



2009

IBA MEMBER BANK

EMPLOYEE COMPENSATION SURVEY

SUMMARY

SAMPLE ONLY

INTERNATIONAL BANKERS ASSOCIATION

FEBRUARY 2010

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BACKGROUND & RESEARCH OBJECTIVE / DESIGN

This year's IBA Member Bank Employee Compensation Survey is based on compensation information received from 16 member banks or 34% of the total number of IBA members that have commercial banking operations.

Research objective

The purpose of this survey is to provide management with a useful benchmarking tool to assess various foreign bank policies on such issues as monthly cash allowances, salary increase averages, bonuses, and child care leave policies.

Research design

Survey Period	December 8, 2009 ~ January 29, 2010
Survey Method	Self-administered survey via e-mail
Respondents Criteria	IBA members that have commercial banking operations in Japan

Definition of two major categories of personnel

Clerical	<ul style="list-style-type: none"> • Permanent employees • Clerical positions that are eligible for overtime pay
Corporate	<ul style="list-style-type: none"> • Permanent employees • Management or supervisory positions that are not eligible for overtime pay
N.B.	When matching personnel to survey descriptions, job function is more important than minimum age and years of experience.

Response rate

# of survey invitations sent	47
# of responses received	16
Response rate	34%

Distribution of respondents

Bank size	
1-15	2
16-30	7
31-50	4
51-100	1
101+	2
Total respondents	16

Note: Part-time and temporary staff are not included

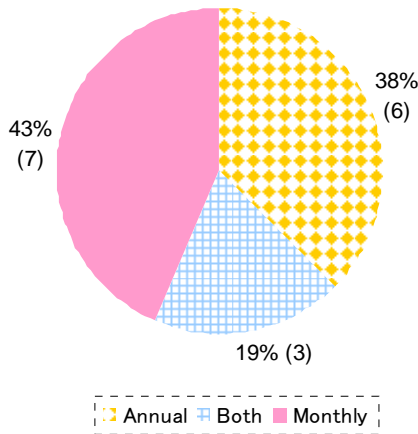
Should you have questions about specific sections in the summary report or should you wish to exchange information with another respondent, please contact the IBA Secretariat at 03-6225-2211 or by email at g-info@ibajapan.org. The IBA is continuously aiming to improve the survey and to keep it focused on our members' needs; therefore, any feedback or suggestions you have are welcomed.

Please note that the survey is copyrighted to protect against its unauthorized transfer to parties outside of the recipient institutions. This survey is for reference purposes only and has not been reviewed by outside labor law or compensation experts.

I. SALARY SCALES

As *Chart 1* shows, six banks (38%) employ an annual salary system. Seven banks (43%) use a monthly salary system, while three (19%) use both a monthly and an annual salary system.

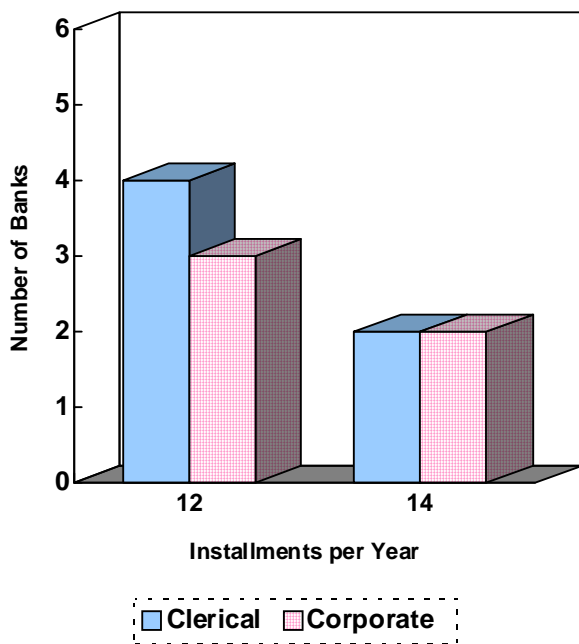
Chart 1: Salary System



Note: N=16

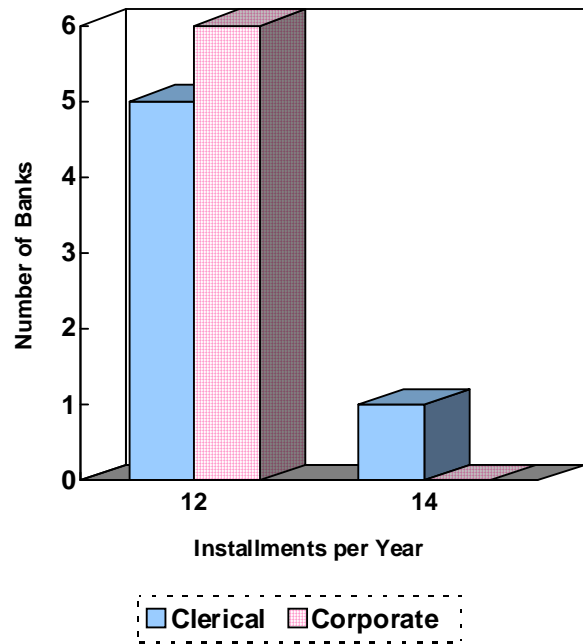
Among the banks which use an annual salary system, all six use the system for both clerical and corporate personnel. As for the institutions which use both monthly and annual systems, one uses this system for clerical personnel only, and the other two institutions utilize it for both clerical and corporate-level staff.

Chart 2: Installments for Monthly Salary Systems



Note: N=6 (Clerical), N=5 (Corporate)

Chart 3: Installments for Annual Salary Systems



Note: N=6 (Clerical), N=6 (Corporate)

Note: those answering “use both (monthly and annual) salary systems” in Q1 are not included