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October 2019

# Annual Review of Salary and Benefits for International Staff, National Staff, and Administrative Staff for 2020

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Asian Development Bank



## ABBREVIATIONS

ADB	–	Asian Development Bank
NSAS	–	national staff and administrative staff
US	–	United States
WBG	–	World Bank Group

## 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 annual salary review (effective 1 January). Individual staff's salary increases 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 (75th 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 staff (administrative staff, national staff, international staff), or a whole office.
salary dilution	–	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 range, which is defined in terms of a minimum, a midpoint, and a maximum within which the salaries of staff at each grade level are administered. The minimum and maximum are equidistant to the midpoint.

- salary structure – The full set of salary 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.

<b>Vice-President</b>	Deborah Stokes, Administration and Corporate Management
<b>Director General</b>	Yasuo Takamura, Budget, Personnel and Management Systems Department (BPMSD)
<b>Deputy Director General</b>	Yan Jiang, BPMSD
<b>Director</b>	Matthew Drage, Compensation, Benefits and Pension Division, BPMSD
<b>Team leader</b>	Deepali Talim, Principal Compensation and Benefits Specialist, BPMSD
<b>Team members</b>	Criselda Alano, Compensation and Benefits Officer, BPMSD Jane Santiano, Compensation and Benefits Officer, BPMSD Anne Valdeavilla, Compensation and Benefits Officer, BPMSD

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## EXECUTIVE SUMMARY

This paper presents to the Board of Directors of the Asian Development Bank (ADB) the results of the annual review of compensation for international, national, and administrative staff at headquarters, 31 field offices<sup>1</sup>, and 11 Pacific country offices. It seeks the Board's approval for (i) the proposed 2020 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 the bank to continue attracting and retaining the best talent, consistent with its development mission and in line with international trends. 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.

It is critical that ADB has the human capital needed to support the vision, objectives, and key operational priorities of Strategy 2030. In the Work Program and Budget Framework, 2020–2022, the key drivers of ADB's staffing requirements include (i) supporting the continued expansion of private sector operations; (ii) bridging the skills gap in the seven operational priority areas; (iii) continuing support to sovereign operations with a focus on small island developing states and countries classified as fragile and conflict-affected situations in the Pacific; (iv) investing in key support functions; and (v) strengthening field offices. Ensuring ADB's ability to attract new staff, as well as retain and motivate current staff, will be a key aspect of human resource management. This will be done in the context of ADB's continuing efforts to strengthen performance management and increase productivity, while also promoting effective and efficient use of its budget and staffing resources.

Every 5 years ADB conducts a comprehensive review of compensation and benefits and the 2020 review is underway and will conclude in 2020. As part of the 2020 review, the detailed work to establish the most appropriate comparator groups, as well as the associated methodologies for setting salaries, and related benchmarking, has not yet been completed. Therefore, the salary proposals in this paper follow the general approach established by the 2015 review with the aim of keeping pace with increases in salary levels in the market so that ADB may remain competitive. The proposals are as follows:

- (i) For international staff, provide a 2.2% salary structure adjustment and an additional merit increase of 1.0%, which results in an average salary increase of 3.2% in United States (US) dollar for 2020. The salary structure adjustment of 2.2% is based on the salary structure adjustment of the World Bank Group, effective 1 July 2019. As the merit increase will be funded by the estimated salary dilution, the total budget impact of the international staff salary increase for 2020 is equal to the salary structure adjustment of 2.2% (Table 3).
- (ii) For national staff and administrative staff (NSAS) at headquarters, provide a 3.9% salary structure adjustment and an additional merit increase of 2.3%, which results in an average salary increase of 6.2% (in Philippine peso) for 2020. As the merit increase will be funded by the estimated salary dilution, the total budget impact of

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<sup>1</sup> Includes ADB representative offices in Germany, Japan, the United States and the ADB Singapore Office. Philippines Country Office is included as part of the headquarters and excluded from the field offices, for purposes of this paper.

the NSAS headquarters staff salary increase for 2020 is equal to the salary structure adjustment of 3.9% in Philippine peso, and 7.1% in US dollar equivalent (Table 3).<sup>2</sup>

- (iii) For NSAS in field offices, provide an average of 1.0% salary structure adjustment and an additional average merit increase of 2.8%, which results in an average salary increase of 3.8% (in US dollar equivalent) for 2020. As the merit increase will be funded by the estimated salary dilution, the total budget impact of the NSAS field offices staff salary increase for 2020 is equal to the salary structure adjustment of 1.0% in US dollar equivalent (Table 3).

If approved by the Board of Directors, the proposed salary structures for all staff categories would become effective on 1 January 2020.

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<sup>2</sup> The increase in US dollar equivalent is a combination of the proposed structure adjustment and the impact of year-on-year exchange rate movement between US dollar and Philippine peso. Further details are in Tables 2 and 3.



## I. INTRODUCTION

1. Strategy 2030 sets the long-term strategic goals of the Asian Development Bank (ADB) over the next decade.<sup>1</sup> With the implementation of Strategy 2030 underway, it is critical for ADB to ensure that the bank has the human capital needed to support its vision, objectives, and key operational priorities. Ensuring ADB's ability to attract new staff, as well as retain and motivate current staff, will be a key aspect of human resource management. This will be done in the context of ADB's continuing efforts to strengthen performance management, invest in training and development, and increase accountability and empowerment of managers and staff. In addition, key business processes will be further streamlined including through automation. Employment and consultant contract types will be reviewed to meet the workload and ever-changing skills demand.

2. The market competitiveness of ADB's compensation package will help the organization recruit high-caliber and experienced professionals as well as retain and motivate existing talented staff. The annual compensation review assesses the competitiveness of ADB's salaries. The regular comprehensive review of compensation and benefits, conducted every 5 years, started in 2019 and will conclude in 2020. The salary proposals outlined in this paper aim 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 the bank recruits from. Currently, about 53% of ADB's international staff recruits are from the private sector and 23% are from other international organizations.

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 as ADB pursues wider human resources reforms, including strengthening the performance management system, increasing staff mobility, and enhancing leadership capabilities.

## II. ADB COMPENSATION POLICY AND PRINCIPLES

4. 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 system:<sup>2</sup>

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

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<sup>1</sup> ADB. 2018. *Strategy 2030: Achieving a Prosperous, Inclusive, Resilient, and Sustainable Asia and the Pacific*. Manila.

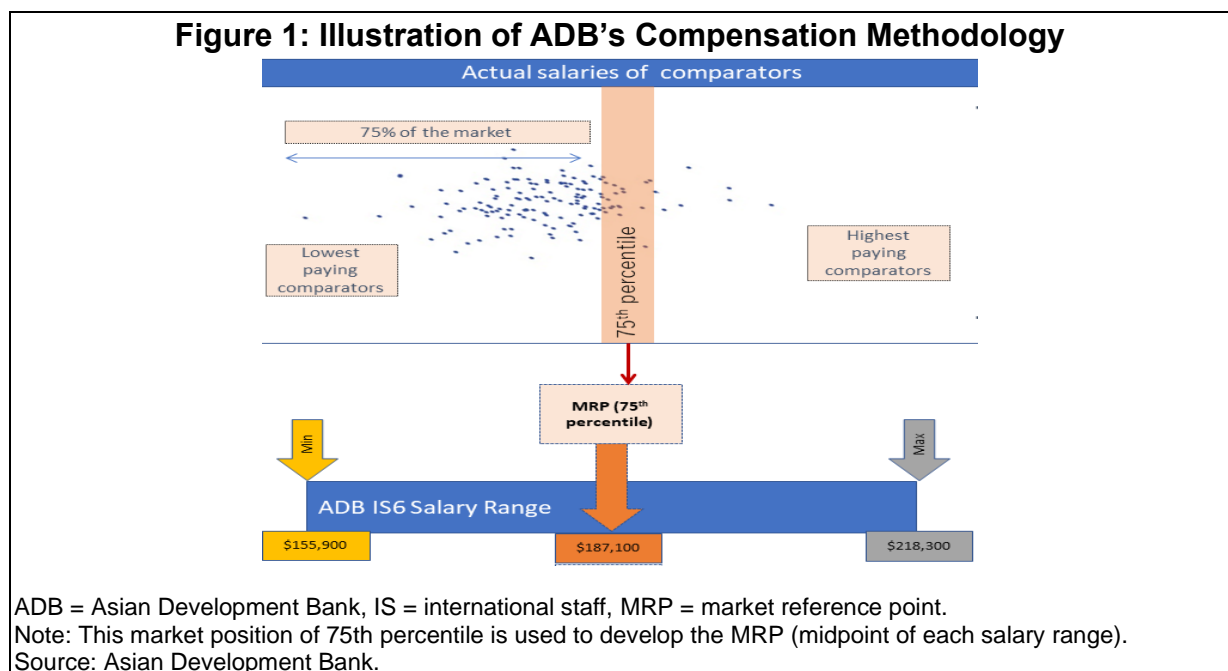
<sup>2</sup> ADB. 2017. Salary Administration. *Administrative Orders*. AO 3.01. Manila.

### III. COMPENSATION METHODOLOGY

5. ADB's compensation methodology is reviewed every 5 years. The last comprehensive compensation and benefits review was conducted in 2015 and the next review started in 2019 and will 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, based on the structure adjustment of the World Bank Group (WBG) as a proxy for the international market. Appendix 1 (Figure A1.1) 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 the Philippines.
- (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.

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

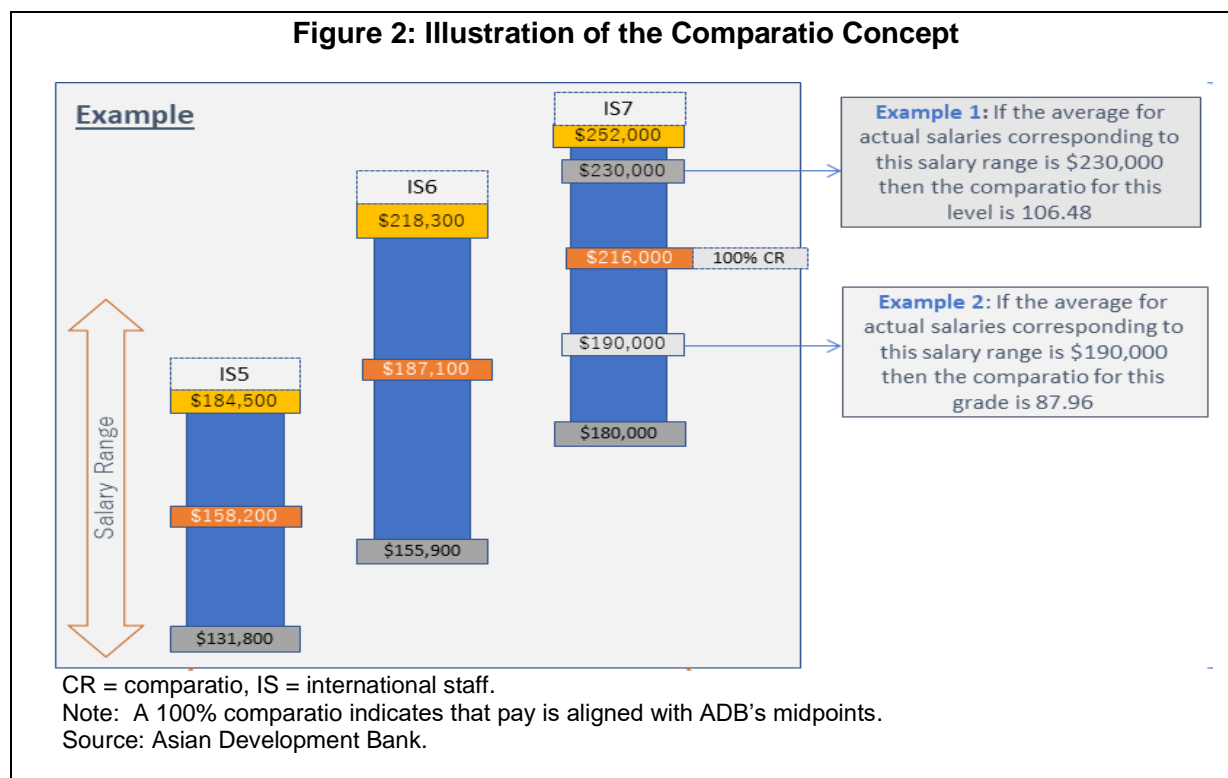


7. Under the market-based compensation system, annual salary adjustments are linked to the market movement of salaries. Cost of living indexes may be reflected in the market movement of salaries in the global or local markets, which are primarily influenced by labor market conditions (e.g., supply versus demand for specific skills, economic growth, and other domestic and global economic factors).

## A. Salary Structures Framework and Comparatios

8. ADB creates salary ranges to reflect market pay levels and uses them to (i) make informed decisions (such as starting salaries for new hires and salary increases during the annual salary review process) and (ii) assess the market competitiveness of ADB staff 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 United States (US) dollar; a salary structure for NSAS in headquarters expressed in Philippine peso; and a salary structure for NSAS in each field office expressed in local currencies or US dollar.

9. The comparatio is expressed for an individual (or across the organization as a whole) as the 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) give the historical comparatio movement for international staff. Figure 2 explains the concept of comparatios.



## B. Salary Increase Methodology

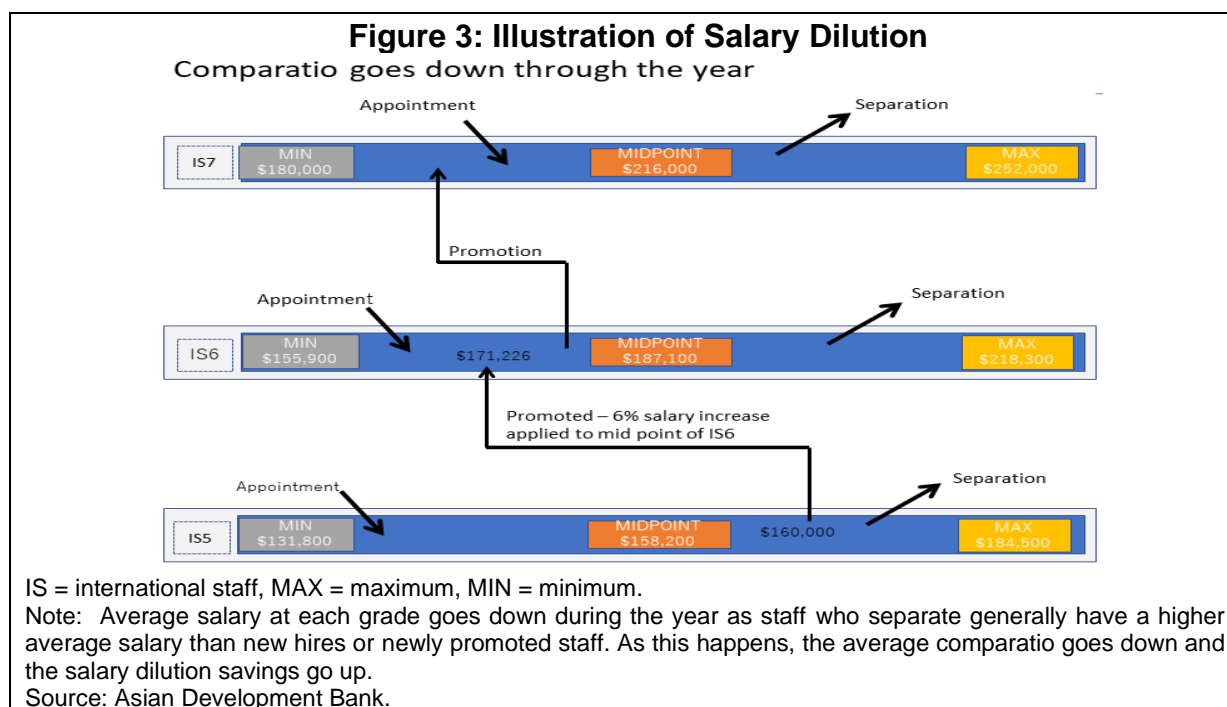
10. The competitive positioning of salaries preserves ADB's ability to attract, retain, and motivate staff of the caliber required to conduct its operations and meet client needs. The annual review assesses market pay levels to decide on (i) the salary structure adjustment percentage to ensure that ADB's salary range midpoints continue to reflect the desired market position (para. 11); 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. 12).

### C. Salary Structure Adjustment

11. 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 increase staff salaries in line with the movement of the salary structures.

### D. Merit Increase

12. Staff should typically progress through their salary range over time as they become more proficient and valuable to the organization. The speed at which staff move through their salary range is mainly based on their performance. The merit increase component enables this salary progression. For 2020, this component will be funded by savings from the estimated salary dilution during the year. Salary dilution occurs when staff who leave the organization 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

13. The sum of the salary structure adjustment and merit increase (paras. 11 and 12) 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 based on their performance; and (ii) this determines whether the funding will result in one of three scenarios:

- a) improve the market competitiveness of staff salaries (increase in comparatio),
- b) maintain the market competitiveness of staff salaries (no change to comparatio), or
- c) reduce the market competitiveness of staff salaries (reduction in comparatio).

The proposals for 2020 are set to broadly maintain the market competitiveness of salaries for the three staff categories (paras.15–31).

14. 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. The 2020 comprehensive review of compensation and benefits will report on the competitiveness of ADB's package and make recommendations including appropriate comparator groups and the compensation methodology.

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

### **1. International Staff**

15. This year's proposal uses the WBG salary structure increase as the proposed salary structure adjustment and adopts a merit increase equivalent to the estimated salary dilution within ADB.

16. A salary structure adjustment of 2.2% is proposed, equal to the structure adjustment component of the WBG average salary increase implemented in July 2019 for 2019–2020 (known in the WBG as FY20). This proposal recognizes that the WBG is a principal comparator for ADB as set out in the 2010 and 2015 comprehensive compensation and benefits reviews. It also addresses ADB's key objective to maintain the competitiveness of its salary to attract and retain talent.

17. The WBG's FY20 salary review represents the first year of the WBG's 3-year compensation cycle for FY20-22. The FY20 outcome is based on the full application of the revised headquarters compensation methodology approved by the WBG board in 2018 in the context of its 2018 capital increase.<sup>3</sup> To measure the market, the WBG adopted an updated range of market data sources to cover the public and private sectors. The WBG's salary structure adjustment of 2.2% (effective 1 July 2019) is equal to the International Monetary Fund's projected US consumer price index movement of 2.2% for FY20.<sup>4</sup>

18. ADB proposes a merit increase of 1.0% for 2020 which will be funded by savings from the expected salary dilution<sup>5</sup>. The proposed salary structure adjustment of 2.2% combined with the merit increase component of 1.0% results in an average salary increase of 3.2%. This is expected to maintain the comparatio at the same level as of 1 January 2019.

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<sup>3</sup> The World Bank Group. 2018. *2018 Review of Staff Compensation for the World Bank Group and Awards Allocation*. Washington, DC.

<sup>4</sup> The World Bank Group. 2019. *2019 Review of Staff Compensation for the World Bank Group and Awards Allocation*. Washington, DC.

<sup>5</sup> The salary dilution by the end of 2019 is estimated to be between 1.2% and 1.4%. This is a narrower range compared to the estimated range of salary dilution for 2018 of 1.1% to 2.1%. The actual dilution in 2018 was 1.4%.

19. Market benchmarks for Hong Kong, China; Singapore; and Tokyo, Japan, 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; 4.0% for Singapore; and 2.5% for Tokyo, Japan. These benchmarks show that the proposed average salary increase of 3.2% is broadly in line with the average market movement in these locations and also with the latest average salary increases in comparable international financial institutions.

20. As part of ADB's comprehensive review of its compensation and benefits for 2020, the detailed work on establishing the most appropriate comparator groups and the associated methodologies for setting salaries is underway. Any changes to the comparator groups and associated methodologies will be agreed upon in 2020 for implementation starting in 2021.

21. Table 1 shows the progression of the international staff comparatio from 2015 to 2020. Appendix 1 (Table A1.4) shows the proposed salary structure adjustment, the average salary increase, and the resulting estimated comparatio before and after the salary increase.

**Table 1: Historical Comparatio for International Staff, 2015–2020**

Year	Confirmed Staff (number)	Overall Actual Comparatio (%)	
		as of 1 January	as of 31 December
2015	963	93.9	92.8
2016	979	94.9	94.1
2017	963	96.0	94.6
2018	942	96.1	94.7
2019	1,030	96.4	95.0–95.2 <sup>a</sup>
2020	1,145	96.4 <sup>b</sup>	

<sup>a</sup> Estimated comparatio by 31 December 2019. A range is provided because the final comparatio will depend on actual staff movements.

<sup>b</sup> Estimated comparatio on 1 January 2020 based on the ADB midpoints developed using the methodology described in paras. 15–18.

Source: Asian Development Bank.

## **2. National Staff and Administrative Staff at Headquarters**

22. For NSAS at headquarters, Willis Towers Watson conducted a survey on ADB's behalf in August 2019, in accordance with the Board-approved methodology. The group of 20 comparators in the survey broadly represents one-third public sector and two-thirds private sector companies in the Philippines (Appendix 1, Table A1.15). Of the sample organizations, 45% are large (more than 2,000 staff), 45% are medium-sized (500–2,000 staff), and 10% are small (less than 500 staff).

23. Benchmarking of the 20 comparators shows that ADB's salary range midpoints require an increase of 3.9% on average to reflect the desired market position for 2020. The Philippine economy grew at 4.8%<sup>6</sup> in 2019 with inflation at 2.6%<sup>7</sup>.

<sup>6</sup> Growth rate of per capita gross domestic product. ADB. 2019. *Asian Development Outlook 2019*. Manila.

<sup>7</sup> ADB. 2019. *Asian Development Outlook 2019 Update*. Manila.

24. Based on the survey results, the proposed average salary structure adjustment for NSAS at headquarters is 3.9% (in Philippine peso). The salary structure for NSAS in headquarters is expressed in gross salaries (Appendix 2, Table A2.2).

25. The proposed merit increase of 2.3% (in Philippine peso) is funded by savings from the expected salary dilution. The estimated salary dilution by the end of 2019 is 2.7%–2.9%. The proposed average salary increase of 6.2% (in Philippine peso) maintains the comparatio at the same level as of 1 January 2019.

26. Appendix 1 (Table A1.2) shows the salary structure adjustment, average salary increase, and inflation rate at headquarters from 2015 to 2020.

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

### **3. National Staff and Administrative Staff in Field Offices**

28. 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).

29. Based on the survey results, the proposed salary structure adjustments across the field offices result in an average salary structure adjustment of 1.0% (in US dollar) for 2020. The various currencies are converted to US dollars based on the Bloomberg forecast exchange rates as of 8 October 2019. The resulting salary structures effective 1 January 2020 for field offices are in Appendix 2 (Tables A2.3–A2.44). The salary structures for NSAS in field offices are based on net salaries (net of income tax), except for Japan, Singapore, and the US, where the salary structures are expressed in gross salaries.

30. The historical average salary structure adjustments and average salary increases for each field office from 2018 to 2019 are in Appendix 1 (Table A1.3) along with the proposed figures for 2020. Appendix 1 (Table A1.5) shows the proposed average salary increase, salary structure adjustment, and the resulting estimated comparatios before and after the salary increase for each field office for 2020.

31. The proposed average salary increase of 3.8% (in US dollar) will maintain the comparatio at broadly the same level as of 1 January 2019 (Appendix 1, Table A1.4).

### **G. Implementation of Salary Increases—The Annual Salary Review**

32. The average salary increase and the actual distribution of performance ratings determine the salary increase matrix for each staff category and location.

33. 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 any salary increase, and their individual salary may be lower than the minimum salary for their grade level.

34. Salary increase matrices are linked to staff performance ratings (4, 3, 2 and 1):
- (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 a salary increase.
35. In 2019, 564 supervisors made recommendations on salary increases for 2,895 staff based on the salary increase matrices. The salary review process by the supervisors was done online through the myCareer platform. The salary review process strengthened the link between work plans, performance, and salary increase.

#### **IV. FACTORS DRIVING THE NEED FOR COMPETITIVE PAY**

##### **A. The Business Context**

36. Strategy 2030 outlines the long-term strategic goals of ADB. The four key areas are (i) supporting the continued expansion of private sector operations, (ii) bridging the skills gap in the seven operational priority areas,<sup>8</sup> (iii) continuing support to sovereign operations with a focus on small island developing states and countries classified as fragile and conflict-afflicted situations in the Pacific with a rebalancing of the workforce, and (iv) investing in key support functions.
37. Gross additional staff requirements over the next 3 years (2020–2022) are 284 positions (183 international staff and 101 national staff). Taking into account optimization efforts, which will offset most of these needs, ADB expects to recruit 40 new positions (31 international staff and 9 national staff) in 2020 and an additional 80 new positions throughout 2021–2022.
38. ADB's ability to attract talent and experts from a wide range of global sources and to retain existing high-caliber staff is fundamental to meeting the commitments of the Work Program and Budget Framework, 2020–2022<sup>9</sup>. ADB needs to hire experts with advanced knowledge in specialized fields, especially those supporting the seven operational priorities and the expansion of private sector operations. This will require specialized skills, international and/or national experience, and proficiencies 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 implements Strategy 2030. This will be done in the context of ADB's continuing efforts to strengthen performance management and increase productivity, while also promoting effective and efficient use of its budget and staffing resources. Business processes will be

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<sup>8</sup> Include (i) addressing remaining poverty and reducing inequalities; (ii) accelerating progress in gender equality; (iii) tackling climate change, building climate and disaster resilience, and enhancing environmental sustainability; (iv) making cities more livable; (v) promoting rural development and food security; (vi) strengthening governance and institutional capacity; and (viii) fostering regional cooperation and integration.

<sup>9</sup> ADB. 2019. *Work Program and Budget Framework, 2020–2022*. Manila.



modernized and simplified, including to take into account information technology reforms. Learning programs will be further enhanced to strengthen the skills of staff.

## **B. Challenges and Opportunities in Recruiting New Staff**

39. ADB's competitiveness within its target recruitment markets continues to be a core challenge. Offering competitive salaries and benefits remains one important factor in attracting new hires and retaining staff.

40. During the Work Program and Budget Framework period, ADB will continue to improve human resource management to help achieve the goals of Strategy 2030. A human resource framework for Strategy 2030 will be prepared which will set out the medium-term priorities for human resource management. This will build on ongoing reform initiatives and draw on business needs derived from Strategy 2030. The aim will be to strengthen talent management to better support ADB's knowledge work, innovation, digital capacities, and One ADB approaches.

41. While the recruitment outcomes in 2018 and 2019 have been strong, challenges remain in attracting and recruiting for some of the highly skilled areas, such as expanding private sector operations. 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.

42. To scale up and diversify private sector operations in new and frontier markets, as envisaged by Strategy 2030, more investment and risk management specialists are needed, but recruitment has been challenging. Likewise, recruitment of experts in information systems and technology continues to be difficult. External labor markets for these specialized skills, both local and international, remain highly competitive. ADB will continue to intensify its outreach efforts, including through exploring additional channels for recruitment and increasing the use of online platforms. ADB is strengthening its efforts to promote the bank's image as an attractive employer and to reach out to a wider and more diverse group of potential candidates.

## **V. BUDGETARY IMPACT**

43. The proposed salary increase for 2020 from salary structure adjustments is estimated at \$8.0 million, which includes \$4.4 million for international staff, \$3.4 million for NSAS at headquarters, and \$0.3 million for NSAS in field offices. Table 2 shows the total estimated cost of the 2019 and 2020 increase in the salary budget by staff category.

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

Item	2019				2020			
	IS	HQ NSAS	FO NSAS	Total	IS	HQ NSAS	FO NSAS	Total
Salary Increases	3.3	0.1	1.3	4.7	4.4	3.4 <sup>a</sup>	0.3	8.0
Salary-Related Benefits <sup>b</sup>	0.8	0.0	0.3	1.1	1.1	0.8	0.1	2.0

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

Note: Numbers may not sum precisely because of rounding.

<sup>a</sup> The assumptions for Philippine peso to United States dollar exchange rate used in Asian Development Bank's budget is based on the Bloomberg full-year forecast median rate. The assumptions used in the 2019 budget was ₱53.80 to \$1 while the Philippine peso is forecasted to be ₱52.20 to \$1 in 2020 based on the Bloomberg full-year forecast median rate as of 8 October 2019. The structure adjustment of 3.9% for NSAS at headquarters represents an increase equivalent to ₱100.5 million.

<sup>b</sup> Includes staff retirement plan and insurance benefits (Group Life Insurance Plan, Accidental Death and Disability Insurance, and Workers' Compensation Insurance).

Source: Asian Development Bank.

44. The \$8.0 million for salary increases represents 1.1% of the proposed 2020 budget, while the \$2.0 million for salary-related benefits represents 0.3%. Salaries and benefits are expected to represent 62.1% of the proposed 2020 internal administrative expenses budget. Table 3 shows the total salary increase in 2020 resulting from salary structure adjustments.

**Table 3: Salary Structure Adjustment and Salary Increase**

Staff Category	2019 Salary Budget (\$ million)	2020 Structure Adjustment (%)	2020 Salary Increase due to Structure Adjustment (\$ million)
International Staff	198.4	2.2	4.4
NSAS at headquarters	47.9	7.1 <sup>a</sup>	3.4 <sup>a</sup>
NSAS in field offices	27.2	1.0	0.3
<b>Total</b>	<b>273.5</b>		<b>8.0</b>
	(₱ million)		(₱ million)
NSAS at headquarters	<b>2,576.5</b>	3.9	<b>100.5</b>

NSAS = national staff and administrative staff.

<sup>a</sup> The increase in US dollar equivalent is a combination of the proposed structure adjustment and the year-on-year exchange rate movement between US dollar and Philippine peso.

Note: Numbers may not sum precisely because of rounding.

Source: Asian Development Bank.

## **VI. RECOMMENDATION**

45. The President recommends that the Board approve the following effective 1 January 2020:
- (i) the salary structure for international staff (Appendix 2, Table A2.1): an average salary increase of 3.2% (in US dollar), which includes a salary structure adjustment of 2.2% and a merit increase of 1.0%;
  - (ii) the salary structure for NSAS at headquarters (Appendix 2, Table A2.2): an average salary increase of 6.2% (in Philippine peso), which includes a salary structure adjustment of 3.9% and a merit increase of 2.3%; and
  - (iii) the salary structures for NSAS in field offices (Appendix 2, Tables A2.3–A2.44): an average salary increase of 3.8% (in US dollar equivalent), which includes a salary structure adjustment of 1.0% and a merit increase of 2.8%.
46. Upon approval of the recommendation in para. 45, the cost of the proposals will be reflected in the 2020 budget, which will be considered by the Board on 13 December 2019.

## SUPPLEMENTARY INFORMATION

## A. Compensation Trends

Table A1.1: International Staff—Historical Comparatio, 2015–2020

Year	Structure Adjustment (%)	Average Salary Increase (%)	Confirmed Staff (No.)	as of 1 January			as of 31 December		
				Average Salary (\$)	Weighted Midpoints of Salary Structure (\$)	Overall Actual/Target Comparatio (%)	Average Salary (\$)	Weighted Midpoints of Salary Structure (\$)	Overall Actual Comparatio (%)
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	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	168,103	177,540	94.7
2019	1.8	3.6	1,030	174,021	180,593	96.4	169,679	178,261	95.0–95.2 <sup>a</sup>
2020	2.2	3.2	1,145	175,705	182,185	96.4 <sup>b</sup>			

<sup>a</sup> Estimated comparatio by 31 December 2019. A range is provided because the final comparatio will depend on the actual staff movements.

<sup>b</sup> Estimated comparatio on 1 January 2020 based on the ADB midpoints developed using the methodology described in paras. 15–18 of the main text.

Source: Asian Development Bank.

Table A1.2: National Staff and Administrative Staff at Headquarters—Structure Adjustment and Salary Increase, 2015–2020

Year	Structure Adjustment <sup>a</sup> (%)	Average Salary Increase <sup>a</sup> (%)	Philippines Inflation Rate <sup>b</sup> (%)	Philippines Growth Rate of per capita GDP <sup>c</sup> (%)
2015	4.5	7.6	0.7	4.9
2016	4.0	7.0	1.3	4.5
2017	5.6	7.4	2.9	5.0
2018	4.2	6.7	5.2	4.5
2019	5.4	8.0	2.6	4.8
2020 <sup>d</sup>	3.9	6.2	3.0	4.8

GDP = gross domestic product.

<sup>a</sup> In Philippine peso.

<sup>b</sup> ADB 2019. *Asian Development Outlook 2019 Update*. Manila. Inflation is not a determinant of ADB salaries, which are market-based.

<sup>c</sup> ADB 2019. *Asian Development Outlook 2019*. Manila.

<sup>d</sup> Inflation rate and growth rate of per capita GDP are forecasts.

Source: Asian Development Bank.

**Table A1.3: National Staff and Administrative Staff in Field Offices  
—Structure Adjustment and Salary Increase, 2018–2020**

—Structure Adjustment and Salary Increase, 2018–2020							
Regional Department/Field Office Location	2018	2019		2020		Salary Currency	
	Average Annual Structure Adjustment (%)	Average Annual Salary Increase (%)	Average Annual Structure Adjustment (%)	Average Annual Salary Increase (%)	Proposed Average Annual Structure Adjustment (%)		Proposed Average Annual Salary Increase (%)
Central West Asia							
1 Afghanistan	3.6	5.4	10.3	12.4	1.9	4.3	\$
2 Azerbaijan	53.0 <sup>a</sup>	30.6 <sup>a</sup>	1.8	2.1	2.1	2.2	\$
3 Kazakhstan	0.0	4.5	3.4	8.0	0.0	2.5	\$
4 Kyrgyz Republic	3.8	3.8	3.4	6.0	0.5	2.3	\$
5 Tajikistan	1.7	2.0	4.1	4.4	0.0	2.9	\$
6 Turkmenistan	6.2	6.0	5.5	5.5	3.2	3.2	\$
7 Uzbekistan	13.3	13.0	1.0	5.7	0.8	3.1	\$
8 Armenia	1.4	2.0	2.8	5.8	0.3	4.6	AMD
9 Georgia	3.7	3.6	4.7	7.1	2.1	2.1	GEL
10 Pakistan	8.6	11.5	6.5	11.2	4.0	5.9	PR
East Asia							
11 Mongolia	3.5	3.2	3.1	6.1	0.6	3.6	\$
12 PRC	4.4	7.2	3.5	5.9	0.6	3.1	CNY
Pacific							
13 Australia	5.2	5.2	2.3	2.5	0.2	2.1	A\$
14 Fiji	12.9	12.3	4.4	4.4	2.8	5.6	F\$
15 PNG	4.3	4.1	4.0	3.9	0.0	2.0	K
Pacific Country Offices							
16 Samoa	0.0	2.0	0.0	2.0	0.0	1.6	ST
17 Solomon Islands	0.0	7.5	11.0	6.1	0.0	2.0	SI\$
18 Tonga	0.7	2.0	5.9	2.0	3.6	1.7	T\$
19 Vanuatu	6.2	6.2	0.5	2.0	2.6	2.0	Vt
South Asia							
20 Bangladesh	4.6	8.1	5.6	8.0	0.8	6.2	Tk
21 Bhutan	39.9	32.9	4.1	4.1	2.4	3.4	Nu
22 India	10.4	12.6	8.7	10.1	0.5	4.3	₹
23 Nepal	14.5	16.2	3.4	4.5	1.8	6.3	NRe
24 Sri Lanka	4.7	6.4	6.0	9.2	0.8	5.2	SLRe
Southeast Asia							
25 Cambodia	4.4	4.3	4.6	5.8	2.0	5.0	\$
26 Lao PDR	14.1	13.4	4.4	6.0	0.0	2.4	\$
27 Myanmar	10.4	6.5	5.8	3.9	0.7	3.9	\$
28 Timor-Leste	2.8	2.9	10.9	10.9	2.1	2.1	\$
29 Viet Nam	2.8	6.2	4.1	8.8	0.6	3.2	\$
30 Indonesia	5.3	6.2	4.0	8.3	0.6	4.4	Rp
31 Thailand	3.8	4.8	2.2	4.8	0.0	2.1	B
Representative Offices							
32 US	4.2	4.1	0.0	2.0	0.0	1.9	\$
33 Germany	0.5	2.0	0.0	3.0	0.0	3.0	€
34 Japan	0.0	2.0	0.0	2.0	0.0	1.5	¥
Total/Average (in \$)	6.5	8.0	4.6	7.0	1.0	3.8	

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

Notes:

1. Field offices in blue font are those with salary currency in US dollar.

2. Seven of the Pacific country offices and ADB Singapore office currently do not have any confirmed staff.

<sup>a</sup> 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 to United States dollar.

Source: Asian Development Bank.

**Table A1.4: Proposed 2020 Average Salary Increase and Estimated Comparatio**

<b>Staff Category</b>	<b>Confirmed Staff<sup>a</sup></b> (number)	<b>Structure Adjustment</b> (%)	<b>Merit Increase</b> (%)	<b>Proposed Average Salary Increase</b> (%)	<b>Estimated Comparatio by 31 December 2019</b> (%)	<b>Estimated Comparatio after Average Salary Increase</b> (%)
IS <sup>b</sup>	1,145	2.2	1.0	3.2	95.0–95.2	96.4
NSAS HQ <sup>c</sup>	1,426	3.9	2.3	6.2	92.2–92.4	95.1
NSAS FO <sup>b</sup>	625	1.0	2.8	3.8	92.9	95.6

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

Notes:

1. The structure adjustments are representative of the market movements; the merit increases provide for pay progression within the salary ranges; and the proposed average salary increases reward for performance and help improve the comparatio for each staff category.
2. Comparatios should be assessed by comparing the same date in corresponding years (because of the impact of salary dilution). When comparing 1 January 2019 to 1 January 2020, the movements for the three staff categories are:
 

International Staff	96.4%–96.4%
NSAS in headquarters	95.1%–95.1%
NSAS in field offices	95.3%–95.6%

<sup>a</sup> Estimated number of confirmed staff by 1 January 2020.

<sup>b</sup> In United States dollar.

<sup>c</sup> In Philippine peso.

Source: Asian Development Bank.

Table A1.5: National Staff and Administrative Staff in Field Offices, 2020

Regional Department/Field Office Location	Confirmed Staff <sup>a</sup> (No.)	Proposed Structure Adjustment (%)	Proposed Average Salary Increase (%)	Estimated Comparatio by 31 December 2019 (%)	Estimated Comparatio after Salary Increase (%)	Salary Currency	Exchange Rate <sup>b</sup>
<b>Central West Asia</b>							
1 Afghanistan	24	1.9	4.3	93.9	96.0	\$	1.00
2 Azerbaijan	9	2.1	2.2	97.8	97.8	\$	1.00
3 Kazakhstan	12	0.0	2.5	92.7	95.0	\$	1.00
4 Kyrgyz Republic	13	0.5	2.3	94.3	96.0	\$	1.00
5 Tajikistan	15	0.0	2.9	93.3	96.0	\$	1.00
6 Turkmenistan	4	3.2	3.2	99.5	99.5	\$	1.00
7 Uzbekistan	19	0.8	3.1	93.9	96.0	\$	1.00
8 Armenia	8	0.3	4.6	91.1	95.0	AMD	477.00
9 Georgia	14	2.1	2.1	96.5	96.6	GEL	2.97
10 Pakistan	43	4.0	5.9	94.3	96.0	PRRe	156.35
<b>East Asia</b>							
11 Mongolia	25	0.6	3.6	93.2	96.0	\$	1.00
12 PRC	57	0.6	3.1	92.6	95.0	CNY	7.16
<b>Pacific</b>							
13 Australia	15	0.2	2.1	95.2	97.0	A\$	1.43
14 Fiji	15	2.8	5.6	93.5	96.0	F\$	2.20
15 PNG	14	0.0	2.0	97.7	99.7	K	3.40
<b>Pacific Country Offices<sup>c</sup></b>							
16 Samoa	1	0.0	1.6			ST	2.62
17 Solomon Islands	1	0.0	2.0			SI\$	8.25
18 Tonga	1	3.6	1.7			T\$	2.31
19 Vanuatu	1	2.6	2.0			Vt	117.00
<b>South Asia</b>							
20 Bangladesh	46	0.8	6.2	90.1	95.0	Tk	84.56
21 Bhutan	3	2.4	3.4	95.1	96.0	Nu	71.08
22 India	67	0.5	4.3	89.5	93.0	₹	71.80
23 Nepal	38	1.8	6.3	91.0	95.0	NRe	113.42
24 Sri Lanka	31	0.8	5.2	91.0	95.0	SLRe	181.00
<b>Southeast Asia</b>							
25 Cambodia	27	2.0	5.0	92.2	95.0	\$	1.00
26 Lao PDR	20	0.0	2.4	92.8	95.0	\$	1.00
27 Myanmar	5	0.7	3.9	92.1	95.0	\$	1.00
28 Timor-Leste	7	2.1	2.1	97.1	97.1	\$	1.00
29 Viet Nam	47	0.6	3.2	92.6	95.0	\$	1.00
30 Indonesia	27	0.6	4.4	89.5	93.0	Rp	14,150.00
31 Thailand	10	0.0	2.1	95.9	97.9	B	31.10
<b>Representative Offices</b>							
32 US	2	0.0	1.9	104.7	106.7	\$	1.00
33 Germany	2	0.0	3.0	86.8	89.4	€	0.87
34 Japan	2	0.0	1.5	133.1	135.1	¥	104.00
<b>Total/Average (in \$)</b>	<b>625</b>	<b>1.0</b>	<b>3.8</b>	<b>92.9</b>	<b>95.6</b>		

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

Note:

1. Field offices in blue font are those with salary currency in US dollar.

2. Seven of the Pacific country offices and ADB Singapore office currently do not have any confirmed staff.

<sup>a</sup> Estimated number of confirmed staff by 1 January 2020.

<sup>b</sup> Based on the Bloomberg's full-year forecast exchange rate as of 8 October 2019.

<sup>c</sup> Comparatio values for field offices with only one staff are not shown for purposes of maintaining confidentiality.

Source: Asian Development Bank.

**B. Staff Recruitment****1. International Staff****Table A1.6: International Staff—Recruitment Pressures**

<b>Year</b>	<b>Proportion of 1st choice external candidates not secured</b>	<b>Proportion of vacancies where advertisement period was extended</b>
2018	7.0%	16.8%
2019 (to 30 Sep)	12.3%	18.5%

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



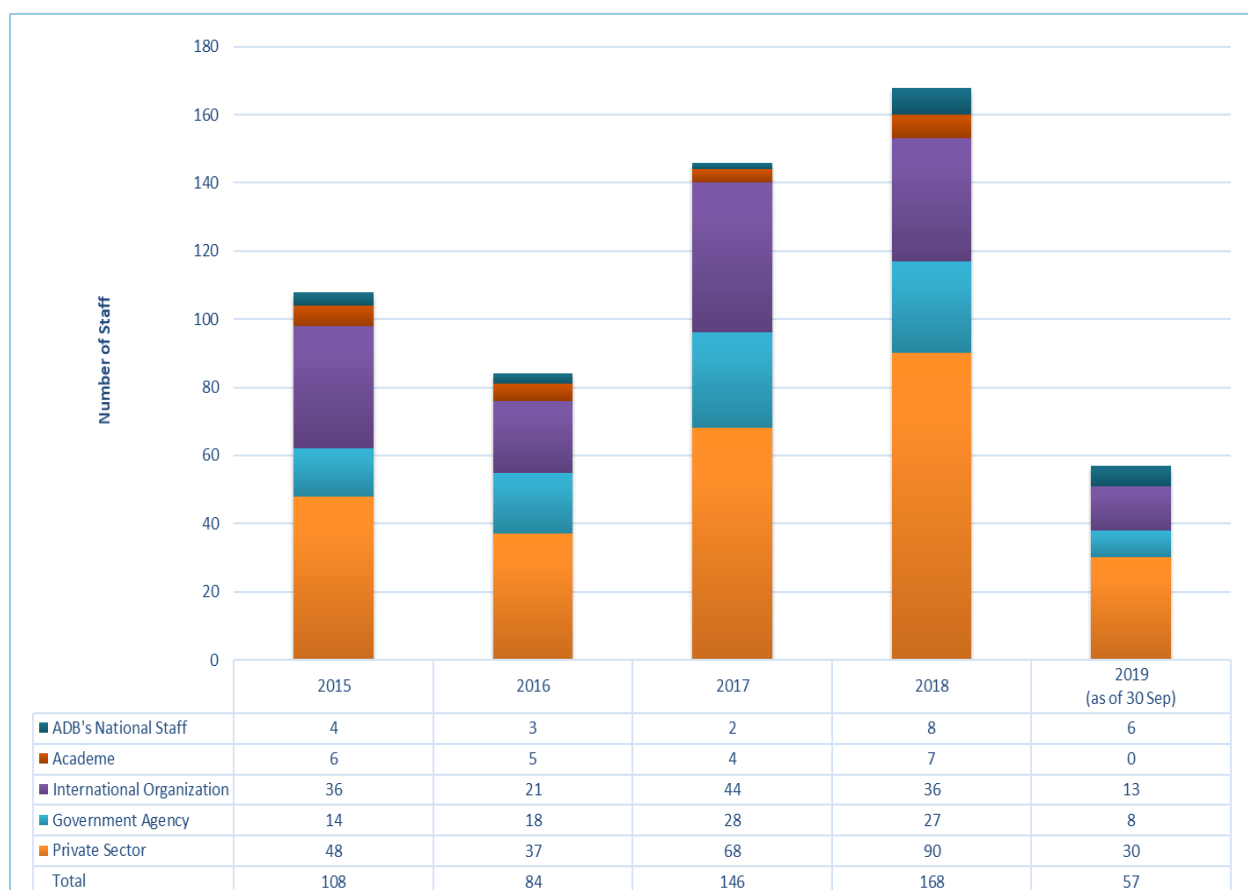
**Table A1.7: International Staff—Recruitment by Level**

Level		Number of Staff Recruited <sup>a</sup>				
		2015	2016	2017	2018	2019 (to 30 Sep)
IS1	All Staff	10	8	11	24	1
	Women	7	4	7	11	1
IS2	All Staff	8	2	9	8	5
	Women	2	0	5	7	2
IS3	All Staff	19	20	21	25	10
	Women	6	12	9	14	8
IS4	All Staff	47	27	62	59	22
	Women	18	4	25	26	8
IS5	All Staff	12	16	28	29	15
	Women	1	3	12	10	8
IS6	All Staff	1	3	7	14	2
	Women	1	1	0	3	0
IS7	All Staff	6	2	4	5	2
	Women	1	1	0	1	0
IS8	All Staff	1	0	0	1	0
	Women	0	0	0	0	0
IS9	All Staff	3	4	3	2	0
	Women	2	1	2	1	0
IS10	All Staff	1	2	1	1	0
	Women	0	0	0	0	0
<b>Total</b>	<b>All Staff</b>	<b>108</b>	<b>84</b>	<b>146</b>	<b>168</b>	<b>57</b>
	<b>Women</b>	<b>38</b>	<b>26</b>	<b>60</b>	<b>73</b>	<b>27</b>

IS = international staff.

<sup>a</sup> Includes all candidates who accepted offers made during the year.

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

**Figure A1.1: 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)

**Table A1.8: National Staff and Administrative Staff at Headquarters  
—Recruitment Pressures**

Year	Proportion of 1st choice external candidates not secured	Proportion of vacancies where advertisement period was extended
2018	7.9%	8.2%
2019 (to 30 Sep)	9.5%	10.4%

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

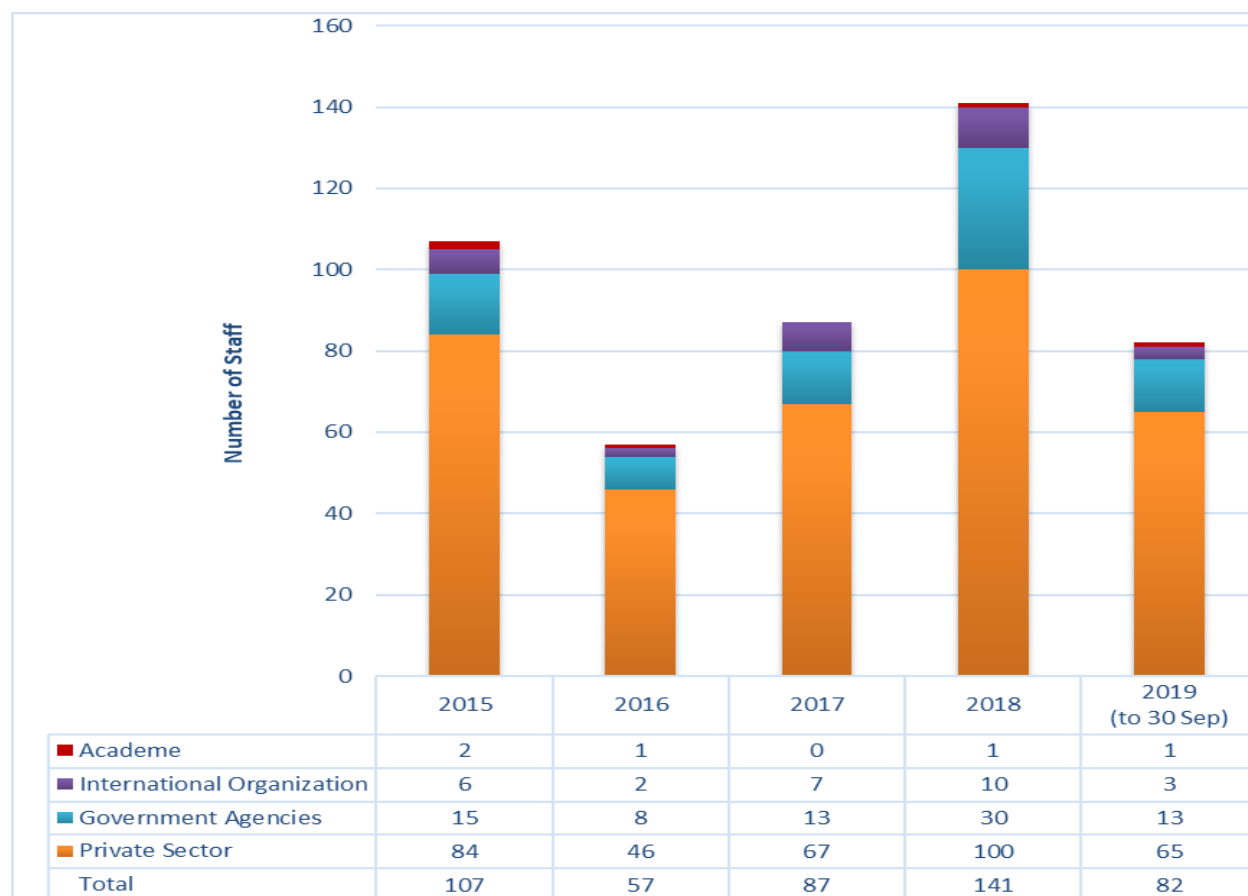
**Table A1.9: National Staff and Administrative Staff at Headquarters  
—Recruitment by Level**

Staff Category	Level	Number of Staff Recruited <sup>a</sup>				
		2015	2016	2017	2018	2019 (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	7	2	3	1	0
	Women	4	1	3	1	0
	AS4 All Staff	57	23	19	58	37
	Women	42	17	16	57	33
	AS5 All Staff	6	6	11	16	9
	Women	6	4	10	11	6
	AS6 All Staff	10	9	10	15	8
	Women	5	7	7	8	3
	AS7 All Staff	5	7	13	10	6
	Women	4	6	8	8	5
National Staff	NS1 All Staff	5	5	20	16	11
	Women	3	5	16	10	7
	NS2 All Staff	6	3	6	13	4
	Women	4	2	4	10	4
	NS3 All Staff	6	2	4	8	6
	Women	4	1	1	4	5
	NS4 All Staff	3	0	1	3	0
	Women	2	0	1	1	0
	NS5 All Staff	2	0	0	1	1
	Women	1	0	0	1	0
	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
<b>Total</b>	<b>All Staff</b>	<b>107</b>	<b>57</b>	<b>87</b>	<b>141</b>	<b>82</b>
	<b>Women</b>	<b>75</b>	<b>43</b>	<b>66</b>	<b>111</b>	<b>63</b>

<sup>a</sup> Includes all candidates who accepted offers made during the year.

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

**Figure A1.2: National Staff and Administrative Staff at Headquarters  
—Sources of Recruitment**



**Note:**

Internal hires (national staff and administrative staff hired into a different national staff 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)

**Table A1.10: National Staff and Administrative Staff in Field Offices  
—Recruitment Pressures**

Year	Proportion of 1st choice external candidates not secured	Proportion of vacancies where advertisement period was extended
2018	2.6%	16.2%
2019 (to 30 Sep)	3.8%	19.5%

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

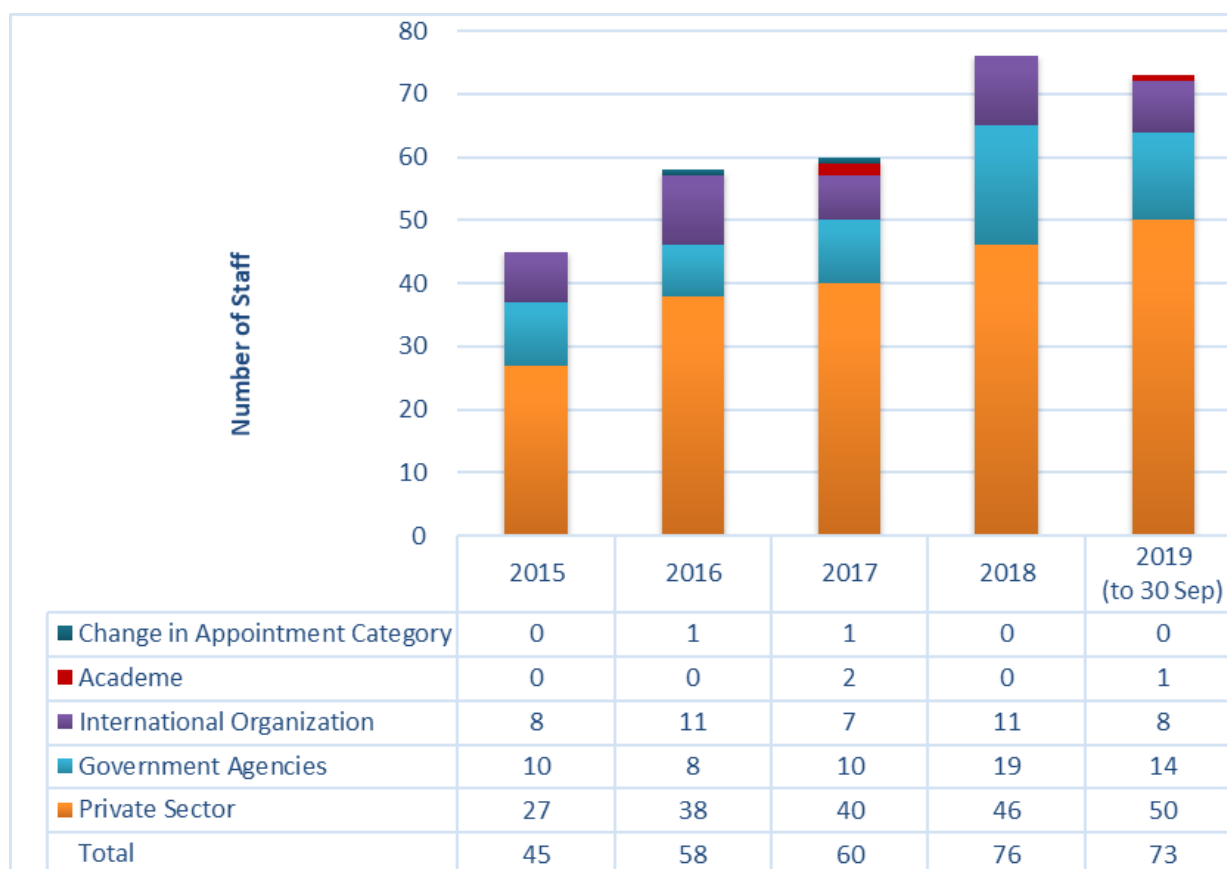
**Table A1.11: National Staff and Administrative Staff in Field Offices  
—Recruitment by Level**

Staff Category	Level	Number of Staff Recruited <sup>a</sup>				
		2015	2016	2017	2018	2019 (to 30 Sep)
Administrative Staff	AS1	All Staff	0	0	0	0
		Women	0	0	0	0
	AS2	All Staff	0	0	0	0
		Women	0	0	0	0
	AS3	All Staff	2	5	0	2
		Women	2	5	0	2
	AS4	All Staff	5	5	11	15
		Women	4	2	7	12
	AS5	All Staff	1	3	4	9
		Women	1	2	3	4
	AS6	All Staff	14	13	16	17
		Women	7	10	8	8
	AS7	All Staff	1	2	4	2
		Women	0	1	1	2
National Staff	NS1	All Staff	3	4	8	14
		Women	2	3	2	4
	NS2	All Staff	7	13	9	6
		Women	0	5	4	4
	NS3	All Staff	12	9	6	9
		Women	3	6	5	2
	NS4	All Staff	0	0	1	1
		Women	0	0	0	1
	NS5	All Staff	0	3	1	1
		Women	0	2	0	0
	NS6	All Staff	0	1	0	0
		Women	0	1	0	0
	NS7	All Staff	0	0	0	0
		Women				
<b>Total</b>	<b>All Staff</b>	<b>45</b>	<b>58</b>	<b>60</b>	<b>76</b>	<b>73</b>
	<b>Women</b>	<b>19</b>	<b>37</b>	<b>30</b>	<b>39</b>	<b>38</b>

<sup>a</sup> Includes all candidates who accepted offers made during the year.

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

**Figure A1.3: National Staff and Administrative Staff in Field Offices**  
**—Sources of Recruitment**



**Note:**

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

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



## C. Staff Retention

### 1. International Staff

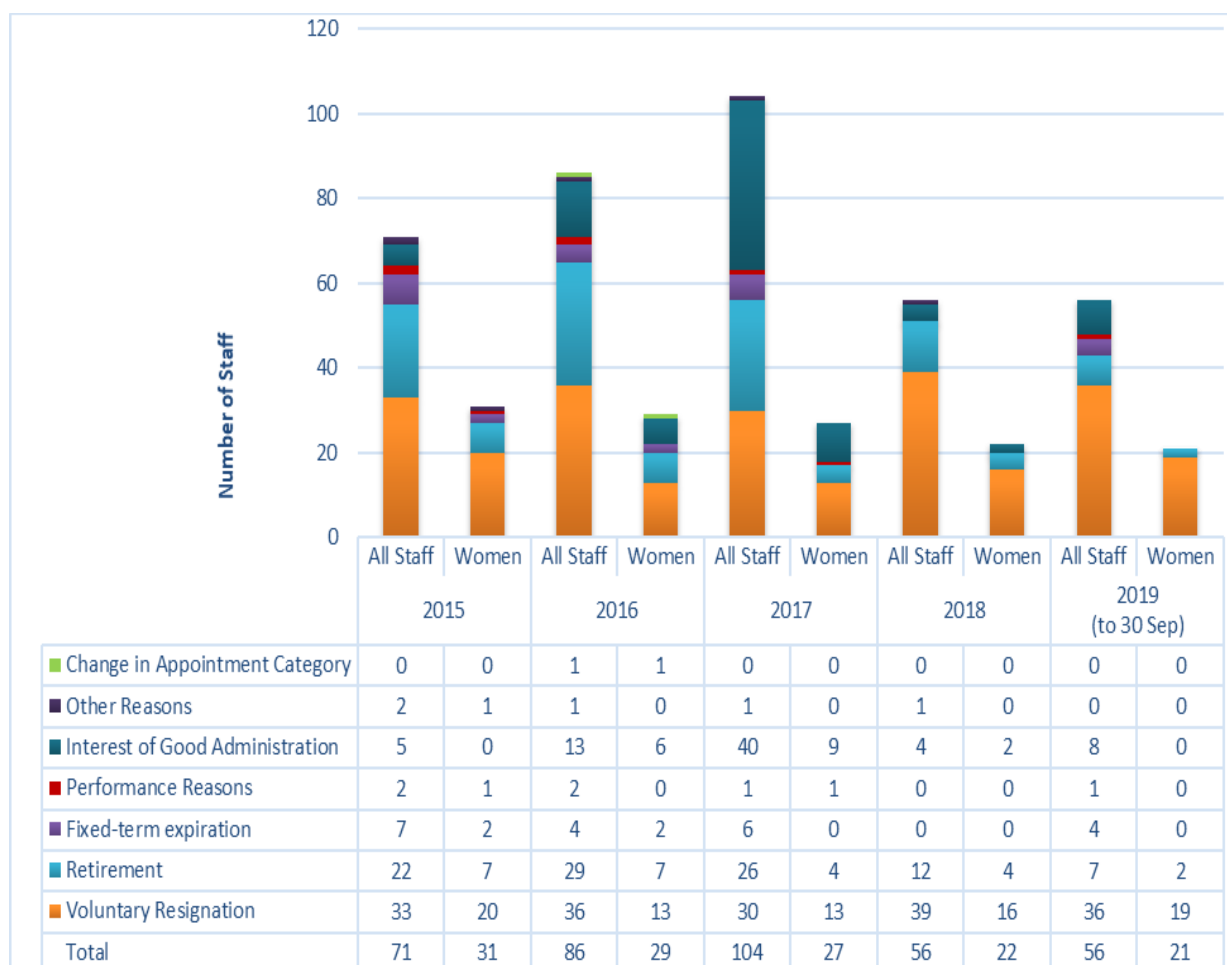
**Table A1.12: International Staff—Termination Rates**

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
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	1,112	393	39	16	3.5	4.1	17	6	1.5	1.5	56	22	5.0	5.6
2019 (to 30 Sep)	1,217	444	36	19	3.0	4.3	20	2	1.6	0.5	56	21	4.6	4.7

**Notes:**

- 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).
- 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:
  - change in appointment category (e.g., from International Staff to Management);
  - other reasons (e.g., death, ill health);
  - interest of good administration (e.g., mutually agreed separation, early separation program);
  - performance reasons (e.g., non-confirmation of appointment, misconduct);
  - fixed-term contract termination; and
  - retirement (e.g., normal, early, incapacity).

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

**Figure A1.4: International Staff—Reasons for Termination**

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

## 2. National Staff and Administrative Staff (Headquarters)

**Table A1.13: National Staff and Administrative Staff at Headquarters—Termination Rates**

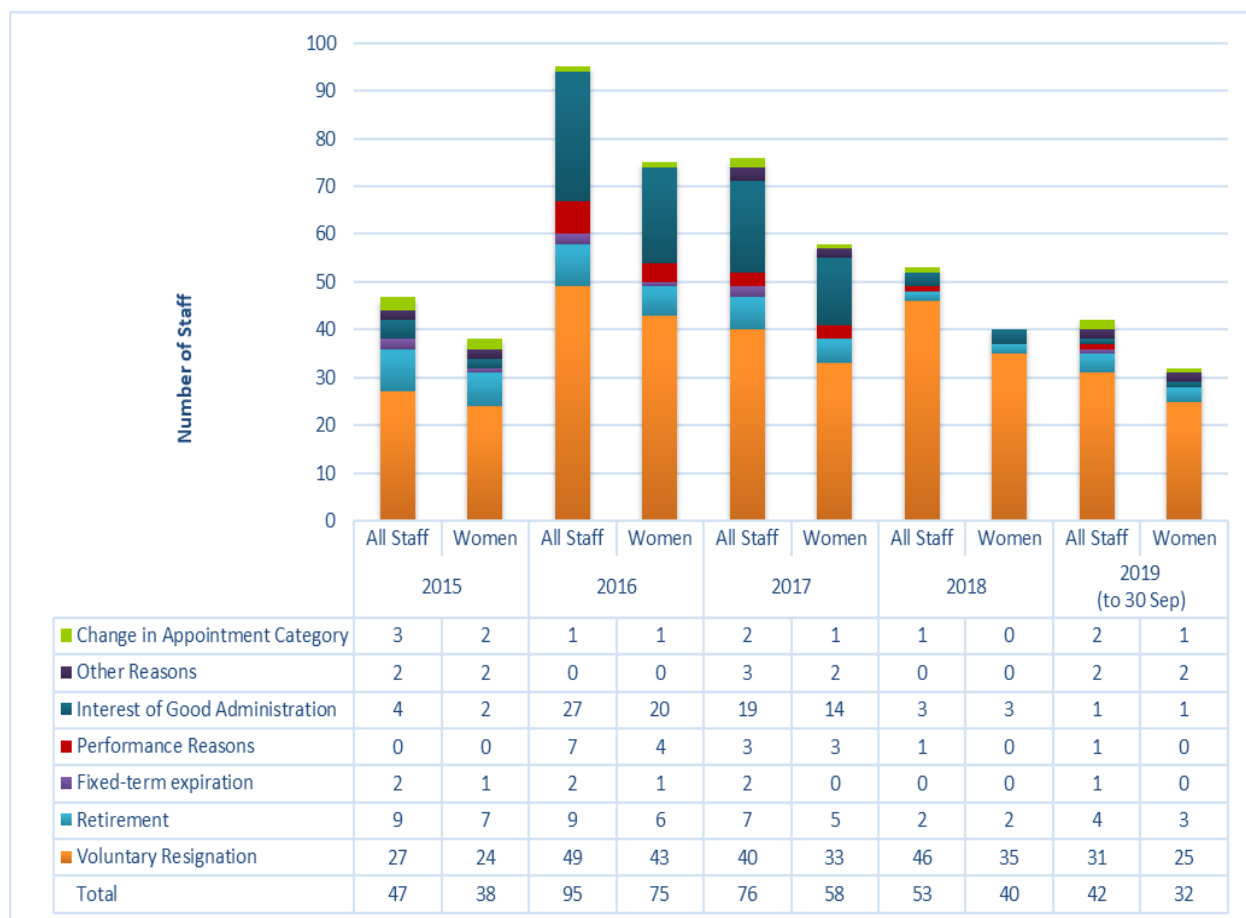
Year	No. of Staff as of 1 January		Voluntary Resignations				Other Terminations				Total Terminations			
			Count		Rates		Count		Rates		Count		Rates (%)	
	All Staff	Women	All Staff	Women	All Staff	Women	All Staff	Women	All Staff	Women	All Staff	Women	All Staff	Women
2015	1,349	1,095	27	24	2.0	2.2	20	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	1,383	1,109	46	35	3.3	3.2	7	5	0.5	0.5	53	40	3.8	3.6
2019 (to 30 Sep)	1,472	1,182	31	25	2.1	2.1	11	7	0.7	0.6	42	32	2.9	2.7

**Notes:**

- 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).
- 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:
  - change in appointment category (e.g., from National Staff to International Staff);
  - other reasons (e.g., death, ill health);
  - interest of good administration (e.g., mutually agreed separation, early separation program);
  - performance reasons (e.g., non-confirmation of appointment, misconduct);
  - fixed-term contract termination; and
  - retirement (e.g., normal, early, incapacity).

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

**Figure A1.5: 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 A1.14: National Staff and Administrative Staff in Field Offices—Termination Rates**

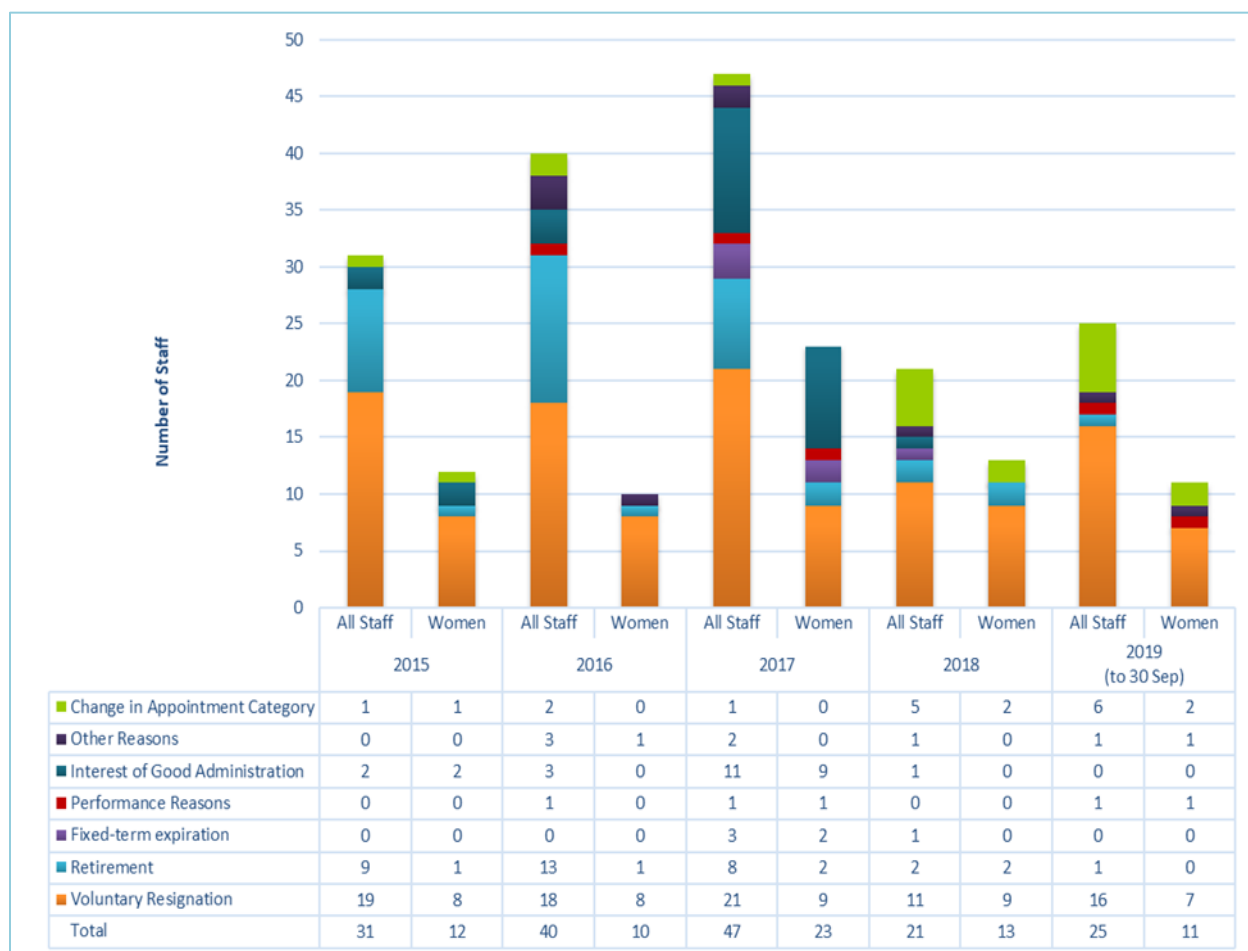
Year	No. of Staff as of 1 January		Voluntary Resignations				Other Terminations				Total Terminations			
			Count		Rates (%)		Count		Rates (%)		Count		Rates (%)	
	All Staff	Women	All Staff	Women	All Staff	Women	All Staff	Women	All Staff	Women	All Staff	Women	All Staff	Women
2015	567	283	19	8	3.4	2.8	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	608	323	11	9	1.8	2.8	10	4	1.6	1.2	21	13	3.5	4.0
2019 (to 30 Sep)	660	346	16	7	2.4	2.0	9	4	1.4	1.2	25	11	3.8	3.2

**Notes:**

- 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).
- 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:
  - change in appointment category (e.g., from National Staff to International Staff);
  - other reasons (e.g., death, ill health);
  - interest of good administration (e.g., mutually agreed separation, early separation program);
  - performance reasons (e.g., non-confirmation of appointment, misconduct);
  - fixed-term contract termination; and
  - retirement (e.g., normal, early, incapacity).

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

**Figure A1.6: 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 A1.15: List of Comparators for Salary Review**

<b>A. International Staff</b>				World Bank Group
<b>B. National Staff and Administrative Staff (Headquarters)</b>				
<b>No.</b>	<b>Company Name</b>	<b>Line of Business</b>	<b>Headquarters</b>	<b>Total No. of Staff in the Philippines</b>
1	ABS-CBN International	Media	Philippines	>2,000
2	Accenture	High tech	Ireland	>2,000
3	Citibank, N.A.	Finance	United States	>500
4	Coca-Cola Beverages Philippines, Inc.	Consumer	United States	>2,000
5	Embassy of the United States of America	Embassy	United States	>500
6	Energy Development Corporation	Energy	Philippines	>500
7	Globe Telecommunications*	High tech	Philippines	>2,000
8	Hongkong and Shanghai Banking Corporation Ltd.	Finance	United Kingdom	>500
9	International Rice Research Institute	International organization	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	Pilipinas Shell Petroleum Corporation*	Energy	Netherlands	>500
15	San Miguel Corporation	Consumer	Philippines	>2,000
16	Sun Life of Canada (Philippines), Inc.	Finance	Canada	>500
17	Unilever Philippines, Inc.	Consumer	United Kingdom	>500
18	United Laboratories	Pharmaceutical	Philippines	>2,000
19	World Bank Office, Manila	International organization	International	<500
20	World Health Organization	International organization	International	<500
<b>C. National Staff and Administrative Staff (Field Offices)</b>				
1	World Bank Group			
2	Local comparator organizations (a mix of private and public sector organizations) <sup>a</sup>			

> = greater than, < = less than.

\* New Comparators for 2020. Globe Telecommunicaitons replaced Hewlett Packard; Pilipinas Shell replaced Ayala Corporation.

<sup>a</sup> 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 2020**  
(unless otherwise stated, the structures reflect net salaries)

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

<b>ADB Level</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
IS1	87,600	96,400	105,100
IS2	96,700	111,200	125,700
IS3	107,300	126,100	144,900
IS4	125,400	147,300	169,300
IS5	140,400	168,500	196,600
IS6	165,400	198,500	231,600
IS7	190,500	228,600	266,700
IS8	222,200	266,600	311,100
IS9	254,000	304,800	355,600
IS10	273,000	327,600	382,200

ADB = Asian Development Bank, IS = international staff.  
Source: Asian Development Bank.

**Table A2.2: National Staff and Administrative Staff at Headquarters<sup>a</sup>**  
(₱ per year)

<b>ADB Level</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
<u>Administrative Staff</u>			
AS1	480,200	624,300	768,300
AS2	539,500	701,300	863,200
AS3	684,500	906,900	1,129,400
AS4	730,800	968,300	1,205,800
AS5	983,700	1,328,000	1,672,300
AS6	1,188,400	1,604,400	2,020,300
AS7	1,299,900	1,787,400	2,274,800
<u>National Staff</u>			
NS1	1,484,700	2,041,500	2,598,200
NS2	1,834,400	2,522,300	3,210,200
NS3	2,036,400	2,851,000	3,665,500
NS4	2,342,900	3,280,000	4,217,200
NS5	3,089,900	4,325,900	5,561,800
NS6	3,764,300	5,270,000	6,775,700

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

<sup>a</sup> Salary structure reflects gross salaries.

Source: Asian Development Bank.



## A. Central and West Asia

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

<b>ADB Level</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
<u>Administrative Staff</u>			
AS1	15,400	20,000	24,600
AS2	15,600	20,300	25,000
AS3	19,600	26,000	32,300
AS4	21,400	28,400	35,300
AS5	25,300	34,200	43,000
AS6	26,900	36,300	45,700
AS7	32,400	44,600	56,700
<u>National Staff</u>			
NS1	38,100	52,400	66,700
NS2	42,400	58,300	74,200
NS3	50,400	70,500	90,700
NS4	56,800	79,500	102,200
NS5	67,400	94,300	121,300
NS6	71,400	99,900	128,500
NS7	75,400	105,600	135,700

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

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

<b>ADB Level</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
<u>Administrative Staff</u>			
AS1	4,452,000	5,787,000	7,123,000
AS2	5,045,000	6,558,000	8,072,000
AS3	5,580,000	7,394,000	9,207,000
AS4	6,038,000	8,001,000	9,963,000
AS5	7,300,000	9,855,000	12,410,000
AS6	8,210,000	11,083,000	13,957,000
AS7	9,489,000	13,047,000	16,606,000
<u>National Staff</u>			
NS1	10,941,000	15,044,000	19,147,000
NS2	12,395,000	17,043,000	21,691,000
NS3	16,011,000	22,416,000	28,820,000
NS4	17,615,000	24,661,000	31,707,000
NS5	22,726,000	31,816,000	40,907,000
NS6	23,719,000	33,206,000	42,694,000
NS7	27,195,000	38,073,000	48,951,000

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

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

<b>ADB Level</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
<u>Administrative Staff</u>			
AS1	15,500	20,100	24,800
AS2	16,900	22,000	27,000
AS3	18,900	25,000	31,200
AS4	19,900	26,400	32,800
AS5	23,100	31,200	39,300
AS6	24,500	33,100	41,700
AS7	30,500	42,000	53,400
<u>National Staff</u>			
NS1	36,400	50,000	63,700
NS2	42,600	58,600	74,600
NS3	46,700	65,400	84,100
NS4	48,900	68,400	88,000
NS5	61,000	85,400	109,800
NS6	69,100	96,800	124,400
NS7	76,500	107,100	137,700

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

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

<b>ADB Level</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
<u>Administrative Staff</u>			
AS1	27,500	35,700	44,000
AS2	30,600	39,800	49,000
AS3	33,700	44,600	55,600
AS4	38,100	50,500	62,900
AS5	42,400	57,200	72,100
AS6	45,400	61,300	77,200
AS7	52,100	71,700	91,200
<u>National Staff</u>			
NS1	59,900	82,400	104,800
NS2	70,500	96,900	123,400
NS3	91,600	128,300	164,900
NS4	108,400	151,800	195,100
NS5	133,600	187,100	240,500
NS6	143,500	200,900	258,300
NS7	155,000	217,000	279,000

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

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

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

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

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

<b>ADB Level</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
<u>Administrative Staff</u>			
AS1	10,400	13,500	16,600
AS2	11,400	14,800	18,200
AS3	12,400	16,400	20,500
AS4	13,500	17,900	22,300
AS5	14,100	19,000	24,000
AS6	15,600	21,000	26,500
AS7	17,500	24,100	30,600
<u>National Staff</u>			
NS1	20,200	27,800	35,400
NS2	22,800	31,300	39,900
NS3	26,500	37,100	47,700
NS4	28,900	40,400	52,000
NS5	34,400	48,200	61,900
NS6	39,100	54,800	70,400
NS7	43,000	60,200	77,400

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

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

<b>ADB Level</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
<u>Administrative Staff</u>			
AS1	889,000	1,156,000	1,422,000
AS2	924,000	1,201,000	1,478,000
AS3	1,140,000	1,510,000	1,881,000
AS4	1,283,000	1,700,000	2,117,000
AS5	1,816,000	2,452,000	3,087,000
AS6	1,932,000	2,608,000	3,284,000
AS7	2,687,000	3,695,000	4,702,000
<u>National Staff</u>			
NS1	3,542,000	4,870,000	6,199,000
NS2	4,310,000	5,926,000	7,543,000
NS3	5,945,000	8,323,000	10,701,000
NS4	6,489,000	9,085,000	11,680,000
NS5	9,044,000	12,661,000	16,279,000
NS6	9,419,000	13,187,000	16,954,000
NS7	10,719,000	15,006,000	19,294,000

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

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

<b>ADB Level</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
<u>Administrative Staff</u>			
AS1	8,800	11,400	14,100
AS2	9,800	12,700	15,700
AS3	11,200	14,900	18,500
AS4	12,800	17,000	21,100
AS5	14,200	19,200	24,100
AS6	15,600	21,100	26,500
AS7	18,500	25,400	32,400
<u>National Staff</u>			
NS1	21,000	28,900	36,800
NS2	23,900	32,800	41,800
NS3	28,600	40,000	51,500
NS4	32,400	45,400	58,300
NS5	36,600	51,300	65,900
NS6	38,600	54,000	69,500
NS7	42,400	59,400	76,300

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

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

<b>ADB Level</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
<u>Administrative Staff</u>			
AS1	10,800	14,100	17,300
AS2	12,200	15,900	19,500
AS3	13,600	18,000	22,400
AS4	15,200	20,200	25,100
AS5	16,700	22,500	28,400
AS6	17,900	24,100	30,400
AS7	20,500	28,200	35,900
<u>National Staff</u>			
NS1	24,300	33,400	42,500
NS2	28,600	39,300	50,100
NS3	36,300	50,800	65,300
NS4	41,300	57,800	74,300
NS5	50,900	71,300	91,600
NS6	51,800	72,500	93,200
NS7	56,900	79,700	102,400

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

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

<b>ADB Level</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
<u>Administrative Staff</u>			
AS1	9,600	12,500	15,400
AS2	10,000	13,000	16,000
AS3	12,100	16,000	20,000
AS4	13,100	17,400	21,600
AS5	14,700	19,800	25,000
AS6	15,600	21,100	26,500
AS7	18,800	25,900	32,900
<u>National Staff</u>			
NS1	22,500	30,900	39,400
NS2	25,500	35,100	44,600
NS3	33,200	46,500	59,800
NS4	39,500	55,300	71,100
NS5	46,600	65,200	83,900
NS6	49,600	69,400	89,300
NS7	54,700	76,600	98,500

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)

<b>ADB Level</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
<u>Administrative Staff</u>			
AS1	108,300	140,800	173,300
AS2	123,800	160,900	198,100
AS3	149,500	198,100	246,700
AS4	152,800	202,400	252,100
AS5	194,500	262,600	330,700
AS6	215,600	291,000	366,500
AS7	268,100	368,700	469,200
<u>National Staff</u>			
NS1	319,900	439,900	559,800
NS2	364,800	501,600	638,400
NS3	522,500	731,500	940,500
NS4	574,700	804,600	1,034,500
NS5	816,100	1,142,500	1,469,000
NS6	857,500	1,200,500	1,543,500
NS7	940,200	1,316,300	1,692,400

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

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

<b>ADB Level</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
<u>Administrative Staff</u>			
AS1	10,000	13,000	16,000
AS2	10,800	14,100	17,300
AS3	12,800	16,900	21,100
AS4	13,400	17,700	22,100
AS5	16,700	22,600	28,400
AS6	18,700	25,200	31,800
AS7	20,900	28,800	36,600
<u>National Staff</u>			
NS1	25,500	35,000	44,600
NS2	28,900	39,800	50,600
NS3	35,000	49,000	63,000
NS4	38,100	53,400	68,600
NS5	53,500	74,900	96,300
NS6	57,500	80,500	103,500
NS7	60,000	84,000	108,000

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)

<b>ADB Level</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
<u>Administrative Staff</u>			
AS1	37,600	48,900	60,200
AS2	38,200	49,700	61,100
AS3	45,200	59,900	74,600
AS4	49,700	65,800	82,000
AS5	52,800	71,300	89,800
AS6	57,200	77,200	97,200
AS7	64,900	89,300	113,600
<u>National Staff</u>			
NS1	71,100	97,800	124,400
NS2	80,100	110,100	140,200
NS3	96,100	134,600	173,000
NS4	101,100	141,600	182,000
NS5	118,900	166,500	214,000
NS6	125,200	175,300	225,400
NS7	137,800	192,900	248,000

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)

<b>ADB Level</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
<u>Administrative Staff</u>			
AS1	21,500	28,000	34,400
AS2	21,900	28,500	35,000
AS3	28,200	37,400	46,500
AS4	30,100	39,900	49,700
AS5	34,600	46,700	58,800
AS6	36,300	49,000	61,700
AS7	42,300	58,100	74,000
<u>National Staff</u>			
NS1	53,400	73,400	93,500
NS2	61,100	84,000	106,900
NS3	78,700	110,200	141,700
NS4	85,900	120,200	154,600
NS5	103,400	144,700	186,100
NS6	110,400	154,500	198,700
NS7	126,700	177,400	228,100

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)

<b>ADB Level</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
<u>Administrative Staff</u>			
AS1	25,600	33,300	41,000
AS2	27,500	35,700	44,000
AS3	32,500	43,100	53,600
AS4	34,800	46,100	57,400
AS5	42,700	57,600	72,600
AS6	46,600	62,900	79,200
AS7	58,000	79,800	101,500
<u>National Staff</u>			
NS1	70,500	97,000	123,400
NS2	83,100	114,200	145,400
NS3	112,900	158,100	203,200
NS4	125,100	175,100	225,200
NS5	159,600	223,400	287,300
NS6	169,000	236,600	304,200
NS7	173,100	242,300	311,600

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

## D. Pacific Country Offices

**Table A2.18: Samoa Pacific Country Office**  
(ST per year)

<b>ADB Level</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
<u>Administrative Staff</u>			
AS1	14,900	19,400	23,800
AS2	17,100	22,200	27,400
AS3	18,900	25,000	31,200
AS4	21,700	28,700	35,800
AS5	25,400	34,300	43,200
AS6	28,500	38,500	48,500
AS7	36,100	49,700	63,200
<u>National Staff</u>			
NS1	42,100	57,900	73,700
NS2	48,800	67,100	85,400
NS3	62,400	87,400	112,300
NS4	72,500	101,500	130,500
NS5	89,600	125,400	161,300
NS6	103,200	144,500	185,800
NS7	113,600	159,000	204,500

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



**Table A2.19: Solomon Islands Pacific Country Office**  
(SI\$ per year)

<b>ADB Level</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
<u>Administrative Staff</u>			
AS1	54,800	71,200	87,700
AS2	58,400	75,900	93,400
AS3	64,100	84,900	105,800
AS4	67,500	89,500	111,400
AS5	73,400	99,100	124,800
AS6	75,200	101,500	127,800
AS7	87,900	120,900	153,800
<u>National Staff</u>			
NS1	101,200	139,200	177,100
NS2	109,200	150,100	191,100
NS3	115,300	161,400	207,500
NS4	121,800	170,500	219,200
NS5	142,800	199,900	257,000
NS6	163,800	229,300	294,800
NS7	180,100	252,200	324,200

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

**Table A2.20: Tonga Pacific Country Office**  
(T\$ per year)

<b>ADB Level</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
<u>Administrative Staff</u>			
AS1	10,100	13,100	16,200
AS2	11,000	14,300	17,600
AS3	13,000	17,200	21,500
AS4	13,700	18,200	22,600
AS5	15,300	20,700	26,000
AS6	17,000	22,900	28,900
AS7	19,600	26,900	34,300
<u>National Staff</u>			
NS1	22,000	30,300	38,500
NS2	23,800	32,700	41,700
NS3	30,000	42,000	54,000
NS4	32,600	45,600	58,700
NS5	43,600	61,000	78,500
NS6	44,400	62,200	79,900
NS7	48,900	68,400	88,000

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

**Table A2.21: Vanuatu Pacific Country Office**  
(Vt per year)

<b>ADB Level</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
<u>Administrative Staff</u>			
AS1	1,145,000	1,488,000	1,832,000
AS2	1,378,000	1,791,000	2,205,000
AS3	1,687,000	2,235,000	2,784,000
AS4	1,965,000	2,604,000	3,242,000
AS5	2,201,000	2,971,000	3,742,000
AS6	2,565,000	3,463,000	4,361,000
AS7	3,113,000	4,281,000	5,448,000
<u>National Staff</u>			
NS1	4,057,000	5,578,000	7,100,000
NS2	4,397,000	6,046,000	7,695,000
NS3	5,119,000	7,167,000	9,214,000
NS4	5,781,000	8,093,000	10,406,000
NS5	6,706,000	9,389,000	12,071,000
NS6	6,744,000	9,442,000	12,139,000
NS7	7,419,000	10,386,000	13,354,000

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

**Table A2.22: Cook Islands Pacific Country Office**  
(NZ\$ per year)

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

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

**Table A2.23: Federated States of Micronesia Pacific Country Office**  
(\$ per year)

<b>ADB Level</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
<u>Administrative Staff</u>			
AS1	8,000	10,400	12,800
AS2	9,100	11,800	14,600
AS3	10,300	13,700	17,000
AS4	11,500	15,300	19,000
AS5	13,000	17,500	22,100
AS6	14,200	19,200	24,100
AS7	15,700	21,600	27,500
<u>National Staff</u>			
NS1	20,100	27,600	35,200
NS2	23,900	32,800	41,800
NS3	27,400	38,300	49,300
NS4	30,700	43,000	55,300
NS5	33,800	47,300	60,800
NS6	37,300	52,200	67,100
NS7	41,500	58,100	74,700

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

**Table A2.24: Kiribati Pacific Country Office**  
(A\$ per year)

<b>ADB Level</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
<u>Administrative Staff</u>			
AS1	8,000	10,400	12,800
AS2	8,800	11,400	14,100
AS3	9,700	12,900	16,000
AS4	10,800	14,300	17,800
AS5	11,800	15,900	20,100
AS6	13,500	18,200	23,000
AS7	15,300	21,100	26,800
<u>National Staff</u>			
NS1	16,700	22,900	29,200
NS2	18,000	24,800	31,500
NS3	21,100	29,500	38,000
NS4	21,600	30,200	38,900
NS5	23,600	33,100	42,500
NS6	25,900	36,300	46,600
NS7	28,500	39,900	51,300

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

**Table A2.25: Nauru Pacific Country Office**  
(A\$ per year)

<b>ADB Level</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
<u>Administrative Staff</u>			
AS1	11,200	14,500	17,900
AS2	11,800	15,300	18,900
AS3	12,100	16,000	20,000
AS4	12,700	16,800	21,000
AS5	13,000	17,600	22,100
AS6	14,400	19,500	24,500
AS7	15,600	21,400	27,300
<u>National Staff</u>			
NS1	16,900	23,300	29,600
NS2	17,700	24,400	31,000
NS3	18,100	25,400	32,600
NS4	19,100	26,800	34,400
NS5	20,100	28,100	36,200
NS6	22,100	30,900	39,800
NS7	24,300	34,000	43,800

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

**Table A2.26: Palau Pacific Country Office**  
(\$ per year)

<b>ADB Level</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
<u>Administrative Staff</u>			
AS1	9,100	11,800	14,600
AS2	9,700	12,600	15,500
AS3	10,500	13,900	17,300
AS4	11,600	15,400	19,100
AS5	13,300	18,000	22,600
AS6	14,800	20,000	25,200
AS7	16,100	22,200	28,200
<u>National Staff</u>			
NS1	17,700	24,400	31,000
NS2	19,400	26,700	34,000
NS3	21,900	30,600	39,400
NS4	25,600	35,800	46,100
NS5	29,200	40,900	52,600
NS6	38,200	53,500	68,800
NS7	44,400	62,200	79,900

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

**Table A2.27: Republic of Marshall Islands Pacific Country Office**  
(\$ per year)

<b>ADB Level</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
<u>Administrative Staff</u>			
AS1	9,500	12,300	15,200
AS2	10,800	14,000	17,300
AS3	11,800	15,700	19,500
AS4	12,800	17,000	21,100
AS5	14,000	18,900	23,800
AS6	17,500	23,600	29,800
AS7	21,200	29,100	37,100
<u>National Staff</u>			
NS1	24,700	34,000	43,200
NS2	26,700	36,700	46,700
NS3	31,900	44,700	57,400
NS4	37,700	52,800	67,900
NS5	44,100	61,800	79,400
NS6	50,900	71,200	91,600
NS7	59,600	83,500	107,300

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

**Table A2.28: Tuvalu Pacific Country Office**  
(A\$ per year)

<b>ADB Level</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
<u>Administrative Staff</u>			
AS1	5,600	7,300	9,000
AS2	6,500	8,500	10,400
AS3	7,300	9,700	12,000
AS4	8,200	10,800	13,500
AS5	8,700	11,800	14,800
AS6	9,600	13,000	16,300
AS7	10,300	14,200	18,000
<u>National Staff</u>			
NS1	11,200	15,400	19,600
NS2	12,100	16,600	21,200
NS3	13,400	18,800	24,100
NS4	15,000	21,000	27,000
NS5	17,700	24,800	31,900
NS6	20,400	28,600	36,700
NS7	22,500	31,500	40,500

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

**E. South Asia****Table A2.29: Bangladesh Resident Mission**  
(Tk per year)

<b>ADB Level</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
<u>Administrative Staff</u>			
AS1	682,000	886,000	1,091,000
AS2	692,000	899,000	1,107,000
AS3	894,000	1,185,000	1,475,000
AS4	1,022,000	1,354,000	1,686,000
AS5	1,156,000	1,560,000	1,965,000
AS6	1,236,000	1,668,000	2,101,000
AS7	1,703,000	2,342,000	2,980,000
<u>National Staff</u>			
NS1	2,219,000	3,051,000	3,883,000
NS2	2,805,000	3,857,000	4,909,000
NS3	3,671,000	5,139,000	6,608,000
NS4	4,718,000	6,605,000	8,492,000
NS5	5,774,000	8,084,000	10,393,000
NS6	6,091,000	8,527,000	10,964,000
NS7	6,484,000	9,077,000	11,671,000

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

**Table A2.30: Bhutan Resident Mission**  
(Nu per year)

<b>ADB Level</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
<u>Administrative Staff</u>			
AS1	345,000	448,000	552,000
AS2	364,000	473,000	582,000
AS3	440,000	583,000	726,000
AS4	457,000	605,000	754,000
AS5	511,000	690,000	869,000
AS6	526,000	710,000	894,000
AS7	580,000	798,000	1,015,000
<u>National Staff</u>			
NS1	642,000	883,000	1,124,000
NS2	713,000	980,000	1,248,000
NS3	896,000	1,254,000	1,613,000
NS4	988,000	1,383,000	1,778,000
NS5	1,151,000	1,611,000	2,072,000
NS6	1,229,000	1,720,000	2,212,000
NS7	1,354,000	1,895,000	2,437,000

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

**Table A2.31: India Resident Mission**  
(₹ per year)

<b>ADB Level</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
<u>Administrative Staff</u>			
AS1	445,000	579,000	712,000
AS2	534,000	694,000	854,000
AS3	615,000	815,000	1,015,000
AS4	684,000	906,000	1,129,000
AS5	876,000	1,183,000	1,489,000
AS6	1,063,000	1,435,000	1,807,000
AS7	1,246,000	1,713,000	2,181,000
<u>National Staff</u>			
NS1	1,559,000	2,143,000	2,728,000
NS2	1,889,000	2,598,000	3,306,000
NS3	2,882,000	4,035,000	5,188,000
NS4	3,572,000	5,001,000	6,430,000
NS5	5,324,000	7,453,000	9,583,000
NS6	5,717,000	8,004,000	10,291,000
NS7	6,219,000	8,707,000	11,194,000

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

**Table A2.32: Nepal Resident Mission**  
(NRe per year)

<b>ADB Level</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
<u>Administrative Staff</u>			
AS1	892,000	1,159,000	1,427,000
AS2	915,000	1,189,000	1,464,000
AS3	1,090,000	1,444,000	1,799,000
AS4	1,171,000	1,552,000	1,932,000
AS5	1,332,000	1,798,000	2,264,000
AS6	1,407,000	1,900,000	2,392,000
AS7	1,695,000	2,331,000	2,966,000
<u>National Staff</u>			
NS1	2,052,000	2,822,000	3,591,000
NS2	2,297,000	3,158,000	4,020,000
NS3	3,094,000	4,332,000	5,569,000
NS4	3,595,000	5,033,000	6,471,000
NS5	4,235,000	5,929,000	7,623,000
NS6	4,293,000	6,010,000	7,727,000
NS7	4,526,000	6,337,000	8,147,000

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

**Table A2.33: Sri Lanka Resident Mission**  
(SLRe per year)

<b>ADB Level</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
<u>Administrative Staff</u>			
AS1	1,092,000	1,419,000	1,747,000
AS2	1,251,000	1,626,000	2,002,000
AS3	1,441,000	1,909,000	2,378,000
AS4	1,596,000	2,115,000	2,633,000
AS5	1,898,000	2,562,000	3,227,000
AS6	2,238,000	3,021,000	3,805,000
AS7	2,717,000	3,736,000	4,755,000
<u>National Staff</u>			
NS1	3,318,000	4,562,000	5,807,000
NS2	3,958,000	5,442,000	6,927,000
NS3	5,515,000	7,721,000	9,927,000
NS4	6,433,000	9,006,000	11,579,000
NS5	10,146,000	14,204,000	18,263,000
NS6	10,636,000	14,891,000	19,145,000
NS7	11,274,000	15,783,000	20,293,000

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

## F. Southeast Asia

**Table A2.34: Cambodia Resident Mission**  
(\$ per year)

<b>ADB Level</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
<u>Administrative Staff</u>			
AS1	8,400	10,900	13,400
AS2	9,500	12,400	15,200
AS3	10,600	14,100	17,500
AS4	12,100	16,000	20,000
AS5	13,400	18,100	22,800
AS6	14,700	19,900	25,000
AS7	19,800	27,200	34,700
<u>National Staff</u>			
NS1	23,800	32,700	41,700
NS2	29,100	40,000	50,900
NS3	38,900	54,500	70,000
NS4	44,100	61,700	79,400
NS5	58,100	81,400	104,600
NS6	59,500	83,300	107,100
NS7	64,300	90,000	115,700

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



**Table A2.35: Indonesia Resident Mission**  
(Rp per year)

<b>ADB Level</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
<u>Administrative Staff</u>			
AS1	112,203,000	145,864,000	179,525,000
AS2	132,553,000	172,319,000	212,085,000
AS3	152,392,000	201,919,000	251,447,000
AS4	170,678,000	226,149,000	281,619,000
AS5	215,060,000	290,331,000	365,602,000
AS6	236,409,000	319,152,000	401,895,000
AS7	300,735,000	413,510,000	526,286,000
<u>National Staff</u>			
NS1	354,422,000	487,330,000	620,239,000
NS2	413,448,000	568,491,000	723,534,000
NS3	654,440,000	916,216,000	1,177,992,000
NS4	753,130,000	1,054,382,000	1,355,634,000
NS5	1,114,600,000	1,560,440,000	2,006,280,000
NS6	1,268,526,000	1,775,937,000	2,283,347,000
NS7	1,376,011,000	1,926,416,000	2,476,820,000

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

**Table A2.36: Lao People's Democratic Republic Resident Mission**  
(\$ per year)

<b>ADB Level</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
<u>Administrative Staff</u>			
AS1	7,100	9,200	11,400
AS2	8,100	10,500	13,000
AS3	9,200	12,200	15,200
AS4	10,500	13,900	17,300
AS5	11,500	15,500	19,600
AS6	13,700	18,500	23,300
AS7	15,300	21,000	26,800
<u>National Staff</u>			
NS1	18,200	25,000	31,900
NS2	21,800	30,000	38,200
NS3	29,300	41,000	52,700
NS4	39,000	54,600	70,200
NS5	50,100	70,200	90,200
NS6	52,400	73,300	94,300
NS7	57,100	80,000	102,800

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

**Table A2.37: Myanmar Resident Mission**  
(\$ per year)

<b>ADB Level</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
<u>Administrative Staff</u>			
AS1	8,300	10,800	13,300
AS2	8,800	11,400	14,100
AS3	11,500	15,200	19,000
AS4	12,800	17,000	21,100
AS5	14,800	20,000	25,200
AS6	16,300	22,000	27,700
AS7	18,700	25,700	32,700
<u>National Staff</u>			
NS1	20,700	28,400	36,200
NS2	22,700	31,200	39,700
NS3	33,500	46,900	60,300
NS4	41,100	57,500	74,000
NS5	49,100	68,700	88,400
NS6	52,100	73,000	93,800
NS7	59,900	83,800	107,800

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

**Table A2.38: Thailand Resident Mission**  
(B per year)

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

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

**Table A2.39: Timor-Leste Resident Mission**  
(\$ per year)

<b>ADB Level</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
<u>Administrative Staff</u>			
AS1	5,900	7,700	9,400
AS2	6,700	8,700	10,700
AS3	7,700	10,200	12,700
AS4	9,100	12,100	15,000
AS5	11,400	15,400	19,400
AS6	12,400	16,800	21,100
AS7	16,100	22,100	28,200
<u>National Staff</u>			
NS1	19,800	27,200	34,700
NS2	22,800	31,400	39,900
NS3	28,100	39,300	50,600
NS4	30,100	42,100	54,200
NS5	39,700	55,600	71,500
NS6	42,600	59,600	76,700
NS7	49,500	69,300	89,100

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

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

<b>ADB Level</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
<u>Administrative Staff</u>			
AS1	10,800	14,100	17,300
AS2	12,200	15,800	19,500
AS3	13,300	17,600	21,900
AS4	14,400	19,100	23,800
AS5	16,600	22,400	28,200
AS6	18,800	25,400	32,000
AS7	23,900	32,900	41,800
<u>National Staff</u>			
NS1	30,000	41,300	52,500
NS2	36,900	50,700	64,600
NS3	53,400	74,800	96,100
NS4	59,600	83,500	107,300
NS5	88,600	124,100	159,500
NS6	96,000	134,400	172,800
NS7	105,600	147,800	190,100

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

**G. Private Sector Operations****Table A2.41 ADB Singapore Office<sup>a</sup>**  
(S\$ per year)

<b>ADB Level</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
<u>Administrative Staff</u>			
AS1	28,100	36,500	45,000
AS2	31,100	40,400	49,800
AS3	33,400	44,300	55,100
AS4	42,000	55,600	69,300
AS5	47,100	63,600	80,100
AS6	62,800	84,800	106,800
AS7	76,000	104,500	133,000
<u>National Staff</u>			
NS1	84,100	115,700	147,200
NS2	96,800	133,100	169,400
NS3	113,900	159,400	205,000
NS4	146,900	205,600	264,400
NS5	189,400	265,200	340,900
NS6	209,300	293,000	376,700
NS7	242,300	339,200	436,100

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

<sup>a</sup> Salary structure reflects gross salaries.

Source: Asian Development Bank.

**H. Representative Offices****Table A2.42: European Representative Office**  
(€ per year)

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

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

Source: Asian Development Bank.

**Table A2.43: Japan Representative Office<sup>a</sup>**  
(¥ per year)

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

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

<sup>a</sup> Salary structure reflects gross salaries.

Source: Asian Development Bank.

**Table A2.44: North American Representative Office<sup>a</sup>**  
(\$ per year)

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

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

<sup>a</sup> Salary structure reflects gross salaries.

Source: Asian Development Bank.