

Nordic Salary Survey

北欧在华企业 薪酬调查报告

2025-2026

ADDRESS:

Suite 1222, LL & Land Tower, 580 Nanjing Road
(West) | Shanghai 200041, China

WEBSITE:

<http://www.upcom-search.com/>

PHONE:

+86 21 62306676

CONTENTS

About the survey	3	Salary levels - Consuming	22
Global and local HQ of participating companies	4	Salary levels - Consuming, Senior Management	23
Global and local size of participating companies	5	Salary levels - Consuming - Positions	24-28
Salary increases	6-7	Salary levels - Healthcare & Life Science	29
Bonuses	8	Salary levels - Healthcare & Life Science	30
Attracting and retaining key talent	9	Salary levels - Healthcare & Life Science, Positions	31-35
Evaluate white collar staffs retaining measures	10	Salary levels - Technology	36
Evaluate channels for acquiring white collar staffs	11	Salary levels - Trading & Sourcing	37
Plans to increase the workforce in China	12	Salary levels - Energy	38
Participants by industry	13	Salary levels -Professional Service	39
How to interpret the results	14	Acknowledgements	40
Salary levels - Industrial	15		
Salary levels - Industrial, Senior Management	16		
Salary levels - Industrial - Positions	17-21		

About the survey



Wilson Zhao

Managing Partner

M: +86 13816801812

E: jun.zhao@upcom-search.com



Helen Fan

Senior Director

M: +86 13801929526

E: helen.fan@upcom-search.com

Upcom conducted 2021-2022, 2022-2023, 2023-2024 and 2024-2025 Nordic Salary Survey, 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 2025, we decide to once again conduct a comprehensive survey on those topics.

With about 150 respondents from Nordic companies 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.

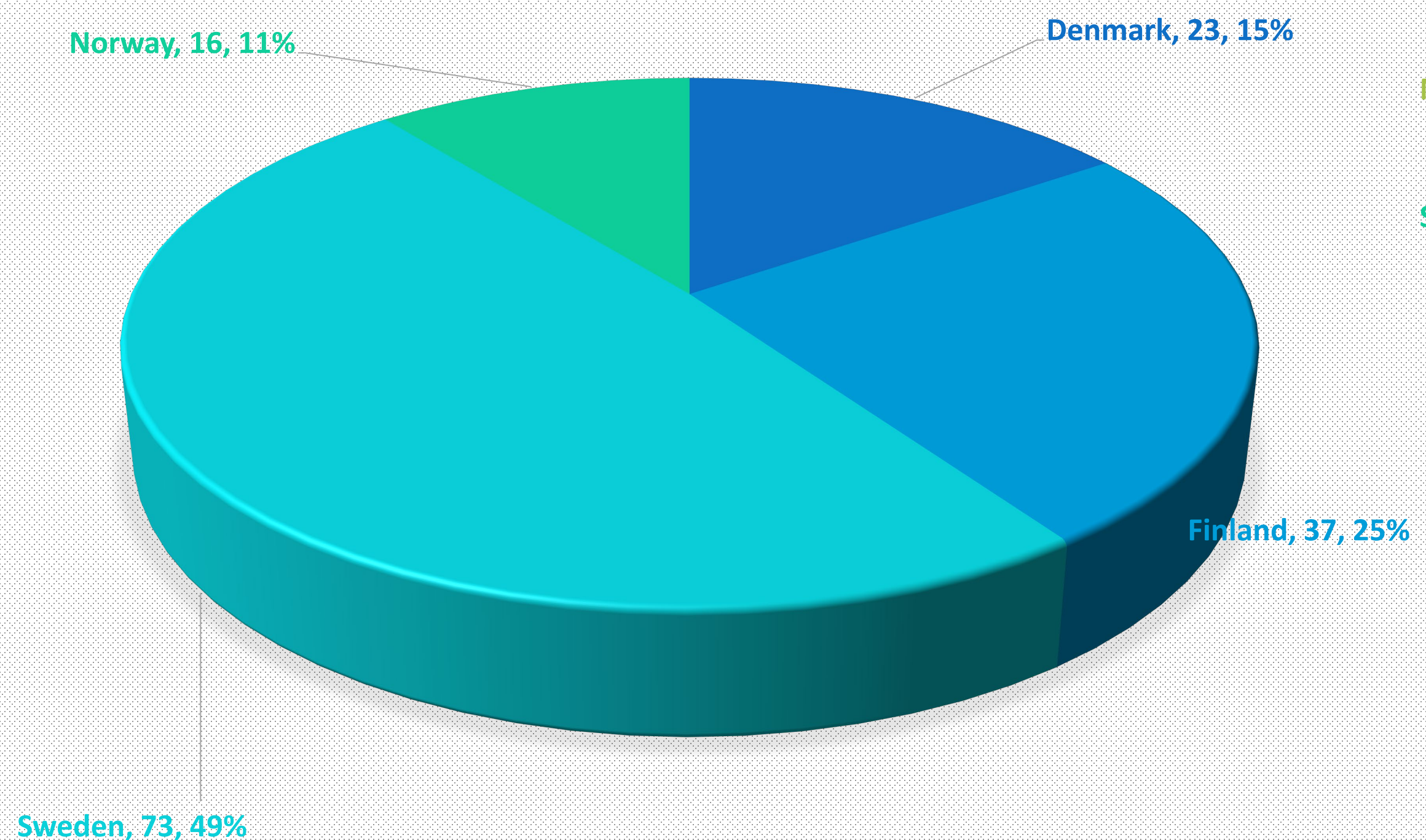
The survey covers the most common industries for Nordic companies in China, with a particular focus on Industrial, Consuming, Healthcare & Life Science, Technologies, Trading & Sourcing and Energy sectors. For each sector we have covered salary levels for the most common positions, while also asking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

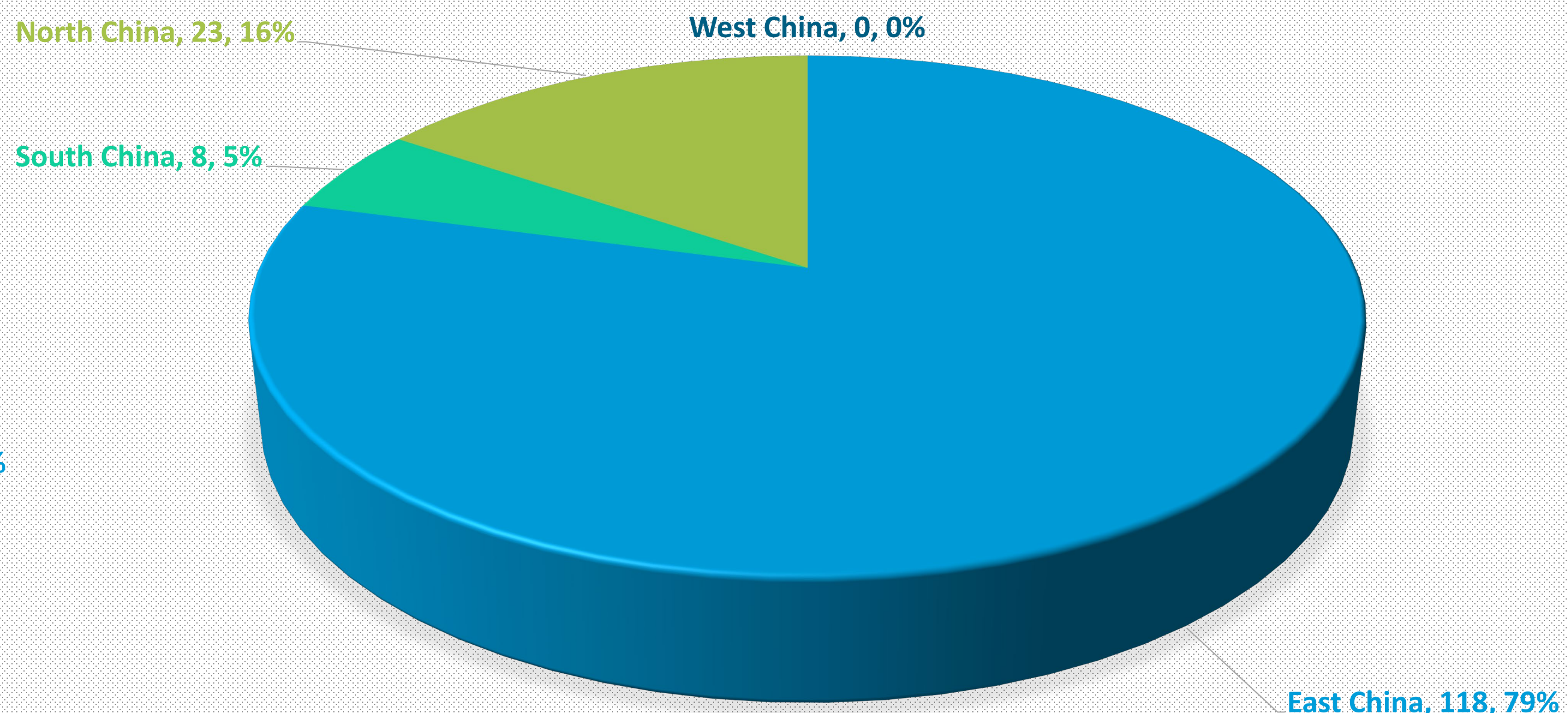
If you have any additional comments, or ideas, to make the survey and report better for future editions you are also encouraged to contact us.

With regards,

Global and local HQ of participating companies



There were 149 participating companies in total, with the following participation per country:
Sweden 73, Finland 37,
Denmark 23, Norway 16

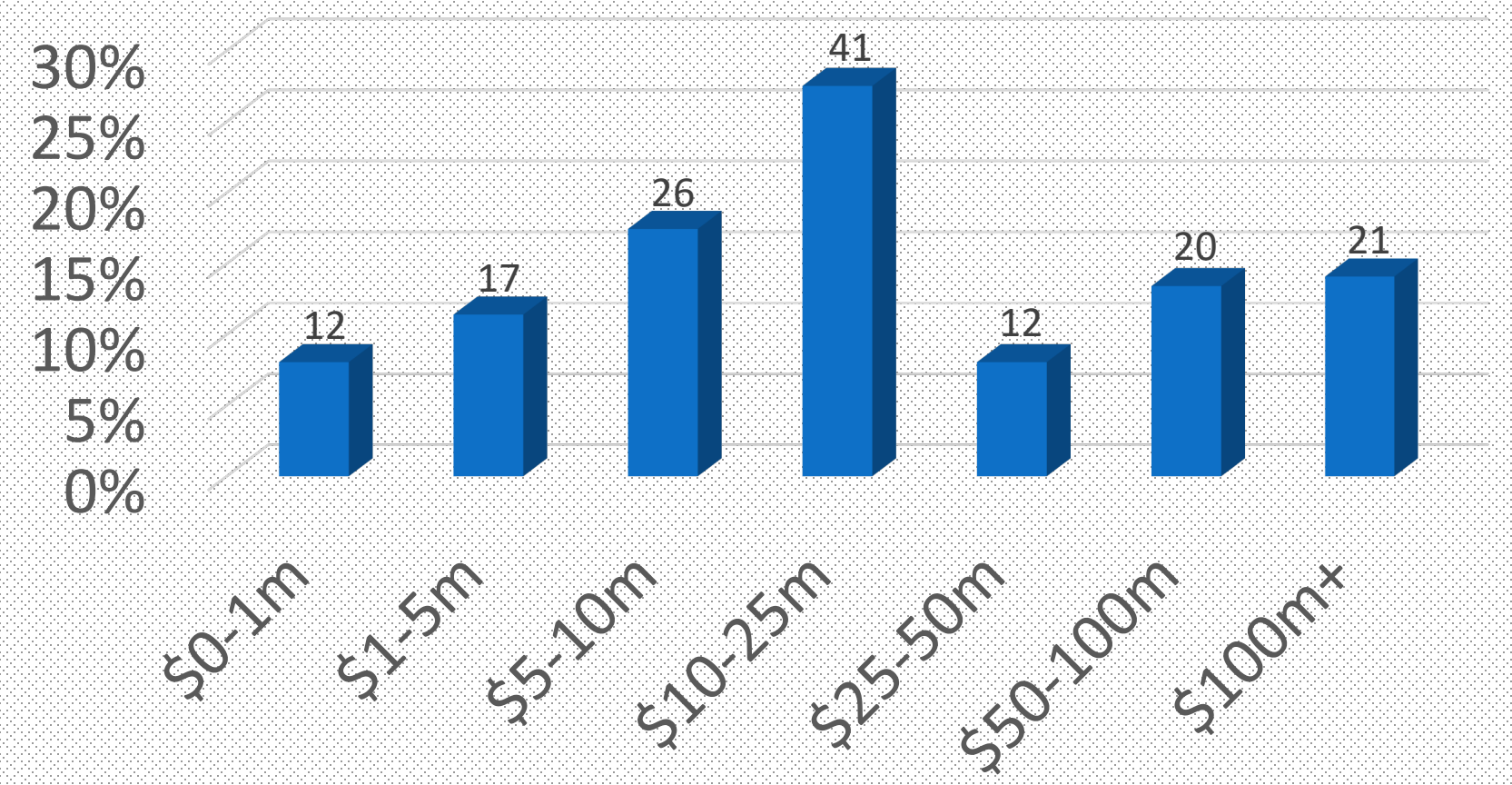


The vast majority, i.e. 118 of the participating companies had their primary operations based in East China, followed by North China with 23 and South China with 8 respondents.

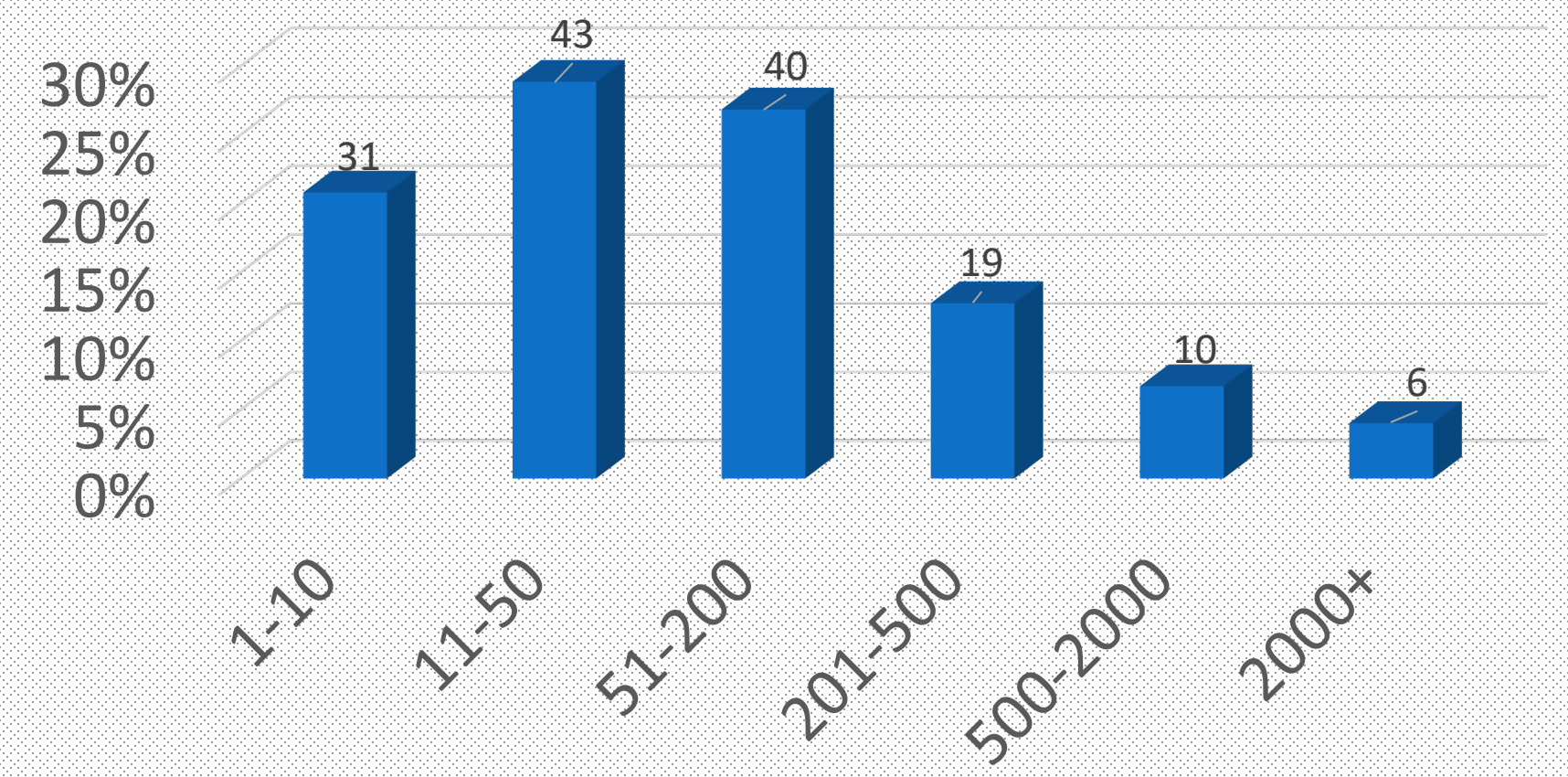


Global and local size of participating companies

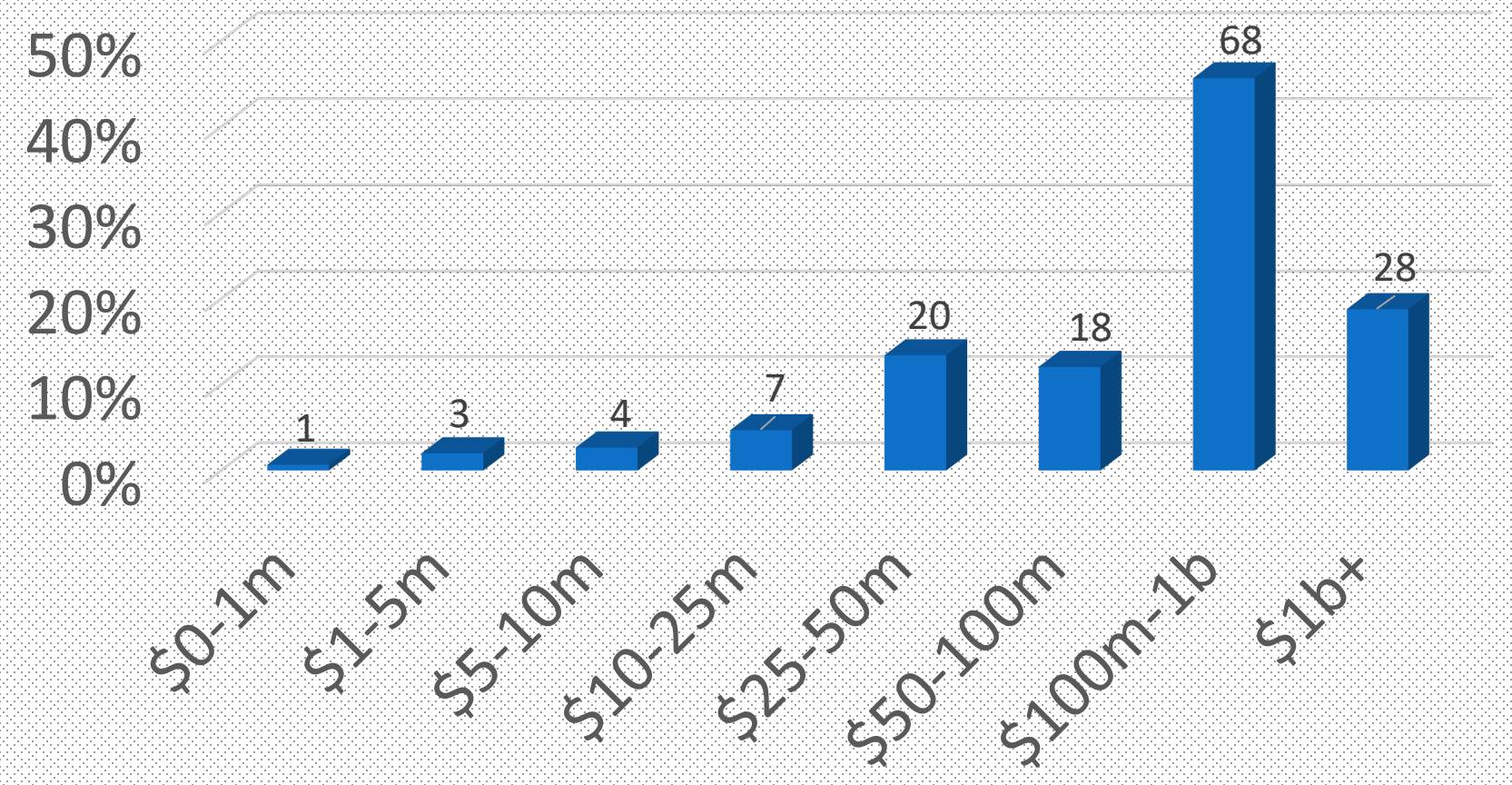
Turnover in China



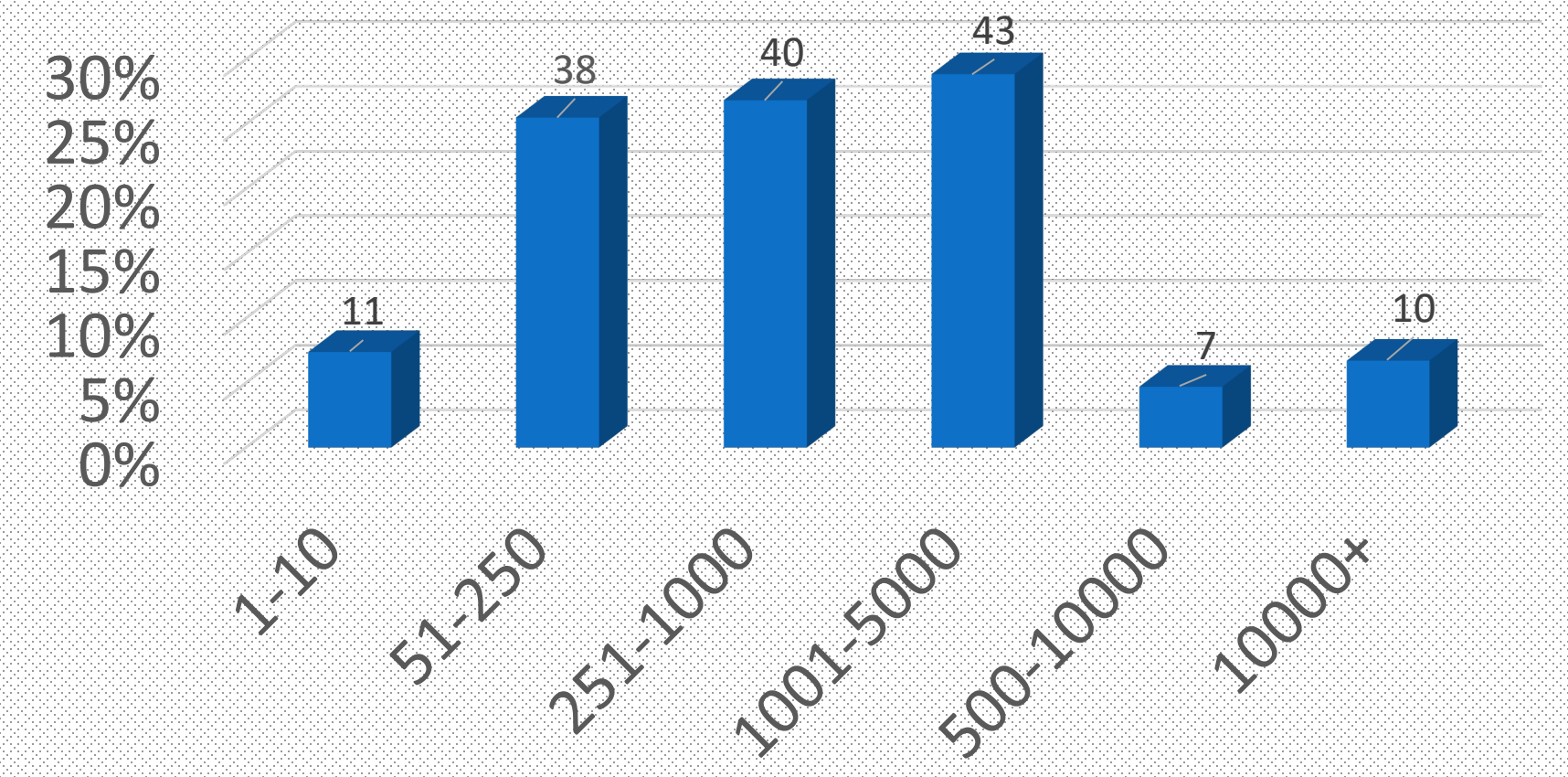
Employees in China



Turnover Globally



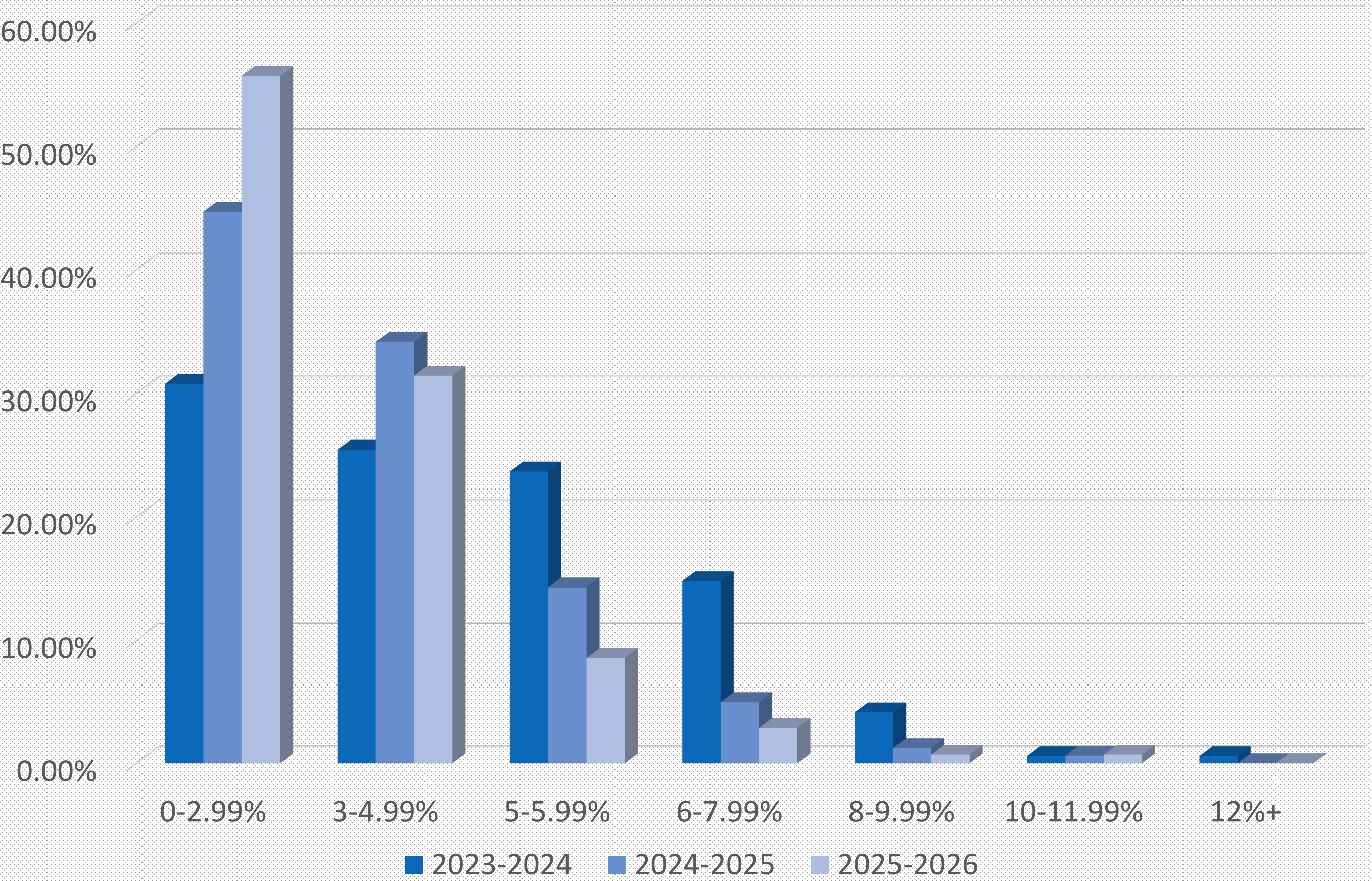
Employees globally





Salary increases

Annual salary increase



When asked about participating companies' average salary increase from 2024-2025 up until projected salary increases from 2025-2026 it was possible to see a clear trend of having a lower salary increase.

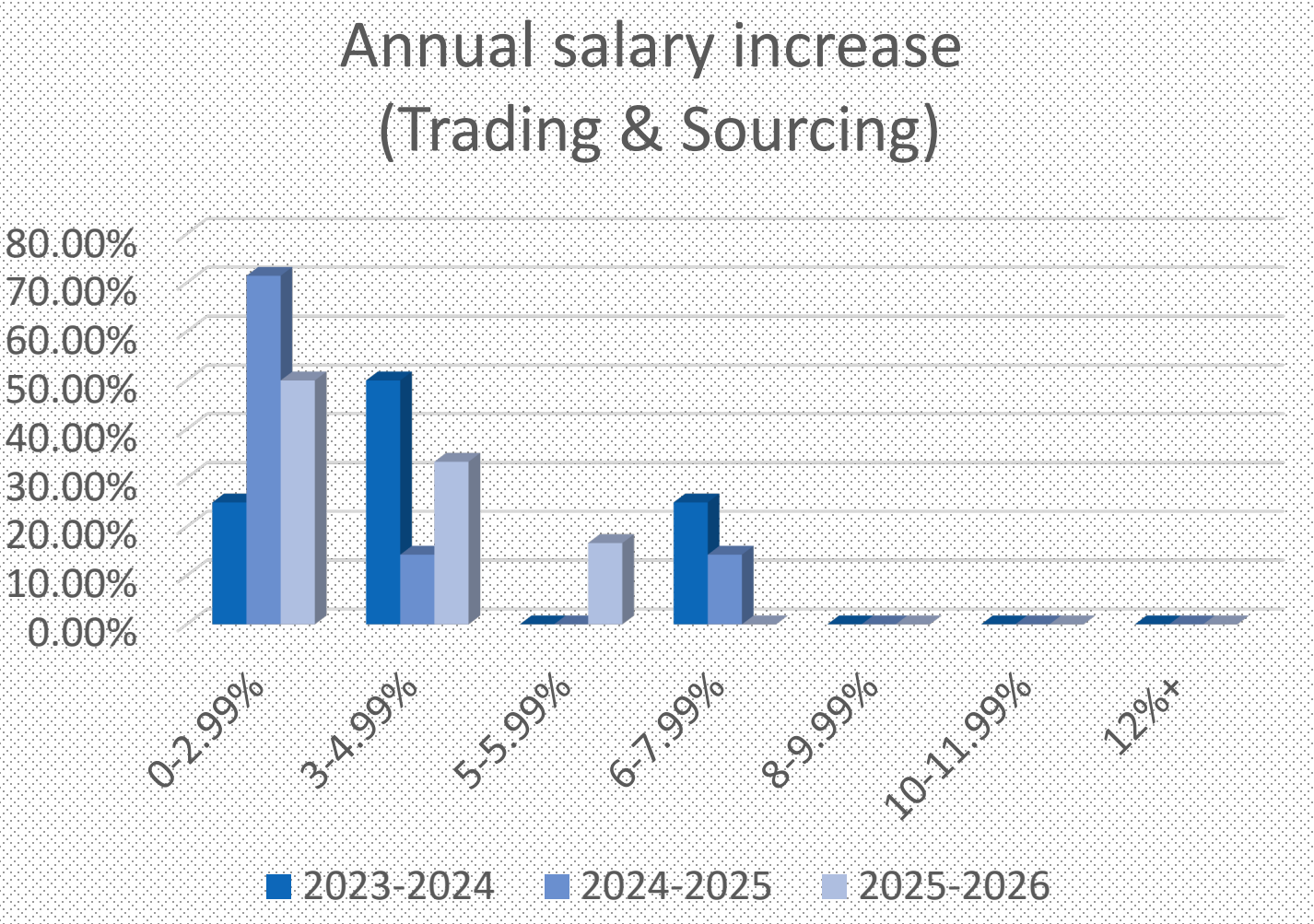
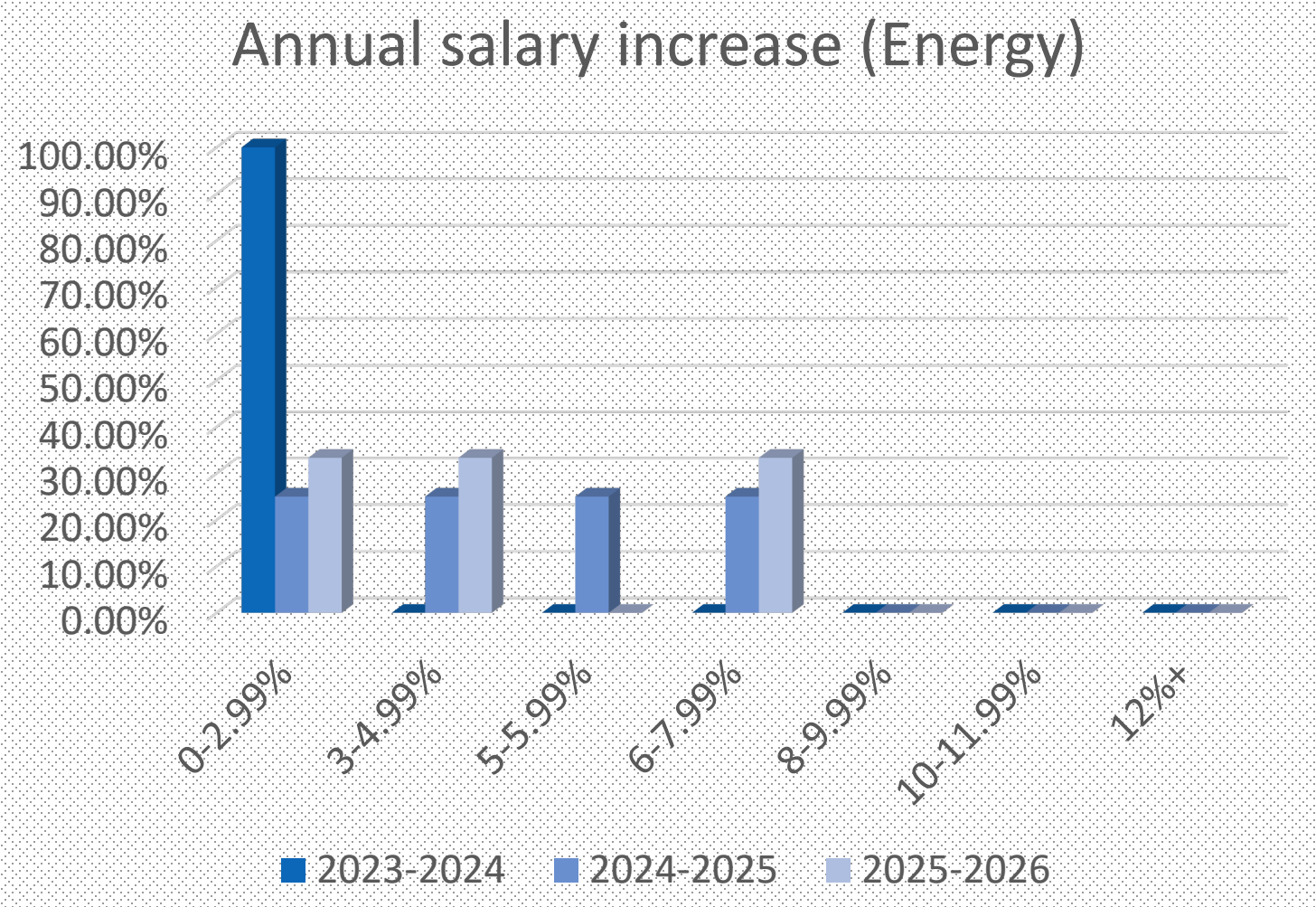
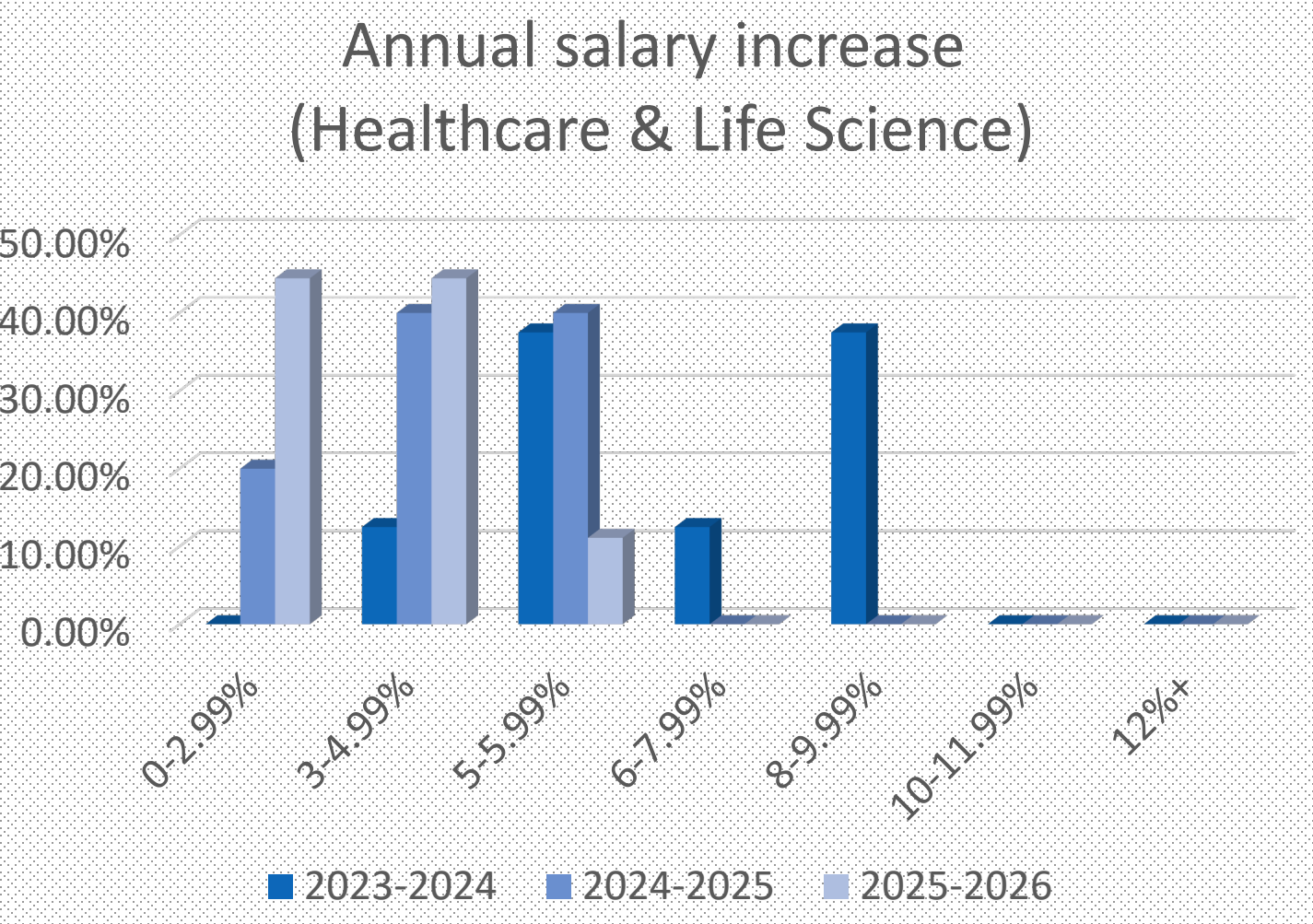
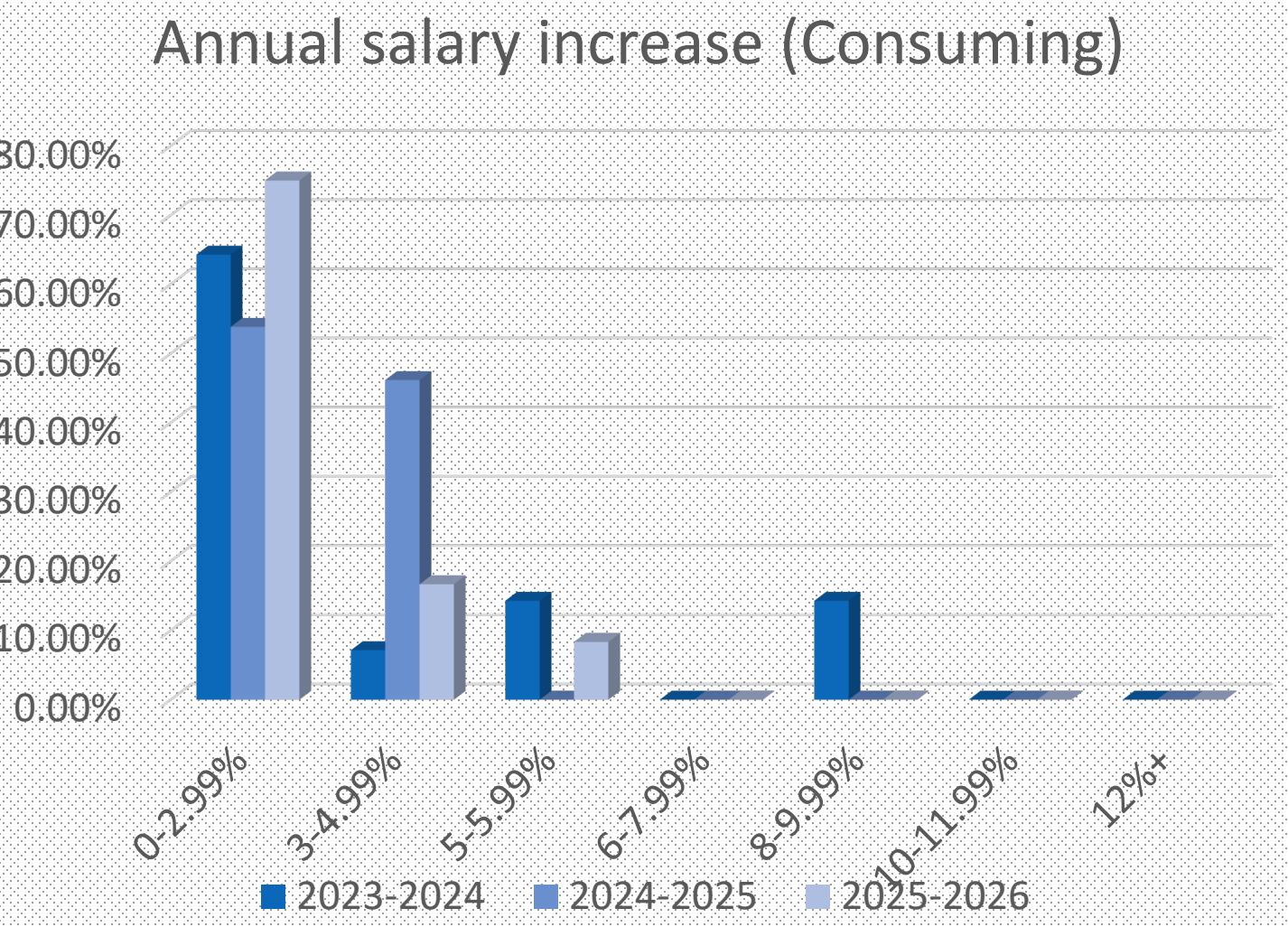
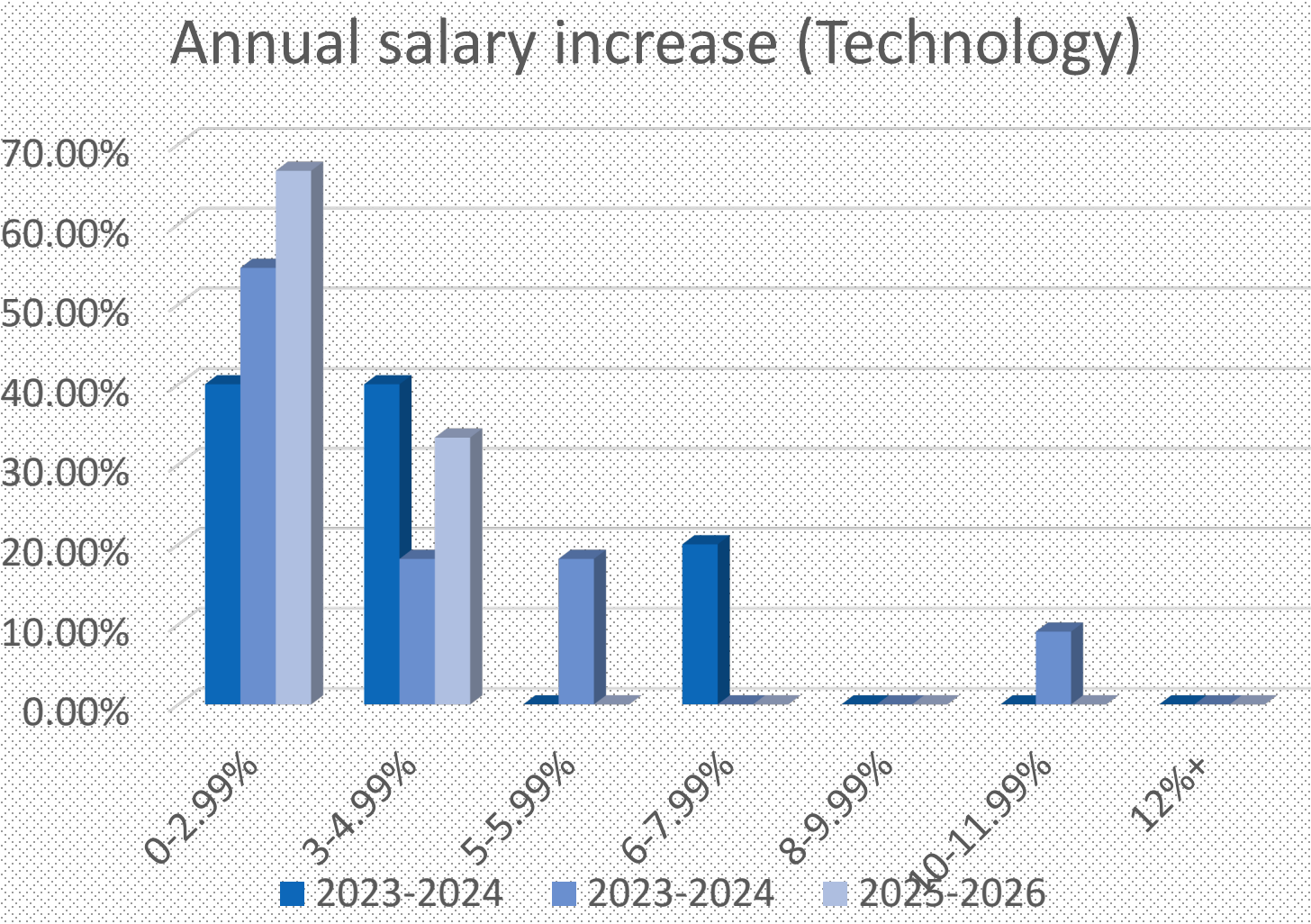
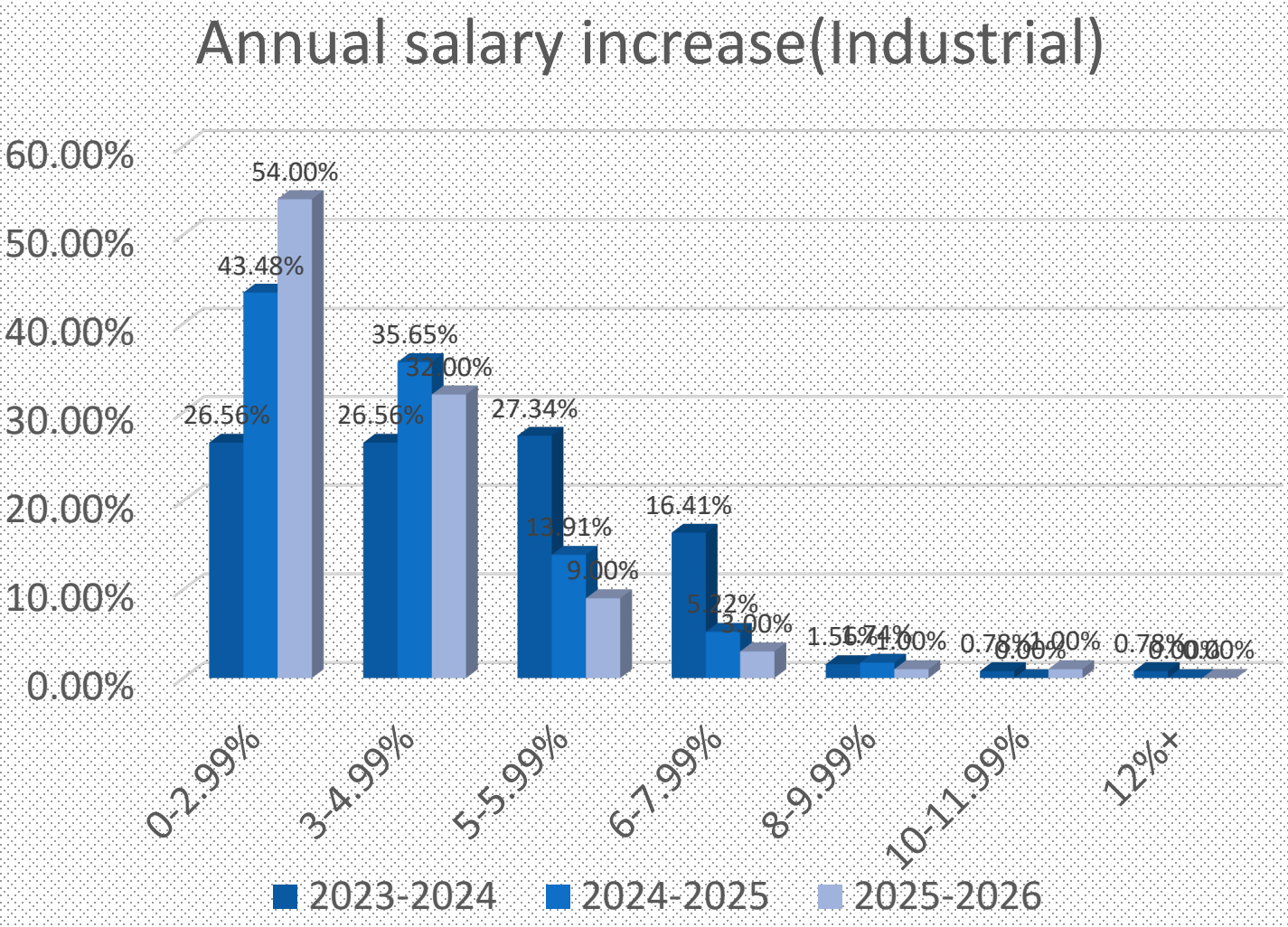
In 2024, 44.72% of companies reported an average increase of 0-3%. By this year that figure is 55.71%.

In 2024, 34.16% of companies reported an average increase of 4-5%. By this year that figure is 31.47%.

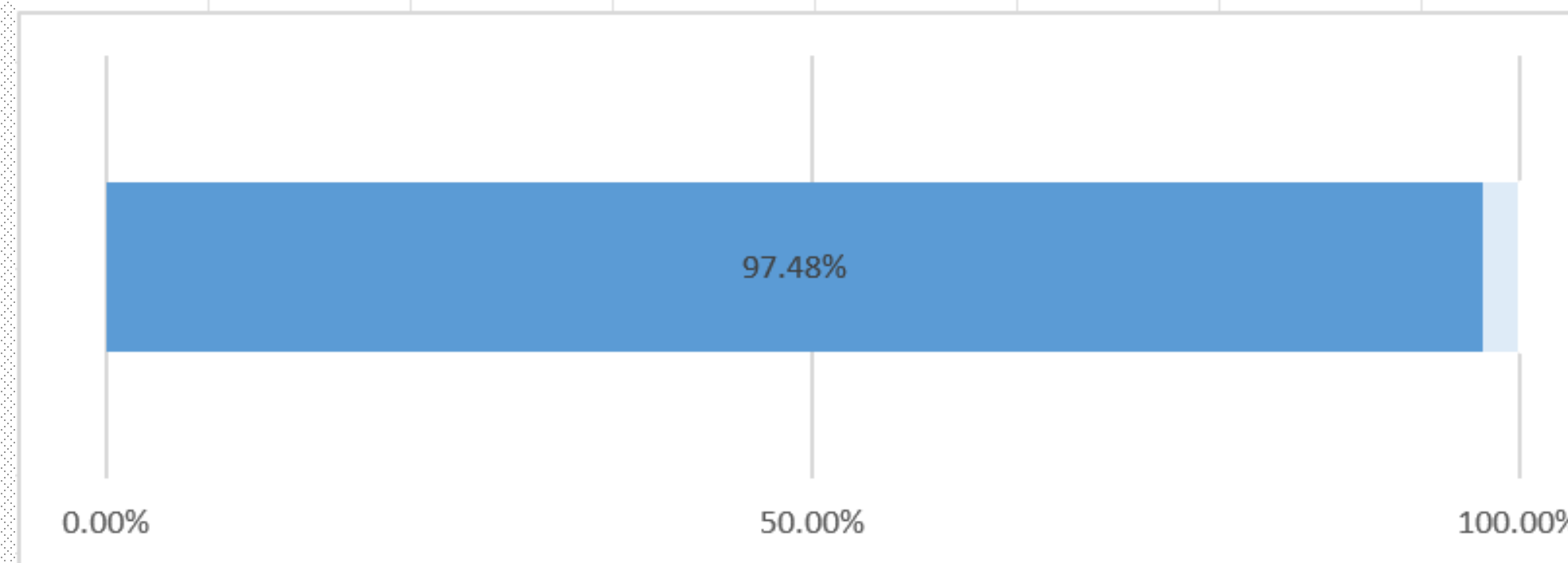
In 2025, 14.29% of companies reported an average increase of 5-6%. By this year that figure is 8.57%.



Salary increases



Companies with bonus program in place



Do you pay bonuses for your employees?

20.59%

Yes, all employees get bonuses.

16.39%

Yes, well-performing employees get bonuses.

28.99%

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

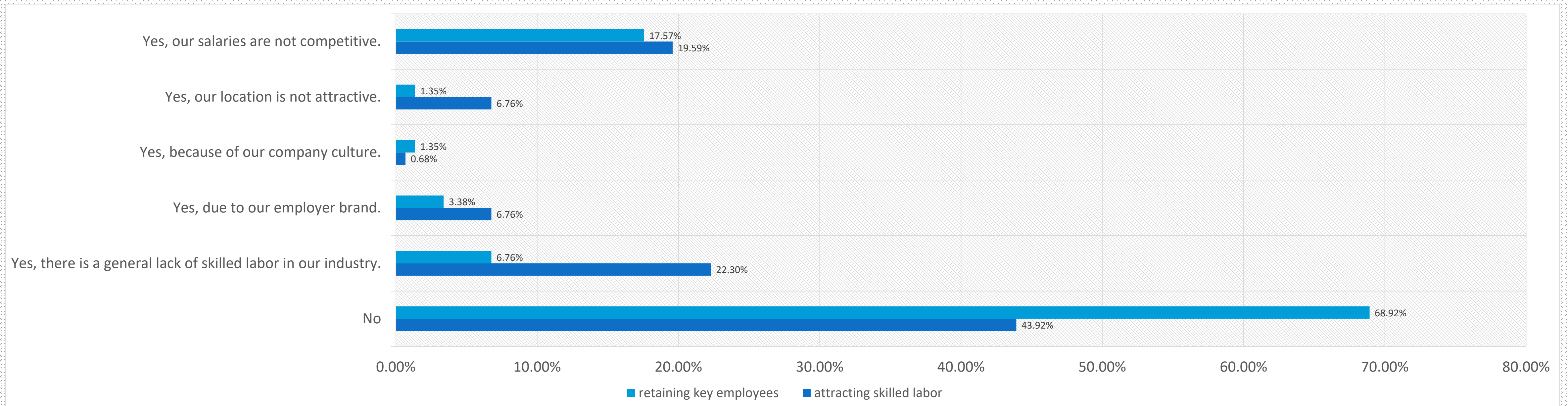
31.51%

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

2.52%

No.

Attracting and retaining key talent

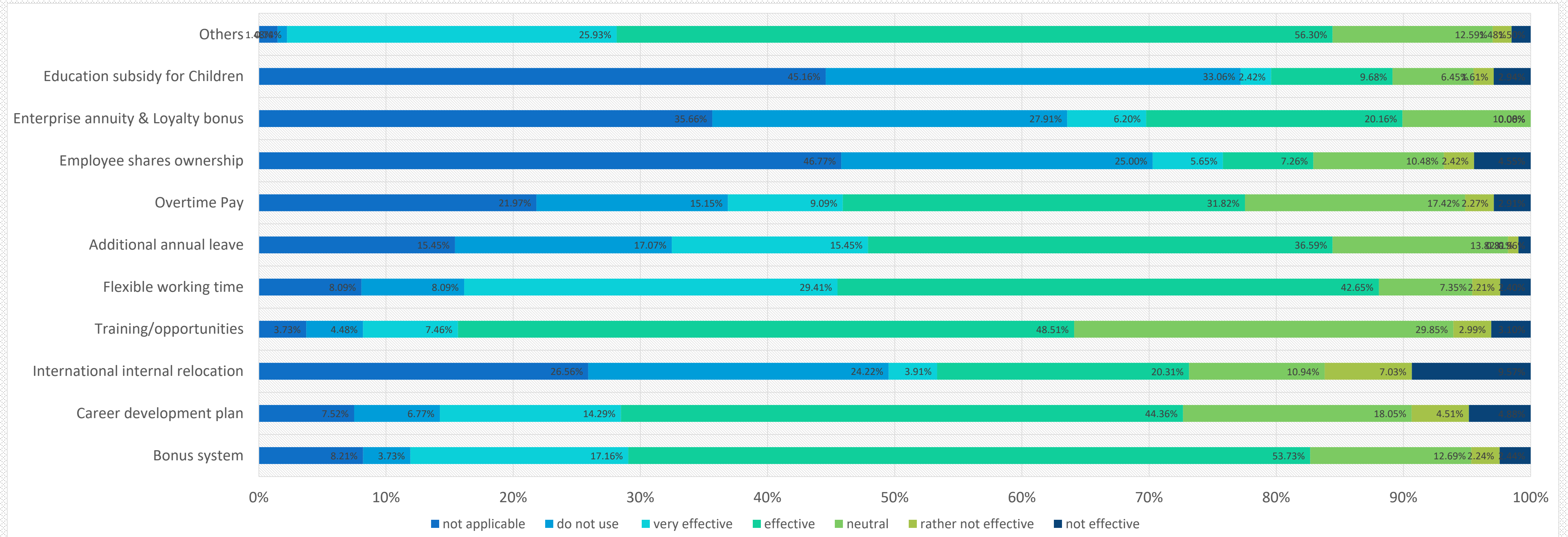


For Nordic companies operating in China attracting and retaining key talent is commonly cited as a significant problem.

43.92% of participating companies responded that they had difficulties in attracting key talent to their companies, while 68.92% 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

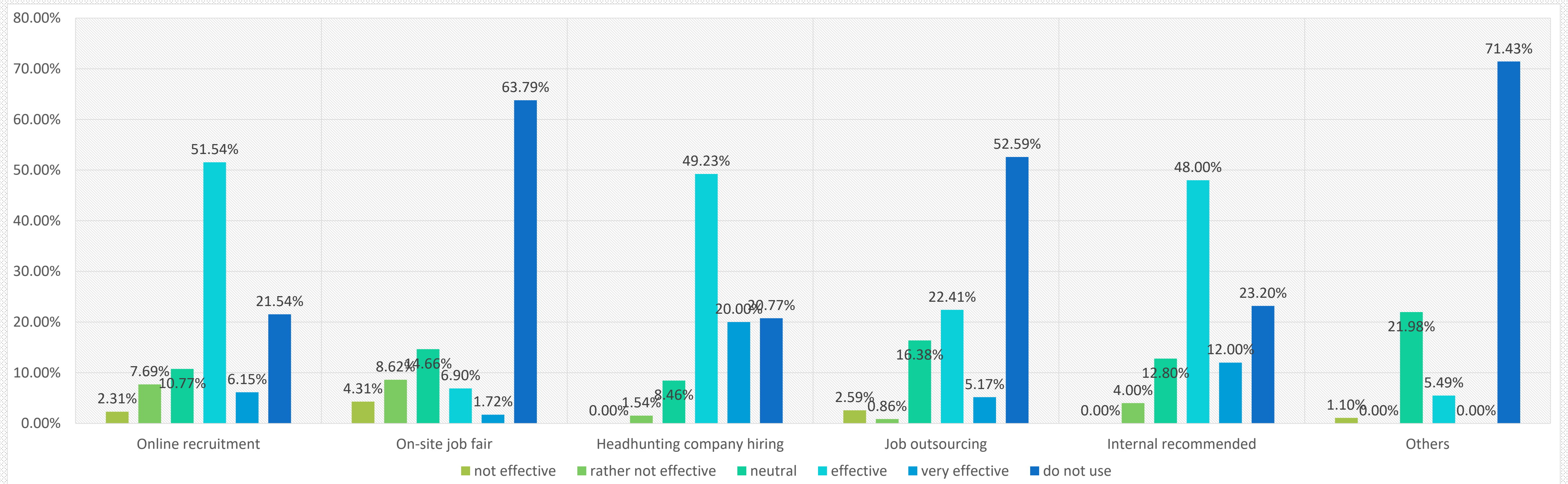


For Nordic companies operating in China, the most effective way to retain talents include

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



Evaluate channels for acquiring white collar staffs

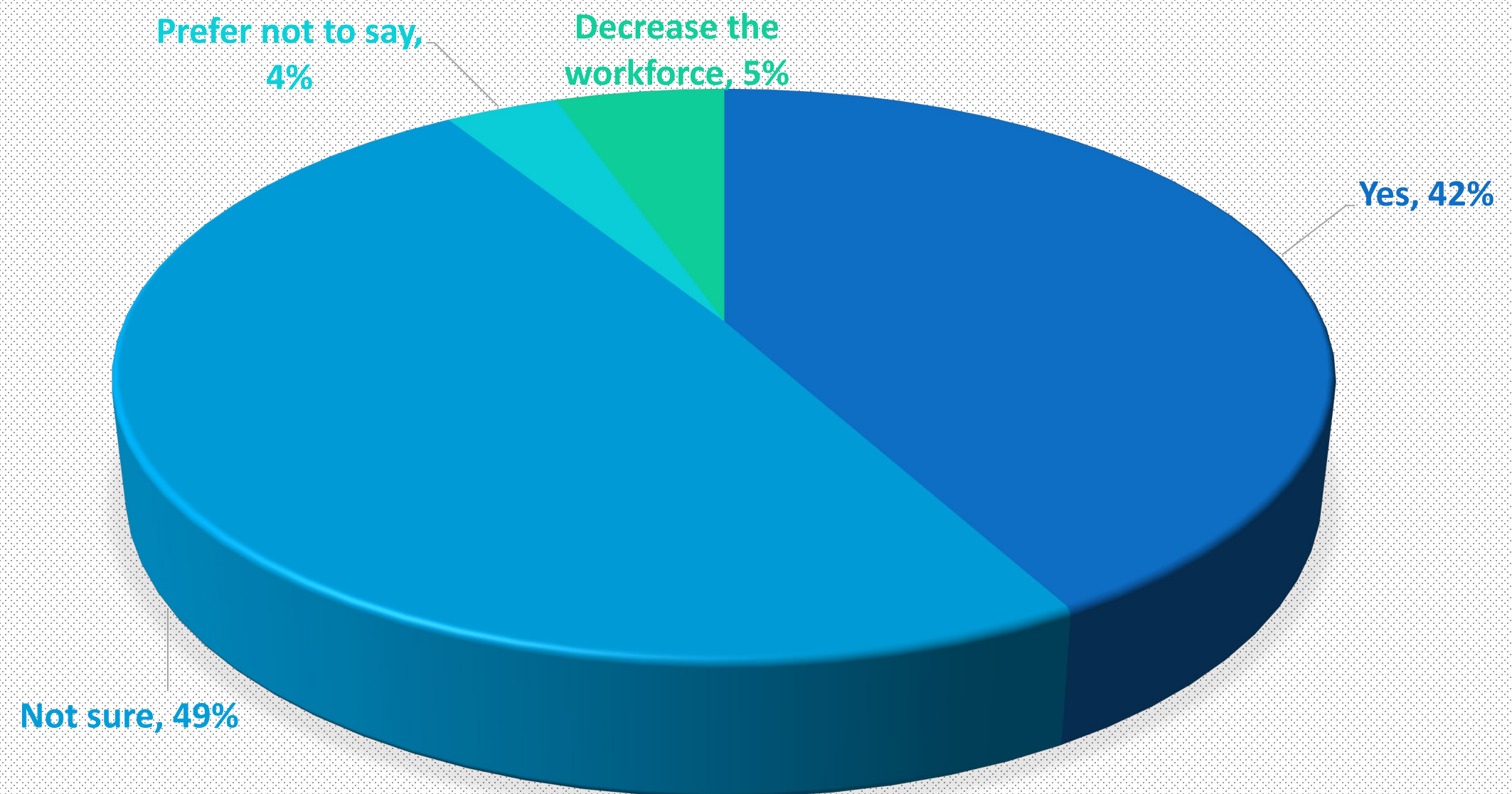


For Nordic companies operating in China, the most effective recruitment channels include

1. Headhunting
2. Internal recommended
3. Online recruitment

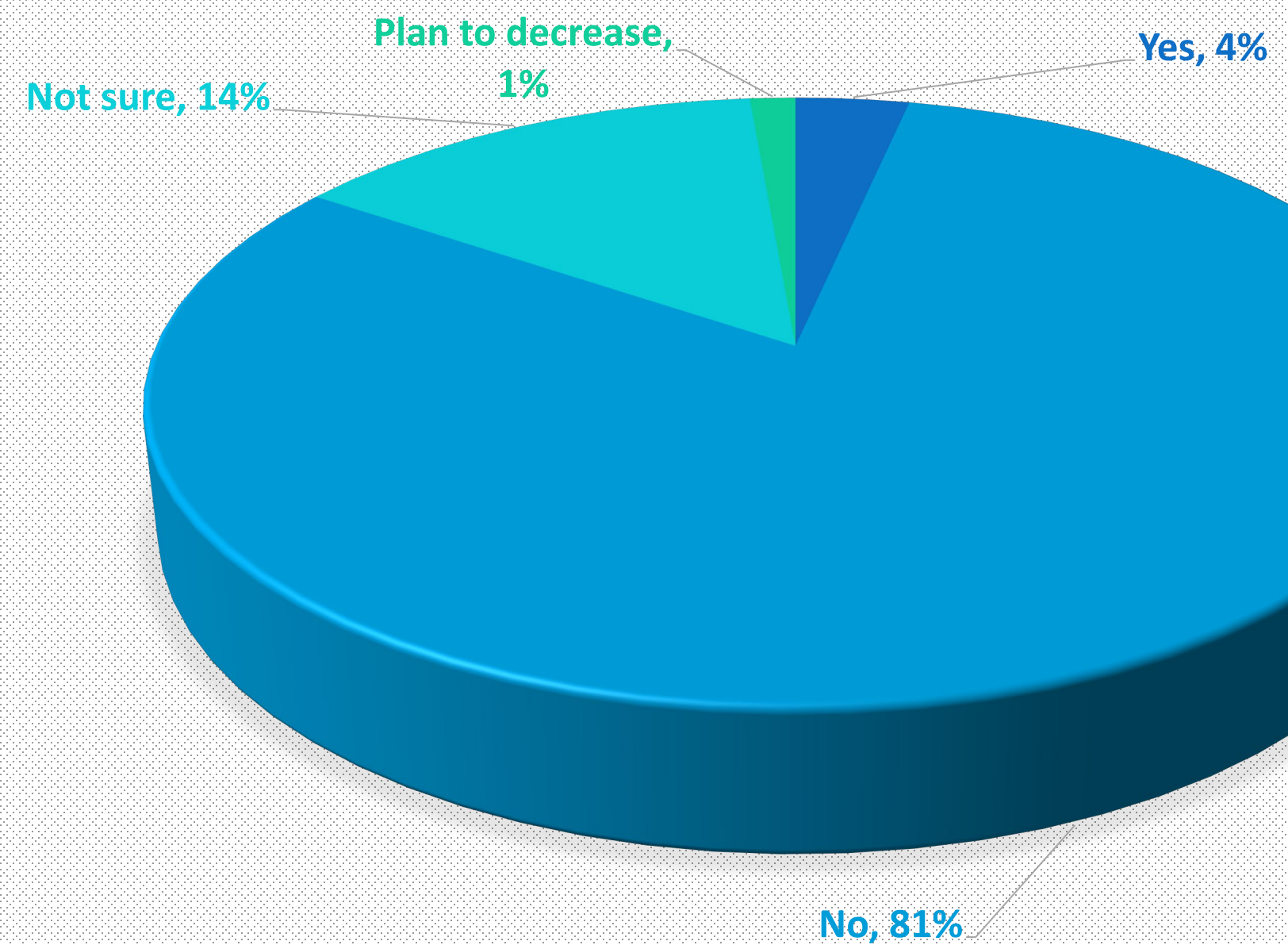
Plans to increase the workforce in China

Plan to increase the overall workforce:



42% of respondents are planning to increase their workforce while it is 29% of respondents plans to increase their workforce in the survey of 2024-2025.

Plan to increase the amount of expatriates:

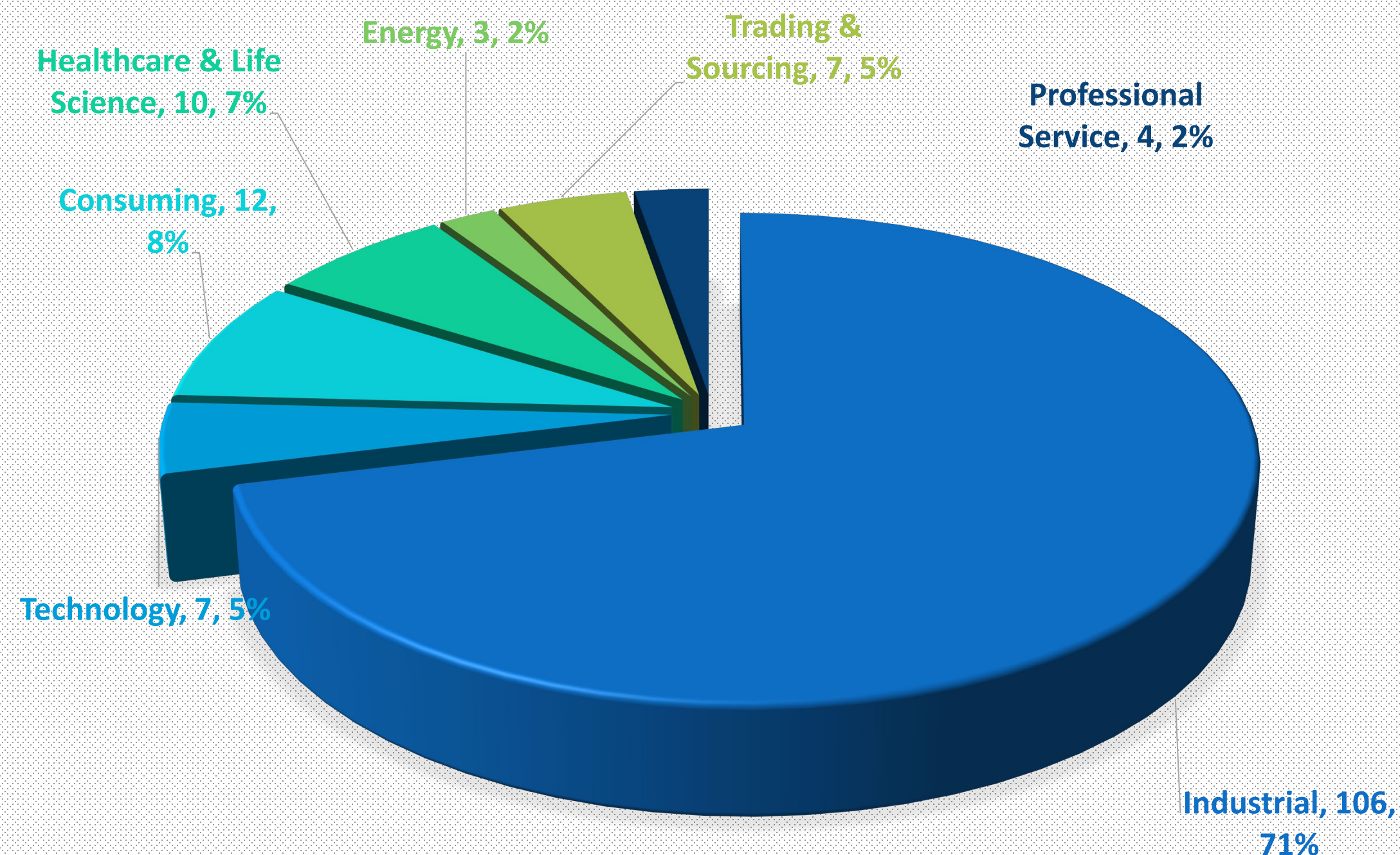


And 4% of respondents are planning to increase the number of expatriates while it is 4% in the survey of 2024-2025.

Participants by industry

Industrial:

- ✓ Food Production 3%
- ✓ Chemical 3%
- ✓ Mining & Metals 3%
- ✓ Packaging & Containers 3%
- ✓ Shipbuilding 3%
- ✓ Automotive 3%
- ✓ Others 11%

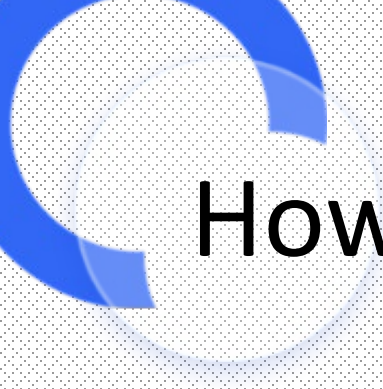


Industrial:

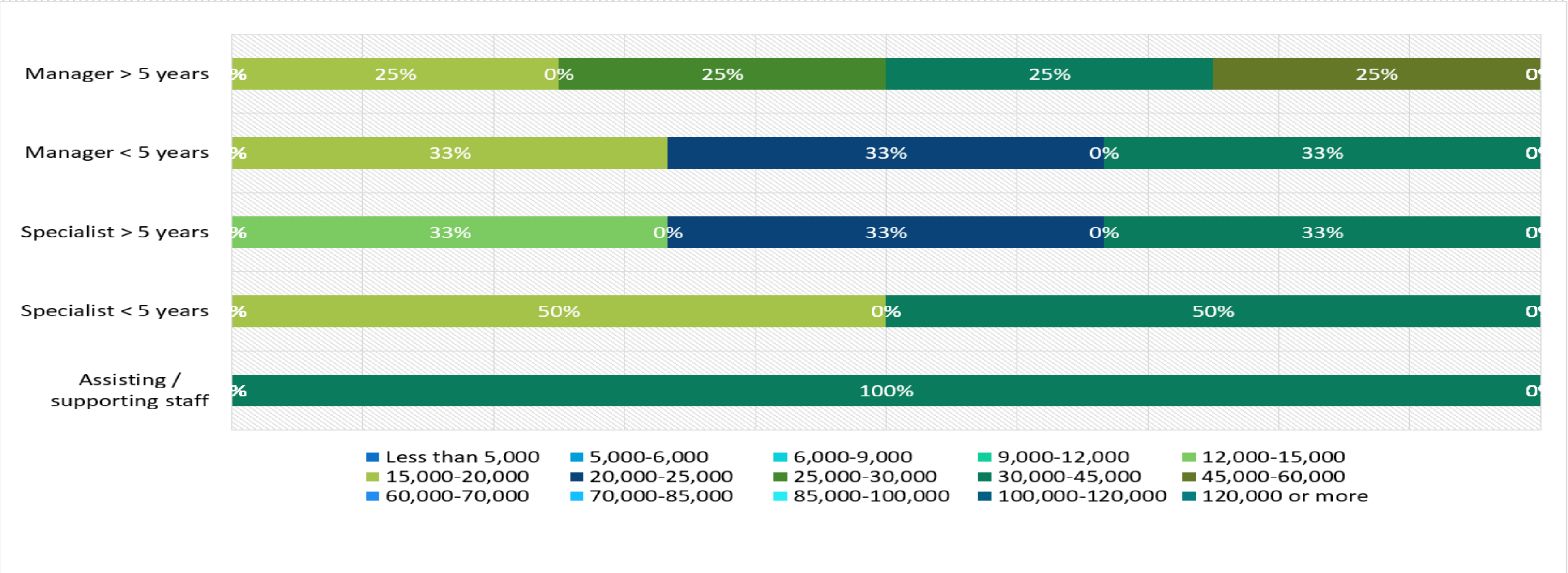
- ✓ Mechanical or Industrial Engineering 26%
- ✓ Electrical & Electronic Manufacturing 22%
- ✓ Machinery 12%
- ✓ Maritime 9%
- ✓ Paper & Forest Products 2%

71% of participating companies, were from the Industrial field, with the largest sub-sectors being: Mechanical & Industrial Engineering (26%), Electrical & Electronic Manufacturing (22%) and Machinery (12%).

The second largest industry was Consuming (8%) and Healthcare & Life Science (7%) , followed by Technology (5%) and Trading & Sourcing sector (5%).
Energy and have small numbers of participants and data 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.

Salary levels - Industrial

Industrial companies present the majority of Nordic businesses that have operations in China today. With 71% of participating companies are industrial companies this data covers industries such as mechanical, industrial engineering, machinery, electrical & electronic manufacturing, maritime and industrial automation.

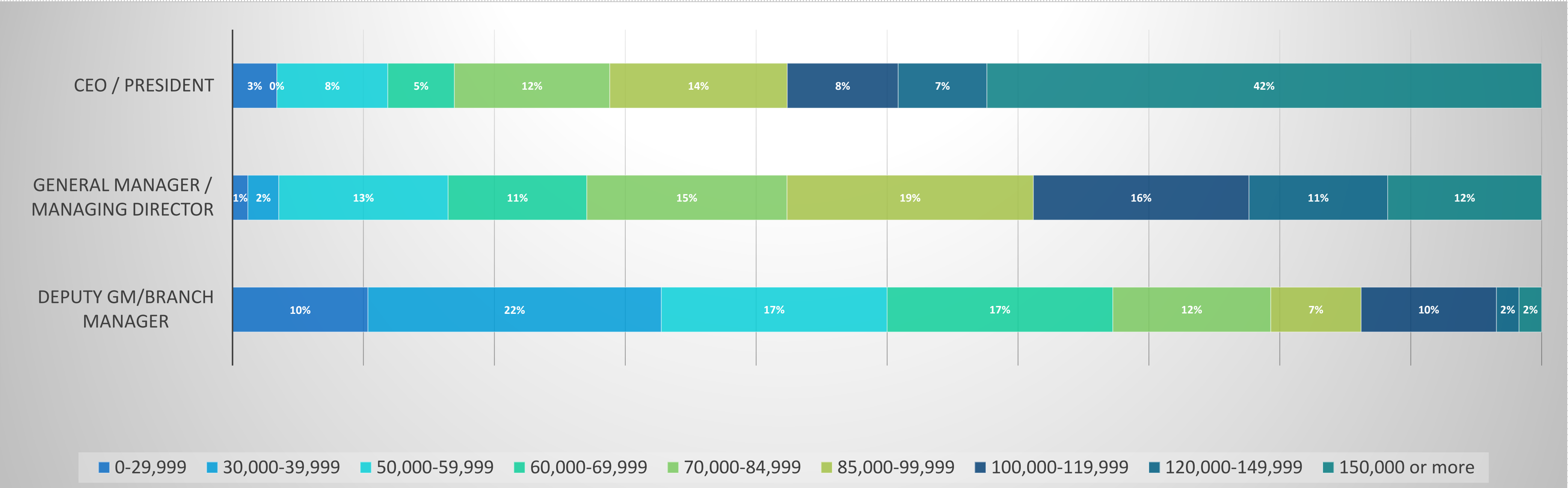
China's factory activity contracted for a seventh consecutive month in October, according to a survey from the National Bureau of Statistics. The official purchasing managers' index (PMI) fell to 49.0 in October from 49.8 in September, marking a six-month low

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	100,000 – 119,999	120,000 – 149,999
General Manager / Managing Director	100,000 – 119,999	85,000 – 99,999	85,000 – 99,999
Deputy GM/Branch Manager	60,000- 69,999	60,000- 69,999	60,000- 69,999

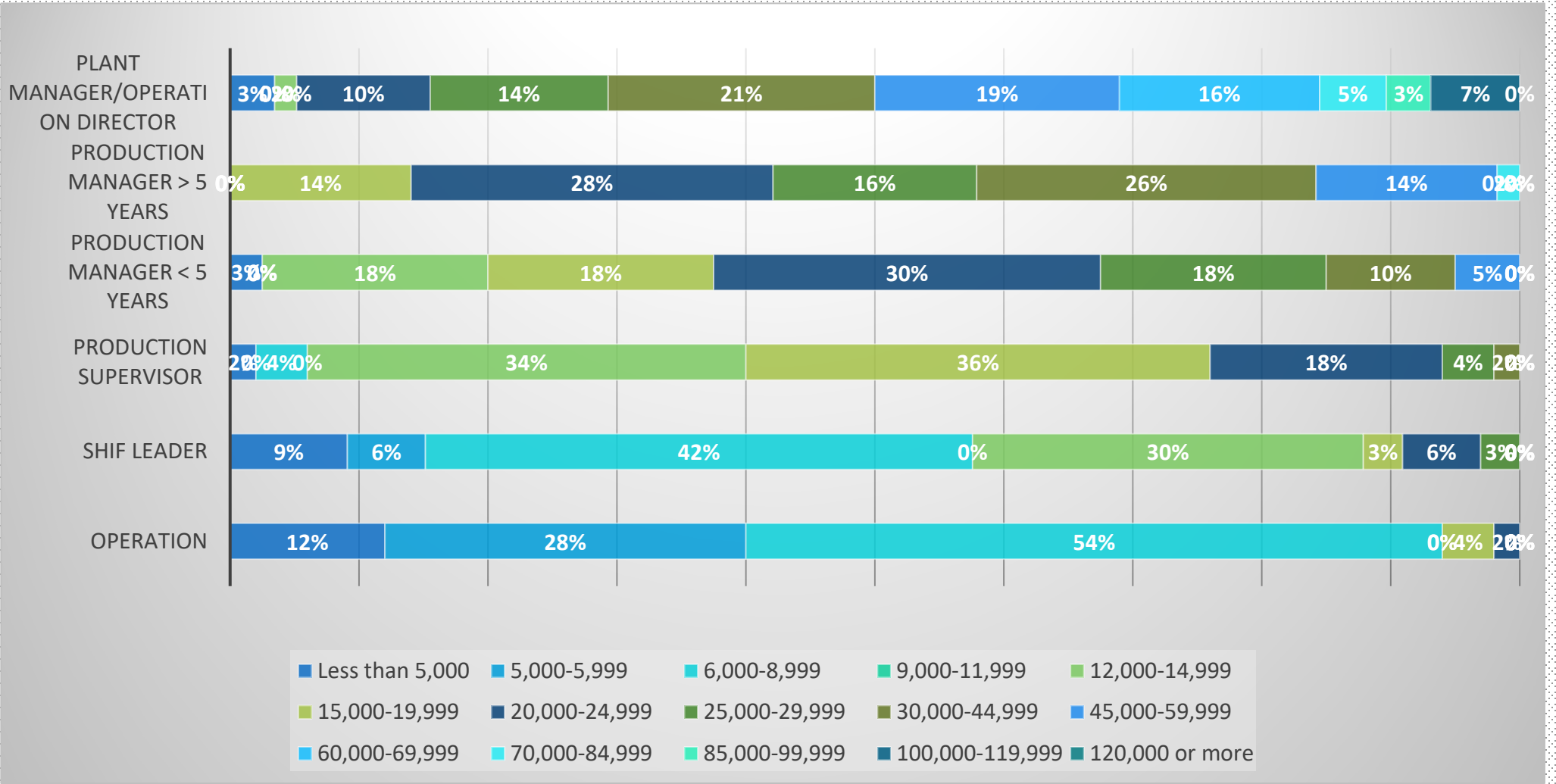




Salary levels - Industrial

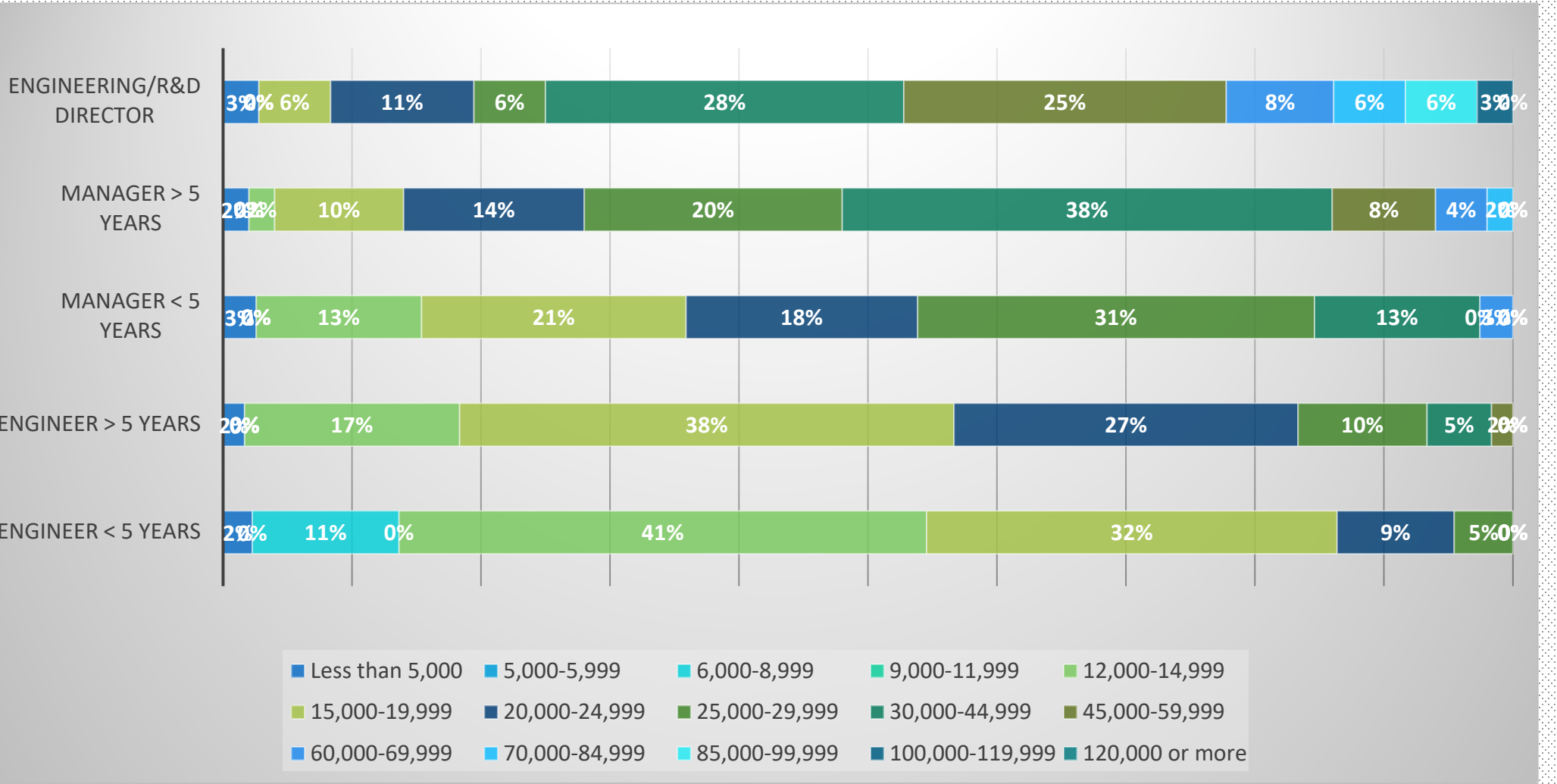
Production personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Plant Manager/Operation Director	45,000 – 59,999	45,000 – 59,999	30,000 – 44,999
Production Manager > 5 years	30,000 – 44,999	25,000 – 29,999	25,000 – 29,999
Production Manager < 5 years	25,000 – 29,999	20,000 – 24,999	20,000 – 24,999
Production Supervisor	12,000 – 14,999	12,000 – 14,999	12,000 – 14,999
Shift Leader	9,000 – 11,999	9,000 – 11,999	9,000 – 11,999
Operation	6,000 – 8,999	6,000 – 8,999	6,000 – 8,999



Engineering/R&D personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Engineering/R&D Director	45,000 – 59,999	30,000 – 44,999	30,000 – 44,999
Manager > 5 years	30,000 – 44,999	25,000 – 29,999	25,000 – 29,999
Manager < 5 years	25,000 – 29,999	20,000 – 24,999	20,000 – 24,999
Engineer > 5 years	20,000 – 24,999	15,000 – 19,999	15,000 – 19,999
Engineer < 5 years	12,000 – 14,999	12,000 – 14,999	12,000 – 14,999

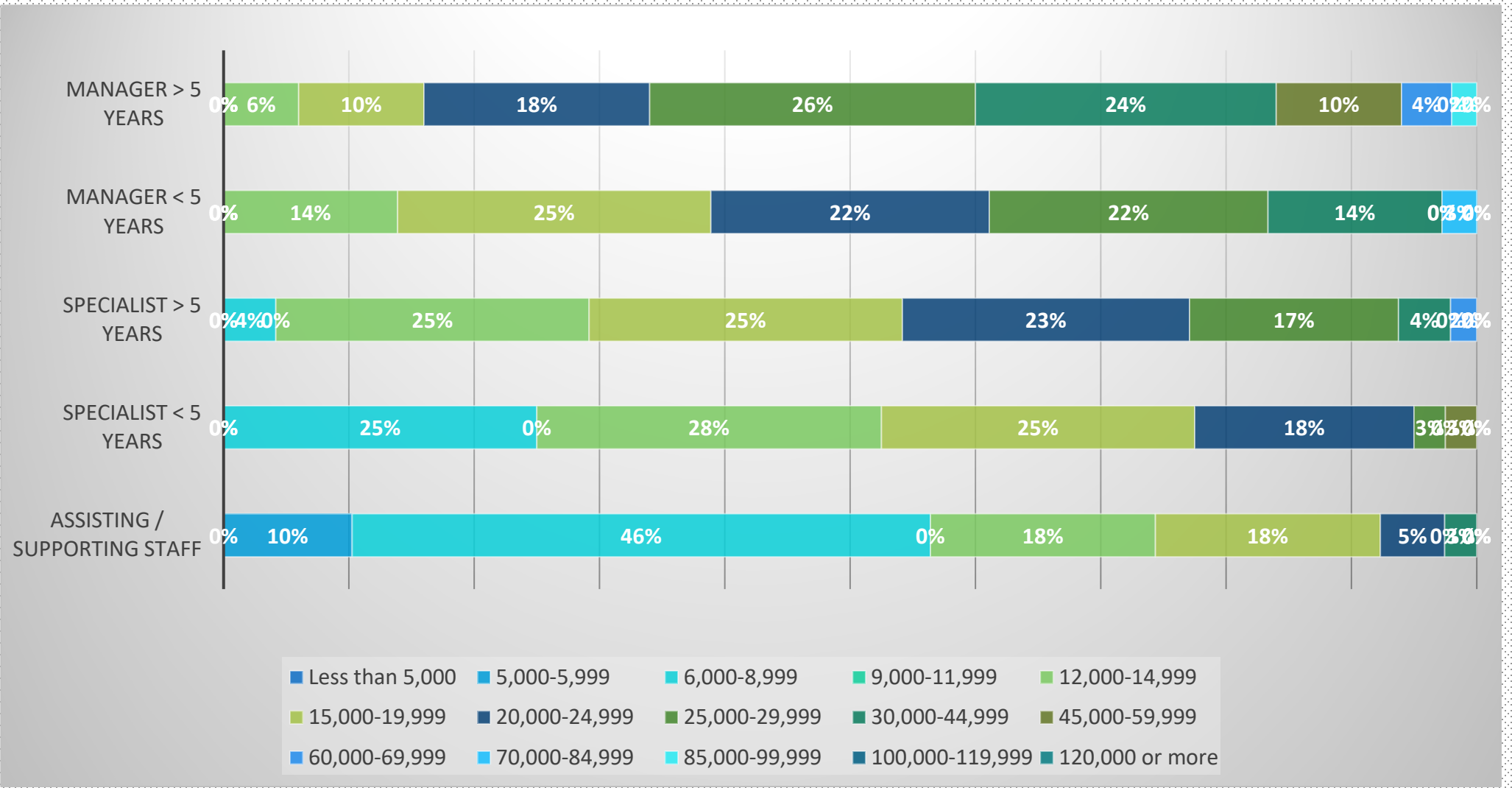




Salary levels - Industrial

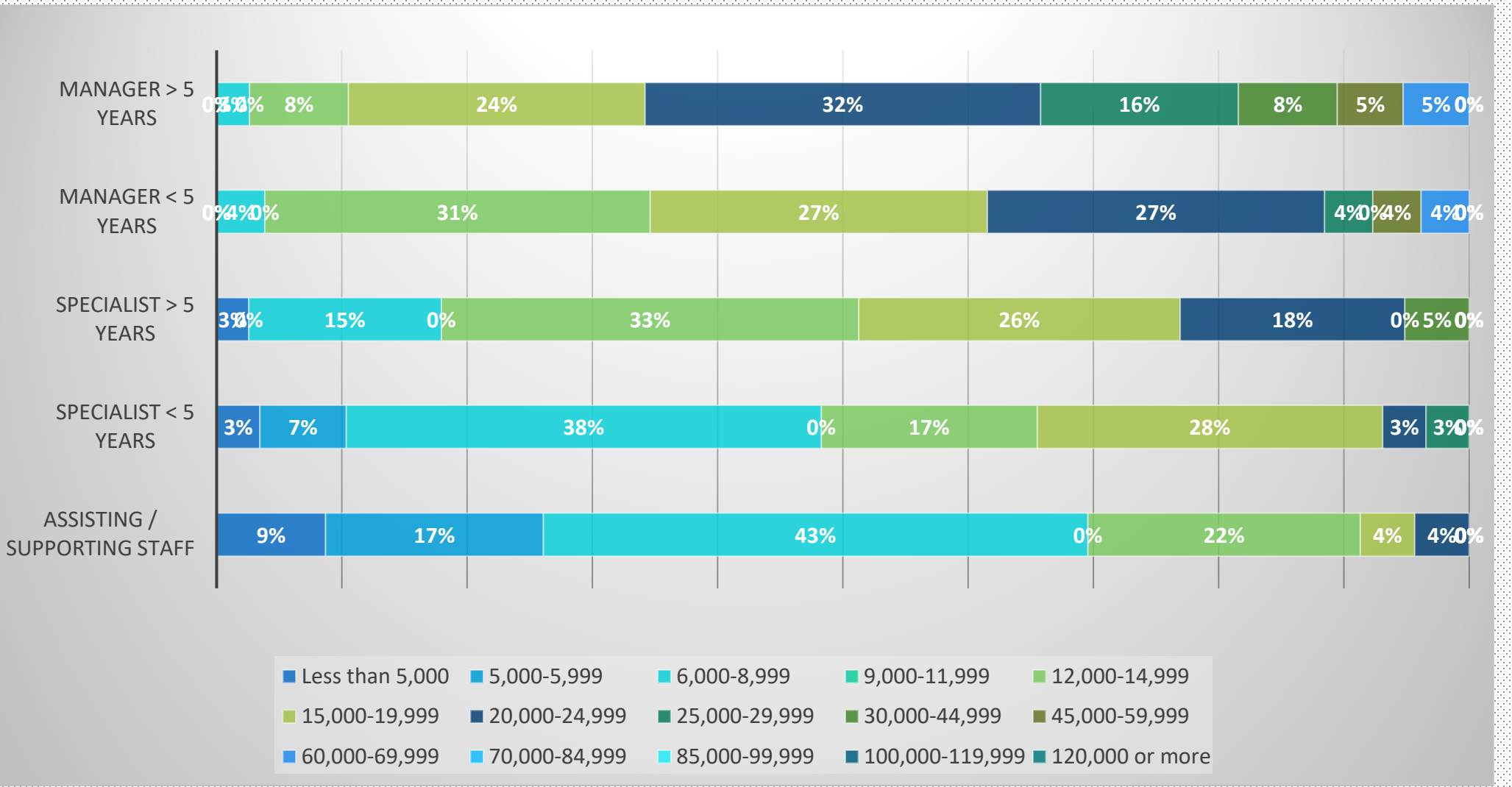
Technical Service personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Manager > 5 years	30,000 – 44,999	30,000 – 44,999	25,000 – 29,999
Manager < 5 years	25,000 – 29,999	25,000 – 29,999	20,000 – 24,999
Specialist / Engineer > 5 years	15,000 – 19,999	15,000 – 19,999	15,000 – 19,999
Specialist / Engineer < 5 years	12,000 – 14,999	12, 000 – 14,999	12,000 – 14,999
Assisting/supporting staff	6,000 – 8,999	6,000 – 8,999	6,000 – 8,999



Customer Service

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Manager > 5 years	25,000 – 29,999	25,000 – 29,999	25,000 – 29,999
Manager < 5 years	20,000 – 24,999	20,000 – 24,999	20,000 – 24,999
Specialist > 5 years	15,000 – 19,999	15,000 – 19,999	12,000 – 14,999
Specialist < 5 years	12,000 – 14,999	12,000 – 14,999	6,000 – 8,999
Assisting / supporting staff	6,000 – 8,999	60,000 – 8,999	6,000 – 8,999

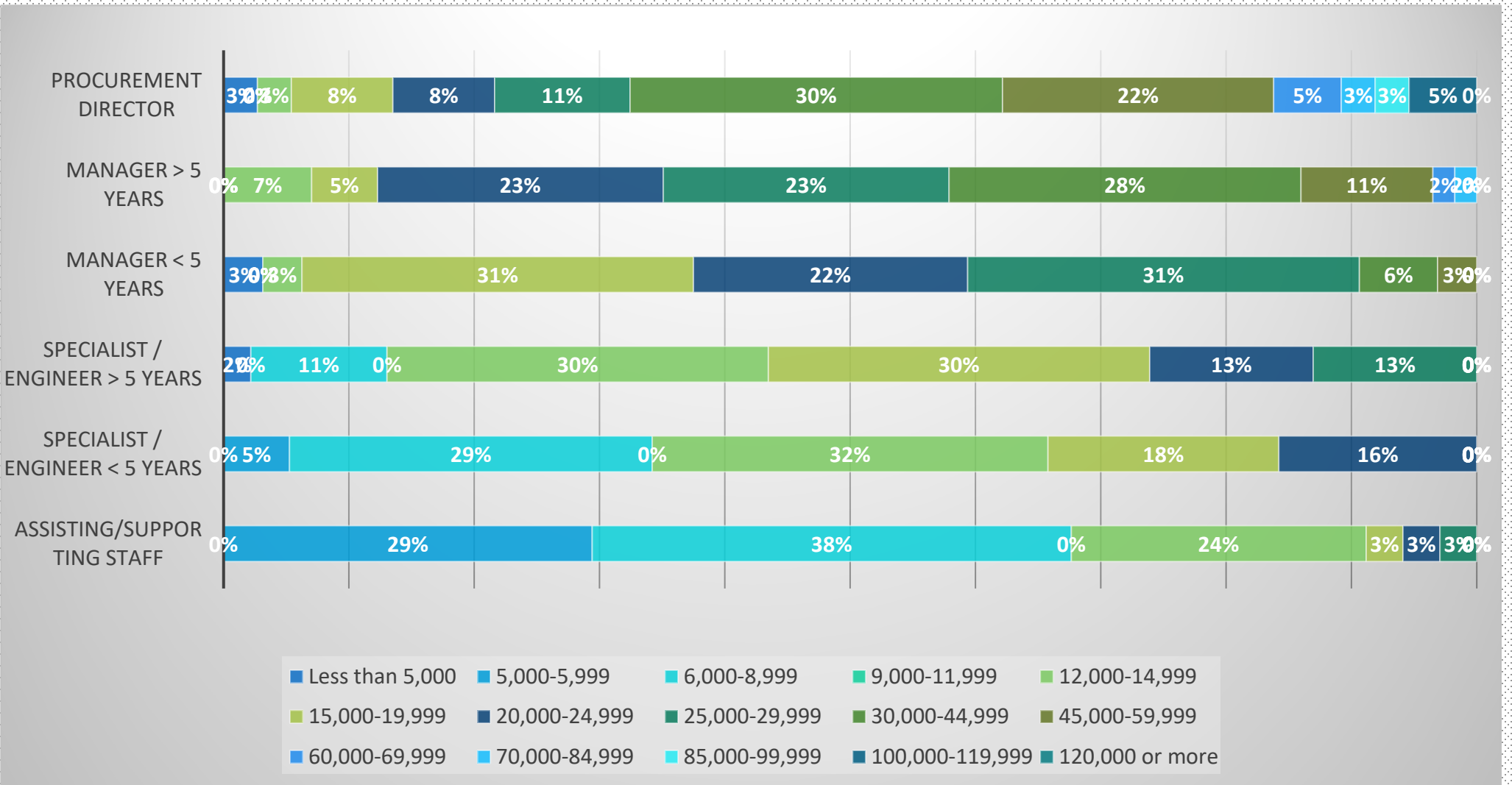




Salary levels - Industrial

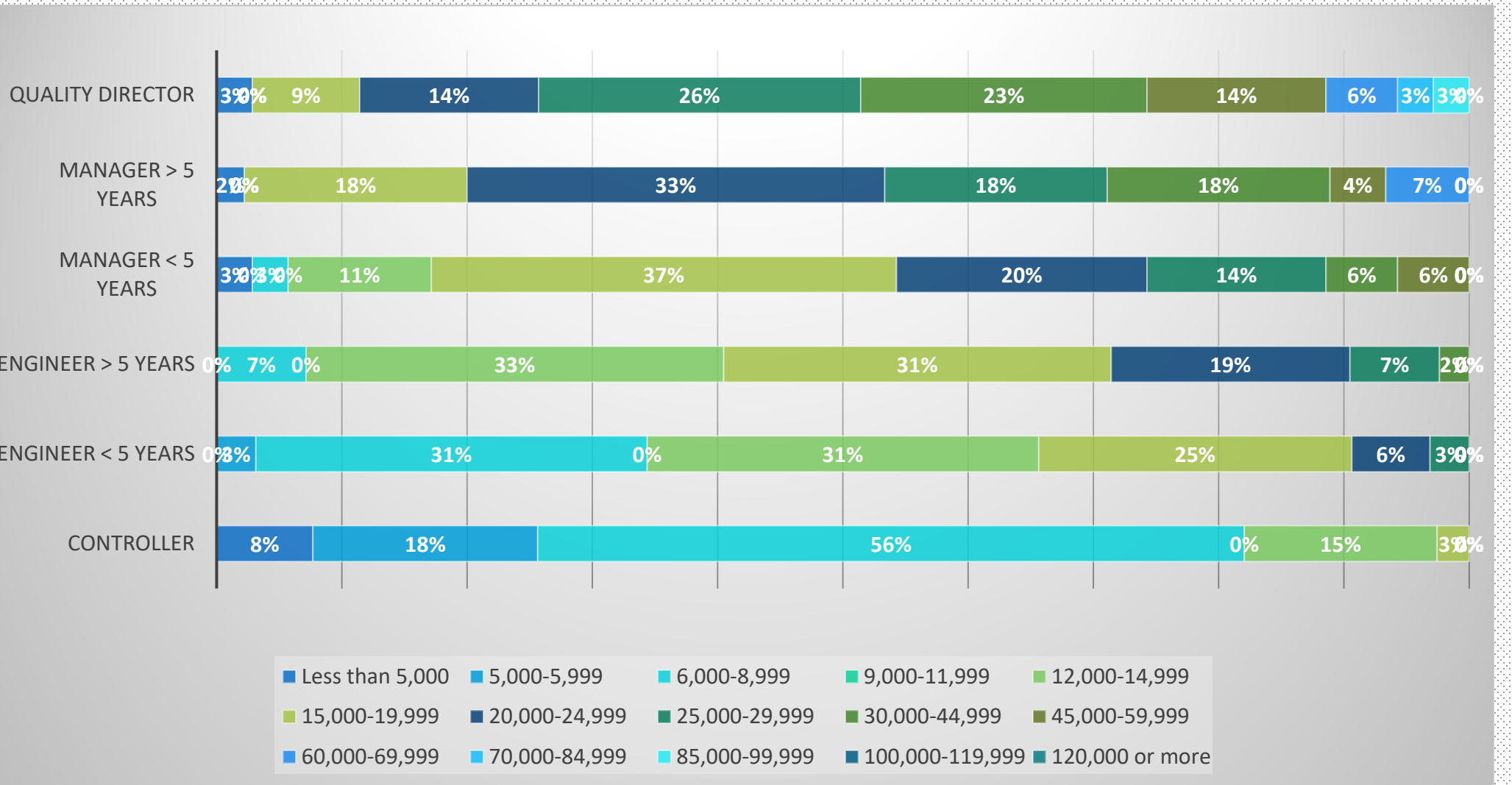
Procurement personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Procurement Director	30,000 – 44,999	30,000 – 44,999	30,000 – 44,999
Manager > 5 years	25,000 – 29,999	25,000 – 29,999	25,000 – 29,999
Manager < 5 years	20,000 – 24,999	20,000 – 24,999	20,000 – 24,999
Specialist / Engineer > 5 years	12,000 – 14,999	12,000 – 14,999	12,000 – 14,999
Specialist / Engineer < 5 years	9,000 – 11,999	9,000 – 11,999	6,000 – 8,999
Assisting/supporting staff	6,000 – 8,999	6,000 – 8,999	6,000 – 8,999



Quality personnel

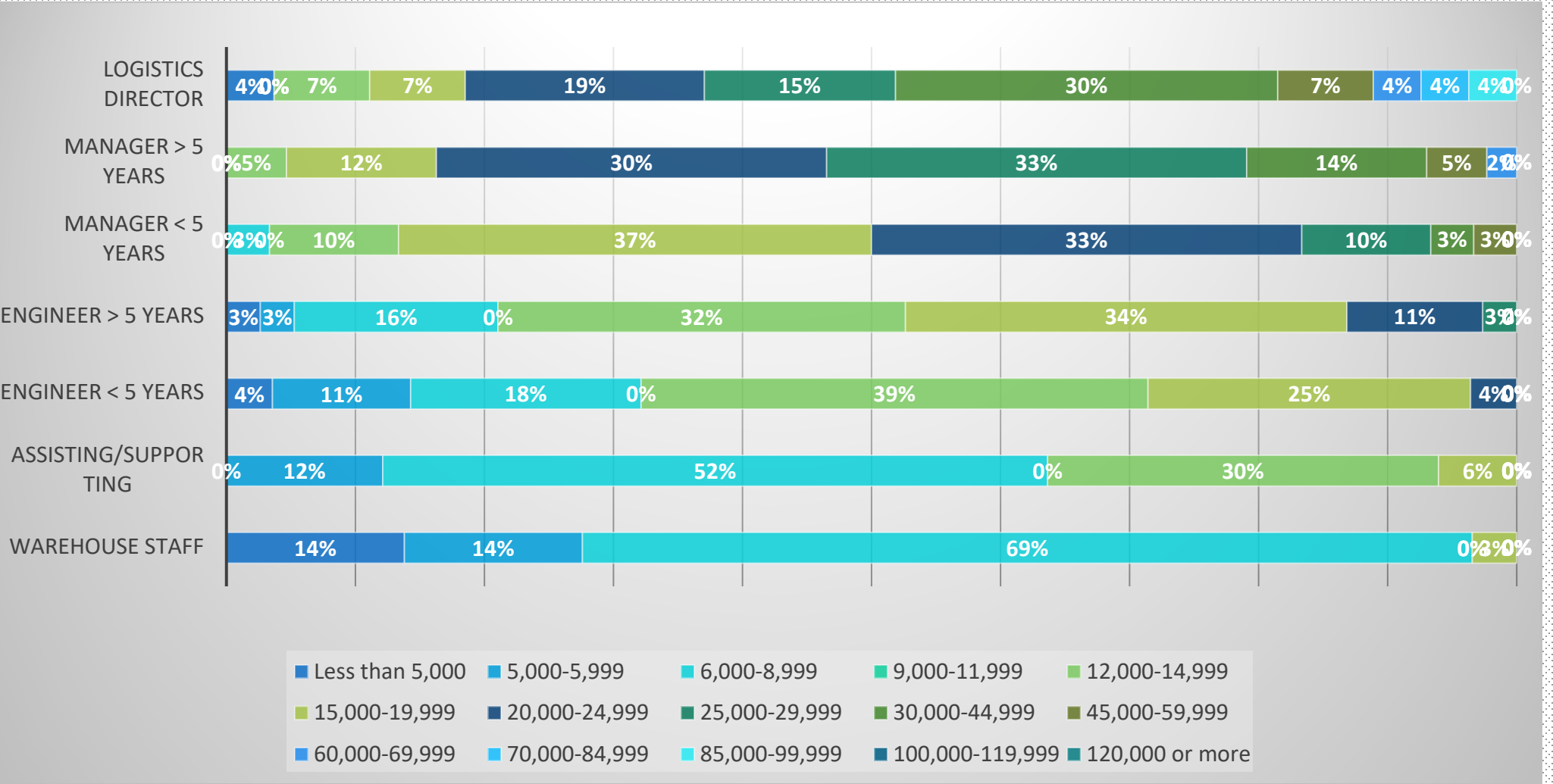
Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Quality Director	30,000 – 44,999	25,000 – 29,999	25,000 – 29,999
Manager > 5 years	25,000 – 29,999	20,000 – 24,999	20,000 – 24,999
Manager < 5 years	20,000 – 24,999	15,000 – 19,999	15,000 – 19,999
Engineer > 5 years	15,000 – 19,999	12,000 – 14,999	12,000 – 14,999
Engineer < 5 years	12,000 – 14,999	9,000 – 11,999	9,000 – 11,999
Controller	6,000 – 8,999	5,000 – 5,999	6,000 – 8,999





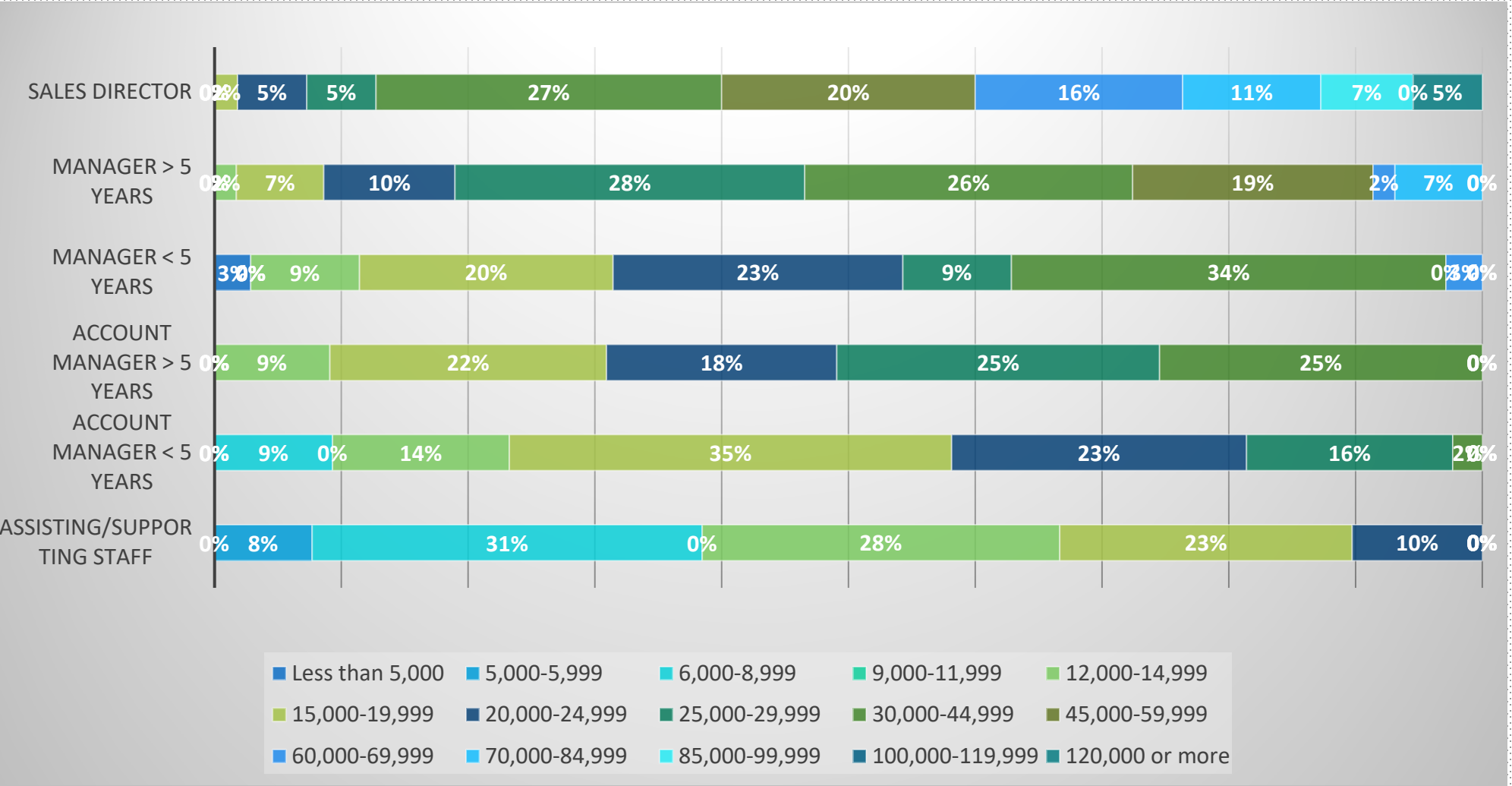
Logistics personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Logistics Director	25,000 – 29,999	25,000 – 29,999	25,000 – 29,999
Manager > 5 years	20,000 – 24,999	20,000 – 24,999	20,000 – 24,999
Manager < 5 years	15,000 – 19,999	15,000 – 19,999	15,000 – 19,999
Engineer > 5 years	12,000 – 14,999	12,000 – 14,999	12,000 – 14,999
Engineer < 5 years	9,000 – 11,999	9,000 – 11,999	9,000 – 11,999
Assisting/supporting	6,000 – 8,999	6,000 – 8,999	6,000 – 8,999
Warehouse staff	6,000 – 8,999	6,000 – 8,999	6,000 – 8,999



Sales personnel

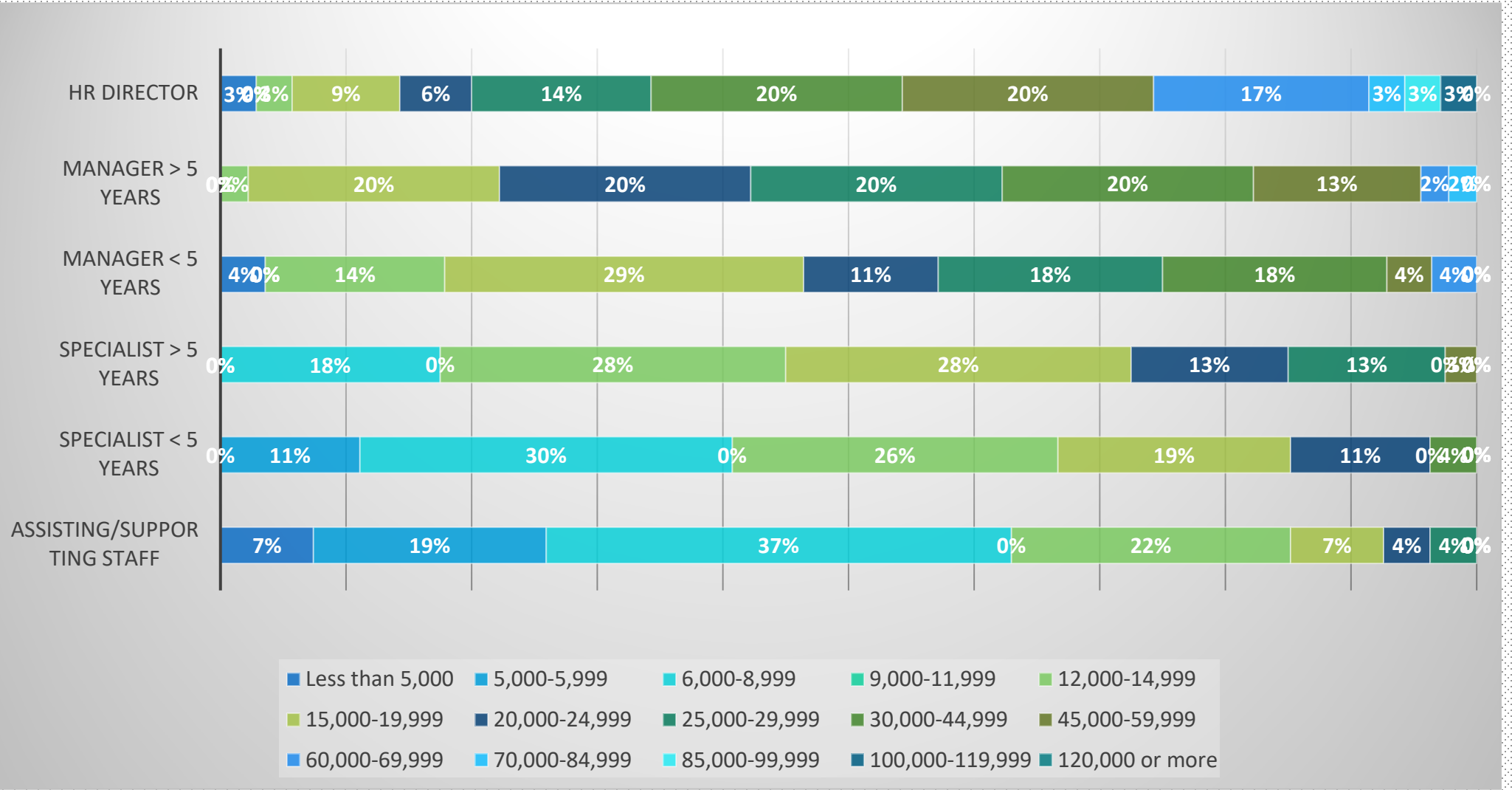
Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Sales Director	45,000 – 59,999	45,000 – 59,999	45,000 – 59,999
Manager > 5 years	30,000 – 44,999	30,000 – 44,999	30,000 – 44,999
Manager < 5 years	25,000 – 29,999	25,000 – 29,999	25,000 – 29,999
Account Manager > 5 years	20,000 – 24,999	20,000 – 24,999	20,000 – 24,999
Account Manager < 5 years	15,000 – 19,999	15,000 – 19,999	15,000 – 19,999
Assisting/supporting staff	12,000 – 14,999	12,000 – 14,999	12,000 – 14,999





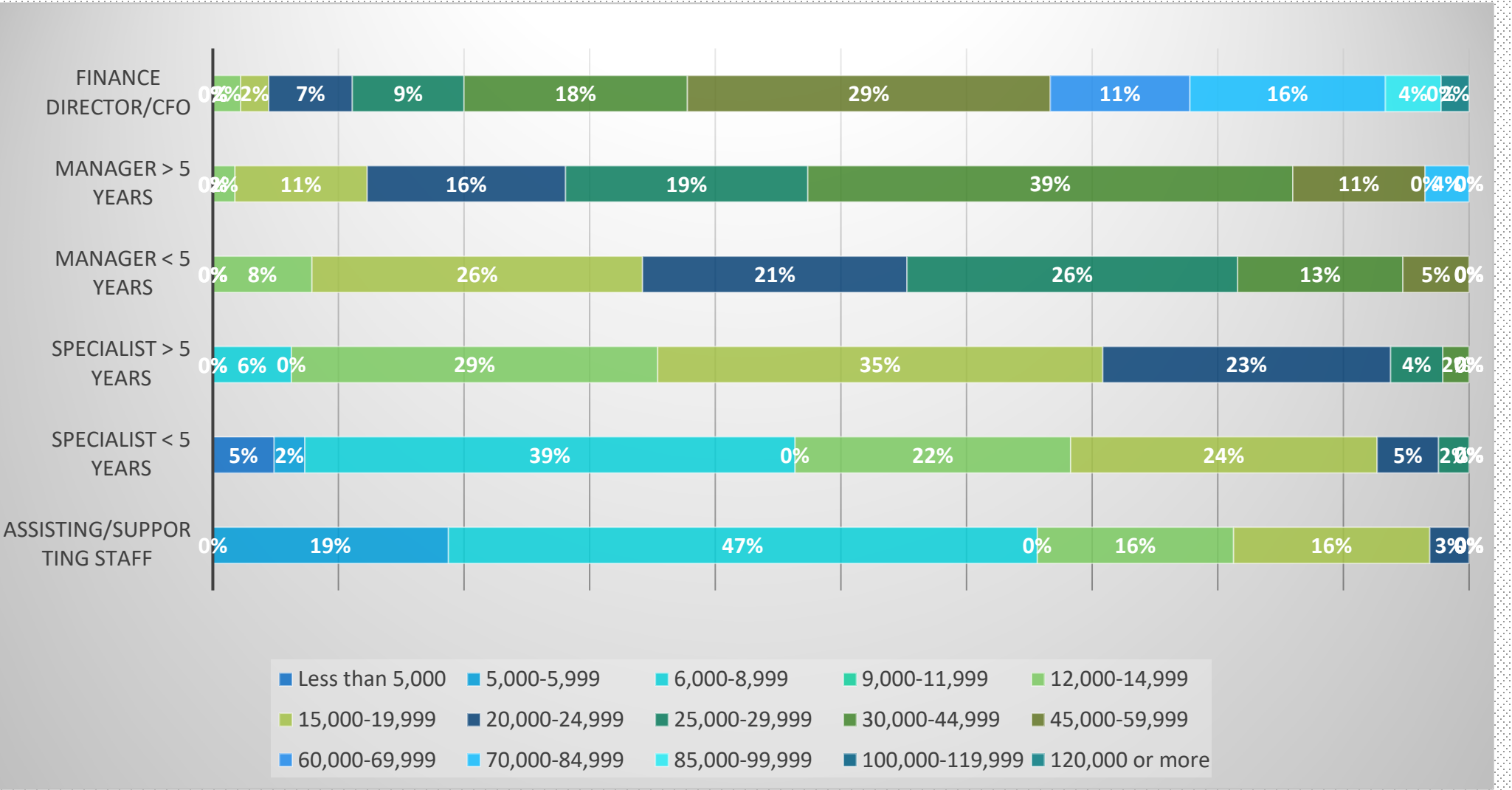
HR personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
HR Director	30,000 – 44,999	45,000 – 59,999	30,000 – 44,999
Manager > 5 years	25,000 – 29,999	30,000 – 44,999	25,000 – 29,999
Manager < 5 years	20,000 – 35,000	20,000 – 24,999	20,000 – 24,999
Specialist > 5 years	15,000 – 19,999	15,000 – 19,999	9,000 – 11,999
Specialist < 5 years	12,000 – 14,999	12,000 – 14,999	6,000 – 8,999
Assisting/supporting staff	6,000 – 8,999	6,000 – 8,999	6,000 – 8,999



Finance personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Finance Director/CFO	45,000 – 59,999	45,000 – 59,999	30,000 – 44,999
Manager > 5 years	30,000 – 44,999	25,000 – 29,999	25,000 – 29,999
Manager < 5 years	25,000 – 29,999	20,000 – 24,999	20,000 – 24,999
Specialist > 5 years	20,000 – 24,999	15,000 – 19,999	15,000 – 19,999
Specialist < 5 years	12,000 – 14,999	12,000 – 14,999	9,000 – 11,999
Assisting/supporting staff	6,000 – 8,999	6,000 – 9,999	6,000 – 8,999



Salary levels - Consuming

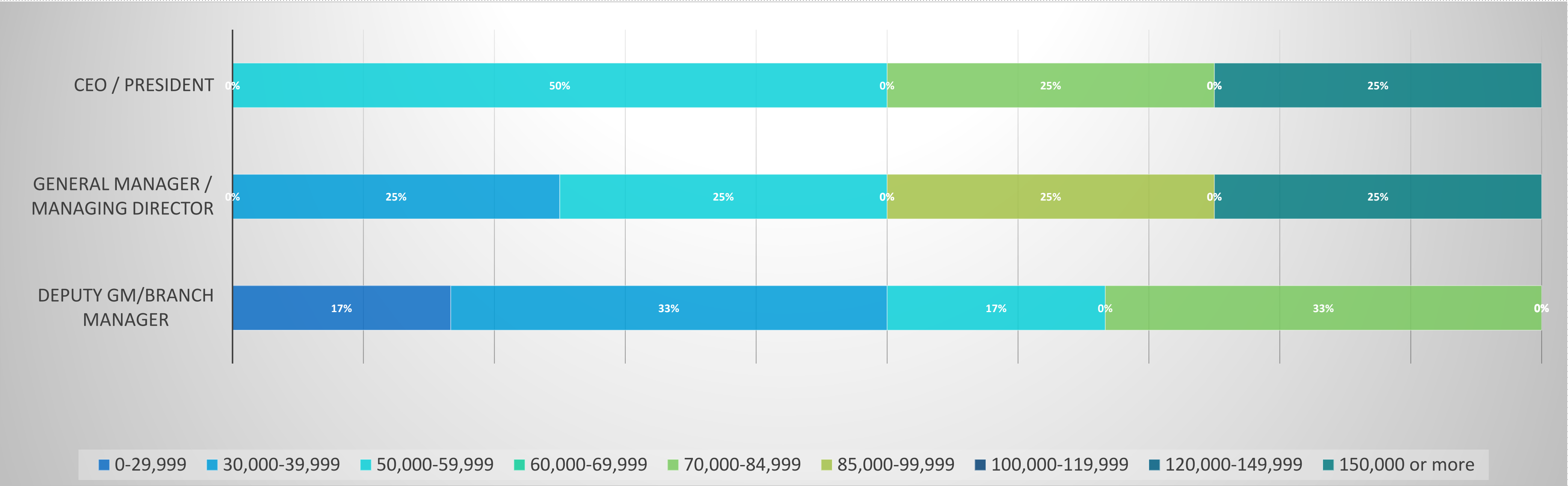
In October, the total retail sales of consumer goods reached 4,629.1 billion yuan, up by 2.9% year on year. Specifically, the retail sales of consumer goods excluding automobiles reached 4,203.6 billion yuan, up by 4.0%. From January to October, the total retail sales of consumer goods reached 41,216.9 billion yuan, up by 4.3%. Specifically, the retail sales of consumer goods excluding automobiles reached 37,216.0 billion yuan, up by 4.9%.

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	100,000 – 149,999	100,000 – 149,999	100,000 – 149,999
General Manager / Managing Director	85,000 – 99,999	85,000 – 99,999	70,000 – 84,999
Deputy GM/Branch Manager	70,000 – 84,999	70,000 – 84,999	50,000 – 60,000

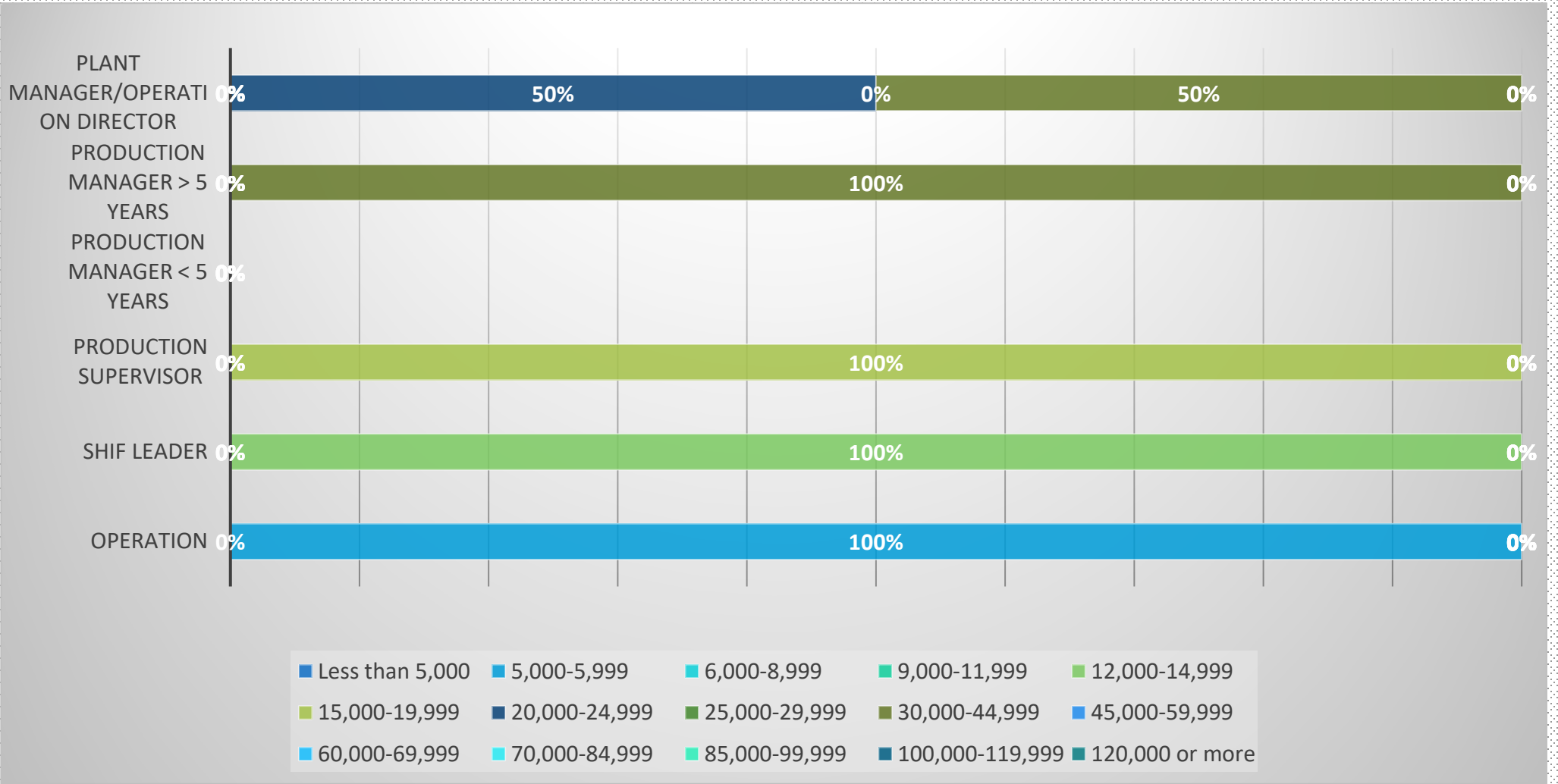




Salary levels - Consuming

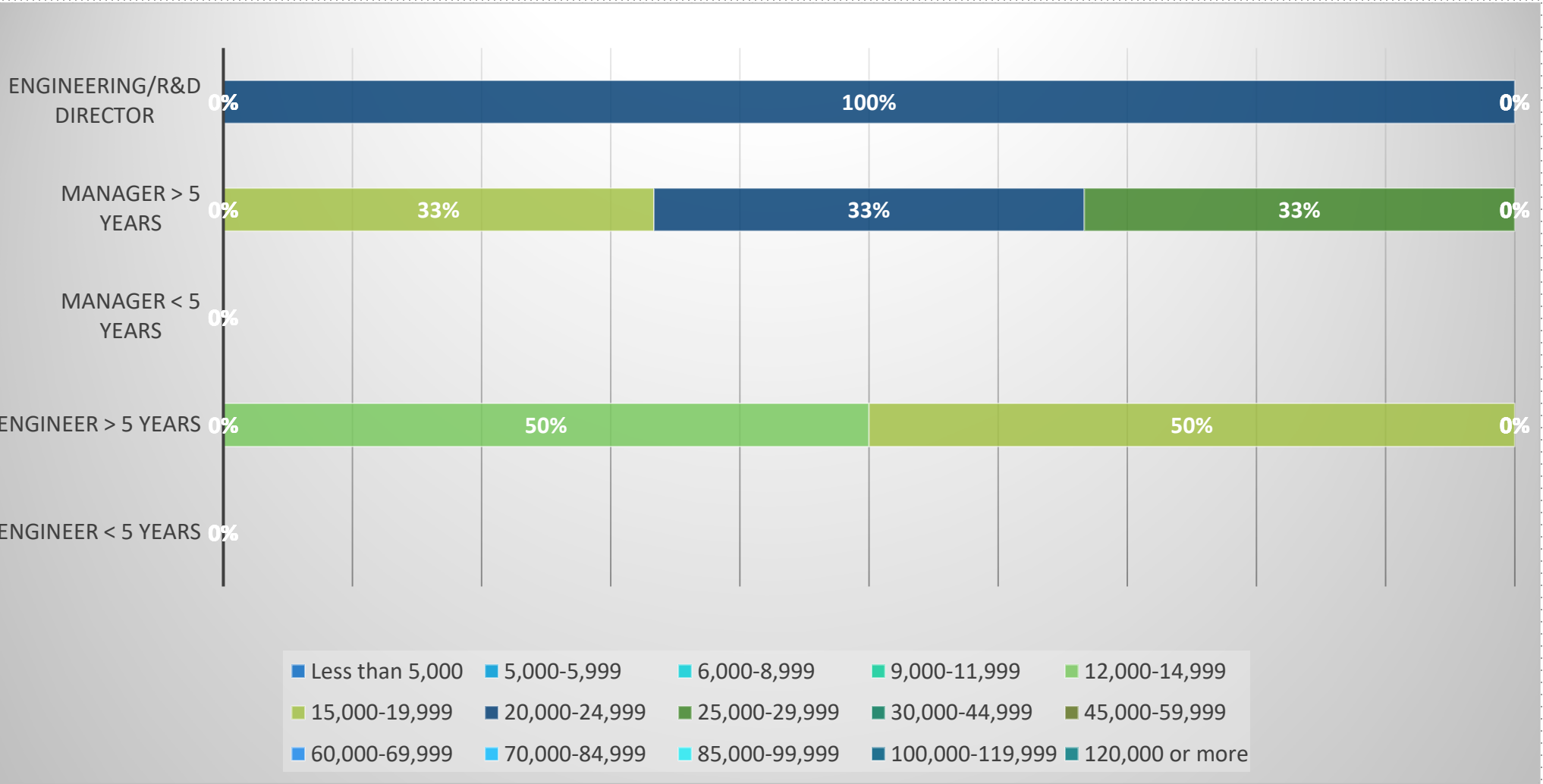
Production personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Plant Manager/Operation Director	30,000 – 44,999	30,000 – 44,999	30,000 – 44,999
Production Manager > 5 years	25,000 – 29,999	25,000 – 29,999	25,000 – 29,999
Production Manager < 5 years	20,000 – 24,999	20,000 – 24,999	20,000 – 24,999
Production Supervisor	15,000 – 19,999	15,000 – 19,999	15,000 – 19,999
Shift Leader	12,000 – 14,999	12,000 – 14,999	12,000 – 14,999
Operation	6,000 – 8,999	6,000 – 8,999	6,000 – 8,999



Engineering/R&D personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Engineering/R&D Director	30,000 – 44,999	30,000 – 44,999	25,000 – 29,999
Manager > 5 years	25,000 – 29,999	25,000 – 29,999	20,000 – 24,999
Manager < 5 years	20,000 – 24,999	20,000 – 24,999	15,000 – 19,999
Engineer > 5 years	15,000 – 19,999	15,000 – 19,999	12,000 – 14,999
Engineer < 5 years	9,000 – 11,999	9,000 – 11,999	9,000-11,999

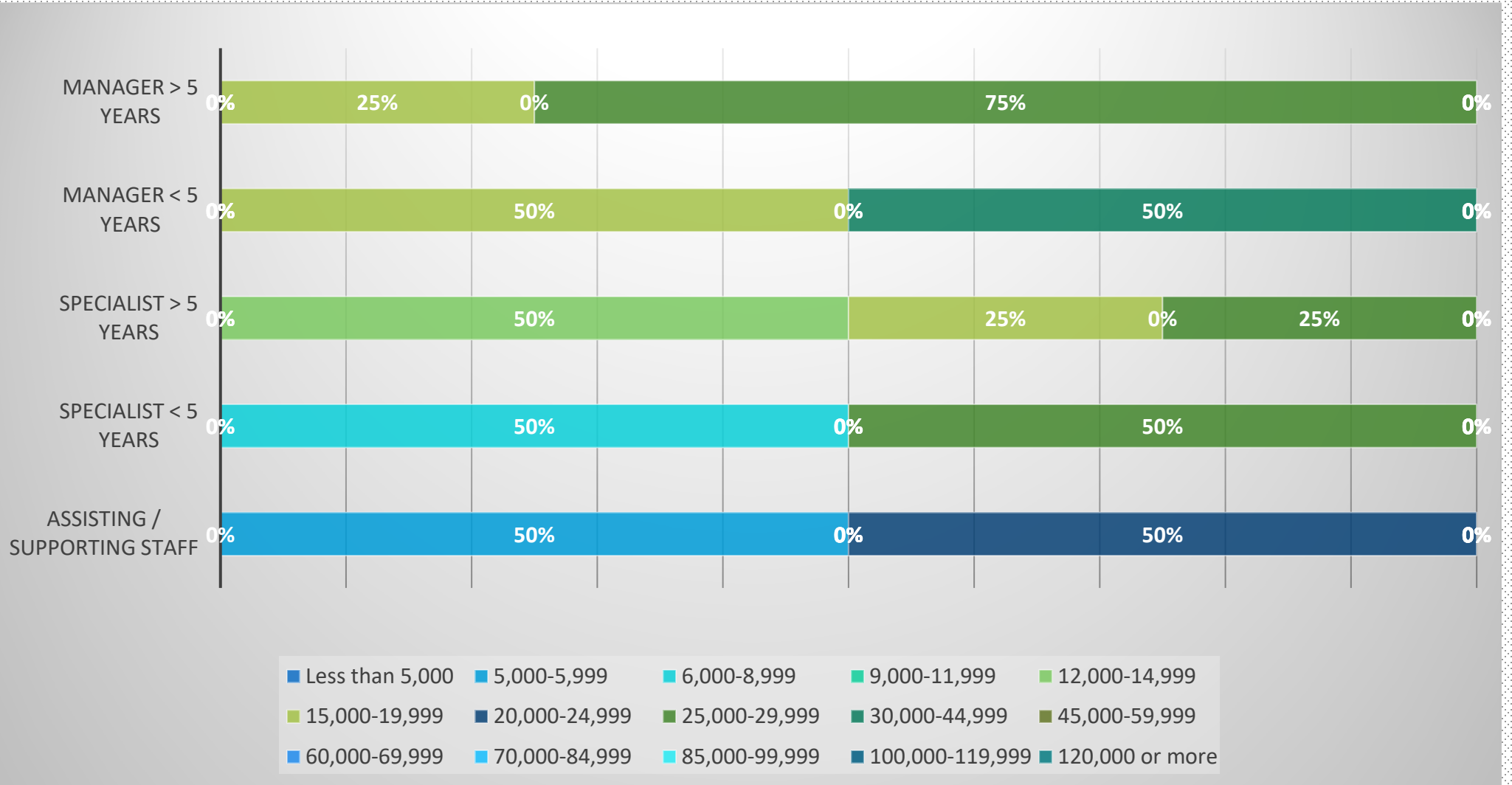




Salary levels - Consuming

Technical Service personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Manager > 5 years	30,000 – 44,999	30,000 – 44,999	25,000 – 29,999
Manager < 5 years	25,000 – 29,999	25,000 – 29,999	20,000 – 24,999
Specialist / Engineer > 5 years	15,000 – 19,999	15,000 – 19,999	15,000 – 19,999
Specialist / Engineer < 5 years	12,000 – 14,999	12,000 – 14,999	12,000 – 14,999
Assisting/supporting staff	6,000 – 8,999	6,000 – 8,999	6,000 – 8,999



Customer Service

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Manager > 5 years	20,000 – 24,999	20,000 – 24,999	20,000 – 24,999
Manager < 5 years	15,000 – 19,999	15,000 – 19,999	15,000 – 19,999
Specialist > 5 years	6,000 – 8,999	6,000 – 8,999	6,000 – 8,999
Specialist < 5 years	6,000 – 8,999	6,000 – 8,999	6,000 – 8,999
Assisting / supporting staff	6,000 – 8,999	6,000 – 8,999	6,000 – 8,999

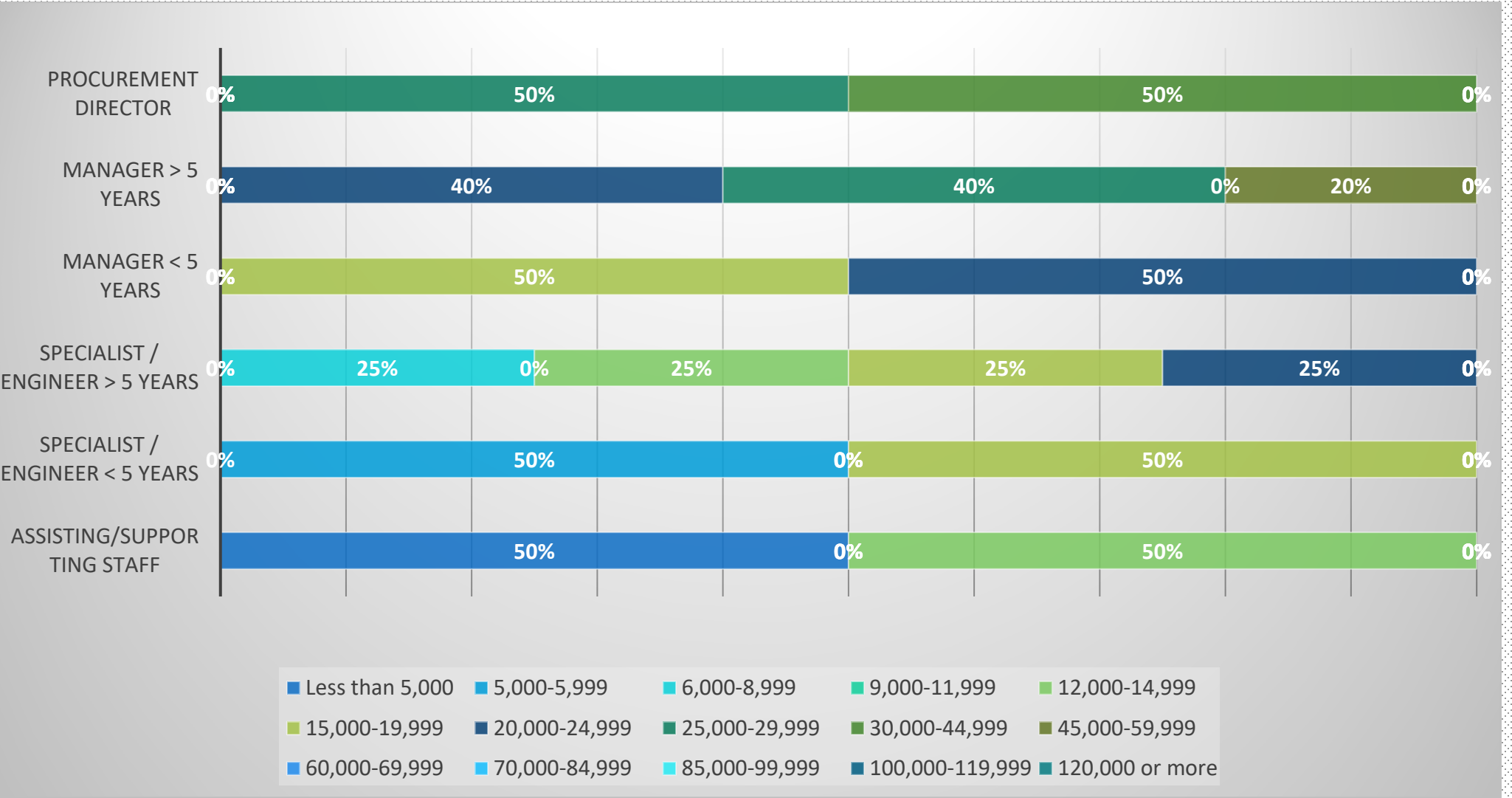




Salary levels - Consuming

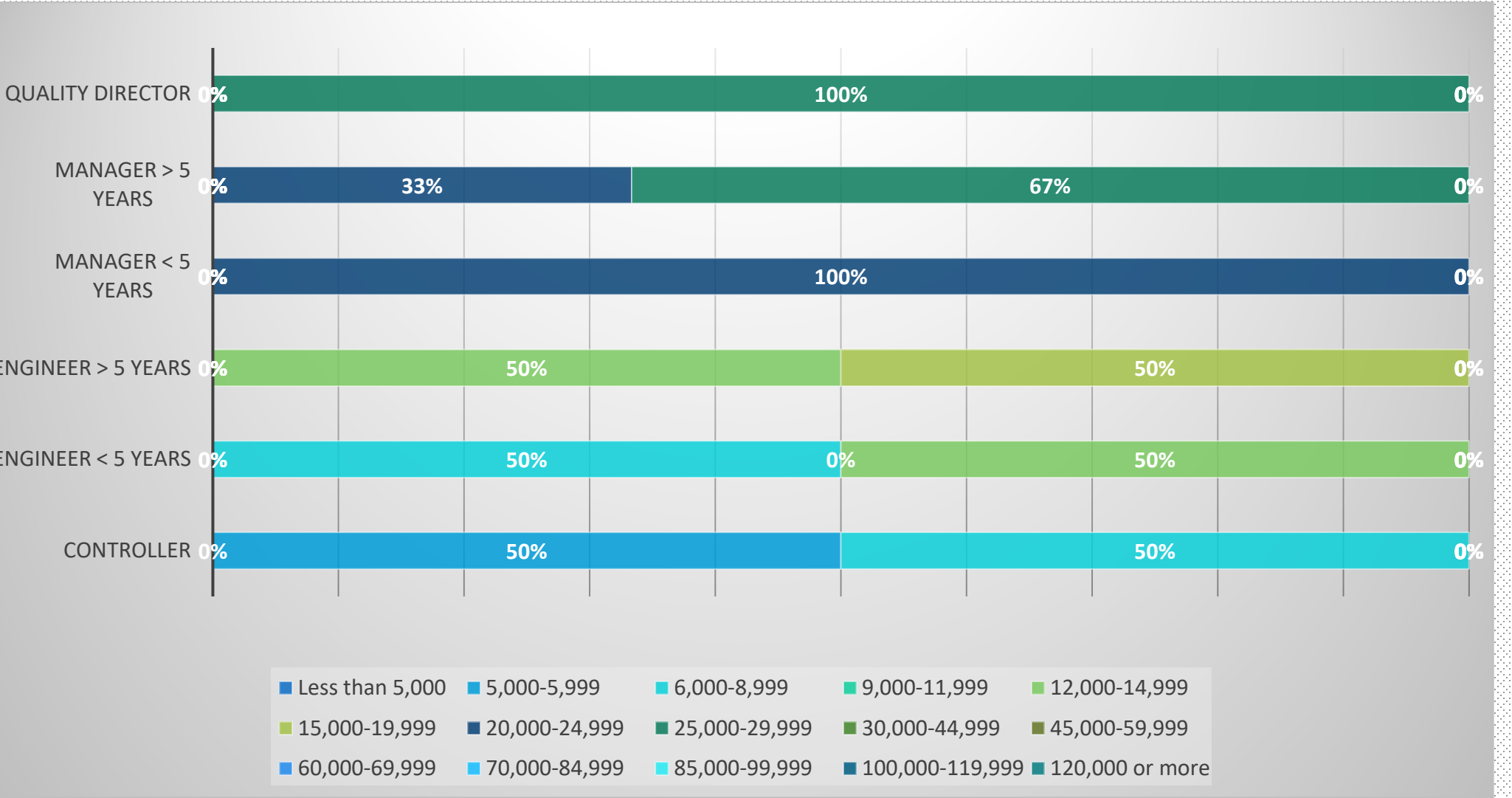
Procurement personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Procurement Director	55,000 – 59,999	/	/
Manager > 5 years	30, 000 – 44, 999	/	20, 000 – 24,999
Manager < 5 years	20, 000 – 24,999	/	/
Specialist / Engineer > 5 years	15,000 – 19,999	/	12,000 – 14,999
Specialist / Engineer < 5 years	12,000 – 14,999	/	6,000- 8,999
Assisting/supporting staff	5,000 – 6,000	/	5,000 – 6,000



Quality personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Quality Director	30, 000 – 44, 999	/	/
Manager > 5 years	25,000 – 29,999	/	25,000 – 29,999
Manager < 5 years	20,000 – 24,999	/	/
Engineer > 5 years	15,000 – 19,999	/	/
Engineer < 5 years	/	/	12,000 – 14,999
Controller	/	/	6,000 – 8,999

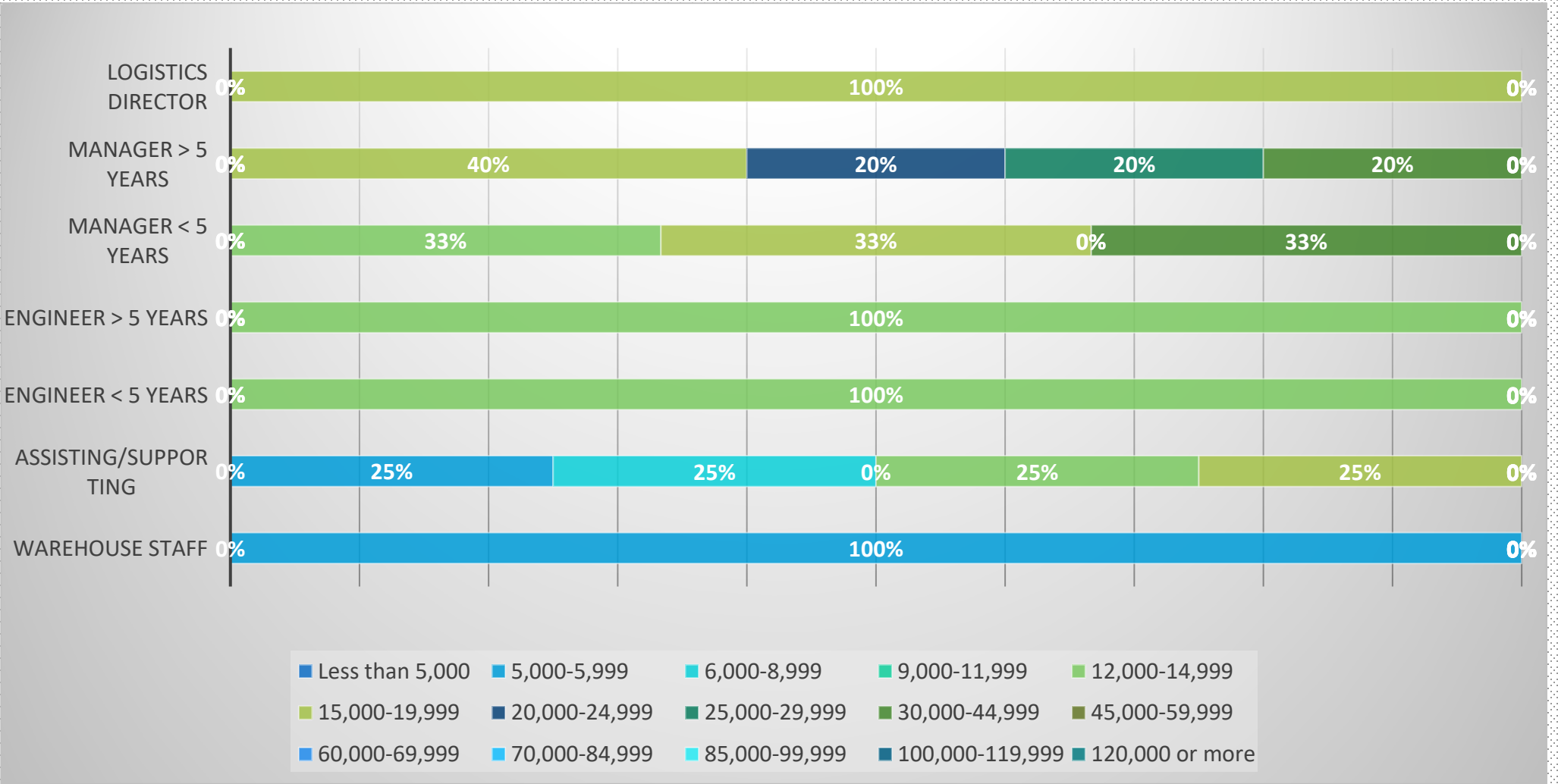




Salary levels - Consuming

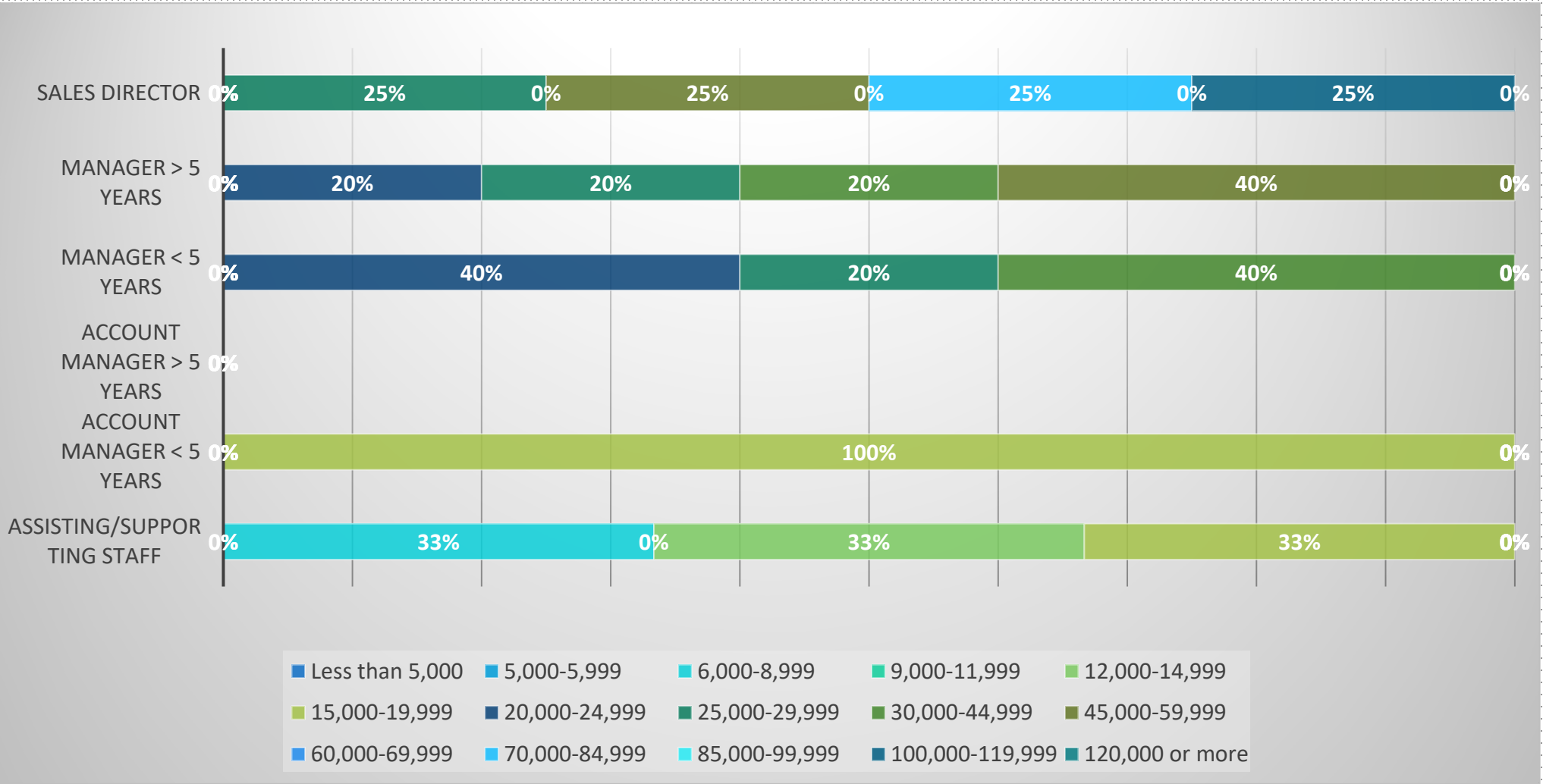
Logistics personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Logistics Director	30,000 – 44,999	30,000 – 44,999	30,000 – 44,999
Manager > 5 years	25,000 – 29,999	25,000 – 29,999	25,000 – 29,999
Manager < 5 years	20,000 – 24,999	20,000 – 24,999	20,000 – 24,999
Engineer > 5 years	15,000 – 19,999	15,000 – 19,999	15,000 – 19,999
Engineer < 5 years	12,000 – 14,999	12,000 – 14,999	12,000 – 14,999
Assisting/supporting	6,000 – 8,999	6,000 – 8,999	6,000 – 8,999
Warehouse staff	6,000 – 8,999	6,000 – 8,999	5,000 – 5,999



Sales personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Sales Director	30,000 – 44,999	30,000 – 44,999	30,000 – 44,999
Manager > 5 years	25,000 – 29,999	25,000 – 29,999	25,000 – 29,999
Manager < 5 years	20,000 – 24,999	20,000 – 24,999	20,000 – 24,999
Account Manager > 5 years	15,000 – 19,999	15,000 – 19,999	15,000 – 19,999
Account Manager < 5 years	12,000 – 14,999	12,000 – 14,999	12,000 – 14,999
Assisting/supporting staff	12,000 – 14,999	12,000 – 14,999	12,000 – 14,999

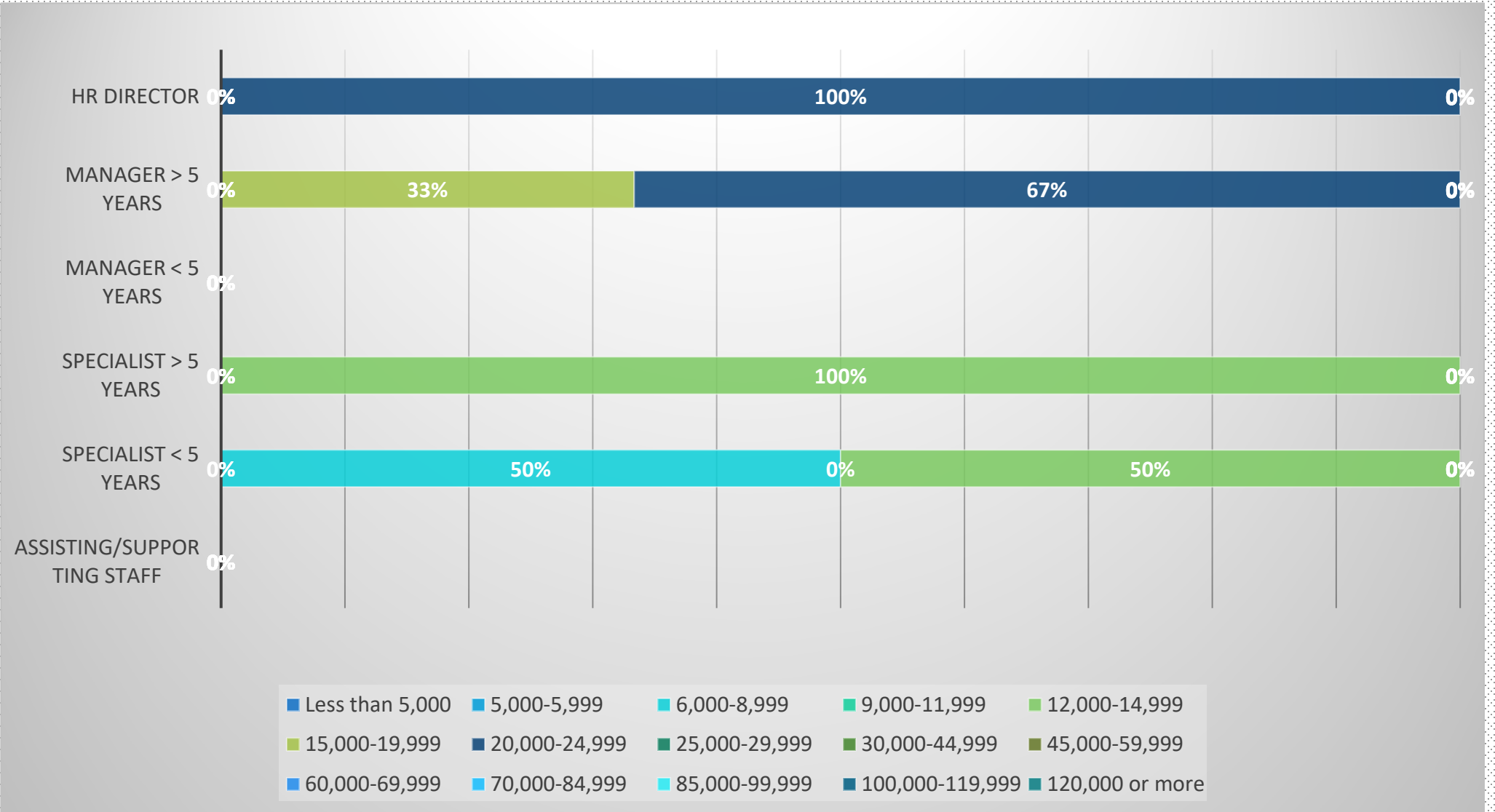




Salary levels - Consuming

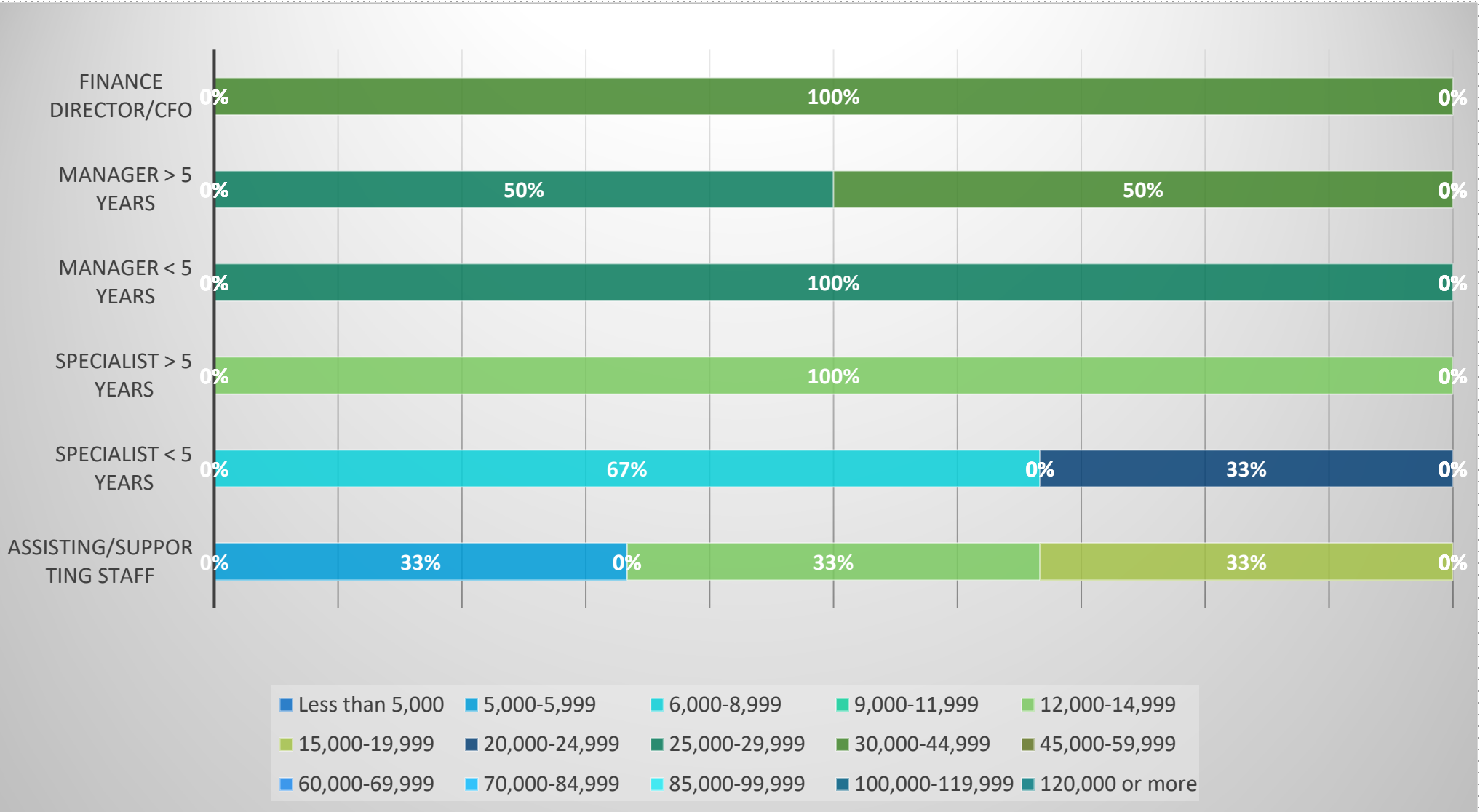
HR personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
HR Director	45,000 – 59,999	45,000 – 59,999	45,000 – 59,000
Manager > 5 years	25,000 – 29,999	25,000 – 29,999	25,000 – 29,999
Manager < 5 years	20,000 – 24,999	20,000 – 24,999	20,000 – 24,999
Specialist > 5 years	15,000 – 19,999	15,000 – 19,999	15,000 – 19,000
Specialist < 5 years	12,000 – 14,999	12,000 – 14,999	12,000 – 14,999
Assisting/supporting staff	6,000 – 8,999	6,000 – 8,999	6,000 – 8,999



Finance personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Finance Director/CFO	45,000 – 59,999	45,000 – 59,000	45,000 – 59,999
Manager > 5 years	25,000 – 29,999	25,000 – 29,999	25,000 – 29,999
Manager < 5 years	20,000 – 24,999	20,000 – 24,999	20,000 – 24,999
Specialist > 5 years	15,000 – 19,999	15,000 – 19,999	15,000 – 19,999
Specialist < 5 years	12,000 – 14,999	12,000 – 14,999	12,000 – 14,999
Assisting/supporting staff	6,000 – 8,999	6,000 – 8,999	6,000 – 8,999





Salary levels - Healthcare & Life Science

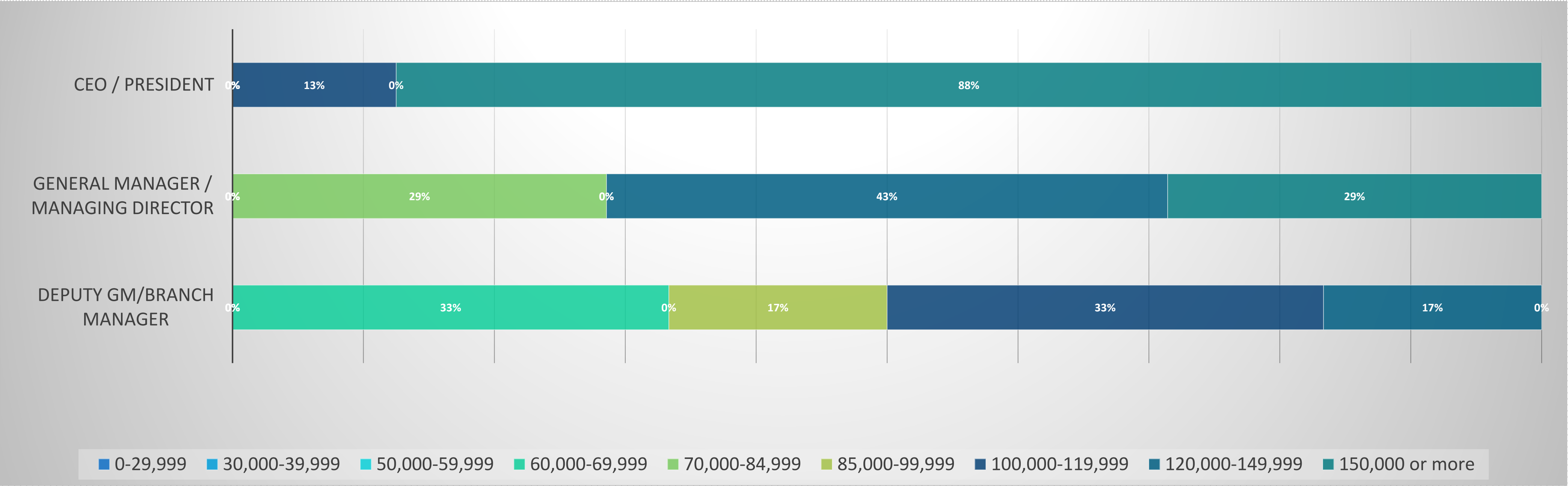
Health & Life Science sector was the 3rd largest sector in terms of participating companies, with 7% of the total. The Healthcare & Life Science sector covers biotechnology, medical device, and pharmaceutical. It is one of the fastest growing sectors in China.

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	120,000 – 149,999	120,000 – 149,999	/
Deputy GM/Branch Manager	100,000 – 119,999	100,000 – 119,999	/

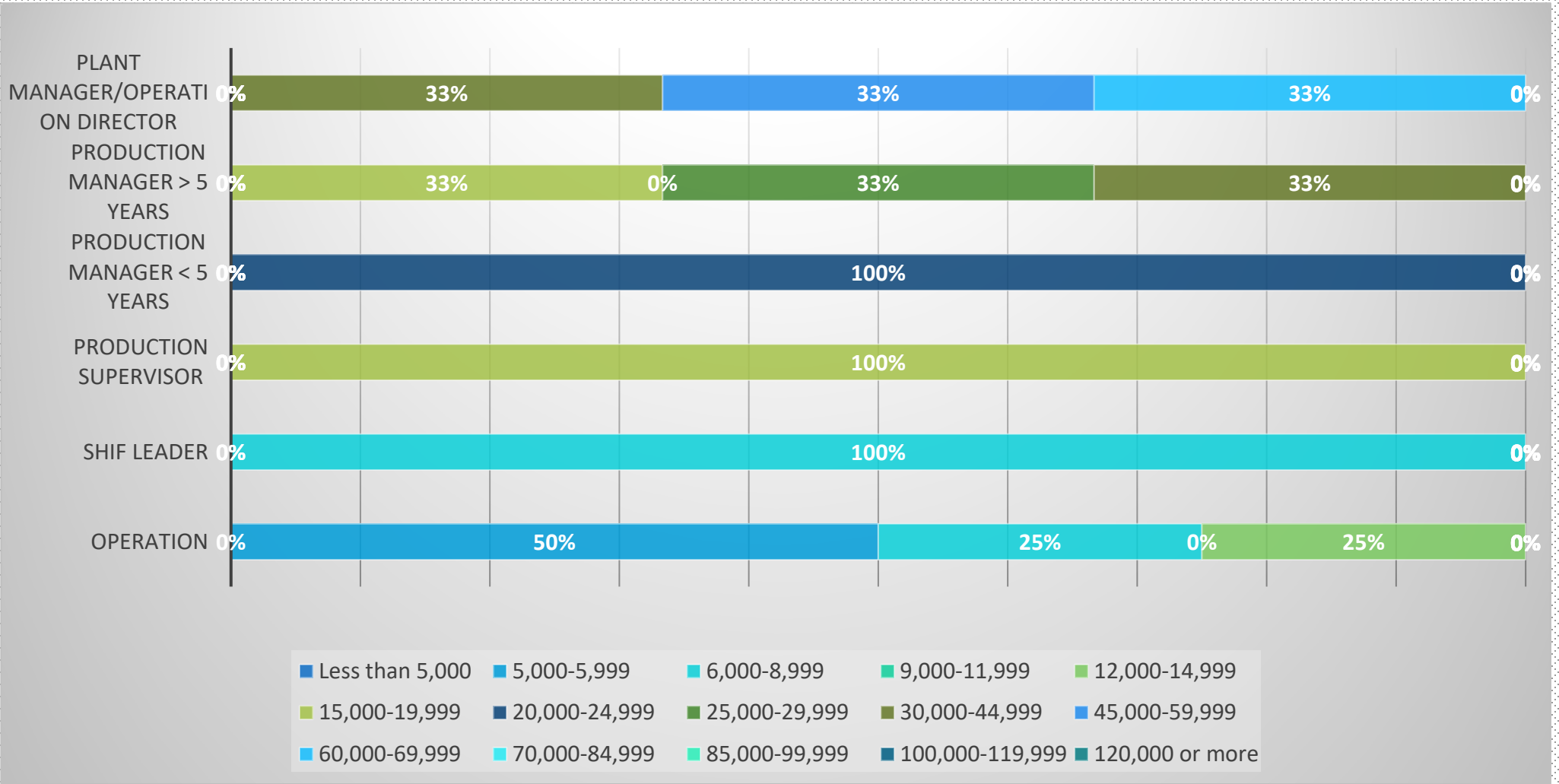




Salary levels - Healthcare & Life Science

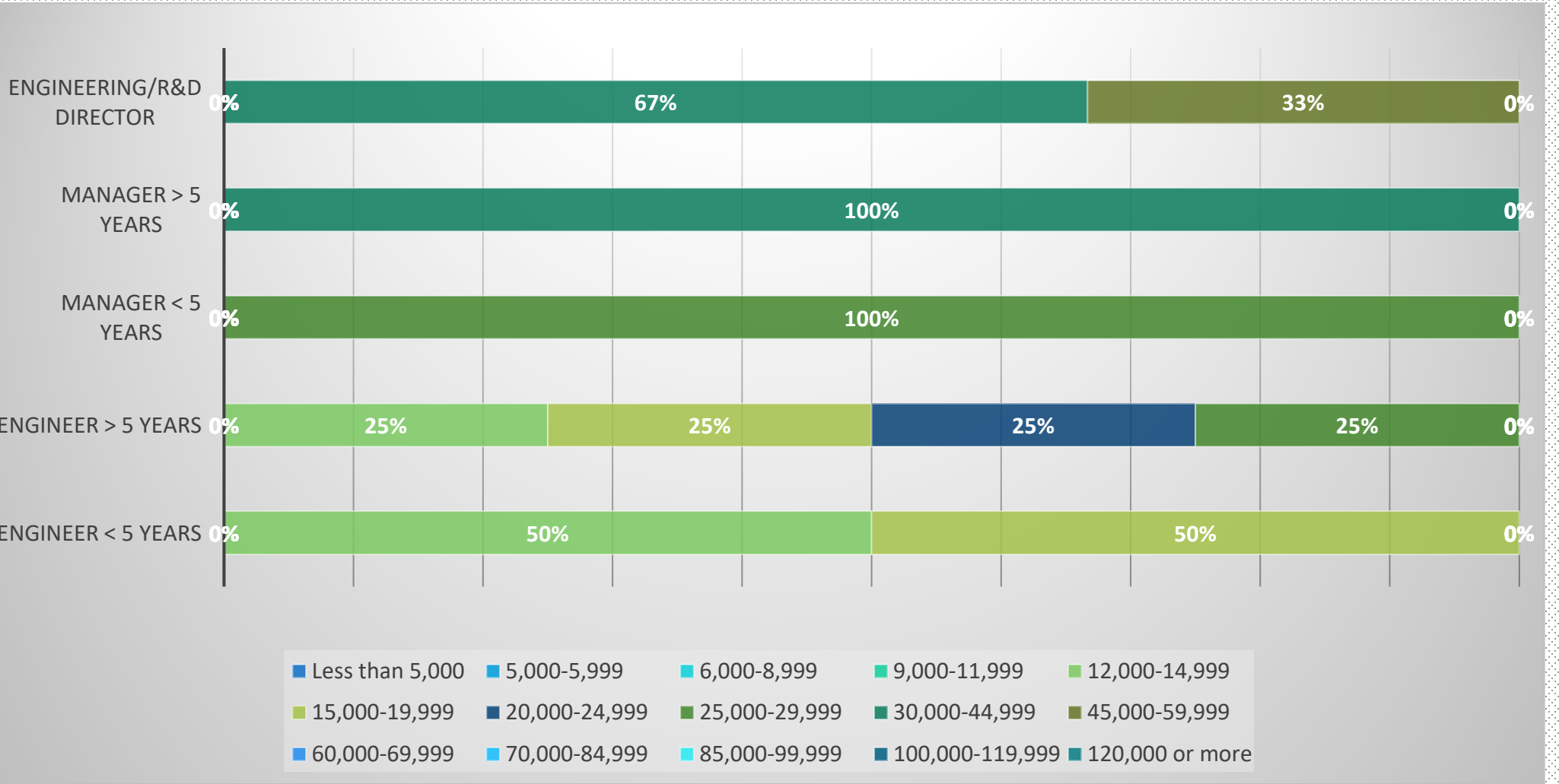
Production personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Plant Manager/Operation Director	60,000 – 69,999	85,000 – 99, 999	/
Production Manager > 5 years	30,000 – 44,999	30,000 – 44,999	/
Production Manager < 5 years	20,000 – 24,999	20,000 – 24,999	/
Production Supervisor	12,000 – 14,999	12,000 – 14,999	/
Shift Leader	9,000 – 11,999	9,000 – 11,999	/
Operation	5,000 – 8,999	5,000 – 8,999	/



Engineering/R&D personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Engineering/R&D Director	60,000 – 69,999	60,000 – 69,999	/
Manager > 5 years	30,000 – 44,999	30,000 – 44,999	/
Manager < 5 years	25,000 – 29,999	25,000 – 29,999	/
Engineer > 5 years	15,000 – 19,999	15,000 – 19,999	/
Engineer < 5 years	12,000 – 14,999	12,000 – 14,999	/

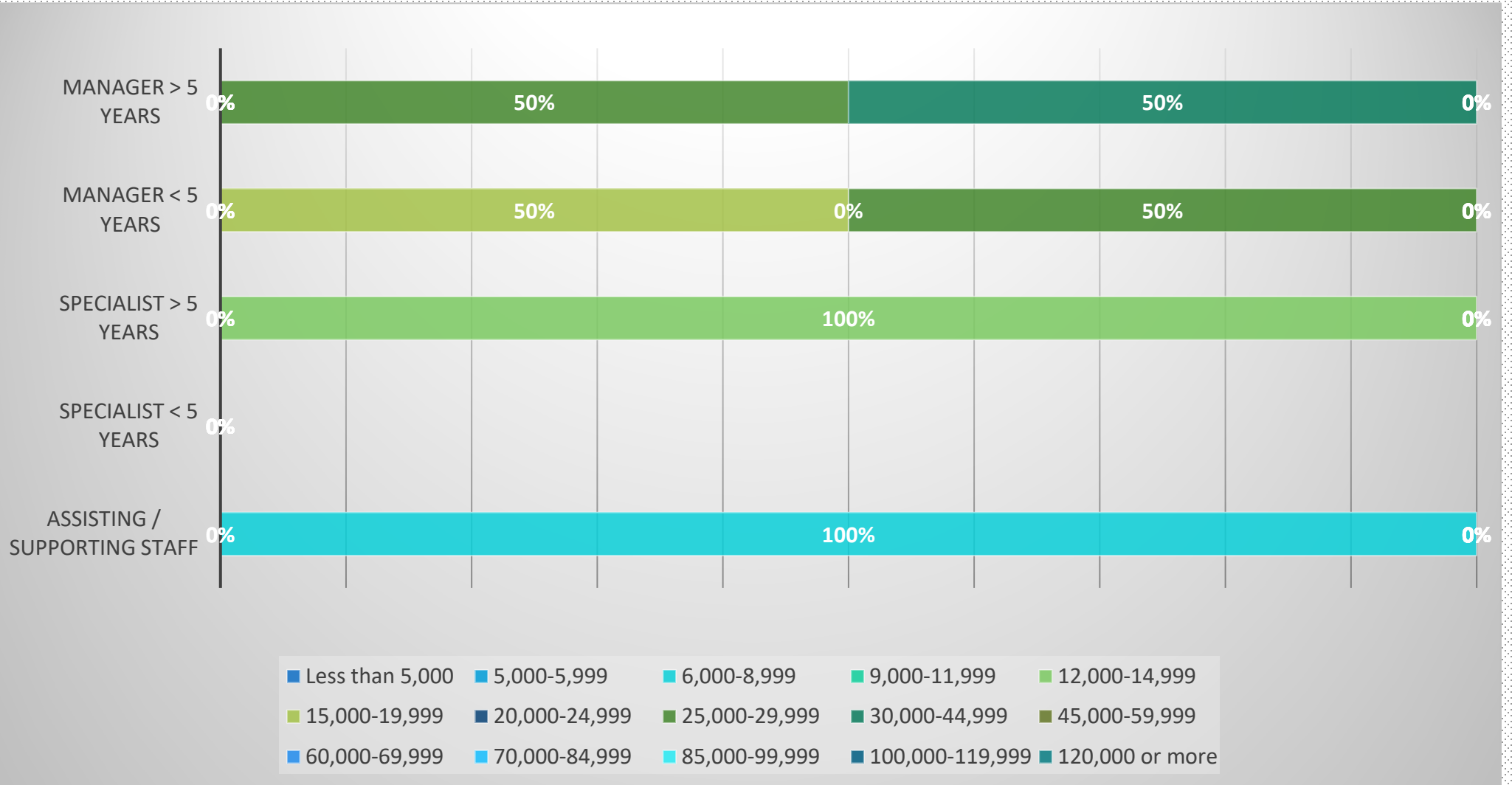




Salary levels - Healthcare & Life Science

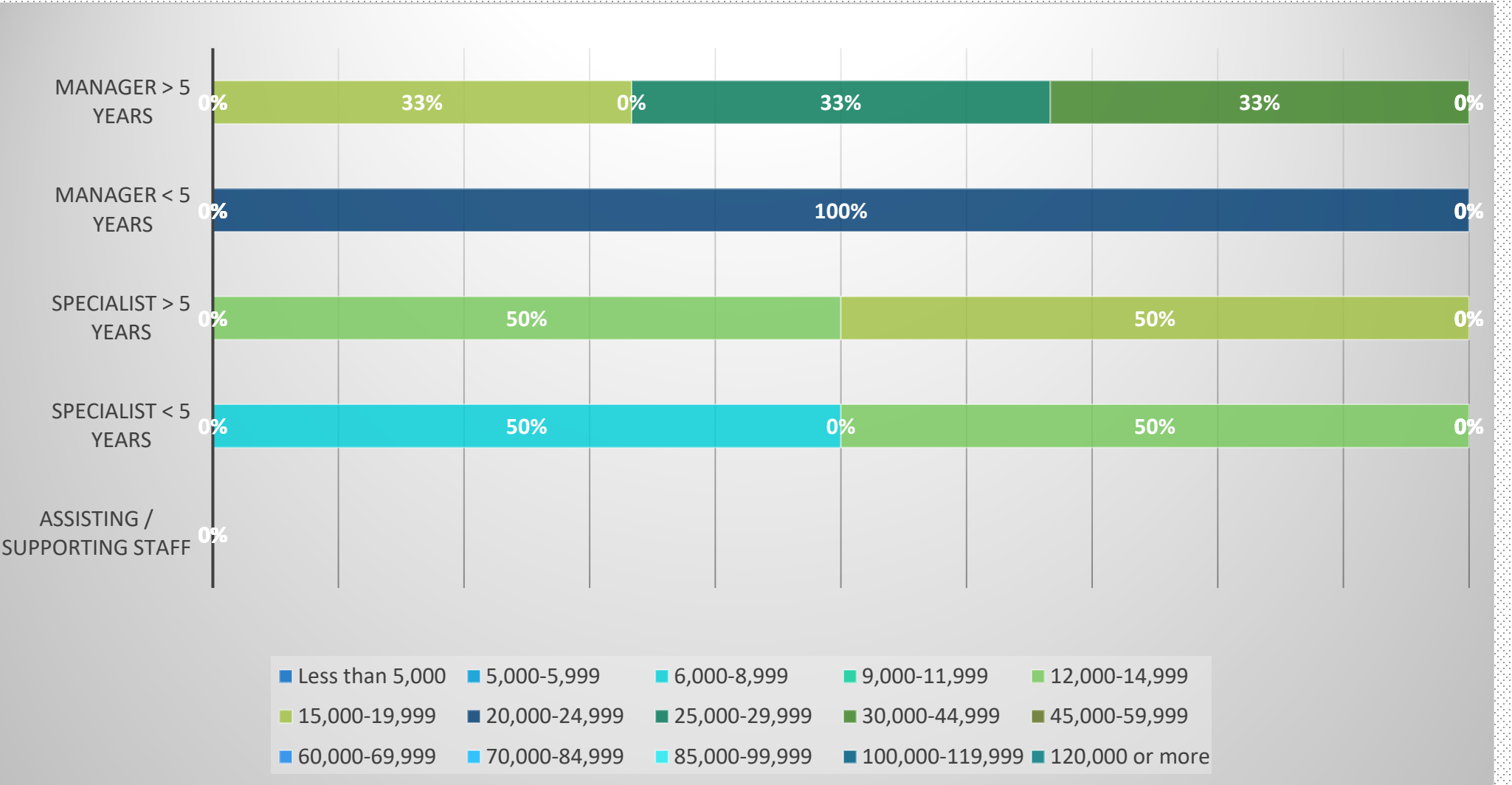
Technical Service personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Manager > 5 years	30,000 – 44,999	70,000-84,999	/
Manager < 5 years	20,000 – 24,999	45,000 – 59,999	/
Specialist / Engineer > 5 years	15,000 – 19,999	25,000 – 29,999	/
Specialist / Engineer < 5 years	12,000 – 14,999	20,000 – 24,999	/
Assisting/supporting staff	12,000 – 14,999	15,000 – 19,999	/



Customer Service

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Manager > 5 years	25,000 – 29,999	25,000 – 29,999	/
Manager < 5 years	15,000 – 19,999	15,000 – 19,999	/
Specialist > 5 years	12,000 – 14,999	12,000 – 14,999	/
Specialist < 5 years	6,000 – 8,999	6,000 – 8,999	/
Assisting / supporting staff	5,000 – 5,999	5,000 – 5,999	/

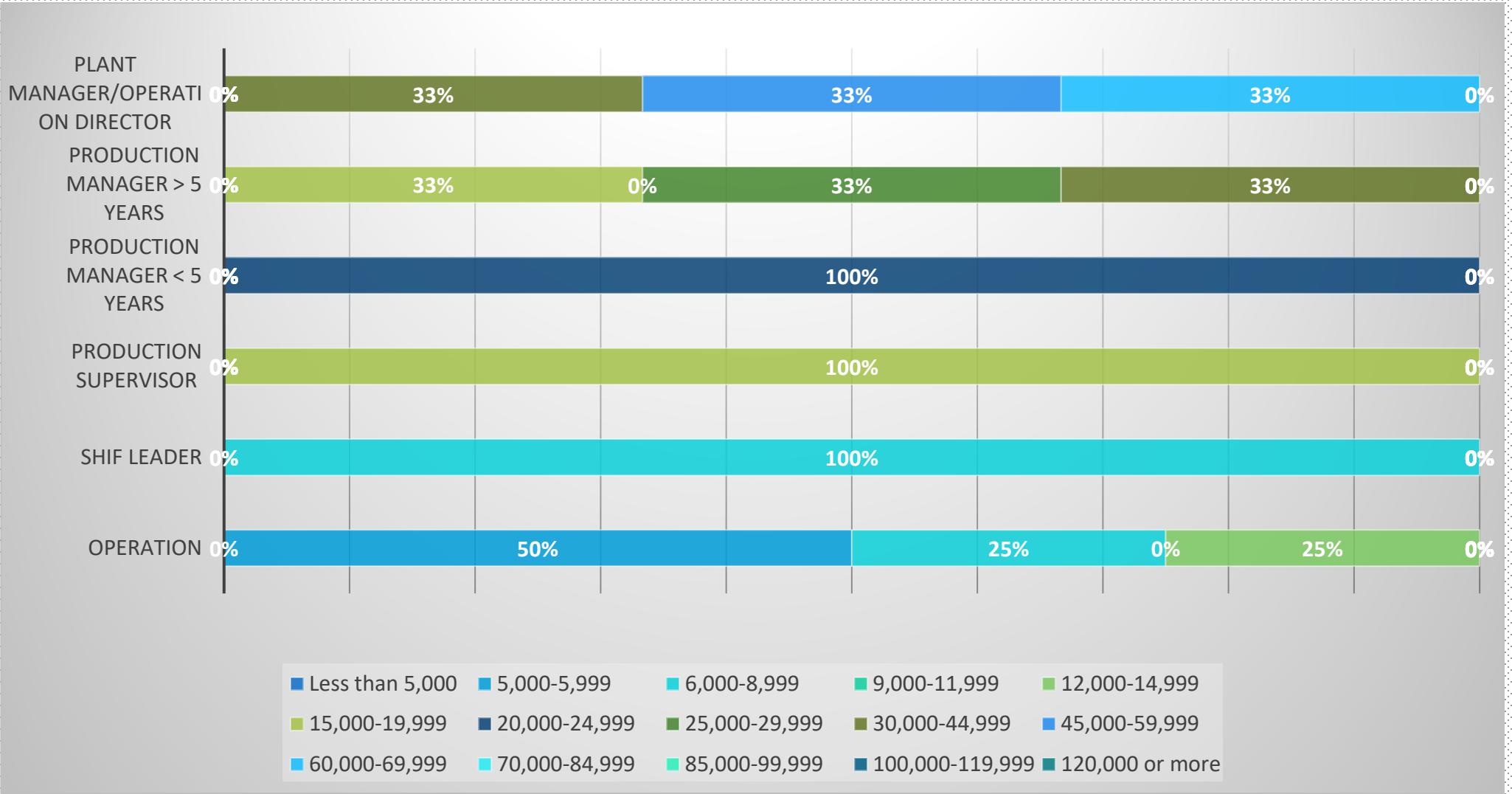




Salary levels - Healthcare & Life Science

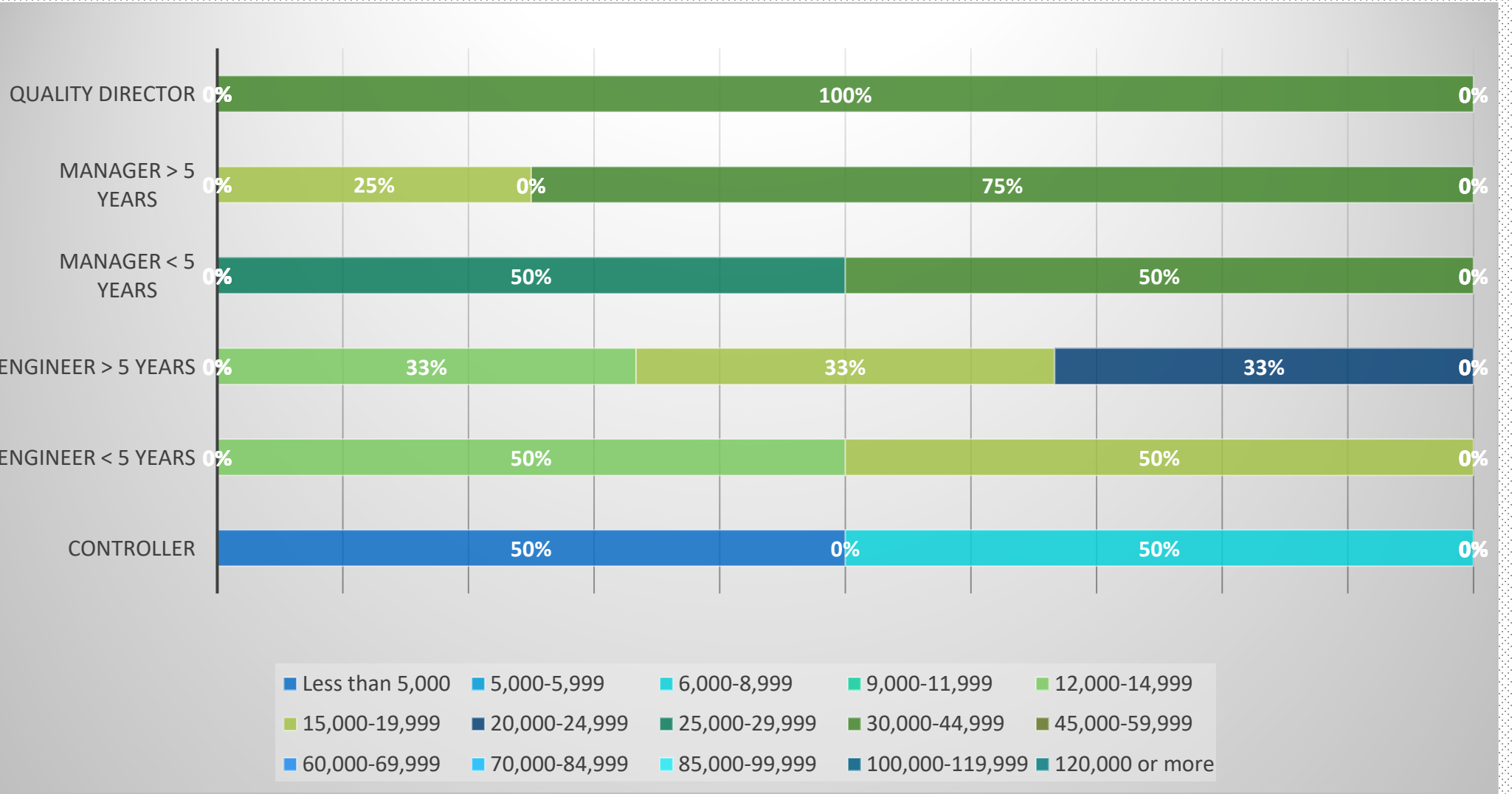
Procurement personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Procurement Director	45,000 – 59,999	45,000 – 59,999	/
Manager > 5 years	30,000 – 44,999	30,000 – 44,999	/
Manager < 5 years	20,000 – 24,999	20,000 – 24,999	/
Specialist / Engineer > 5 years	15,000 – 19,999	15,000 – 19,999	/
Specialist / Engineer < 5 years	12,000 – 14,999	12,000 – 14,999	/
Assisting/supporting staff	12,000 – 14,999	12,000 – 14,999	/



Quality personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Quality Director	45,000 – 59,999	45,000 – 59,999	/
Manager > 5 years	25,000 – 29,999	30,000 – 44,999	/
Manager < 5 years	20,000 – 24,999	25,000 – 29,999	/
Engineer > 5 years	15,000 – 19,999	15,000 – 19,999	/
Engineer < 5 years	12,000 – 14,999	12,000 – 14,999	/
Controller	6,000 – 8,999	6,000 – 8,999	/

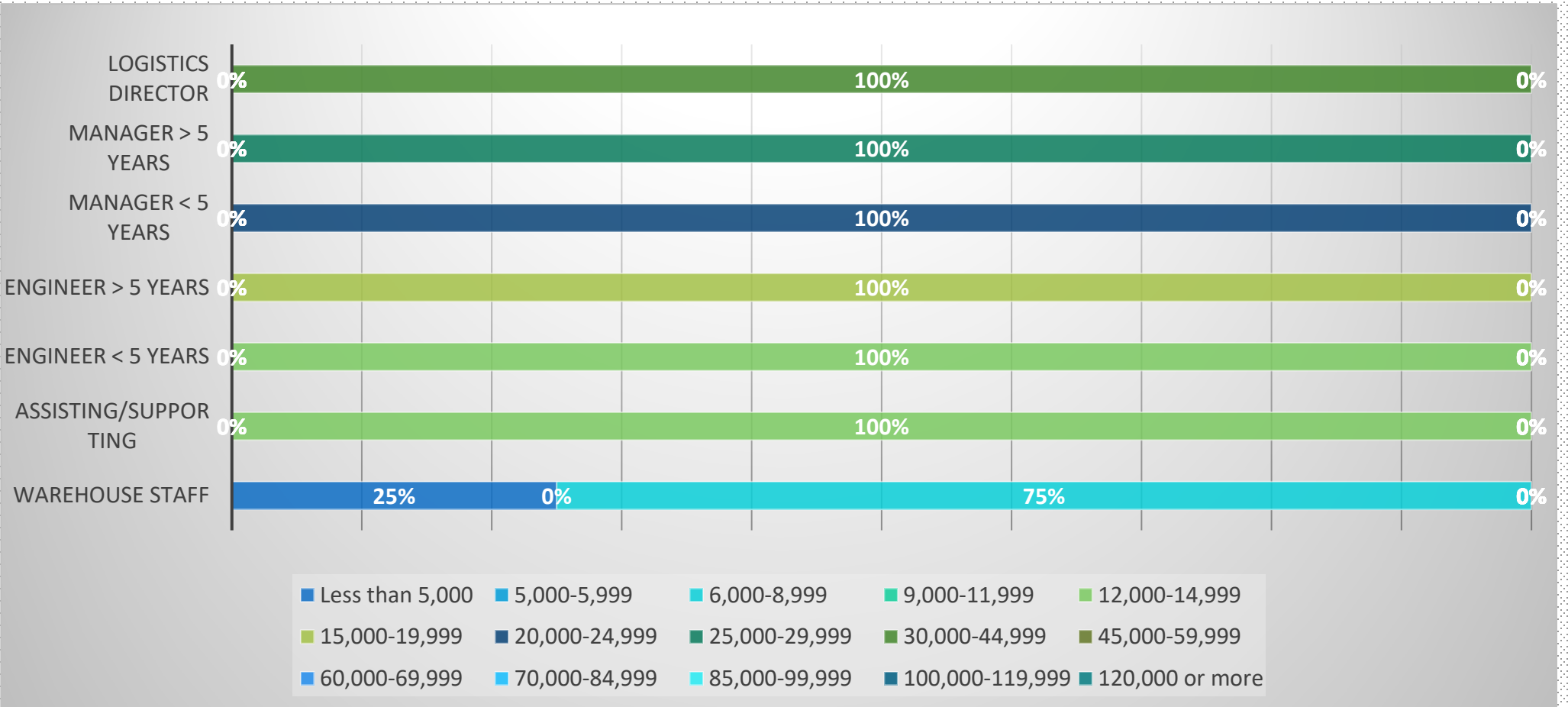




Salary levels - Healthcare & Life Science

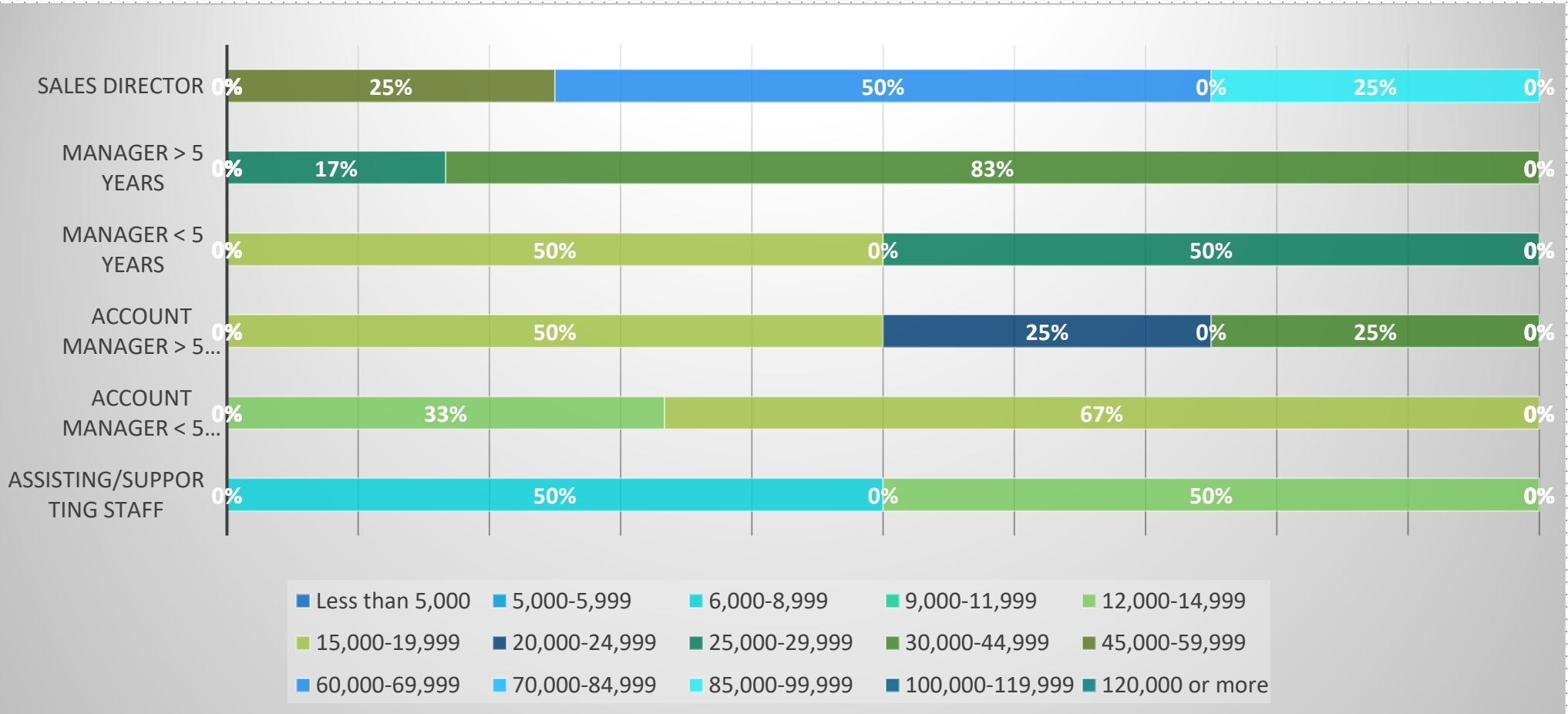
Logistics personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Logistics Director	45,000 – 59,999	85,000 – 99,999	/
Manager > 5 years	30,000 – 44,999	45,000 – 59,999	/
Manager < 5 years	25,000 – 29,999	30,000 – 44,999	/
Engineer > 5 years	15,000 – 19,999	20,000 – 24,999	/
Engineer < 5 years	12,000 – 14,999	15,000 – 19,999	/
Assisting/supporting	12,000 – 14,999	12,000 – 14,999	/
Warehouse staff	6,000 – 8,999	6,000 – 8,999	/



Sales personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Sales Director	45,000 – 59,999	70,000 – 85,000	/
Manager > 5 years	30,000 – 44,999	45,000 – 59,999	/
Manager < 5 years	25,000 – 29,999	30,000 – 44,999	/
Account Manager > 5 years	20,000 – 24,999	25,000 – 29,999	/
Account Manager < 5 years	15,000 – 19,999	20,000 – 24,999	/
Assisting/supporting staff	9,000 – 11,999	15,000 – 19,999	/

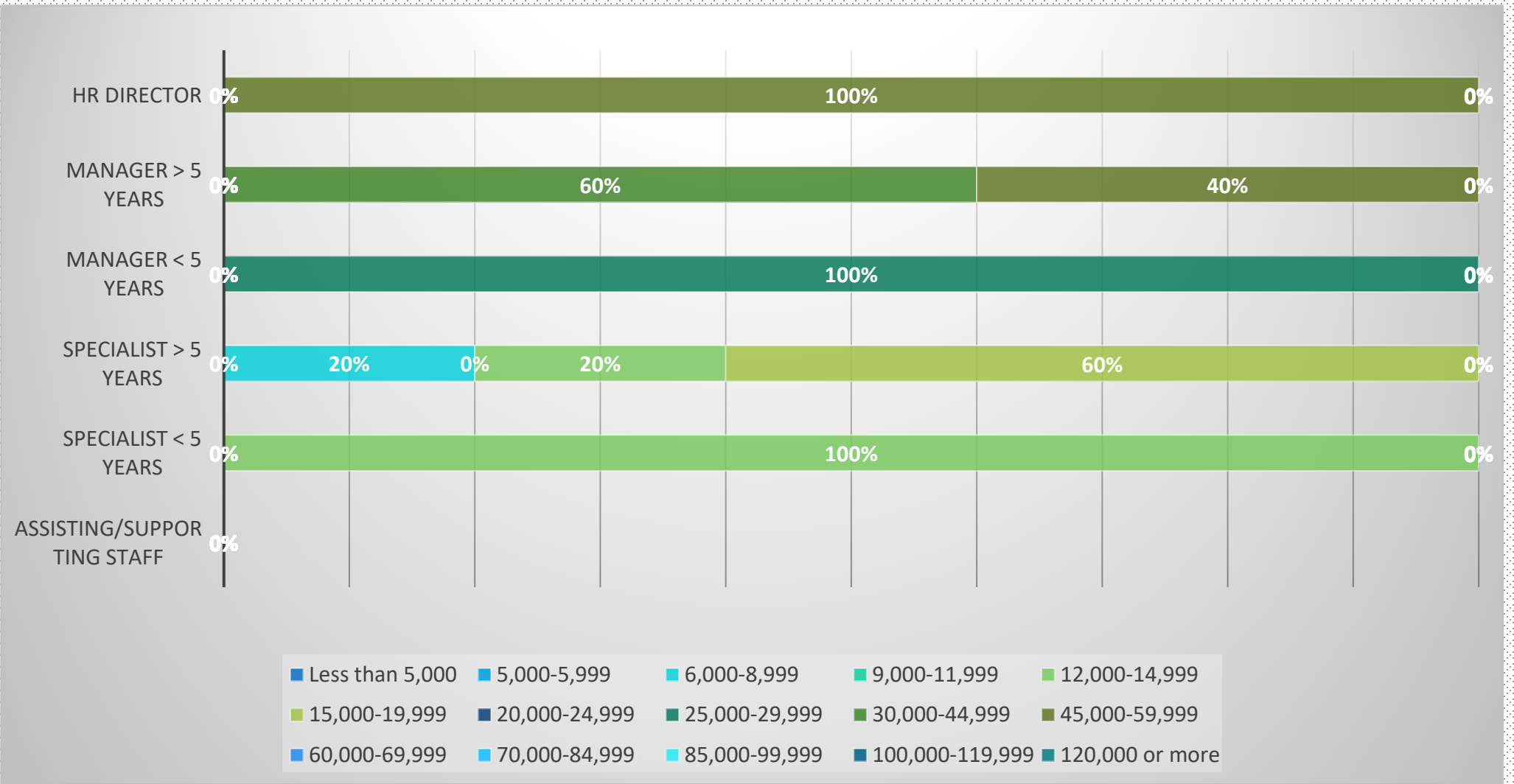




Salary levels - Healthcare & Life Science

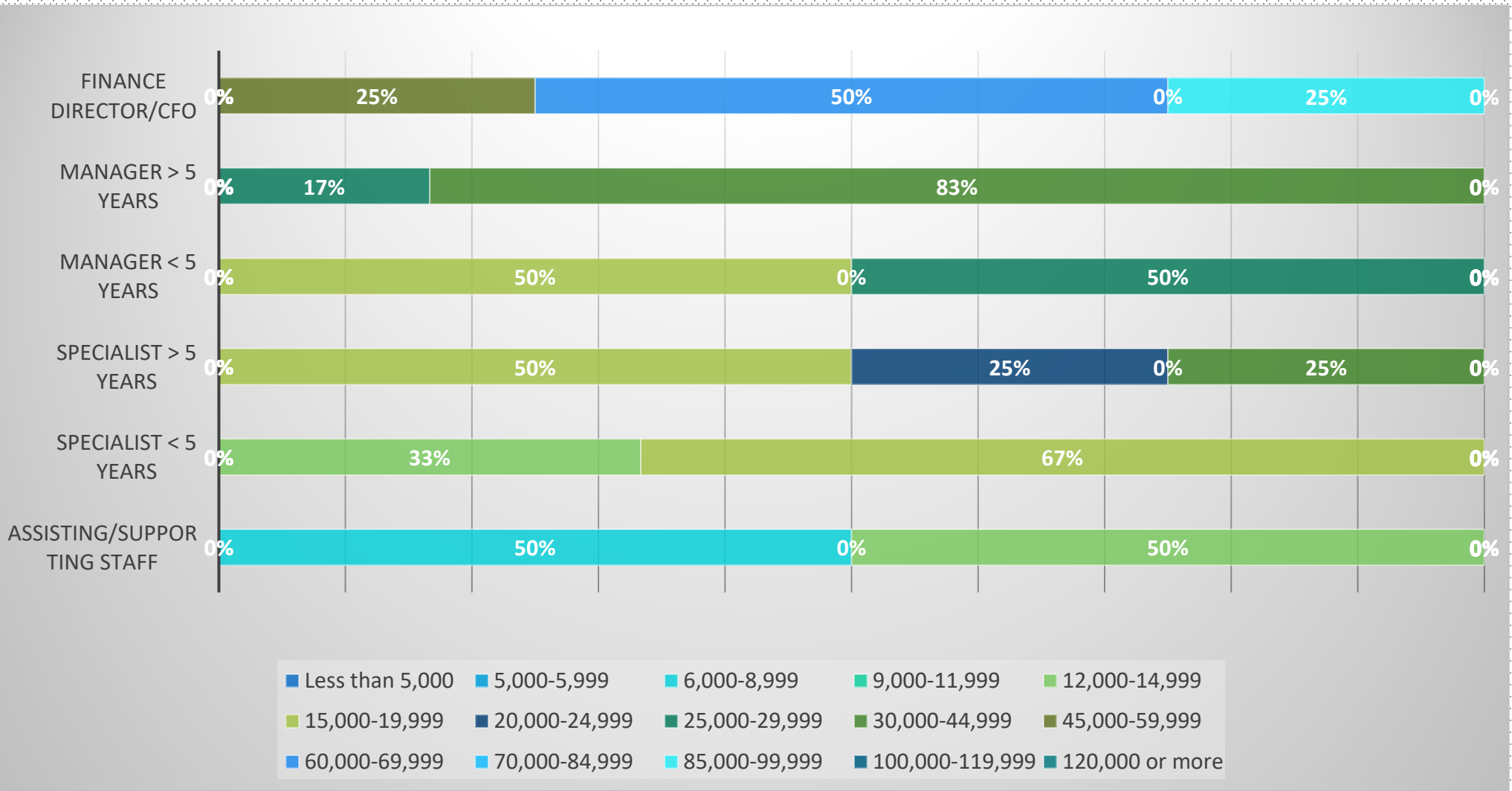
HR personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
HR Director	60,000 – 69,999	70,000 – 84,999	/
Manager > 5 years	30,000 – 44,999	30,000 – 44,999	/
Manager < 5 years	25,000 – 29,999	25,000 – 29,999	/
Specialist > 5 years	15,000 – 19,999	20,000 – 24,999	/
Specialist < 5 years	12,000 – 14,999	15,000 – 19,999	/
Assisting/supporting staff	6,000 – 8,999	12,000 – 14,999	/



Finance personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Finance Director/CFO	70,000 – 84,999	/	/
Manager > 5 years	45,000 – 59,999	/	/
Manager < 5 years	30,000 – 44,999	30,000 – 44,999	/
Specialist > 5 years	20,000 – 24,999	20,000 – 24,999	/
Specialist < 5 years	15,000 – 19,999	15,000 – 19,999	/
Assisting/supporting staff	12,000 – 14,999	12,000 – 14,999	/



Salary levels - Technology

With 5% of participants identifying themselves as Technology 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
CEO / President	135,000	120,000 – 149,999
General Manager/MD	90,000	85,000 – 99,999
Deputy GM/Branch Manager	70,000	60,000 – 69,999
Plant Manager/Operation Director	52,500	45,000 – 59,999
R&D Director	40,000	30,000 - 49,999
Sales Director	52,500	45,000 – 59,999
HR Director	37,500	30,000 – 44,999
Finance Director	52,500	45,000 – 59,999

Salary levels - Trading & Sourcing

With 5% 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
CEO / President	150,000 or more	150,000 or more
General Manager/MD	1200,000	100,000 - 149,999
Deputy GM/Branch Manager	/	/
Plant Manager/Operation Director	52,500	45,000 - 59,999
R&D Director	40,000	30,000 - 49,999
Sales Director	/	/
HR Director	40,000	30,000 - 49,999
Finance Director	/	/

Salary levels - Energy

With only 2% 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
CEO / President	90,000	60,000 - 149,999
General Manager/MD	59,999	30,000 - 84,999
Deputy GM/Branch Manager	65,000	60,000 - 69,999
Plant Manager/Operation Director	65,000	60,000 - 69,999
R&D Director	65,000	60,000 - 69,999
Sales Director	/	/
HR Director	/	/
Finance Director	/	/

Salary levels - Professional Service

With only 2% of participants identifying themselves as Professional Service 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
CEO / President	100,000	85,000 - 119,999
General Manager/MD	65,000	50,000 - 84,999
Deputy GM/Branch Manager	45,000	30,000 - 59,999
Plant Manager/Operation Director	40,000	30,000 - 49,999
R&D Director	40,000	30,000 - 49,999
Sales Director	/	/
HR Director	/	/
Finance Director	/	/

Acknowledgements

2025-2026 Nordic Salary Survey

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,

Upcom Search & Selection

www.upcom-search.com



THANK YOU!
感谢您的观看

2025-2026

ADDRESS:
Suite 1222, LL & Land Tower, 580 Nanjing Road
(West) | Shanghai 200041, China

WEBSITE:
<http://www.upcom-search.com/>

PHONE:
+86 21 62306676