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**2008**

**IBA FOREIGN BANK BRANCH  
EMPLOYEE COMPENSATION  
SURVEY SUMMARY REPORT**

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**SAMPLE ONLY**

**INTERNATIONAL BANKERS ASSOCIATION  
DECEMBER 2008**

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## BACKGROUND & RESEARCH OBJECTIVE / DESIGN

This year's IBA Foreign Bank Branch Employee Compensation Survey is based on compensation information received from 19 member organizations or 36% 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

<b>Survey Period</b>	October 1, 2008 ~ November 28, 2008
<b>Survey Method</b>	Self-administered survey via e-mail
<b>Respondents Criteria</b>	IBA members that have commercial banking operations or that are a representative office in Japan. The nine IBA members which do not have a bank license were not included in this survey.

### Definition of two major categories of personnel

<b>Clerical</b>	<ul style="list-style-type: none"> <li>• Permanent employees</li> <li>• Clerical positions that are eligible for overtime pay</li> </ul>
<b>Corporate</b>	<ul style="list-style-type: none"> <li>• Permanent employees</li> <li>• Management or supervisory positions that are not eligible for overtime pay</li> </ul>
<b>NB</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	53
# of responses received	19
Response rate	36%

### Distribution of respondents

<b>Bank size</b>	
1-15	7
16-30	5
31-50	6
101+	1
<b>Total respondents</b>	<b>19</b>

*Note: Part-time and temporary staff are not included*

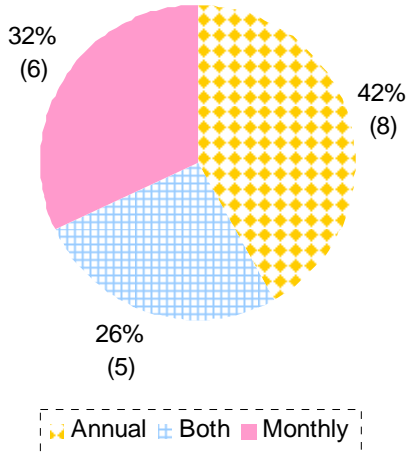
Should you have questions about specific sections in the summary report or should you wish to exchange information with another respondent, please contact the IBA Secretariat at 03-5545-7511 or by email at [g-info@ibajapan.org](mailto:g-info@ibajapan.org). The IBA is continuously aiming to improve the 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, eight banks (42%) employ an annual salary system. Six banks (32%) use a monthly salary system, while five (26%) use both a monthly and an annual salary system.

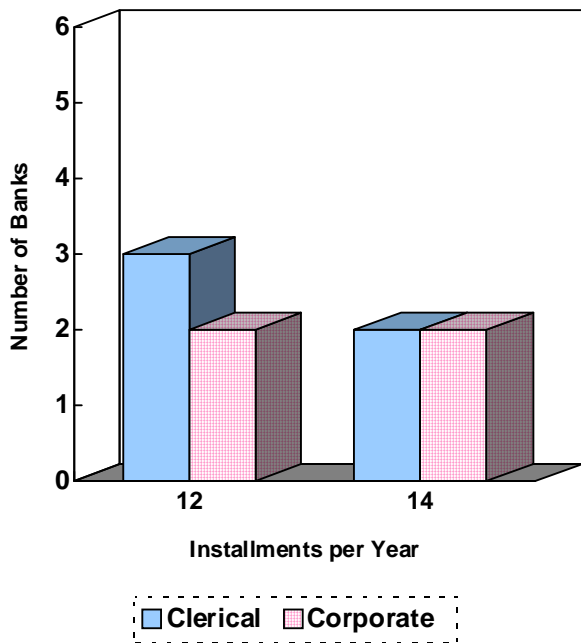
*Chart 1: Salary System*



Note: N=19

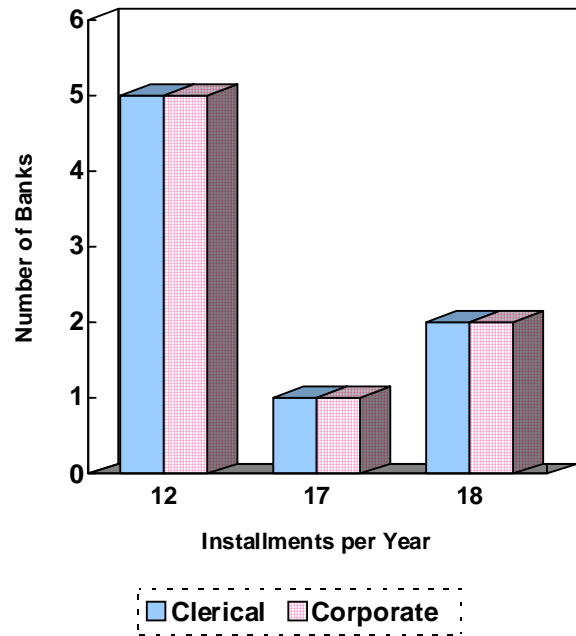
Among the banks which use an annual salary system, eight (100%) use the system for both clerical and corporate personnel. As for the institutions which use both monthly and annual systems, two use this system for corporate personnel only, and the other two institutions utilize it for both clerical and corporate-level staff.

*Chart 2: Installments for Monthly Salary Systems*



Note: N=5 (Clerical), N=4 (Corporate)

*Chart 3: Installments for Annual Salary Systems*



Note: N=8 (Clerical), N=8 (Corporate)

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