

Nordic Salary Survey

北欧在华企业 薪酬调查报告

2021-2022

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CONTENTS

About the survey	3	Salary levels - Consuming	21
Global and local HQ of participating companies	4	Salary levels - Consuming, Senior Management	22
Global and local size of participating companies	5	Salary levels - Consuming - Positions	23-26
Salary increases	6-7	Salary levels - Healthcare & Life Science	27
Bonuses	8	Salary levels - Healthcare & Life Science, Senior Management	28
Attracting and retaining key talent	9	Salary levels - Healthcare & Life Science, Positions	29-32
Evaluate white collar staffs retaining measures	10	Salary levels - Technology	33
Evaluate channels for acquiring white collar staffs	11	Salary levels - Technology, Senior Management	34
Plans to increase the workforce in China	12	Salary levels - Technology - Positions	35-38
Participants by industry	13	Salary levels - Energy	39
How to interpret the results	14	Salary levels - Trading & Sourcing	40
Salary levels - Industrial	15	Acknowledgements	41
Salary levels - Industrial, Senior Management	16		
Salary levels - Industrial - Positions	17-20		

About the survey



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Upcom conducted 2020-2021 Nordic Salary Survey by the end of 2020, looking at individual salary levels for the most common roles across what we identified as the most common industries for Nordic companies to operate in, as well as other topics around remuneration, attraction, retention, recruitment plan. In 2021, we decide to once again conduct a comprehensive survey on those topics.

With close to 190 respondents from companies Nordic in origin, across a multitude of sizes, industries, and regions, we feel that the data this report is based on quite closely represents the Nordic business landscape in China and as such can feel comfortable this data also reflects the reality your company faces around mentioned topics.

We deeply appreciate the support that we have received from the participating companies. We are certain that the results can make an impact on business decisions taken henceforth.

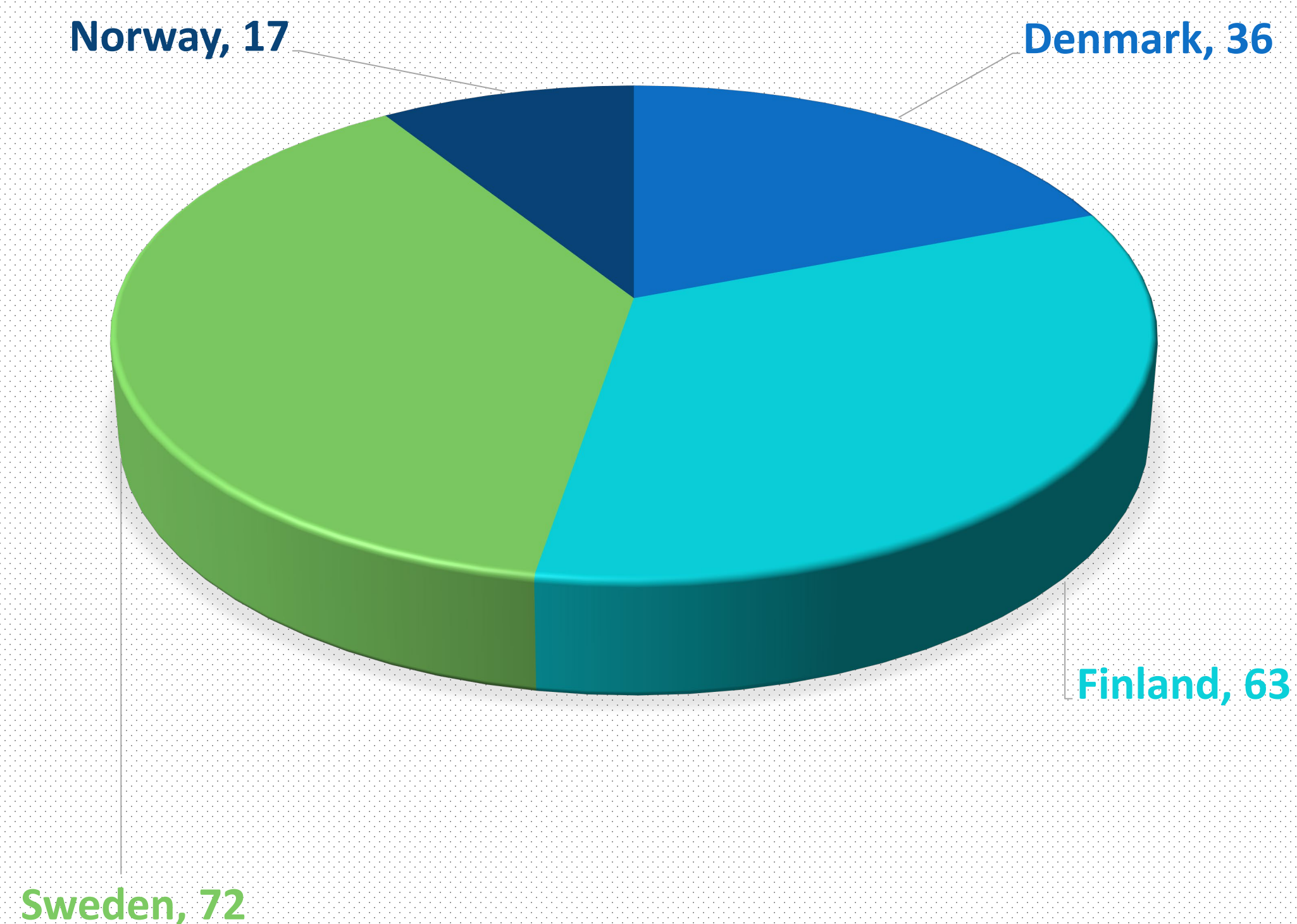
The survey covers the most common industries for Nordic companies in China, with a particular focus on Industrial, Consuming, Healthcare & Life Science, Technologies, Energy and Trading & Sourcing sectors. For each sector we have covered salary levels for the most common positions, while also asking general questions on expected salary increases, bonuses and more.

Should you have questions pertaining to results of the survey that are not presented in the report please do not hesitate to contact us for further information.

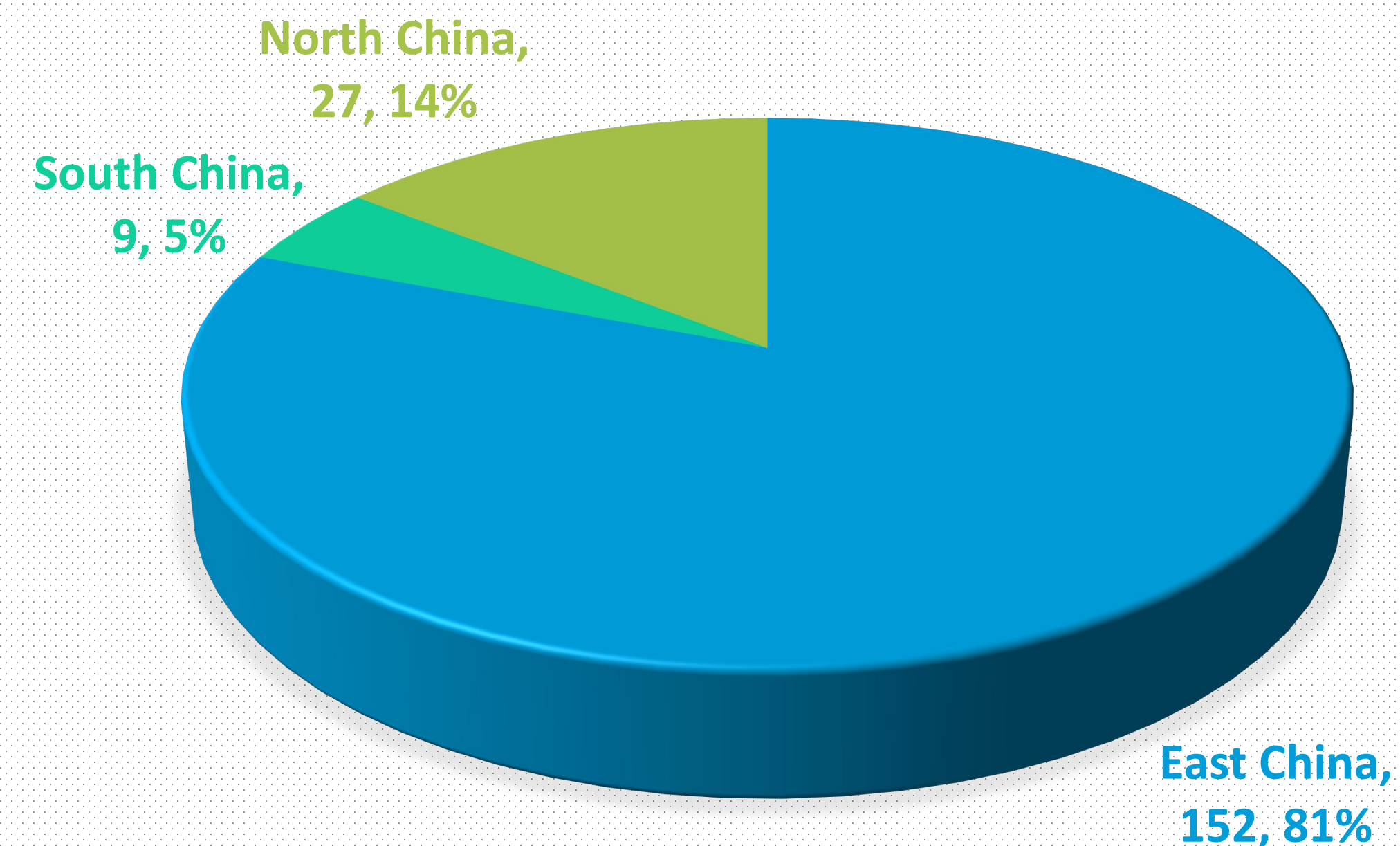
If you have any additional comments, or ideas, to make the survey and report better for future editions you are also encouraged to contact us.

With regards,

Global and local HQ of participating companies

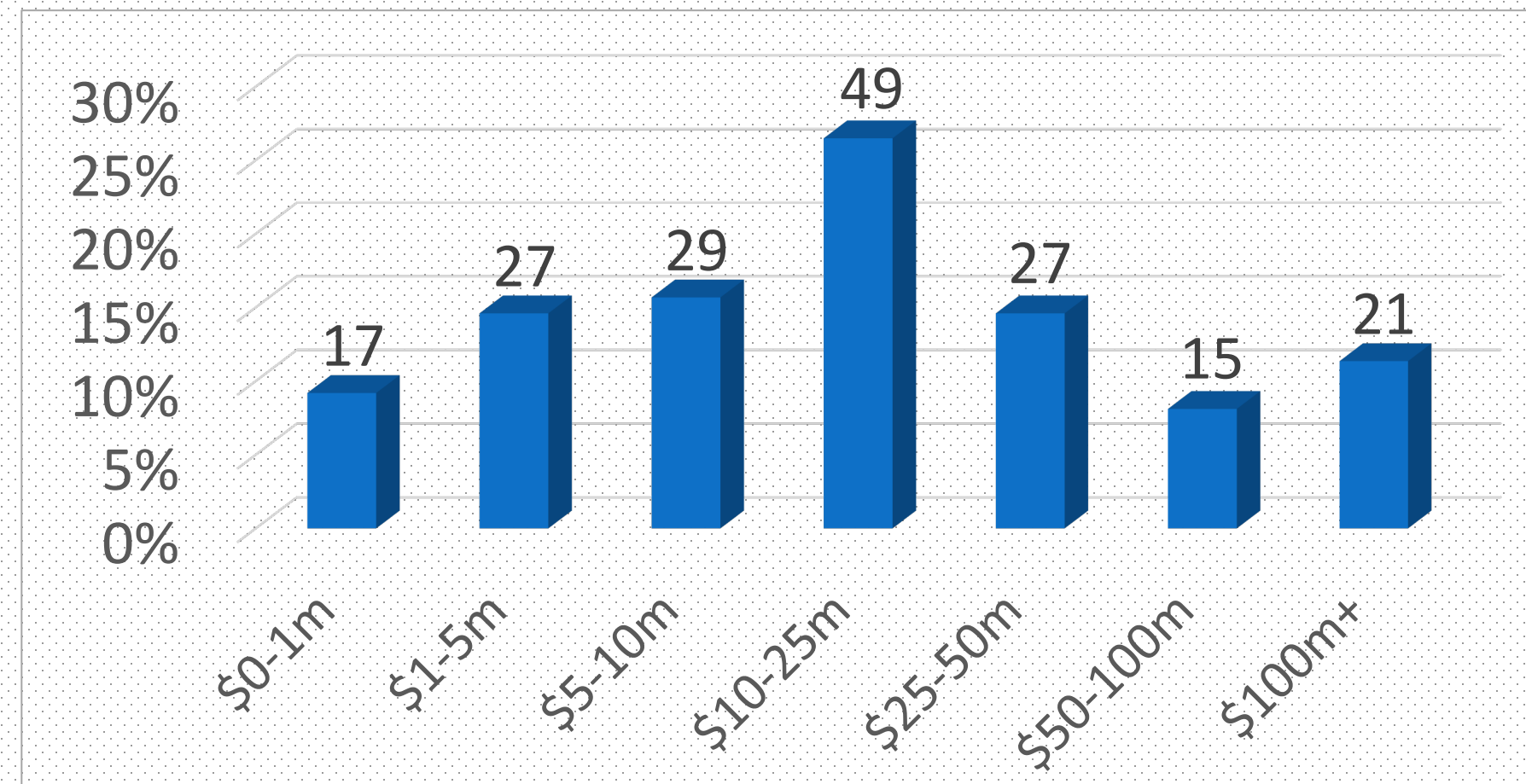


There were 188 participating companies in total, with the following participation per country: Sweden 72, Finland 63, Denmark 36, Norway 17

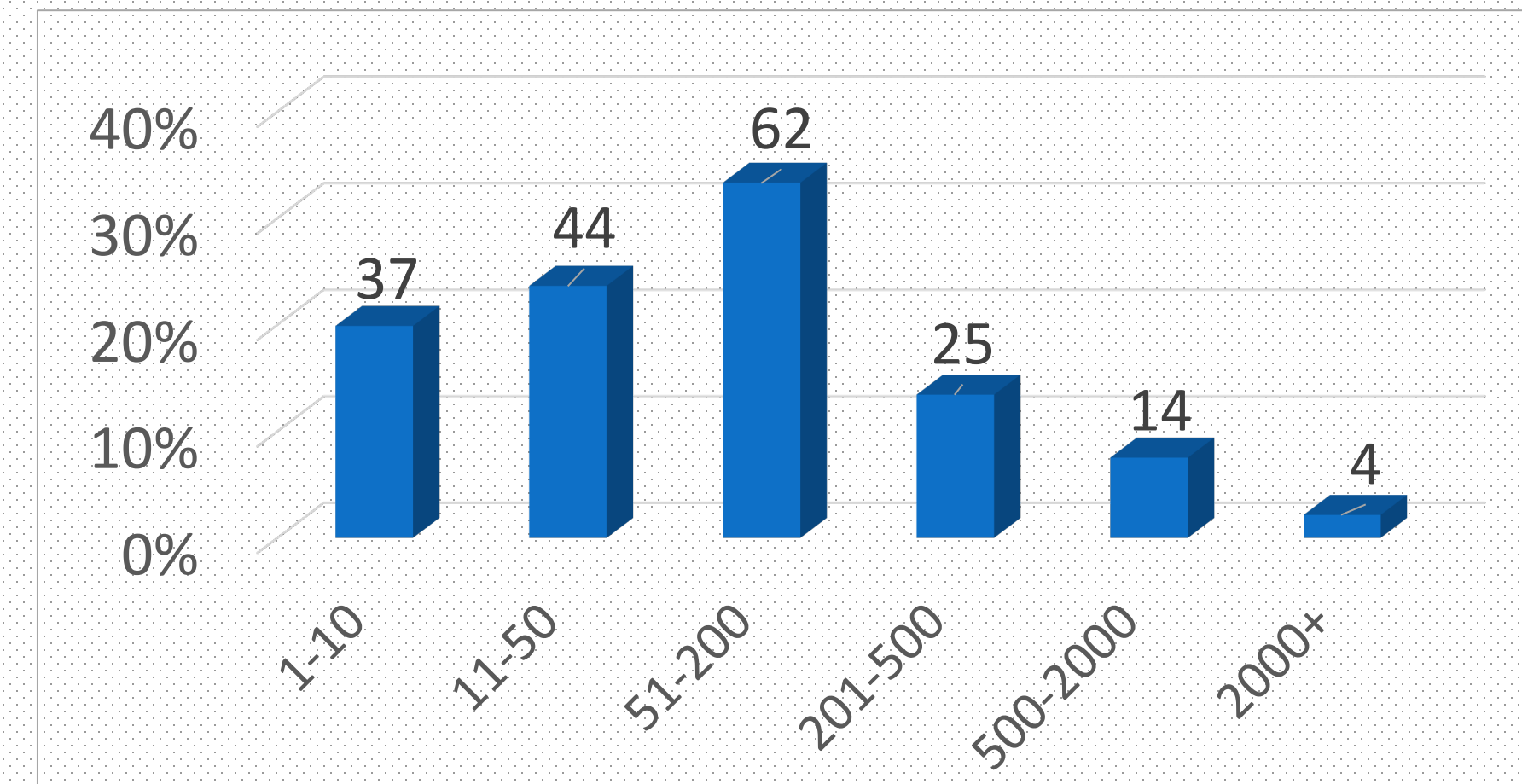


The vast majority, i.e. 152 of the participating companies had their primary operations based in East China, followed by North China with 27 and South China with 9 respondents.

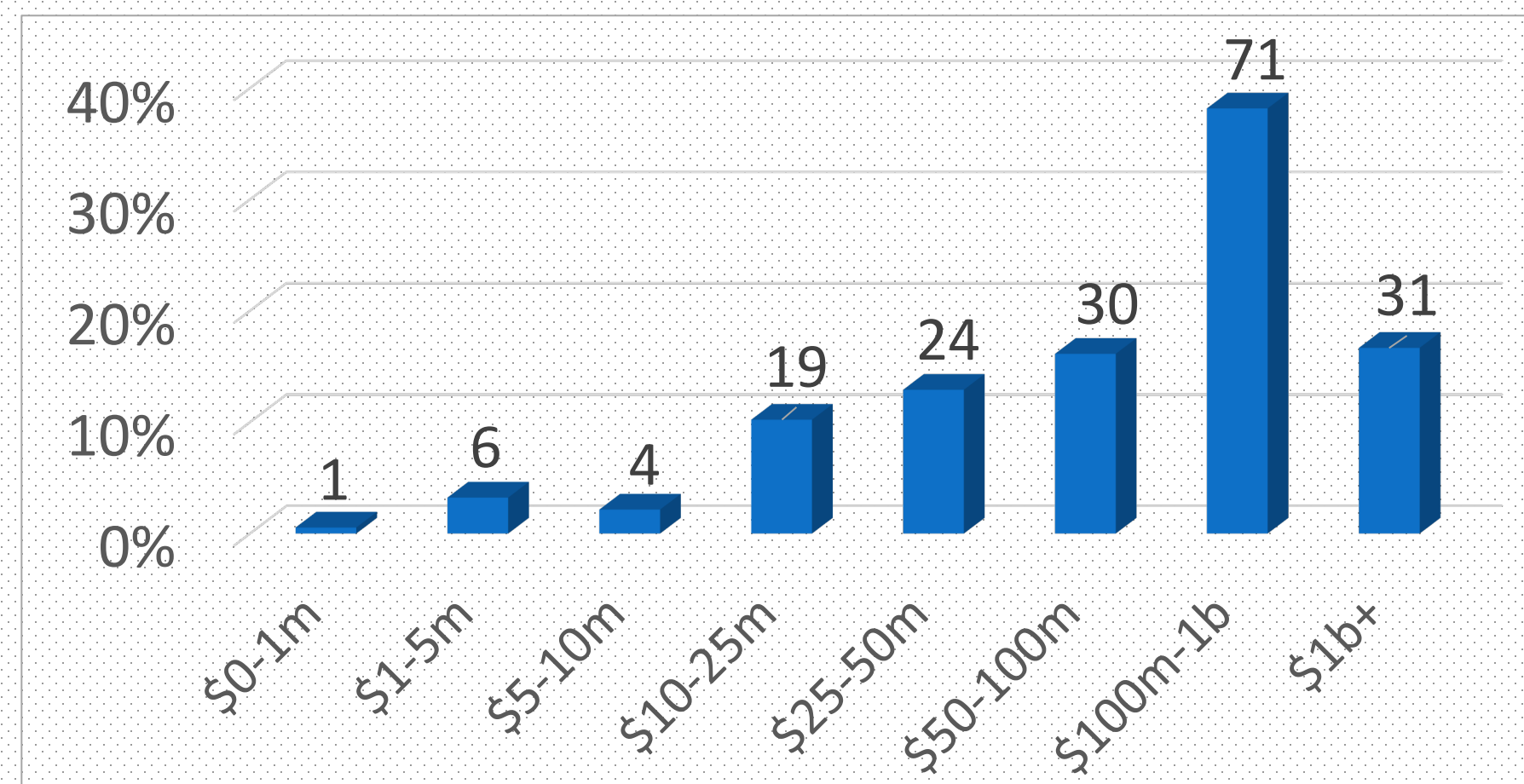
Turnover in China



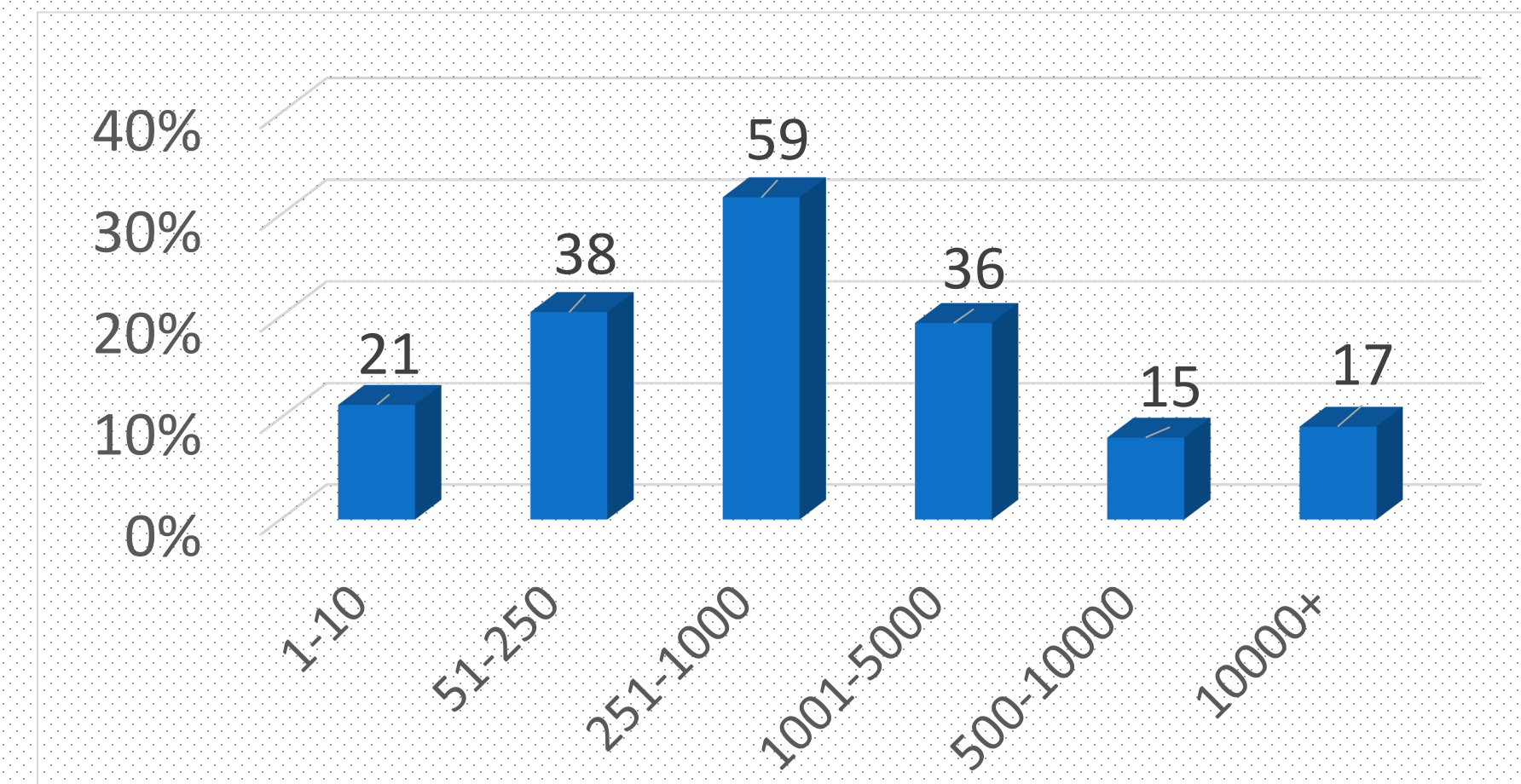
Employees in China

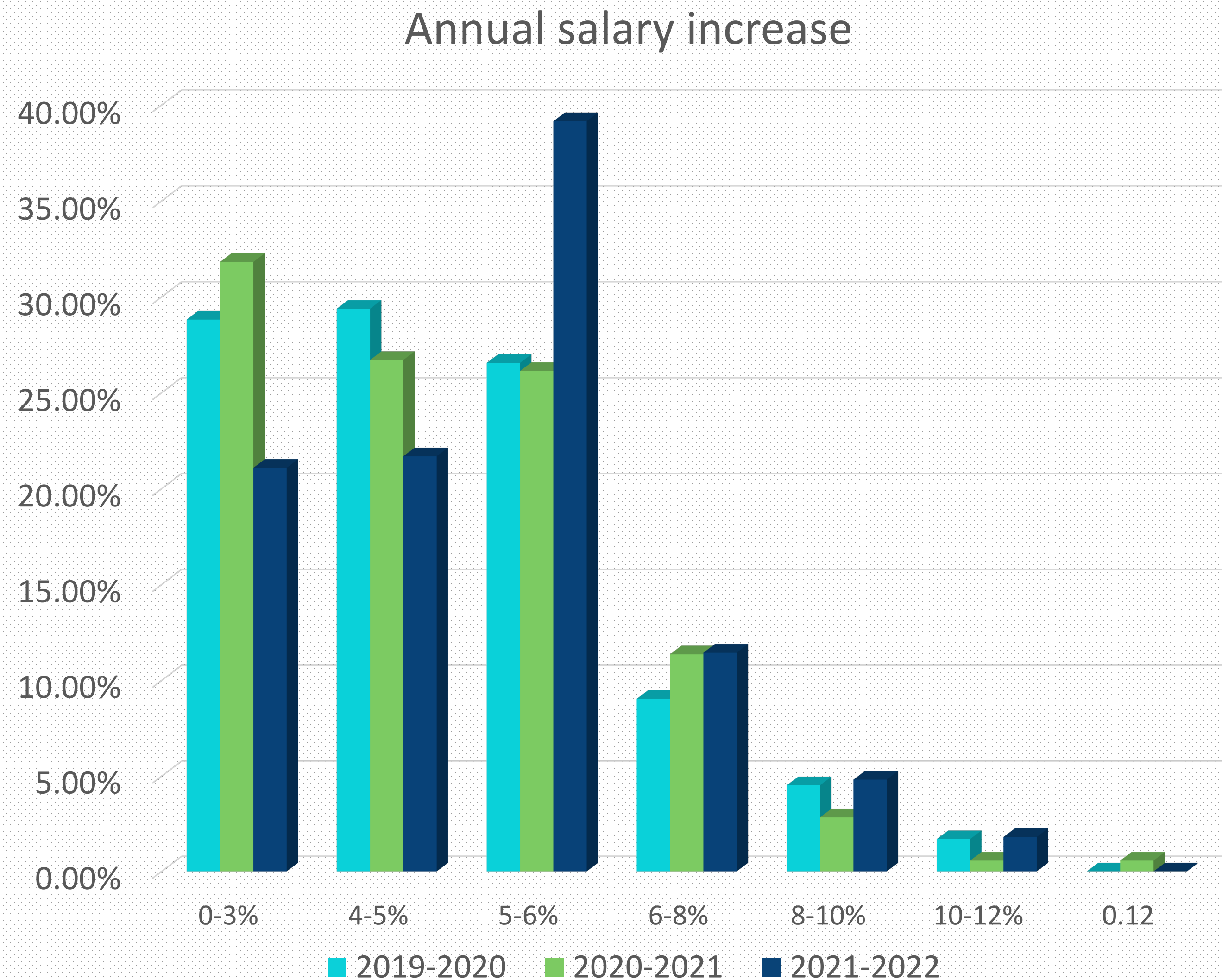


Turnover Globally



Employees globally



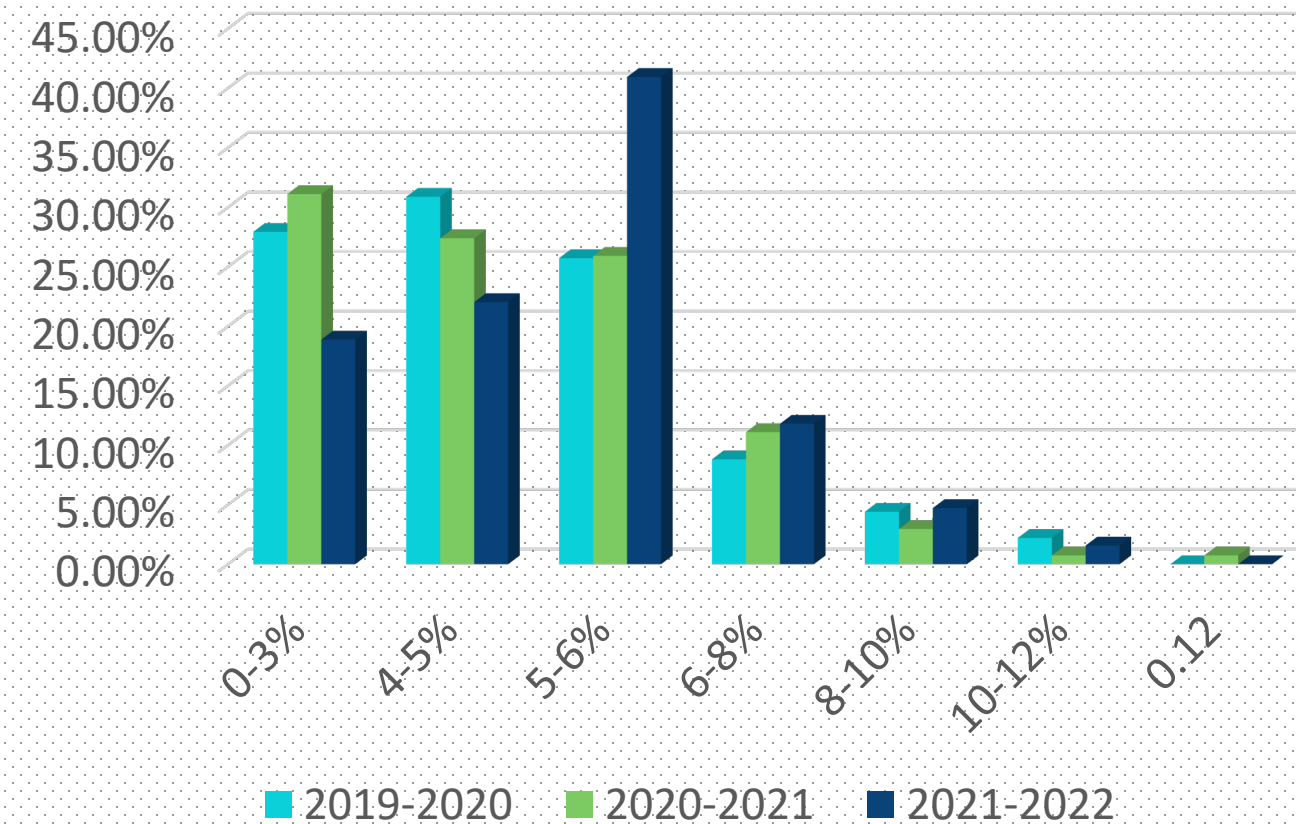


When asked about participating companies' average salary increase from 2020-2021 up until projected salary increases from 2021-2022 it was possible to see a clear trend of having a higher salary increase.

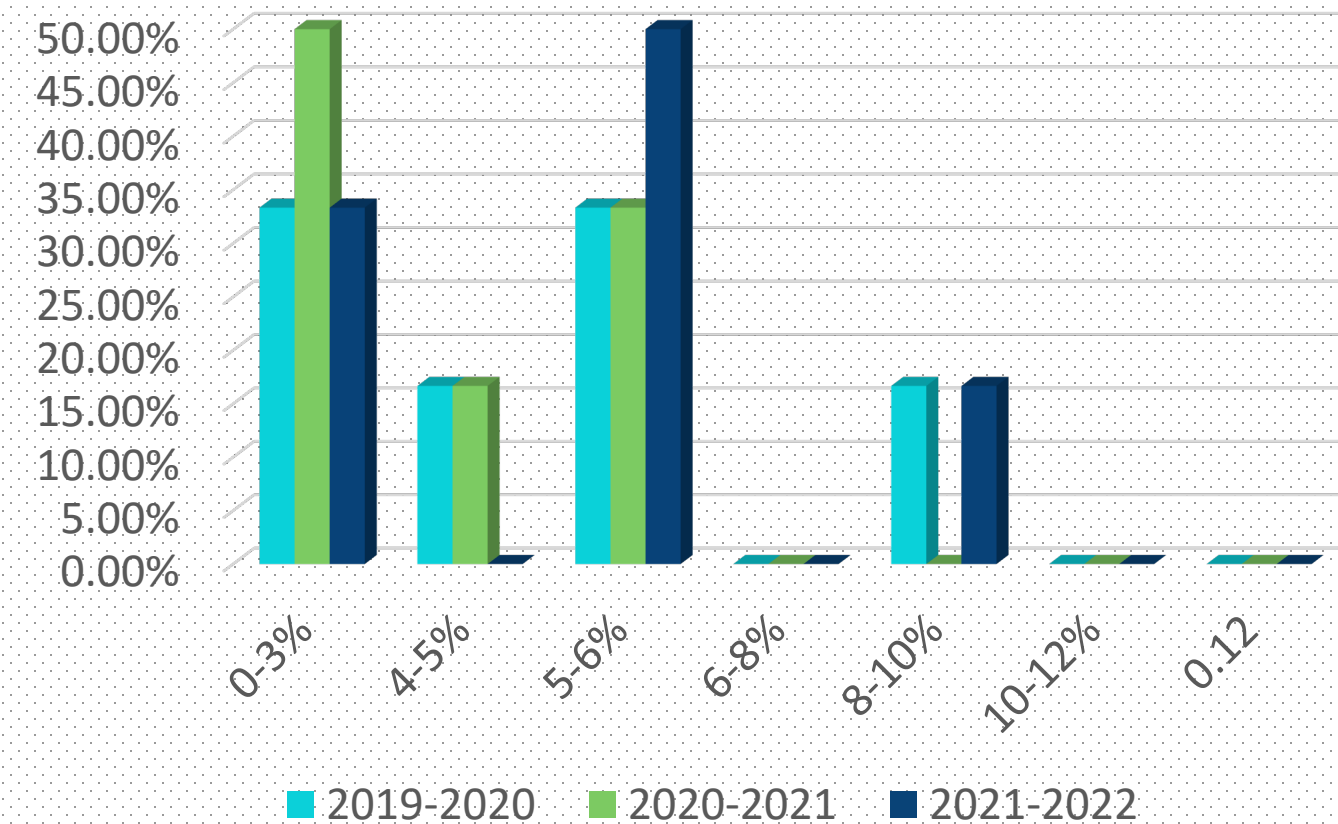
In 2020, 31.8% of companies reported an average increase of 0-3%. By this year that figure is 21%.

In 2020, 26.1% of companies reported an average increase of 5-6%. By this year that figure is 39.2%.

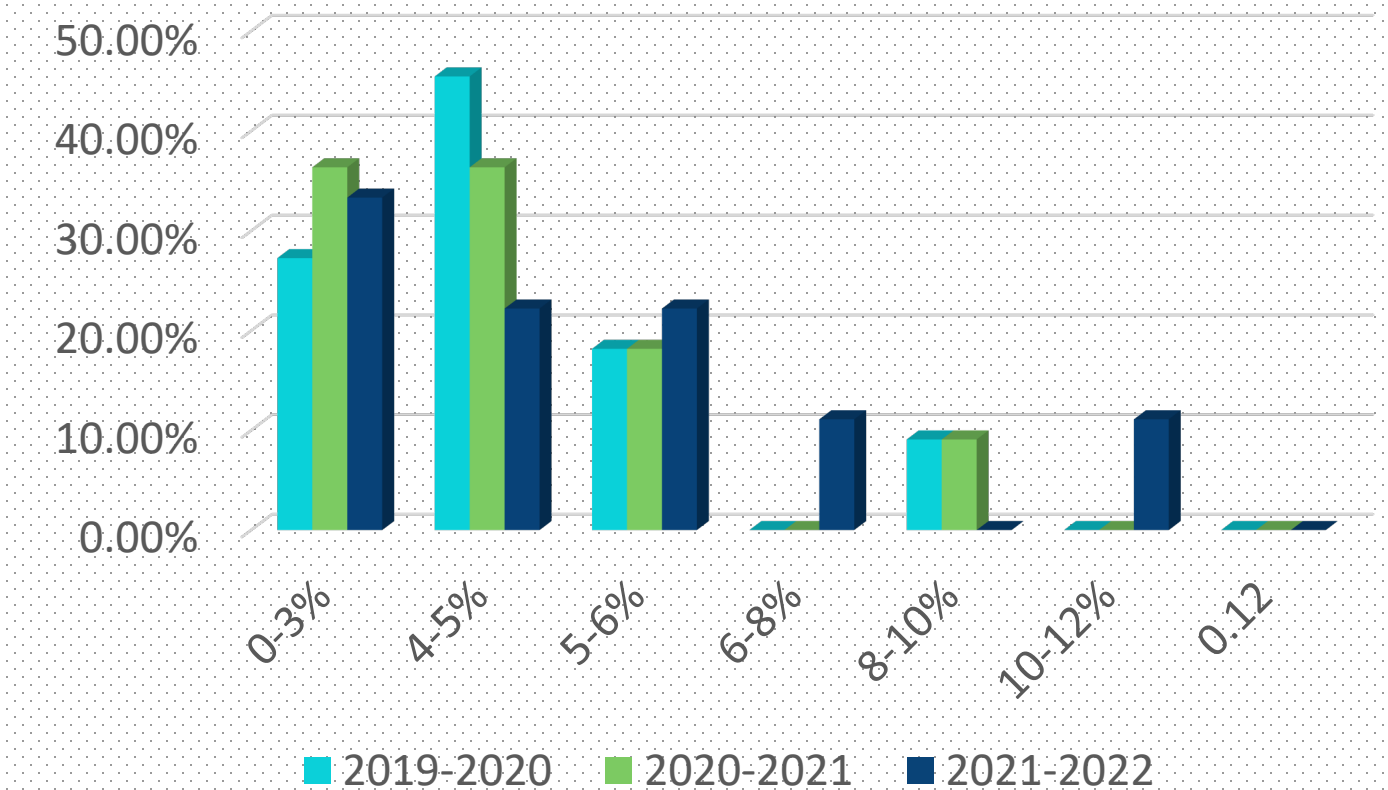
Annual salary increase (Industrial)



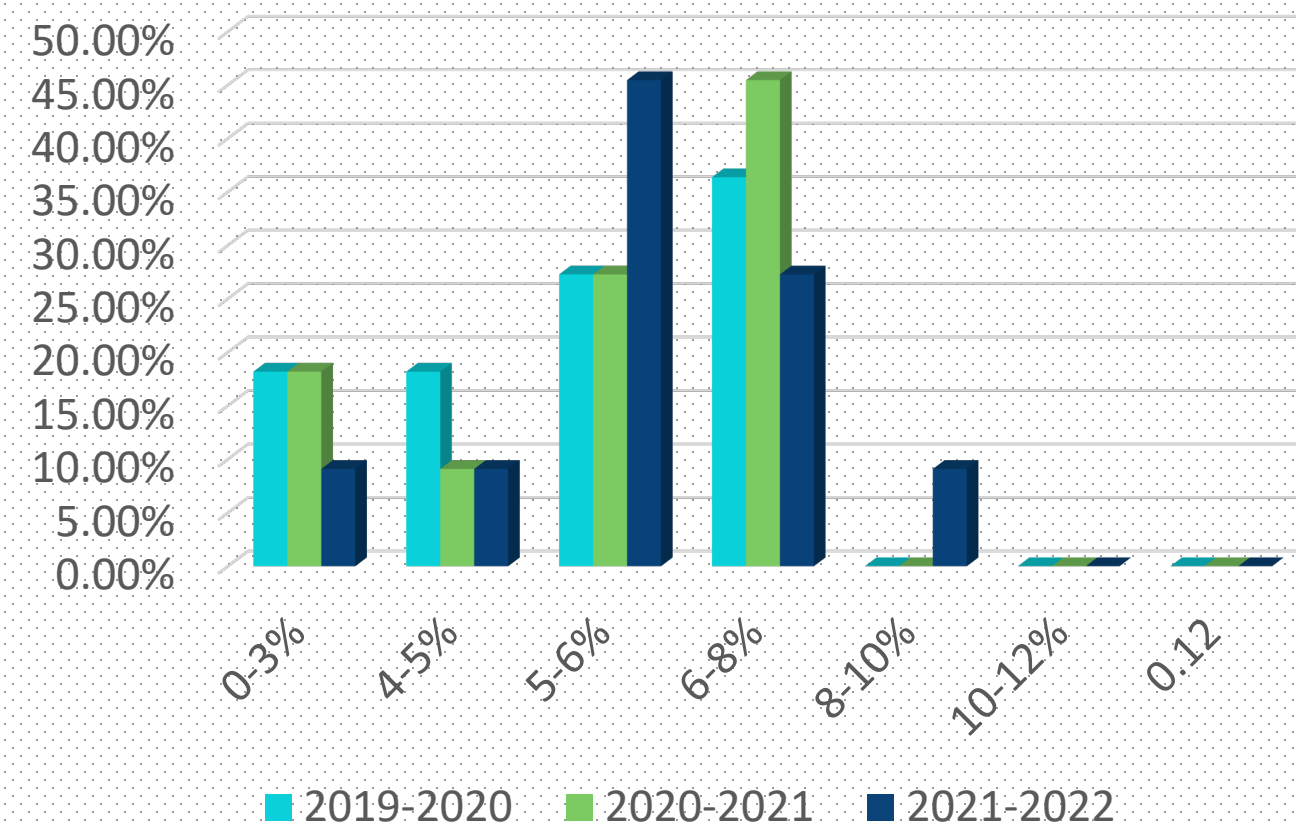
Annual salary increase (Technology)



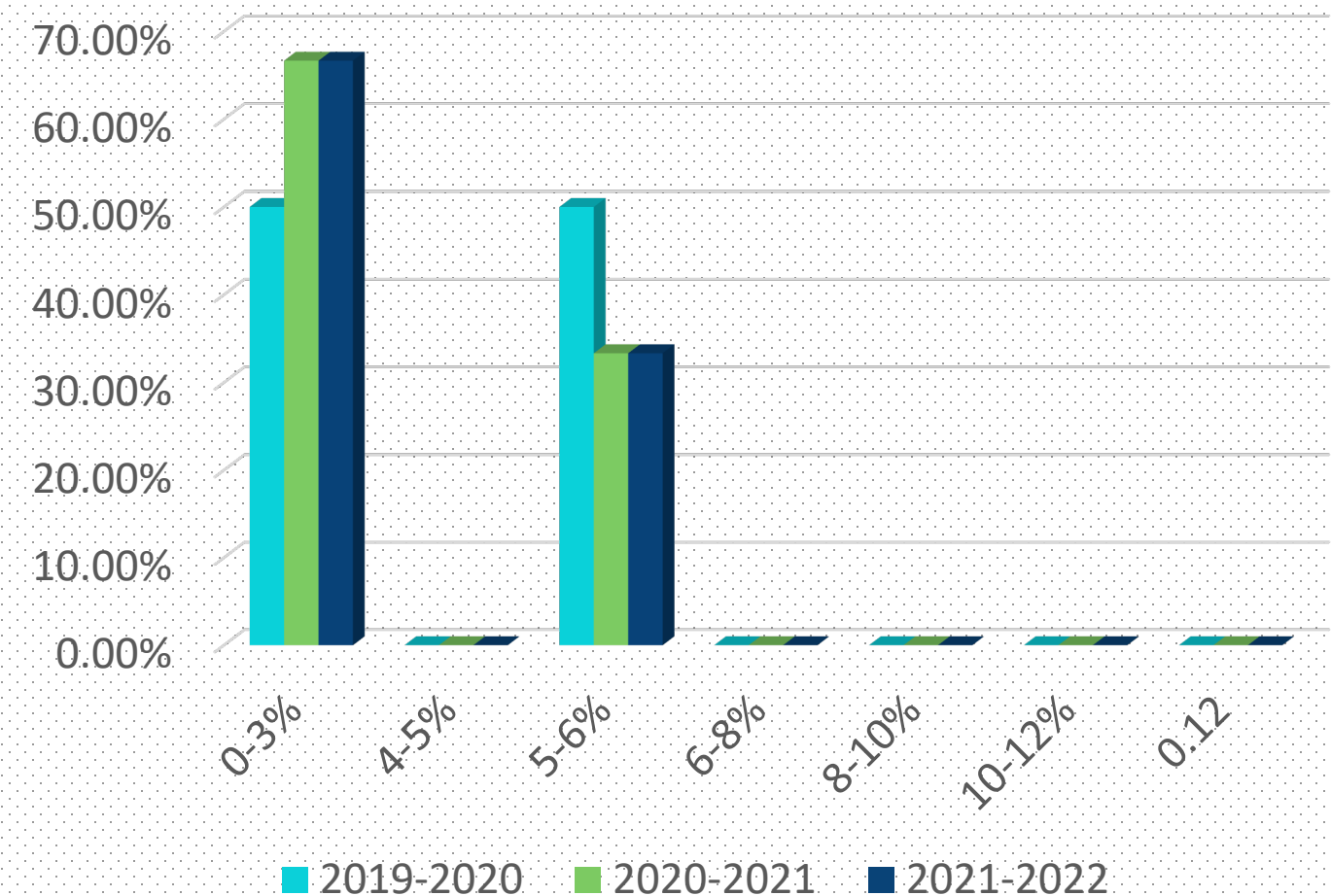
Annual salary increase (Consuming)



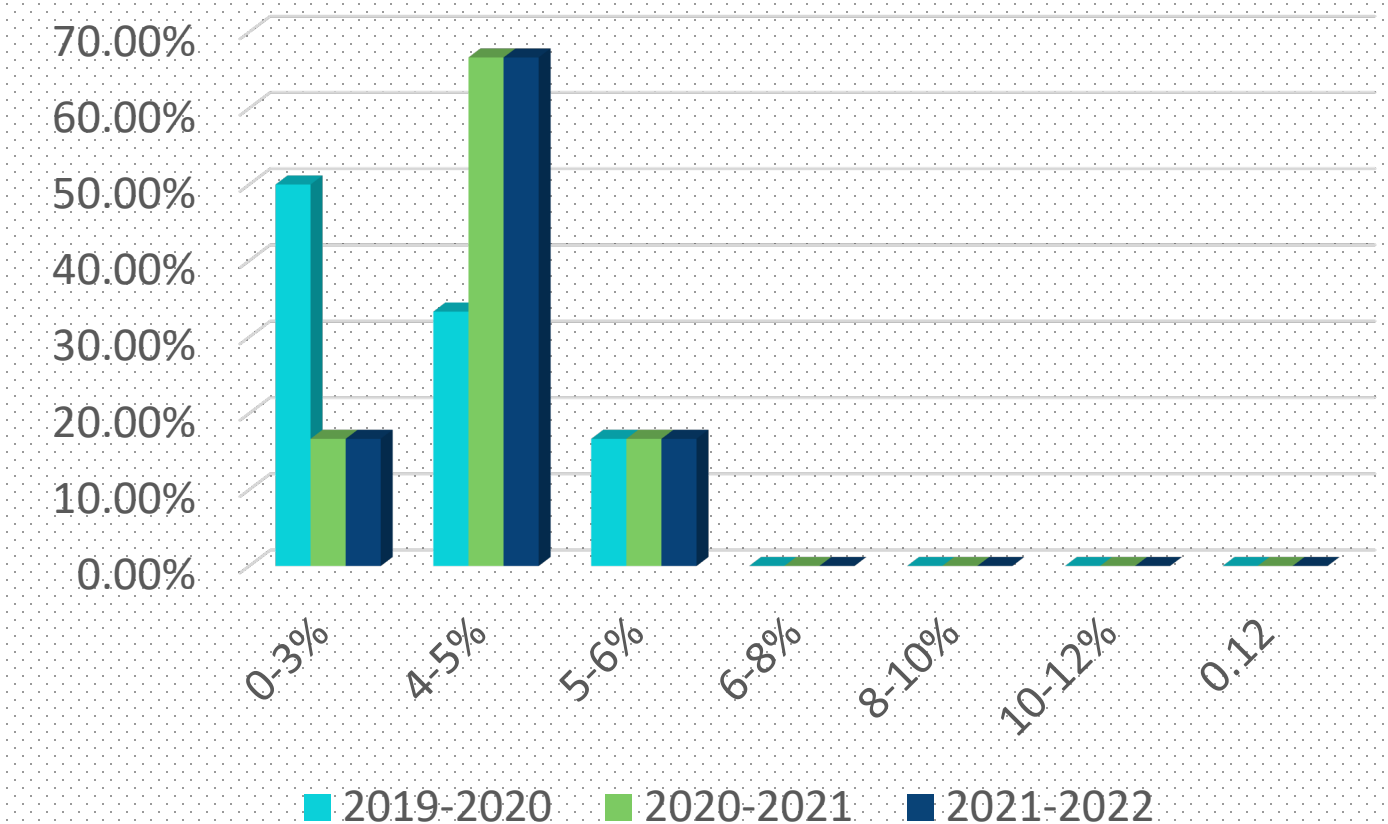
Annual salary increase (Healthcare & Life Science)



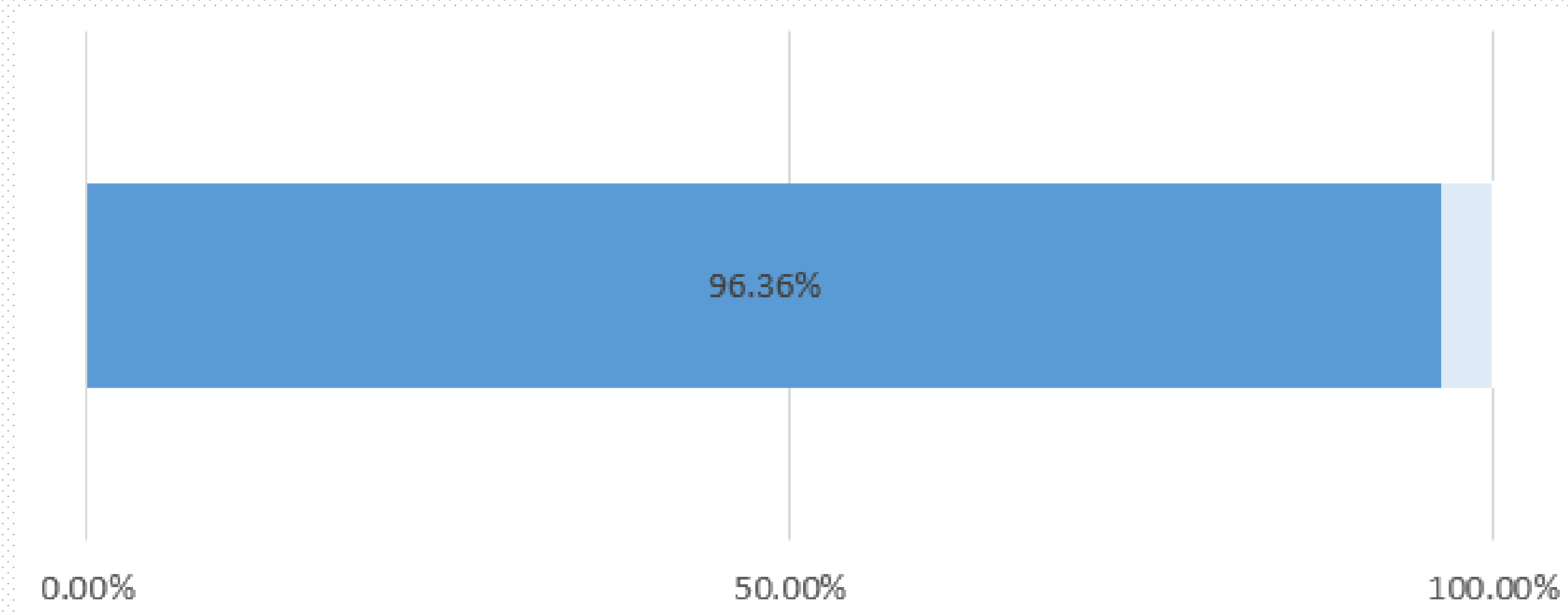
Annual salary increase (Energy)



Annual salary increase (Trading & Sourcing)



Companies with bonus
program in place



Do you pay bonuses for your employees?

27.15%

Yes, all employees get bonuses.

15.89%

Yes, well-performing employees get bonuses.

24.50%

Yes, but it depends on the performance of the global company.

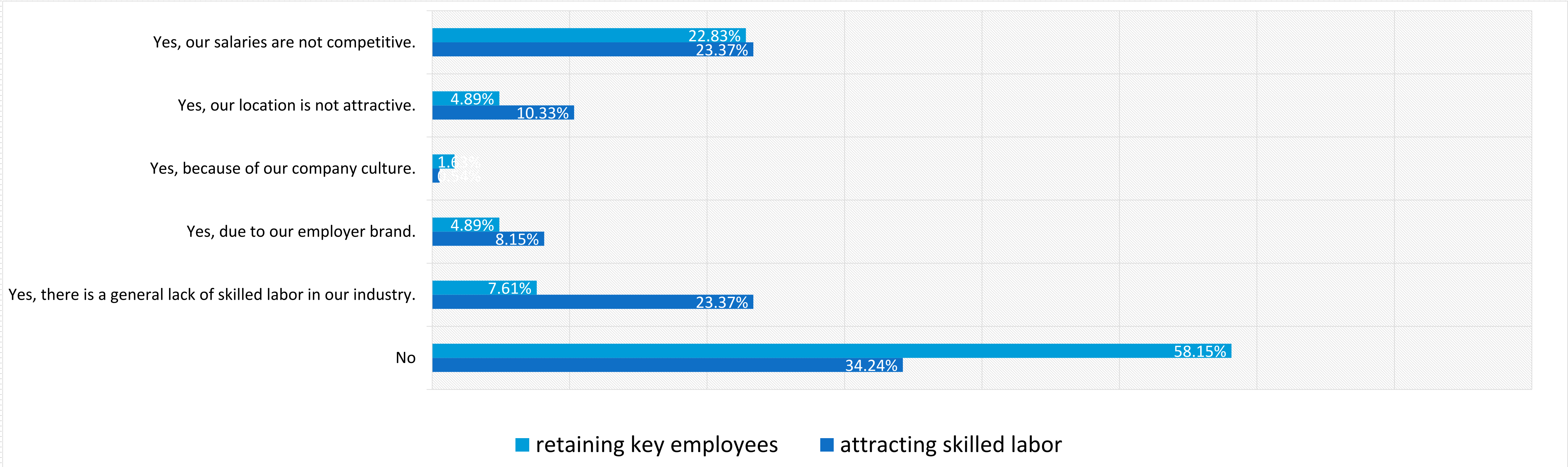
28.81%

Yes, but it depends on the performance of the local company.

3.64%

No.

Attracting and retaining key talent



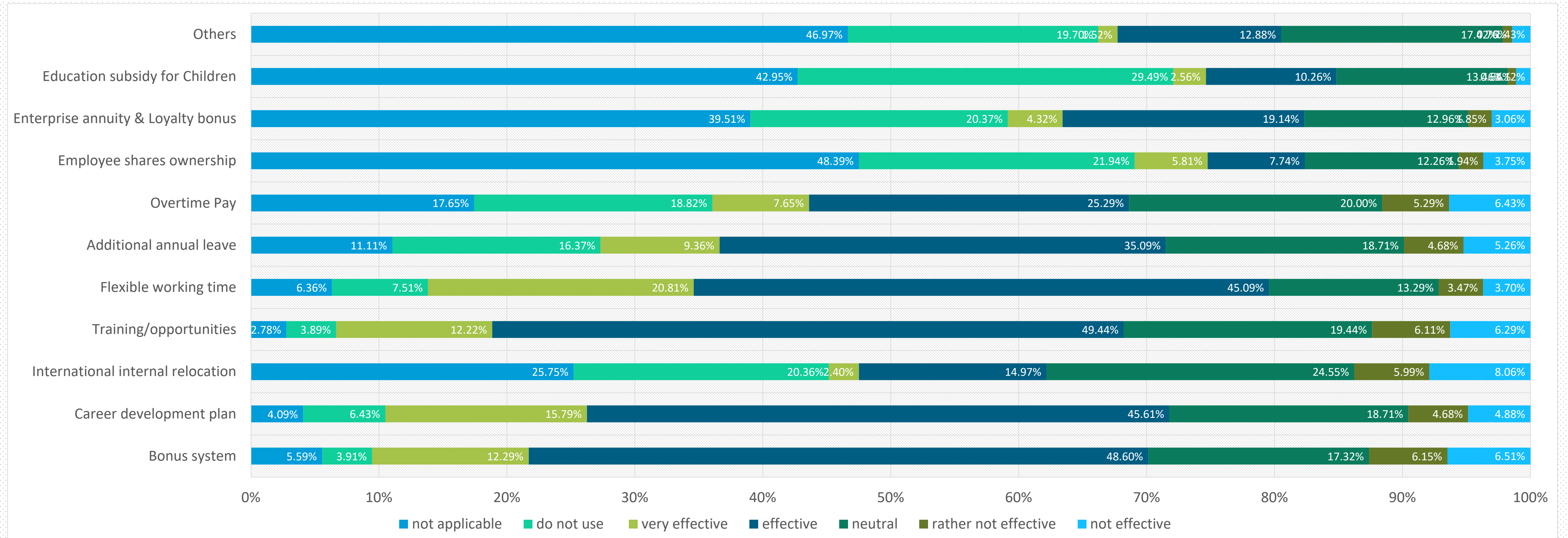
For Nordic companies operating in China attracting and retaining key talent is commonly cited as a significant problem.

34% of participating companies responded that they had difficulties in attracting key talent to their companies, while 58% responded that they had difficulties in retaining key talent. This affirms our belief that these issues have a real impact on business operations. The difference in results for attracting and retaining skilled talent does suggest that once retaining talents is much more challenge than attracting talents in current China market.

Competitiveness in salaries is perceived as a major reason for losing out on talent in both instances, while the lack of skilled labor in the industry seems to mainly be a concern in attracting new talent.

Evaluate white collar staffs retaining measures

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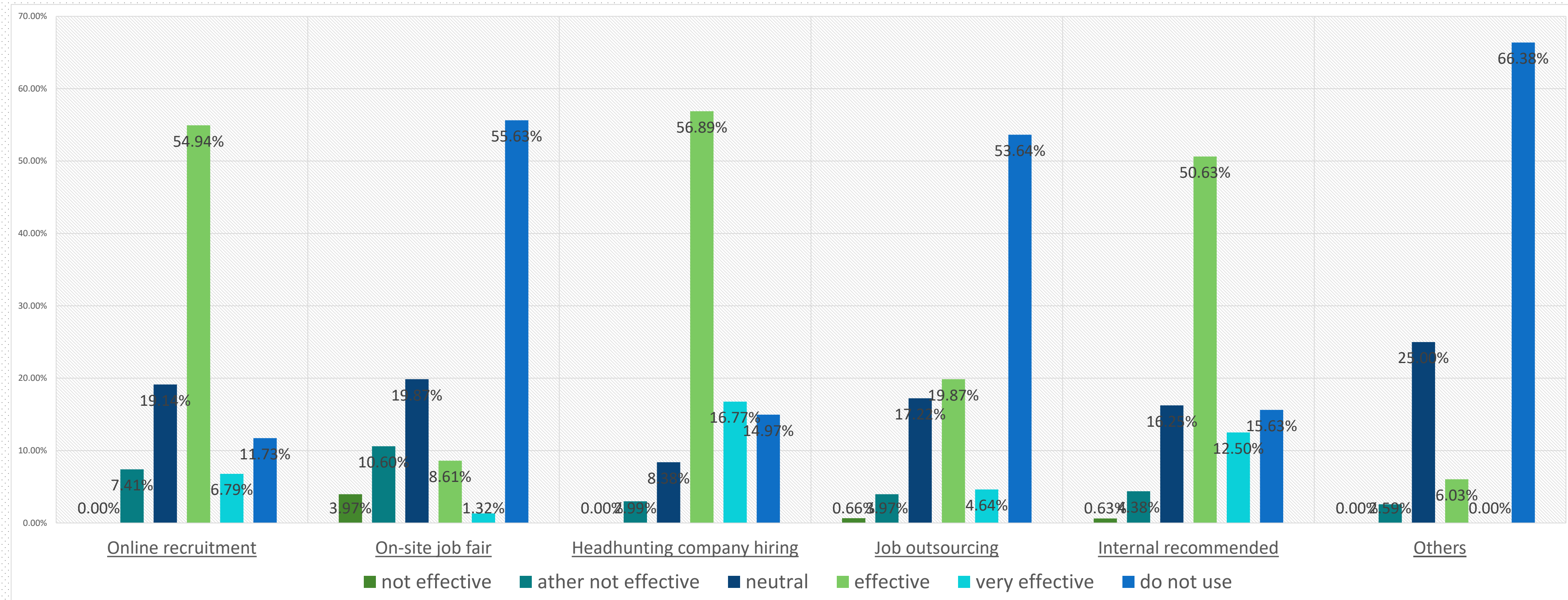


For Nordic companies operating in China, the most effective way to retain talents include

1. Training/opportunities
2. Bonus system
3. Career development plan
4. Flexible working time

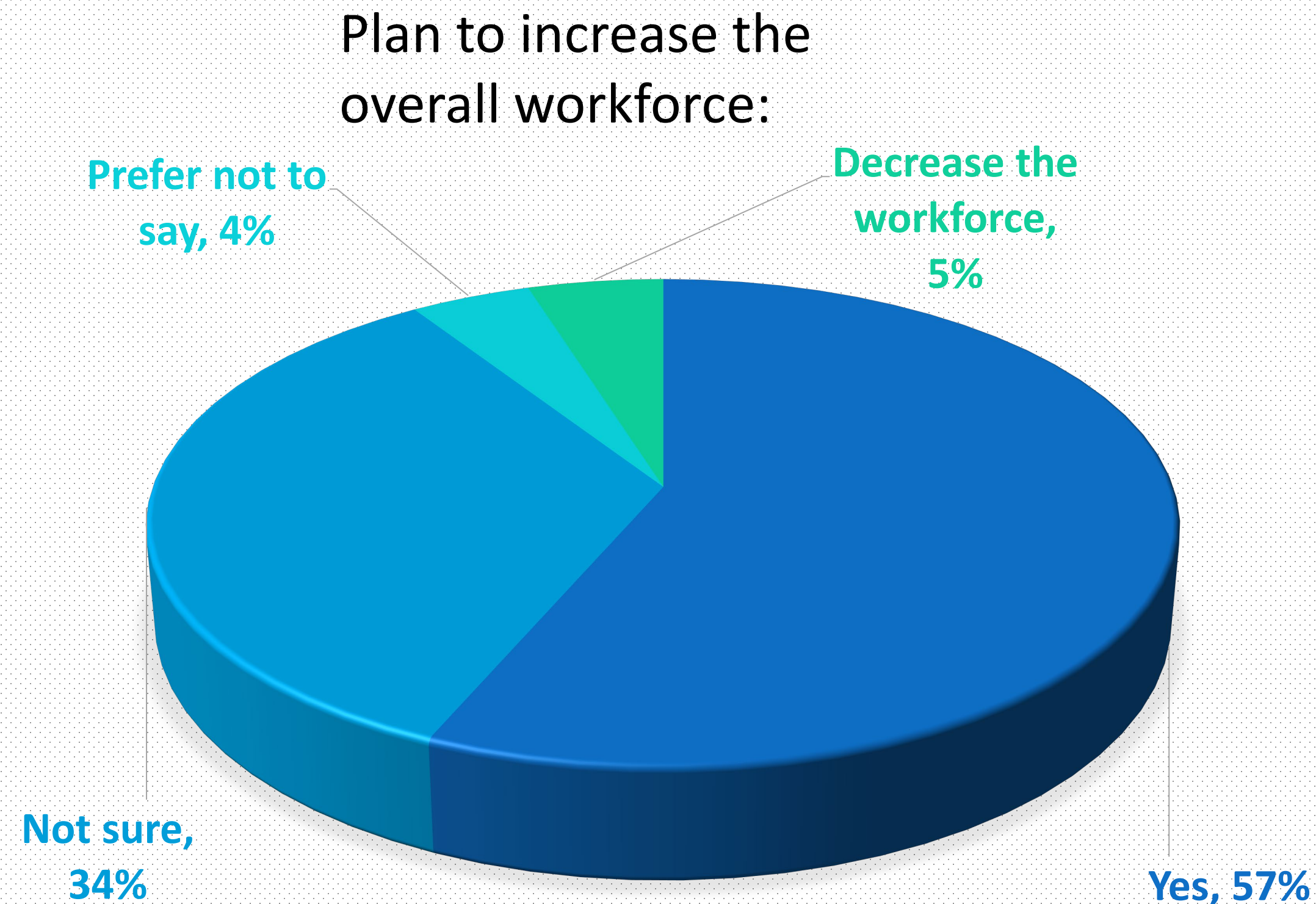
Evaluate channels for acquiring white collar staffs

2021-2022 Nordic Salary Survey



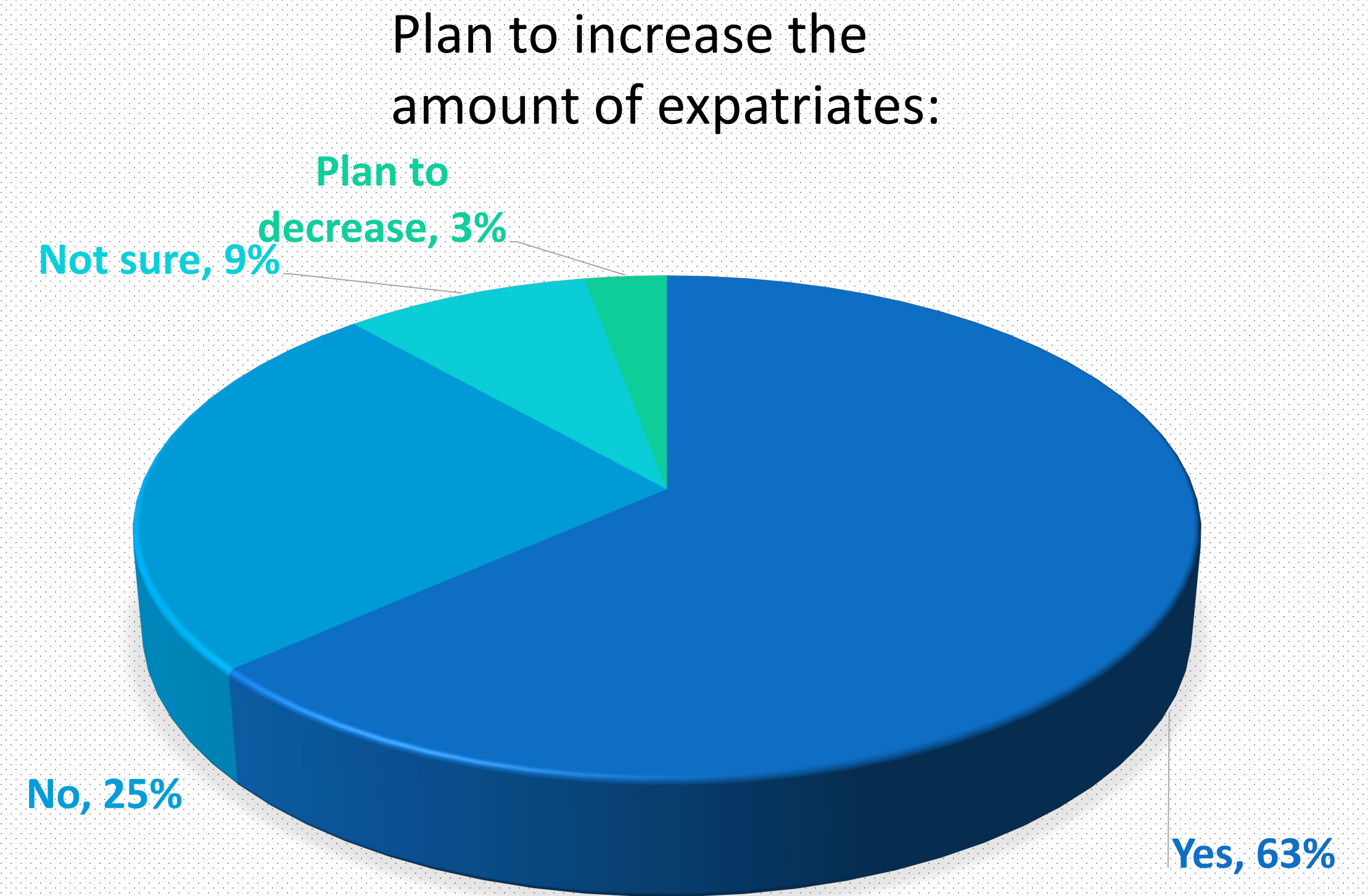
For Nordic companies operating in China, the most effective recruitment channels include

1. Headhunting
2. Online recruitment
3. Internal recommended



57% of respondents are planning to increase their workforce while it is 35% of respondents plans to increase their workforce in the survey of 2020-2021.

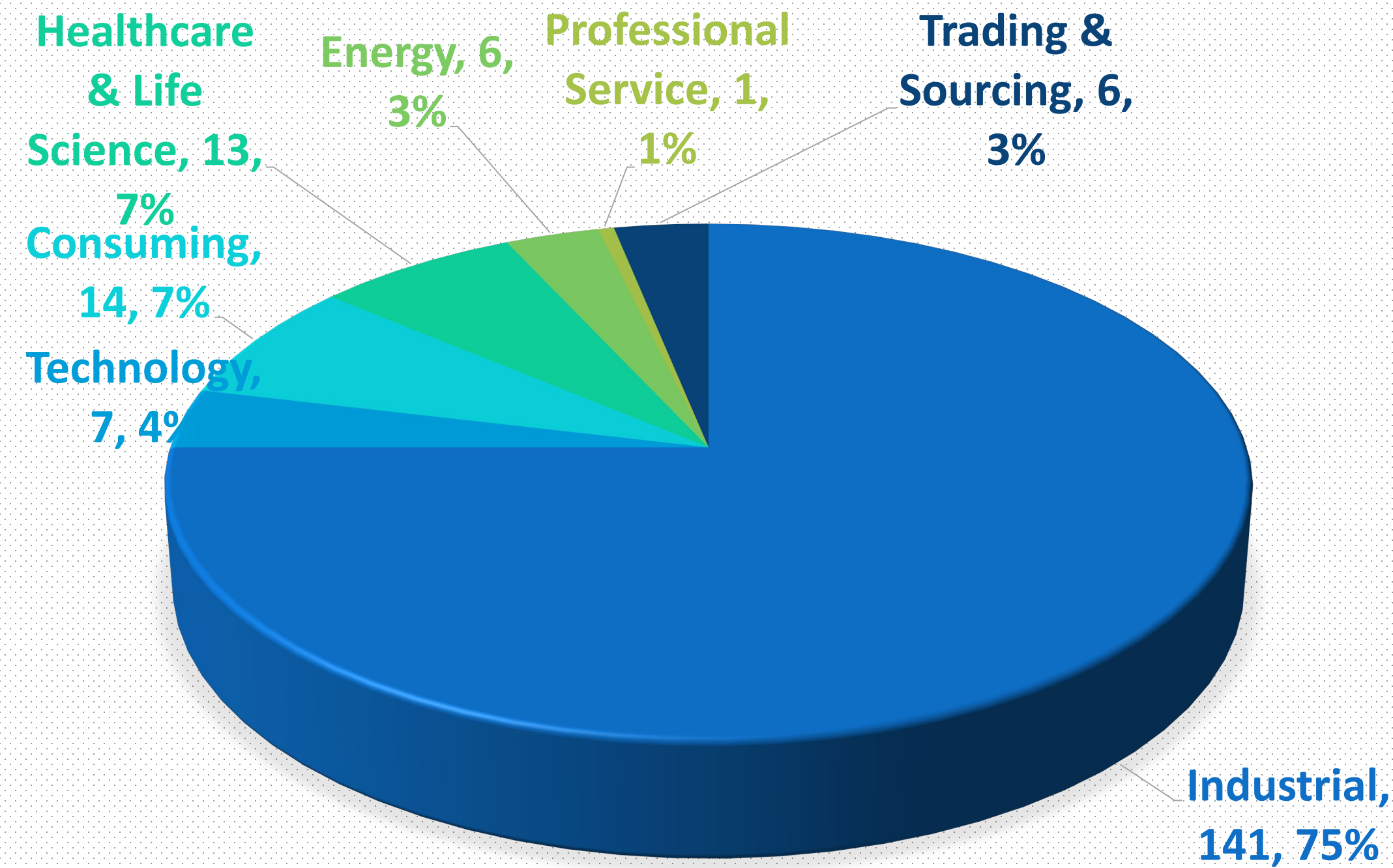
And 63% of respondents are planning to increase the number of expatriates while it is only 6% in the survey of 2020-2021, which is obviously a big change.



Participants by industry

Industrial:

- Automotive 4%
- Industrial Automation 4%
- Packaging & Containers 4%
- Civil Engineering 3%
- Mining & Metals 3%
- Logistics & Supply Chain 3%
- Others 10%



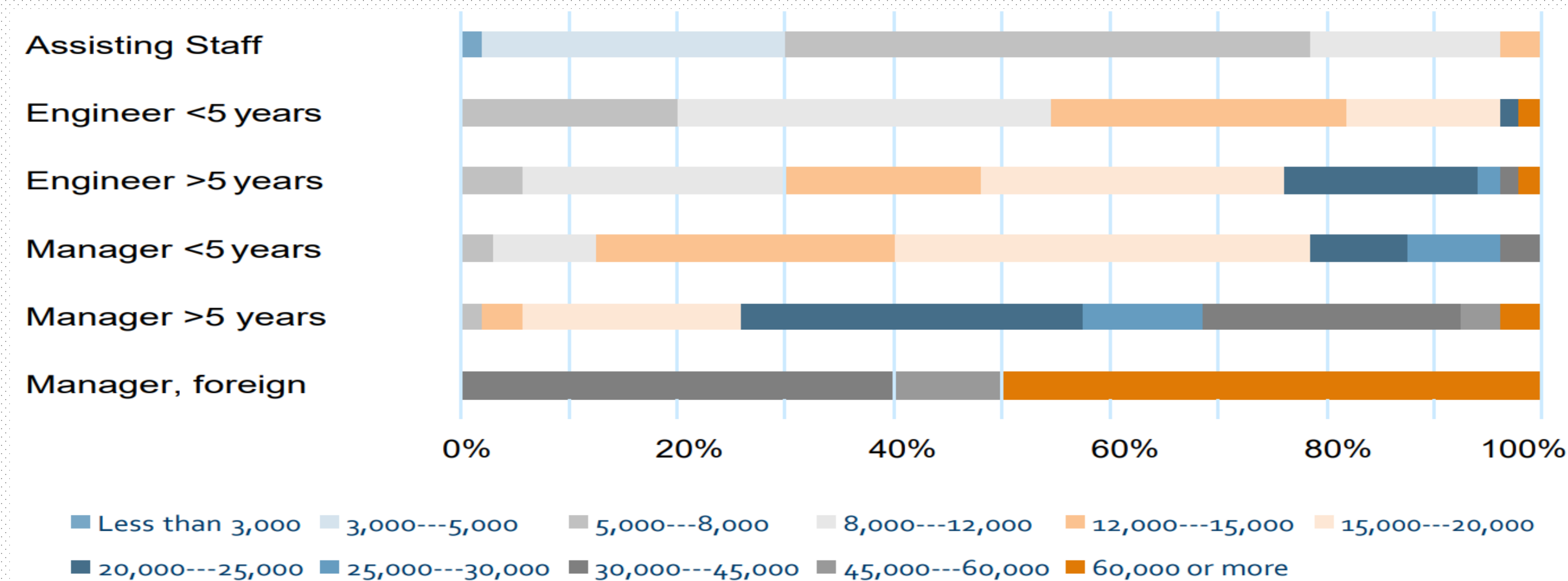
Industrial:

- Mechanical or Industrial Engineering 27%
- Machinery 12%
- Electrical & Electronic Manufacturing 11%
- Maritime 9%
- Chemical 5%
- Paper & Forest Products 5%

75% of participating companies, were from the Industrial field, with the largest sub-sectors being: Mechanical & Industrial Engineering (27%), Machinery (12%) and Electrical & Electronic Manufacturing (11%)

The second largest industry was Consuming (7%) and Healthcare & Life Science (7%), followed by Technology (4%). Both Energy and Trading & Sourcing sectors have small numbers of participants and data for these two industries should be interpreted with caution.

How to interpret the results



All the salaries in this report are the reported gross monthly salaries in RMB. The salaries stated do not include social costs such as welfare or other incentives like bonuses and reimbursements.

This graph shows the distribution of salaries for each position based on all collected responses in that category. The size of the bars corresponds to the percentage of answers within that range. For instance we can interpret from the above graph that approximately 50% of participating industrial companies pay their assisting sales staff in the range of RMB 5.000 – RMB 8.000 per month.

In addition to the salary distribution, we also detail the median salary for each position and geographical region in columns next to the graph. Note that this is only included when such comparable data exists. For the “Energy” and “Trading & Sourcing” industries no such division exists because of the small pool of available answers. For those industries we have instead carefully calculated the median salaries, with the salary range stated in figures rather than in graphics.

Please note that the titles may not fully correspond, as the majority of responses came from SME’s. For top management many of the participants may only have had a function head with the title of manager, rather than director.

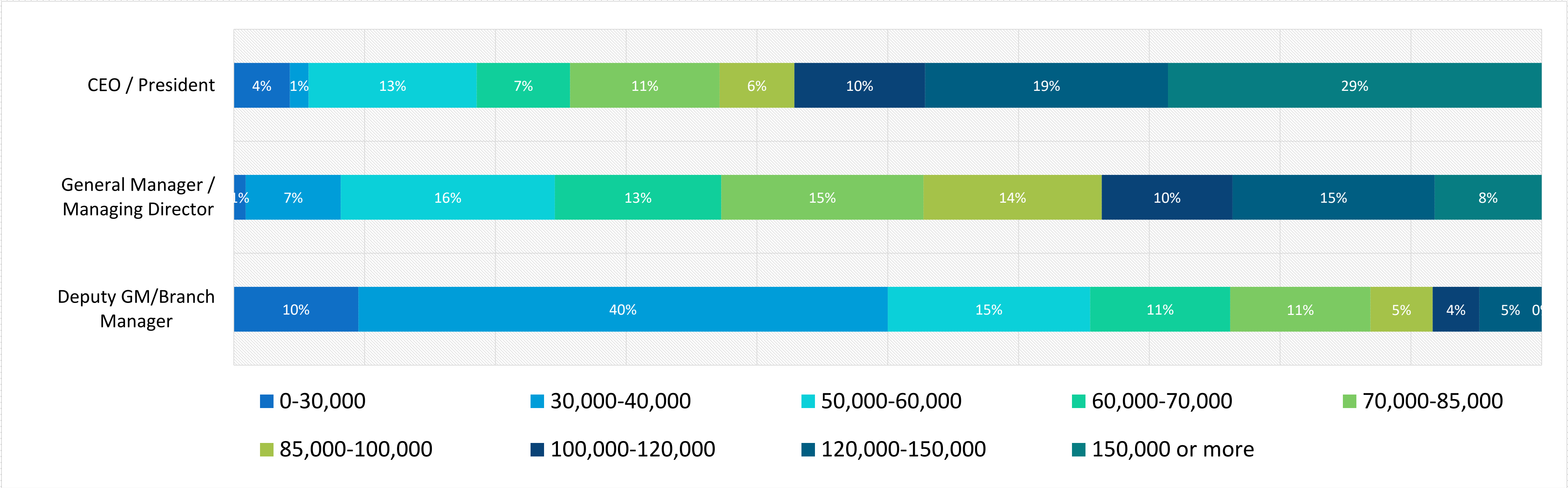
Industrial companies present the majority of Nordic businesses that have operations in China today. With 75% of participating companies are industrial companies this data covers industries such as mechanical or industrial engineering, machinery, electrical & electronic manufacturing, maritime and industrial automation, just to mention a few.

The Caixin China General Manufacturing PMI was at a four-month high of 50.6 in October 2021, amid a further recovery in domestic demand with the subindex for total new orders hitting their highest since June. However, power shortages and rising costs weighed on output, while both export sales and employment fell for the third straight month; and buying levels were down again after rising in September.

The salaries represented in the following graphs are monthly gross salaries in RMB. The average salary of each position in the three regions is also presented in the columns (x1000 RMB).

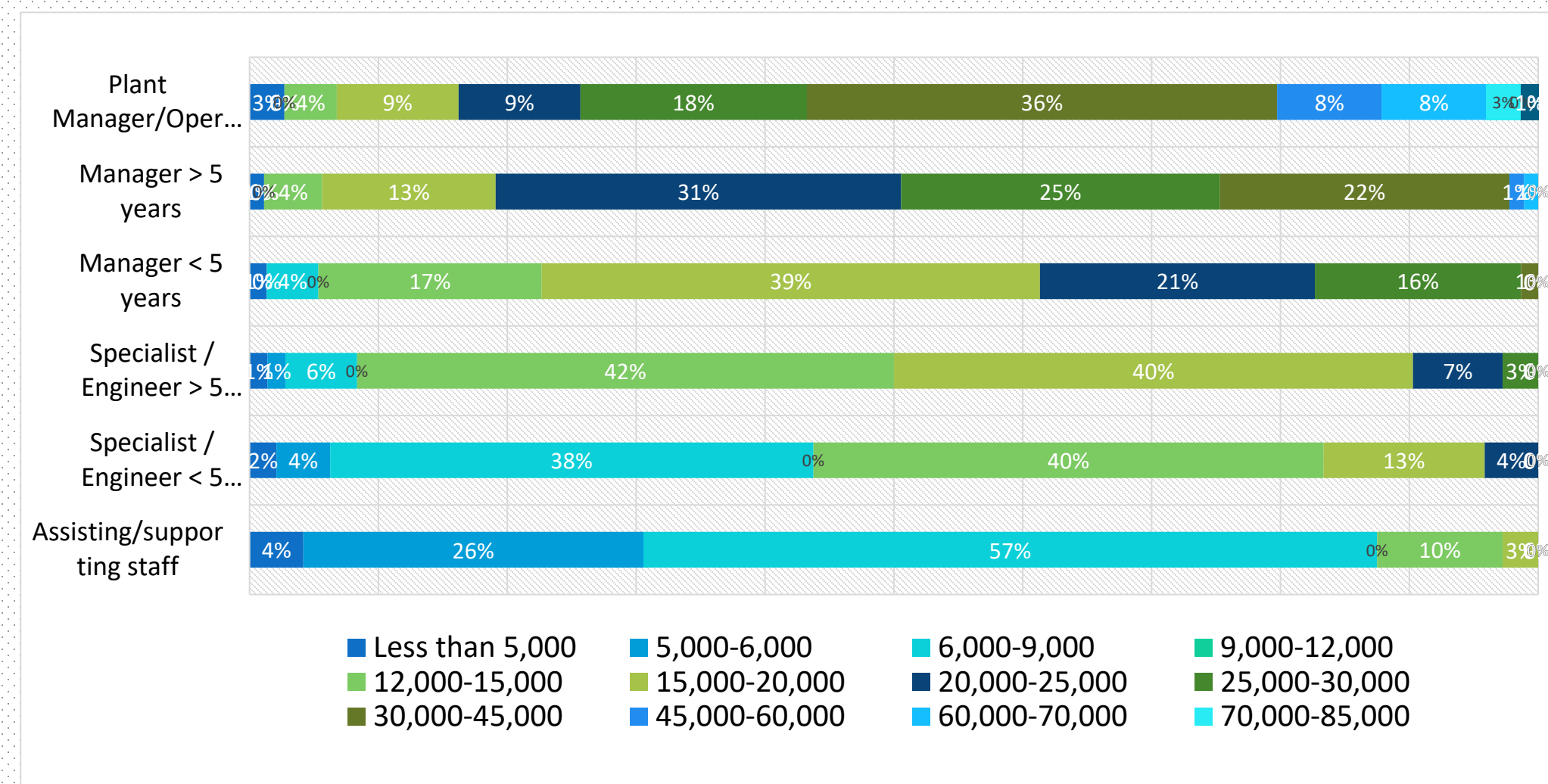
Senior management

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
CEO / President	150,000 or more	120,000 – 150,000	120,000 – 150,000
General Manager / Managing Director	70,000 – 85,000	60,000 – 70,000	60,000 – 70,000
Deputy GM/Branch Manager	50,000- 60,000	50,000 – 60,000	30,000 – 40,000



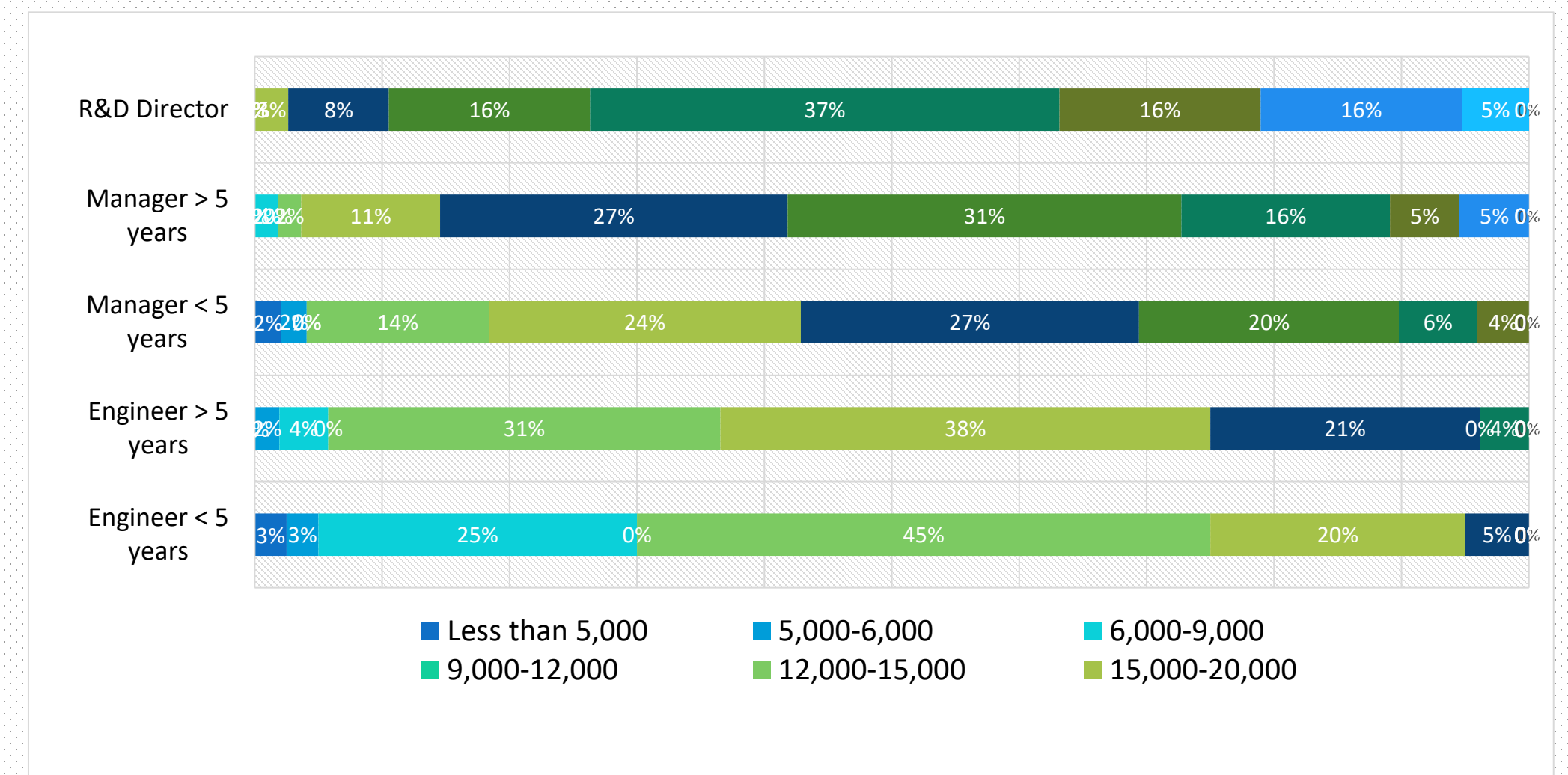
Production personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Plant Manager/Operation Director	30,000 – 45,000	30,000 – 45,000	30,000 – 45,000
Manager > 5 years	20,000 – 25,000	25,000 – 30,000	20,000 – 25,000
Manager < 5 years	15,000 – 20,000	20,000 – 25,000	15,000 – 20,000
Specialist / Engineer > 5 years	15,000 – 20,000	15,000 – 20,000	12,000 – 15,000
Specialist / Engineer < 5 years	9,000 – 12,000	12,000 – 15,000	9,000 – 12,000
Assisting/supporting staff	6,000 – 9,000	9,000 – 12,000	6,000 – 9,000



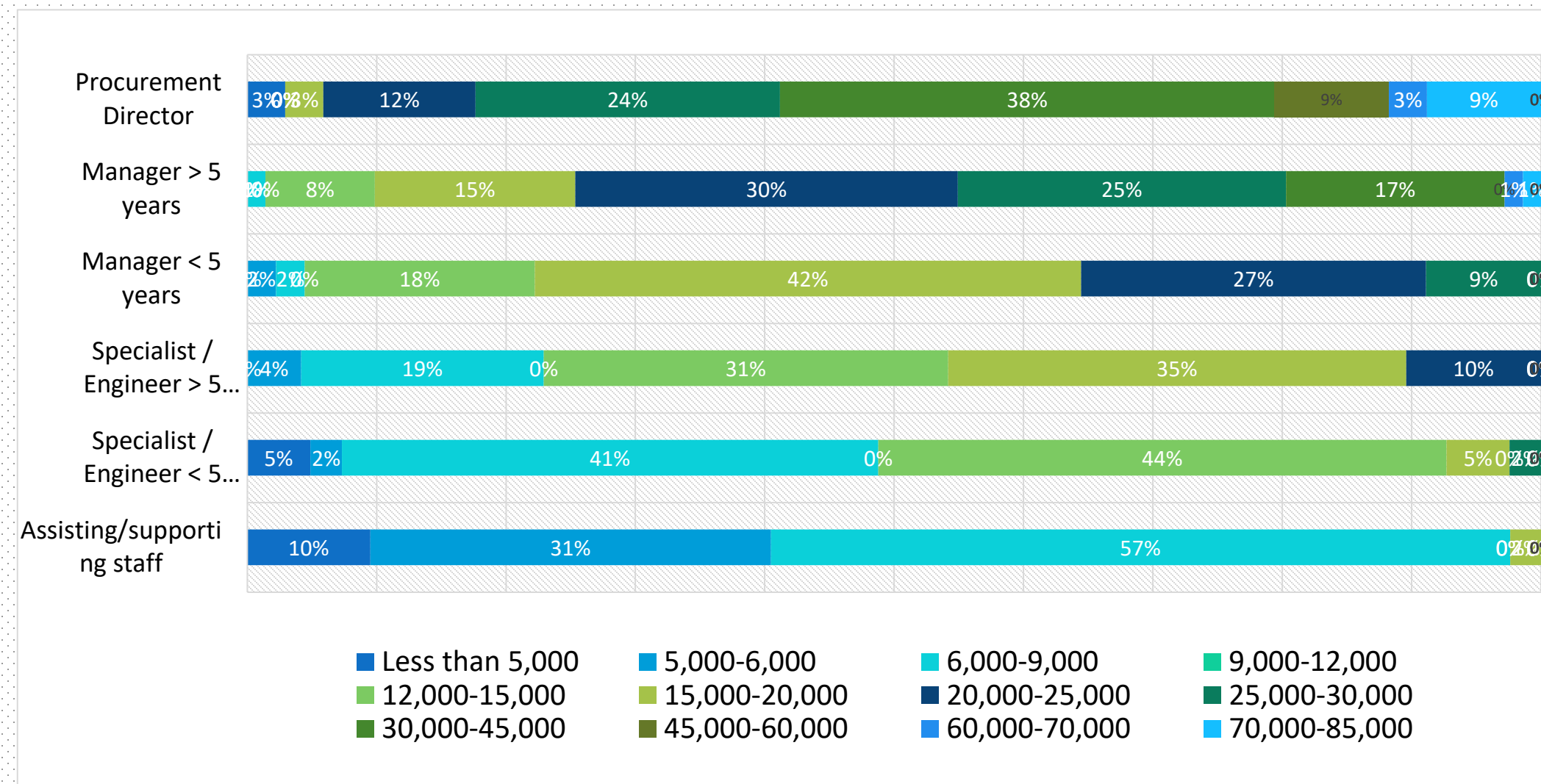
R&D personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
R&D Director	30,000 – 45,000	30,000 – 45,000	25,000 – 30,000
Manager > 5 years	25,000 – 30,000	25,000 – 30,000	25,000 – 30,000
Manager < 5 years	20,000 – 25,000	20,000 – 25,000	15,000 – 20,000
Engineer > 5 years	15,000 – 20,000	15,000 – 20,000	15,000 – 20,000
Engineer < 5 years	12,000 – 15,000	12,000 – 15,000	9,000 – 12,000



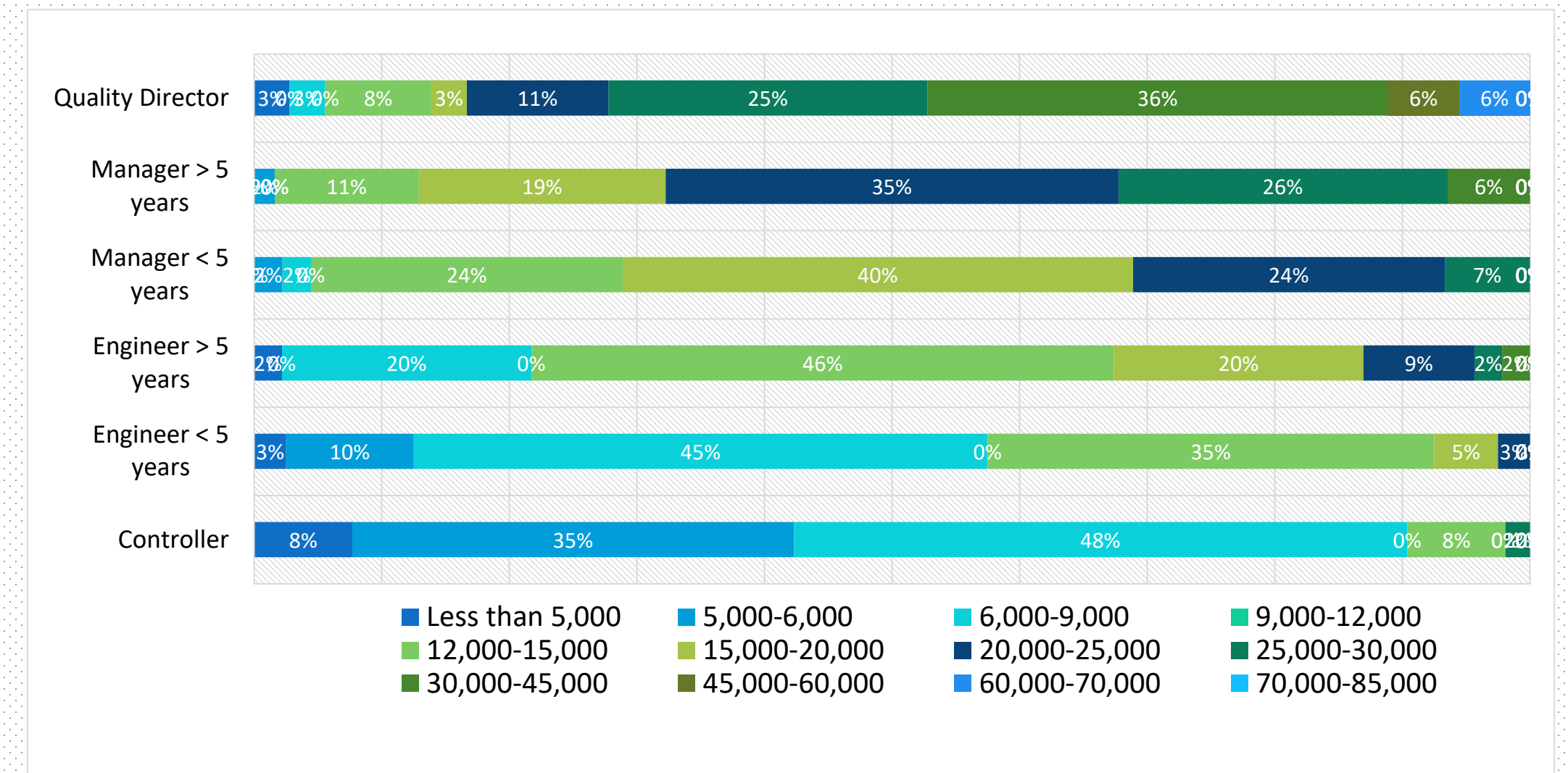
Procurement personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Procurement Director	30,000 – 45,000	30,000 – 45,000	25,000 – 30,000
Manager > 5 years	25,000 – 30,000	25,000 – 30,000	20,000 – 25,000
Manager < 5 years	15,000 – 20,000	15,000 – 20,000	15,000 – 20,000
Specialist / Engineer > 5 years	12,000 – 15,000	12,000 – 15,000	12,000 – 15,000
Specialist / Engineer < 5 years	9,000 – 12,000	9,000 – 12,000	9,000 – 12,000
Assisting/supporting staff	6,000 – 9,000	6,000 – 9,000	6,000 – 9,000



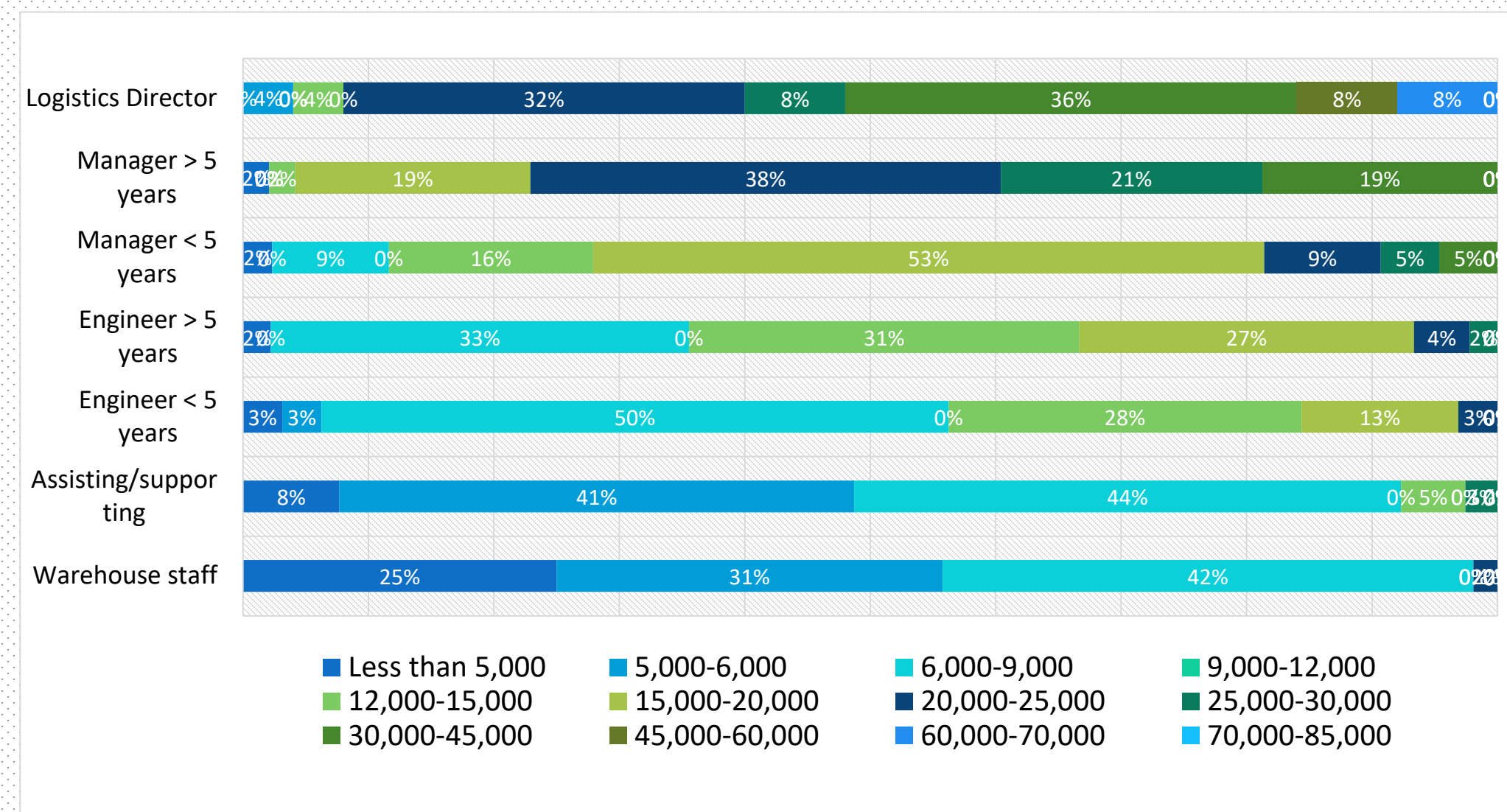
Quality personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Quality Director	25,000 – 30,000	25,000 – 30,000	20,000 – 25,000
Manager > 5 years	20,000 – 25,000	20,000 – 25,000	15,000 – 20,000
Manager < 5 years	15,000 – 20,000	15,000 – 20,000	12,000 – 15,000
Engineer > 5 years	9,000 – 12,000	12,000 – 15,000	9,000 – 12,000
Engineer < 5 years	6,000 – 9,000	6,000 – 9,000	6,000 – 9,000
Controller	6,000 – 9,000	6,000 – 9,000	5,000 – 6,000



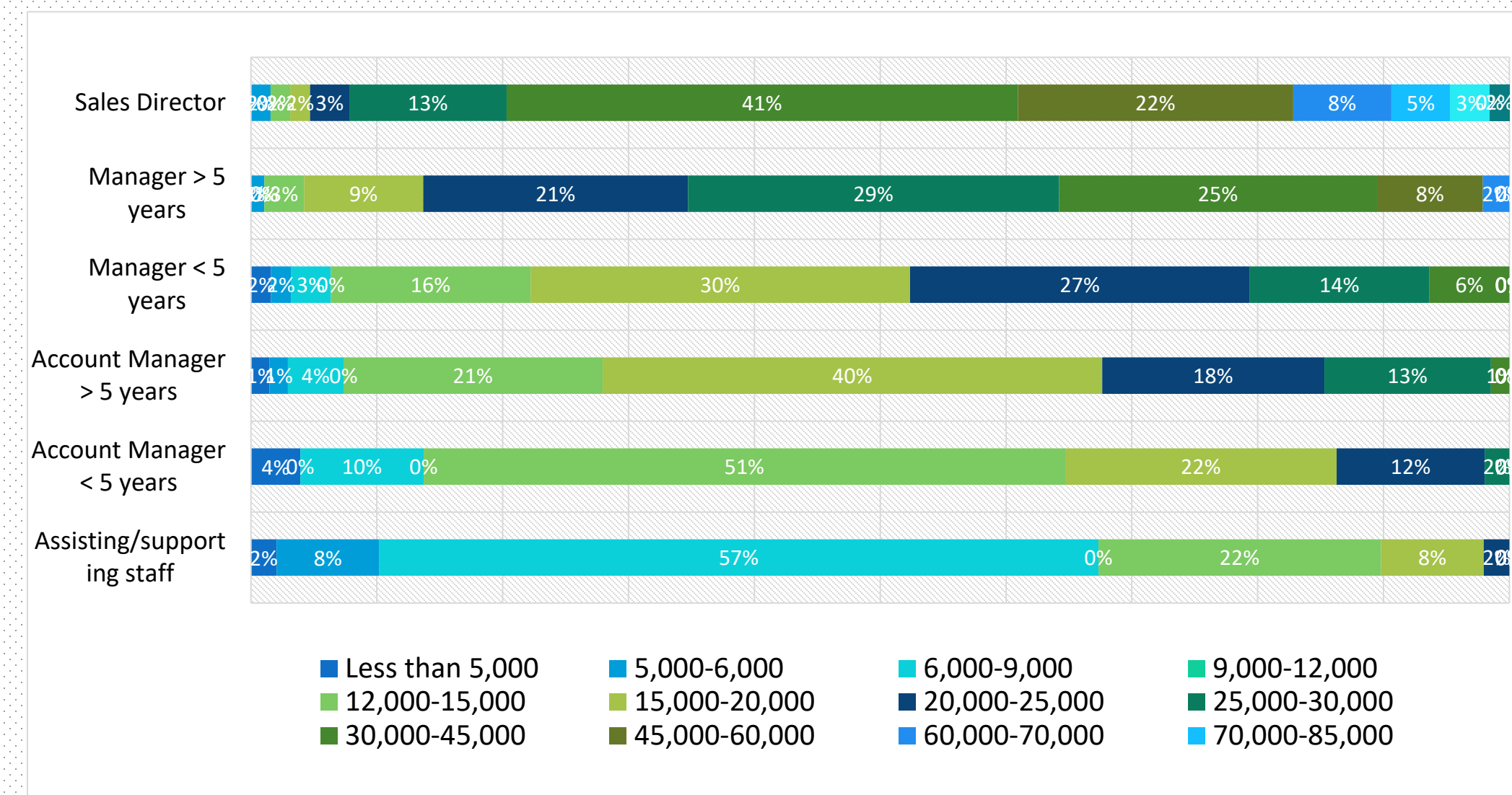
Logistics personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Logistics Director	20,000 – 25,000	25,000 – 30,000	20,000 – 25,000
Manager > 5 years	15,000 – 20,000	20,000 – 25,000	15,000 – 20,000
Manager < 5 years	12,000 – 15,000	15,000 – 20,000	12,000 – 15,000
Engineer > 5 years	12,000 – 15,000	12,000 – 15,000	9,000 – 12,000
Engineer < 5 years	9,000 – 12,000	9,000 – 12,000	6,000 – 9,000
Assisting/supporting	6,000 – 9,000	6,000 – 9,000	6,000 – 9,000
Warehouse staff	5,000 – 6,000	5,000 – 6,000	5,000 – 6,000



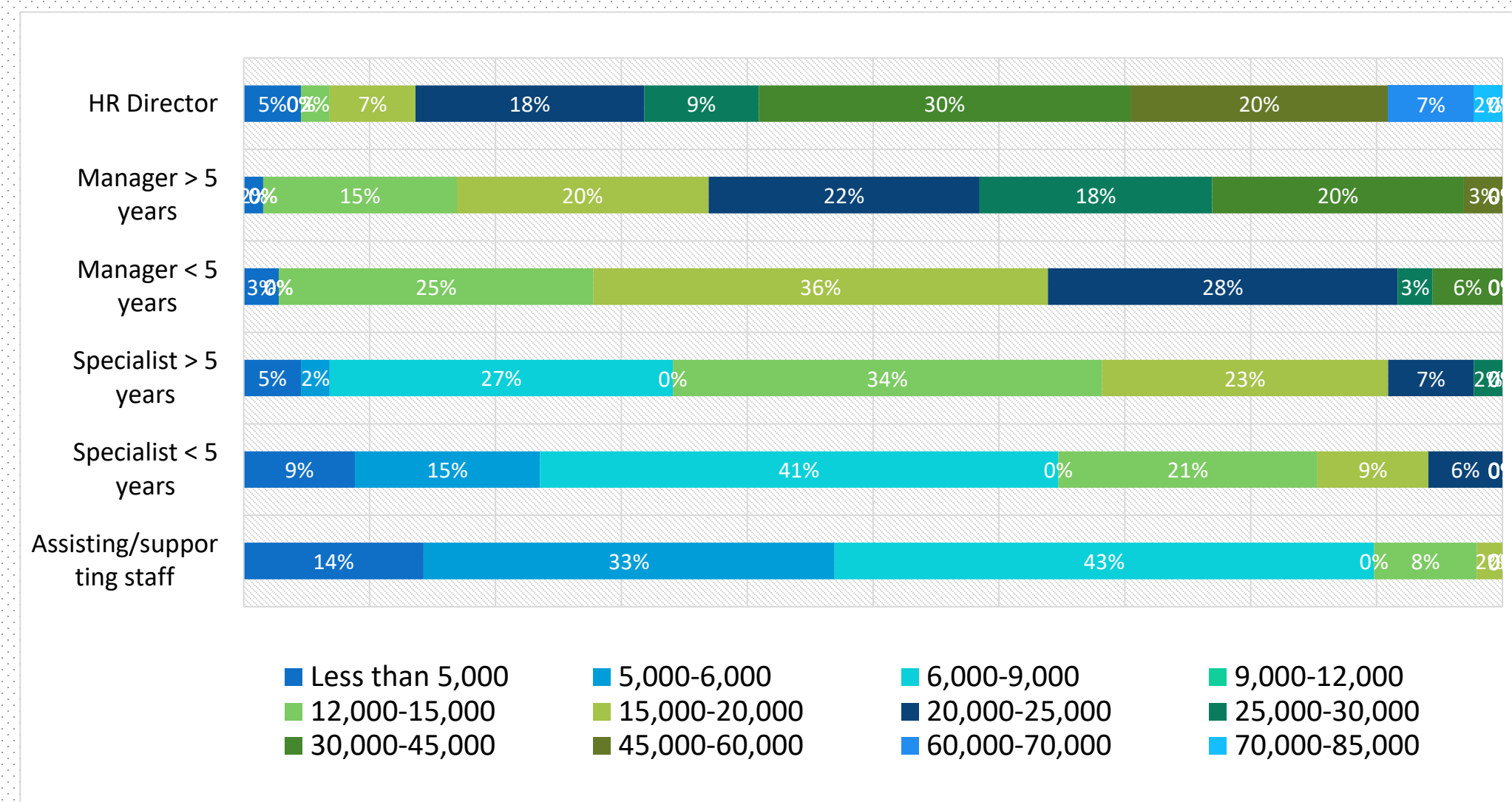
Sales personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Sales Director	45,000 – 60,000	45,000 – 60,000	30,000 – 45,000
Manager > 5 years	30,000 – 45,000	30,000 – 45,000	25,000 – 30,000
Manager < 5 years	20,000 – 25,000	20,000 – 25,000	20,000 – 25,000
Account Manager > 5 years	15,000 – 20,000	20,000 – 25,000	15,000 – 20,000
Account Manager < 5 years	12,000 – 15,000	12,000 – 15,000	12,000 – 15,000
Assisting/supporting staff	9,000 – 10,000	9,000 – 10,000	6,000 – 9,000



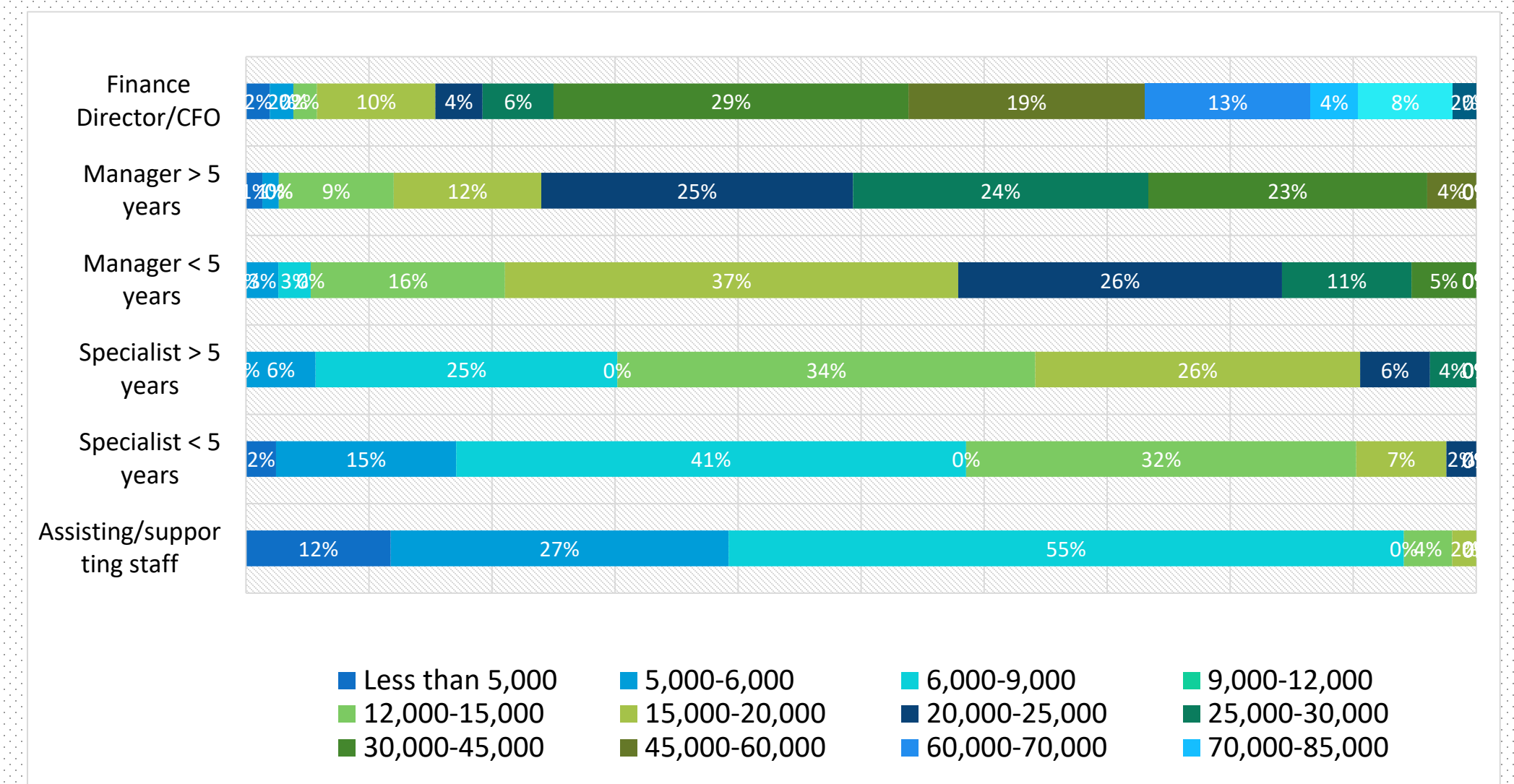
HR personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
HR Director	30,000 – 45,000	30,000 – 45,000	20,000 – 25,000
Manager > 5 years	20,000 – 25,000	20,000 – 25,000	15,000 – 20,000
Manager < 5 years	12,000 – 15,000	12,000 – 15,000	12,000 – 15,000
Specialist > 5 years	9,000 – 12,000	9,000 – 12,000	9,000 – 12,000
Specialist < 5 years	6,000 – 9,000	6,000 – 9,000	6,000 – 9,000
Assisting/supporting staff	6,000 – 9,000	6,000 – 9,000	6,000 – 9,000



Finance personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Finance Director/CFO	30,000 – 45,000	30,000 – 45,000	30,000 – 45,000
Manager > 5 years	25,000 – 30,000	25,000 – 30,000	25,000 – 30,000
Manager < 5 years	20,000 – 25,000	20,000 – 25,000	15,000 – 20,000
Specialist > 5 years	15,000 – 20,000	15,000 – 20,000	9,000 – 12,000
Specialist < 5 years	6,000 – 9,000	9,000 – 12,000	6,000 – 9,000
Assisting/supporting staff	6,000 – 9,000	6,000 – 9,000	6,000 – 9,000



As the world faces a second wave of COVID-19 infections, China is one the few countries that has returned to normal social and economic activity.

There are some of the top trends currently unfolding among China consumers

- Rising Domestic Consumption
- Bifurcated Consumer Market
- The Growth of E-commerce

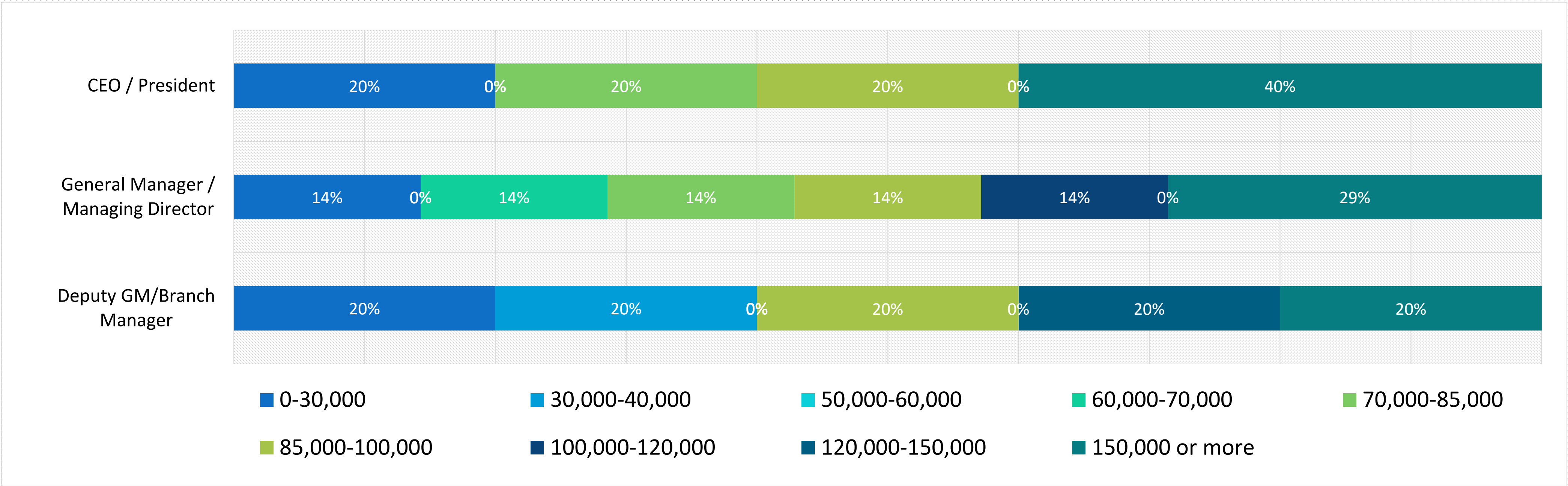
In the near term, the focus will remain on COVID-19 and its impact on people and economic activity globally. But once the pandemic recedes, when a vaccine is widely available, the outlook for growth in China's consumer sector remains strong.

The salaries represented in the following graphs are monthly gross salaries in RMB. The average salary of each position in the three regions is also presented in the columns (x1000 RMB).



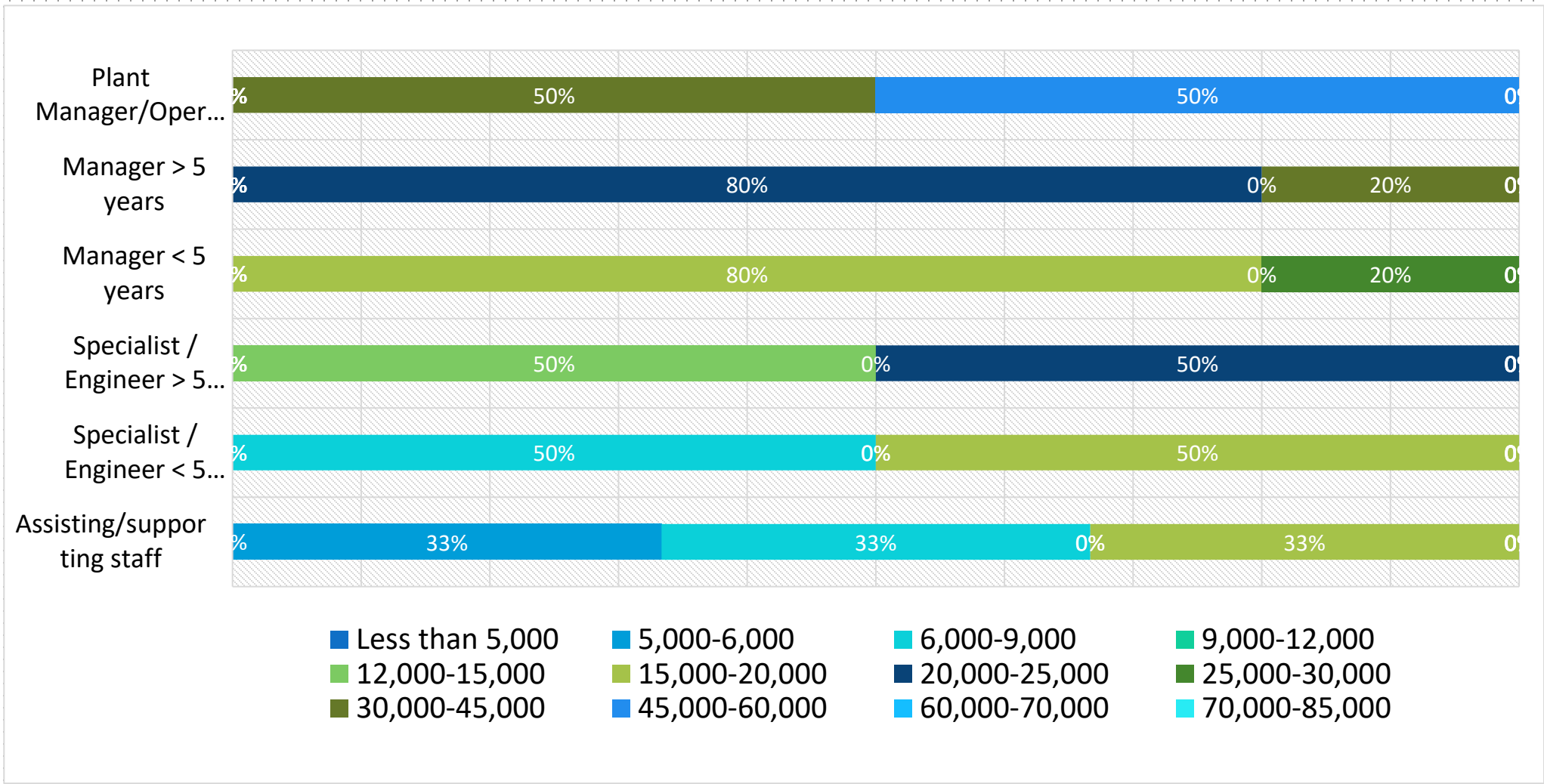
Senior management

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
CEO / President	120,000 – 150,000	120,000-150,000	120,000-150,000
General Manager / Managing Director	120,000 – 150,000	100,000-120,000	100,000 – 120,000
Deputy GM/Branch Manager	100,000 – 120,000	100,000-120,000	85,000-100,000



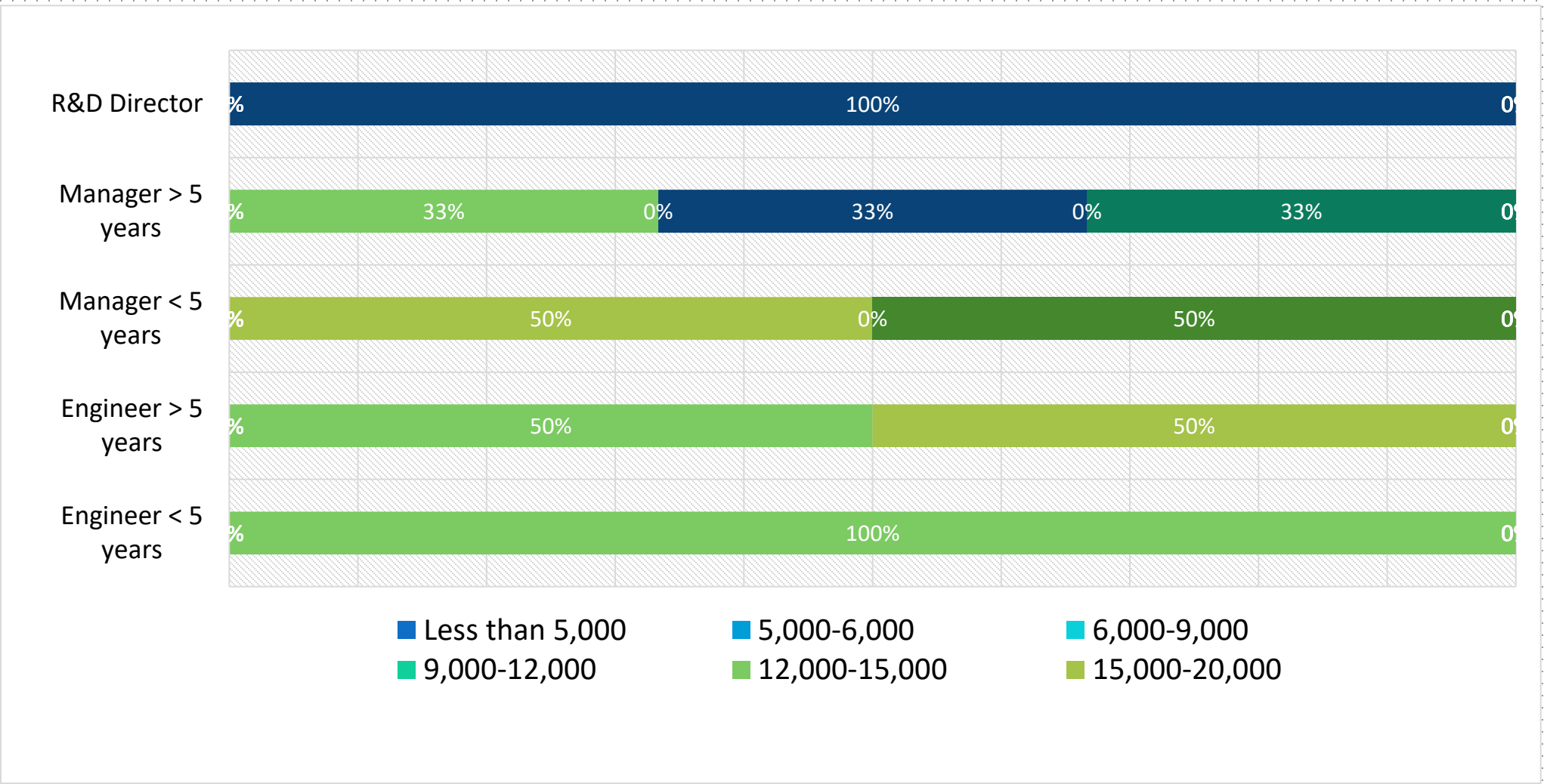
Production personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Plant Manager/Operation Director	45,000 - 60,000	45,000 -- 60,000	30,000 – 45,000
Manager > 5 years	30,000 – 45,000	30,000 -- 45,000	25,000 – 30,000
Manager < 5 years	20,000 – 25,000	20,000 – 25, 000	15,000 – 20,000
Specialist / Engineer > 5 years	12,000 – 15,000	12,000 – 15,000	12,000 – 15,000
Specialist / Engineer < 5 years	9,000 – 12,000	9,000 – 12,000	9,000 – 12,000
Assisting/supporting staff	6,000 – 9,000	6,000 – 9,000	6,000 – 9,000



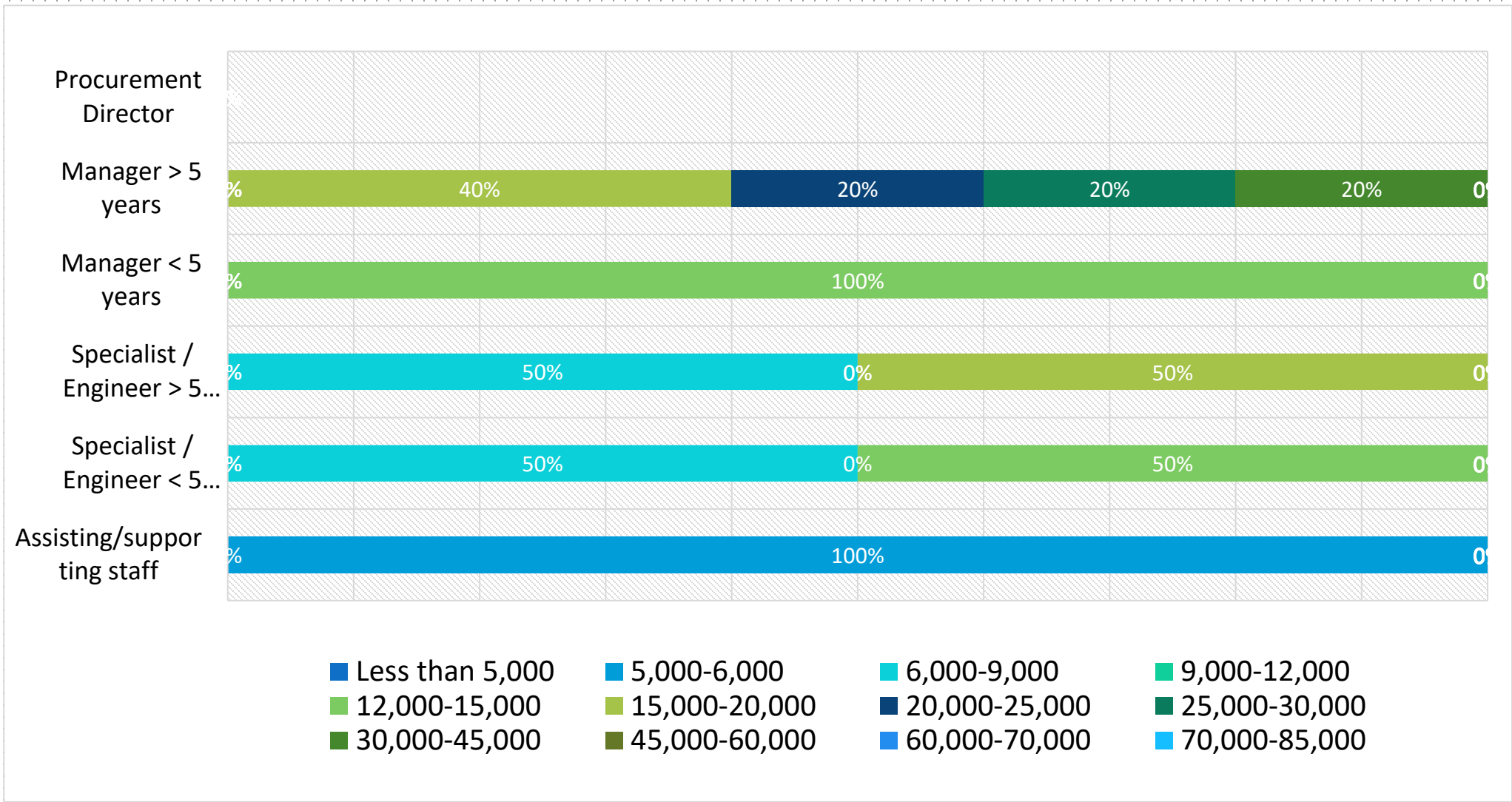
R&D personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
R&D Director	25,000 – 30, 000	25, 000 – 30, 000	25,000 – 30,000
Manager > 5 years	20,000 – 25,000	20, 000 – 25, 000	20,000 – 25,000
Manager < 5 years	15,000 – 20,000	15,000 – 20,000	12,000 – 15,000
Engineer > 5 years	15,000 – 20,000	15, 000 – 20, 000	9,000 – 12,000
Engineer < 5 years	12,000 – 15,000	12,000 – 15, 000	6,000 – 9,000



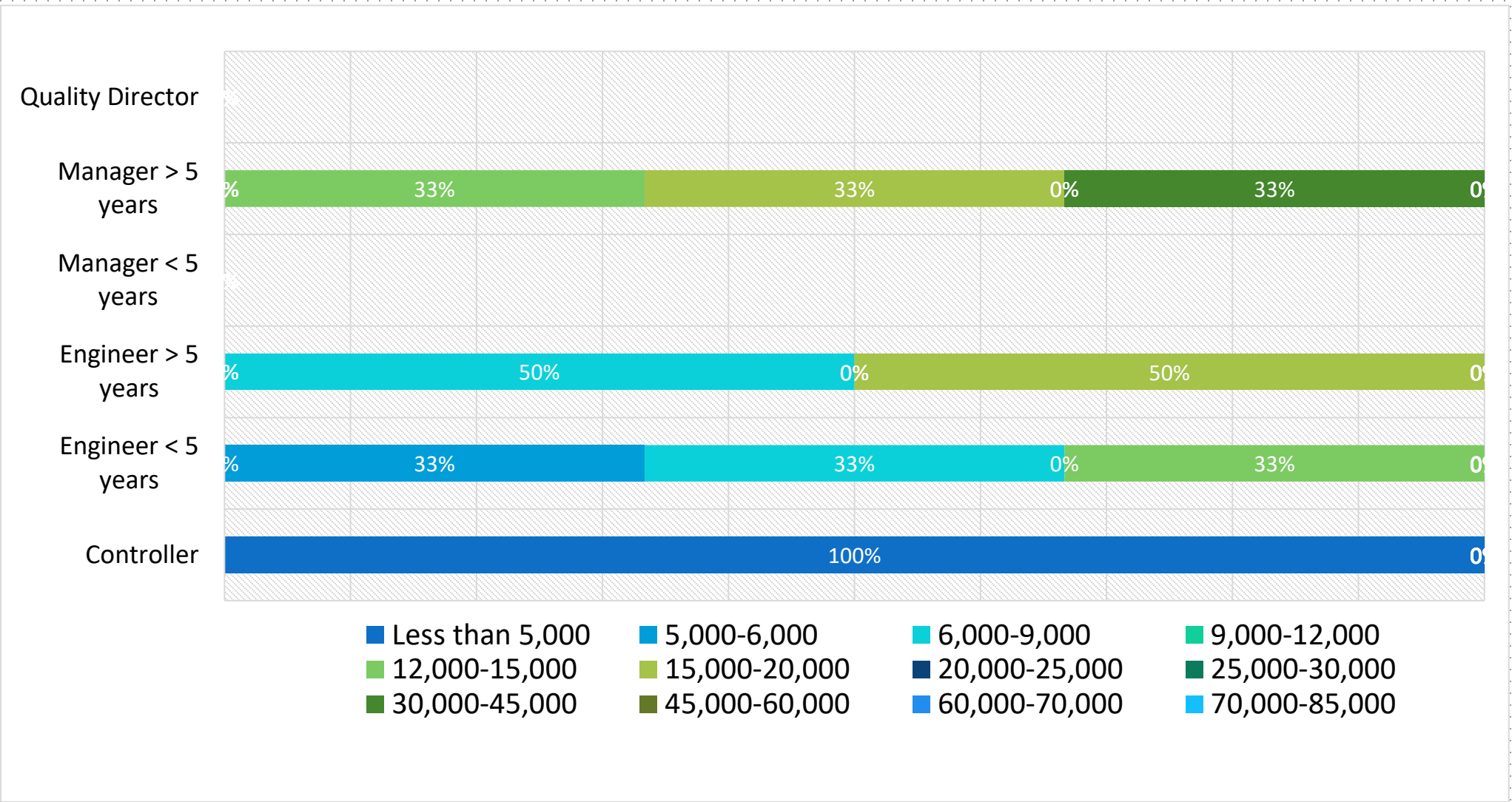
Procurement personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Procurement Director	/	/	/
Manager > 5 years	25,000 – 30,000	25, 000 – 30,000	15,000 – 20,000
Manager < 5 years	15,000 – 20,000	15,000 – 20, 000	12, 000 – 15,000
Specialist / Engineer > 5 years	12,000 – 15,000	12,000 – 15,000	9,000 – 12,000
Specialist / Engineer < 5 years	9,000 – 12,000	9,000 – 12,000	6,000 – 9,000
Assisting/supporting staff	5,000 – 6,000	5,000 – 6,000	5,000 – 6,000



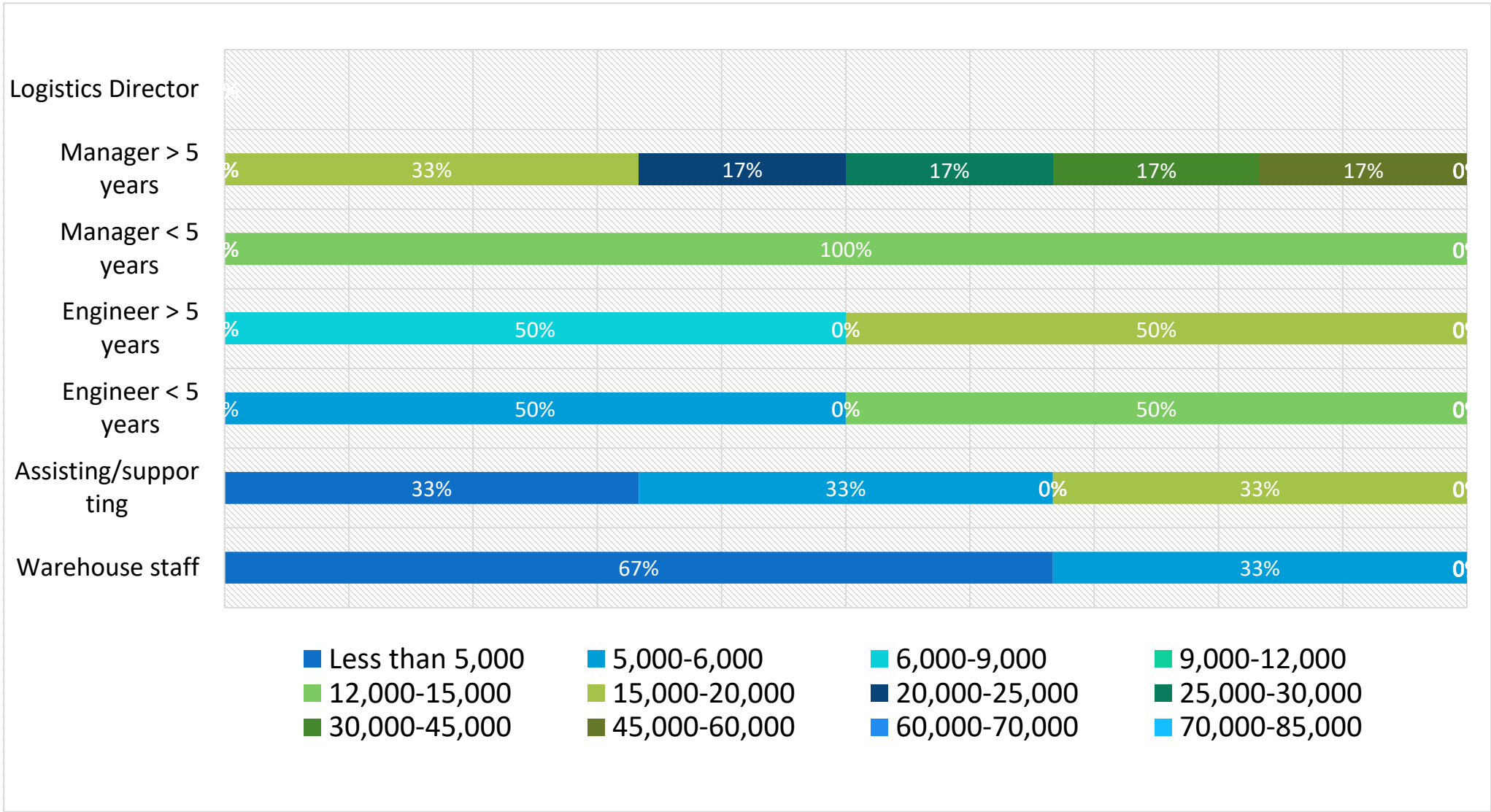
Quality personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Quality Director			
Manager > 5 years	20,000 – 25,000	20,000 – 25,000	20,000 – 25,000
Manager < 5 years			
Engineer > 5 years	12,000 – 15,000	12,000 – 15,000	12,000 – 15,000
Engineer < 5 years	9,000 – 12,000	9,000 – 12, 000	9,000 – 12,000
Controller	5,000 – 6,000	5,000 – 6,000	5,000 – 6,000



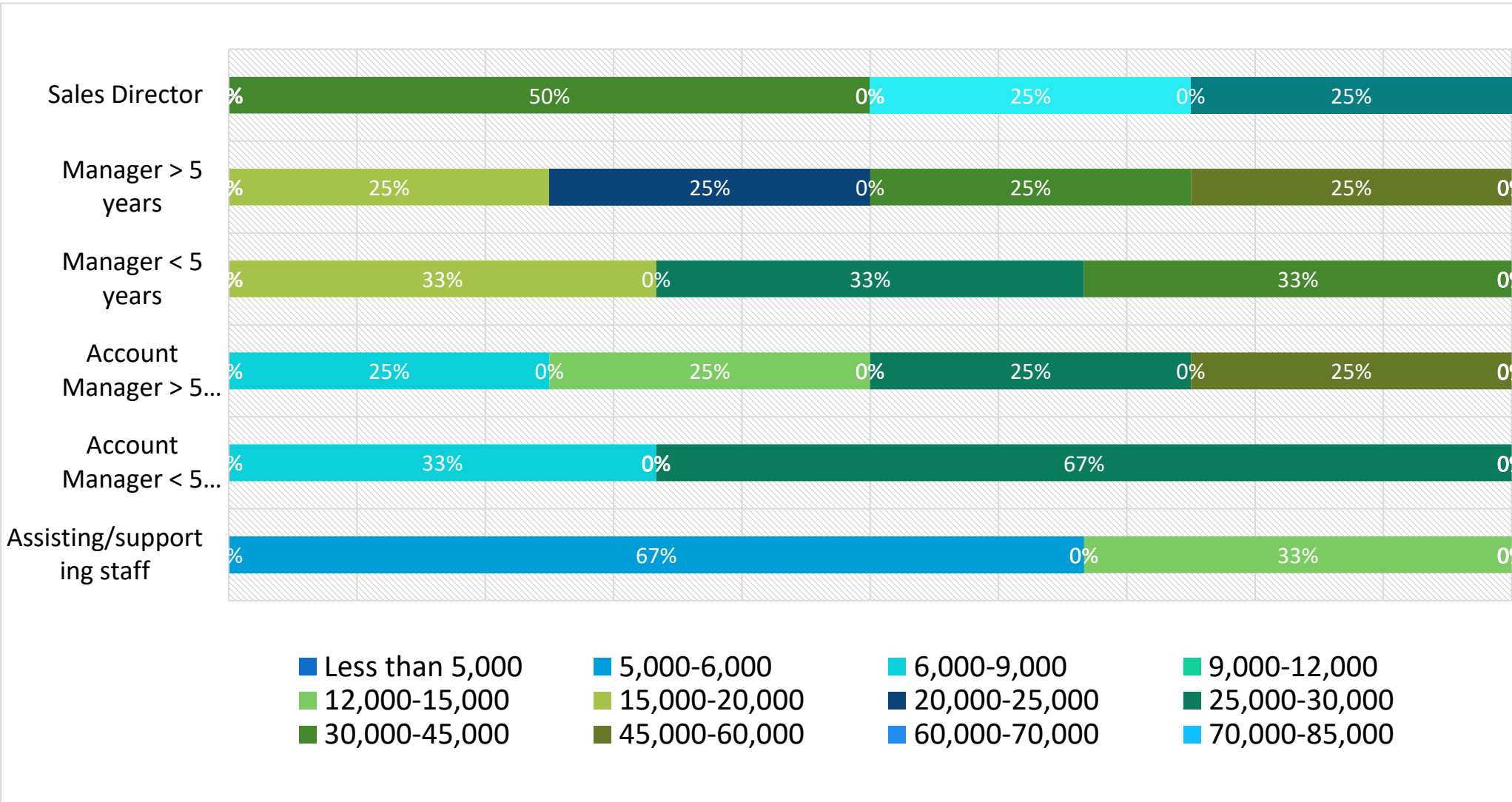
Logistics personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Logistics Director			
Manager > 5 years	20,000 – 25,000	20,000 – 25,000	15,000 – 20,000
Manager < 5 years	15,000 – 20,000	15,000 – 20, 000	12,000 – 15,000
Engineer > 5 years	12,000 – 15,000	12,000 – 15,000	9,000 – 12,000
Engineer < 5 years	9,000 – 12,000	9,000 – 12,000	6,000 – 9,000
Assisting/supporting	9,000 – 12,000	9,000 -12,000	5,000 – 6,000
Warehouse staff	Less than 5,000	Less than 5,000	Less than 5,000



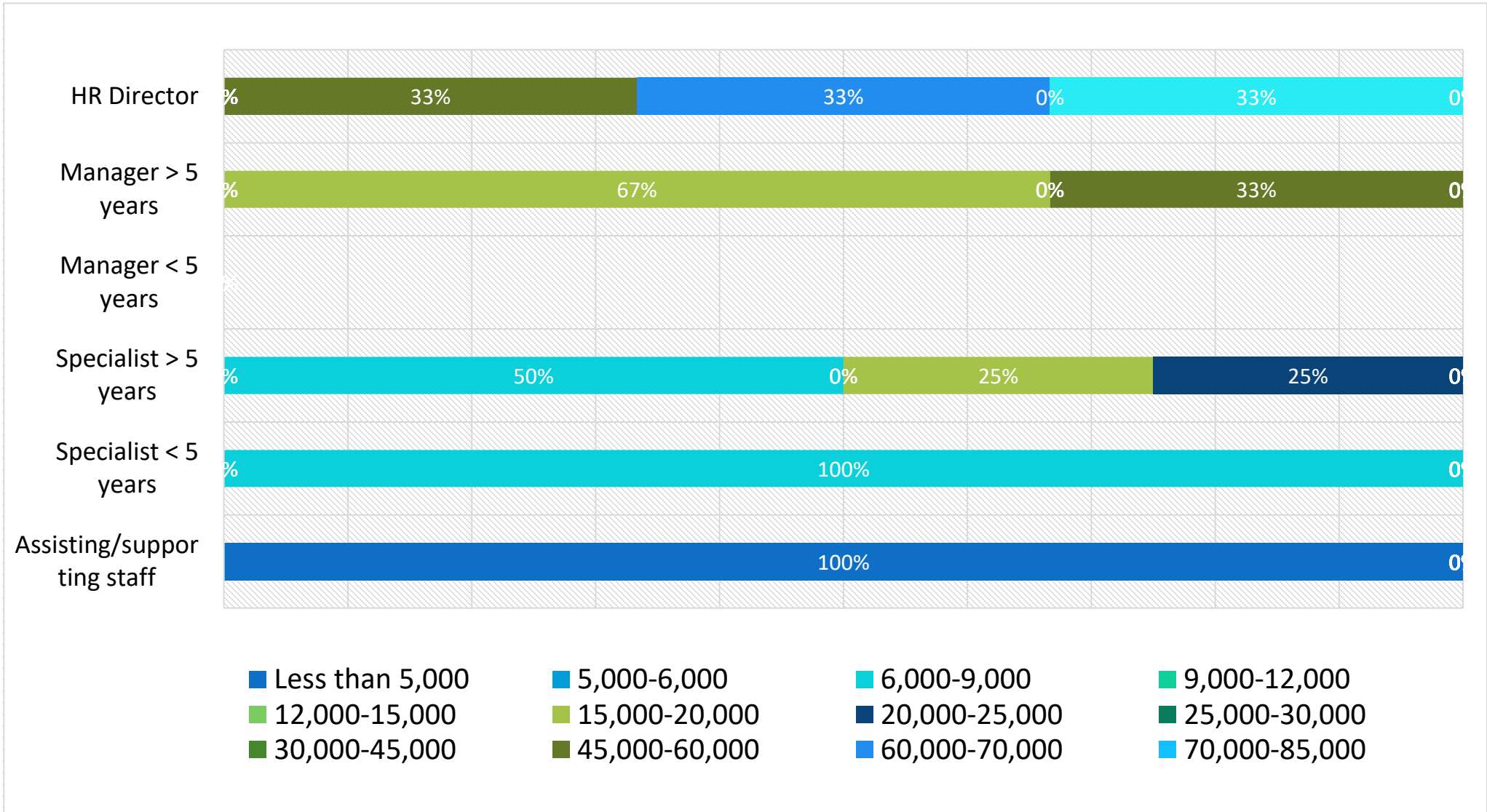
Sales personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Sales Director	45,000 – 60,000	45,000 – 60,000	30,000 – 45,000
Manager > 5 years	30,000 – 45,000	30,000 – 45,000	25,000 – 30,000
Manager < 5 years	25,000 – 30,000	25,000 – 30,000	20,000 – 25,000
Account Manager > 5 years	15,000 – 20,000	15,000 – 20,000	9,000 – 12,000
Account Manager < 5 years	12,000 – 15,000	12,000 – 15,000	6,000 – 9,000
Assisting/supporting staff	6,000 – 9,000	6,000 – 9,000	6,000 – 9,000



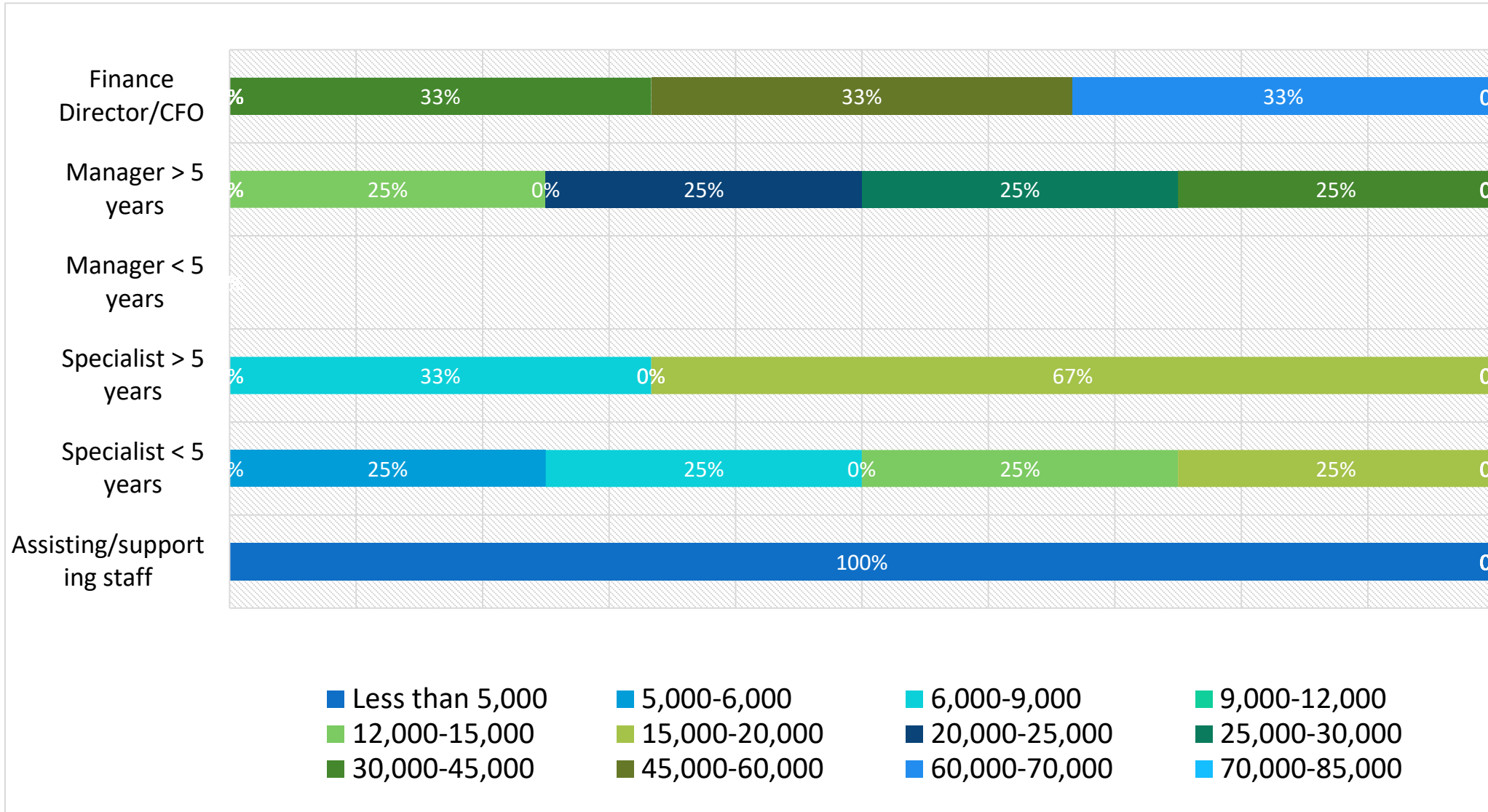
HR personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
HR Director	30,000 – 45,000	30,000 – 45,000	30,000 – 45,000
Manager > 5 years	15,000 – 20,000	15,000 – 20,000	15,000 – 20,000
Manager < 5 years	/	/	/
Specialist > 5 years	9,000 – 12,000	9,000 – 12,000	9,000 – 12,000
Specialist < 5 years	6,000 – 9,000	6,000 – 9,000	6,000 – 9,000
Assisting/supporting staff	5,000 – 6,000	5,000 – 6,000	5,000 – 6,000



Finance personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Finance Director/CFO	30,000 – 45,000	30,000 – 45,000	25,000 – 30,000
Manager > 5 years	25,000 – 30,000	25,000 – 30,000	20,000 – 25,000
Manager < 5 years	/	/	/
Specialist > 5 years	15,000 – 20,000	15,000 – 20,000	12,000 – 15,000
Specialist < 5 years	12,000 – 15,000	12,000 – 15,000	9,000 – 12,000
Assisting/supporting staff	5,000 – 6,000	5,000 – 6,000	5,000 – 6,000



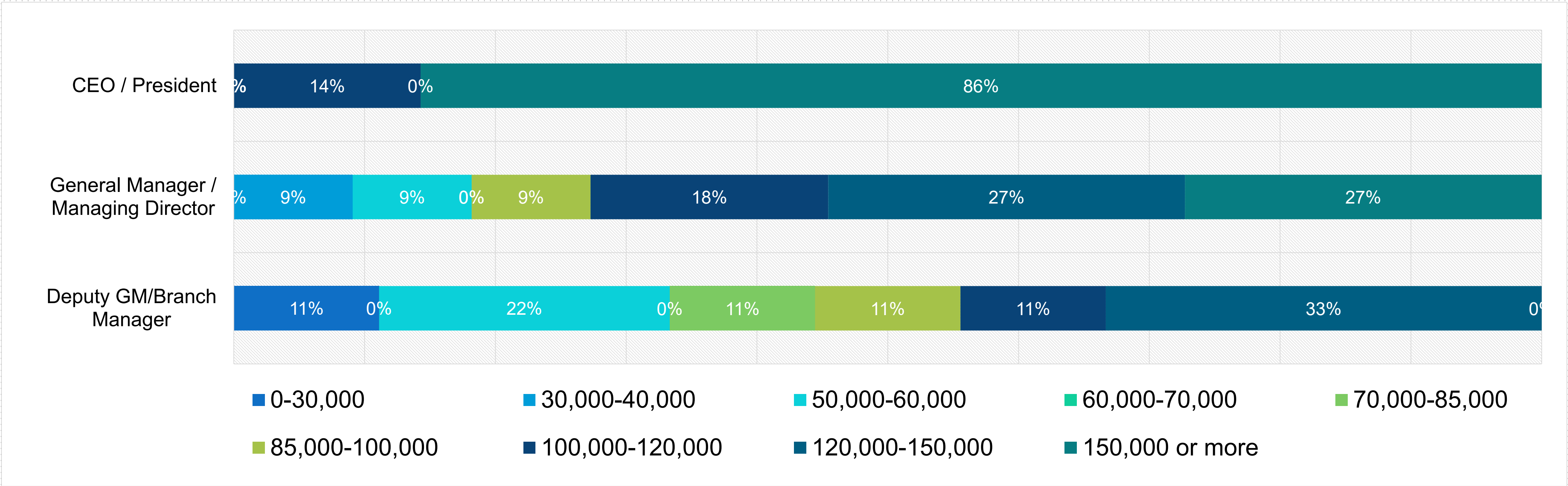
Health & Life Science sector was the third largest sector in terms of participating companies, with 7% of the total. The Healthcare & Life Science sector covers biotechnology, medical device, and pharmaceutical. It is one of the fastest growing sectors in China.

The salaries represented in the following graphs are monthly gross salaries in RMB. The average salary of each position in the three regions is also presented in the columns (x1000 RMB).



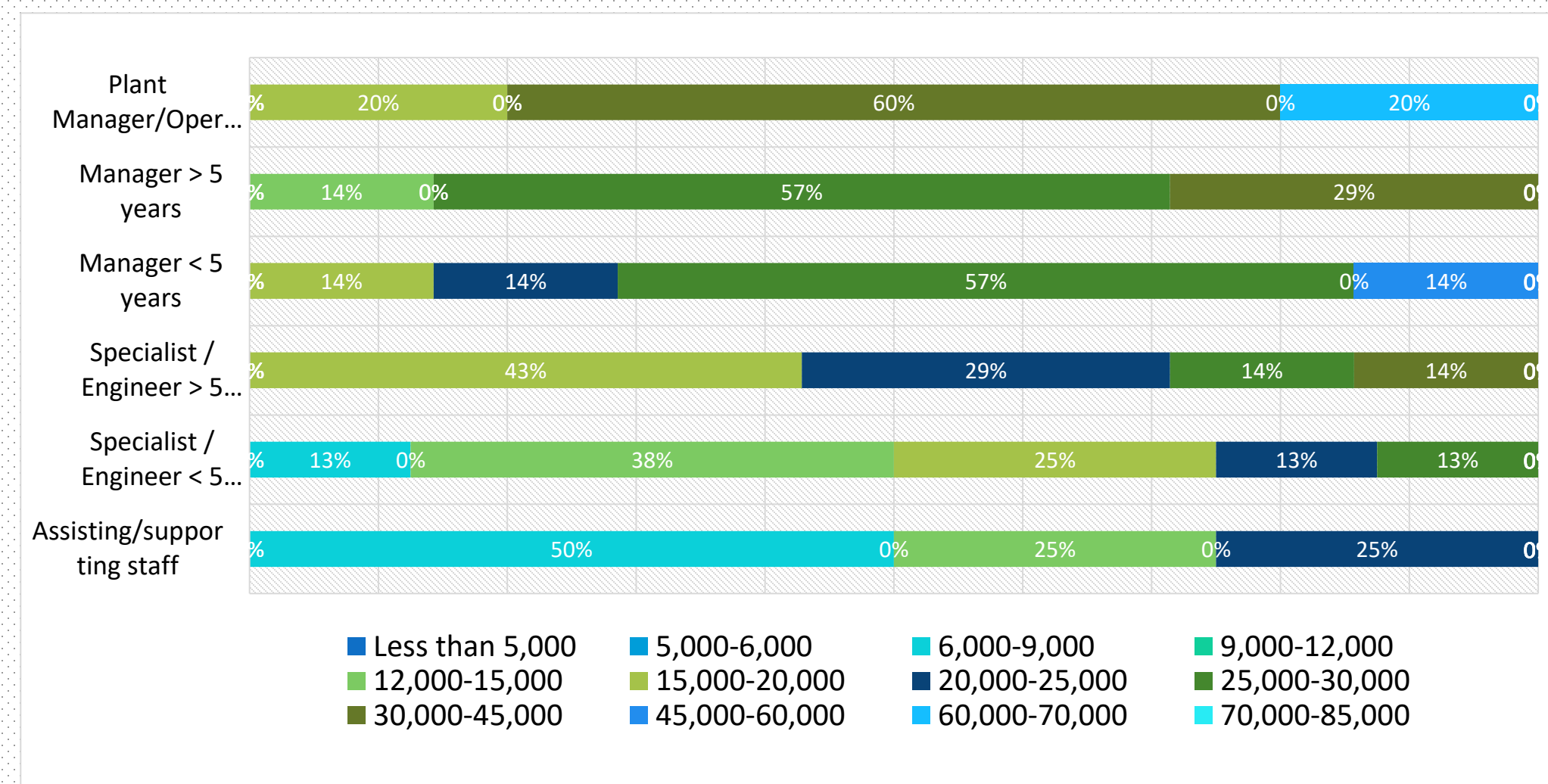
Senior management

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
CEO / President	150,000 or more	150,000 or more	/
General Manager / Managing Director	100,000 – 120,000	150,000 or more	/
Deputy GM/Branch Manager	120,000 – 150,000	120,000 – 150,000	/



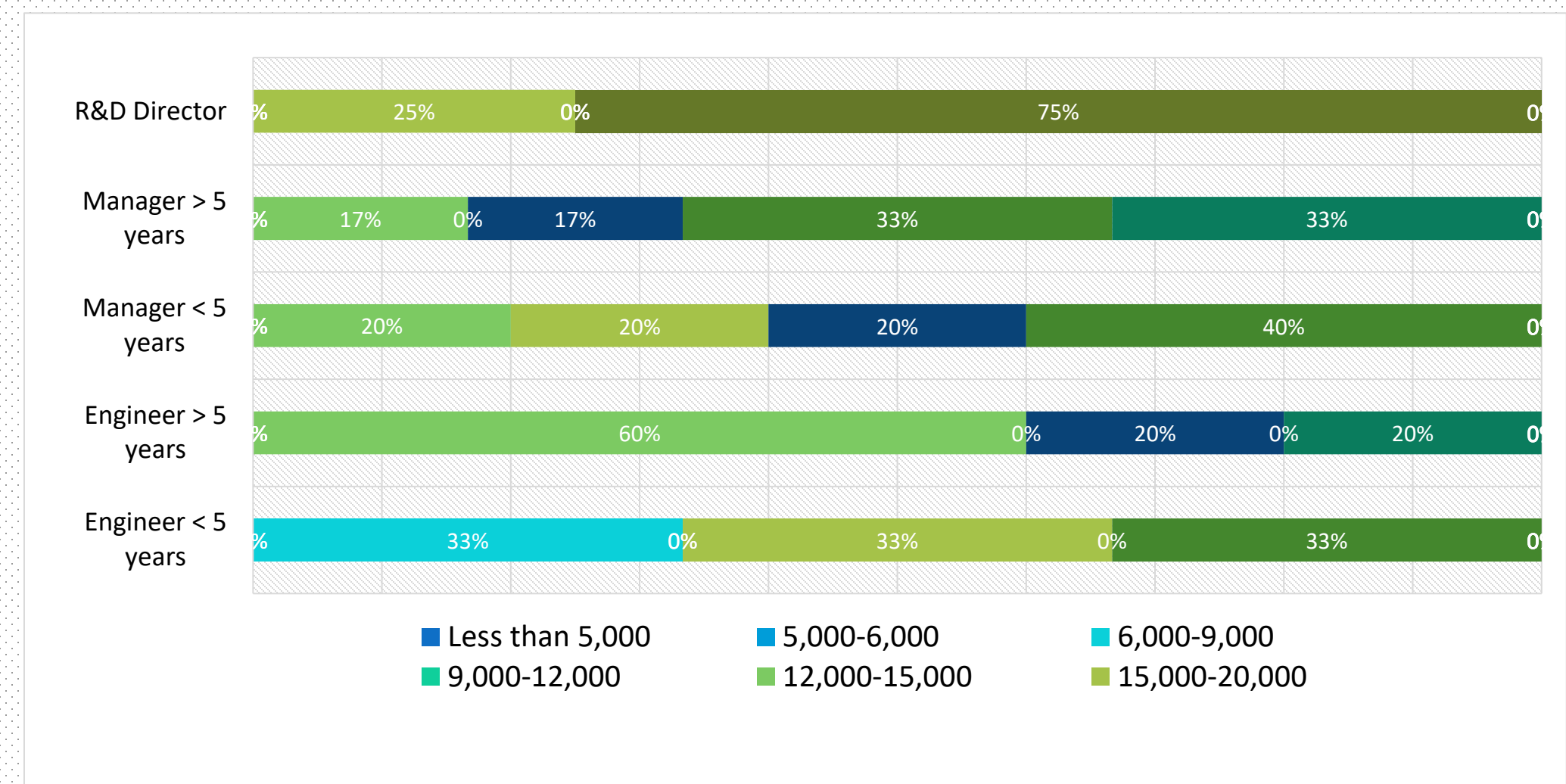
Production personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Plant Manager/Operation Director	45,000 – 60,000	45,000 – 60,000	/
Manager > 5 years	25,000 – 30,000	30,000 – 45,000	/
Manager < 5 years	15,000 – 20,000	20,000 – 25,000	/
Specialist / Engineer > 5 years	12,000 – 15,000	12,000 – 15,000	/
Specialist / Engineer < 5 years	9,000 – 12,000	9,000 – 12,000	/
Assisting/supporting staff	9,000 – 12,000	9,000 – 12,000	/



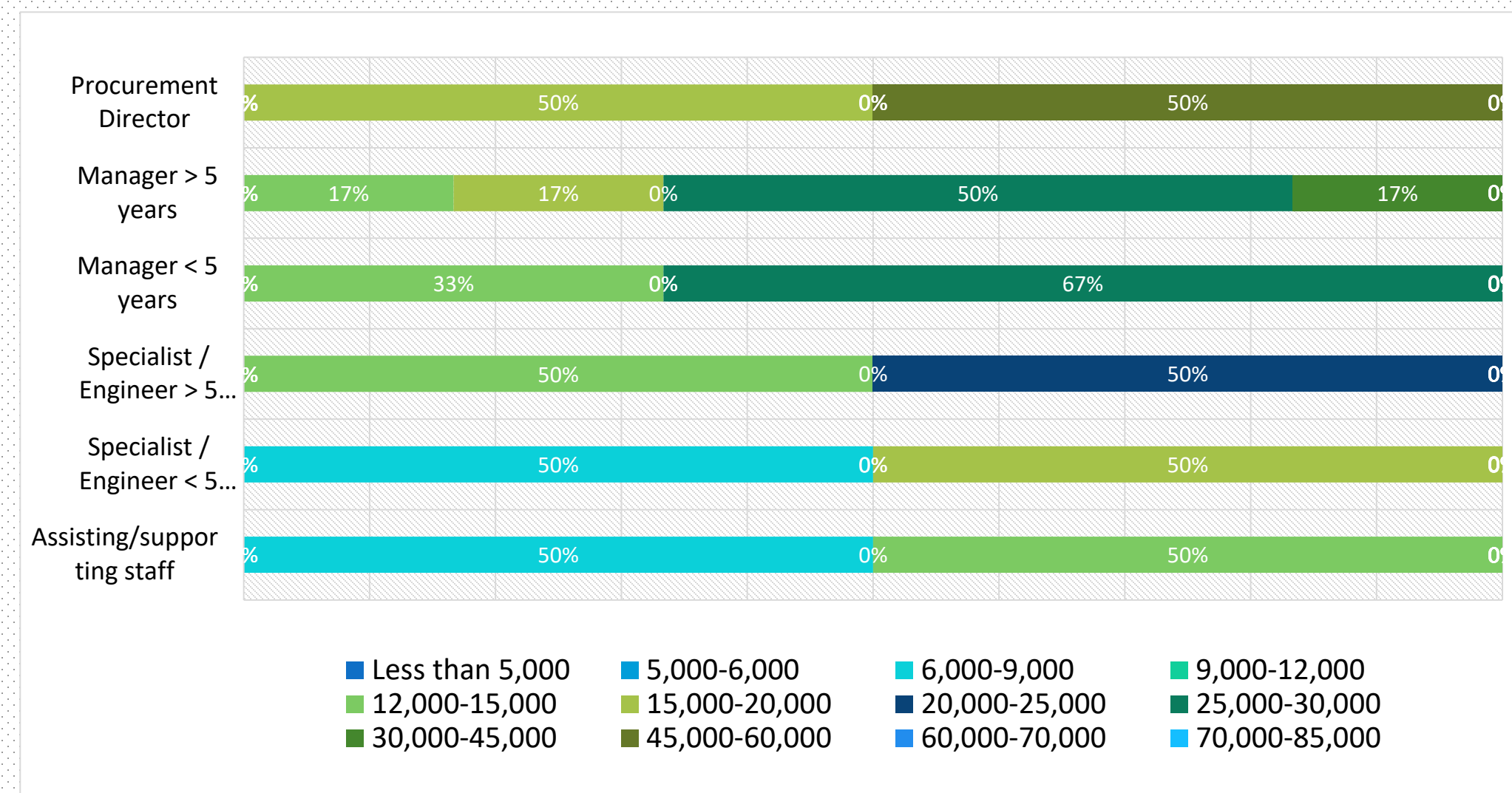
R&D personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
R&D Director	70,000 – 85,000	70,000 – 85,000	/
Manager > 5 years	25,000 – 30,000	25,000 – 30,000	/
Manager < 5 years	20,000 – 25,000	20,000 – 25,000	/
Engineer > 5 years	15,000 – 20,000	15,000 – 20,000	/
Engineer < 5 years	9,000 – 12,000	9,000 – 12,000	/



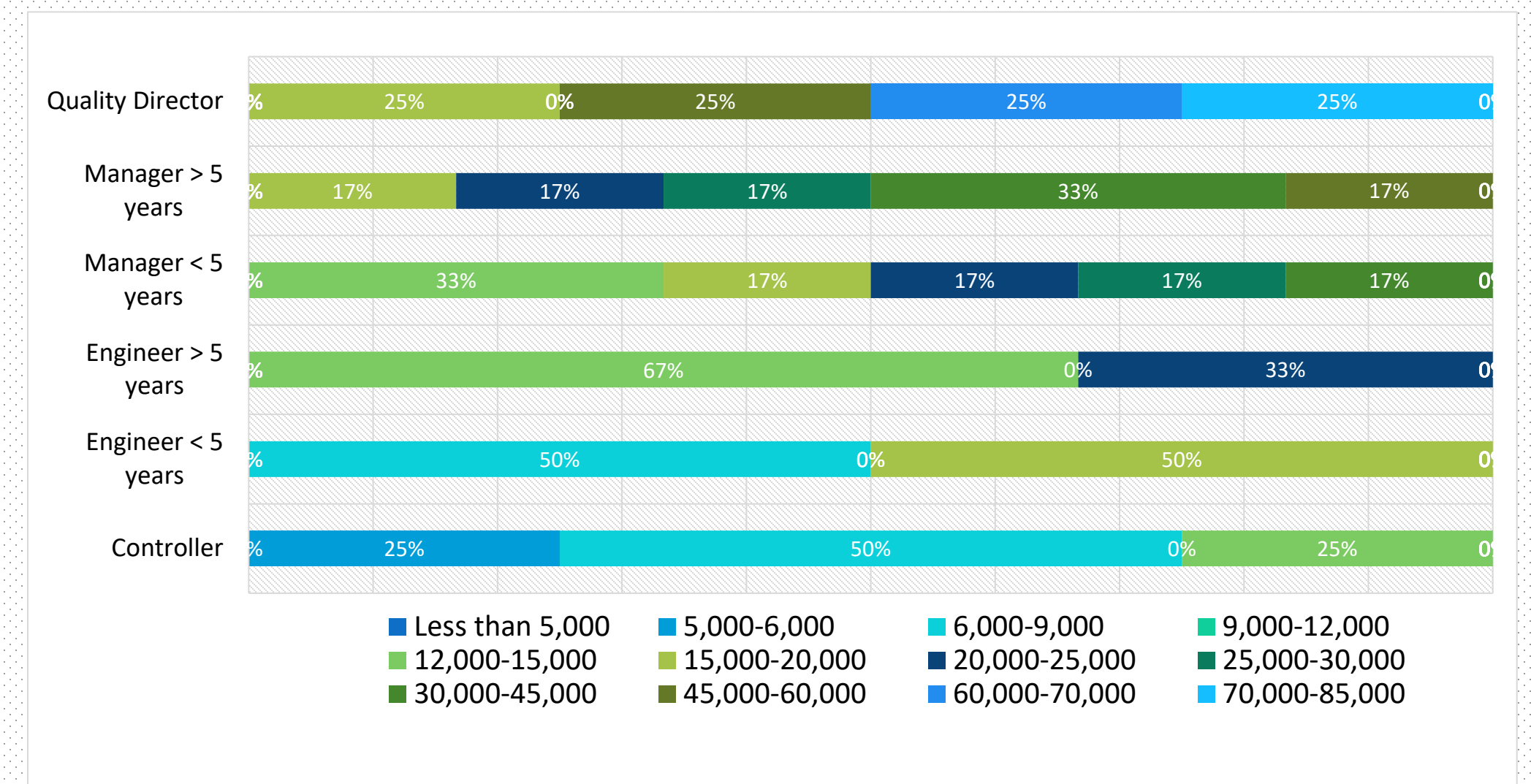
Procurement personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Procurement Director	45,000 – 60,000	45,000 – 60,000	/
Manager > 5 years	30,000 – 45,000	30,000 – 45,000	/
Manager < 5 years	25,000 – 30,000	25,000 – 30,000	/
Specialist / Engineer > 5 years	15,000 – 20,000	15,000 – 20,000	/
Specialist / Engineer < 5 years	12,000 – 15,000	12,000 – 15,000	/
Assisting/supporting staff	9,000 – 12,000	9,000 – 12,000	/



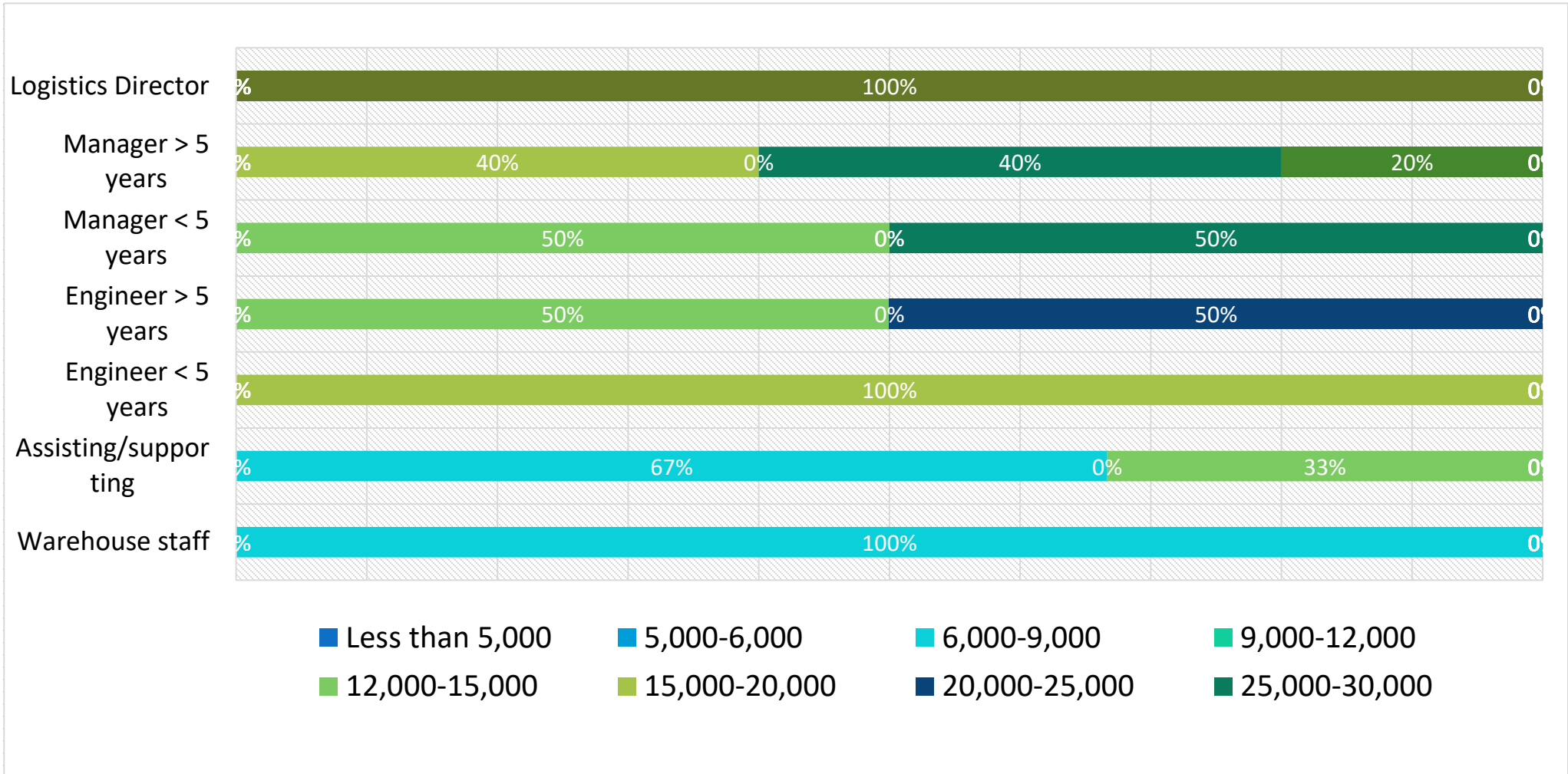
Quality personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Quality Director	45,000 – 60,000	45,000 – 60,000	/
Manager > 5 years	30,000 – 45,000	30,000 – 45,000	/
Manager < 5 years	25,000 – 30,000	25,000 – 30,000	/
Engineer > 5 years	15,000 – 20,000	15,000 – 20,000	/
Engineer < 5 years	12,000 – 15,000	12,000 -15,000	/
Controller	9,000 – 12,000	9,000 -12,000	/



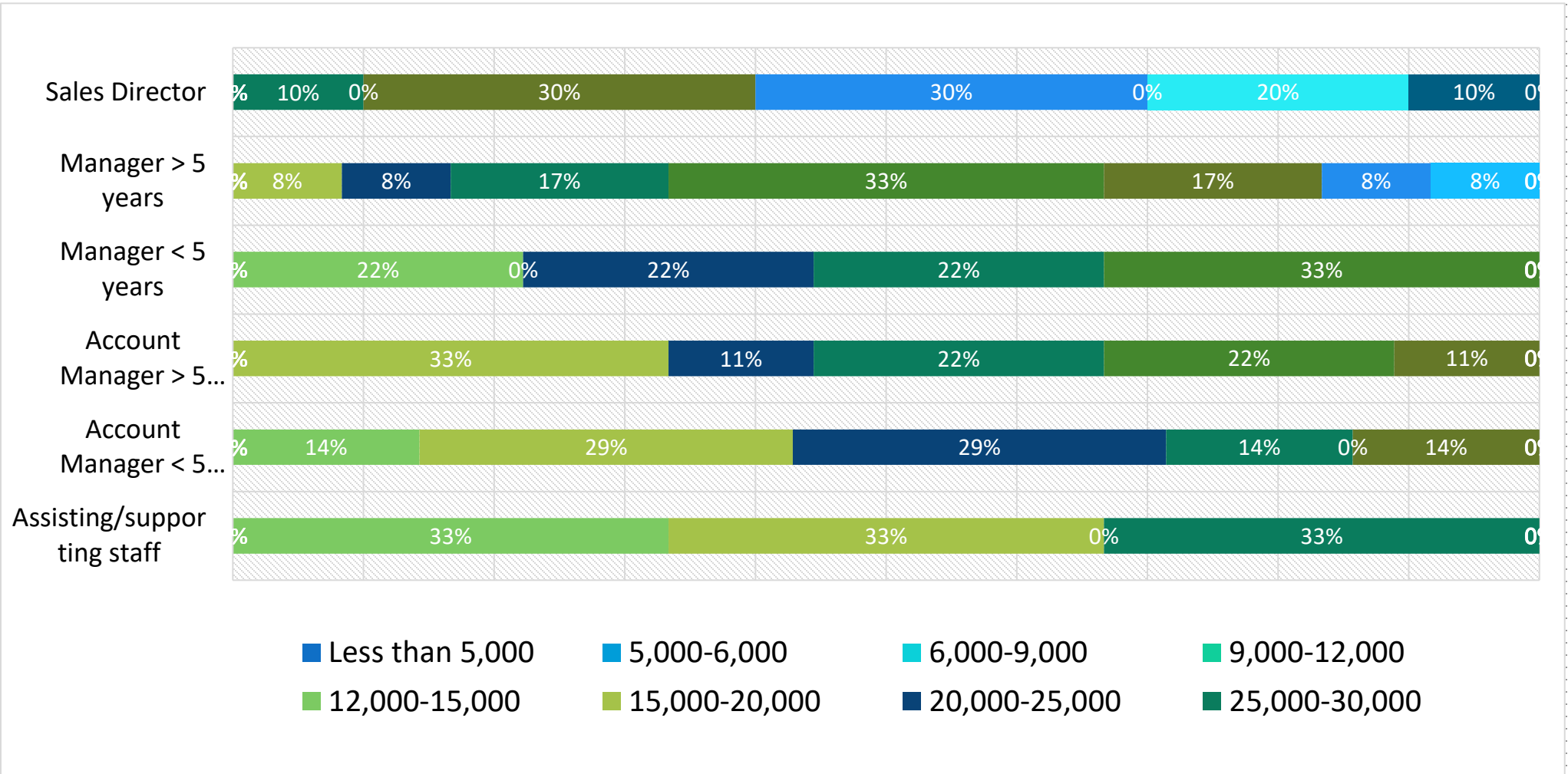
Logistics personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Logistics Director	45,000 – 60,000	45,000 – 60,000	/
Manager > 5 years	30,000 – 45,000	30,000 – 45,000	/
Manager < 5 years	20,000 – 25,000	20,000 – 25,000	/
Engineer > 5 years	15,000 – 20,000	15,000 – 20,000	/
Engineer < 5 years	12,000 – 15,000	12,000 – 15,000	/
Assisting/supporting	9,000 – 12,000	9,000 – 12,000	/
Warehouse staff	6,000 – 9,000	6,000 – 9,000	/



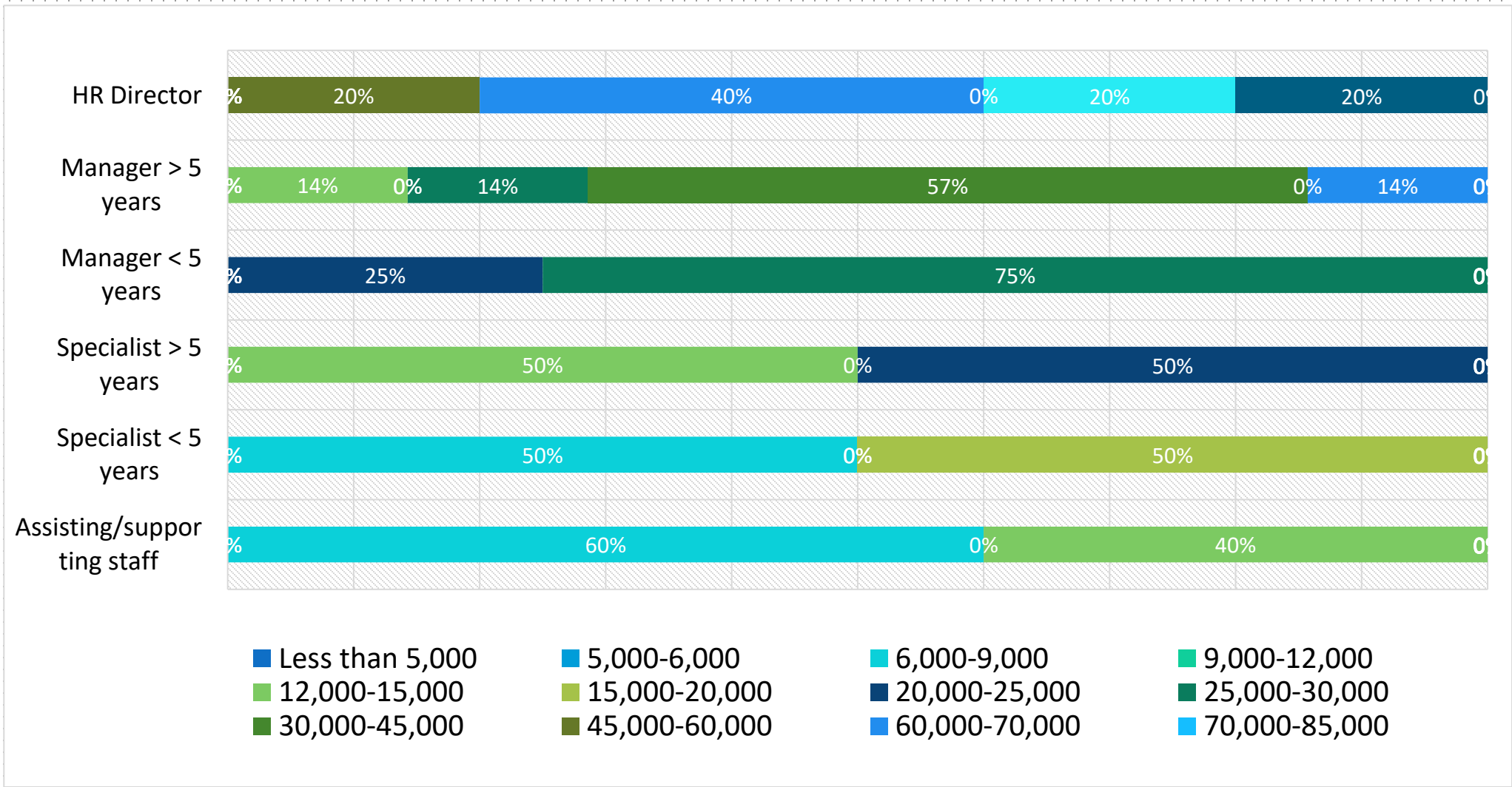
Sales personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Sales Director	85,000 – 100,000	70,000 – 85,000	/
Manager > 5 years	30,000 – 45,000	30,000 – 45,000	/
Manager < 5 years	20,000 – 25,000	20,000 – 25,000	/
Account Manager > 5 years	15,000 – 20,000	20,000 – 25,000	/
Account Manager < 5 years	12,000 – 15,000	12,000 – 15,000	/
Assisting/supporting staff	9,000 – 12,000	9,000 – 12,000	/



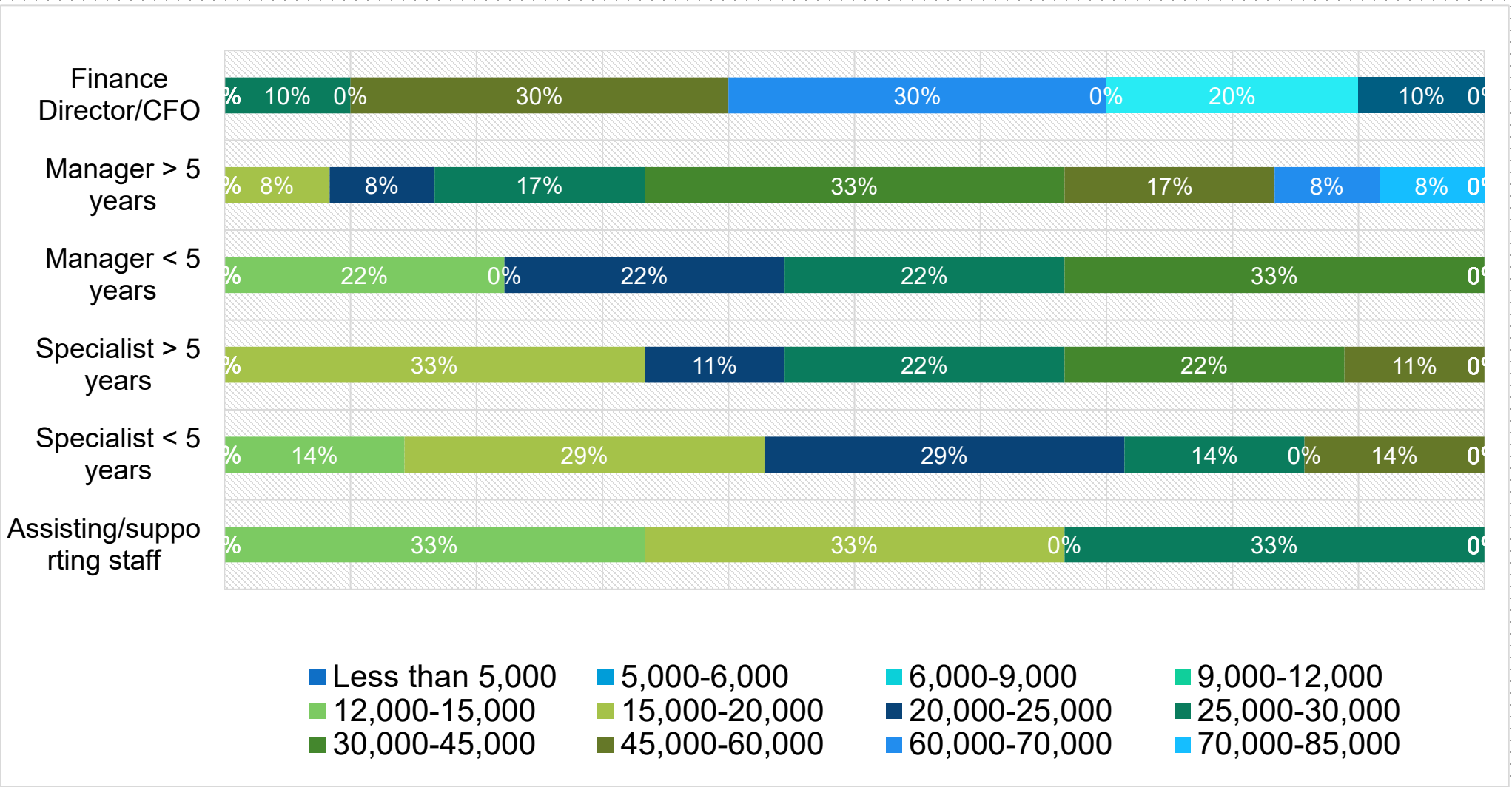
HR personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
HR Director	30,000 – 45,000	45,000 – 60,000	/
Manager > 5 years	30,000 – 45,000	30,000 – 45,000	/
Manager < 5 years	25,000 – 30,000	25,000 – 30,000	/
Specialist > 5 years	15,000 – 20,000	15,000 – 20,000	/
Specialist < 5 years	6,000 – 9,000	6,000 – 9,000	/
Assisting/supporting staff	5,000 – 6,000	5,000 – 6,000	/



Finance personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Finance Director/CFO	70,000 – 85,000	70,000 – 85,000	/
Manager > 5 years	25,000 – 30,000	25,000 – 30,000	/
Manager < 5 years	15,000 – 20,000	15,000 – 20,000	/
Specialist > 5 years	12,000 – 15,000	12,000 – 15,000	/
Specialist < 5 years	9,000 – 12,000	12,000 – 15,000	/
Assisting/supporting staff	5,000 – 6,000	9,000 – 12,000	/

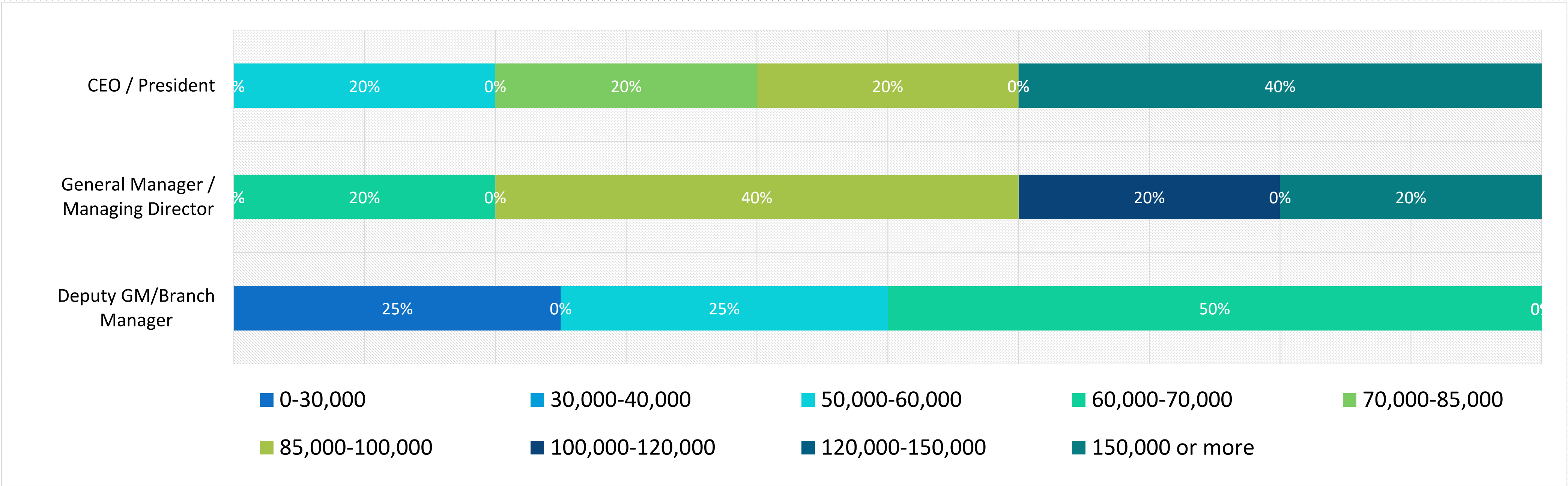


Technology was the forth largest sector in terms of participating companies, with 4% of the total.

The salaries represented in the following graphs are monthly gross salaries in RMB. The average salary of each position in the three regions is also presented in the columns (x1000 RMB).

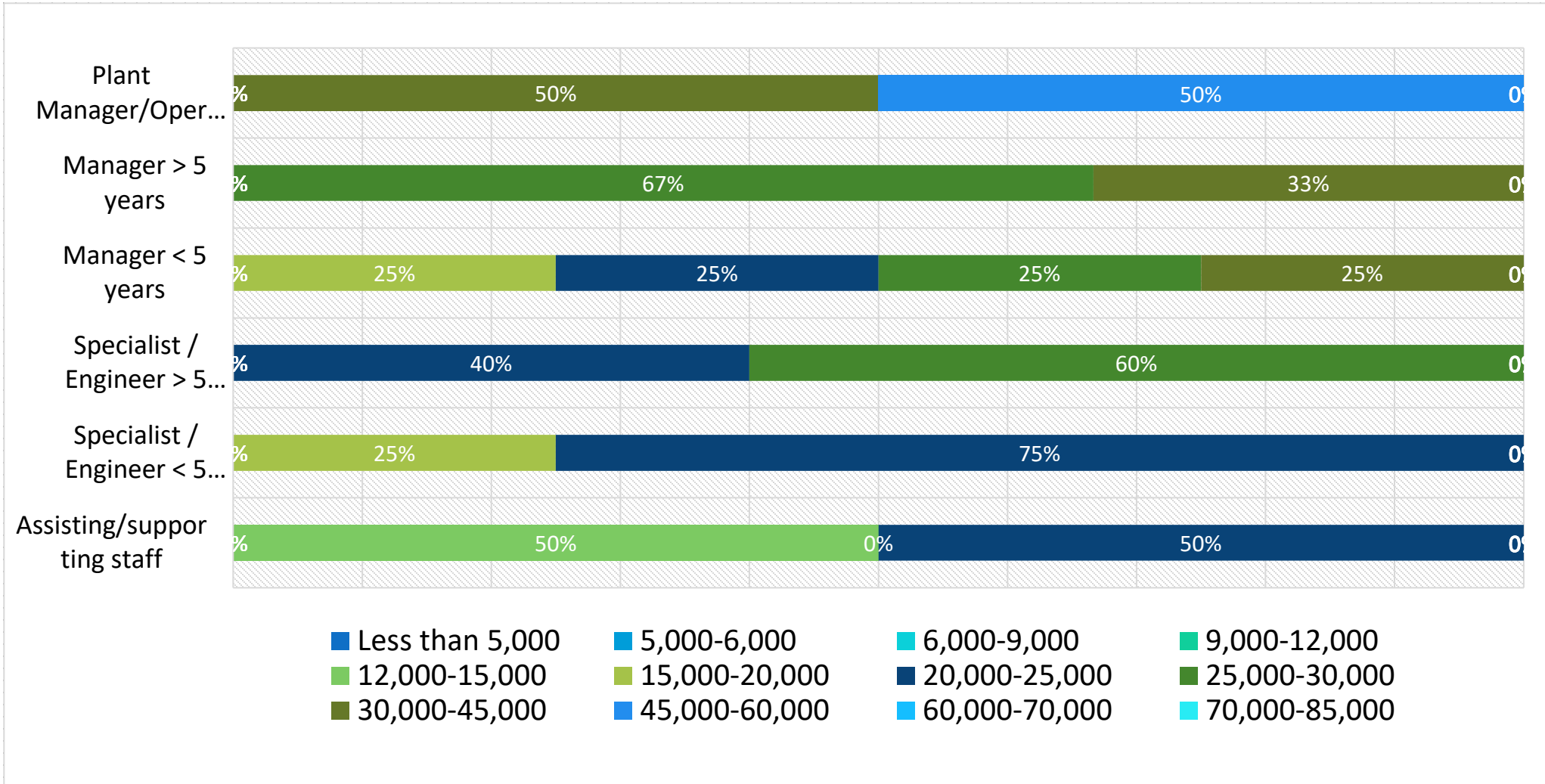
Senior management

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
CEO / President	85,000 – 100,000	70,000 – 85,000	150,000 or more
General Manager / Managing Director	85,000 – 100,000	70,000 – 85,000	100,000 – 120,000
Deputy GM/Branch Manager	70,000 – 85,000	/	60,000 – 70,000



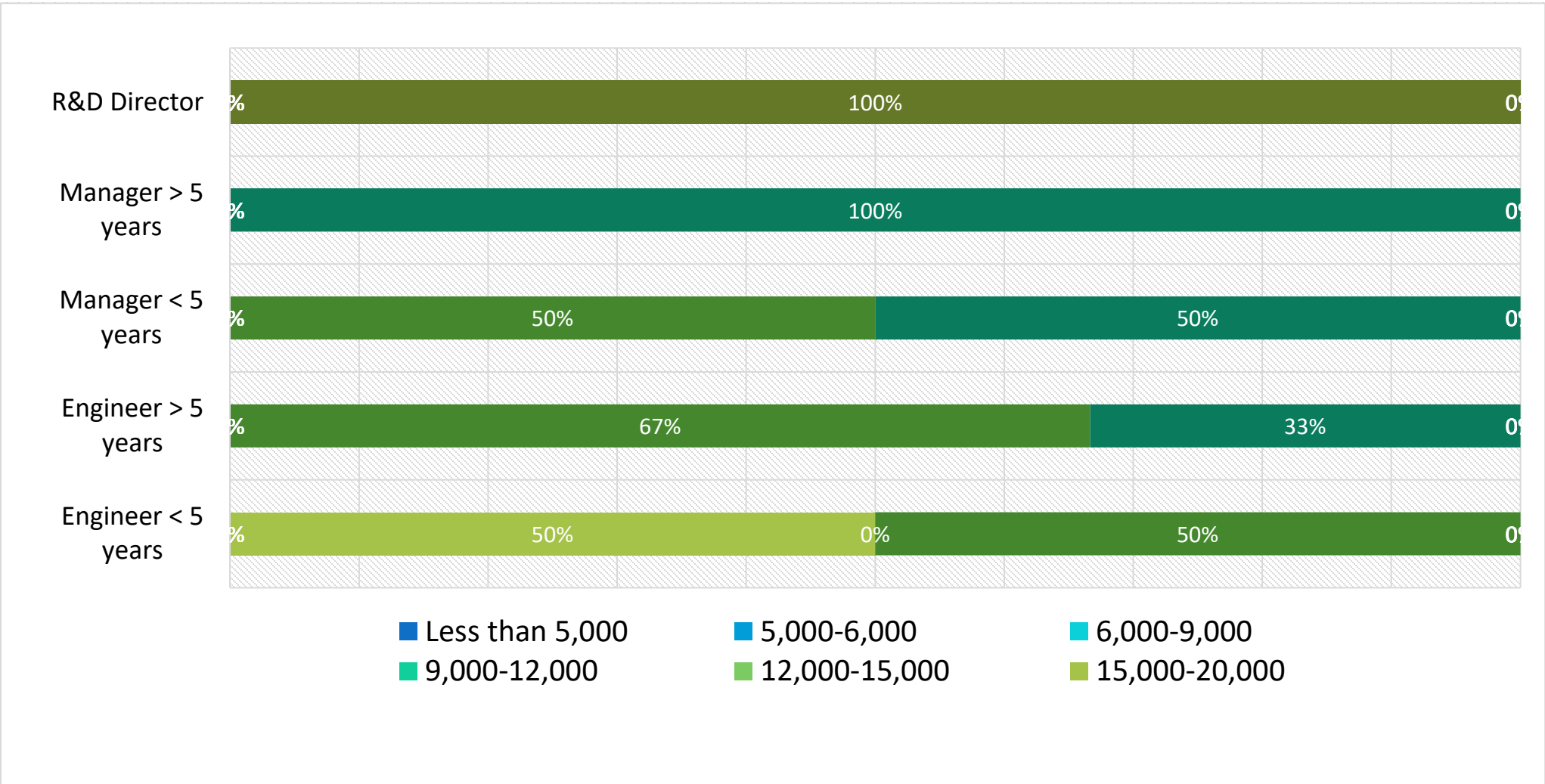
Production personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Plant Manager/Operation Director	30,000 – 45,000	30,000 – 45,000	25,000 – 30,000
Manager > 5 years	25,000 – 30,000	25,000 – 30,000	20,000 – 25,000
Manager < 5 years	20,000 – 25,000	20,000 – 25,000	12,000 – 15,000
Specialist / Engineer > 5 years	20,000 – 25,000	20,000 – 25,000	12,000 – 15,000
Specialist / Engineer < 5 years	12,000 – 15,000	12,000 – 15,000	9,000 – 12,000
Assisting/supporting staff	9,000 – 12,000	9,000 – 12,000	5,000 – 6,000



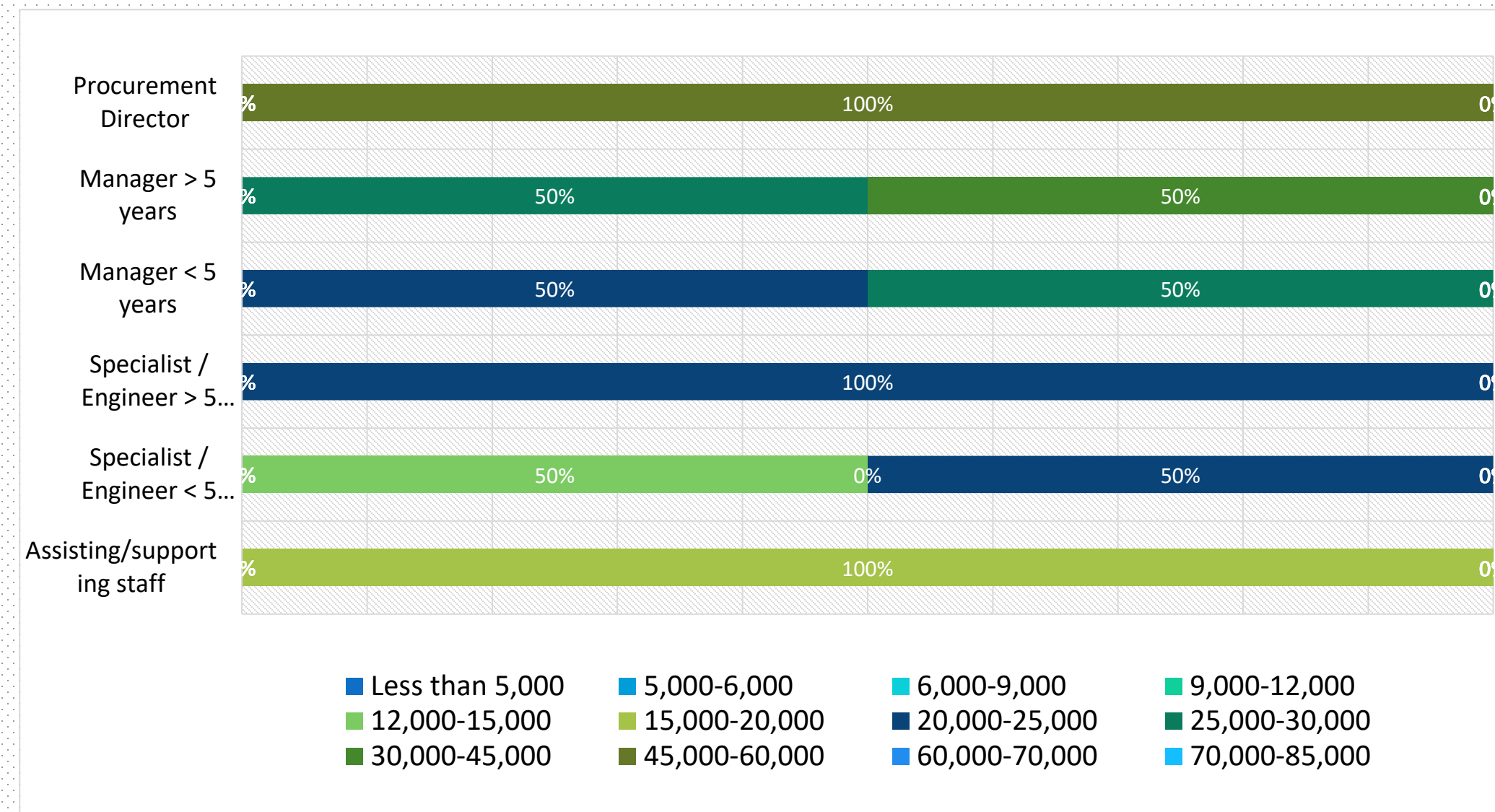
R&D personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
R&D Director	60,000 – 70,000	60,000 – 70,000	60,000 – 70,000
Manager > 5 years	45,000 – 60,000	45,000 – 60,000	45,000 – 60,000
Manager < 5 years	30,000 – 45,000	30,000 – 45,000	30,000 – 45,000
Engineer > 5 years	25,000 – 30,000	25,000 – 30,000	25,000 – 30,000
Engineer < 5 years	20,000 – 25,000	20,000 – 25,000	15,000 – 20,000



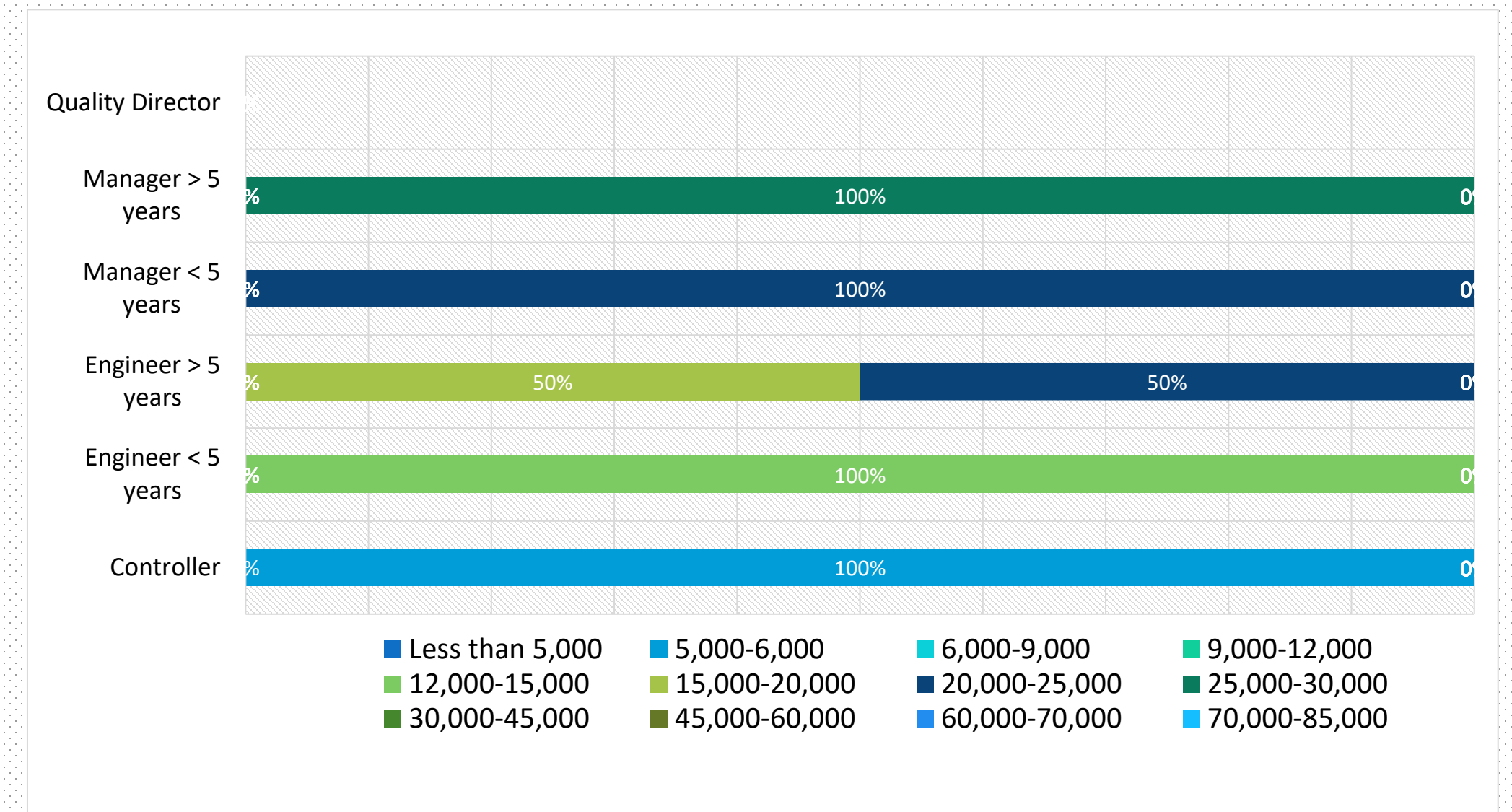
Procurement personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Procurement Director	45,000 – 60,000	45,000 – 60,000	30,000 – 45,000
Manager > 5 years	25,000 – 30,000	25,000 – 30,000	25,000 – 30,000
Manager < 5 years	20,000 – 25,000	20,000 – 25,000	20,000 – 25,000
Specialist / Engineer > 5 years	15,000 – 20,000	15,000 – 20,000	15,000 – 20,000
Specialist / Engineer < 5 years	12,000 – 15,000	12,000 – 15,000	6,000 – 9,000
Assisting/supporting staff	6,000 – 9,000	6,000 – 9,000	6,000 – 9,000



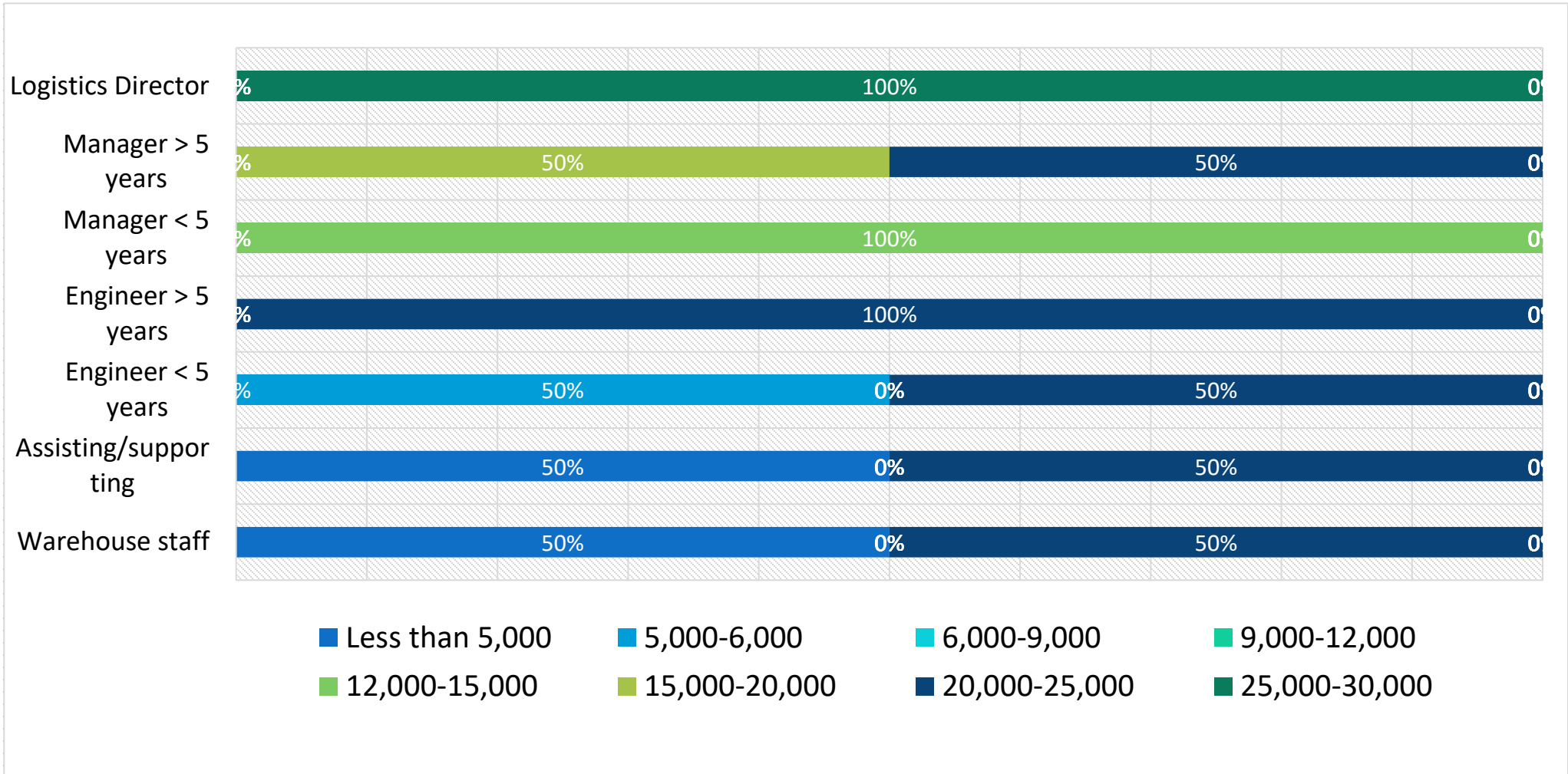
Quality personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Quality Director			
Manager > 5 years	25,000 – 30,000	25,000 – 30,000	25,000 – 30,000
Manager < 5 years	20,000 – 25,000	20,000 – 25,000	20,000 – 25,000
Engineer > 5 years	15,000 – 20,000	15,000 – 20,000	12,000 – 15,000
Engineer < 5 years	12,000 – 15,000	12,000 – 15,000	12,000 – 15,000
Controller	6,000 – 9,000	6,000 – 9,000	6,000 – 9,000



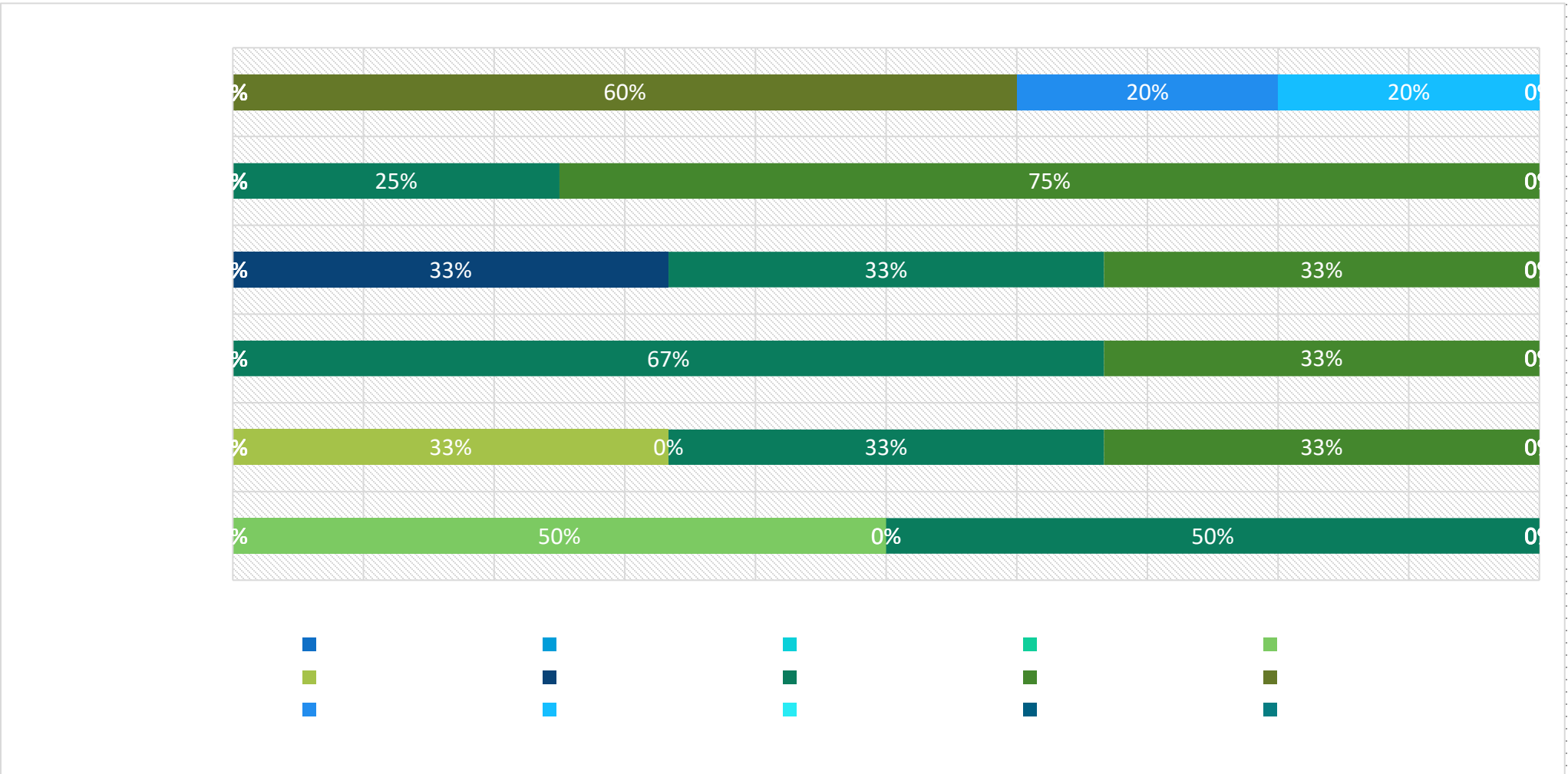
Logistics personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Logistics Director	30,000 – 45,000	30,000 – 45,000	25,000 – 30,000
Manager > 5 years	25,000 – 30,000	25,000 – 30,000	20,000 – 25,000
Manager < 5 years	15,000 – 20,000	15,000 – 20,000	15,000 – 20,000
Engineer > 5 years	15,000 – 20,000	15,000 – 20,000	15,000 – 20,000
Engineer < 5 years	12,000 – 15,000	12,000 – 15,000	6,000 – 9,000
Assisting/supporting	6,000 – 9,000	6,000 – 9,000	6,000 – 9,000
Warehouse staff	5,000 – 6,000	5,000 – 6,000	5,000 – 6,000



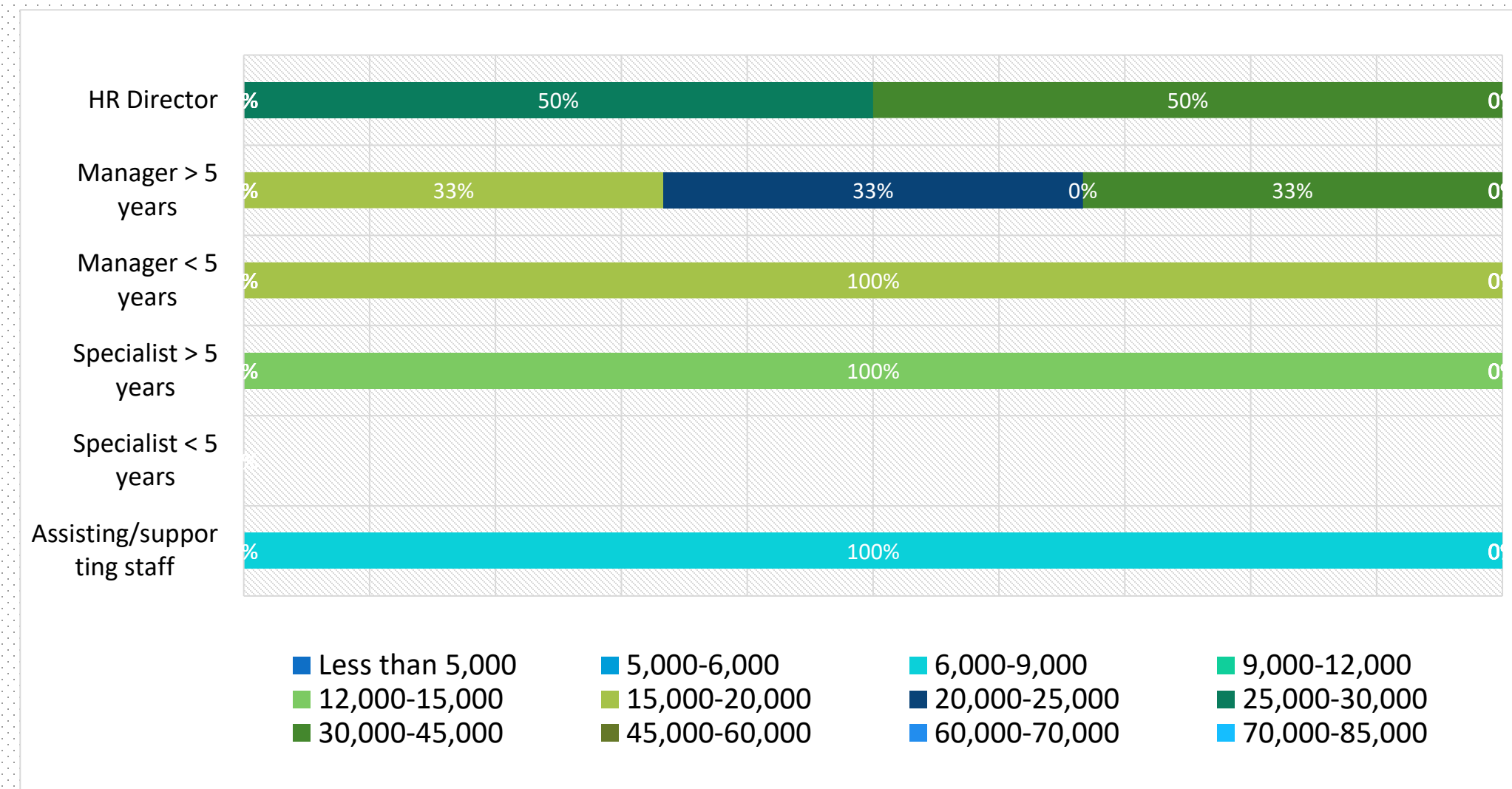
Sales personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Sales Director	70,000 – 85,000	45,000 – 60,000	45,000 – 60,000
Manager > 5 years	45,000 – 60,000	45,000 – 60,000	30,000 – 45,000
Manager < 5 years	30,000 – 45,000	30,000 – 45,000	20,000 – 25,000
Account Manager > 5 years	20,000 – 25,000	20,000 – 25,000	20,000 – 25,000
Account Manager < 5 years	15,000 – 20,000	15,000 – 20,000	15,000 – 20,000
Assisting/supporting staff	9,000 – 12,000	9,000 – 12,000	9,000 – 12,000



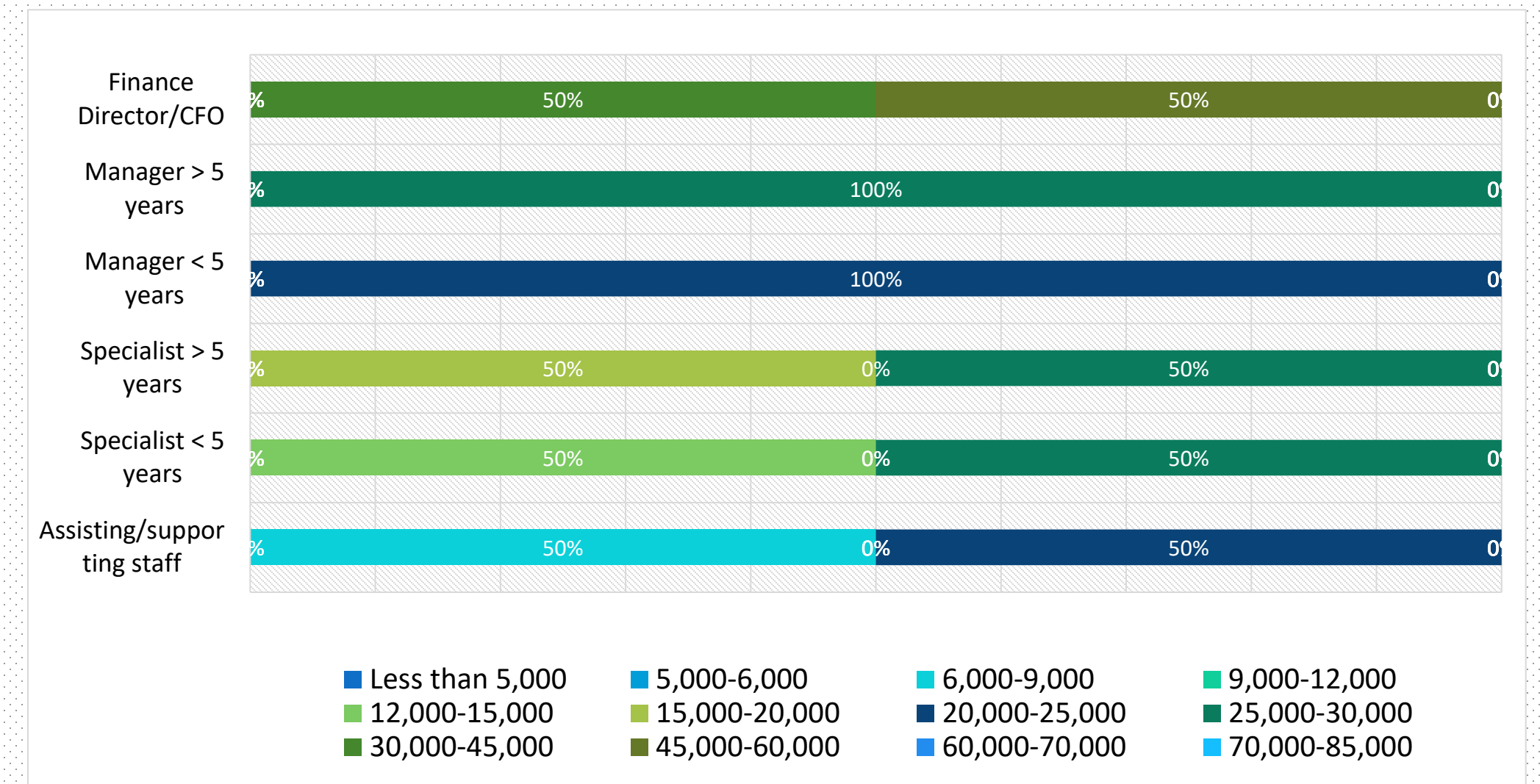
HR personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
HR Director	30,000 – 45,000	30,000 – 45,000	25,000 – 30,000
Manager > 5 years	25,000 – 30,000	25,000 – 30,000	20,000 – 25,000
Manager < 5 years	20,000 – 25,000	20,000 – 25,000	15,000 – 20,000
Specialist > 5 years	12,000 – 15,000	12,000 – 15,000	12,000 – 15,000
Specialist < 5 years			
Assisting/supporting staff	5,000 – 6,000	5,000 – 6,000	5,000 – 6,000



Finance personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Finance Director/CFO	60,000 – 70,000	60,000 – 70,000	45,000 – 60,000
Manager > 5 years	45,000 – 60,000	45,000 – 60,000	25,000 – 30,000
Manager < 5 years	25,000 – 30,000	25,000 – 30,000	20,000 – 25,000
Specialist > 5 years	20,000 – 25,000	20,000 – 25,000	15,000 – 20,000
Specialist < 5 years	15,000 – 20,000	15,000 – 20,000	9,000 – 12,000
Assisting/supporting staff	9,000 – 12,000	9,000 – 12,000	6,000 – 9,000



With only 3% of participants identifying themselves as Energy companies the data presented in this report must be considered limited. Below you will find data for the most common positions, both in salary ranges and averages.

Top Management

Position	Average	Range
Deputy GM/Branch Manager	40,000	30,000 - 50,000
Plant Manager/Operation Director	35,000	30,000 - 40,000
R&D Director	40,000	30,000 - 50,000
Sales Director	40,000	30,000 - 50,000
HR Director	40,000	30,000 - 50,000
Finance Director/CFO	40,000	30,000 - 50,000

With only 3% of participants identifying themselves as Trading & Sourcing companies the data presented in this report must be considered limited. Below you will find data for the most common positions, both in salary ranges and averages.

Top Management

Position	Average	Range
Deputy GM/Branch Manager	40,000	30,000 - 50,000
Plant Manager/Operation Director	35,000	30,000 - 40,000
R&D Director	40,000	30,000 - 50,000
Sales Director	40,000	30,000 - 50,000
HR Director	40,000	30,000 - 50,000
Finance Director/CFO	40,000	30,000 - 50,000

We would once again like to thank to the companies that made this survey possible by responding to the questions and providing the data that this report was built on.

We are very interested in receiving your thoughts, questions and suggestions on improvement for coming editions of this survey.

Should you have questions regarding this survey or salary levels in China in general please feel free to contact us.

Best regards,

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THANK YOU!
感谢您的观看

2021

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