



October 2018

Annual Review of Salary and Benefits for International Staff, National Staff, and Administrative Staff for 2019

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Asian Development Bank

ABBREVIATIONS

ADB	–	Asian Development Bank
NSAS	–	national staff and administrative staff
MRP	–	market reference point
STA	–	short-term assignment
US	–	United States
WBG	–	World Bank Group
WPBF	–	work program and budget framework

GLOSSARY

average salary increase	–	The average percentage increase comprising salary structure adjustment and merit increase, to be applied to staff pay at the time of the review (January 1). Individual salary increases for staff are based on performance.
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.
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.
merit increase		The component enabling staff to progress through the salary range mainly based on their performance.
midpoint	–	At ADB, the midpoint of the salary scale for each grade level is aligned with the market reference point (75 th percentile of market comparators).
payroll	–	The sum of actual staff salaries paid over a defined period (usually a month or a year) for the total number of staff in a grade level, a category of employees (administrative staff, national staff, international staff), or a whole office.
salary dilution	–	Expresses the effect that leads to a lower comparatio at the end of the year than at the start of the year. This results from changes in the staff mix (new hires, departures, promotions). Salary dilution within the year occurs because staff who depart have generally a higher salary than new hires or promoted staff.

- 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 adjustment applied to the current salary structure midpoints to align with the market. This will be equal to the budget request when the adjustment is an increase and the merit increase is fully funded by salary dilution.

NOTE

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

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EXECUTIVE SUMMARY

This paper presents to the Asian Development Bank (ADB) Board of Directors the results of the annual review of compensation for international, national, and administrative staff at headquarters, 30 field offices, and 11 Pacific country offices.¹ This paper seeks the Board's approval for (i) the proposed 2019 salary structures and (ii) the corresponding average salary increases for all staff categories, including the salary structure adjustment and merit increase.

ADB aims to provide a remuneration package that is competitive to enable it to continue attracting and retaining the best talent, consistent with its development mission and in line with international trends. ADB's compensation policy and methodology, which was approved by the Board in the comprehensive compensation and benefits review in 2015, is a market-based approach. The annual review of ADB's compensation is important for ensuring that the organization continues to support talent acquisition, staff mobility, and the retention of skilled staff working at ADB.

Strategy 2030 highlights the need to enhance the workforce through recruiting experts in priority areas, strengthening country presence and building technical capacity in the resident missions. Obtaining the right skills mix across sector and thematic groups will be critical as ADB continues to scale up its operations. ADB's ability to continue attracting skilled and talented individuals is of paramount importance. In addition to attracting new staff, maintaining high levels of staff engagement is more important than ever as ADB embarks on the implementation of Strategy 2030. This will be done in the context of continuing efforts to strengthen performance management and increase productivity while also ensuring effective and efficient use of its budget and staffing resources.

The following proposals are aimed at keeping pace with increases in salary levels in the market to maintain competitiveness while recognizing the developments with respect to salary levels of the World Bank Group (WBG) which is a principal comparator for ADB:

- (i) For international staff, provide a 1.8% salary structure adjustment and an additional merit increase of 1.8%, which results in an average salary increase of 3.6% (in US dollars) for 2019. The salary structure adjustment of 1.8% is proposed based on a combination of (i) the 2.6% increase of market salary movement as calculated by ADB using WBG's methodology (para. 16) and (ii) the capped salary structure adjustment at WBG of 1.1% this year. As the merit increase is fully funded by salary dilution, the total budget impact of the international staff salary increase for 2019 is equal to the structure adjustment of 1.8% (Table 4).
- (ii) For national staff and administrative staff (NSAS) at headquarters, provide a 5.4% salary structure adjustment and an additional merit increase of 2.6% which results in an average salary increase of 8.0% for 2019 (in Philippine pesos). As the merit increase is fully funded by salary dilution, the total budget impact of the NSAS HQ staff salary increase for 2019 is equal to the structure adjustment of 5.4% in Philippine peso terms, and 0.1% in US dollar terms (Table 4).
- (iii) For NSAS in field offices, provide an average 4.6% salary structure adjustment and an additional average merit increase of 2.4% which results in an average salary increase of 7.0% for 2019 (in US dollar equivalent). As the merit increase is fully

¹ Philippines Country Office is included as part of the headquarters and excluded from the field offices, for purposes of this paper.

funded by salary dilution, the total budget impact of the NSAS field offices staff salary increase for 2019 is equal to the structure adjustment of 4.6% in US dollar terms (Table 4).

If approved by the Board of Directors, the proposed salary structures for all staff categories would become effective on 1 January 2019.

I. INTRODUCTION

1. In support of Strategy 2030, ADB will need to expand its talent pool by hiring experts in priority areas, strengthening country presence, and building technical capacity in the resident missions. Obtaining the right skills mix across sector and thematic groups will be important, as will be the building of policy dialogue and project implementation skills. Fostering collaboration, knowledge sharing, and innovation across the entire workforce will be fundamental if ADB is to succeed in delivering the Strategy 2030 goals.

2. The market competitiveness of ADB's compensation package will help ADB recruit high-caliber and experienced professionals as well as retaining existing talented staff. The annual review of compensation focuses on assessing the competitiveness of ADB's salaries. The salary proposals outlined in this paper are designed to (i) maintain the value of the compensation 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, about 50.0% of ADB's international staff recruits are from the private sector and 25.0% are from other international financial institutions. The average market salary increases in Hong Kong, China and Singapore have been procured as a check for comparability.

3. This paper describes ADB's approach to compensation and benefits, explains the factors driving the need for competitive pay and proposes salary budgets and new salary structures. The proposals are made in the context of wider human resources reforms, including to strengthen the performance management system, increase staff mobility and enhance leadership capabilities.

II. ADB COMPENSATION POLICY AND PRINCIPLES

4. ADB has established clear principles and policies governing how compensation is managed.

5. ADB aims to provide a competitive remuneration package to continue attracting and retaining the best talent, consistent with its development mission and in line with international trends. To support this overarching goal, ADB has established the following key principles in its compensation system¹:

- (i) Salaries are designed to (a) attract and retain highly qualified and competent staff members and (b) 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.

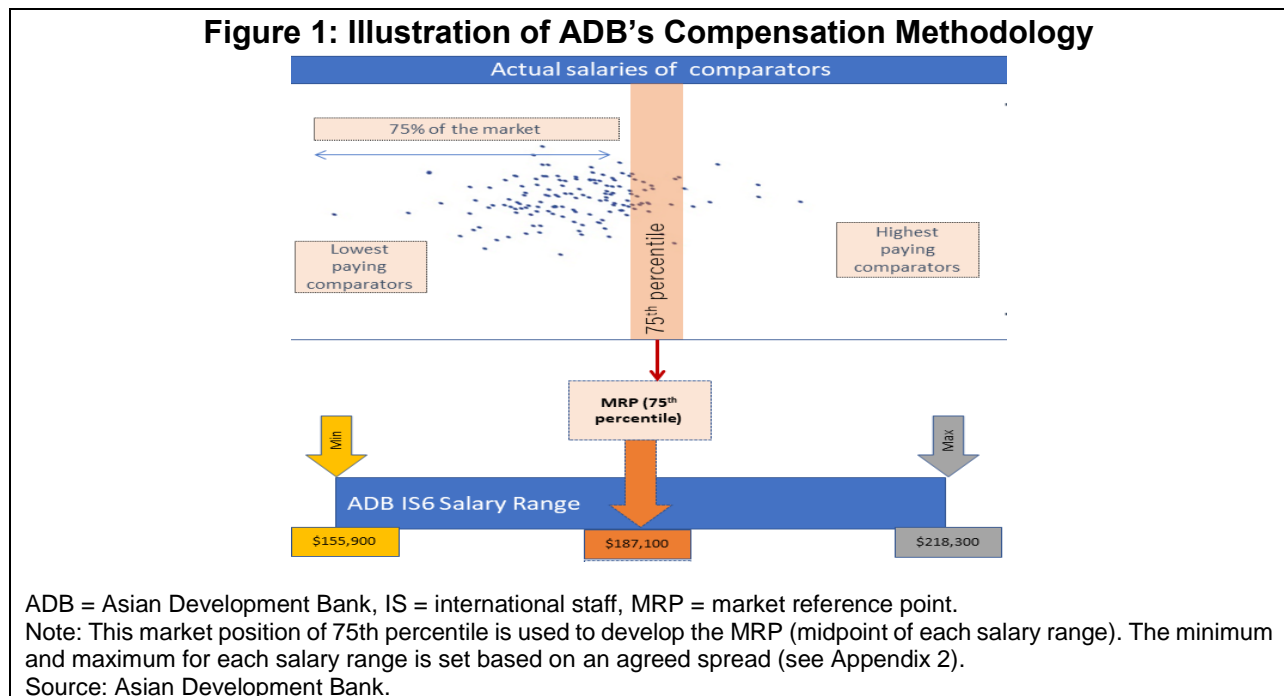
¹ ADB. 2017. Salary Administration. *Administrative Orders*. AO 3.01. Manila.

III. COMPENSATION METHODOLOGY

6. ADB's compensation methodology is reviewed every 5 years. The last comprehensive compensation and benefits review was conducted in 2015 and the next review is scheduled to commence in 2019 and conclude in 2020. ADB follows the 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 market reference used for salary comparisons for each category of staff is as follows:

- (i) For international staff, the market is international. The World Bank Group (WBG) market reference points act as the proxy for this global market, as agreed and reaffirmed by the Board in the 2010 and 2015 comprehensive reviews of compensation and benefits, respectively.² Historically the WBG has used a market composition with a representation of two-thirds private sector and one-third public sector, which broadly reflects where ADB has recruited from. This has allowed ADB to remain market competitive.³ Appendix 1, Figure A1.2 provides information on ADB's recruitment sources.
- (ii) For national staff and administrative staff (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 together with survey data from local public and private sector organizations provided by Birches Group and Willis Towers Watson.

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



² ADB. 2010. *2010 Comprehensive Review of Salaries and Benefits for Professional Staff*. Manila.; ADB. 2015. *2015 Comprehensive Review of Salary and Benefits for International Staff, National Staff, and Administrative Staff*. Manila.

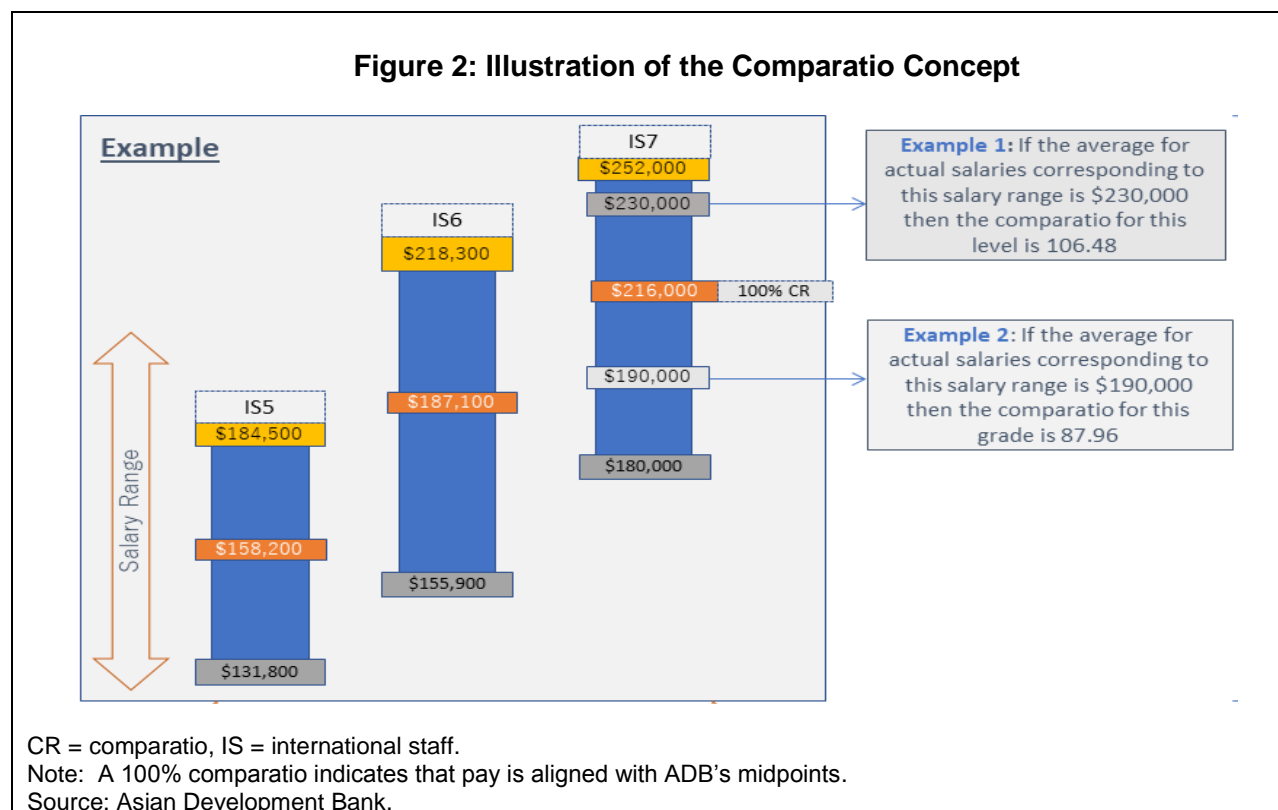
³ See paragraph 16 on page 6, relating to recent developments to WBG methodology.

8. Under the market-based compensation system, annual salary adjustments are linked to the market movement of salaries rather than linked to the cost of living or consumer price index movements. These other indexes 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, and other domestic and global economic factors).

A. Salary Structures Framework and Comparatios

9. ADB creates salary ranges to (i) reflect market pay levels and uses them to make informed decisions (such as starting salaries for new hires, salary increases during the annual salary review process) and (ii) assess the market competitiveness of ADB salaries. A salary structure comprises salary ranges corresponding to each grade within each staff category and reflects ADB's desired market positioning. ADB has a salary structure for international staff 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.

10. Comparatio 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. When midpoints reflect the market, comparatios can be considered a measure of market competitiveness. Historically, ADB's comparatio has been below 100%. Table 1 and Appendix 1 (Table A1.1) 1 give the historical comparatio movement for international staff, while Figure 2 explains the concept of comparatios.



B. Salary Increase Methodology

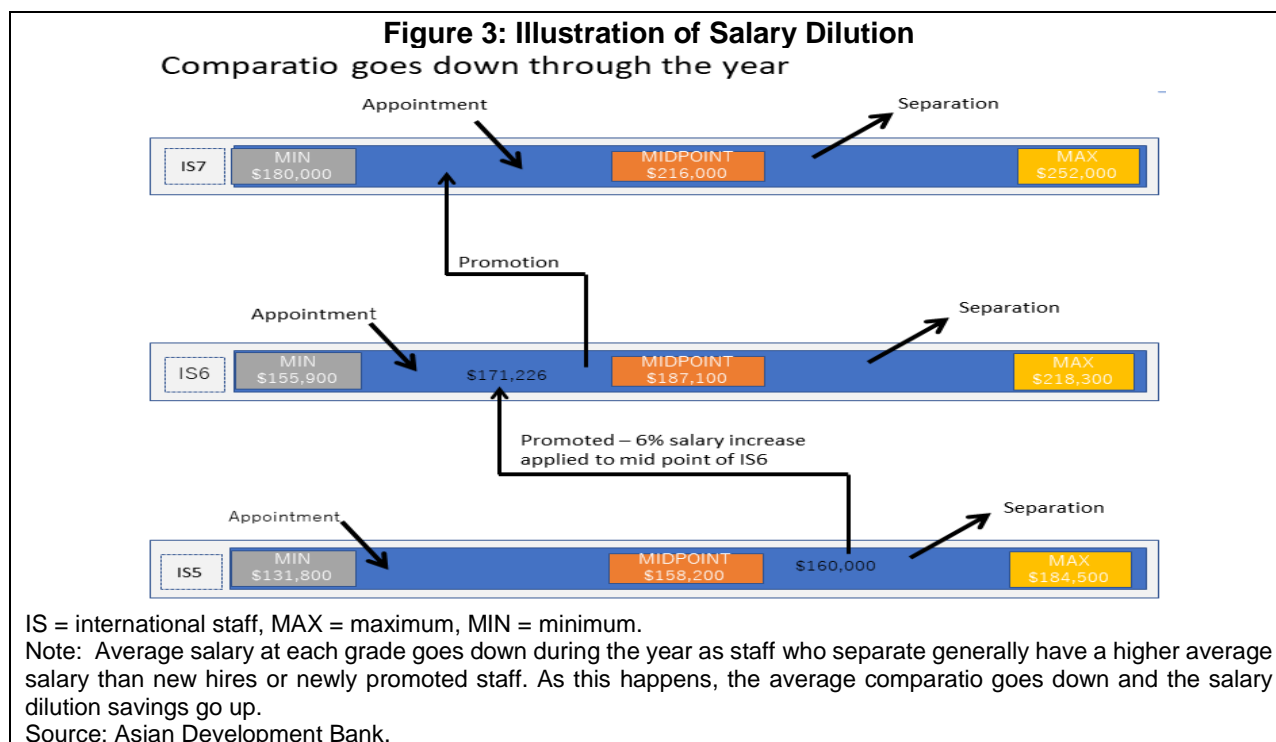
11. The competitive positioning of salaries preserves ADB's ability to attract, retain, and motivate staff of the caliber required to conduct its operations and meet client needs. The annual review assesses market pay levels to decide on (i) the salary structure adjustment percentage to ensure that ADB's salary range midpoints reflect the desired market position (para. 12); and (ii) the merit increase percentage to ensure that ADB enables high-performing staff to progress through their salary ranges over time as they develop their skills and capabilities (para. 13).

C. Salary Structure Adjustment

12. As the market levels of pay move over time, the salary structures need to be adjusted to remain reflective of the market. Benchmarking studies are conducted each year and based on the outcomes of this analysis, adjustments usually 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 adjustment applied to the current salary structure midpoints to align with the market. If the review supports a revision of the salary structure, appropriate recommendations and a corresponding budget request are made to provide funding to bring staff salaries in line with the movement of the salary structure.

D. Merit Increase

13. Employees should also typically 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. The merit increase component enables this salary progression. For 2019, this component will be fully funded by savings from the estimated salary dilution during the year. Salary dilution occurs when staff who leave the organization usually have higher salaries than the newly promoted staff or new hires who replace them, because the exiting staff will have progressed through their salary range over time. 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).



E. Total Average Salary Increase

14. The sum of the salary structure adjustment and merit increase (paras. 12 and 13) equals the total average salary increase, which is important for two reasons: (i) this is the overall budget available during the annual pay review for managers to allocate to staff (with individual salary increases driven by individual performance levels); (ii) this determines whether the funding will result in one of three scenarios:

- (i) improve the market competitiveness of staff salaries (increase in comparatio);
- (ii) maintain the market competitiveness of staff salaries (no change to comparatio); or
- (iii) reduce the market competitiveness of staff salaries (reduction in comparatio).

The proposals are set to broadly maintain the market competitiveness of salaries for the three staff categories (paras.16-29).

15. 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 has been funded wholly or partially through savings from salary dilution. 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. For ADB to reach a 100% comparatio, the merit increase will need to be greater than savings from salary dilution, requiring a budget request greater than the salary structure adjustment.

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

1. International Staff (IS)

16. For the period July 2018 to June 2019, instead of applying the market-based methodology to determine its MRPs as in previous years, the WBG adopted a structure adjustment of 1.1% as agreed between WBG management and shareholders in its 2018 capital increase discussions.⁴ Based on ADB's calculation, the MRPs would have increased by 2.6% for July 2018 to June 2019 if the WBG's methodology for determining MRPs (as set out in the 2016 Review of Staff Compensation for the World Bank Group)⁵ had been applied for this period. Movement in the MRPs based on this methodology is derived from data from a combination of public sector and private sector organizations:

- (i) one-third weight of 1.9%, being the public sector salary movement (based on the US Civil service as published by the US government's office of personnel management for 2018), and
- (ii) two-thirds weight of 3.0%, being the private sector salary movement (based on the 2018 forecast from the US annual salary budget surveys for US private sector companies by Willis Towers Watson, WorldatWork and Aon Hewitt).

For ADB's 2019 salaries, it is proposed to adopt an approach that reflects the two key parameters in setting salary structures as approved and reaffirmed in the 2010 and 2015 comprehensive compensation and benefits reviews, respectively:

- (i) adopting a market-based approach and aligning ADB's salary midpoints at the 75th percentile of the market; and
- (ii) recognizing WBG as a principal comparator and using WBG MRPs as a proxy for the international market.

A salary structure adjustment of 1.8% is proposed, based on a combination of (i) the 2.6% increase reflecting the market salary movement as calculated by ADB using WBG's methodology that has been in place until July 2018 as described above and (ii) the capped structure adjustment at WBG of 1.1% this year.

17. It is proposed that the merit increase is equivalent to the expected salary dilution for the year ahead, that is 1.8%. The proposed structure adjustment of 1.8% combined with the merit increase component of 1.8% results in an average salary increase of 3.6%. This achieves a similar comparatio as of 1 January 2018.

Table 1 and Appendix 1 (Table A1.1) show the progression of the international staff comparatio from 2014 to 2019.

⁴ The World Bank Group. 2018. *2018 Review of Staff Compensation for the World Bank Group and Awards Allocation*. Washington DC.

⁵ Until July 2018, WBG methodology has been to conduct a comprehensive market review every 3 years, and in the intervening years update salary structures according to projected salary increase data provided by WBG market data sources. If that cycle had continued, 2018 would have been an intervening year in which the methodology last published in the '2016 Review of Staff Compensation for the World Bank Group' paper (14 June 2016) would have been applicable.

Table 1: Historical Comparatio Information for International Staff, 2014–2019

Year	Confirmed Staff (number)	Overall Actual Comparatio (%)	
		as of 1 January	as of 31 December
2014	959	93.3	92.3
2015	963	93.9	92.8
2016	979	94.9	94.1
2017	963	96.0	94.6
2018	942	96.1	94.0–95.0 ^a
2019	1,047	96.7 ^b	

^a Estimated comparatio by 31 December 2018. A range is provided because the final comparatio will depend on actual staff movements.

^b Estimated comparatio on 1 January 2019 based on the ADB midpoints developed using the methodology described in para. 16, which reflects that the salary structure adjustments do not fully align with MRP growth.

Source: Asian Development Bank.

18. Appendix 1 (Table A1.1) shows the proposed salary structure adjustment, the average salary increase, and the resulting comparatio before and after the salary increase.

19. For 2019, market benchmarks for Hong Kong, China and Singapore were procured to check for comparability. For roles comparable to those at ADB, the average salary increases have been 4.0% for Hong Kong, China; and 4.0% for Singapore. The analysis shows that the proposed average salary increase of 3.6% is broadly in line with these Asian financial hubs.

2. National Staff and Administrative Staff at Headquarters

20. For NSAS at headquarters, Willis Towers Watson conducted a customized survey on ADB's behalf in August 2018 in accordance with the Board approved methodology. The group of 20 comparators broadly represents one-third public sector and two-thirds private sector companies in the Philippines (Appendix 1, Table A1.12). The sample consists of 40% large organizations (more than 2,000 staff), 40% medium-sized organizations (500-2,000 staff) and 20% small organizations (less than 500 staff).

21. The Philippine economy grew at a rate of 5.1%⁶ in 2018 with inflation at 5.0%⁷. Benchmarking of the 20 comparators show that ADB's salary range midpoints require an increase of 5.4% on average to reflect the desired market position for 2019.

22. Based on the survey results, the proposed average salary structure adjustment for NSAS at headquarters is 5.4% (in Philippine peso). The salary structure for NSAS in headquarters is expressed in gross salaries (Appendix 2, Table A2.2).

23. 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 2018 is 92.9%. The proposed merit increase of 2.6% (in Philippine peso) is funded by savings from salary dilution. The proposed average salary increase of 8.0% (in Philippine peso) maintains the comparatio at almost the same level as in 2018.

⁶ Growth Rate of per capita gross domestic product. ADB. 2018. *Asian Development Outlook 2018*. Manila.

⁷ ADB. 2018. *Asian Development Outlook 2018 Update*. Manila.

24. Appendix 1, Table A1.2 shows the salary structure adjustment, average salary increase, and inflation rate at headquarters from 2014 to 2019.

25. Appendix 1, Table A1.4 shows the proposed salary structure adjustment, the proposed average salary increase, and the resulting comparatio before and after the salary increase.

3. National Staff and Administrative Staff in Field Offices

26. 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 to determine market movements include the WBG structure adjustments and the market data supplied by established survey companies (Birches Group and Willis Towers Watson).

27. Based on the survey data analysis, the proposed salary structure adjustments across the field offices result in an average structure adjustment of 4.6% (in US dollars) for 2019. The various currencies are converted to US dollars based on the Bloomberg exchange rates as of 5 October 2018. The resulting salary structures effective 1 January 2019 for field offices are in Appendix 2, Tables A2.3–A2.43. The salary structures for NSAS in field offices are based on net salaries (net of income tax), except for Japan and the US where the salary structures are expressed in gross salaries.

28. The average salary structure adjustment and average salary increase for each field office from 2017 to 2019 are in Appendix 1, Table A1.3. The proposed average salary increase, salary structure adjustment, and the comparatio targets for each field office for 2019 are in Appendix 1, Table A1.5.

29. The proposed average salary increase of 7.0% (in US dollars) will maintain the comparatio at broadly the same level (96.0%) as of January 2019 (Appendix 1, Table A1.5) The comparatio was at 96.5% in January 2018.

G. Implementation of Salary Increases—The Annual Salary Review

30. The average salary increase, and the actual distribution of performance ratings will determine the salary increase matrix for each staff category and location. The salary increase given to an individual staff is based on the performance rating and is delivered as a percentage of the midpoint of the salary range for the respective grade level. An individual staff does not receive an automatic increase equal to the salary structure adjustment or a minimum cost-of-living increase. Staff with the lowest performance rating will not receive salary increase, and their individual salary can be lower than the minimum salary for their grade level.

31. Salary increase matrices will be linked to staff performance ratings (4, 3, 2 and 1) under the 2018 performance review.

- (i) Staff with the highest rating (4) will receive a fixed increase percentage above the average salary increase to reward extraordinary achievements. The number of (4) ratings is capped at a maximum of 10% of staff.
- (ii) For staff with a (3) rating, managers will have the flexibility to award salary increases within a guideline range, providing the opportunity to differentiate based on performance.

- (iii) For staff with a (2) rating, managers will have the flexibility to award salary increases within a guideline range (which will be positioned lower than the range for a (3) rating), providing the opportunity to differentiate based on performance.
- (iv) Staff with the lowest rating (1) will not receive salary increase.

The allocation of the salary increase budget using the salary increase matrix will ensure that adequate funding is available to differentiate based on performance and the ratings distribution.

IV. FACTORS DRIVING THE NEED FOR COMPETITIVE PAY

A. The Business Context

32. In support of Strategy 2030 and the Work Program and Budget Framework (WPBF) 2019-2021, ADB will need to expand its talent pool by hiring experts in priority areas, strengthening country presence, and building technical capacity in the resident missions. To support the operational priorities under Strategy 2030, the overall additional staff requirement in 2019 is 135 (105 international and national staff and 30 administrative staff). The optimization efforts are expected to offset the gross requirements by 50 (30 international and national staff; 20 administrative staff). As a result, ADB plans to recruit 85 new positions (50 international staff, 25 national staff, and 10 administrative staff) in 2019 and an additional 115 new positions during 2020-2021.

33. ADB's ability to attract talent and experts from a wide range of global sources and retain existing high-caliber staff is fundamental to meeting the WPBF 2019–2021 commitments. ADB needs to hire experts with advanced knowledge in specialized fields, including private sector operations, health and education, climate change mitigation and adaptation, infrastructure, railways and urban transport, and advanced technologies. 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. In addition to attracting new staff, maintaining high levels of staff engagement is more important than ever as ADB embarks on the implementation of Strategy 2030. This will be done in the context of ADB's continuing efforts in strengthening performance management and increasing productivity, while also ensuring effective and efficient use of its budget and staffing resources.

B. Challenges and Opportunities in Recruiting New Staff

34. ADB's competitiveness within its target group of potential employees continues to be a core challenge. Offering competitive salary and benefits remains critical for attracting new hires and retaining staff.

35. Scaling up of operations following Strategy 2030 will require ADB to substantially expand its workforce, with WPBF 2019–2021 estimating a need for 200 additional positions during the 3-year period. Additional positions (together with the positions vacated through the regular turnover) will allow ADB to recruit staff with (i) expertise in new priority areas, (ii) sound competencies focusing on a collaboration, innovation, and knowledge sharing, and (iii) the ability to capitalize on new information technologies.

36. While the recruitment outcomes in 2017 and 2018 have been strong, challenges remain in attracting and recruiting for some of the highly skilled areas, including for the experts' pool.

Given this background, recruitment is expected to be challenging in the new areas. Attracting quality staff and retaining existing staff will require ADB to be competitive with multilateral development banks, other international organizations, and the private sector in terms of compensation and benefits.

37. Information systems and technology has been a difficult area for staff recruitment. External labor markets for this specialized area, both local and international, remain highly competitive. To support ADB's Digital Agenda 2030, there will be a need for concerted outreach measures.

38. To support the scaling up and diversification of private sector operations in new and frontier markets as envisaged by Strategy 2030 and the consequent increased need for investment and risk management specialists, ADB will intensify its outreach efforts in the private sector.

39. ADB is strengthening its activities online to promote its image as an attractive employer and to reach out to a wider and more diverse group of potential candidates.

V. OTHER DEVELOPMENTS

40. **Gender pay gap study.** As part of ADB's 17-point action plan to increase gender equality, a gender pay gap study was conducted by consultancy firm Willis Towers Watson in 2018 to assess whether any gender-based unexplained pay gaps exist in ADB's starting salaries, salary progression, current salary, performance ratings, and promotions over the period of 10-year period years (2007–2017). The key findings of the study are as follows:

- (i) No significant unexplained gender pay gaps across ADB⁸:
- (ii) Analysis of the key variables that contribute to pay gaps:
 - (a) Hiring levels: a higher proportion of men than women are hired in senior levels across all staff categories
 - (b) Performance ratings: no gender-based differences in performance ratings
 - (c) Promotions: no gender-based differences in career progression (promotions)

Based on Willis Towers Watson's predictive model where job levels were not factored in, the unexplained pay gaps were all below 5% (Table 2).

Table 2: Unexplained Pay Gaps

Staff Category	Unexplained Pay Gap (%)^a
All International Staff	3.36
HQ national staff	2.76
HQ administrative staff	3.64

^a Positive percentage means pay gap is in favor of men.

Source: Asian Development Bank 2018 Gender Pay Gap Report.

The Economic Research and Regional Cooperation Department also conducted a supplementary analysis using a different methodology to determine if there are any unexplained pay gaps in the international staff population and the results concurred with the findings of the Willis Towers Watson study.

⁸ Based on a regression model that controls for certain explained factors around pay (performance, service, job level etc.). The unexplained pay gaps are then calculated, and "significant" is defined as gaps exceeding 5%.

41. **Staff mobility.** ADB promotes staff mobility to strengthen opportunities for career development for staff and to enhance collaboration and knowledge sharing between departments. Under the mobility framework, the rotation program and the short-term assignment (STA) program provide opportunities for staff at headquarters and in resident missions to broaden their skills and experiences in different locations, functions, and departments. ADB will continue to strengthen and expand mobility across departments and resident missions. ADB estimates about 60 staff will participate in STAs in 2019, of which 50% will entail an assignment at a different duty station. To support geographic assignments, ADB will provide STA mobility package to support temporary living and travel expenses of staff. ADB will also provide staff consultant resources to cover staff on STAs of long durations (above 6 months). To further support career management, ADB will provide career coaching services for staff.

42. **Performance Management.** The new performance review framework implemented in 2018 has a stronger link between ADB objectives and individual work plans, as well as more frequent feedback. The 360-degree assessment for international staff in management roles (IS7–IS10) adopted in 2017 is helping strengthen leadership. Salary increases are based on individual performance.

VI. BUDGETARY IMPACT

43. The proposed salary increase for 2019 due to salary structure adjustments is estimated at \$4.7 million, which includes \$3.3 million for international staff, \$0.1 million for NSAS at headquarters, and \$1.3 million for NSAS in field offices. Table 3 shows the total estimated cost of the 2018 and 2019 increase in the salary budget by staff category.

Table 3: Budget Impact of Salary Structure Adjustments (\$ million)

Item	2018				2019			
	IS	HQ NSAS	FO NSAS	Total	IS	HQ NSAS	FO NSAS	Total
Salary Increases	3.9	(1.5) ^a	1.6	4.0	3.3	0.1 ^a	1.3	4.7
Salary-Related Benefits ^b	1.0	(0.4)	0.4	1.0	0.8	0.0	0.3	1.1

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

Note: Numbers may not sum precisely because of rounding.

^a The Philippine peso to US dollar exchange rate used in Asian Development Bank's budget is based on the Bloomberg full-year forecasted median rate. In the 2018 budget, the exchange rate was ₱51.10 to \$1, which is forecasted to be ₱53.80 to \$1 in 2019. The structure adjustment of 5.4% for NSAS at headquarters represents an increase equivalent to ₱130.5 million.

^b Includes staff retirement plan and insurance benefits.

Source: Asian Development Bank.

44. The \$4.7 million for salary increases represents 0.7% of the proposed 2019 budget, while the \$1.1 million for salary-related benefits represents 0.2%. Salaries and benefits are expected to represent 62.4% of the proposed 2019 internal administrative expenses budget. Table 4 shows the total salary increase in 2019 resulting from salary structure adjustments.

Table 4: Salary Structure Adjustment and Salary Increase

Staff Category	2018 Salary Budget (\$ million)	2019 Structure Adjustment (%)	2019 Salary Increase due to Structure Adjustment (\$ million)
International Staff	184.2	1.8%	3.3
NSAS at headquarters	47.3	0.1%	0.1
NSAS in field offices	27.4	4.6%	1.3
Total	258.9		4.7
	(₱ million)		(₱ million)
NSAS at headquarters	2,417.4	5.4%	130.5

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

Note: Numbers may not sum precisely because of rounding.

Source: Asian Development Bank.

VII. RECOMMENDATION

45. The President recommends that the Board approve the following effective 1 January 2019:
- (i) the salary structure for international staff (Appendix 2, Table A2.1): an average salary increase of 3.6% (in US dollars), which includes a salary structure adjustment of 1.8% and an additional merit increase of 1.8%;
 - (ii) the salary structure for NSAS at headquarters (Appendix 2, Table A2.2): an average salary increase of 8.0% (in Philippine pesos), which includes a salary structure adjustment of 5.4% and an additional merit increase of 2.6%; and
 - (iii) the salary structures for NSAS in field offices (Appendix 2, Tables A2.3–A2.43): an average salary increase of 7.0% (in US dollar equivalent), which includes a salary structure adjustment of 4.6% and an additional merit increase of 2.4%.
46. Upon approval of the recommendation in para. 45 the cost of the proposals will be reflected in the 2019 budget which will be considered by the Board on 14 December 2018.

SUPPLEMENTARY INFORMATION

A. Compensation Trends

Table A1.1: International Staff—Historical Comparatio, 2014–2019

Year				as of 1 January			as of 31 December		
	Structure Adjustment (%)	Average Salary Increase (%)	Confirmed Staff (No.)	Average Salary (\$)	Weighted Midpoints of Salary Structure (\$)	Overall Actual/Target Comparatio (%)	Average Salary (\$)	Weighted Midpoints of Salary Structure (\$)	Overall Actual Comparatio (%)
2014	2	3.1	959	150,478	161,201	93.3	149,645	162,084	92.3
2015	2.3	4	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	2.5	4.8	963	166,355	173,308	96.0	161,268	170,561	94.6
2018	2.2	3.9	942	172,146	179,042	96.1	166,025	175,765	94.0 – 95.0 ^a
2019	1.8	3.6	1,047	173,024	178,913	96.7 ^b			

^a Estimated comparatio by 31 December 2018. A range is provided because the final comparatio will depend on the actual staff movements.

^b Estimated comparatio on 1 January 2019 based on the ADB midpoints developed using the methodology described in para. 16 of the main text, which reflects that the salary structure adjustments do not fully align with MRP growth. Source: Asian Development Bank.

Table A1.2: National Staff and Administrative Staff at Headquarters—Structure Adjustment and Salary Increase, 2014–2019

Year	Structure Adjustment ^a (%)	Average Salary Increase ^a (%)	Philippines Inflation Rate ^b (%)	Philippines Growth Rate of per capita GDP ^c (%)
2014	4.0	7.6	3.6	4.4
2015	4.5	7.6	0.7	4.9
2016	4.0	7.0	1.3	4.6
2017	5.6	7.4	2.9	5.0
2018	4.2	6.7	5.0	5.1
2019	5.4	8.0	4.0	5.2

^a In Philippine peso.

^b ADB. 2018. *Asian Development Outlook 2018 Update*. Manila. (Please note that inflation is not a determinant of ADB salaries, which are market-based.)

^c ADB. 2018. *Asian Development Outlook 2018*. Manila.

Source: Asian Development Bank.

**Table A1.3: National Staff and Administrative Staff in Field Offices
—Structure Adjustment and Salary Increase, 2017–2019**

Regional Department/Field Office Location	2017		2018		2019		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	6.3	8.1	3.6	5.4	10.3	12.4	\$
Azerbaijan	8.8	9.4	53.0	30.6	1.8	2.1	\$ ^a
Kazakhstan	0.0	4.2	0.0	4.5	3.4	8.0	\$
Kyrgyz Republic	6.8	6.8	3.8	3.8	3.4	6.0	\$
Tajikistan	4.3	5.3	1.7	2.0	4.1	4.4	\$
Turkmenistan	2.7	2.0	6.2	6.0	5.5	5.5	\$
Uzbekistan	9.6	8.1	13.3	13.0	1.0	5.7	\$
Armenia	4.2	5.3	1.4	2.0	2.8	5.8	AMD
Georgia	5.4	6.7	3.7	3.6	4.7	7.1	GEL
Pakistan	17.6	17.6	8.6	11.5	6.5	11.2	PRs
East Asia							
Mongolia	6.8	6.8	3.5	3.2	3.1	6.1	\$
PRC	8.2	10.9	4.4	7.2	3.5	5.9	CNY
Pacific							
Timor-Leste	4.8	4.8	2.8	2.9	10.9	10.9	\$
Australia	6.9	5.6	5.2	5.2	2.3	2.5	A\$
Fiji	8.1	6.7	12.9	12.3	4.4	4.4	F\$
PNG	9.1	9.6	4.3	4.1	4.0	3.9	K
Pacific Country Offices^b							
Samoa	1.5	2.0	0.0	2.0	0.0	2.0	ST
Solomon Islands	8.2	13.2	0.0	7.5	11.0	6.1	SI\$
Tonga	7.8	2.0	0.7	2.0	5.9	2.0	T\$
Vanuatu	9.8	2.0	6.2	6.2	0.5	2.0	Vt
South Asia							
Bangladesh	5.8	9.4	4.6	8.1	5.6	8.0	Tk
Bhutan	19.3	6.0	39.9	32.9	4.1	4.1	Nu
India	7.2	10.0	10.4	12.6	8.7	10.1	₹
Nepal	10.6	12.7	14.5	16.2	3.4	4.5	NRs
Sri Lanka	6.8	8.9	4.7	6.4	6.0	9.2	SLRs
Southeast Asia							
Cambodia	8.9	7.8	4.4	4.3	4.6	5.8	\$
Lao PDR	7.0	7.8	14.1	13.4	4.4	6.0	\$
Myanmar	7.8	2.0	10.4	6.5	5.8	3.9	\$
Viet Nam	4.4	6.2	2.8	6.2	4.1	8.8	\$
Indonesia	7.3	8.4	5.3	6.2	4.0	8.3	Rp
Thailand	4.8	5.4	3.8	4.8	2.2	4.8	B
Representative Offices							
US	2.8	3.8	4.2	4.1	0.0	2.0	\$
Germany	2.9	2.0	0.5	2.0	0.0	3.0	€
Japan	3.4	2.0	0.0	2.0	0.0	2.0	¥
Total/Average (in USD)	7.4	8.8	6.5	8.0	4.6	7.0	

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

^a The structure adjustment and salary increase in 2018 were based on Azerbaijan Manat. Effective 2 January 2018, Azerbaijan's salary currency was converted from Azerbaijan Manat (AZN) to US Dollar (USD).

^b The additional seven Pacific Country Offices do not currently have any confirmed staff.

Table A1.4: Proposed 2019 Average Salary Increase and Estimated Comparatio

Staff Category	Confirmed Staff (number)	Structure Adjustment (%)	Merit Increase (%)	Proposed Average Salary Increase (%)	Estimated Comparatio by 31 December 2018 (%)	Estimated Comparatio after Average Salary Increase (%)
IS ^a	1,047	1.8	1.8	3.6	94.0 – 95.0	96.7
NSAS HQ ^b	1,339	5.4	2.6	8.0	92.9	95.8
NSAS FO ^a	588	4.6	2.4	7.0	93.8	96.0

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

^a In United States dollars.

^b In Philippine pesos.

Notes:

1. 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 each staff category.
2. Comparatios should be assessed by comparing the same date in corresponding years (due to the impact of salary dilution). When comparing 1 January 2018 versus 1 January 2019 the movements for the three staff categories are:

International staff	96.1%–96.7%
NSAS in headquarters	95.5%–95.8%
NSAS in field offices	96.5%–96.0%

Source: Asian Development Bank.

Table A1.5: National Staff and Administrative Staff in Field Offices, 2019

Regional Department/Field Office Location	Confirmed Staff (No.)	Structure Adjustment (%)	Proposed Average Salary Increase (%)	Estimated Comparatio by 31 December 2018 (%)	Estimated Comparatio after Salary Increase (%)	Salary Currency	Exchange Rate ^a
Central West Asia							
Afghanistan	17	10.3	12.4	94.0	96.0	\$	1.00
Azerbaijan	8	1.8	2.1	97.1	97.4	\$	1.00
Kazakhstan	10	3.4	8.0	90.9	95.0	\$	1.00
Kyrgyz Republic	12	3.4	6.0	92.5	95.0	\$	1.00
Tajikistan	15	4.1	4.4	95.8	96.0	\$	1.00
Turkmenistan	4	5.5	5.5	99.9	99.9	\$	1.00
Uzbekistan	16	1.0	5.7	90.8	95.0	\$	1.00
Armenia	6	2.8	5.8	93.3	96.0	AMD	485.00
Georgia	8	4.7	7.1	93.6	96.0	GEL	2.62
Pakistan	38	6.5	11.2	90.7	95.0	PRs	123.13
East Asia							
Mongolia	21	3.1	6.1	93.3	96.0	\$	1.00
PRC	56	3.5	5.9	93.8	96.0	CNY	6.70
Pacific							
Timor-Leste	6	10.9	10.9	96.0	96.0	\$	1.00
Australia	11	2.3	2.5	95.8	96.0	A\$	1.33
Fiji	15	4.4	4.4	96.3	96.3	F\$	2.16
PNG	12	4.0	3.9	98.4	98.4	K	3.36
Pacific Country Offices^b							
Samoa	1	0.0	2.0			ST	2.59
Solomon Islands	1	11.0	6.1			SI\$	7.81
Tonga	1	5.9	2.0			T\$	2.26
Vanuatu	1	0.5	2.0			Vt	114.00
South Asia							
Bangladesh	46	5.6	8.0	92.7	95.0	Tk	83.93
Bhutan	2	4.1	4.1	97.3	97.3	Nu	73.79
India	61	8.7	10.1	94.8	96.0	₹	70.00
Nepal	39	3.4	4.5	95.0	96.0	NRs	117.90
Sri Lanka	30	6.0	9.2	92.2	95.0	SLRs	170.00
Southeast Asia							
Cambodia	28	4.6	5.8	94.9	96.0	\$	1.00
Lao PDR	21	4.4	6.0	94.4	96.0	\$	1.00
Myanmar	8	5.8	3.9	96.4	96.4	\$	1.00
Viet Nam	49	4.1	8.8	90.8	95.0	\$	1.00
Indonesia	28	4.0	8.3	91.3	95.0	Rp	14,600.00
Thailand	9	2.2	4.8	92.6	95.0	B	32.20
Representative Offices							
US	3	0.0	2.0	98.5	100.4	\$	1.00
Germany	2	0.0	3.0	84.4	86.9	€	0.81
Japan	3	0.0	2.0	119.2	121.5	¥	106.00
Total/Average (in USD)	588	4.6	7.0	93.8	96.0		

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 2018.

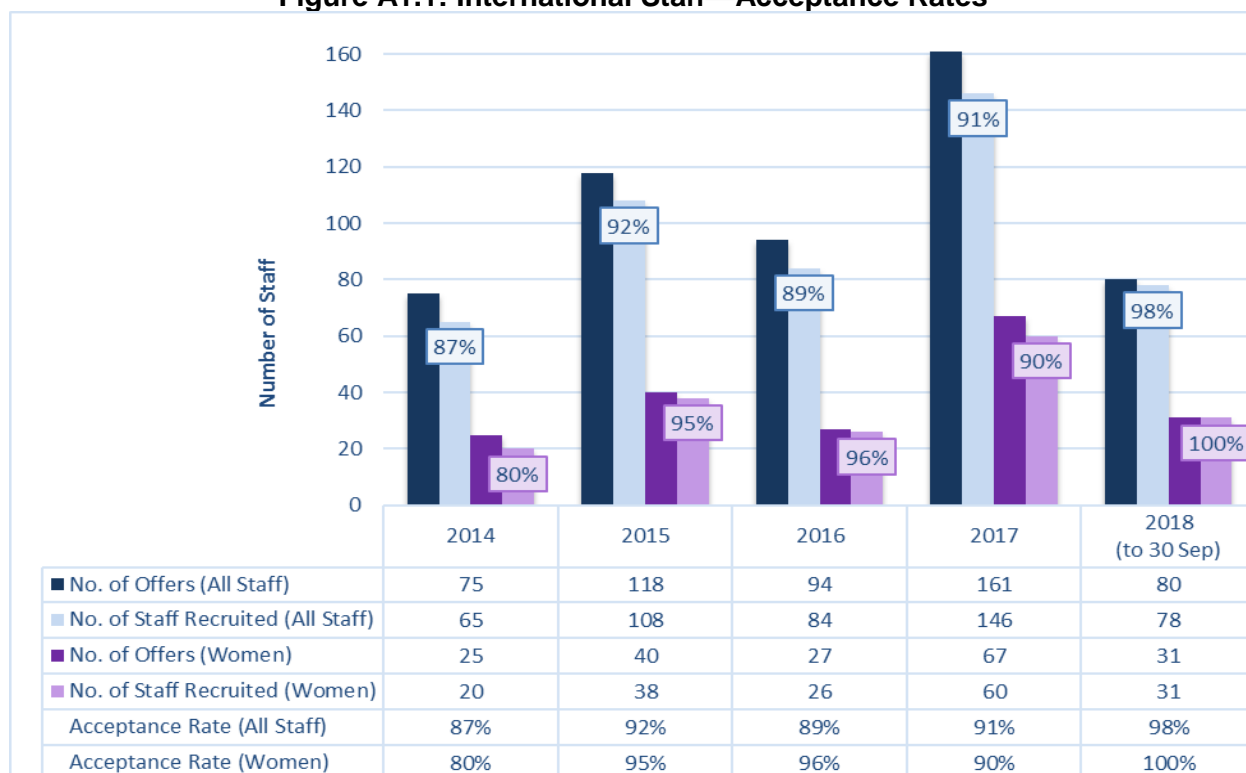
^b Comparatio values for field offices with only one staff are not shown for purposes of confidentiality. The additional seven Pacific Country Offices do not currently have any confirmed staff.

Source: Asian Development Bank.

B. Staff Recruitment

1. International Staff

Figure A1.1: International Staff—Acceptance Rates



Notes:

1. Number of offers refers to the number of written offers made to candidates following the completion of the recruitment process.
2. Acceptance rate refers to the number of recruited candidates expressed as a percentage of the total number of offers.
3. 2018 data only includes figures where the recruitment process has been completed.

Source: Asian Development Bank's Human Resources Management Information System.

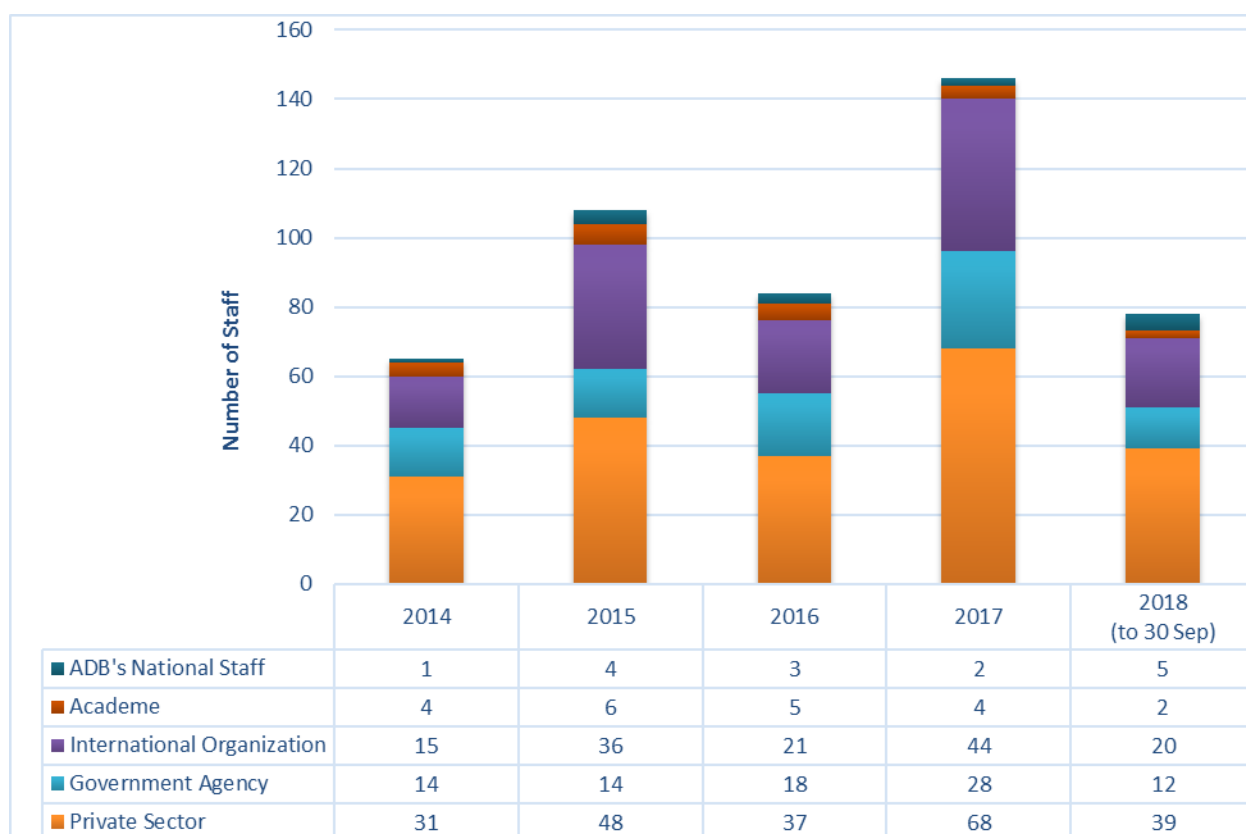
Table A1.6: International Staff—Recruitment by Level

Level		Number of Staff Recruited ^a				
		2014	2015	2016	2017	2018 (to 30 Sep)
IS1	All Staff	4	10	8	11	1
	Women	2	7	4	7	0
IS2	All Staff	4	8	2	9	4
	Women	1	2	0	5	3
IS3	All Staff	12	19	20	21	17
	Women	6	6	12	9	10
IS4	All Staff	26	47	27	62	28
	Women	8	18	4	25	13
IS5	All Staff	7	12	16	28	11
	Women	2	1	3	12	2
IS6	All Staff	4	1	3	7	9
	Women	0	1	1	0	1
IS7	All Staff	5	6	2	4	4
	Women	1	1	1	0	1
IS8	All Staff	0	1	0	0	1
	Women	0	0	0	0	0
IS9	All Staff	0	3	4	3	2
	Women	0	2	1	2	1
IS10	All Staff	3	1	2	1	1
	Women	0	0	0	0	0
Total	All Staff	65	108	84	146	78
	Women	20	38	26	60	31

IS=international staff.

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

Source: Asian Development Bank's Human Resources Management Information System.

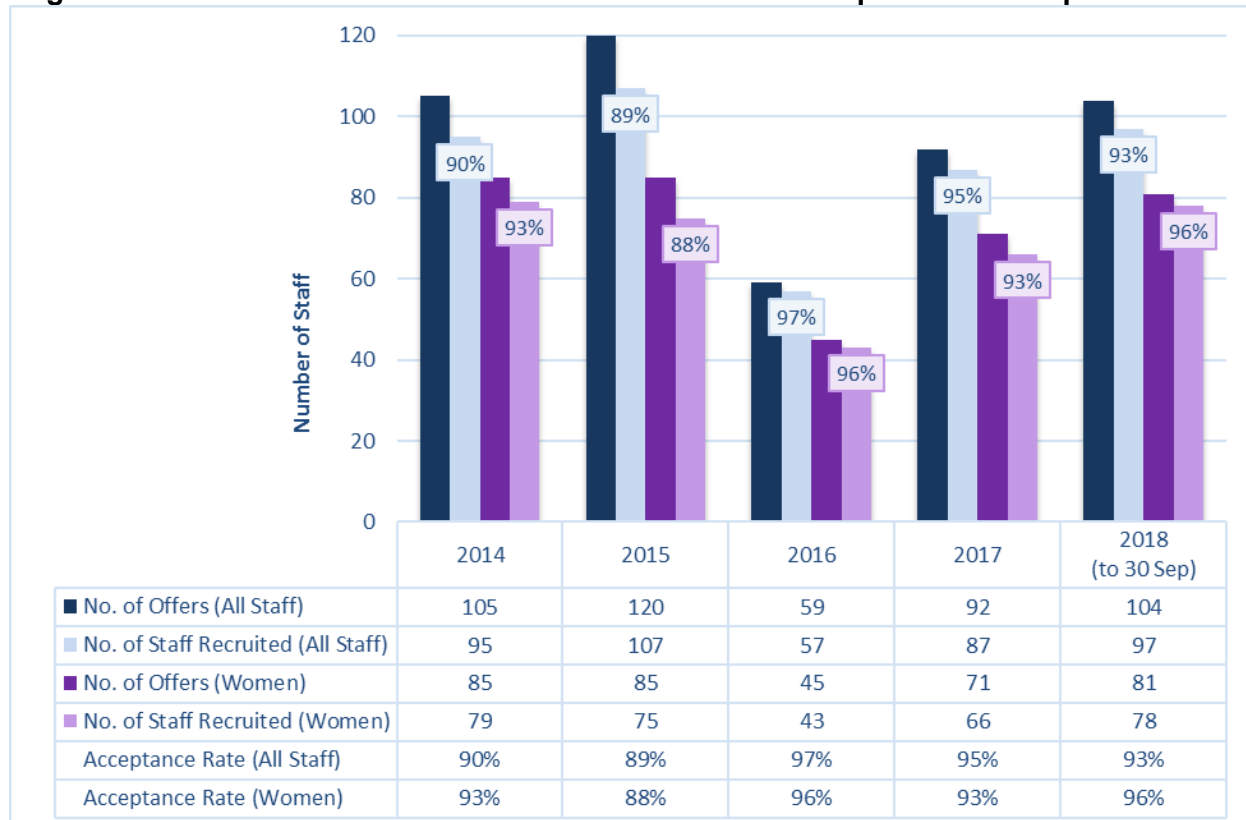
Figure A1.2: International Staff—Sources of Recruitment**Notes:**

1. In addition to staff recruited from outside ADB, the number of ADB national staff hired into international staff positions is shown.
2. Internal hires (international staff hired into a different international staff role) are not included.

Source: Asian Development Bank's Human Resources Management Information System.

2. National Staff and Administrative Staff (Headquarters)

Figure A1.3: National Staff and Administrative Staff at Headquarters—Acceptance Rates



Notes:

1. Number of offers refers to the number of written offers made to candidates following the completion of the recruitment process.
2. Acceptance rate refers to the number of recruited candidates expressed as a percentage of the total number of offers.
3. 2018 data only includes figures where the recruitment process has been completed.

Source: Asian Development Bank's Human Resources Management Information System.

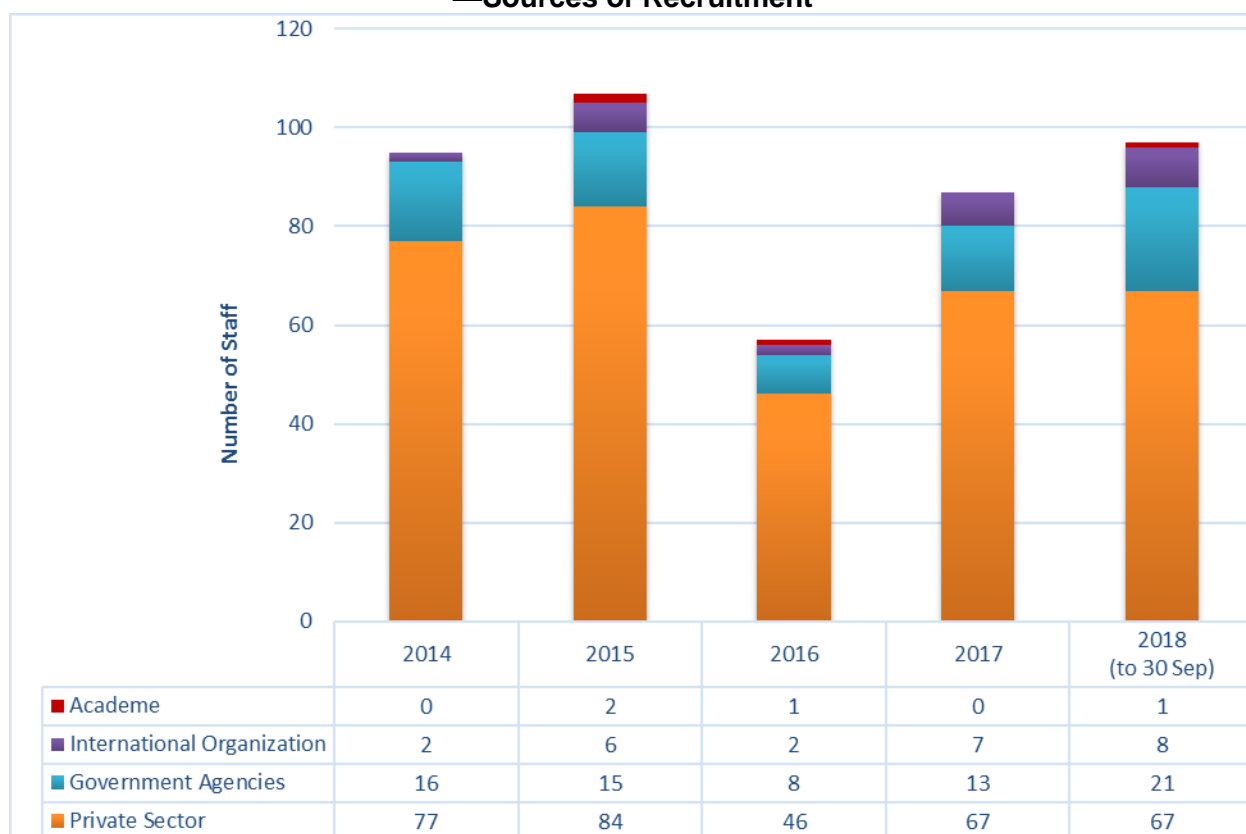
**Table A1.7: National Staff and Administrative Staff at Headquarters
—Recruitment by Level**

Staff Category	Level	Number of Staff Recruited ^a					
		2014	2015	2016	2017	2018 (to 30 Sep)	
Administrative Staff	AS1	All Staff	0	0	0	0	0
		Women	0	0	0	0	0
	AS2	All Staff	0	0	0	0	0
		Women	0	0	0	0	0
	AS3	All Staff	5	7	2	3	0
		Women	5	4	1	3	0
	AS4	All Staff	60	57	23	19	39
		Women	53	42	17	16	39
	AS5	All Staff	5	6	6	11	13
		Women	3	6	4	10	9
	AS6	All Staff	5	10	9	10	11
		Women	2	5	7	7	6
	AS7	All Staff	3	5	7	13	7
		Women	3	4	6	8	7
National Staff	NS1	All Staff	10	5	5	20	10
		Women	8	3	5	16	7
	NS2	All Staff	5	6	3	6	9
		Women	4	4	2	4	8
	NS3	All Staff	1	6	2	4	5
		Women	0	4	1	1	1
	NS4	All Staff	0	3	0	1	0
		Women	0	2	0	1	0
	NS5	All Staff	1	2	0	0	3
		Women	1	1	0	0	1
	NS6	All Staff	0	0	0	0	0
		Women	0	0	0	0	0
	NS7	All Staff	0	0	0	0	0
		Women	0	0	0	0	0
Total	All Staff	95	107	57	87	97	
	Women	79	75	43	66	78	

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

Source: Asian Development Bank's Human Resources Management Information System.

**Figure A1.4: National Staff and Administrative Staff at Headquarters
—Sources of Recruitment**



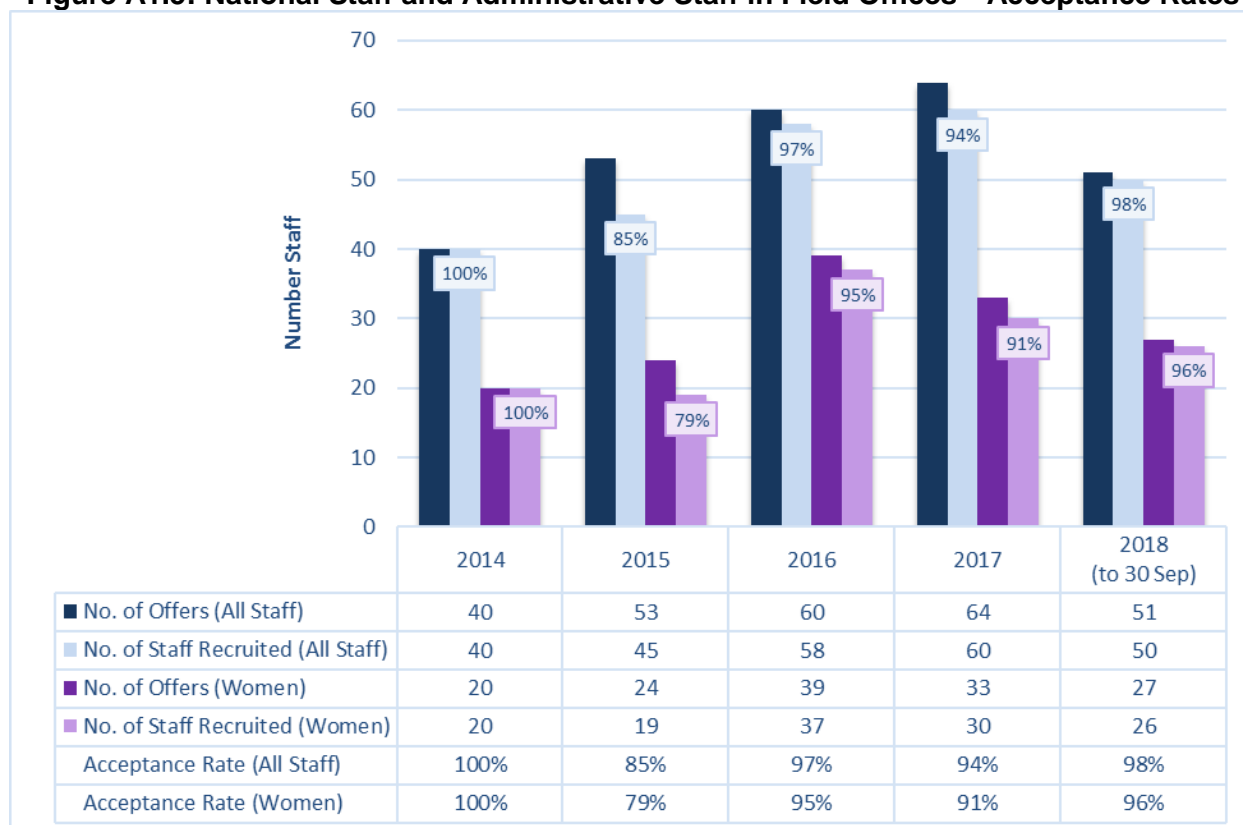
Note:

Internal hires (national and administrative staff hired into a different national and administrative staff role) are not included.

Source: Asian Development Bank's Human Resources Management Information System.

3. National Staff and Administrative Staff (Field Offices)

Figure A1.5: National Staff and Administrative Staff in Field Offices—Acceptance Rates



Notes:

1. Number of offers refers to the number of written offers made to candidates following the completion of the recruitment process.
 2. Acceptance rate refers to the number of recruited candidates expressed as a percentage of the total number of offers.
 3. 2018 data only includes figures where the recruitment process has been completed.
- Source: Asian Development Bank's Human Resources Management Information System.

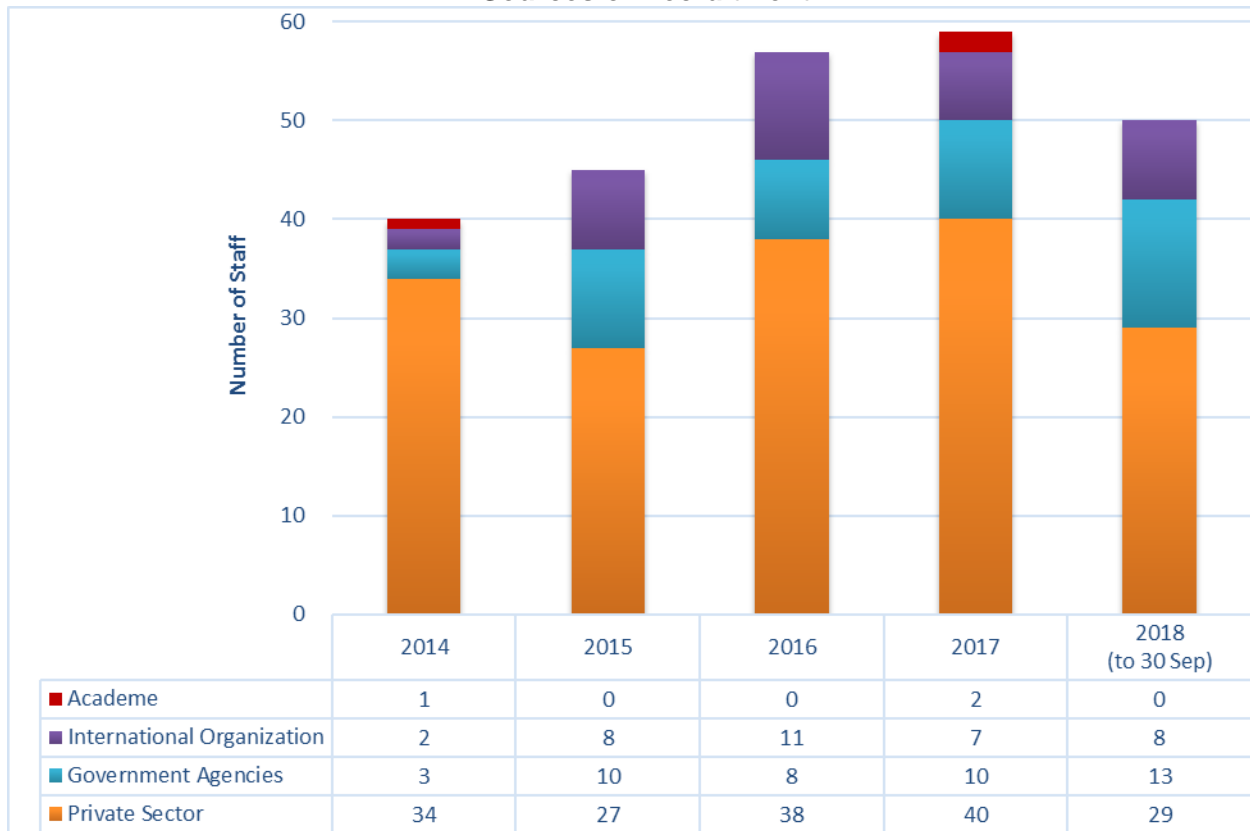
Table A1.8: National Staff and Administrative Staff in Field Offices—Recruitment by Level

Staff Category	Level	Number of Staff Recruited ^a					
		2014	2015	2016	2017	2018 (to 30 Sep)	
Administrative Staff	AS1	All Staff	0	0	0	0	0
		Women	0	0	0	0	0
	AS2	All Staff	0	0	0	0	0
		Women	0	0	0	0	0
	AS3	All Staff	3	2	5	0	0
		Women	2	2	5	0	0
	AS4	All Staff	5	5	5	11	11
		Women	5	4	2	7	9
	AS5	All Staff	5	1	3	4	3
		Women	4	1	2	3	2
	AS6	All Staff	6	14	13	16	13
		Women	3	7	10	8	5
	AS7	All Staff	1	1	2	4	2
		Women	1	0	1	1	2
National Staff	NS1	All Staff	5	3	4	8	10
		Women	1	2	3	2	3
	NS2	All Staff	7	7	13	9	5
		Women	3	0	5	4	3
	NS3	All Staff	5	12	9	6	5
		Women	1	3	6	5	1
	NS4	All Staff	2	0	0	1	1
		Women	0	0	0	0	1
	NS5	All Staff	1	0	3	1	0
		Women	0	0	2	0	0
	NS6	All Staff	0	0	1	0	0
		Women	0	0	1	0	0
	NS7	All Staff	0	0	0	0	0
		Women	0	0	0	0	0
Total	All Staff	40	45	58	60	50	
	Women	20	19	37	30	26	

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

Source: Asian Development Bank's Human Resources Management Information System.

**Figure A1.6: National Staff and Administrative Staff in Field Offices
—Sources of Recruitment**



Note:

Internal hires (national and administrative staff hired into a different national and administrative staff role) are not included.

Source: Asian Development Bank's Human Resources Management Information System.

C. Staff Retention**1. International Staff****Table A1.9: International Staff—Termination Rates**

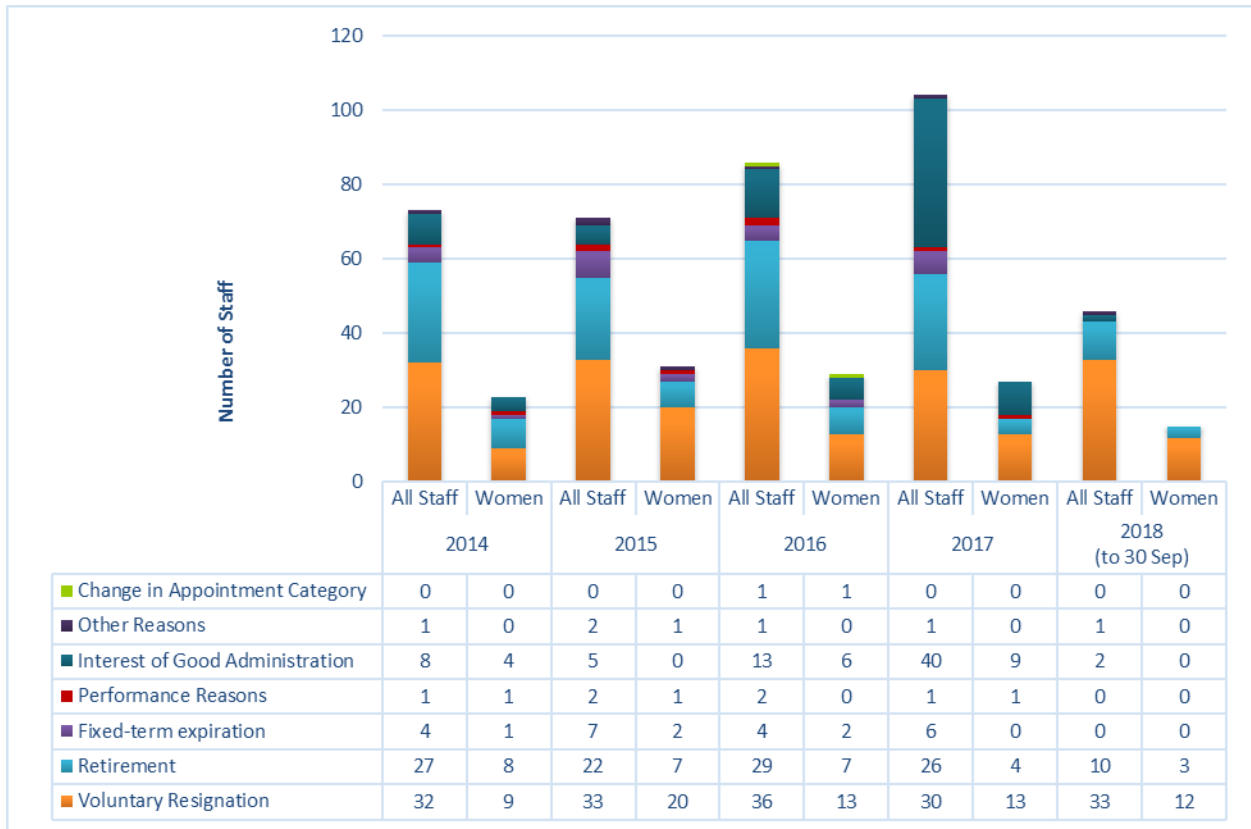
Year	No. of Staff as of		Voluntary Resignations				Other Terminations				Total Terminations			
	1 January		Count		Rates (%)		Count		Rates (%)		Count		Rates (%)	
	All Staff	Women	All Staff	Women	All Staff	Women	All Staff	Women	All Staff	Women	All Staff	Women	All Staff	Women
2014	1,059	369	32	9	3.0	2.4	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	1,078	369	30	13	2.8	3.5	74	14	6.9	3.8	104	27	9.6	7.3
2018 (to 30 Sep)	1,136	400	33	12	2.9	3.0	13	3	1.1	0.8	46	15	4.0	3.8

Notes:

1. Voluntary resignation rate refers to 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).
2. Other termination rate refers to 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). These include:
 - (i) retirement (e.g., normal, early, incapacity);
 - (ii) expiration of fixed-term contract;
 - (iii) interest of good administration (e.g. mutually agreed separation, early separation program);
 - (iv) performance reasons (e.g., non-confirmation of appointment, misconduct);
 - (v) change in appointment category; and
 - (vi) other reasons (e.g., death, ill health).

Source: Asian Development Bank's Human Resources Management Information System.

Figure A1.7: International Staff—Reasons for Termination



Source: Asian Development Bank’s Human Resources Management Information System.

2. National Staff and Administrative Staff (Headquarters)

Table A1.10: National Staff and Administrative Staff at Headquarters—Termination Rates

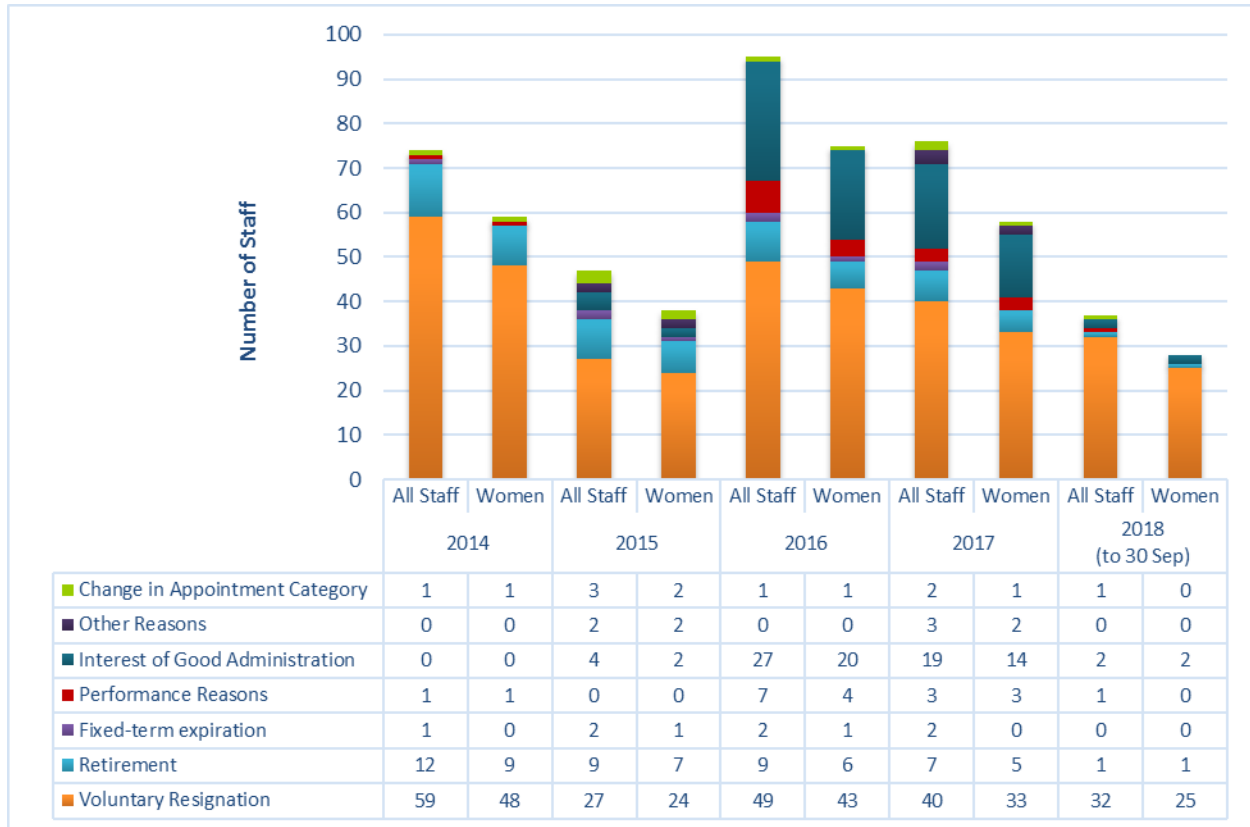
Year	No. of Staff as of 1 January		Voluntary Resignations				Other Terminations				Total Terminations			
	All Staff	Women	All Staff	Women	All Staff	Women	All Staff	Women	All Staff	Women	All Staff	Women	All Staff	Women
2014	1,336	1,084	59	48	4.4	4.4	15	11	1.1	1.0	74	59	5.5	5.4
2015	1,349	1,095	27	24	2.0	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	40	33	2.9	3.0	36	25	2.6	2.3	76	58	5.5	5.2
2018 (to 30 Sep)	1,387	1,111	32	25	2.3	2.3	5	3	0.4	0.3	37	28	2.7	2.5

Notes:

1. Voluntary resignation rate refers to 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).
2. Other termination rate refers to 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). These include:
 - (i) retirement (e.g., normal, early, incapacity);
 - (ii) expiration of fixed-term contract;
 - (iii) interest of good administration (e.g. mutually agreed separation, early separation program);
 - (iv) performance reasons (e.g., non-confirmation of appointment, misconduct);
 - (v) change in appointment category; and
 - (vi) other reasons (e.g., death, ill health).

Source: Asian Development Bank's Human Resources Management Information System.

**Figure A1.8: National Staff and Administrative Staff at Headquarters
—Reasons for Terminations**



Source: Asian Development Bank's Human Resources Management Information System.

3. National Staff and Administrative Staff (Field Offices)

Table A1.11: National Staff and Administrative Staff in Field Offices—Termination Rates

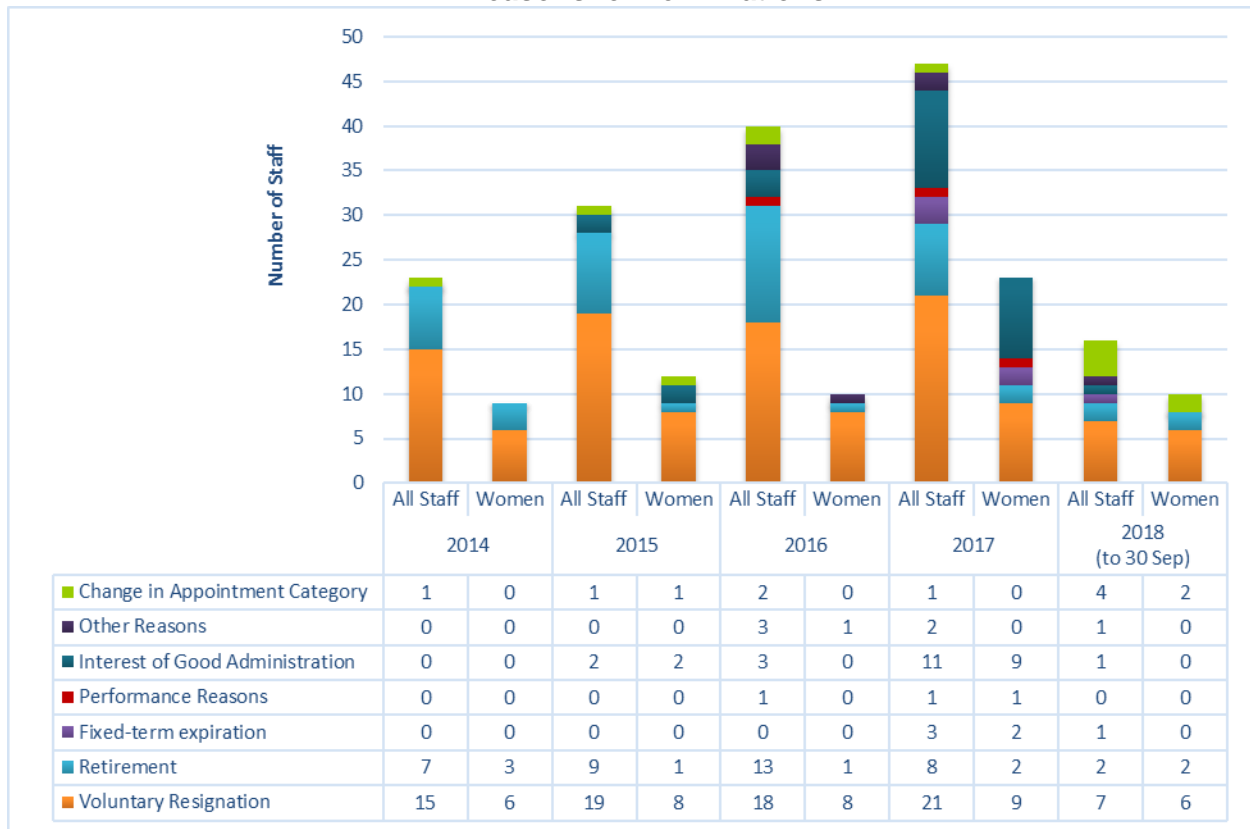
Year	No. of Staff as of 1 January		Voluntary Resignations				Other Terminations				Total Terminations			
			Count		Rates (%)		Count		Rates (%)		Count		Rates (%)	
	All Staff	Women	All Staff	Women	All Staff	Women	All Staff	Women	All Staff	Women	All Staff	Women	All Staff	Women
2014	550	272	15	6	2.7	2.2	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	599	318	21	9	3.5	2.8	26	14	4.3	4.4	47	23	7.8	7.2
2018 (to 30 Sep)	604	321	7	6	1.2	1.9	9	4	1.5	1.2	16	10	2.6	3.1

Notes:

1. Voluntary resignation rate refers to 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).
2. Other termination rate refers to 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). These include:
 - (i) retirement (e.g., normal, early, incapacity);
 - (ii) expiration of fixed-term contract;
 - (iii) interest of good administration (e.g. mutually agreed separation, early separation program);
 - (iv) performance reasons (e.g., non-confirmation of appointment, misconduct);
 - (v) change in appointment category; and
 - (vi) other reasons (e.g., death, ill health).

Source: Asian Development Bank's Human Resources Management Information System.

**Figure A1.9: National Staff and Administrative Staff in Field Offices
—Reasons for Terminations**



Source: Asian Development Bank's Human Resources Management Information System.

D. Comparator Information**Table A1.12: List of Comparators for Salary Review**

A. International Staff		World Bank Group		
B. National Staff and Administrative Staff (Headquarters)				
No.	Company Name	Line of Business	Headquarters	Total No. of Staff
1	ABS-CBN International	Media	Philippines	>2,000
2	Accenture	High Tech	Ireland	>2,000
3	Ayala Corporation	Holding Company	Philippines	<500
4	Citibank, N.A.	Finance	United States	>500
5	Coca-Cola FEMSA	Consumer	Mexico	>2,000
6	Energy Development Corporation	Energy		>500
7	Hewlett-Packard (HP)	High Tech	United States	<500
8	HSBC Limited	Finance	United Kingdom	>500
9	International Rice Research Institute	Supranational	Philippines	>500
10	Manila Electric Company	Energy	Philippines	>2,000
11	National Power Corporation	Energy	Philippines	>500
12	Nestle Philippines, Inc.	Consumer	Switzerland	>2,000
13	Philippine Long Distance Telephone Company / SMART Communications	High Tech	Philippines	>2,000
14	San Miguel Corporation	Consumer	Philippines	>2,000
15	Sun Life of Canada (Philippines), Inc.	Finance	Canada	>500
16	Unilever Philippines, Inc.	Consumer	Philippines	>500
17	United Laboratories, Inc.	Pharmaceutical	Philippines	>2,000
18	United States Embassy	Embassy	United States	>500
19	World Bank, Manila Office	Supranational	International	<500
20	World Health Organization	Supranational	International	<500
C. National Staff and Administrative Staff (Field Offices)				
1	World Bank Group			
2	Local comparator organizations (a mix of private and public sector organizations) ^a			

> = greater than, < = less than.

^a The Asian Development Bank has acquired local comparator organization data through survey providers Birches Group and Willis Towers Watson.

Source: Asian Development Bank; Willis Towers Watson's Survey Report.

PROPOSED SALARY STRUCTURES EFFECTIVE 1 JANUARY 2019
(unless otherwise stated, the structures reflect net salaries)

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

ADB Level	Minimum	Midpoint	Maximum	Range Spread (%)
IS1	85,700	94,300	102,800	20
IS2	94,600	108,800	123,000	30
IS3	105,000	123,400	141,800	35
IS4	122,600	144,100	165,500	35
IS5	137,400	164,900	192,400	40
IS6	161,800	194,200	226,500	40
IS7	186,400	223,700	261,000	40
IS8	217,400	260,900	304,400	40
IS9	248,500	298,200	347,900	40
IS10	267,100	320,500	373,900	40

Source: Asian Development Bank.

Table A2.2: National Staff and Administrative Staff at Headquarters^a
(₱ per year)

ADB Level	Minimum	Midpoint	Maximum	Range Spread (%)
Administrative Staff				
AS1	480,200	624,300	768,300	60
AS2	539,500	701,300	863,200	60
AS3	641,000	849,300	1,057,700	65
AS4	711,000	942,100	1,173,200	65
AS5	936,400	1,264,100	1,591,900	70
AS6	1,133,500	1,530,200	1,927,000	70
AS7	1,280,700	1,761,000	2,241,200	75
National Staff				
NS1	1,442,200	1,983,000	2,523,900	75
NS2	1,736,400	2,387,600	3,038,700	75
NS3	1,950,000	2,730,000	3,510,000	80
NS4	2,323,100	3,252,300	4,181,600	80
NS5	2,904,400	4,066,100	5,227,900	80
NS6	3,598,000	5,037,200	6,476,400	80

ADB = Asian Development Bank, AS = administrative staff, NS = national staff.

^a Salary structure reflects gross salaries.

Source: Asian Development Bank.

A. Central and West Asia

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

Level	Minimum	Midpoint	Maximum	Range Spread (%)
Administrative Staff				
AS1	15,100	19,600	24,200	60
AS2	15,500	20,200	24,800	60
AS3	19,300	25,600	31,800	65
AS4	21,200	28,100	35,000	65
AS5	24,900	33,600	42,300	70
AS6	26,500	35,800	45,100	70
AS7	31,500	43,300	55,100	75
National Staff				
NS1	36,800	50,600	64,400	75
NS2	41,600	57,200	72,800	75
NS3	49,100	68,800	88,400	80
NS4	56,400	79,000	101,500	80
NS5	67,300	94,200	121,100	80
NS6	71,400	99,900	128,500	80
NS7	75,400	105,600	135,700	80

ADB = Asian Development Bank, AS = administrative staff, NS = national staff.
Source: Asian Development Bank.

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

Level	Minimum	Midpoint	Maximum	Range Spread (%)
Administrative Staff				
AS1	4,452,000	5,787,000	7,123,000	60
AS2	5,045,000	6,558,000	8,072,000	60
AS3	5,580,000	7,394,000	9,207,000	65
AS4	6,038,000	8,001,000	9,963,000	65
AS5	7,300,000	9,855,000	12,410,000	70
AS6	8,210,000	11,083,000	13,957,000	70
AS7	9,489,000	13,047,000	16,606,000	75
National Staff				
NS1	10,941,000	15,044,000	19,147,000	75
NS2	12,395,000	17,043,000	21,691,000	75
NS3	16,008,000	22,411,000	28,814,000	80
NS4	17,615,000	24,661,000	31,707,000	80
NS5	22,390,000	31,346,000	40,302,000	80
NS6	23,719,000	33,206,000	42,694,000	80
NS7	27,195,000	38,073,000	48,951,000	80

ADB = Asian Development Bank, AS = administrative staff, NS = national staff.
Source: Asian Development Bank.

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

Level	Minimum	Midpoint	Maximum	Range Spread (%)
Administrative Staff				
AS1	15,500	20,100	24,800	60
AS2	16,900	22,000	27,000	60
AS3	18,900	25,000	31,200	65
AS4	19,900	26,400	32,800	65
AS5	23,100	31,200	39,300	70
AS6	24,500	33,100	41,700	70
AS7	30,500	42,000	53,400	75
National Staff				
NS1	36,400	50,000	63,700	75
NS2	42,600	58,600	74,600	75
NS3	45,000	63,000	81,000	80
NS4	47,100	66,000	84,800	80
NS5	59,300	83,000	106,700	80
NS6	69,100	96,800	124,400	80
NS7	76,500	107,100	137,700	80

ADB = Asian Development Bank, AS = administrative staff, NS = national staff.

Source: Asian Development Bank.

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

Level	Minimum	Midpoint	Maximum	Range Spread (%)
Administrative Staff				
AS1	27,100	35,200	43,400	60
AS2	30,600	39,800	49,000	60
AS3	33,400	44,300	55,100	65
AS4	38,000	50,300	62,700	65
AS5	41,800	56,400	71,100	70
AS6	44,400	60,000	75,500	70
AS7	50,900	70,000	89,100	75
National Staff				
NS1	58,700	80,700	102,700	75
NS2	69,100	95,000	120,900	75
NS3	86,200	120,700	155,200	80
NS4	108,400	151,800	195,100	80
NS5	130,600	182,900	235,100	80
NS6	140,400	196,500	252,700	80
NS7	154,400	216,100	277,900	80

ADB = Asian Development Bank, AS = administrative staff, NS = national staff.

Source: Asian Development Bank.

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

Level	Minimum	Midpoint	Maximum	Range Spread (%)
Administrative Staff				
AS1	11,800	15,400	19,000	60
AS2	13,200	17,200	21,100	60
AS3	14,300	19,000	23,600	65
AS4	15,900	21,100	26,200	65
AS5	17,500	23,600	29,800	70
AS6	20,100	27,100	34,200	70
AS7	24,000	33,000	42,000	75
National Staff				
NS1	27,800	38,100	48,600	75
NS2	32,400	44,500	56,700	75
NS3	44,200	61,900	79,600	80
NS4	51,800	72,600	93,300	80
NS5	65,000	91,000	117,000	80
NS6	77,100	108,000	138,800	80
NS7	84,800	118,800	152,700	80

ADB = Asian Development Bank, AS = administrative staff, NS = national staff.
Source: Asian Development Bank.

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

Level	Minimum	Midpoint	Maximum	Range Spread (%)
Administrative Staff				
AS1	10,400	13,500	16,600	60
AS2	11,400	14,800	18,200	60
AS3	12,400	16,400	20,500	65
AS4	13,500	17,900	22,300	65
AS5	14,100	19,000	24,000	70
AS6	15,600	21,000	26,500	70
AS7	17,500	24,100	30,600	75
National Staff				
NS1	20,200	27,800	35,400	75
NS2	22,800	31,300	39,900	75
NS3	25,900	36,200	46,600	80
NS4	28,900	40,400	52,000	80
NS5	34,400	48,200	61,900	80
NS6	39,100	54,800	70,400	80
NS7	43,000	60,200	77,400	80

ADB = Asian Development Bank, AS = administrative staff, NS = national staff.
Source: Asian Development Bank.

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

Level	Minimum	Midpoint	Maximum	Range Spread (%)
Administrative Staff				
AS1	785,000	1,021,000	1,256,000	60
AS2	924,000	1,201,000	1,478,000	60
AS3	1,095,000	1,451,000	1,807,000	65
AS4	1,283,000	1,700,000	2,117,000	65
AS5	1,656,000	2,236,000	2,815,000	70
AS6	1,932,000	2,608,000	3,284,000	70
AS7	2,409,000	3,312,000	4,216,000	75
National Staff				
NS1	3,268,000	4,493,000	5,719,000	75
NS2	4,012,000	5,517,000	7,021,000	75
NS3	5,561,000	7,785,000	10,010,000	80
NS4	6,489,000	9,085,000	11,680,000	80
NS5	8,541,000	11,957,000	15,374,000	80
NS6	9,419,000	13,187,000	16,954,000	80
NS7	10,719,000	15,006,000	19,294,000	80

ADB = Asian Development Bank, AS = administrative staff, NS = national staff.
Source: Asian Development Bank.

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

Level	Minimum	Midpoint	Maximum	Range Spread (%)
Administrative Staff				
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	12,800	17,000	21,100	65
AS5	14,200	19,200	24,100	70
AS6	15,600	21,100	26,500	70
AS7	18,500	25,400	32,400	75
National Staff				
NS1	21,000	28,900	36,800	75
NS2	23,900	32,800	41,800	75
NS3	28,600	40,000	51,500	80
NS4	32,400	45,400	58,300	80
NS5	36,400	50,900	65,500	80
NS6	38,600	54,000	69,500	80
NS7	42,400	59,400	76,300	80

ADB = Asian Development Bank, AS = administrative staff, NS = national staff.
Source: Asian Development Bank.

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

Level	Minimum	Midpoint	Maximum	Range Spread (%)
Administrative Staff				
AS1	10,600	13,800	17,000	60
AS2	12,200	15,900	19,500	60
AS3	13,600	18,000	22,400	65
AS4	15,200	20,200	25,100	65
AS5	16,600	22,400	28,200	70
AS6	17,900	24,100	30,400	70
AS7	20,300	27,900	35,500	75
National Staff				
NS1	24,300	33,400	42,500	75
NS2	27,300	37,600	47,800	75
NS3	35,600	49,900	64,100	80
NS4	40,000	56,000	72,000	80
NS5	49,200	68,900	88,600	80
NS6	51,600	72,200	92,900	80
NS7	56,700	79,400	102,100	80

ADB = Asian Development Bank, AS = administrative staff, NS = national staff.
Source: Asian Development Bank.

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

Level	Minimum	Midpoint	Maximum	Range Spread (%)
Administrative Staff				
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	13,100	17,400	21,600	65
AS5	14,400	19,400	24,500	70
AS6	15,600	21,100	26,500	70
AS7	18,700	25,700	32,700	75
National Staff				
NS1	22,100	30,400	38,700	75
NS2	25,500	35,100	44,600	75
NS3	32,600	45,700	58,700	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

ADB = Asian Development Bank, AS = administrative staff, NS = national staff.
Source: Asian Development Bank.

B. East Asia

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

Level	Minimum	Midpoint	Maximum	Range Spread (%)
Administrative Staff				
AS1	108,300	140,800	173,300	60
AS2	123,800	160,900	198,100	60
AS3	149,500	198,100	246,700	65
AS4	152,400	201,900	251,500	65
AS5	193,600	261,300	329,100	70
AS6	215,600	291,000	366,500	70
AS7	267,100	367,300	467,400	75
National Staff				
NS1	314,300	432,200	550,000	75
NS2	364,800	501,600	638,400	75
NS3	516,100	722,600	929,000	80
NS4	574,700	804,600	1,034,500	80
NS5	810,300	1,134,400	1,458,500	80
NS6	857,500	1,200,500	1,543,500	80
NS7	940,200	1,316,300	1,692,400	80

ADB = Asian Development Bank, AS = administrative staff, NS = national staff.
Source: Asian Development Bank.

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

Level	Minimum	Midpoint	Maximum	Range Spread (%)
Administrative Staff				
AS1	9,700	12,600	15,500	60
AS2	10,800	14,100	17,300	60
AS3	12,300	16,300	20,300	65
AS4	13,400	17,700	22,100	65
AS5	16,700	22,600	28,400	70
AS6	18,700	25,200	31,800	70
AS7	20,700	28,500	36,200	75
National Staff				
NS1	25,400	34,900	44,500	75
NS2	28,900	39,800	50,600	75
NS3	34,900	48,900	62,800	80
NS4	38,100	53,400	68,600	80
NS5	52,700	73,800	94,900	80
NS6	55,800	78,100	100,400	80
NS7	60,000	84,000	108,000	80

ADB = Asian Development Bank, AS = administrative staff, NS = national staff.
Source: Asian Development Bank.

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

Level	Minimum	Midpoint	Maximum	Range Spread (%)
Administrative Staff				
AS1	37,600	48,900	60,200	60
AS2	38,200	49,600	61,100	60
AS3	45,200	59,900	74,600	65
AS4	49,700	65,800	82,000	65
AS5	52,400	70,800	89,100	70
AS6	57,200	77,200	97,200	70
AS7	64,200	88,300	112,400	75
National Staff				
NS1	71,100	97,800	124,400	75
NS2	80,100	110,100	140,200	75
NS3	96,100	134,600	173,000	80
NS4	101,100	141,600	182,000	80
NS5	118,700	166,200	213,700	80
NS6	125,200	175,300	225,400	80
NS7	137,800	192,900	248,000	80

ADB = Asian Development Bank, AS = administrative staff, NS = national staff.
Source: Asian Development Bank.

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

Level	Minimum	Midpoint	Maximum	Range Spread (%)
Administrative Staff				
AS1	20,500	26,600	32,800	60
AS2	21,600	28,100	34,600	60
AS3	26,900	35,700	44,400	65
AS4	28,800	38,100	47,500	65
AS5	32,900	44,400	55,900	70
AS6	35,000	47,200	59,500	70
AS7	40,700	56,000	71,200	75
National Staff				
NS1	51,600	71,000	90,300	75
NS2	59,400	81,700	104,000	75
NS3	78,700	110,200	141,700	80
NS4	85,900	120,200	154,600	80
NS5	101,900	142,600	183,400	80
NS6	110,400	154,500	198,700	80
NS7	126,700	177,400	228,100	80

ADB = Asian Development Bank, AS = administrative staff, NS = national staff.
Source: Asian Development Bank.

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

Level	Minimum	Midpoint	Maximum	Range Spread (%)
Administrative Staff				
AS1	24,700	32,100	39,500	60
AS2	27,500	35,700	44,000	60
AS3	32,000	42,400	52,800	65
AS4	34,800	46,100	57,400	65
AS5	42,700	57,600	72,600	70
AS6	46,600	62,900	79,200	70
AS7	58,000	79,800	101,500	75
National Staff				
NS1	70,500	97,000	123,400	75
NS2	83,100	114,200	145,400	75
NS3	112,900	158,100	203,200	80
NS4	125,100	175,100	225,200	80
NS5	159,100	222,700	286,400	80
NS6	169,000	236,600	304,200	80
NS7	172,700	241,800	310,900	80

ADB = Asian Development Bank, AS = administrative staff, NS = national staff.
Source: Asian Development Bank.

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

Level	Minimum	Midpoint	Maximum	Range Spread (%)
Administrative Staff				
AS1	5,800	7,600	9,300	60
AS2	6,700	8,700	10,700	60
AS3	7,500	10,000	12,400	65
AS4	9,100	12,100	15,000	65
AS5	10,900	14,700	18,500	70
AS6	12,100	16,400	20,600	70
AS7	15,600	21,500	27,300	75
National Staff				
NS1	19,800	27,200	34,700	75
NS2	21,800	30,000	38,200	75
NS3	26,900	37,700	48,400	80
NS4	30,100	42,100	54,200	80
NS5	39,700	55,600	71,500	80
NS6	42,600	59,600	76,700	80
NS7	49,400	69,100	88,900	80

ADB = Asian Development Bank, AS = administrative staff, NS = national staff.
Source: Asian Development Bank.

D. Pacific Country Offices**Table A2.19: Pacific Country Office in Samoa**
(ST per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
Administrative Staff				
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
National Staff				
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	88,000	123,200	158,400	80
NS6	103,200	144,500	185,800	80
NS7	113,600	159,000	204,500	80

ADB = Asian Development Bank, AS = administrative staff, NS = national staff.

Source: Asian Development Bank.

Table A2.20: Pacific Country Office in Solomon Islands
(SI\$ per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
Administrative Staff				
AS1	53,800	69,900	86,100	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	72,000	97,200	122,400	70
AS6	75,200	101,500	127,800	70
AS7	87,000	119,600	152,300	75
National Staff				
NS1	95,700	131,600	167,500	75
NS2	103,600	142,400	181,300	75
NS3	111,800	156,500	201,200	80
NS4	121,800	170,500	219,200	80
NS5	142,800	199,900	257,000	80
NS6	163,800	229,300	294,800	80
NS7	180,100	252,200	324,200	80

ADB = Asian Development Bank, AS = administrative staff, NS = national staff.

Source: Asian Development Bank.

Table A2.21: Pacific Country Office in Tonga
(T\$ per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
Administrative Staff				
AS1	10,100	13,100	16,200	60
AS2	11,000	14,300	17,600	60
AS3	12,700	16,800	21,000	65
AS4	13,700	18,200	22,600	65
AS5	15,100	20,400	25,700	70
AS6	17,000	22,900	28,900	70
AS7	19,100	26,300	33,400	75
National Staff				
NS1	21,700	29,800	38,000	75
NS2	23,500	32,300	41,100	75
NS3	29,800	41,700	53,600	80
NS4	32,600	45,600	58,700	80
NS5	42,100	58,900	75,800	80
NS6	44,400	62,200	79,900	80
NS7	48,900	68,400	88,000	80

ADB = Asian Development Bank, AS = administrative staff, NS = national staff.
Source: Asian Development Bank.

Table A2.22: Pacific Country Office in Vanuatu
(Vt per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
Administrative Staff				
AS1	1,128,000	1,467,000	1,805,000	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
National Staff				
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	5,781,000	8,093,000	10,406,000	80
NS5	6,536,000	9,150,000	11,765,000	80
NS6	6,744,000	9,442,000	12,139,000	80
NS7	7,419,000	10,386,000	13,354,000	80

ADB = Asian Development Bank, AS = administrative staff, NS = national staff.
Source: Asian Development Bank.

Table A2.23: Pacific Country Office in Cook Islands
(NZ\$ per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
Administrative Staff				
AS1	13,500	17,500	21,600	60
AS2	15,400	20,000	24,600	60
AS3	15,500	20,500	25,600	65
AS4	17,400	23,000	28,700	65
AS5	18,900	25,500	32,100	70
AS6	24,100	32,500	41,000	70
AS7	29,900	41,100	52,300	75
National Staff				
NS1	39,900	54,900	69,800	75
NS2	49,900	68,600	87,300	75
NS3	51,900	72,600	93,400	80
NS4	54,000	75,600	97,200	80
NS5	56,100	78,500	101,000	80
NS6	58,900	82,500	106,000	80
NS7	64,800	90,800	116,600	80

ADB = Asian Development Bank, AS = administrative staff, NS = national staff.
Source: Asian Development Bank.

Table A2.24: Pacific Country Office in the Federated States of Micronesia
(\$ per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
Administrative Staff				
AS1	8,000	10,400	12,800	60
AS2	9,100	11,800	14,600	60
AS3	10,300	13,700	17,000	65
AS4	11,500	15,300	19,000	65
AS5	13,000	17,500	22,100	70
AS6	14,200	19,200	24,100	70
AS7	15,700	21,600	27,500	75
National Staff				
NS1	20,100	27,600	35,200	75
NS2	23,900	32,800	41,800	75
NS3	27,100	37,900	48,800	80
NS4	30,700	43,000	55,300	80
NS5	33,800	47,300	60,800	80
NS6	37,100	52,000	66,800	80
NS7	40,900	57,300	73,600	80

ADB = Asian Development Bank, AS = administrative staff, NS = national staff.
Source: Asian Development Bank.

Table A2.25: Pacific Country Office in Kiribati
(A\$ per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
Administrative Staff				
AS1	7,800	10,100	12,500	60
AS2	8,800	11,400	14,100	60
AS3	9,700	12,800	16,000	65
AS4	10,800	14,300	17,800	65
AS5	11,600	15,700	19,700	70
AS6	13,500	18,200	23,000	70
AS7	15,300	21,000	26,800	75
National Staff				
NS1	16,100	22,100	28,200	75
NS2	17,300	23,800	30,300	75
NS3	20,100	28,200	36,200	80
NS4	21,600	30,200	38,900	80
NS5	23,400	32,800	42,100	80
NS6	25,300	35,400	45,500	80
NS7	27,900	39,000	50,200	80

ADB = Asian Development Bank, AS = administrative staff, NS = national staff.

Source: Asian Development Bank.

Table A2.26: Pacific Country Office in Nauru
(A\$ per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
Administrative Staff				
AS1	8,900	11,600	14,200	60
AS2	9,400	12,200	15,000	60
AS3	9,700	12,800	16,000	65
AS4	10,200	13,500	16,800	65
AS5	10,400	14,100	17,700	70
AS6	11,600	15,600	19,700	70
AS7	12,400	17,100	21,700	75
National Staff				
NS1	13,500	18,600	23,600	75
NS2	14,200	19,500	24,900	75
NS3	14,500	20,300	26,100	80
NS4	15,300	21,400	27,500	80
NS5	16,100	22,500	29,000	80
NS6	17,600	24,700	31,700	80
NS7	19,400	27,200	34,900	80

ADB = Asian Development Bank, AS = administrative staff, NS = national staff.

Source: Asian Development Bank.

Table A2.27: Pacific Country Office in the Marshall Islands
(\$ per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
Administrative Staff				
AS1	9,500	12,300	15,200	60
AS2	10,800	14,000	17,300	60
AS3	11,800	15,700	19,500	65
AS4	12,800	17,000	21,100	65
AS5	13,600	18,300	23,100	70
AS6	17,500	23,600	29,800	70
AS7	20,400	28,000	35,700	75
National Staff				
NS1	22,600	31,100	39,600	75
NS2	24,600	33,800	43,100	75
NS3	29,800	41,700	53,600	80
NS4	35,400	49,600	63,700	80
NS5	42,500	59,500	76,500	80
NS6	49,600	69,500	89,300	80
NS7	54,600	76,400	98,300	80

ADB = Asian Development Bank, AS = administrative staff, NS = national staff.
Source: Asian Development Bank.

Table A2.28: Pacific Country Office in Palau
(\$ per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
Administrative Staff				
AS1	9,100	11,800	14,600	60
AS2	9,700	12,600	15,500	60
AS3	10,300	13,700	17,000	65
AS4	11,600	15,400	19,100	65
AS5	13,300	18,000	22,600	70
AS6	14,600	19,700	24,800	70
AS7	15,200	20,900	26,600	75
National Staff				
NS1	17,300	23,800	30,300	75
NS2	19,400	26,700	34,000	75
NS3	21,900	30,600	39,400	80
NS4	25,600	35,800	46,100	80
NS5	29,200	40,900	52,600	80
NS6	36,600	51,200	65,900	80
NS7	41,000	57,400	73,800	80

ADB = Asian Development Bank, AS = administrative staff, NS = national staff.
Source: Asian Development Bank.

Table A2.29: Pacific Country Office in Tuvalu
(A\$ per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
Administrative Staff				
AS1	5,500	7,200	8,800	60
AS2	6,500	8,400	10,400	60
AS3	7,200	9,600	11,900	65
AS4	8,100	10,700	13,400	65
AS5	8,700	11,700	14,800	70
AS6	9,600	12,900	16,300	70
AS7	10,200	14,000	17,900	75
National Staff				
NS1	11,100	15,300	19,400	75
NS2	12,000	16,500	21,000	75
NS3	13,400	18,700	24,100	80
NS4	14,900	20,800	26,800	80
NS5	17,600	24,600	31,700	80
NS6	20,300	28,400	36,500	80
NS7	22,300	31,200	40,100	80

ADB = Asian Development Bank, AS = administrative staff, NS = national staff.
Source: Asian Development Bank.

E. South Asia

Table A2.30: Bangladesh Resident Mission
(Tk per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
Administrative Staff				
AS1	658,000	856,000	1,053,000	60
AS2	692,000	899,000	1,107,000	60
AS3	868,000	1,150,000	1,432,000	65
AS4	1,022,000	1,354,000	1,686,000	65
AS5	1,154,000	1,558,000	1,962,000	70
AS6	1,236,000	1,668,000	2,101,000	70
AS7	1,656,000	2,277,000	2,898,000	75
National Staff				
NS1	2,172,000	2,987,000	3,801,000	75
NS2	2,805,000	3,857,000	4,909,000	75
NS3	3,662,000	5,127,000	6,592,000	80
NS4	4,718,000	6,605,000	8,492,000	80
NS5	5,774,000	8,084,000	10,393,000	80
NS6	5,934,000	8,307,000	10,681,000	80
NS7	6,451,000	9,032,000	11,612,000	80

ADB = Asian Development Bank, AS = administrative staff, NS = national staff.
Source: Asian Development Bank.

Table A2.31: Bhutan Resident Mission
(Nu per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
Administrative Staff				
AS1	342,000	444,000	547,000	60
AS2	358,000	465,000	573,000	60
AS3	424,000	562,000	700,000	65
AS4	435,000	576,000	718,000	65
AS5	499,000	673,000	848,000	70
AS6	519,000	700,000	882,000	70
AS7	574,000	789,000	1,005,000	75
National Staff				
NS1	617,000	849,000	1,080,000	75
NS2	691,000	950,000	1,209,000	75
NS3	887,000	1,242,000	1,597,000	80
NS4	981,000	1,373,000	1,766,000	80
NS5	1,132,000	1,585,000	2,038,000	80
NS6	1,204,000	1,685,000	2,167,000	80
NS7	1,326,000	1,857,000	2,387,000	80

ADB = Asian Development Bank, AS = administrative staff, NS = national staff.
Source: Asian Development Bank.

Table A2.32: India Resident Mission
(₹ per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
Administrative Staff				
AS1	445,000	579,000	712,000	60
AS2	534,000	694,000	854,000	60
AS3	615,000	815,000	1,015,000	65
AS4	684,000	906,000	1,129,000	65
AS5	876,000	1,183,000	1,489,000	70
AS6	1,063,000	1,435,000	1,807,000	70
AS7	1,246,000	1,713,000	2,181,000	75
National Staff				
NS1	1,559,000	2,143,000	2,728,000	75
NS2	1,889,000	2,598,000	3,306,000	75
NS3	2,879,000	4,031,000	5,182,000	80
NS4	3,572,000	5,001,000	6,430,000	80
NS5	5,230,000	7,322,000	9,414,000	80
NS6	5,717,000	8,004,000	10,291,000	80
NS7	6,219,000	8,707,000	11,194,000	80

ADB = Asian Development Bank, AS = administrative staff, NS = national staff.
Source: Asian Development Bank.

Table A2.33: Nepal Resident Mission
(NRs per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
Administrative Staff				
AS1	853,000	1,109,000	1,365,000	60
AS2	915,000	1,189,000	1,464,000	60
AS3	1,039,000	1,377,000	1,714,000	65
AS4	1,171,000	1,552,000	1,932,000	65
AS5	1,279,000	1,726,000	2,174,000	70
AS6	1,407,000	1,900,000	2,392,000	70
AS7	1,662,000	2,285,000	2,909,000	75
National Staff				
NS1	2,026,000	2,786,000	3,546,000	75
NS2	2,254,000	3,099,000	3,945,000	75
NS3	2,968,000	4,155,000	5,342,000	80
NS4	3,595,000	5,033,000	6,471,000	80
NS5	4,222,000	5,911,000	7,600,000	80
NS6	4,266,000	5,973,000	7,679,000	80
NS7	4,526,000	6,337,000	8,147,000	80

ADB = Asian Development Bank, AS = administrative staff, NS = national staff.
Source: Asian Development Bank.

Table A2.34: Sri Lanka Resident Mission
(SLRs per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
Administrative Staff				
AS1	1,078,000	1,401,000	1,725,000	60
AS2	1,251,000	1,626,000	2,002,000	60
AS3	1,441,000	1,909,000	2,378,000	65
AS4	1,596,000	2,115,000	2,633,000	65
AS5	1,898,000	2,562,000	3,227,000	70
AS6	2,238,000	3,021,000	3,805,000	70
AS7	2,679,000	3,684,000	4,688,000	75
National Staff				
NS1	3,278,000	4,507,000	5,737,000	75
NS2	3,958,000	5,442,000	6,927,000	75
NS3	5,397,000	7,556,000	9,715,000	80
NS4	6,433,000	9,006,000	11,579,000	80
NS5	9,910,000	13,874,000	17,838,000	80
NS6	10,449,000	14,628,000	18,808,000	80
NS7	11,274,000	15,783,000	20,293,000	80

ADB = Asian Development Bank, AS = administrative staff, NS = national staff.
Source: Asian Development Bank.

F. Southeast Asia

Table A2.35: Cambodia Resident Mission
(\$ per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
Administrative Staff				
AS1	8,400	10,900	13,400	60
AS2	9,500	12,400	15,200	60
AS3	10,400	13,800	17,200	65
AS4	12,000	15,900	19,800	65
AS5	13,300	17,900	22,600	70
AS6	14,700	19,900	25,000	70
AS7	19,100	26,300	33,400	75
National Staff				
NS1	23,100	31,700	40,400	75
NS2	29,100	40,000	50,900	75
NS3	37,900	53,000	68,200	80
NS4	42,900	60,000	77,200	80
NS5	57,600	80,700	103,700	80
NS6	58,400	81,700	105,100	80
NS7	63,900	89,500	115,000	80

ADB = Asian Development Bank, AS = administrative staff, NS = national staff.
Source: Asian Development Bank.

Table A2.36: Indonesia Resident Mission
(Rp per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
Administrative Staff				
AS1	109,785,000	142,720,000	175,656,000	60
AS2	132,553,000	172,319,000	212,085,000	60
AS3	152,392,000	201,919,000	251,447,000	65
AS4	170,678,000	226,149,000	281,619,000	65
AS5	213,251,000	287,889,000	362,527,000	70
AS6	236,409,000	319,152,000	401,895,000	70
AS7	296,921,000	408,266,000	519,612,000	75
National Staff				
NS1	354,422,000	487,330,000	620,239,000	75
NS2	413,448,000	568,491,000	723,534,000	75
NS3	645,987,000	904,382,000	1,162,777,000	80
NS4	753,130,000	1,054,382,000	1,355,634,000	80
NS5	1,106,564,000	1,549,189,000	1,991,815,000	80
NS6	1,268,526,000	1,775,937,000	2,283,347,000	80
NS7	1,376,011,000	1,926,416,000	2,476,820,000	80

ADB = Asian Development Bank, AS = administrative staff, NS = national staff.
Source: Asian Development Bank.

Table A2.37: Lao People's Democratic Republic Resident Mission
(\$ per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
Administrative Staff				
AS1	7,100	9,200	11,400	60
AS2	8,100	10,500	13,000	60
AS3	9,200	12,200	15,200	65
AS4	10,500	13,900	17,300	65
AS5	11,500	15,500	19,600	70
AS6	13,700	18,500	23,300	70
AS7	15,300	21,000	26,800	75
National Staff				
NS1	18,200	25,000	31,900	75
NS2	21,800	30,000	38,200	75
NS3	29,200	40,900	52,600	80
NS4	39,000	54,600	70,200	80
NS5	48,800	68,300	87,800	80
NS6	52,400	73,300	94,300	80
NS7	57,100	80,000	102,800	80

ADB = Asian Development Bank, AS = administrative staff, NS = national staff.
Source: Asian Development Bank.

Table A2.38: Myanmar Resident Mission
(\$ per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
Administrative Staff				
AS1	8,100	10,500	13,000	60
AS2	8,800	11,400	14,100	60
AS3	11,100	14,700	18,300	65
AS4	12,800	17,000	21,100	65
AS5	14,400	19,500	24,500	70
AS6	16,300	22,000	27,700	70
AS7	18,500	25,400	32,400	75
National Staff				
NS1	20,400	28,000	35,700	75
NS2	22,300	30,700	39,000	75
NS3	33,200	46,500	59,800	80
NS4	41,100	57,500	74,000	80
NS5	48,900	68,500	88,000	80
NS6	52,100	73,000	93,800	80
NS7	57,600	80,700	103,700	80

ADB = Asian Development Bank, AS = administrative staff, NS = national staff.
Source: Asian Development Bank.

Table A2.39: Thailand Resident Mission
(B per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
Administrative Staff				
AS1	378,000	492,000	605,000	60
AS2	405,000	527,000	648,000	60
AS3	540,000	716,000	891,000	65
AS4	671,000	889,000	1,107,000	65
AS5	790,000	1,067,000	1,343,000	70
AS6	893,000	1,205,000	1,518,000	70
AS7	1,020,000	1,402,000	1,785,000	75
National Staff				
NS1	1,224,000	1,683,000	2,142,000	75
NS2	1,484,000	2,041,000	2,597,000	75
NS3	2,411,000	3,376,000	4,340,000	80
NS4	3,031,000	4,244,000	5,456,000	80
NS5	3,449,000	4,829,000	6,208,000	80
NS6	3,972,000	5,561,000	7,150,000	80
NS7	4,369,000	6,117,000	7,864,000	80

ADB = Asian Development Bank, AS = administrative staff, NS = national staff.
Source: Asian Development Bank.

Table A2.40: Viet Nam Resident Mission
(\$ per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
Administrative Staff				
AS1	10,700	13,900	17,100	60
AS2	12,200	15,800	19,500	60
AS3	13,300	17,600	21,900	65
AS4	14,400	19,100	23,800	65
AS5	16,600	22,400	28,200	70
AS6	18,800	25,400	32,000	70
AS7	23,900	32,900	41,800	75
National Staff				
NS1	30,000	41,300	52,500	75
NS2	36,900	50,700	64,600	75
NS3	52,500	73,500	94,500	80
NS4	59,600	83,500	107,300	80
NS5	87,600	122,700	157,700	80
NS6	96,000	134,400	172,800	80
NS7	105,600	147,800	190,100	80

ADB = Asian Development Bank, AS = administrative staff, NS = national staff.
Source: Asian Development Bank.

G. Representative Offices

Table A2.41: European Representative Office
(€ per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
Administrative Staff				
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
National Staff				
NS1	48,000	66,000	84,000	75
NS2	53,700	73,800	94,000	75
NS3	68,600	96,100	123,500	80

ADB = Asian Development Bank, AS = administrative staff, NS = national staff.
Source: Asian Development Bank.

Table A2.42: Japan Representative Office^a
(¥ per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
Administrative Staff				
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
National Staff				
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

AS = administrative staff, NS = national staff.

^a Salary structure reflects gross salaries.

Source: Asian Development Bank.

Table A2.43: North American Representative Office^a
(\$ per year)

Level	Minimum	Midpoint	Maximum	Range Spread (%)
Administrative Staff				
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
National Staff				
NS1	71,300	98,100	124,800	75
NS2	82,700	113,700	144,700	75
NS3	107,400	150,300	193,300	80

AS = administrative staff, NS = national staff.

^a Salary structure reflects gross salaries.

Source: Asian Development Bank.