

Remuneration/Salary of OIST SC's Officers and Employees

I REmuneration of Officers (Governors and Auditors)

1 Items concerning Basic Policy of Officers' Compensation

① How to determine Executive Officers' remuneration levels.

The remuneration level of Officers is determined in accordance with international standards and with consideration to their responsibilities of overseeing management, education, and research of an internationally outstanding graduate university.
In particular, the CEO/President requires appropriate remuneration level as, in the midst of fierce competition to secure talented personnel, he/she is required to have a proven track record in organizational management at world-class research institutions, and to be a respected and accomplished researcher/educator who is capable of leading internationally recognized faculty members.

② How performance is reflected into Officers' compensation in FY2024 (How performance-based salary works and has been adopted)

For full-time Officers, a Special Adjustment Allowance may be paid when deemed necessary.

③ Details of Officers' compensation levels and revisions made in FY2024

Head of Corporation	<div>1. Details of the Officer's remuneration standard The remuneration of the Officer is defined as the sum of base remuneration , a special adjustment allowance, commuting allowance, housing allowance, and retirement allowance. The base remuneration is determined by the Board of Governors within the range up to the maximum amount, and the special adjustment allowance is determined by the Board of Governors upon consultation with Cabinet Office.</div> <div>2. Revisions in FY2024 None</div>
Governor	<div>1. Details of the Officer's remuneration standard The remuneration of the Officer is defined as the sum of base remuneration , a special adjustment allowance, commuting allowance, housing allowance, and retirement allowance. The base remuneration is determined by the Board of Governors within the range up to the maximum amount, and the special adjustment allowance is determined by the Board of Governors upon consultation with Cabinet Office.</div> <div>2. Revisions in FY2024 None</div>
Governor (Part Time)	<div>1. Details of the Officer's remuneration standard The remuneration of part-time Officers is determined by the Board of Governors based on their working hours and jobs.</div> <div>2. Details of the Revisions in FY2024 None</div>

Auditor

1. Details of the Officer's remuneration standard

The remuneration of the Officer is defined as the sum of base remuneration, a special adjustment allowance, commuting allowance, housing allowance, and retirement allowance. The base remuneration is determined by the Board of Governors within the range up to the maximum amount, and the special adjustment allowance is determined by the Board of Governors upon consultation with Cabinet Office.

2. Revisions in FY2024

None

Auditor
(Part Time)

1. Details of the Officer's remuneration standard

The remuneration of part-time Officers is determined by the Board of Governors based on their working hours and jobs.

2. Revisions in FY2024

None

2 Status of Officers' Remuneration Payments

Position	Total Annual Remuneration, etc. in FY2024				Accession/ Retirement Status		Former positio n
		Base Remuneration	Bonus	Others(details)	Accession	Retirement	
Head of Corporation A	K Yen 60,024	K Yen 30,000	K Yen	K Yen 30,024 (Special Adjustment & Commuting Allowance)			
"A" Governor	K Yen 23,154	K Yen 20,000	K Yen	K Yen 3,154 (Special Adjustment & Commuting Allowance)			* ※
"B" Governor (part-time)	K Yen 1,163	K Yen	K Yen	K Yen (Special Adjustment & Commuting Allowance)		Dec 20	※
"C" Governor (part-time)	K Yen 1,380	K Yen	K Yen	K Yen ()			
"D" Governor (part-time)	K Yen 1,380	K Yen	K Yen	K Yen ()			
"E" Governor (part-time)	K Yen 980	K Yen	K Yen	K Yen ()			
"F" Governor (part-time)	K Yen 1,380	K Yen	K Yen	K Yen ()			
"G" Governor (part-time)	K Yen 980	K Yen	K Yen	K Yen ()			
"H" Governor (part-time)	K Yen 580	K Yen	K Yen	K Yen ()			
"I" Governor (part-time)	K Yen 1,380	K Yen	K Yen	K Yen ()			
"J" Governor (part-time)	K Yen 900	K Yen	K Yen	K Yen ()			
"K" Governor (part-time)	K Yen 980	K Yen	K Yen	K Yen ()			

"L" Governor (part-time)	K Yen 1,380	K Yen	K Yen	K Yen ()			
"M" Governor (part-time)	K Yen 1,380	K Yen	K Yen	K Yen ()			
"N" Governor (part-time)	K Yen 980	K Yen	K Yen	K Yen ()			
"O" Governor (part-time)	K Yen 1,380	K Yen	K Yen	K Yen ()			※
"P" Governor (part-time)	K Yen 1,300	K Yen	K Yen	K Yen ()			
"A" Auditor	K Yen 14,189	K Yen 14,189	K Yen	K Yen ()			◇
"B" Auditor (part- time)	K Yen 3,400	K Yen 3,400	K Yen	K Yen ()			
"C" Auditor (part- time)	K Yen 3,400	K Yen 3,400	K Yen	K Yen ()			

*1: In the column of the "others (details)," enter the total amount of allowances, e.g. commuting allowance.

*2: In the column of "Former Position", enter either of the following marks according to the type of the Officer's former job.

Retired public employee***, Seconded officer "◇", Retiree of IAI, etc. "※",

Retired public employee, and then worked & retired from IAI, etc. "** ※", leave the column empty if none of the categories apply.

3 Appropriateness of Officers' Remuneration Standard

【Validation by Corporation】

Head of
Corporation

The remuneration standard for the Head of Corporation is reasonable in consideration of the responsibility and difficulty of overseeing management, education and research of an internationally outstanding graduate university, as well as past achievements, and international standard.

Governor

The remuneration standard for the Governor is reasonable in consideration of the responsibility and difficulty of overseeing management, education and research of an internationally outstanding graduate university, as well as past achievements, and international standard.

Governor
(Part time)

The remuneration standard for part-time Governor is reasonable in consideration of the responsibility of overseeing management, education and research of an internationally outstanding graduate university, as well as their insight as a Nobel Laureate, etc.

Auditor

The remuneration for the Auditor is reasonable in consideration of the responsibility and difficulty of their duties to audit the management of an internationally outstanding graduate university .

Auditor
(Part time)

The remuneration for the Auditor is reasonable in consideration of the responsibility and difficulty of their duties to audit the management of an internationally outstanding graduate university.

【Verification by the Minister in charge】

The Okinawa Institute of Science and Technology Graduate University (OIST) has been ranked ninth in the world and first in Japan in the ranking of important scientific papers, has produced a Nobel Prize laureate in Physiology or Medicine, and has also achieved steady results in supporting start-ups. In FY2024, OIST strengthened collaboration with other universities, local companies, and economic organizations, advanced research aimed at addressing societal challenges, and worked to reinforce its financial foundation through a substantial increase in the amount and proportion of external funding—including programs such as the “Regional Core University Innovation Creation Enhancement Project (J-PEAKS).” These efforts can be regarded as contributing to the development of the base necessary to realize OIST’s mission of conducting internationally outstanding education and research in science and technology.

Given these circumstances, the remuneration level for the Officers, who oversee the university’s management and all of its educational and research activities, can be considered appropriate, including in comparison with international standards.

4 Status of Officers' Retirement Allowance Payments
(Status of retiree subject to retirement allowance in FY2024)

Classification	Payment Amount (Total)	Period of Service	Retired Date	Performance Evaluation Rate	Former position
Head of Corporation	N/A				

* In the column of "Former Position", enter either of the following marks according to the type of the Officer's former job.
Retired public employee"**, Seconded officer "◇", Retiree of Independent Administrative Agencies, etc. "※", Retired public employee, and then worked & retired from IAI, etc. "** ※", leave the column empty if none of the categories apply.

5 Appropriateness of Retirement Allowance for Retiree

【Reason for the determination by Competent Minister】

Classification	Reason for Determination
Head of Corporation	N/A
Governor	N/A
Auditor	N/A

Note: In the "Reason for Decision" column, enter the specific reasons for the decision on the Performance Evaluation rate and the amount of retirement allowance, including the results of the review of the the corporation performance, the performance of work in charge, and the individual performance.

6 How performance-based remuneration works and is adopted

A Scheme has been introduced that allows the payment of a special adjustment allowance deemed necessary. This scheme will continue to be maintained.

II Salary of Employees

1 Items concerning the Basic Policy of Employee Salary

① How the employee salary level is determined

Since OIST is an international university where approximately 60% of the faculty and 80% of the students are non-Japanese, in principle, it is essential that employees have business-level English skills.

Based on the premise of these abilities, an appropriate annual salary range is established for each job category, taking into account trends in the salary levels of national public officials and universities and research institutes in Japan and overseas, and within that range, salary levels are determined by reflecting individual job performance.

Especially for Research department, there is a need for personnel who can manage, support and evaluate world-class researchers by utilizing their expertise and knowledge; therefore, appropriate salary level is necessary to secure excellent talent in this competitive global environment.

② How the productivity presented by the employee or work performance of the employee is reflected in the salary (How the performance-based salary works and is adopted)

Adopt a performance evaluation system appropriate to the characters of each job category such as faculty, administrative staff, etc. and implement the system while ensuring fairness and transparency, then determine individual salary amounts based on their evaluation results.

③ Details of the salary system

Type of salary: annual salary, overwork allowance, other allowances (commuting allowance, housing allowance, etc.)

Pay system: annual salary system (category of job (faculty, researcher, administrative staff, etc.) and the salary range are set based on job levels).

④ Major revisions made in FY2024

None

2. Status of Employee Salary Payment

(1) Payment Status by Type of Work

Classification	Number	Average age	FY2024 Annual Salary (Average)			
			Total amount	Prescribed amount	Commuting allowance	Bonus within the total
Permanent Employee	No. of staff members 9	Age 54.3	K Yen 10,850	K Yen 10,850	K Yen 161	K Yen 0
Administrative & Technical Staff	No. of staff members 9	Age 54.3	K Yen 10,850	K Yen 10,850	K Yen 161	K Yen 0
Research Staff	No. of staff members -	Age -	K Yen -	K Yen -	K Yen -	K Yen -

Fixed Term Employee	No. of staff members 731	Age 44.0	K Yen 7,845	K Yen 7,845	K Yen 82	K Yen 0
Faculty	No. of staff members 73	Age 51.8	K Yen 19,531	K Yen 19,531	K Yen 30	K Yen 0
Administrative & Technical Staff	No. of staff members 399	Age 44.9	K Yen 6,295	K Yen 6,295	K Yen 110	K Yen 0
Research Staff	No. of staff members 259	Age 40.3	K Yen 6,940	K Yen 6,940	K Yen 53	K Yen 0
Overseas Employee	No. of staff members -	Age -	K Yen -	K Yen -	K Yen -	K Yen -

Note 1: "Permanent employee" exclude staff working abroad.

Note 2: Positions which have no applicable permanent or fixed term employee are omitted.

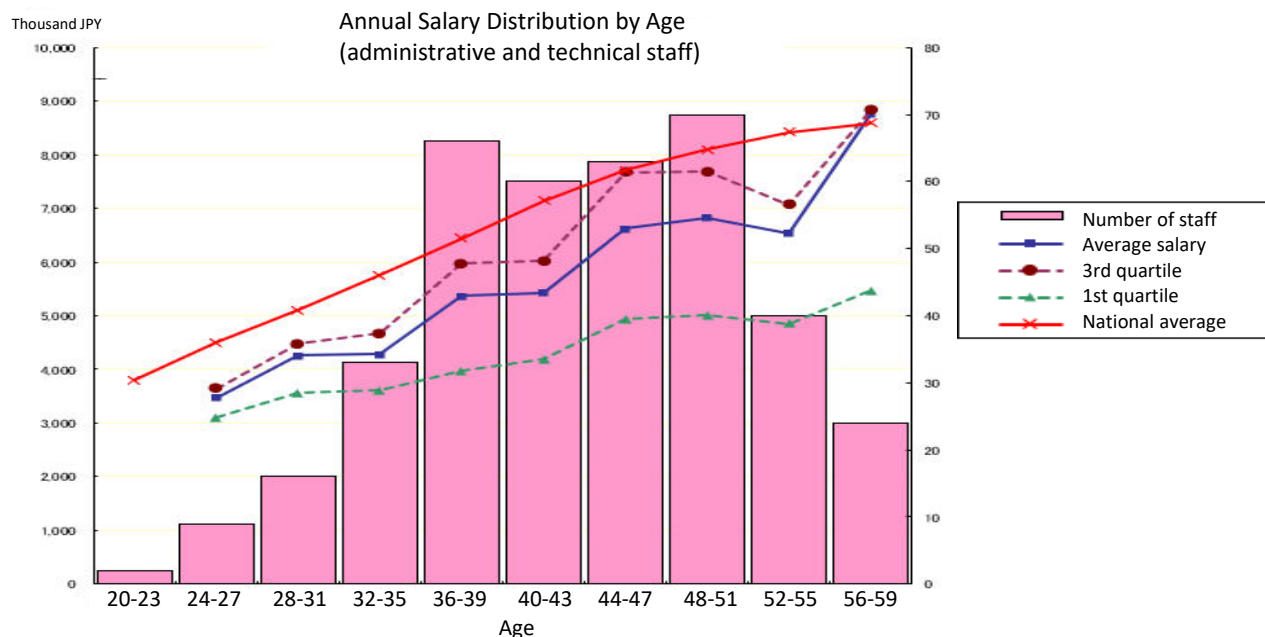
Note 3: Re-employed or part-time staff are not listed as there is no applicable staff.

Note 4: All permanent employees and fixed term employees are based on annual salary.

Note 5: Overseas employees are employee based overseas and on annual salary.

Note 6: If there are only two or fewer applicable persons, information other than the classification is omitted as individuals information may be identified. Also excluded from the overall number of staff members.

② Annual Salary Distribution by Age (administrative and technical staff)
[excluding staff working abroad; the same applies below through item ④.]



Note 1: Commuting allowance is deducted from the annual salary shown in ①. the same applies below through item ④.

Note 2: For the 20–23 age group, since there are only two individuals, the 1st quartile, 3rd quartile, and average salary figures are not shown.

③ Annual Salary Distribution by Job Classification
(Administrative and technical staff)

Groups Representing Distribution	No. of staff	Average age	Annual Salary	
			Average	Max-Min
	People	Age	K Yen	K Yen
Equivalent to director	30	52.5	15,173	40,313~9,720
Equivalent to manager	40	49.0	8,953	15,891~6,832
Equivalent to assistant manager	63	48.1	6,890	10,401~4,437
Equivalent to section chief	134	46.0	5,440	7,973~3,937
Staff	141	40.4	4,167	9,084~2,768

④ Bonus (Not Applicable)

Division		Summer	Winter	Total
Managerial level	Uniform payment (Each term)	%	%	%
	Assessed Payment (performance basis)(average) (平均)	%	%	%
		%	%	%
	Max~Min	~		~
General staff	Uniform payment (Each term)	%	%	%
	Assessed Payment (performance basis)(average)	%	%	%
		%	%	%
	Max~Min	~	~	~

3 Verification of the Appropriateness of Salary Level

○Administrative and Technical Staff

Item	Contents
Compared with Government Officials	<ul style="list-style-type: none"> •Age basis 82.8 •Region/Academic Career basis 92.8 •Age/Academic Career basis 81.5 •Age/Region/Academic Career Basis 91.7
Reason why the salary level is higher than that of the Nation	N/A
Verification of the Appropriateness of Salary Level	<p>(Corporate Verification)</p> <p>Compared with government officials, Age Basis Index was 83.6 in FY2023 and 82.8 in FY2024, both below 100. Various measures implemented to date to reduce salary levels have contributed to the proper adjustment of compensation.</p>
	<p>(Verification by Minister in Charge)</p> <p>OIST is conducting world-class research and education in an international environment, where approximately 60% of the faculty and 80% of the students are non-Japanese. Administrative staff who support these researchers are required to have a wide range of knowledge in science and technology, as well as high language skills, and therefore, it is necessary to provide appropriate compensation to secure such personnel. Even under these circumstances, as a result of efforts to optimize salary levels, the index compared with government officials remains low in comparison, which is generally considered to be a reasonable level. We will continue to carefully monitor salary levels to ensure that they are appropriate, while carefully considering to secure excellent personnel in the midst of fierce international competition to secure talented human resources.</p>
Measures to be Taken	<p>As measures for the future,</p> <ol style="list-style-type: none"> 1) Recruit mid-career and younger employees over their older competitors when their abilities are comparable 2) Thoroughly carry out the (personnel) performance evaluation and strictly reflecting them in salary increases. <p>Through carrying out these measures, appropriate levels of salary is expected to be retained.</p>

4 Salary Model

Note: The description is omitted due to the consistent annual salary system.

5 Consideration on Performance-Based salary system and its implementation

Performance-based salary scheme is introduced for faculty and administrative staff in accordance with the characteristics of their job classification. The result of each individual's achievement is reflected on their payment through appropriate implementation, considering fairness and transparency. The scheme is continued to be implemented in the future.

III Comprehensive Personnel Expenses

Classification	Previous FY (FY 2023)	Current FY (FY 2024)
Total Salary and Remuneration Payment Amount (A)	K Yen 7,884,563	K Yen 8,378,545
Retirement Allowance Payment Amount (B)	K Yen 25,227	K Yen -
Remuneration of Part-time Officers (C)	K Yen 65,024	K Yen 56,135
Benefit Package Expenses (D)	K Yen 909,682	K Yen 967,992
Personnel Expense in the most broad sense (A+B+C+D)	K Yen 8,884,496	K Yen 9,402,672

Matters that serve as reference for the Comprehensive Personnel Cost

- OIST is conducting internationally outstanding education and research, and in the midst of fierce international competition to secure talented personnel, it is necessary to secure excellent human resources, and therefore, it is necessary to set appropriate compensation.
- In accordance with "Reduction on Government Public Officials' Retirement Allowance," (decided by the Cabinet on August 7, 2012), the retirement allowance of Officer has been reduced since April 1, 2013, by multiplying the adjustment ratios, (92/100 from October 2013 to June 2014 and 87/100 from July 2014). In accordance with the Cabinet decision of November 17, 2017, the amount was further reduced to 83.7/100 in January 2018 and thereafter.
- The increase in compenhasive personnel cost in FY2024 is due to an increase in the number employees and the increase of benefits.

IV Retirement system and salary system for employees aged 60 and above

Retirement Age
Faculty: 70 years old; no mandatory retirement
Researcher: 65 years old; no mandatory retirement
Administrative and Technical Staff: 65 years old; no mandatory retirement

V Others

None