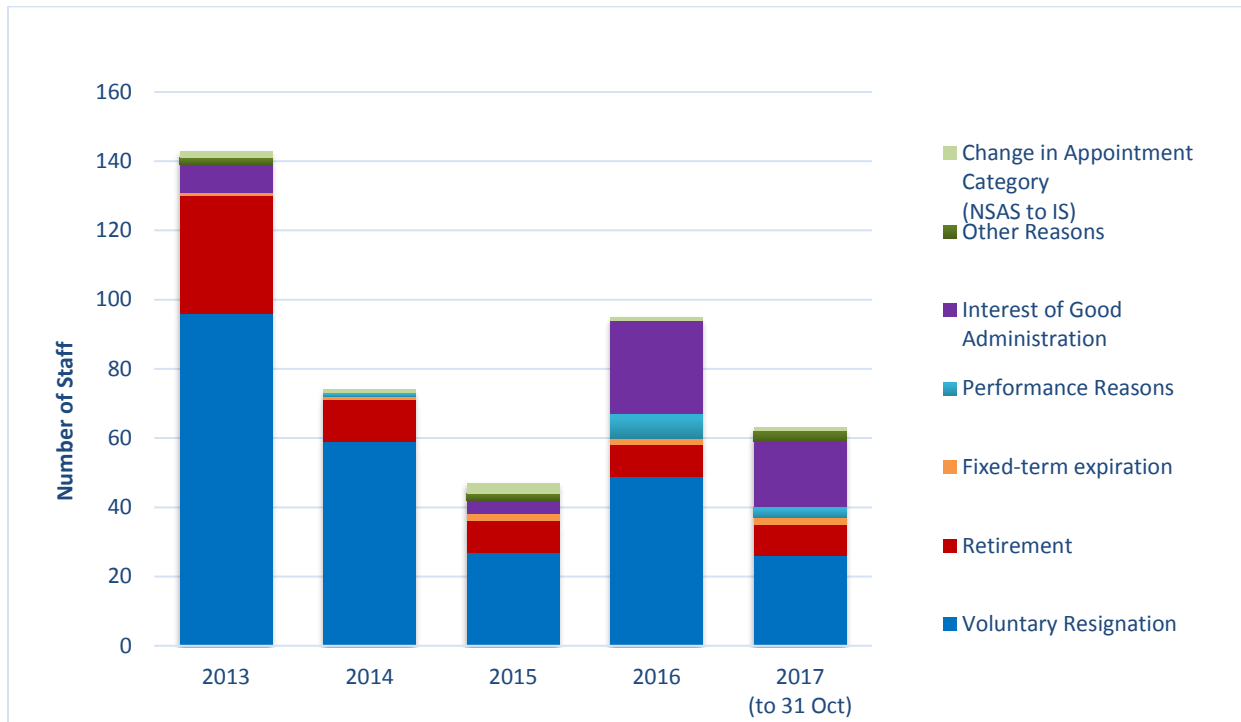
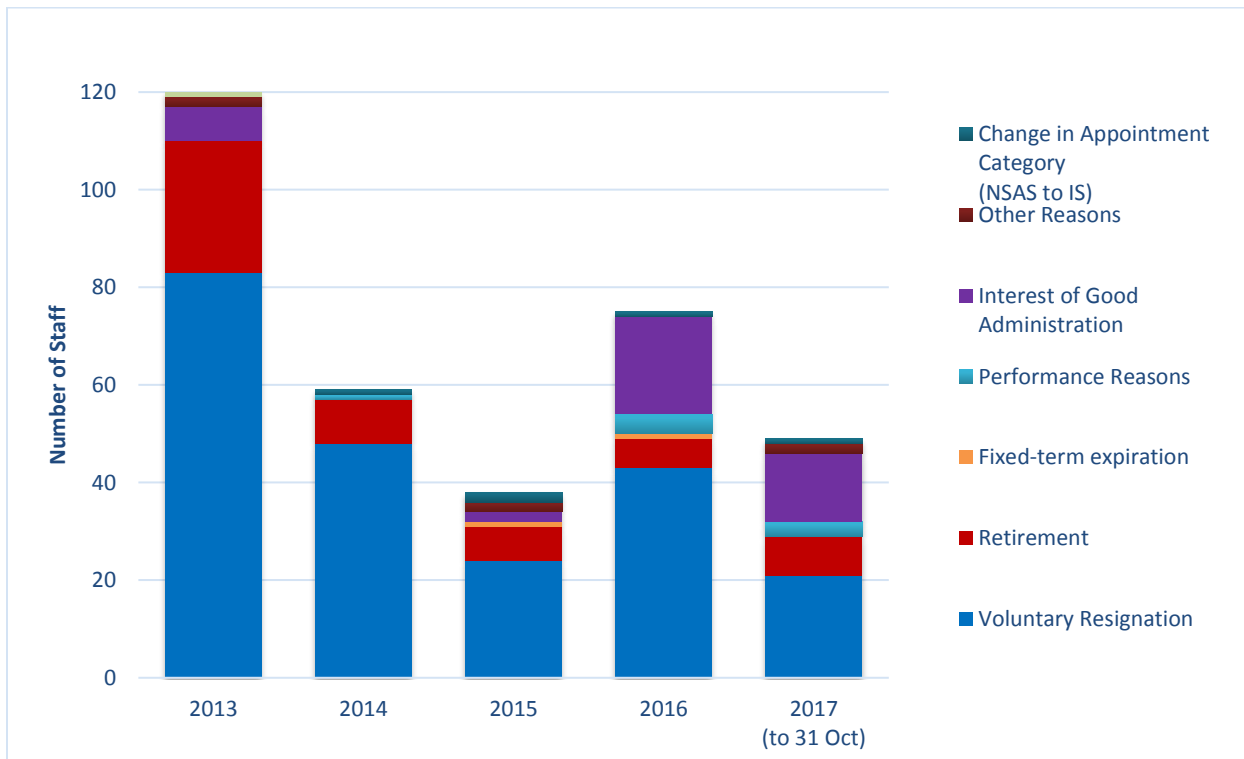


Figure A1.14b: NSAS HQ - Reasons for Terminations (Women)



C. National Staff and Administrative Staff (Field Offices)**Table A1.12: NSAS FO - Termination Rates**

Year	No. of Staff as of 1 January		Voluntary Resignations				Other Terminations				Total Terminations			
			Count		Rates (%)		Count		Rates (%)		Count		Rates (%)	
	All	Women	All	Women	All	Women	All	Women	All	Women	All	Women	All	Women
	Staff	Women	Staff	Women	Staff	Women	Staff	Women	Staff	Women	Staff	Women	Staff	Women
2013	545	273	19	12	3.5	4.4	14	4	2.6	1.5	33	16	6.1	5.9
2014	550	272	15	6	2.7	2.2	8	3	1.5	1.1	23	9	4.2	3.3
2015	567	283	19	8	3.4	2.8	12	4	2.1	1.4	31	12	5.5	4.2
2016	578	289	18	8	3.1	2.8	22	2	3.8	0.7	40	10	6.9	3.5
2017 (to 31 Oct)	599	318	19	7	3.2	2.2	22	13	3.7	4.1	41	20	6.8	6.3

Notes:

Voluntary resignation rate – the number of staff who left the organization voluntarily over the previous 12 months expressed as a proportion of the total number of staff at the start of that period (1 January).

Other termination rate – the number of staff who left the organization for other reasons over the previous 12 months expressed as a proportion of the total number of staff at the start of that period (1 January).

Other reasons include:

- Retirement (e.g., normal, early, incapacity)
- Expiration of fixed-term contract
- Interest of good administration
- Performance reasons (e.g., non-confirmation of appointment, misconduct)
- Change in appointment category
- Other reasons (e.g., death)

Source: ADB HR Management Information System.

Figure A1.15a: Reasons for NSAS FO - Terminations

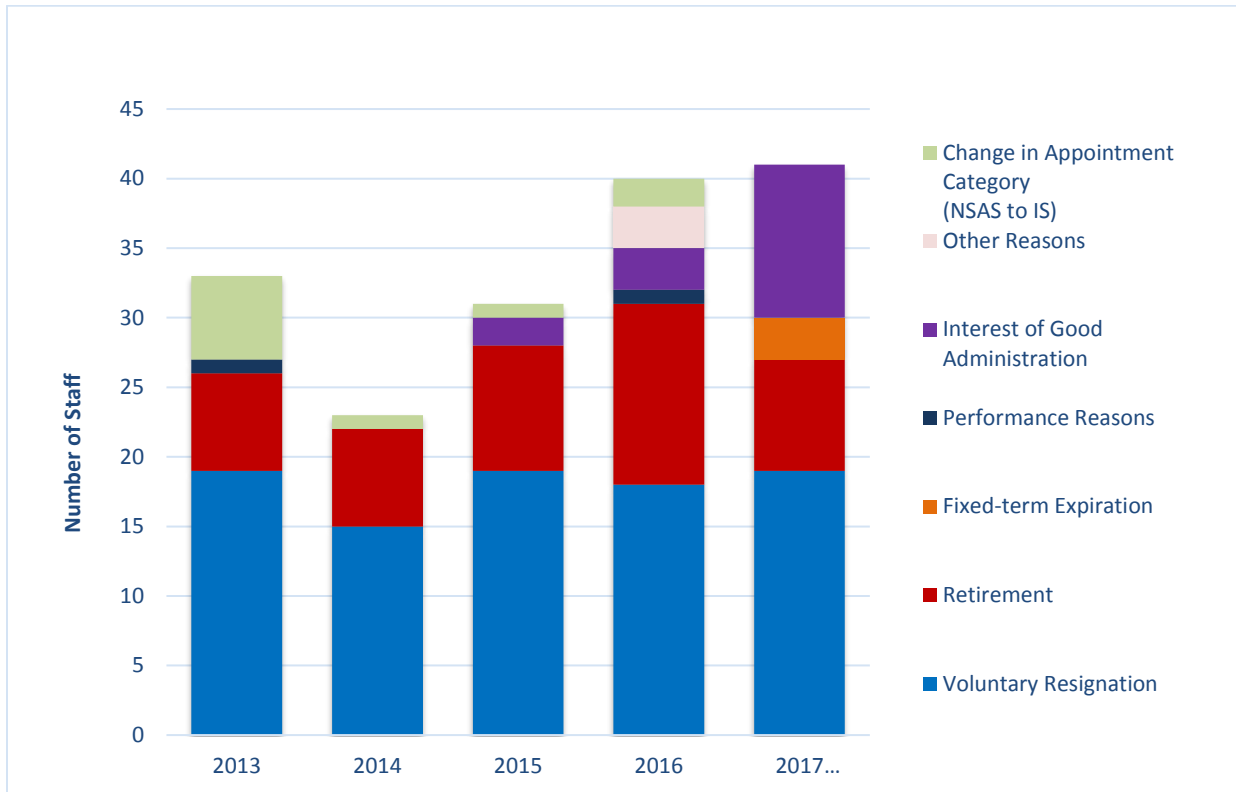
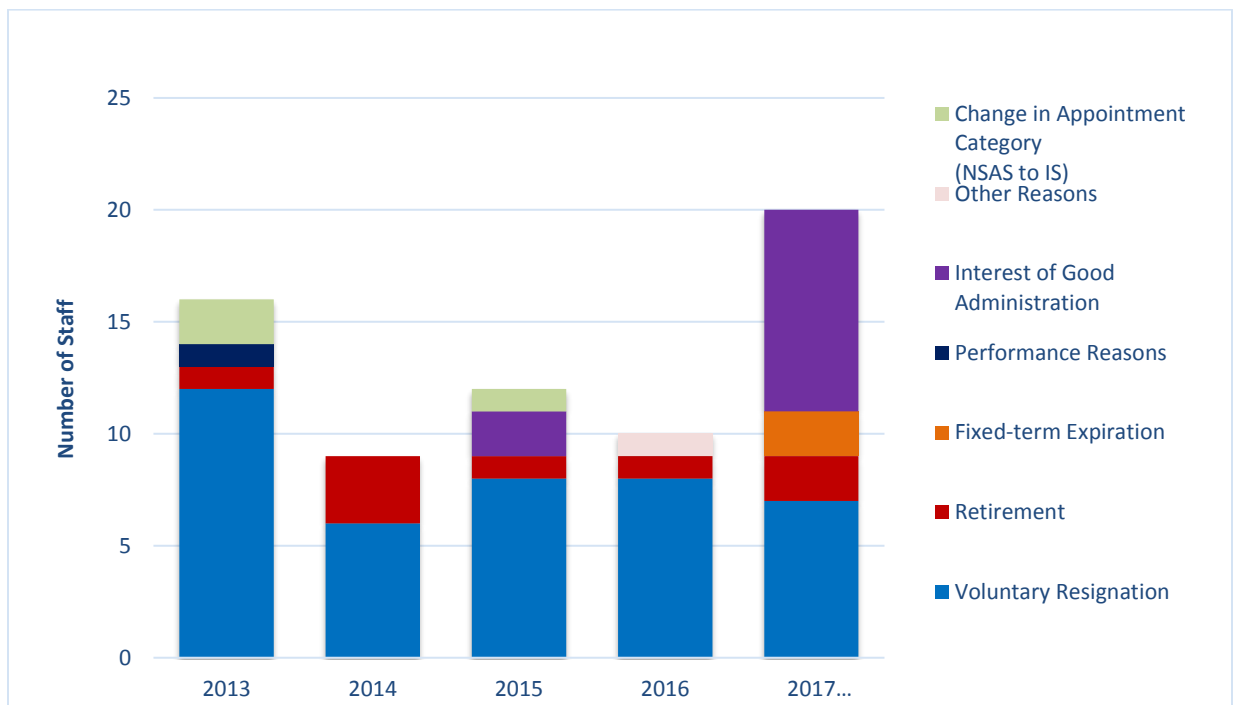


Figure A1.15b: NSAS FO - Reasons for Terminations (Women)



IV. ADB'S COMPENSATION SYSTEM

1. The ADB follows a market-driven compensation system for all staff. Salaries are positioned at the 75th percentile of the defined relevant market for each category of staff. The difference for international staff and national and administrative staff lies in the market reference used for salary comparisons. The WBG³ salary structures serve as the proxy for the global market for international staff; for local markets for field office NSAS⁴, WBG data is used along with data from other sources such as the Birches Group, Willis Towers Watson, Hay Group as available; for headquarters NSAS, salaries are compared with those offered by 20 companies and international organizations in Manila. Under the market-driven compensation system, salary adjustments from 1 year to the next are not directly linked to the cost-of-living or consumer price index movements. These indices may be reflected in the market movement of salaries in the global or local market settings, which are primarily influenced by labor market conditions (e.g., supply versus demand for specific skills, economic growth and other global economic factors, and domestic fiscal conditions).
2. The key principles of ADB's compensation system outlined in Administrative Order 3.01 (*Salary Administration*) are as follows:
 - (i) Salaries are designed to attract and retain highly qualified and competent staff members and to motivate them to achieve the highest standards of performance.
 - (ii) Salaries are maintained at levels competitive with those prevailing in comparator organizations and with due regard to the duty station concerned.
 - (iii) ADB systematically evaluates the relative weight of each position in the salary structure, determines the equitable remuneration for similar responsibilities internally and externally, and rewards staff members according to performance, salary relativity and other relevant factors.
 - (iv) Salaries are administered in a manner that is both equitable and transparent to all staff.
3. In addition, ADB's compensation policy is designed to:
 - (i) remain market competitive by reflecting labor market changes to attract and retain top talent;
 - (ii) maintain a rules-based compensation system whereby salary increases are determined through a transparent formula-driven methodology;
 - (iii) remain fiscally prudent in recognition of budgetary requirements and in response to external market economic conditions; and
 - (iv) award differentiated salary increases according to performance.

A. International Staff

4. Based on the results of the 2010 international staff comprehensive review, the Board approved the current compensation system in 2010 and reaffirmed it in 2015 to guide the formulation of the salary structure adjustments and salary increase proposals until the next comprehensive review in 2020.

³ The World Bank Group includes the International Bank for Reconstruction and Development, the International Finance Corporation, and many other organizations.

⁴ Except for the Japan Representative Office, market data for this office is based on the Willis Towers Watson market compensation data for Tokyo, which is designed to be locally competitive in accordance with ADB's compensation policy. The WBG's salary structure for Japan is based on its Washington salary structure since the WBG considers its Tokyo office as a satellite office of its headquarters.

5. The main features of the current compensation system as reflected in Administrative Order 3.01 are as follows:

- (i) The salary structure, comprising an appropriate number of salary ranges, embodies the correspondence between the hierarchy of relative job values and the progression of salary rates in the different salary levels;
- (ii) The compensation system is market driven and ADB reviews the salary structure annually in relation to the relevant employment market. Where the review supports a revision of the salary structure, appropriate recommendations are made for approval of changes in the salary structure;
- (iii) A major review of ADB's compensation methodology is undertaken every five years. In the years between broad-based market studies, the World Bank Group (WBG) will be the principal comparator and its Washington, DC headquarters professional staff salary survey will serve as a proxy for salary movements in the market.⁵ The WBG's salary structure midpoints will be the basis for setting ADB's job level midpoints;
- (iv) Based on job equivalency, midpoints of ADB international staff levels IS1, IS3, IS5, IS7, and IS9 are anchored to the midpoints of World Bank levels E, F, G, H, and I, respectively. Midpoints for the intervening ADB levels IS2, IS4, IS6, and IS8 are interpolated to establish the new pay-line. The midpoint for ADB international staff level IS10 is positioned about midway between levels I and J of the World Bank;
- (v) Full parity with the market (i.e., a 100% comparatio) was targeted for international staff levels by 2015 but has not been achieved (at the end of 2017 the estimated comparatio will be 93.7% to 94.7%);
- (vi) The average salary increase rate will be set at a level higher than the average structure adjustment to enable salaries of staff to progress within the range;
- (vii) Salary increases will be applied to the range midpoint, as they have been since 2009.

B. National Staff and Administrative Staff

6. The Board approved main features of the NSAS compensation system until the next major review in 2020 are:

- (i) The market-based approach is retained;
- (ii) At headquarters, ADB will develop its salary structure based on a customized salary survey of comparators in Manila; for field offices, ADB will combine remuneration data and surveys purchased from the Birches Group and other reputable data sources, when available, with the WBG salary scale midpoints to improve market analysis for the field offices annual compensation reviews.
- (iii) The market positioning for NSAS in headquarters and in field offices will be anchored at the 75th percentile of total cash (including base pay, incentive pay, and allowances plus the value of in-kind benefits not provided by ADB) in each of its duty station locations;
- (iv) The average salary increase proposal will continue to be determined based on achieving a desired level of parity with the market pay-line (the target comparatio assigned depending on circumstances that may be peculiar to headquarters or a particular field office, such high turnover, or new office);

⁵ Broad-based market studies will be conducted every 4–5 years; the next one will be in 2020.

- (v) Salary increases will be applied to the range midpoint, as they have been since 2009.

C. Implementation

7. The average salary increase and an assumed distribution of performance ratings determine the salary increase matrix for each staff category in each location. The salary increase given to an individual staff member is based only on the performance rating and delivered as a percentage of the midpoint of the respective grade level. An individual staff member does not receive an automatic increase equal to the salary structure adjustment or a minimum cost-of-living increase. A staff member rated unsatisfactory receives no salary increase, and her/his individual salary can be lower than the minimum salary for her/his grade level.

8. Salary increase matrixes will be developed for each staff category and location, linked to staff performance ratings under the 2017 performance review. There are four ratings: exceptional, satisfactory with special recommendation, satisfactory, or unsatisfactory. Staff rated exceptional or satisfactory with special recommendation will receive increases above the average salary increase. Staff members who are rated unsatisfactory will receive no salary increase. The allocation of the salary increase budget using the salary increase matrix will ensure that adequate funding is available to maintain a performance rating distribution of up to 10% of staff rated exceptional and up to 25% of staff rated satisfactory with special recommendation, with the remaining 65% for staff rated satisfactory.

D. Comparator Information by Staff Category**Table A1.13: List of Comparators For Salary Review**

1. International Staff				World Bank Group
2. National Staff and Administrative Staff (Headquarters)				
No.	Company Name	Line of Business	Headquarters	Total No. of Staff
1	ABS-CBN	Media	Philippines	>2,000
2	Accenture, Inc.	Services	United States	>1,000
3	Ayala Corporation	Holding Company	Philippines	<500
4	British Embassy	Embassy	United Kingdom	<500
5	Citibank, N.A.	Finance	United States	>1,000
6	Globe Telecoms	Service/Utilities	Philippines	>1,000
7	HSBC Group	Finance	United Kingdom	>500
8	International Rice Research Institute	Supranational	Philippines	>1,000
9	Manila Electric Company	Energy/Utilities	Philippines	>2,000
10	National Grid Corporation of the Philippines	Energy	Philippines	>2,000
11	National Power Corporation	Energy	Philippines	>2,000
12	Nestle Philippines, Inc.	Consumer	Switzerland	>1,000
13	Petron Corporation	Oil	Philippines	>1,000
14	Procter & Gamble, Philippines	Consumer	United States	>1,000
15	San Miguel Corporation	Consumer	Philippines	>1,000
16	Sun Life Assurance Company of Canada	Finance	Canada	>500
17	United Laboratories, Inc.	Pharmaceutical	Philippines	>1,000
18	United States Embassy	Embassy	United States	>1,000
19	World Bank, Manila Office	Supranational	International	<500
20	World Health Organization	Supranational	International	<500

> = greater than, < = less than.

^a Source: Willis Towers Watson's Salary Survey Report

C. National Staff and Administrative Staff (Field Offices)

- 1 World Bank Group
- 2 Local comparator organizations (a mix of private and public sector organizations)

PROPOSED SALARY STRUCTURES FOR 2018
(Effective 1 January 2018)
(unless otherwise stated, the structures reflect net salaries)

Table A2.1: International Staff
(\$ per year)

ADB Level	Minimum	Midpoint	Maximum	Range Spread (%)
IS1	84,200	92,600	101,000	20
IS2	93,000	106,900	120,900	30
IS3	103,100	121,200	139,200	35
IS4	120,500	141,600	162,700	35
IS5	135,000	162,000	189,000	40
IS6	159,000	190,800	222,600	40
IS7	183,100	219,700	256,300	40
IS8	213,600	256,300	299,000	40
IS9	244,100	292,900	341,700	40
IS10	262,300	314,800	367,200	40

Table A2.2: National Staff and Administrative Staff at Headquarters
(PhP per year)

Note: Salary structure reflects gross salaries.

ADB Level	Minimum	Midpoint	Maximum	Range Spread (%)
Administrative Staff				
AS1	448,800	583,500	718,100	60
AS2	504,200	655,400	806,700	60
AS3	599,000	793,700	988,400	65
AS4	683,700	905,900	1,128,100	65
AS5	867,000	1,170,500	1,473,900	70
AS6	1,069,300	1,443,600	1,817,800	70
AS7	1,243,400	1,709,700	2,176,000	75
National Staff				
NS1	1,400,100	1,925,200	2,450,200	75
NS2	1,607,800	2,210,700	2,813,700	75
NS3	1,839,600	2,575,500	3,311,300	80
NS4	2,255,400	3,157,600	4,059,700	80
NS5	2,792,600	3,909,700	5,026,700	80
NS6	3,459,600	4,843,500	6,227,300	80

CENTRAL WEST ASIA

Table A2.3: Afghanistan Resident Mission
(\$ per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
<u>Administrative Staff</u>				
AS1	13,800	17,900	22,100	60%
AS2	14,700	19,100	23,500	60%
AS3	17,900	23,700	29,500	65%
AS4	18,600	24,700	30,700	65%
AS5	23,000	31,100	39,100	70%
AS6	23,800	32,100	40,500	70%
AS7	28,900	39,800	50,600	75%
<u>National Staff</u>				
NS1	33,500	46,100	58,600	75%
NS2	38,100	52,400	66,700	75%
NS3	45,300	63,400	81,500	80%
NS4	50,400	70,500	90,700	80%
NS5	59,300	83,000	106,700	80%
NS6	64,600	90,500	116,300	80%
NS7	71,100	99,600	128,000	80%

Table A2.4: Armenia Resident Mission
(AMD per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
<u>Administrative Staff</u>				
AS1	4,452,000	5,787,000	7,123,000	60%
AS2	5,045,000	6,558,000	8,072,000	60%
AS3	5,403,000	7,159,000	8,915,000	65%
AS4	5,944,000	7,876,000	9,808,000	65%
AS5	7,174,000	9,685,000	12,196,000	70%
AS6	7,789,000	10,515,000	13,241,000	70%
AS7	9,073,000	12,476,000	15,878,000	75%
<u>National Staff</u>				
NS1	10,596,000	14,569,000	18,543,000	75%
NS2	12,117,000	16,661,000	21,205,000	75%
NS3	15,557,000	21,780,000	28,003,000	80%
NS4	17,265,000	24,171,000	31,077,000	80%
NS5	22,050,000	30,870,000	39,690,000	80%
NS6	23,719,000	33,206,000	42,694,000	80%
NS7	27,170,000	38,038,000	48,906,000	80%

Table A2.5: Azerbaijan Resident Mission
(AZN per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
<u>Administrative Staff</u>				
AS1	25,000	32,500	40,000	60%
AS2	25,600	33,300	41,000	60%
AS3	30,600	40,500	50,500	65%
AS4	31,500	41,700	52,000	65%
AS5	37,000	49,900	62,900	70%
AS6	38,200	51,600	64,900	70%
AS7	49,500	68,000	86,600	75%
<u>National Staff</u>				
NS1	58,800	80,900	102,900	75%
NS2	68,200	93,800	119,400	75%
NS3	71,200	99,700	128,200	80%
NS4	75,400	105,600	135,700	80%
NS5	93,700	131,200	168,700	80%
NS6	111,900	156,700	201,400	80%
NS7	123,900	173,500	223,000	80%

Table A2.6: Georgia Resident Mission
(GEL per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
<u>Administrative Staff</u>				
AS1	26,300	34,200	42,100	60%
AS2	29,800	38,700	47,700	60%
AS3	32,600	43,200	53,800	65%
AS4	34,900	46,200	57,600	65%
AS5	41,000	55,300	69,700	70%
AS6	44,200	59,700	75,100	70%
AS7	49,900	68,600	87,300	75%
<u>National Staff</u>				
NS1	56,600	77,800	99,100	75%
NS2	63,200	86,900	110,600	75%
NS3	84,600	118,400	152,300	80%
NS4	106,400	149,000	191,500	80%
NS5	128,400	179,700	231,100	80%
NS6	135,300	189,400	243,500	80%
NS7	141,100	197,600	254,000	80%

Table A2.7: Kazakhstan Resident Mission
(\$ per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
<u>Administrative Staff</u>				
AS1	11,400	14,800	18,300	60%
AS2	12,800	16,700	20,500	60%
AS3	14,100	18,700	23,300	65%
AS4	15,500	20,500	25,600	65%
AS5	16,600	22,400	28,200	70%
AS6	19,600	26,500	33,300	70%
AS7	22,900	31,500	40,100	75%
<u>National Staff</u>				
NS1	27,400	37,600	47,900	75%
NS2	31,800	43,700	55,700	75%
NS3	42,800	59,900	77,000	80%
NS4	51,800	72,600	93,300	80%
NS5	64,700	90,600	116,500	80%
NS6	77,100	108,000	138,800	80%
NS7	84,800	118,800	152,700	80%

Table A2.8: Kyrgyz Republic Resident Mission
(\$ per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
<u>Administrative Staff</u>				
AS1	10,400	13,500	16,600	60%
AS2	10,800	14,100	17,300	60%
AS3	12,400	16,400	20,500	65%
AS4	13,100	17,300	21,600	65%
AS5	13,500	18,200	23,000	70%
AS6	13,900	18,800	23,600	70%
AS7	17,200	23,600	30,100	75%
<u>National Staff</u>				
NS1	19,600	27,000	34,300	75%
NS2	22,100	30,400	38,700	75%
NS3	25,000	35,000	45,000	80%
NS4	28,300	39,600	50,900	80%
NS5	34,000	47,600	61,200	80%
NS6	39,100	54,800	70,400	80%
NS7	43,000	60,200	77,400	80%

Table A2.9: Pakistan Resident Mission
(PRs per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
<u>Administrative Staff</u>				
AS1	746,000	970,000	1,194,000	60%
AS2	835,000	1,085,000	1,336,000	60%
AS3	992,000	1,315,000	1,637,000	65%
AS4	1,060,000	1,405,000	1,749,000	65%
AS5	1,613,000	2,177,000	2,742,000	70%
AS6	1,701,000	2,297,000	2,892,000	70%
AS7	2,328,000	3,201,000	4,074,000	75%
<u>National Staff</u>				
NS1	3,110,000	4,276,000	5,443,000	75%
NS2	3,892,000	5,351,000	6,811,000	75%
NS3	5,286,000	7,401,000	9,515,000	80%
NS4	6,084,000	8,518,000	10,951,000	80%
NS5	7,992,000	11,189,000	14,386,000	80%
NS6	9,056,000	12,678,000	16,301,000	80%
NS7	9,961,000	13,946,000	17,930,000	80%

Table A2.10: Tajikistan Resident Mission
(\$ per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
<u>Administrative Staff</u>				
AS1	8,800	11,400	14,100	60%
AS2	9,800	12,700	15,700	60%
AS3	11,200	14,900	18,500	65%
AS4	12,400	16,400	20,500	65%
AS5	13,700	18,500	23,300	70%
AS6	14,700	19,900	25,000	70%
AS7	18,000	24,700	31,500	75%
<u>National Staff</u>				
NS1	20,400	28,100	35,700	75%
NS2	23,000	31,600	40,300	75%
NS3	27,600	38,700	49,700	80%
NS4	30,300	42,400	54,500	80%
NS5	36,000	50,400	64,800	80%
NS6	38,600	54,000	69,500	80%
NS7	42,400	59,400	76,300	80%

Table A2.11: Turkmenistan Resident Mission
(\$ per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
<u>Administrative Staff</u>				
AS1	9,700	12,600	15,500	60%
AS2	11,100	14,400	17,800	60%
AS3	12,800	17,000	21,100	65%
AS4	14,100	18,700	23,300	65%
AS5	15,500	20,900	26,400	70%
AS6	16,400	22,200	27,900	70%
AS7	19,100	26,300	33,400	75%
<u>National Staff</u>				
NS1	22,300	30,600	39,000	75%
NS2	25,500	35,000	44,600	75%
NS3	34,200	47,900	61,600	80%
NS4	36,700	51,400	66,100	80%
NS5	48,600	68,000	87,500	80%
NS6	51,100	71,600	92,000	80%
NS7	53,800	75,300	96,800	80%

Table A2.12: Uzbekistan Resident Mission
(\$ per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
<u>Administrative Staff</u>				
AS1	9,600	12,500	15,400	60%
AS2	10,000	13,000	16,000	60%
AS3	11,900	15,800	19,600	65%
AS4	12,200	16,100	20,100	65%
AS5	14,400	19,400	24,500	70%
AS6	15,000	20,300	25,500	70%
AS7	18,700	25,700	32,700	75%
<u>National Staff</u>				
NS1	22,100	30,400	38,700	75%
NS2	25,500	35,100	44,600	75%
NS3	32,400	45,300	58,300	80%
NS4	39,500	55,300	71,100	80%
NS5	46,600	65,200	83,900	80%
NS6	49,600	69,400	89,300	80%
NS7	54,600	76,400	98,300	80%

EAST ASIA

Table A2.13: People's Republic of China Resident Mission
(CNY per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
<u>Administrative Staff</u>				
AS1	106,400	138,300	170,200	60%
AS2	109,600	142,500	175,400	60%
AS3	145,600	192,900	240,200	65%
AS4	151,000	200,100	249,200	65%
AS5	193,200	260,800	328,400	70%
AS6	200,000	270,000	340,000	70%
AS7	260,200	357,800	455,400	75%
<u>National Staff</u>				
NS1	302,500	415,900	529,400	75%
NS2	344,700	474,000	603,200	75%
NS3	497,200	696,100	895,000	80%
NS4	554,300	776,000	997,700	80%
NS5	783,000	1,096,200	1,409,400	80%
NS6	836,300	1,170,800	1,505,300	80%
NS7	940,200	1,316,300	1,692,400	80%

Table A2.14: Mongolia Resident Mission
(\$ per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
<u>Administrative Staff</u>				
AS1	9,500	12,400	15,200	60%
AS2	10,200	13,300	16,300	60%
AS3	12,300	16,300	20,300	65%
AS4	13,000	17,200	21,500	65%
AS5	16,100	21,700	27,400	70%
AS6	18,300	24,700	31,100	70%
AS7	20,200	27,800	35,400	75%
<u>National Staff</u>				
NS1	24,200	33,300	42,400	75%
NS2	28,200	38,800	49,400	75%
NS3	34,200	47,900	61,600	80%
NS4	36,500	51,100	65,700	80%
NS5	50,100	70,100	90,200	80%
NS6	54,600	76,400	98,300	80%
NS7	60,000	84,000	108,000	80%

PACIFIC

Table A2.15: Pacific Liaison and Coordination Office
(A\$ per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
<u>Administrative Staff</u>				
AS1	33,800	44,000	54,100	60%
AS2	38,000	49,400	60,800	60%
AS3	44,800	59,300	73,900	65%
AS4	49,000	64,900	80,900	65%
AS5	52,300	70,600	88,900	70%
AS6	53,700	72,500	91,300	70%
AS7	63,500	87,300	111,100	75%
<u>National Staff</u>				
NS1	71,100	97,800	124,400	75%
NS2	78,800	108,300	137,900	75%
NS3	95,100	133,200	171,200	80%
NS4	98,100	137,400	176,600	80%
NS5	115,600	161,800	208,100	80%
NS6	125,200	175,300	225,400	80%
NS7	137,800	192,900	248,000	80%

Table A2.16: Pacific Subregional Office in Suva, Fiji
(F\$ per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
<u>Administrative Staff</u>				
AS1	19,900	25,900	31,800	60%
AS2	20,400	26,500	32,600	60%
AS3	26,300	34,900	43,400	65%
AS4	27,200	36,000	44,900	65%
AS5	31,900	43,000	54,200	70%
AS6	33,300	45,000	56,600	70%
AS7	40,400	55,500	70,700	75%
<u>National Staff</u>				
NS1	48,500	66,700	84,900	75%
NS2	56,700	77,900	99,200	75%
NS3	74,700	104,600	134,500	80%
NS4	76,000	106,400	136,800	80%
NS5	100,100	140,200	180,200	80%
NS6	106,400	149,000	191,500	80%
NS7	126,700	177,400	228,100	80%

Table A2.17: Papua New Guinea Resident Mission
(K per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
<u>Administrative Staff</u>				
AS1	23,800	30,900	38,100	60%
AS2	27,500	35,700	44,000	60%
AS3	30,900	40,900	51,000	65%
AS4	33,500	44,400	55,300	65%
AS5	41,100	55,500	69,900	70%
AS6	44,700	60,400	76,000	70%
AS7	56,000	77,000	98,000	75%
<u>National Staff</u>				
NS1	68,100	93,600	119,200	75%
NS2	80,100	110,200	140,200	75%
NS3	108,700	152,200	195,700	80%
NS4	118,700	166,200	213,700	80%
NS5	159,100	222,700	286,400	80%
NS6	165,900	232,200	298,600	80%
NS7	172,700	241,800	310,900	80%

Table A2.18: Timor-Leste Resident Mission
(\$ per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
<u>Administrative Staff</u>				
AS1	5,800	7,500	9,300	60%
AS2	6,700	8,700	10,700	60%
AS3	7,400	9,800	12,200	65%
AS4	8,200	10,900	13,500	65%
AS5	9,900	13,400	16,800	70%
AS6	10,400	14,100	17,700	70%
AS7	14,000	19,200	24,500	75%
<u>National Staff</u>				
NS1	16,100	22,200	28,200	75%
NS2	18,300	25,200	32,000	75%
NS3	25,100	35,200	45,200	80%
NS4	27,300	38,200	49,100	80%
NS5	37,400	52,400	67,300	80%
NS6	40,900	57,300	73,600	80%
NS7	47,100	66,000	84,800	80%

Extended Missions

Table A2.19: Samoa Extended Mission
(ST per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
<u>Administrative Staff</u>				
AS1	14,900	19,400	23,800	60%
AS2	17,100	22,200	27,400	60%
AS3	18,900	25,000	31,200	65%
AS4	21,700	28,700	35,800	65%
AS5	25,400	34,300	43,200	70%
AS6	28,500	38,500	48,500	70%
AS7	35,600	49,000	62,300	75%
<u>National Staff</u>				
NS1	42,100	57,900	73,700	75%
NS2	48,800	67,100	85,400	75%
NS3	62,200	87,100	112,000	80%
NS4	72,500	101,500	130,500	80%
NS5	86,600	121,200	155,900	80%
NS6	103,200	144,500	185,800	80%
NS7	113,600	159,000	204,500	80%

Table A2.20: Solomon Islands Extended Mission
(SI\$ per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
<u>Administrative Staff</u>				
AS1	52,500	68,200	84,000	60%
AS2	58,400	75,900	93,400	60%
AS3	63,000	83,500	104,000	65%
AS4	67,500	89,500	111,400	65%
AS5	70,700	95,400	120,200	70%
AS6	75,200	101,500	127,800	70%
AS7	85,000	116,900	148,800	75%
<u>National Staff</u>				
NS1	94,000	129,300	164,500	75%
NS2	103,100	141,800	180,400	75%
NS3	109,900	153,800	197,800	80%
NS4	119,200	166,900	214,600	80%
NS5	128,600	180,100	231,500	80%
NS6	140,200	196,300	252,400	80%
NS7	141,700	198,400	255,100	80%

Table A2.21: Tonga Extended Mission
(PT per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
<u>Administrative Staff</u>				
AS1	10,100	13,100	16,200	60%
AS2	11,000	14,300	17,600	60%
AS3	12,500	16,500	20,600	65%
AS4	13,200	17,500	21,800	65%
AS5	15,100	20,400	25,700	70%
AS6	16,100	21,800	27,400	70%
AS7	19,100	26,200	33,400	75%
<u>National Staff</u>				
NS1	21,200	29,200	37,100	75%
NS2	23,400	32,200	41,000	75%
NS3	29,800	41,700	53,600	80%
NS4	32,600	45,600	58,700	80%
NS5	39,700	55,600	71,500	80%
NS6	43,400	60,800	78,100	80%
NS7	47,800	66,900	86,000	80%

Table A2.22: Vanuatu Extended Mission
(Vt per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
<u>Administrative Staff</u>				
AS1	1,116,000	1,451,000	1,786,000	60%
AS2	1,378,000	1,791,000	2,205,000	60%
AS3	1,687,000	2,235,000	2,784,000	65%
AS4	1,965,000	2,604,000	3,242,000	65%
AS5	2,201,000	2,971,000	3,742,000	70%
AS6	2,565,000	3,463,000	4,361,000	70%
AS7	3,113,000	4,281,000	5,448,000	75%
<u>National Staff</u>				
NS1	4,025,000	5,535,000	7,044,000	75%
NS2	4,397,000	6,046,000	7,695,000	75%
NS3	5,031,000	7,044,000	9,056,000	80%
NS4	5,517,000	7,724,000	9,931,000	80%
NS5	6,501,000	9,101,000	11,702,000	80%
NS6	6,744,000	9,442,000	12,139,000	80%
NS7	7,419,000	10,386,000	13,354,000	80%

SOUTH ASIA

Table A2.23: Bangladesh Resident Mission
(Tk per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
<u>Administrative Staff</u>				
AS1	632,000	822,000	1,011,000	60%
AS2	660,000	858,000	1,056,000	60%
AS3	857,000	1,135,000	1,414,000	65%
AS4	908,000	1,203,000	1,498,000	65%
AS5	1,101,000	1,486,000	1,872,000	70%
AS6	1,201,000	1,621,000	2,042,000	70%
AS7	1,647,000	2,265,000	2,882,000	75%
<u>National Staff</u>				
NS1	2,137,000	2,938,000	3,740,000	75%
NS2	2,627,000	3,612,000	4,597,000	75%
NS3	3,434,000	4,807,000	6,181,000	80%
NS4	4,284,000	5,998,000	7,711,000	80%
NS5	5,421,000	7,590,000	9,758,000	80%
NS6	5,865,000	8,211,000	10,557,000	80%
NS7	6,451,000	9,032,000	11,612,000	80%

Table A2.24: Bhutan Resident Mission
(Nu per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
<u>Administrative Staff</u>				
AS1	330,000	429,000	528,000	60%
AS2	346,000	450,000	554,000	60%
AS3	402,000	533,000	663,000	65%
AS4	422,000	559,000	696,000	65%
AS5	485,000	655,000	825,000	70%
AS6	499,000	674,000	848,000	70%
AS7	548,000	753,000	959,000	75%
<u>National Staff</u>				
NS1	601,000	826,000	1,052,000	75%
NS2	654,000	899,000	1,145,000	75%
NS3	881,000	1,233,000	1,586,000	80%
NS4	981,000	1,373,000	1,766,000	80%
NS5	1,081,000	1,514,000	1,946,000	80%
NS6	1,182,000	1,655,000	2,128,000	80%
NS7	1,301,000	1,821,000	2,342,000	80%

Table A2.25: India Resident Mission
(Rs per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
<u>Administrative Staff</u>				
AS1	445,000	579,000	712,000	60%
AS2	473,000	615,000	757,000	60%
AS3	593,000	786,000	978,000	65%
AS4	627,000	831,000	1,035,000	65%
AS5	815,000	1,100,000	1,386,000	70%
AS6	1,010,000	1,363,000	1,717,000	70%
AS7	1,183,000	1,626,000	2,070,000	75%
<u>National Staff</u>				
NS1	1,462,000	2,010,000	2,559,000	75%
NS2	1,742,000	2,395,000	3,049,000	75%
NS3	2,750,000	3,850,000	4,950,000	80%
NS4	3,056,000	4,278,000	5,501,000	80%
NS5	4,877,000	6,828,000	8,779,000	80%
NS6	5,349,000	7,488,000	9,628,000	80%
NS7	6,219,000	8,707,000	11,194,000	80%

Table A2.26: Nepal Resident Mission
(NRs per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
<u>Administrative Staff</u>				
AS1	808,000	1,050,000	1,293,000	60%
AS2	915,000	1,189,000	1,464,000	60%
AS3	1,002,000	1,327,000	1,653,000	65%
AS4	1,145,000	1,517,000	1,889,000	65%
AS5	1,264,000	1,706,000	2,149,000	70%
AS6	1,333,000	1,800,000	2,266,000	70%
AS7	1,629,000	2,240,000	2,851,000	75%
<u>National Staff</u>				
NS1	1,889,000	2,597,000	3,306,000	75%
NS2	2,149,000	2,955,000	3,761,000	75%
NS3	2,890,000	4,046,000	5,202,000	80%
NS4	3,509,000	4,913,000	6,316,000	80%
NS5	4,129,000	5,781,000	7,432,000	80%
NS6	4,198,000	5,877,000	7,556,000	80%
NS7	4,526,000	6,337,000	8,147,000	80%

Table A2.27: Sri Lanka Resident Mission
(SLRs per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
<u>Administrative Staff</u>				
AS1	1,077,000	1,400,000	1,723,000	60%
AS2	1,251,000	1,626,000	2,002,000	60%
AS3	1,398,000	1,852,000	2,307,000	65%
AS4	1,523,000	2,018,000	2,513,000	65%
AS5	1,839,000	2,483,000	3,126,000	70%
AS6	2,040,000	2,754,000	3,468,000	70%
AS7	2,590,000	3,561,000	4,533,000	75%
<u>National Staff</u>				
NS1	3,135,000	4,310,000	5,486,000	75%
NS2	3,679,000	5,059,000	6,438,000	75%
NS3	5,126,000	7,176,000	9,227,000	80%
NS4	5,927,000	8,298,000	10,669,000	80%
NS5	9,509,000	13,312,000	17,116,000	80%
NS6	10,249,000	14,348,000	18,448,000	80%
NS7	11,274,000	15,783,000	20,293,000	80%

SOUTHEAST ASIA

Table A2.28: Cambodia Resident Mission
(\$ per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
<u>Administrative Staff</u>				
AS1	8,400	10,900	13,400	60%
AS2	9,200	11,900	14,700	60%
AS3	10,200	13,500	16,800	65%
AS4	11,400	15,100	18,800	65%
AS5	13,100	17,700	22,300	70%
AS6	14,100	19,000	24,000	70%
AS7	18,600	25,600	32,600	75%
<u>National Staff</u>				
NS1	22,300	30,700	39,000	75%
NS2	26,000	35,700	45,500	75%
NS3	36,500	51,100	65,700	80%
NS4	38,400	53,800	69,100	80%
NS5	54,100	75,800	97,400	80%
NS6	57,300	80,200	103,100	80%
NS7	63,000	88,200	113,400	80%

Table A2.29: Indonesia Resident Mission
(Rp per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
<u>Administrative Staff</u>				
AS1	107,970,000	140,361,000	172,752,000	60%
AS2	122,580,000	159,354,000	196,128,000	60%
AS3	147,617,000	195,593,000	243,568,000	65%
AS4	162,487,000	215,295,000	268,104,000	65%
AS5	208,764,000	281,832,000	354,899,000	70%
AS6	229,345,000	309,616,000	389,887,000	70%
AS7	285,041,000	391,931,000	498,822,000	75%
<u>National Staff</u>				
NS1	340,657,000	468,403,000	596,150,000	75%
NS2	396,272,000	544,874,000	693,476,000	75%
NS3	621,726,000	870,416,000	1,119,107,000	80%
NS4	710,201,000	994,282,000	1,278,362,000	80%
NS5	1,076,404,000	1,506,966,000	1,937,527,000	80%
NS6	1,194,637,000	1,672,492,000	2,150,347,000	80%
NS7	1,376,011,000	1,926,416,000	2,476,820,000	80%

Table A2.30: Lao People's Democratic Republic Resident Mission
(\$ per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
<u>Administrative Staff</u>				
AS1	7,100	9,200	11,400	60%
AS2	8,100	10,500	13,000	60%
AS3	8,900	11,800	14,700	65%
AS4	9,100	12,100	15,000	65%
AS5	11,200	15,100	19,000	70%
AS6	13,000	17,500	22,100	70%
AS7	14,500	20,000	25,400	75%
<u>National Staff</u>				
NS1	16,300	22,400	28,500	75%
NS2	18,000	24,800	31,500	75%
NS3	28,600	40,000	51,500	80%
NS4	38,700	54,200	69,700	80%
NS5	48,800	68,300	87,800	80%
NS6	51,900	72,700	93,400	80%
NS7	57,100	80,000	102,800	80%

Table A2.31: Myanmar Resident Mission
(\$ per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
<u>Administrative Staff</u>				
AS1	7,700	10,000	12,300	60%
AS2	8,800	11,400	14,100	60%
AS3	10,900	14,500	18,000	65%
AS4	12,600	16,700	20,800	65%
AS5	14,100	19,000	24,000	70%
AS6	15,600	21,100	26,500	70%
AS7	16,900	23,200	29,600	75%
<u>National Staff</u>				
NS1	19,100	26,300	33,400	75%
NS2	21,400	29,400	37,500	75%
NS3	29,700	41,600	53,500	80%
NS4	36,400	50,900	65,500	80%
NS5	43,000	60,200	77,400	80%
NS6	48,300	67,600	86,900	80%
NS7	53,100	74,400	95,600	80%

Table A2.32: Thailand Resident Mission
(B per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
<u>Administrative Staff</u>				
AS1	378,000	491,000	605,000	60%
AS2	405,000	527,000	648,000	60%
AS3	540,000	716,000	891,000	65%
AS4	664,000	880,000	1,096,000	65%
AS5	773,000	1,043,000	1,314,000	70%
AS6	842,000	1,137,000	1,431,000	70%
AS7	954,000	1,312,000	1,670,000	75%
<u>National Staff</u>				
NS1	1,161,000	1,597,000	2,032,000	75%
NS2	1,388,000	1,909,000	2,429,000	75%
NS3	2,281,000	3,194,000	4,106,000	80%
NS4	3,001,000	4,201,000	5,402,000	80%
NS5	3,415,000	4,781,000	6,147,000	80%
NS6	3,972,000	5,561,000	7,150,000	80%
NS7	4,369,000	6,117,000	7,864,000	80%

Table A2.33: Viet Nam Resident Mission
(\$ per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
<u>Administrative Staff</u>				
AS1	10,500	13,700	16,800	60%
AS2	11,800	15,400	18,900	60%
AS3	12,900	17,100	21,300	65%
AS4	13,700	18,200	22,600	65%
AS5	16,400	22,100	27,900	70%
AS6	18,300	24,700	31,100	70%
AS7	23,300	32,000	40,800	75%
<u>National Staff</u>				
NS1	29,200	40,200	51,100	75%
NS2	35,200	48,400	61,600	75%
NS3	50,100	70,200	90,200	80%
NS4	57,900	81,000	104,200	80%
NS5	82,400	115,300	148,300	80%
NS6	96,000	134,400	172,800	80%
NS7	105,600	147,800	190,100	80%

REPRESENTATIVE OFFICES

Table A2.34: European Representative Office
(€ per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
<u>Administrative Staff</u>				
AS4	31,200	41,300	51,500	65%
AS5	33,400	45,100	56,800	70%
AS6	38,600	52,100	65,600	70%
AS7	42,300	58,100	74,000	75%
<u>National Staff</u>				
NS1	48,000	66,000	84,000	75%
NS2	53,700	73,800	94,000	75%
NS3	68,600	96,100	123,500	80%

Table A2.35: Japan Representative Office^a
(¥ per year)

Note: Salary structure reflects gross salaries.

Level	Minimum	Midpoint	Maximum	Range Spread (%)
<u>Administrative Staff</u>				
AS4	4,165,000	5,676,000	6,872,000	65%
AS5	4,226,000	5,705,000	7,184,000	70%
AS6	4,475,000	6,041,000	7,608,000	70%
AS7	5,661,000	7,784,000	9,907,000	75%
<u>National Staff</u>				
NS1	6,415,000	8,820,000	11,226,000	75%
NS2	7,168,000	9,856,000	12,544,000	75%
NS3	9,554,000	13,375,000	17,197,000	80%

Table A2.36: North American Representative Office^a
(\$ per year)

Note: Salary structure reflects gross salaries.

Level	Minimum	Midpoint	Maximum	Range Spread (%)
<u>Administrative Staff</u>				
AS4	42,800	56,700	70,600	65%
AS5	48,700	65,800	82,800	70%
AS6	54,600	73,700	92,800	70%
AS7	60,000	82,500	105,000	75%
<u>National Staff</u>				
NS1	71,300	98,100	124,800	75%
NS2	82,600	113,600	144,600	75%
NS3	107,400	150,300	193,300	80%