

Nordic Salary Survey

2020 - 2021



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Search & Selection

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About the survey

The Nordic Salary Survey was conducted by Upcom Search & Selection. This survey is unique in a way that it is focused on Nordic companies operating in China and that the salary questions are most relevant to those companies. With roughly 180 Nordic companies participating in the survey, we are able to present results that are specific for Nordic businesses in China.

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, Technologies, Consuming, Healthcare & Life Science, 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. With such a wide collection of data we have had to take decisions in what is, and is not, included in this report.

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,

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UPCOM Services in China

Executive Search

- Senior Management
- Middle Management
- Expert-level Personnel

Talent Assessment

- New Employees
- Internal Candidates
- Identifying High Potential

Leadership and Management Development

- Leadership Development
- Management Development Audits
- Management Team Development

Executive Coaching

- Team Coaching
- China Business Coaching

Career Transition

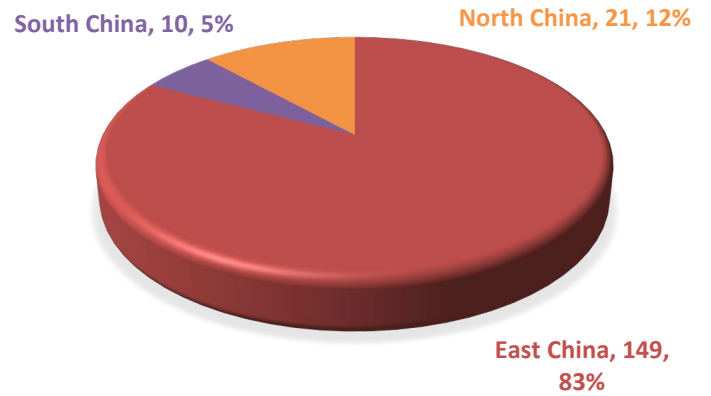
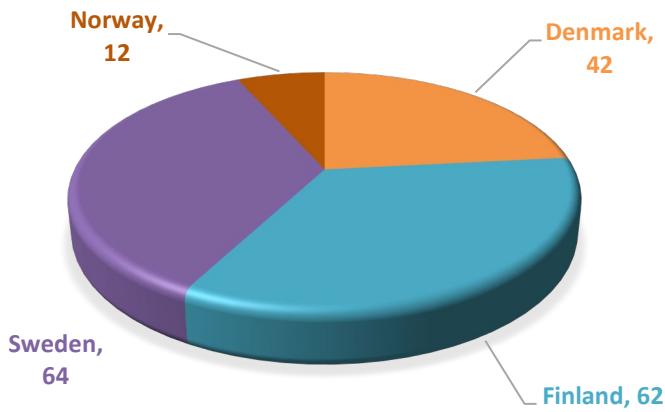
- Outplacement
- Succession Planning
- Organizational Restructuring

Organizational Research and Development

- 360° Leadership Analysis
- Personnel Surveys
- Tailored HR Solutions

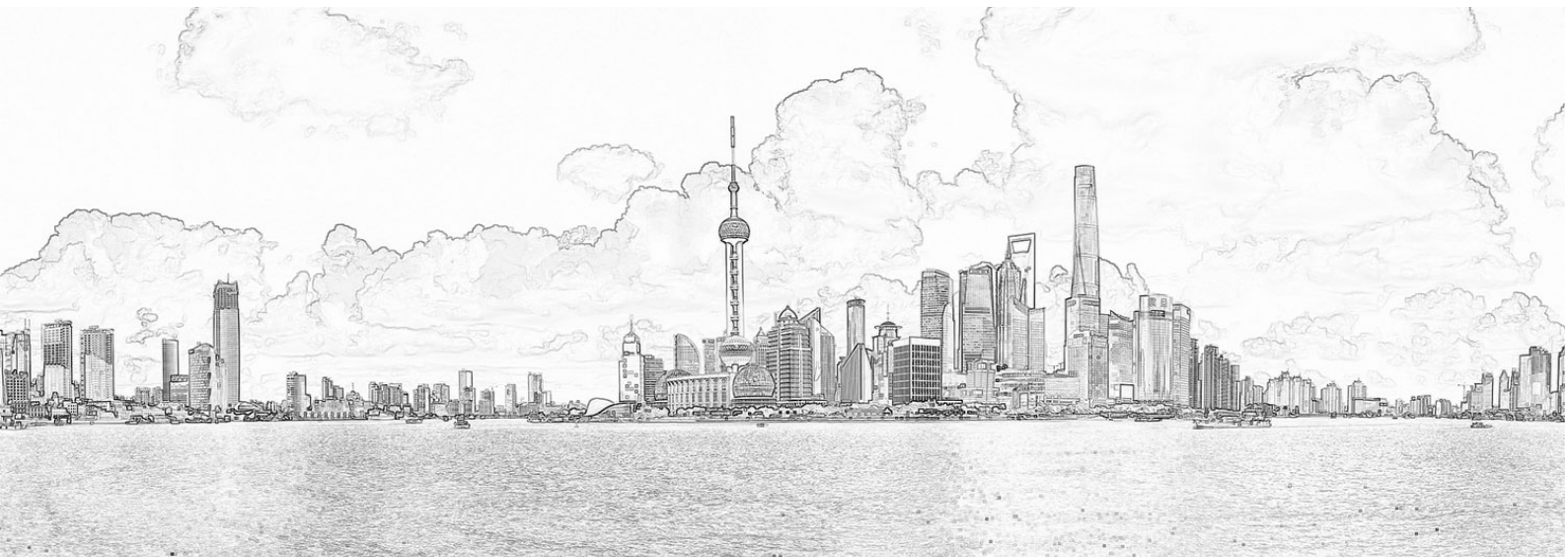


Global and local HQ of participating companies



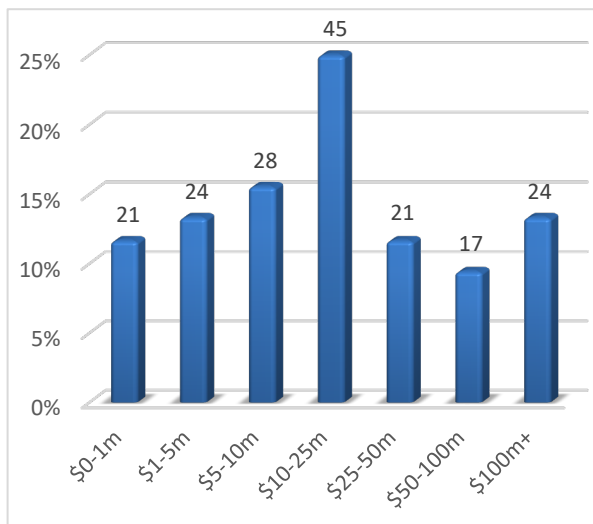
There were 180 participating companies in total, with the following participation per country:
Sweden 64, Finland 62,
Denmark 42, Norway 12

The vast majority, i.e. 149 of the participating companies had their primary operations based in East China, followed by North China with 21 and South China with 10 respondents.

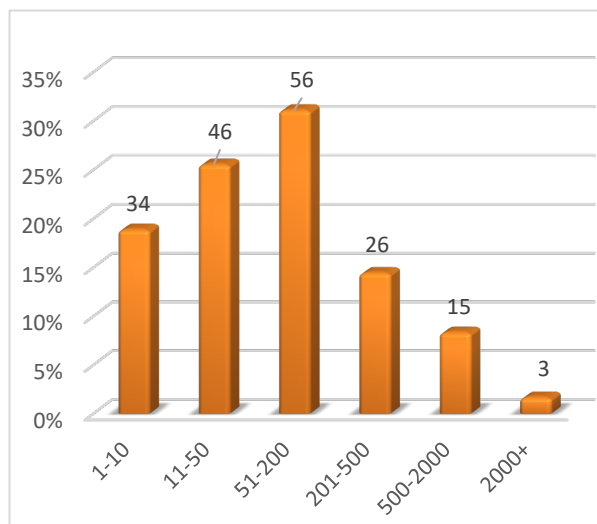


Global and local size of participating companies

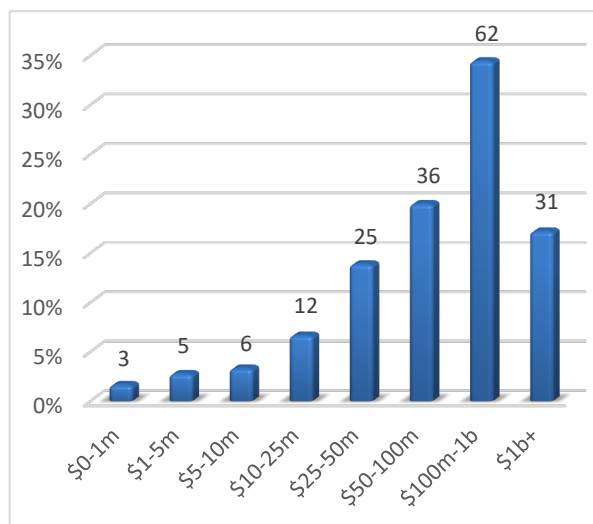
Turnover in China



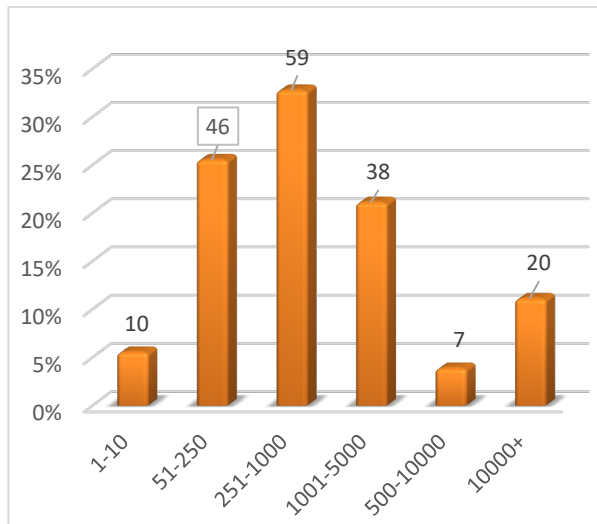
Employees in China



Turnover globally

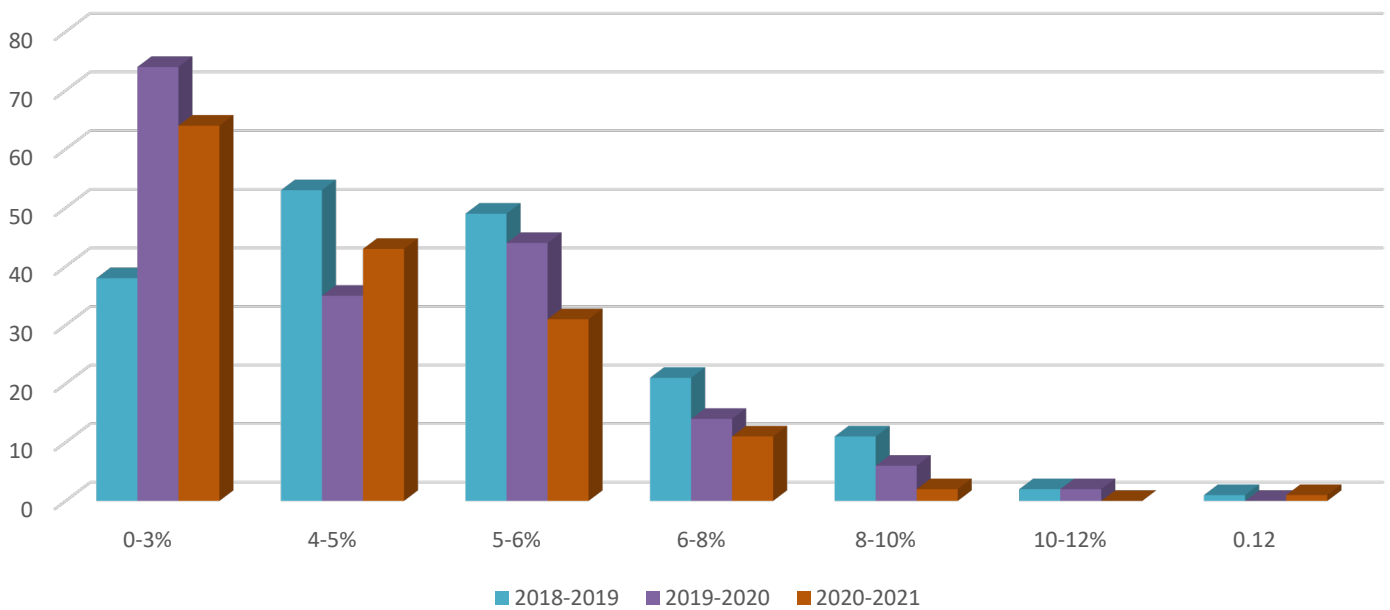


Employees globally



Salary increases

Annual salary increase

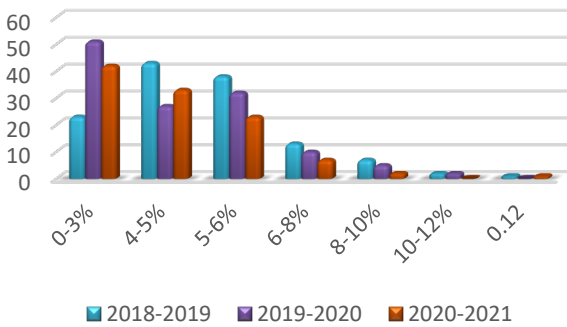


When asked about participating companies' average salary increase from 2019-2020 up until projected salary increases from 2020-2021 it was possible to see a clear trend of keeping the low salary increase. In 2019-2020 42.3% of companies reported an average increase of 0-3%. By this year that figure is 42.1%.

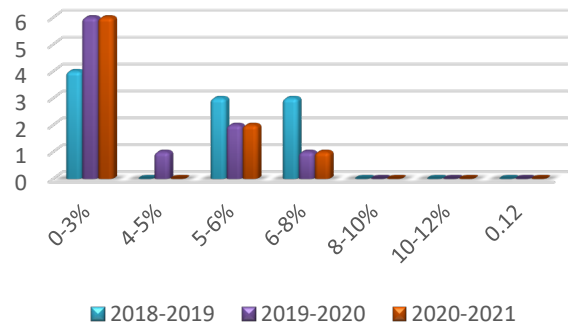
There were also some notable differences between the industries. 40.0% of companies in healthcare & life science reported an intended salary increase for 2021 of 5-6%, notably higher than the average.

Salary increases

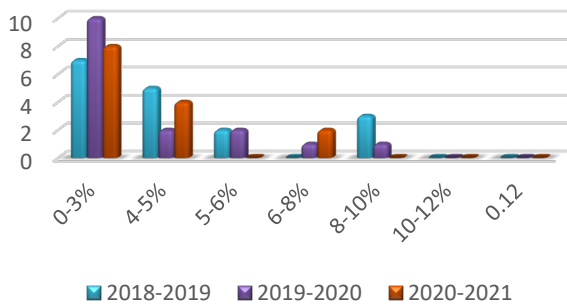
Annual salary increase (Industrial)



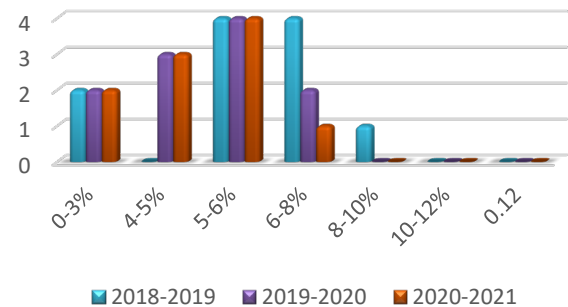
Annual salary increase (Technology)



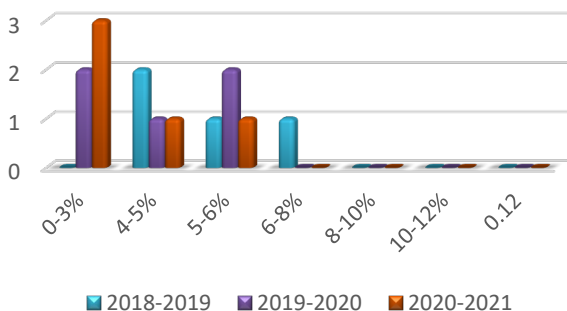
Annual salary increase (Consuming)



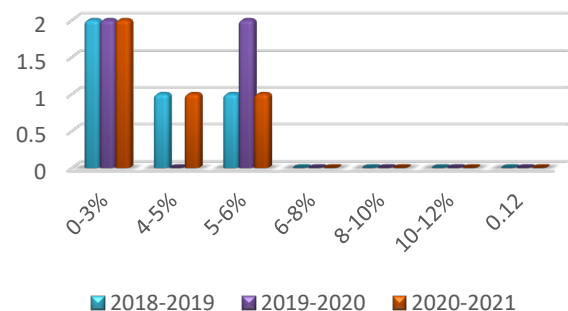
Annual salary increase (Healthcare & Life Science)



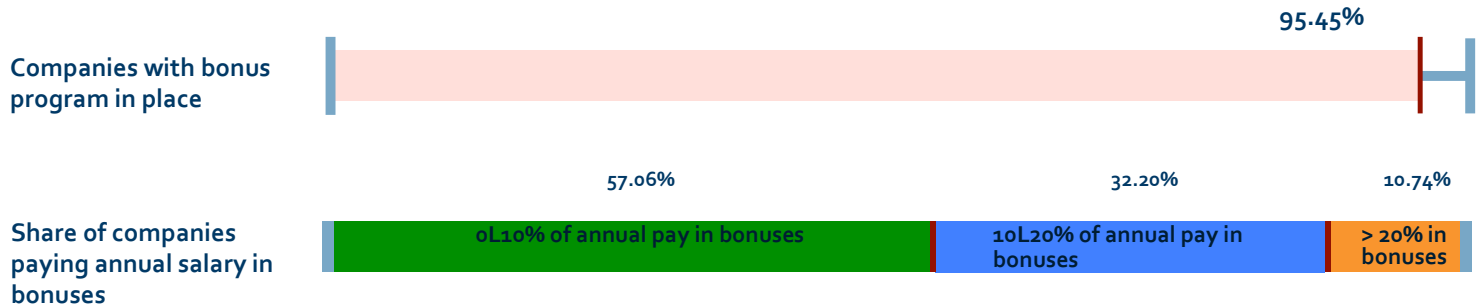
Annual salary increase (Energy)



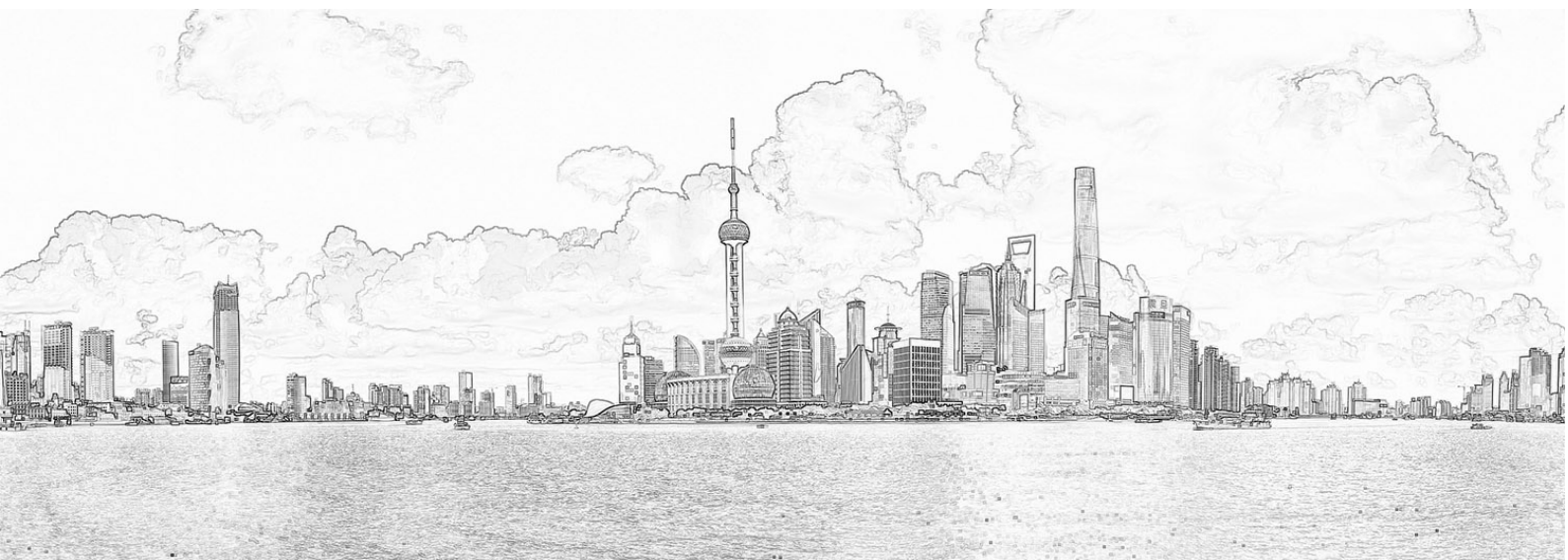
Annual salary increase (Trading & Sourcing)



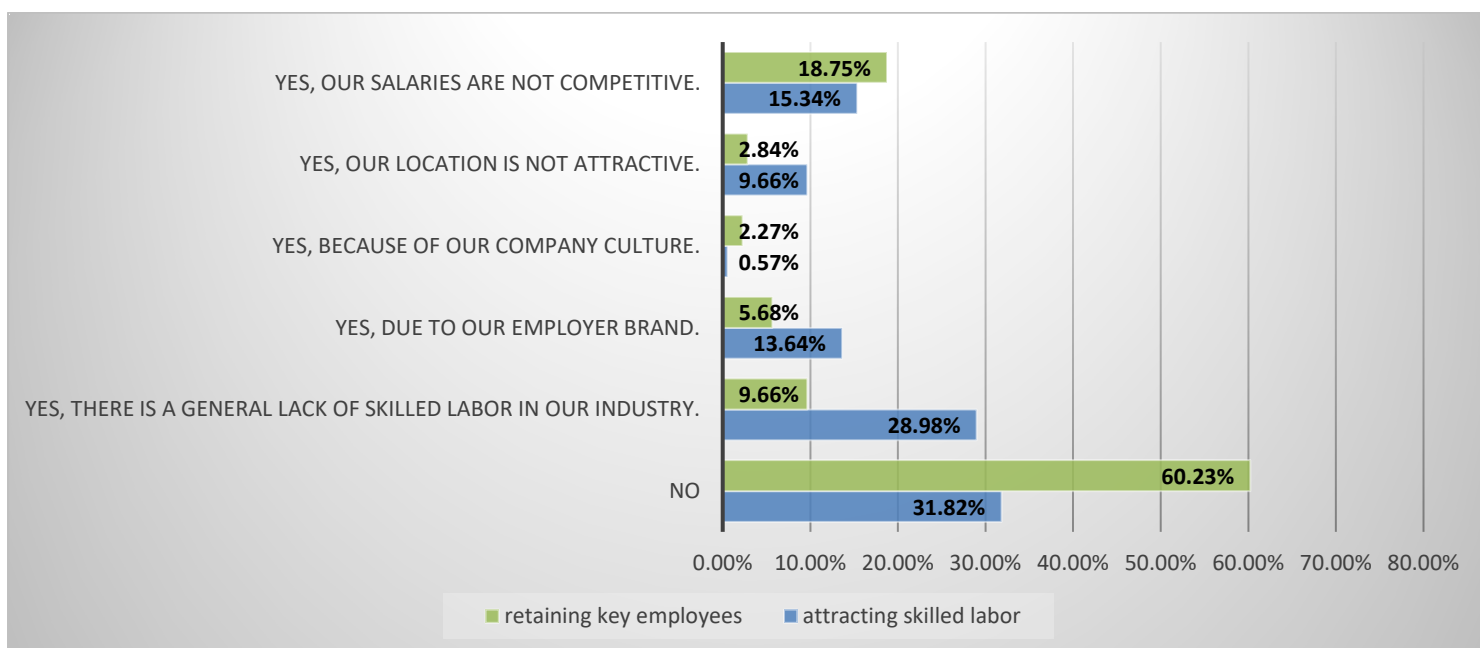
Bonuses



Do you pay bonuses for your employees?



Attracting and retaining key talent



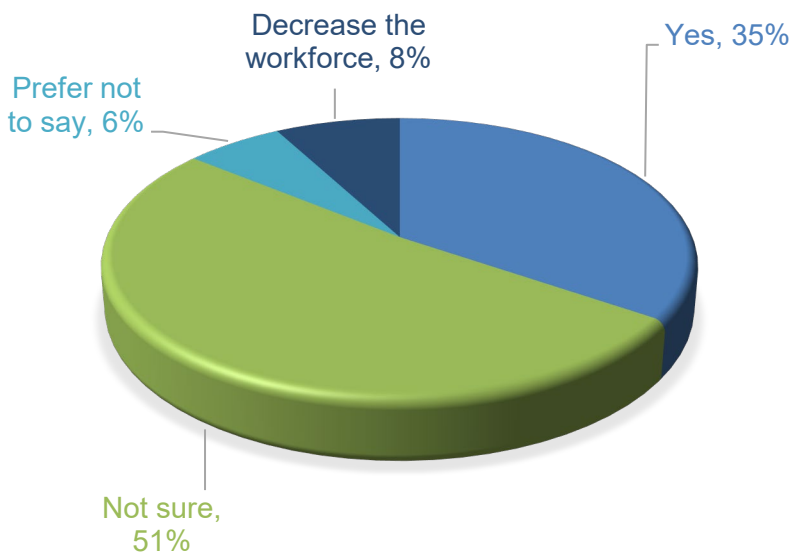
For foreign companies operating in China attracting and retaining key talent is commonly cited as a significant problem.

32% of participating companies responded that they had difficulties in attracting key talent to their companies, while 60% 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.

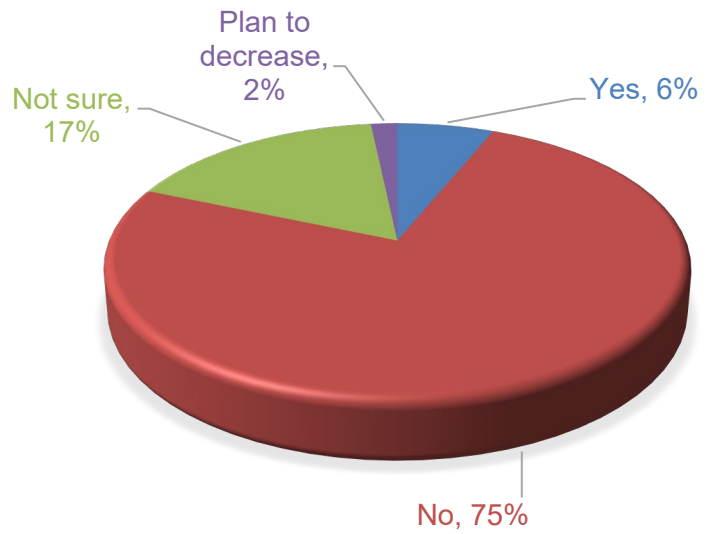
Competitiveness in salaries is perceived as a major reason for losing out on talent in both instances, while the lack of skilled labor in the industry seems to mainly be a concern in attracting new talent.

Plans to increase the workforce in China

Plan to increase the overall workforce:



Plan to increase the amount of expatriates:



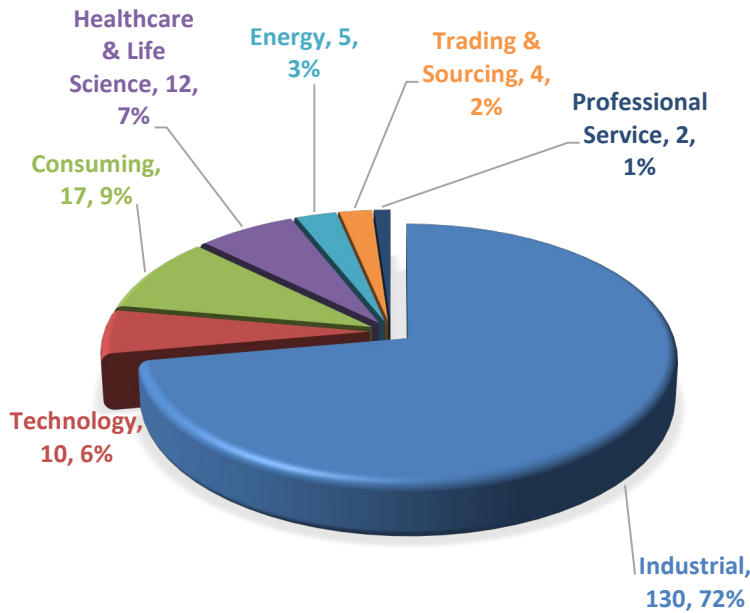
35% of respondents are planning to increase their workforce. However, only 6% are planning to increase the number of expatriates.

51% were not sure their hiring plan. And 75% were not increase their expatriates staff.

Participants by industry

Industrial:

- Packaging & Containers 3%
- Mining & Metals 3%
- Building Material 2%
- Chemical 2%
- Plastics 2%
- Textile 2%
- Environmental Services 2%
- Others 5%



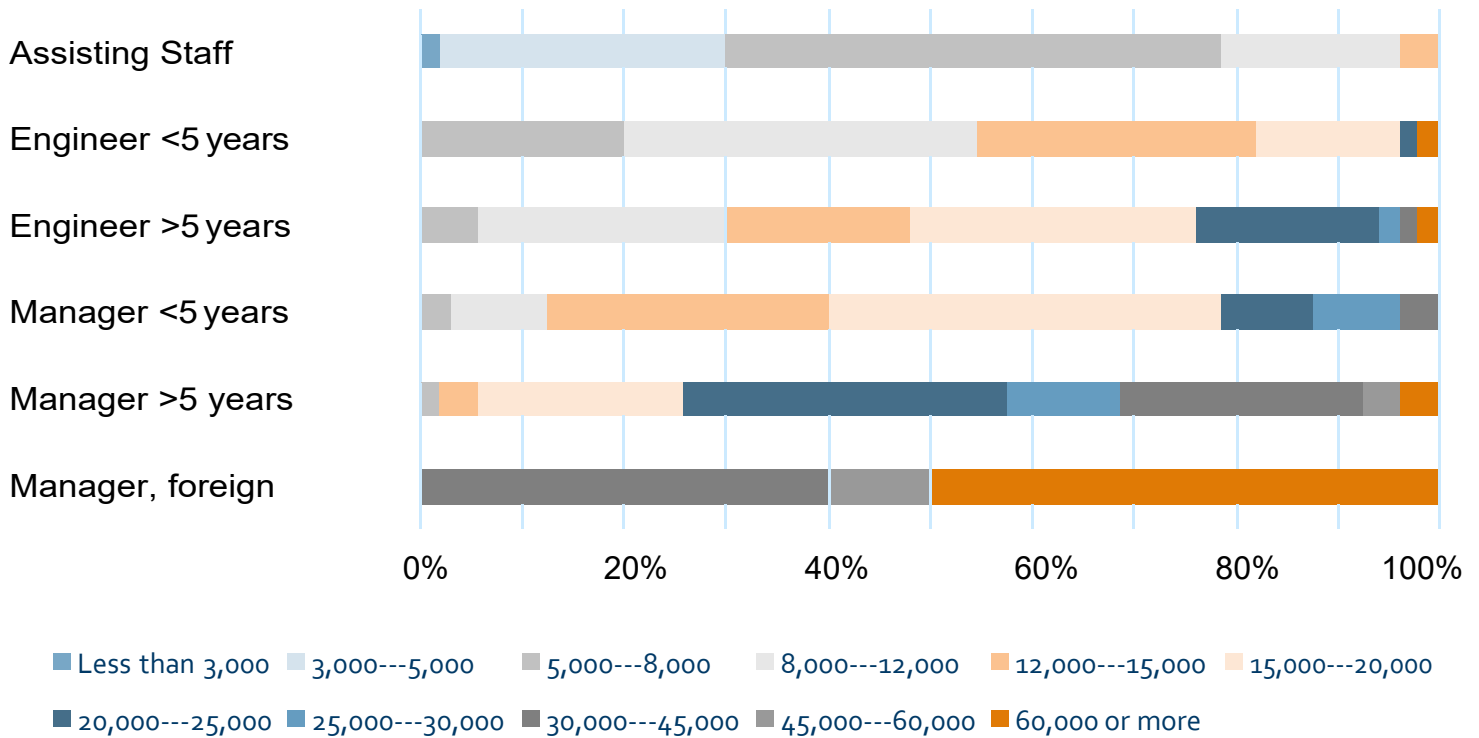
Industrial:

- Mechanical or Industrial Engineering 30%
- Machinery 13%
- Electrical & Electronic Manufacturing 11%
- Maritime 8%
- Industrial Automation 4%
- Logistics & Supply Chain 4%
- Paper & Forest Products 3%

72% of participating companies, were from the Industrial field, with the largest sub-sectors being: Mechanical & Industrial Engineering (30%), Machinery (13%) and Electrical & Electronic Manufacturing (11%)

The second largest industry was Consuming, with 9% of participating companies, followed by Healthcare & Life Science (7%) and Technology (6%). 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.

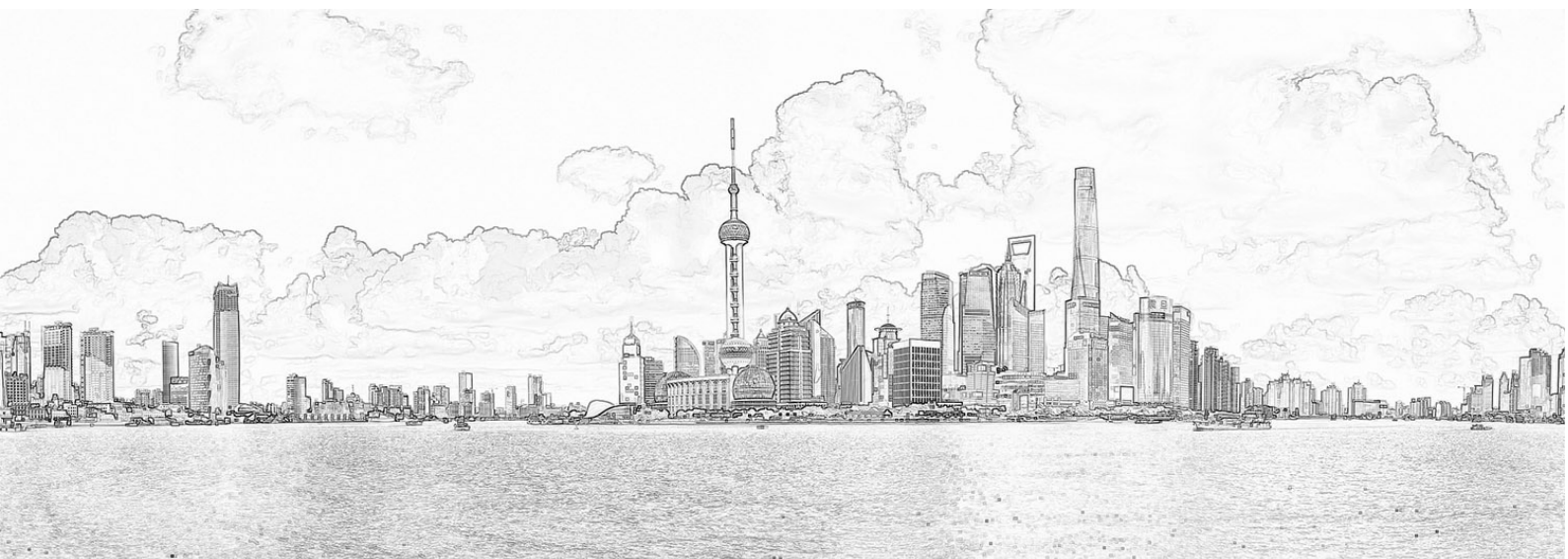
Please note that the titles may not fully correspond, as the majority of responses came from SME’s. For top management many of the participants may only have had a function head with the title of manager, rather than director.

Salary levels - Industrial

Industrial companies present the majority of Nordic businesses that have operations in China today. With 72% 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.

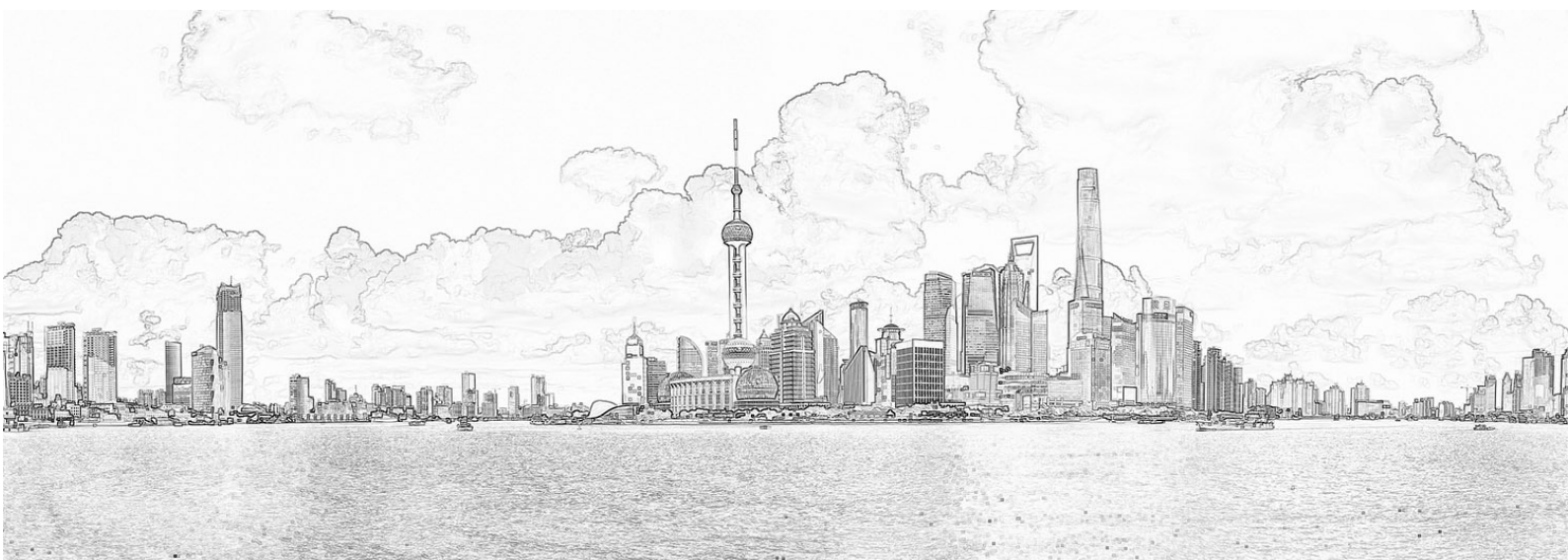
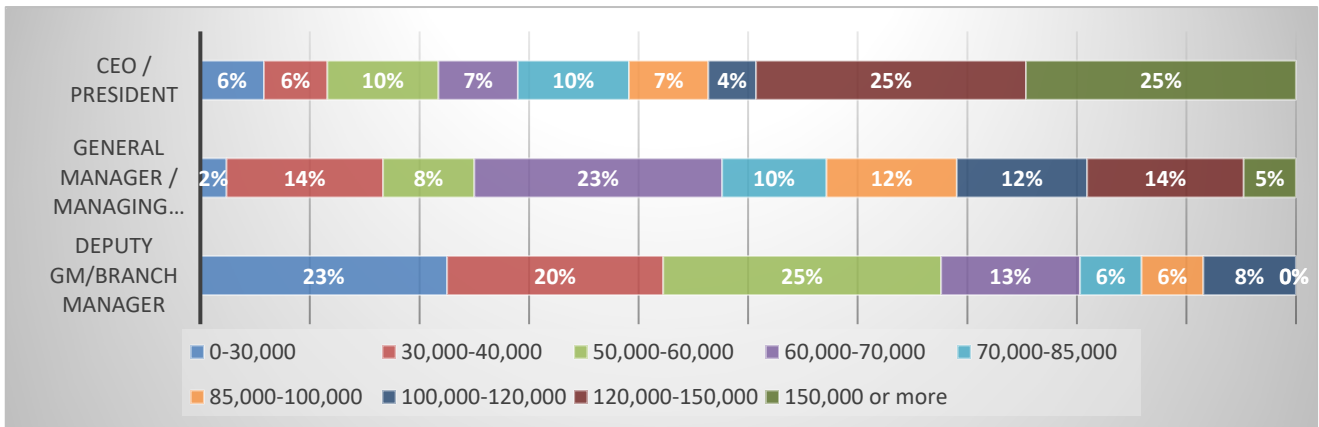
The industrial sector in China is enormous, and most companies face huge competition both from local and international companies. Staying ahead of the curve is a must, both from a technological and business point of view. We are here providing detailed salary data for the most common positions, with easily comparable averages from the three largest participating regions.

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).



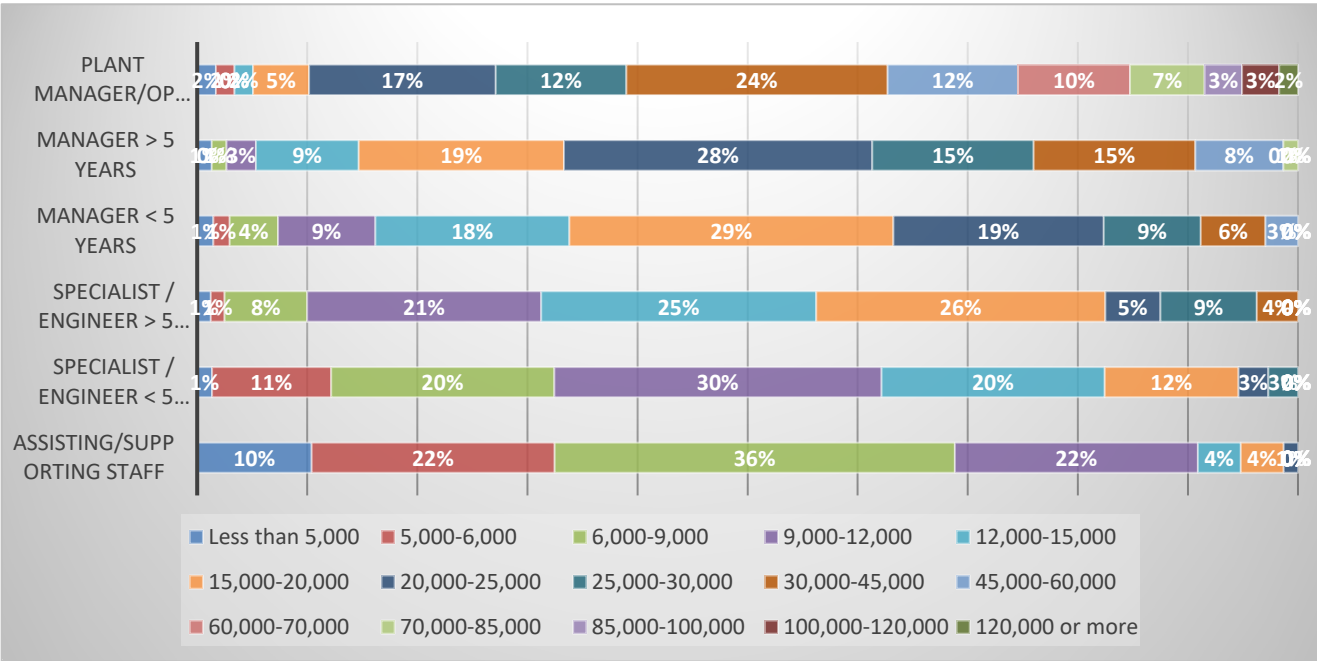
Industrial - Senior management

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
CEO / President	120,000 – 150,000	150,000 – more	120,000 – 150,000
General Manager / Managing Director	85,000 – 100,000	85,000 – 100,000	60,000 – 70,000
Deputy GM/Branch Manager	50,000 – 60,000	60,000 – 70,000	50,000 – 60,000



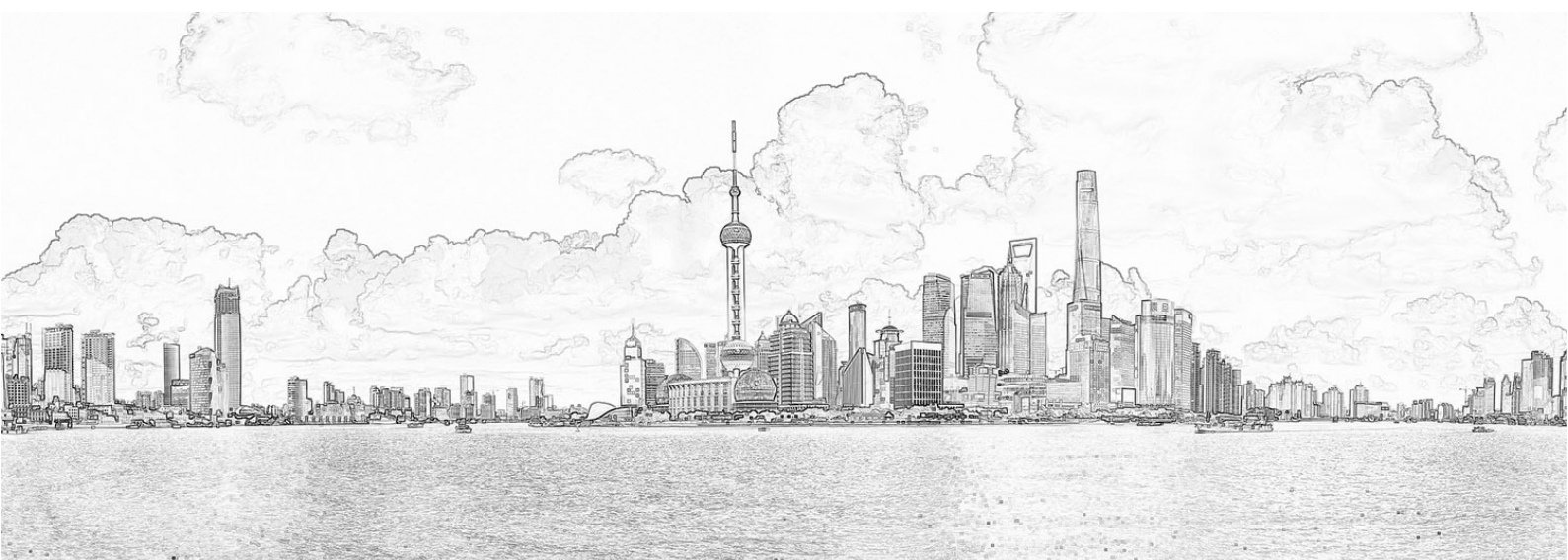
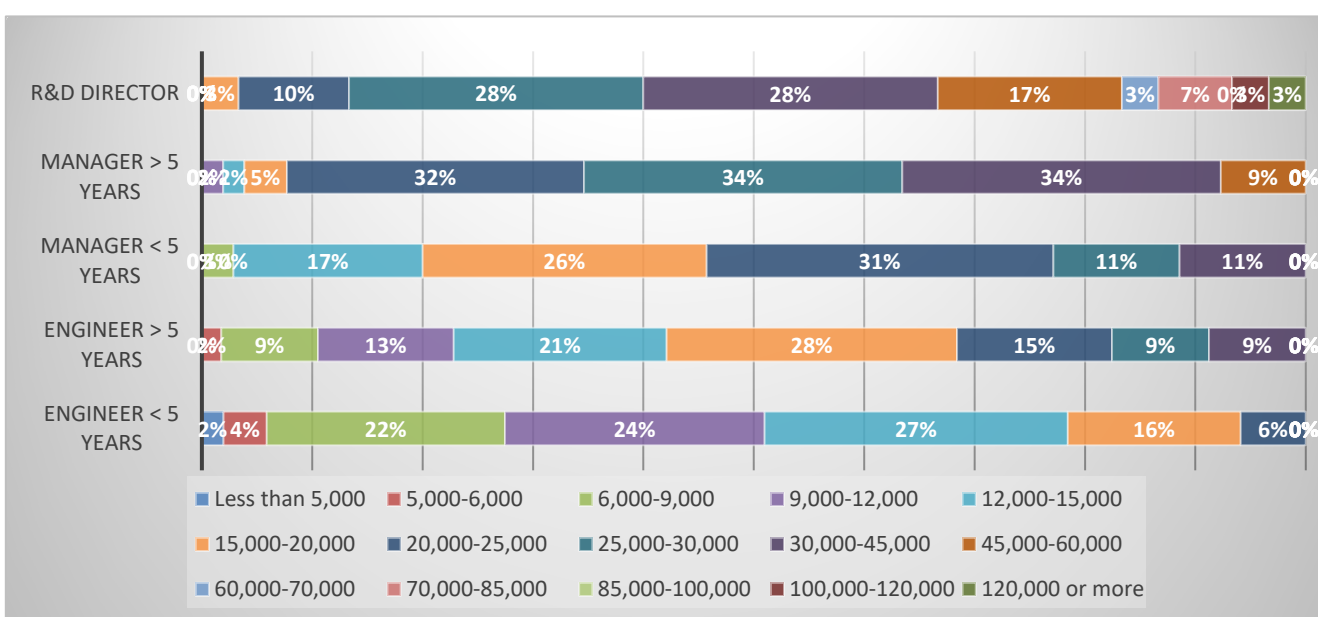
Industrial - Production personnel

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



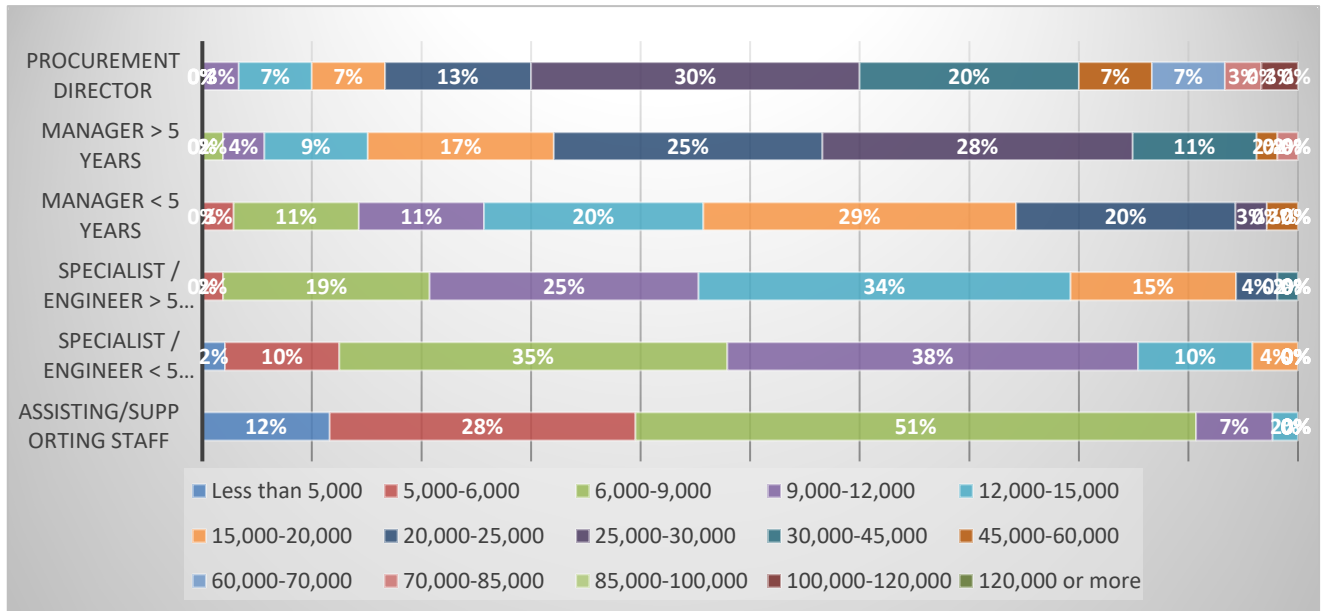
Industrial - R&D personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
R&D Director	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
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	9,000 – 12,000



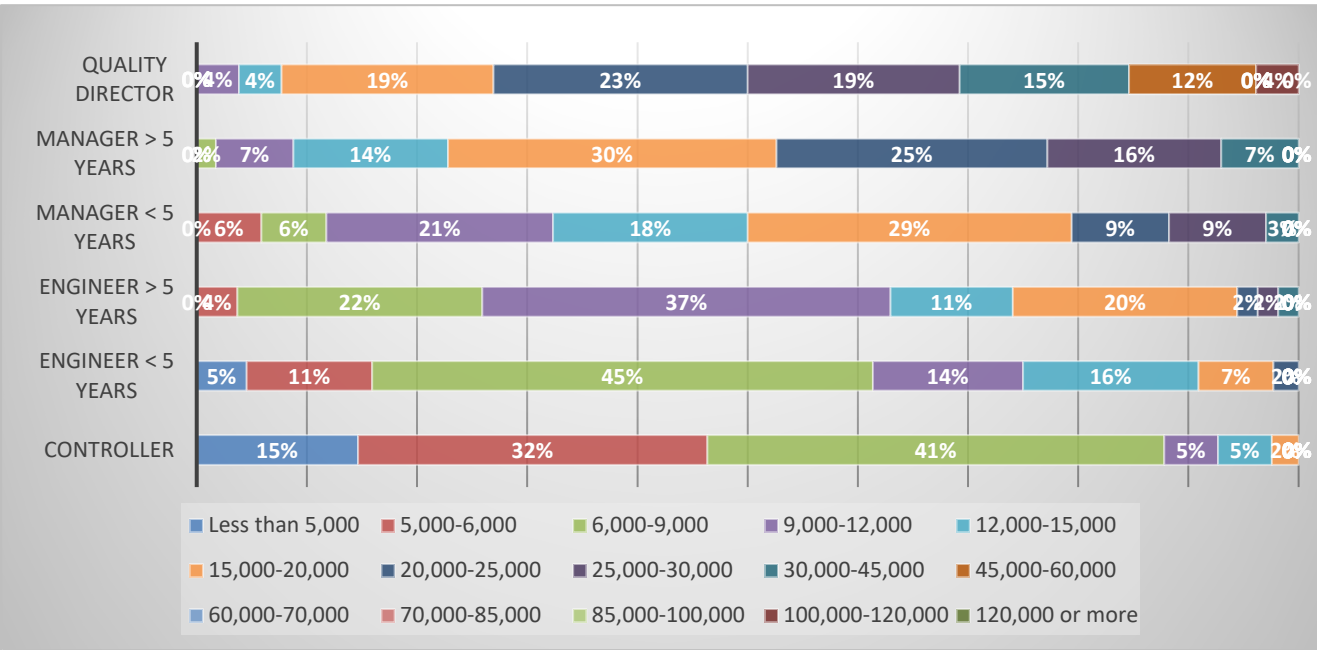
Industrial - Procurement personnel

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



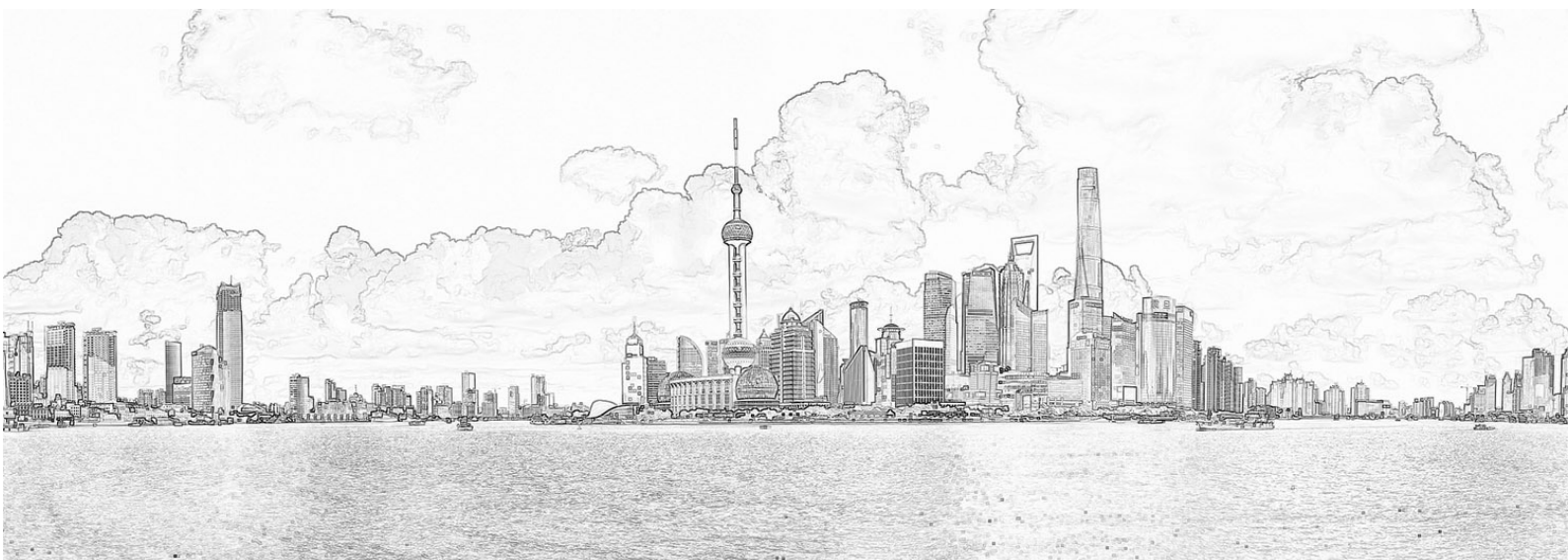
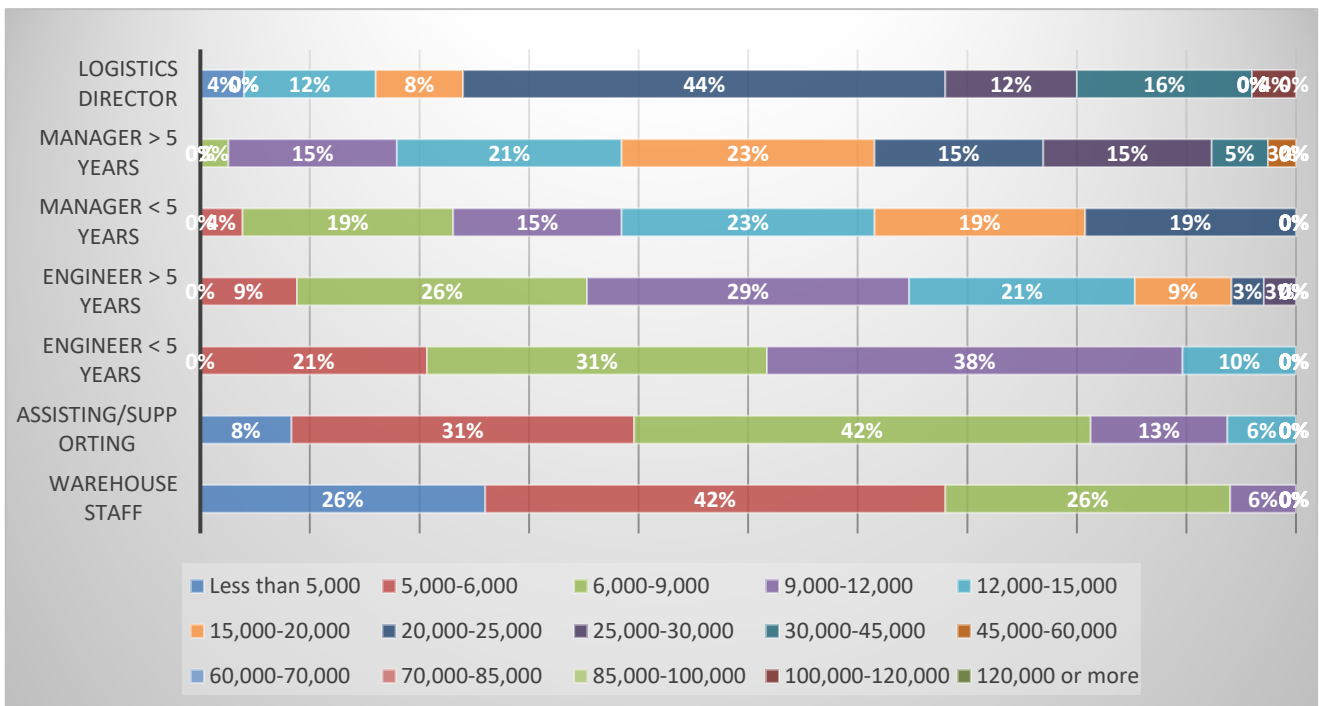
Industrial - Quality personnel

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



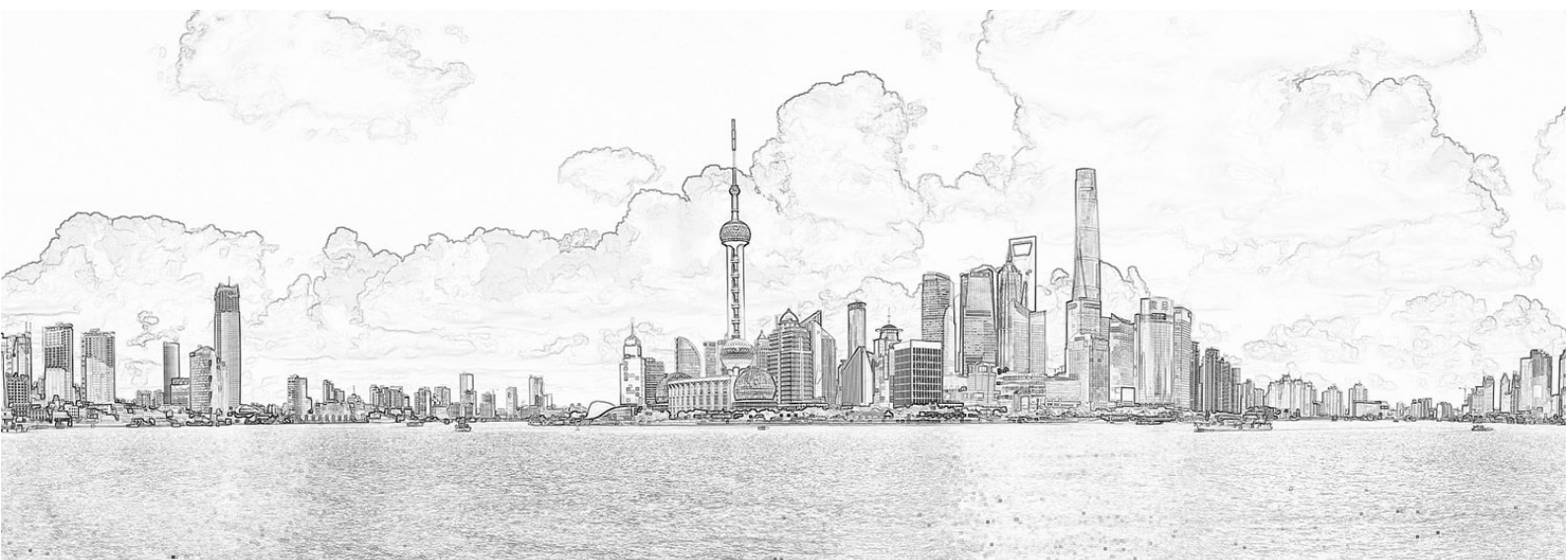
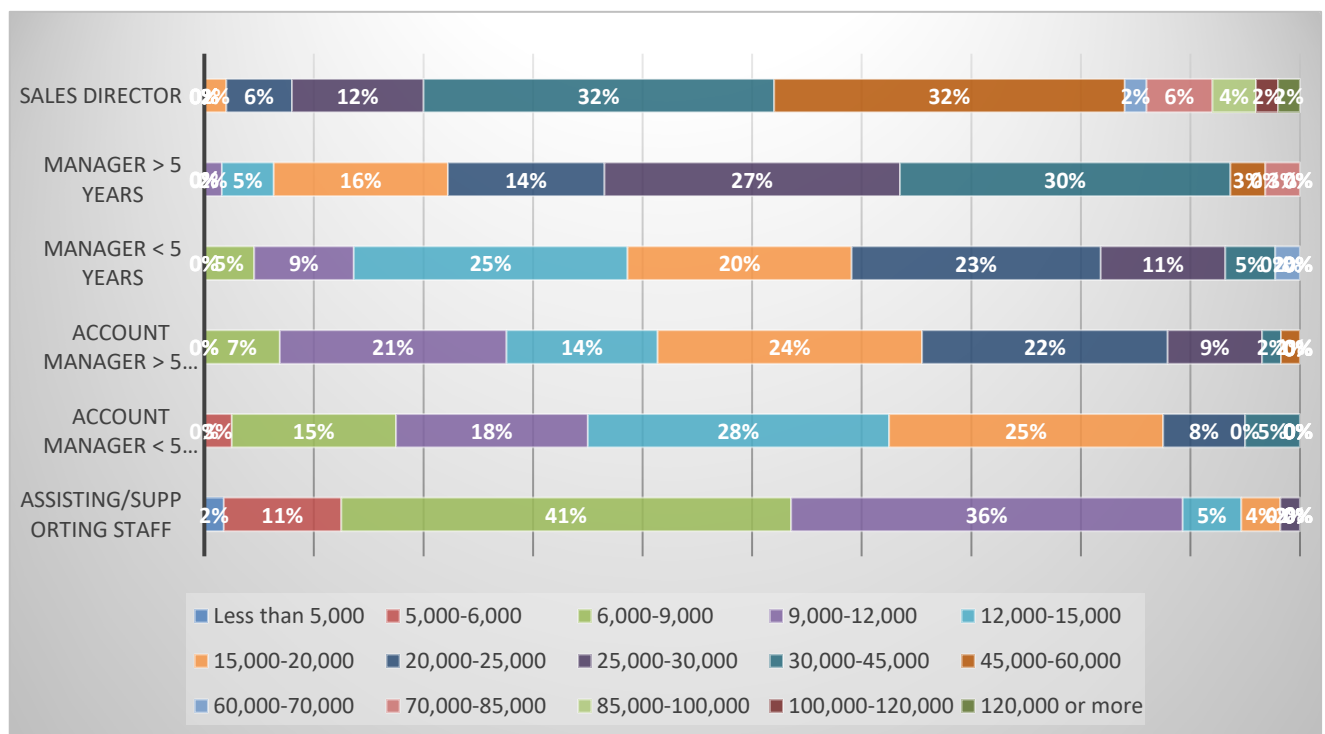
Industrial - Logistics personnel

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



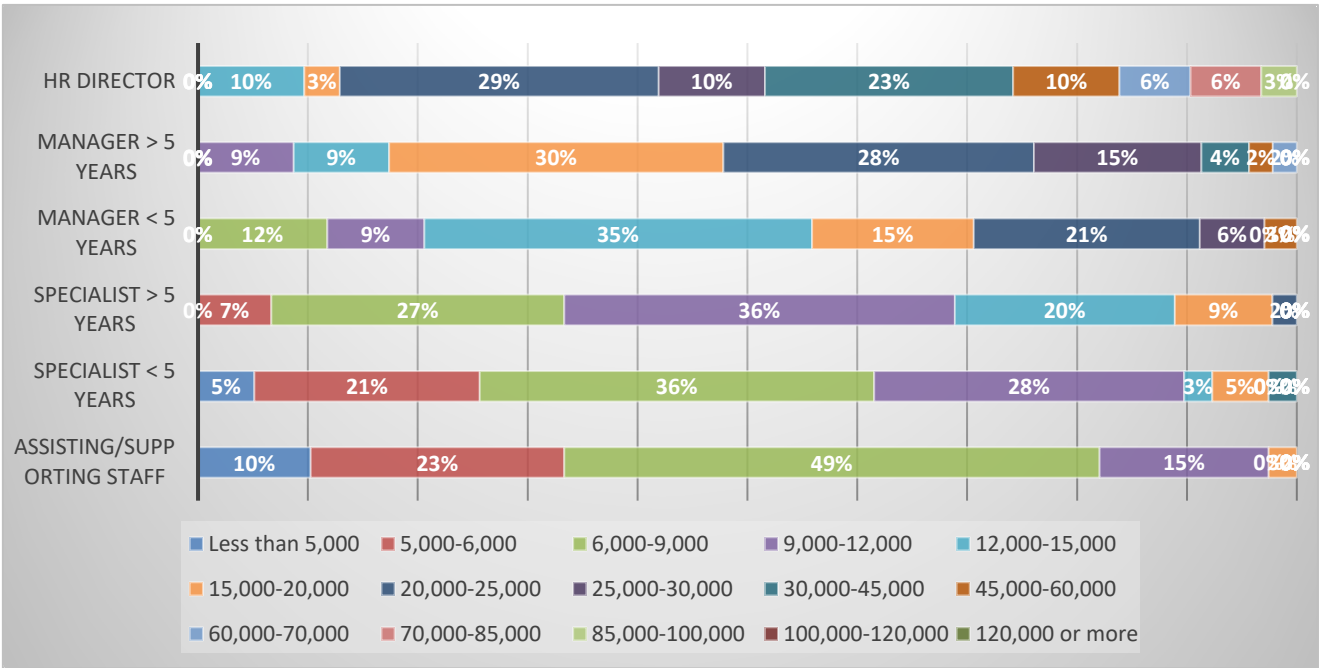
Industrial - Sales personnel

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



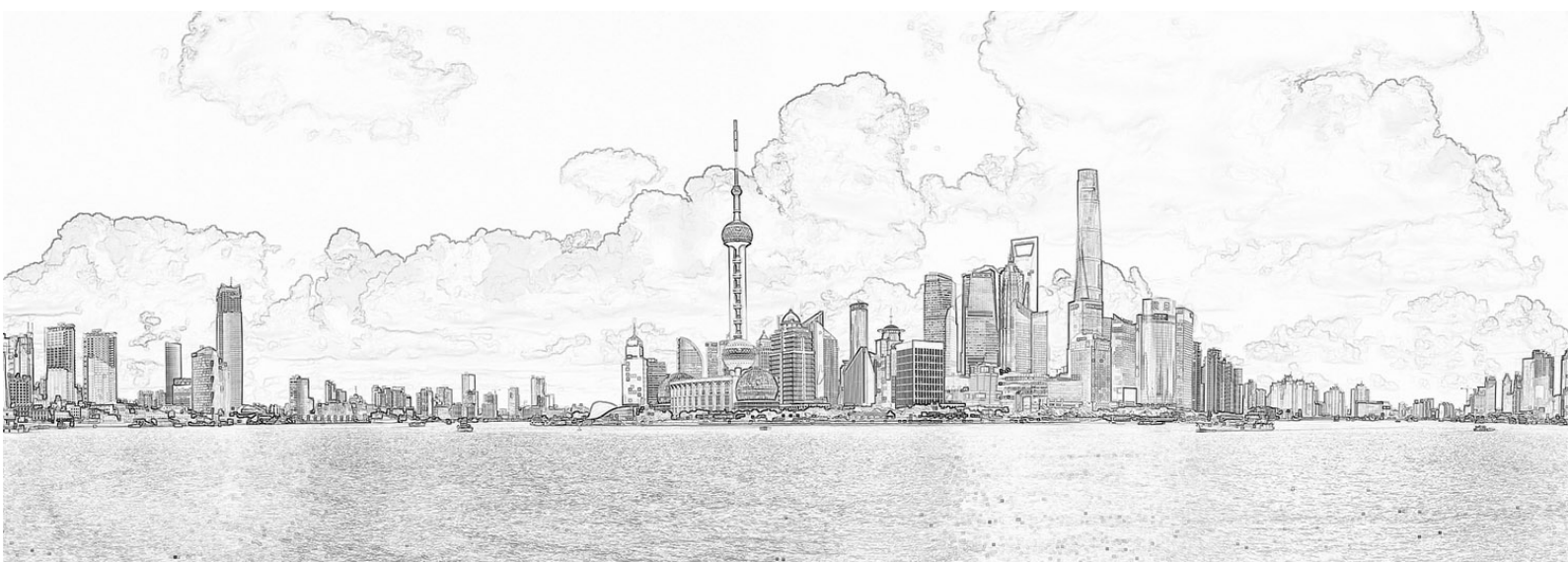
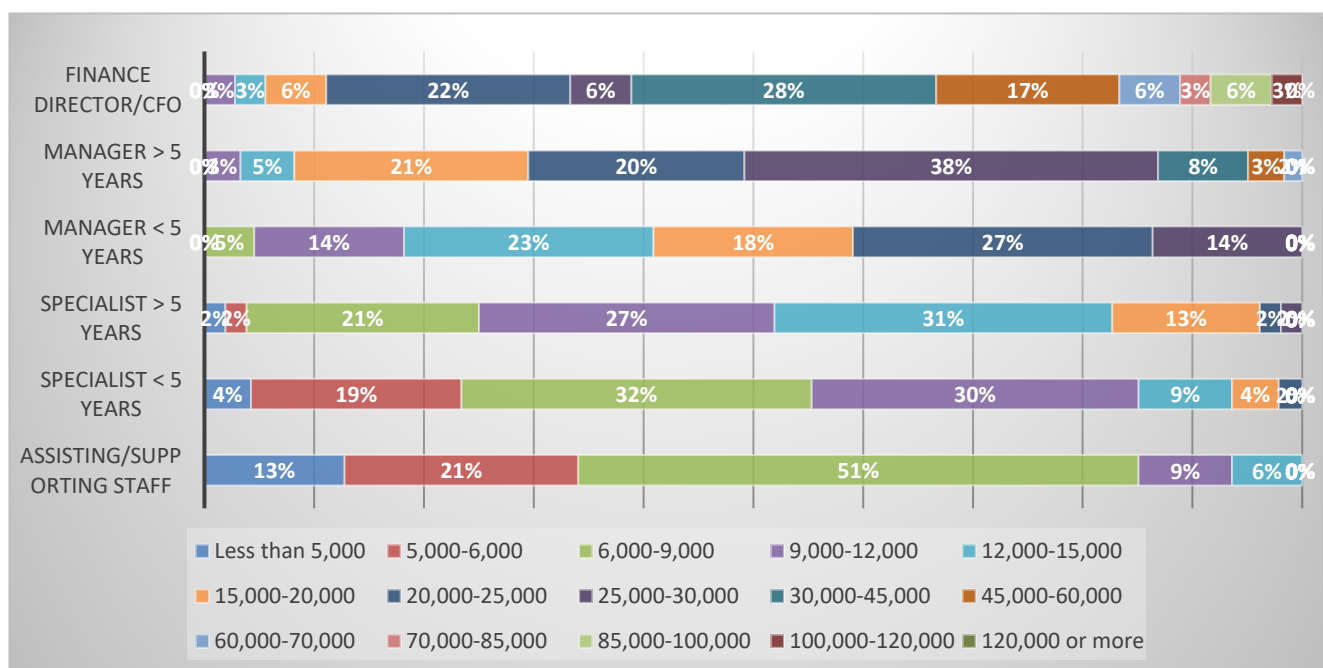
Industrial - HR personnel

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



Industrial - Finance personnel

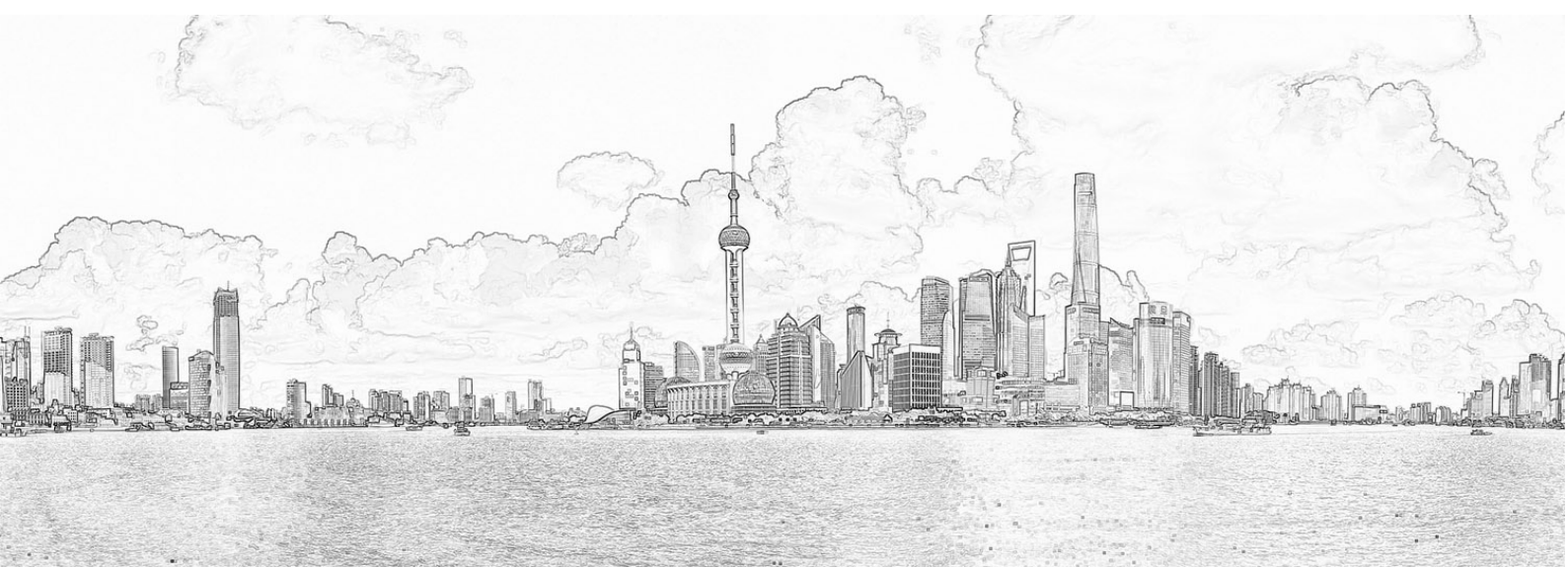
Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Finance Director/CFO	30,000 – 45,000	30,000 – 45,000	30,000 – 45,000
Manager > 5 years	25,000 – 30,000	25,000 – 30,000	25,000 – 30,000
Manager < 5 years	20,000 – 25,000	20,000 – 25,000	15,000 – 20,000
Specialist > 5 years	15,000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



Salary levels - Consuming

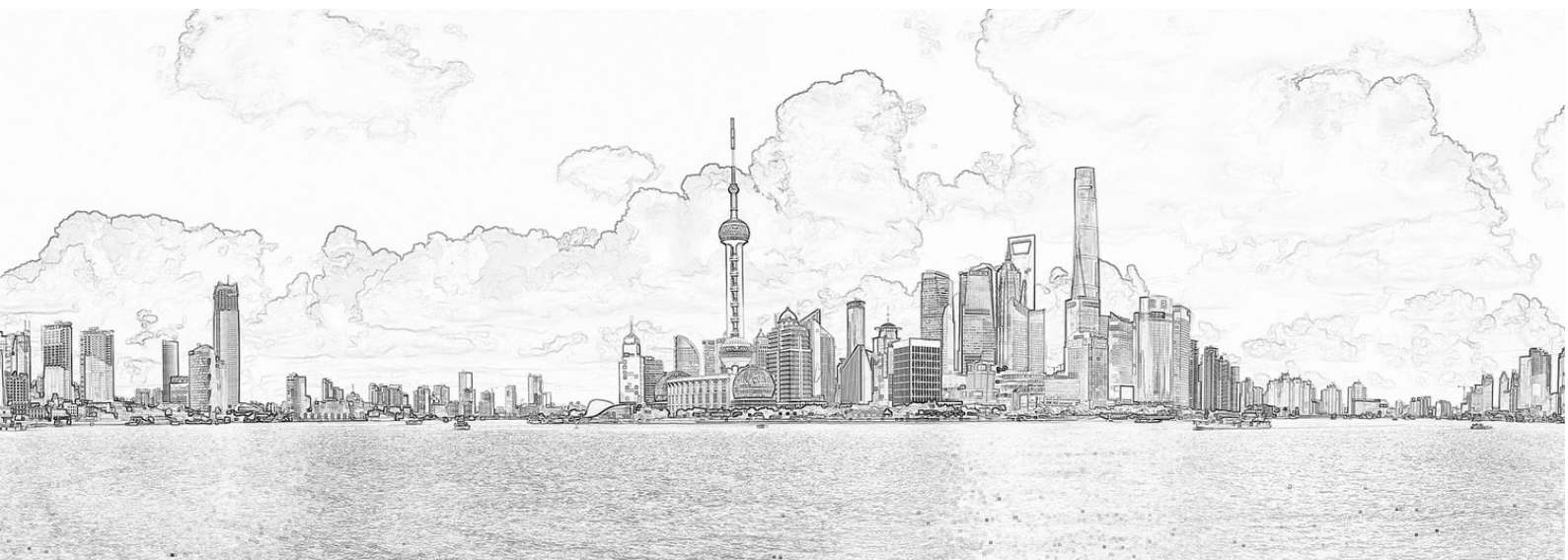
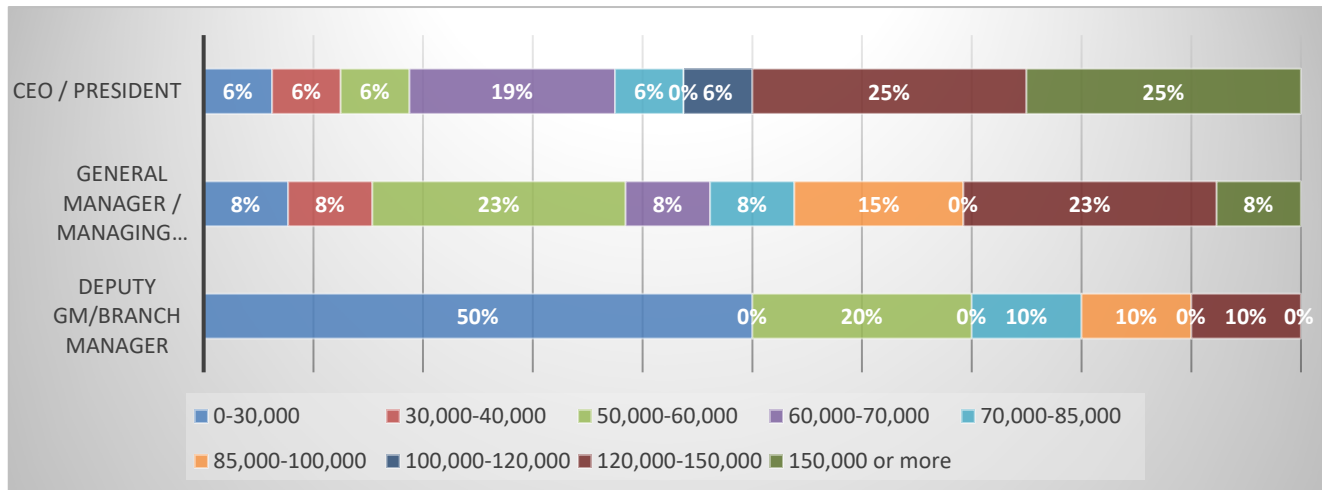
Consuming was the second largest sector in terms of participating companies, with 9% of the total. The consuming sector itself is vast, covering everything from Retail, Food & Beverage, Apparel & Fashion, Sports Goods, Furniture, Consuming Electronics, Luxury Goods & Jewelry and more. At the same time, 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).



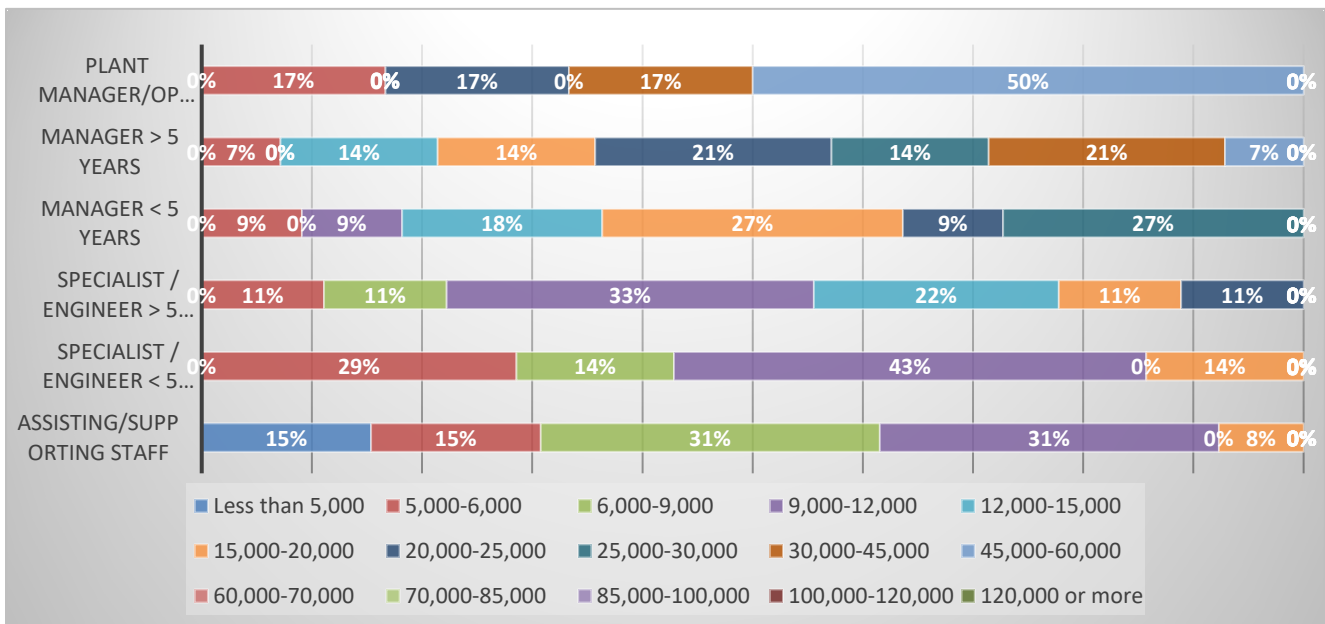
Consuming - Senior management

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
CEO / President	15,000 – more	15,000 – more	120,000 – 150,000
General Manager / Managing Director	120,000 – 150,000	120,000 – 150,000	120,000 – 150,000
Deputy GM/Branch Manager	50,000 – 60,000	70,000 – 85,000	50,000 – 60,000



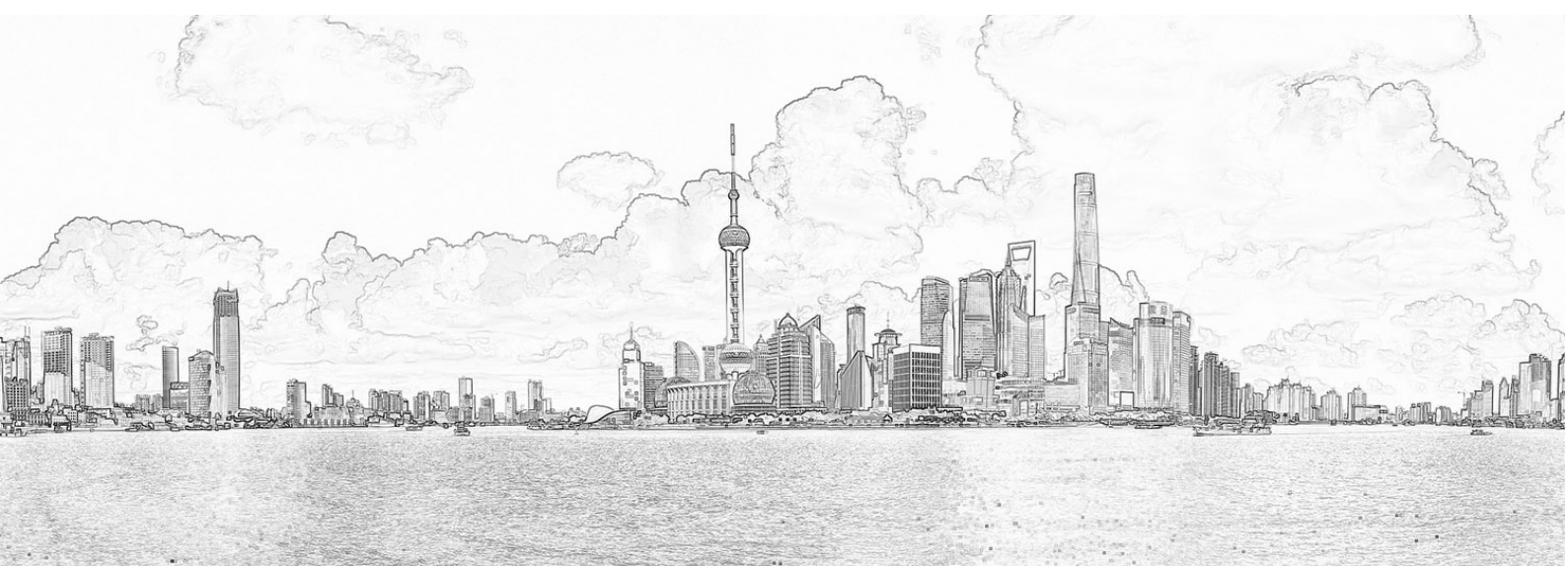
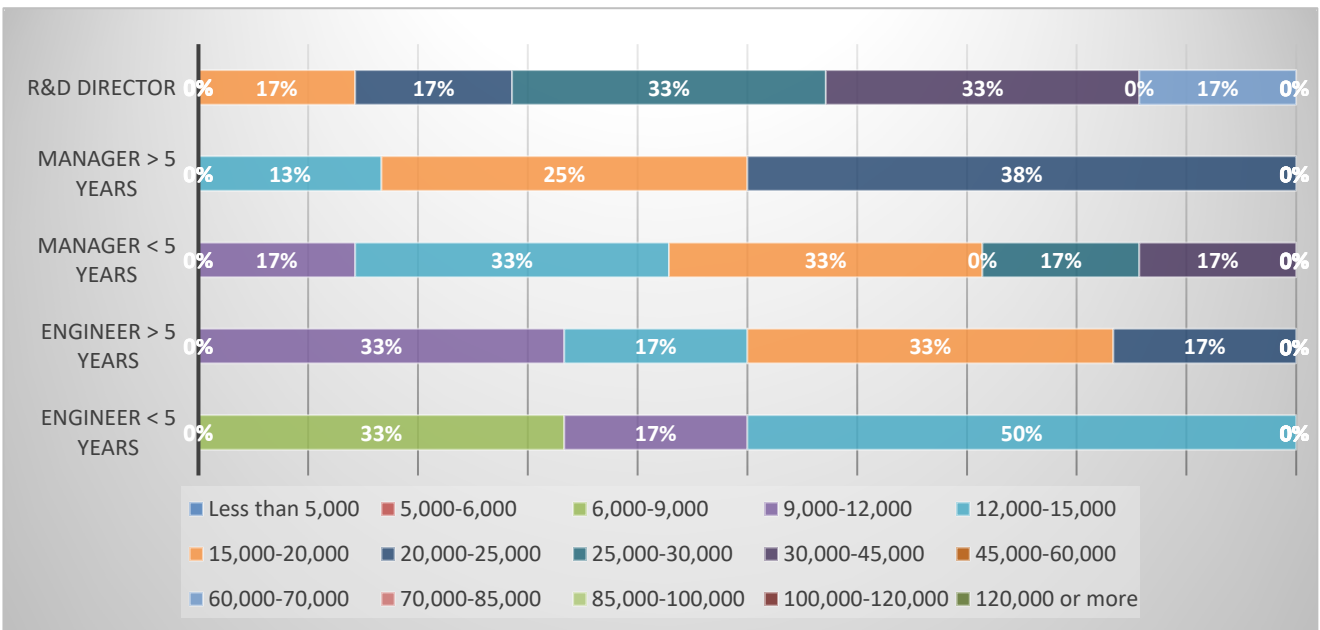
Consuming - Production personnel

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	25,000 – 30,000	15,000 – 20,000
Specialist / Engineer > 5 years	12,000 – 15,000	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



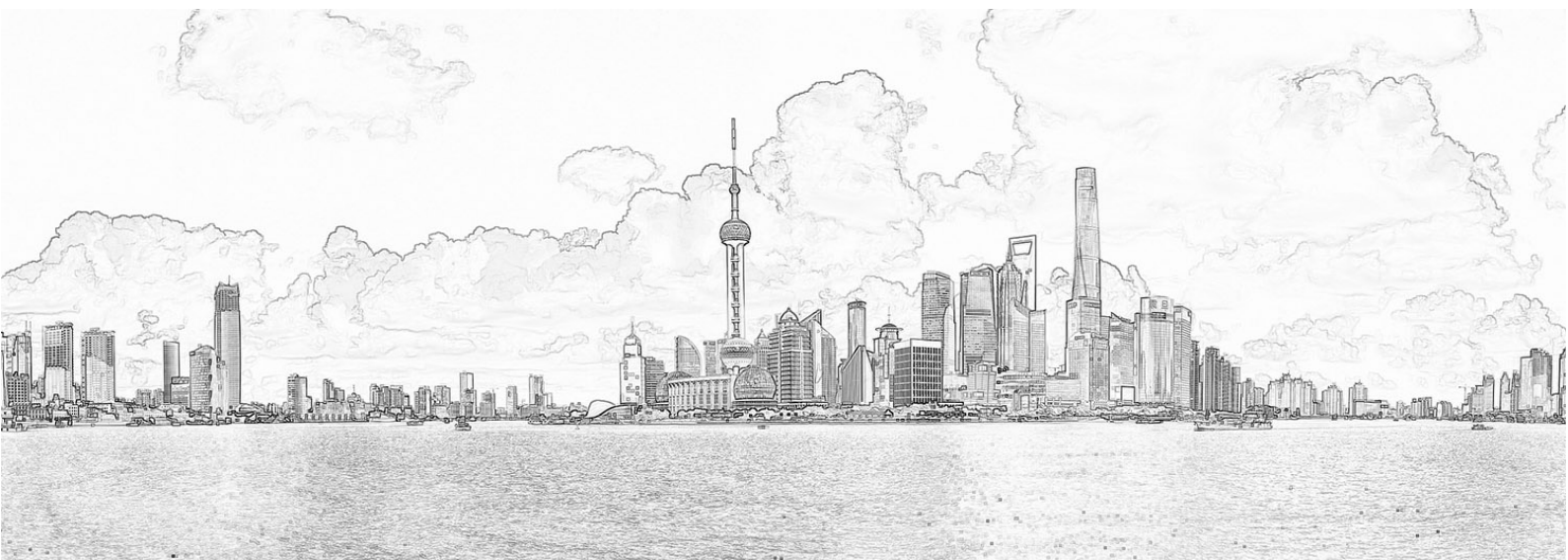
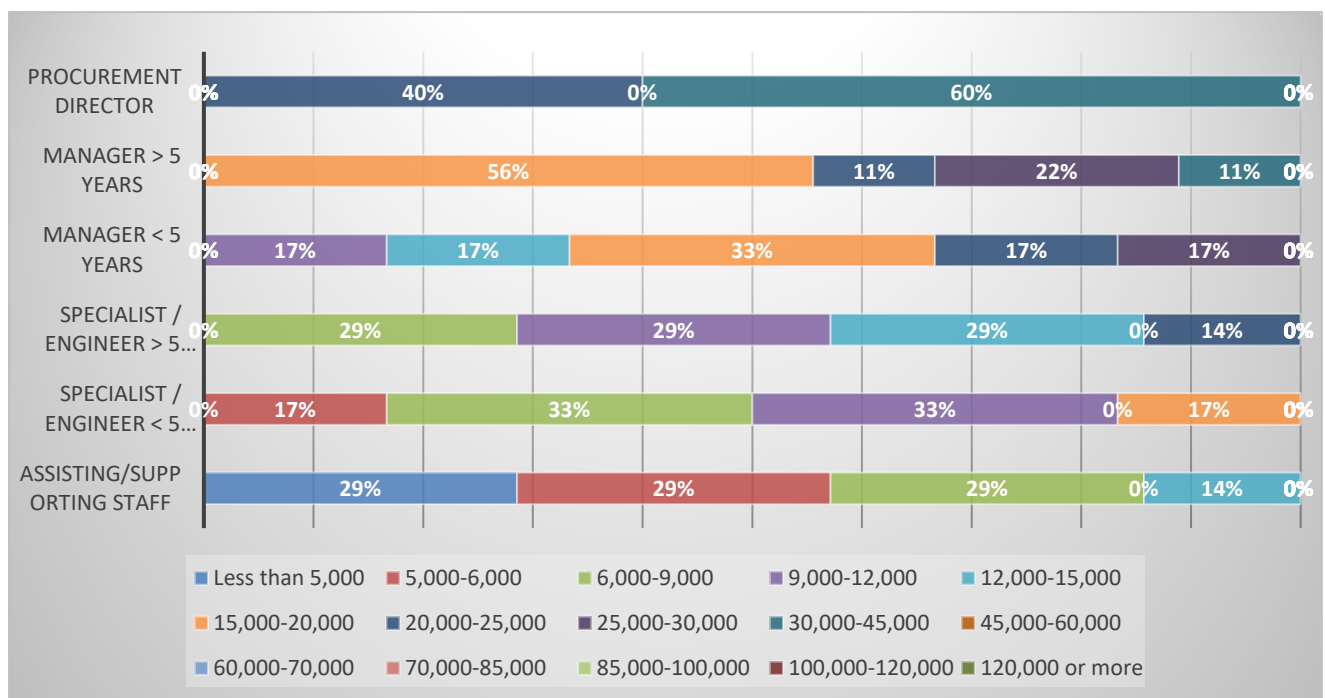
Consuming - R&D personnel

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	20,000 – 25,000	25,000 – 30,000	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



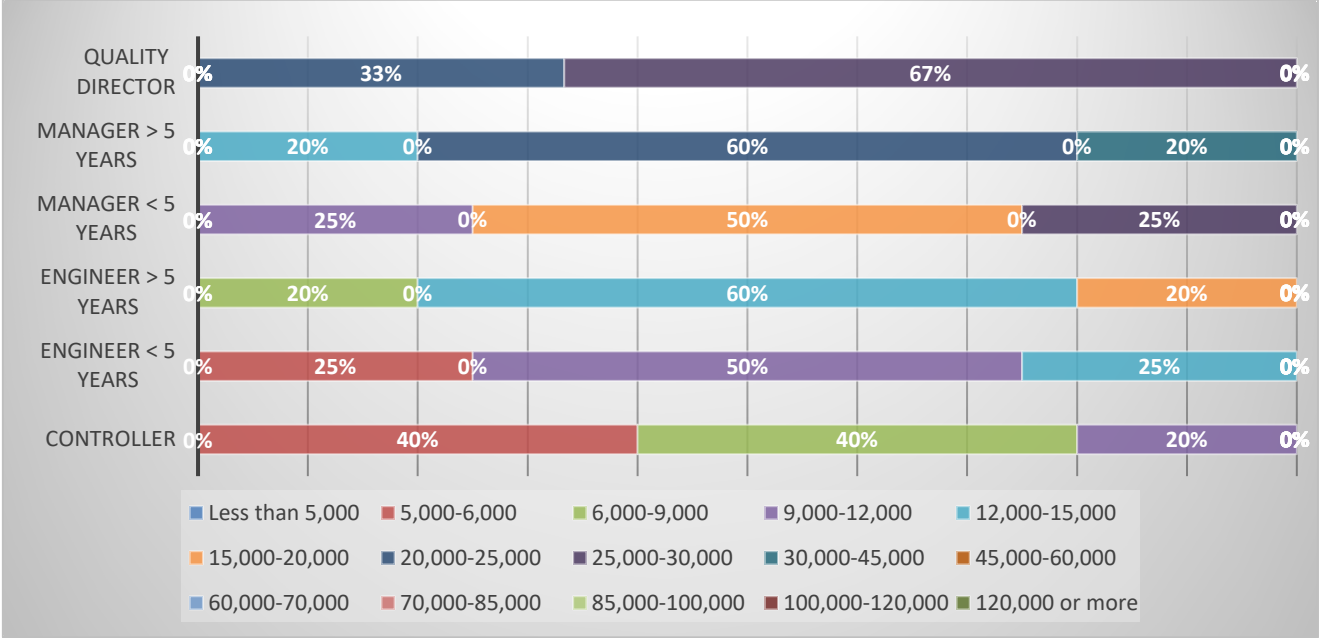
Consuming - Procurement personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Procurement Director	30,000 – 45,000	30,000 – 45,000	30,000 – 45,000
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	6,000 – 9,000	6,000 – 9,000	5,000 – 6,000



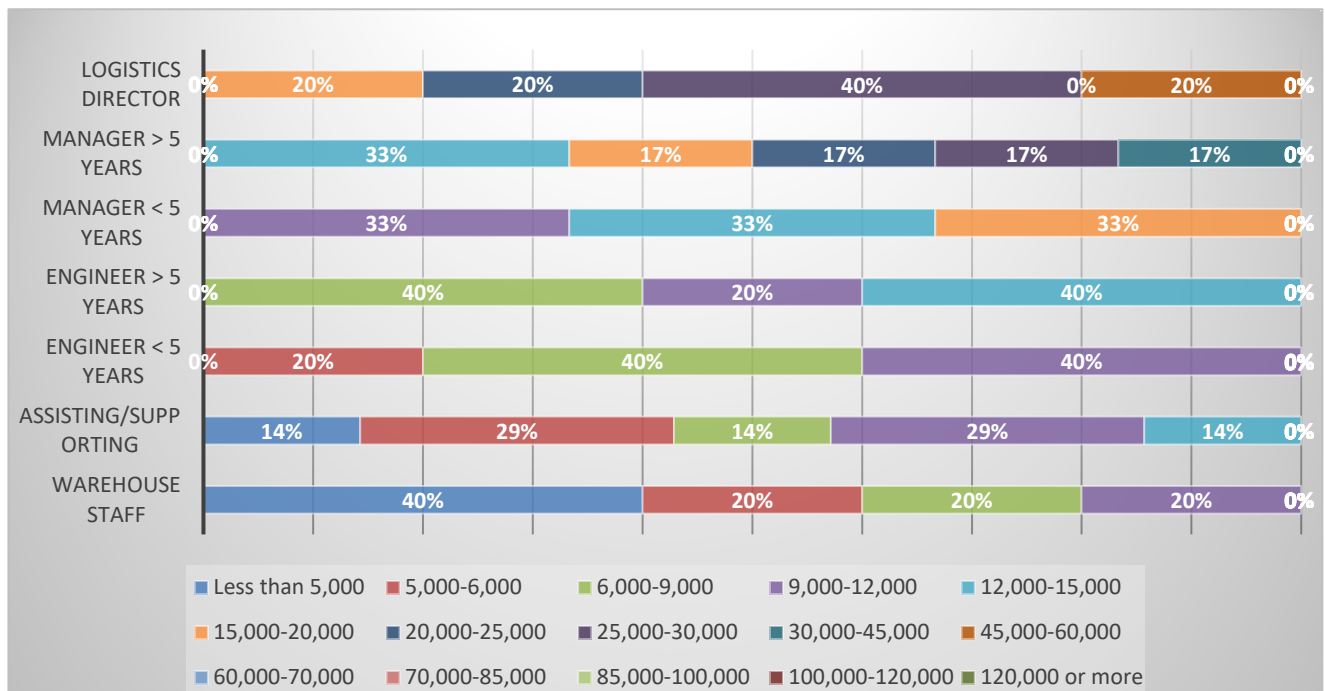
Consuming - Quality personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Quality 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 – 25,000	15,000 – 20,000	15,000 – 20,000
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	6,000 – 9,000	6,000 – 9,000	5,000 – 6,000



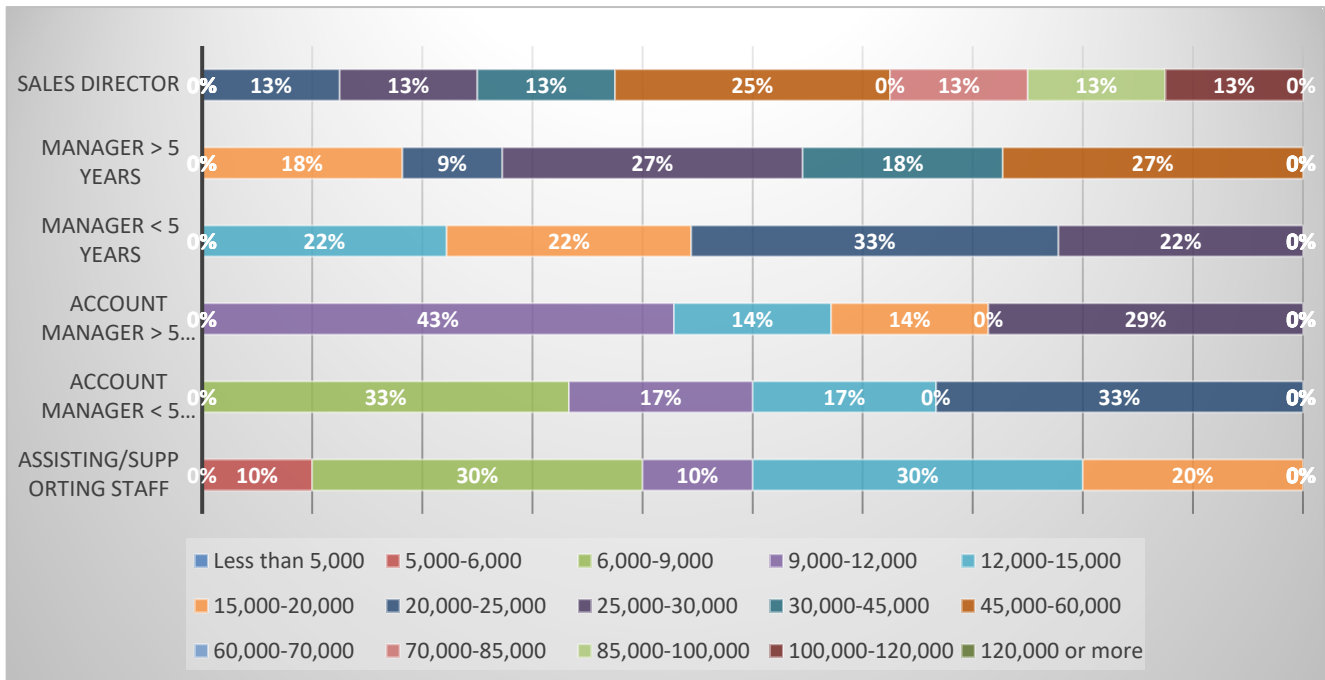
Consuming - Logistics personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Logistics 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	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	5,000 – 6,000	5,000 – 6,000	Less than 5,000



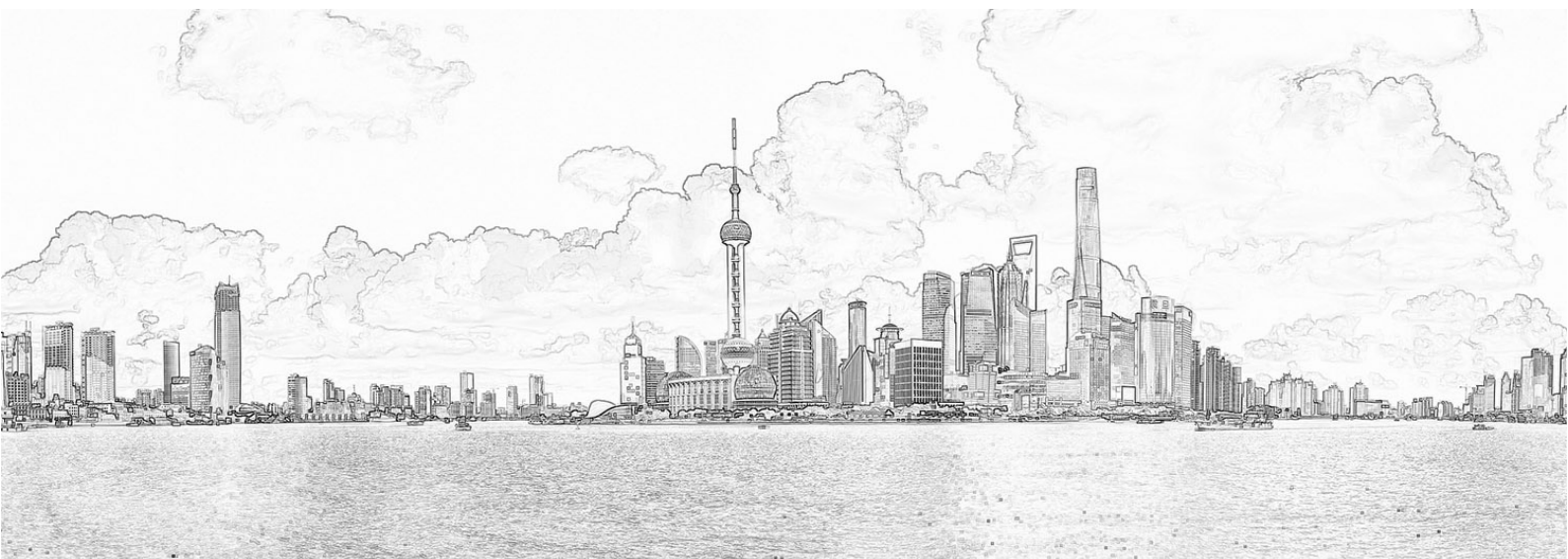
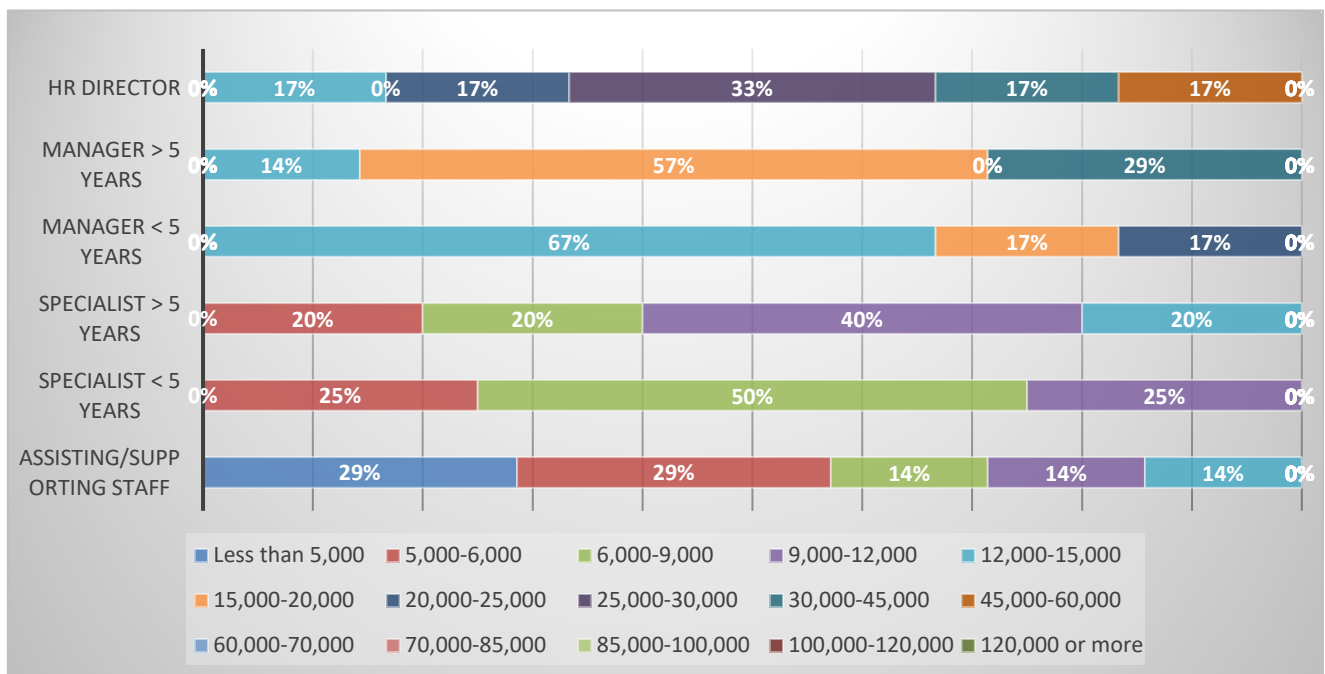
Consuming - Sales personnel

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



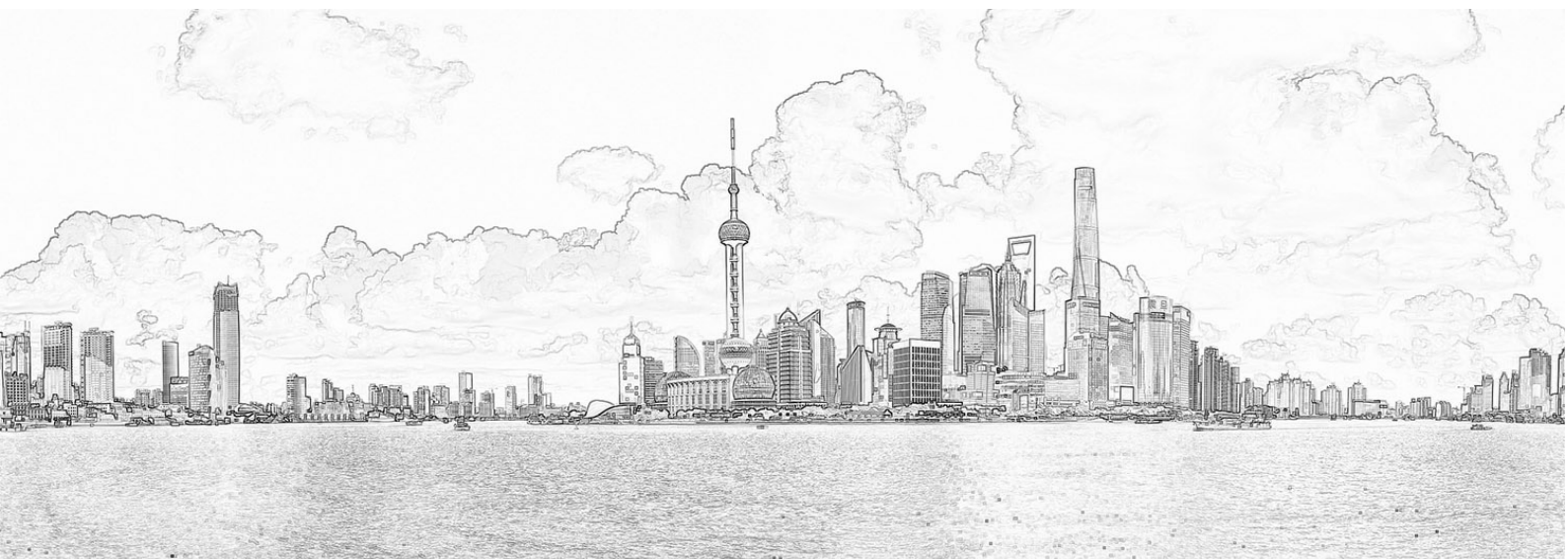
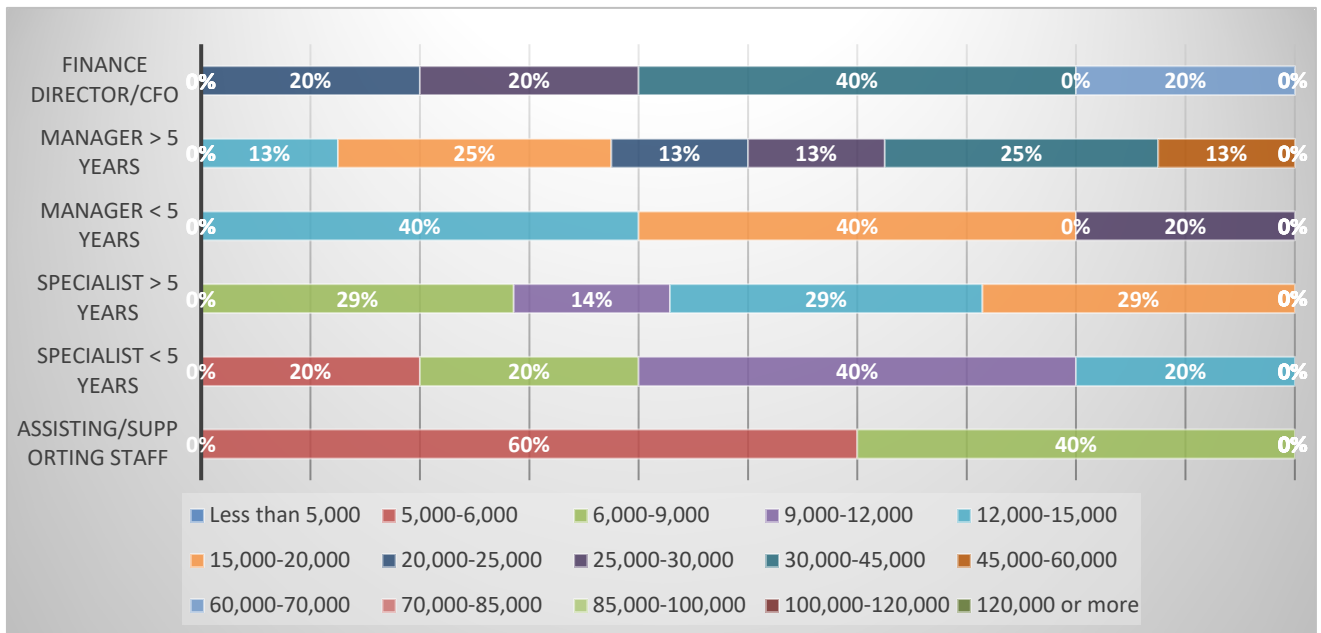
Consuming - HR personnel

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	15,000 – 20,000	15,000 – 20,000	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	5,000 – 6,000	5,000 – 6,000	5,000 – 6,000



Consuming - Finance personnel

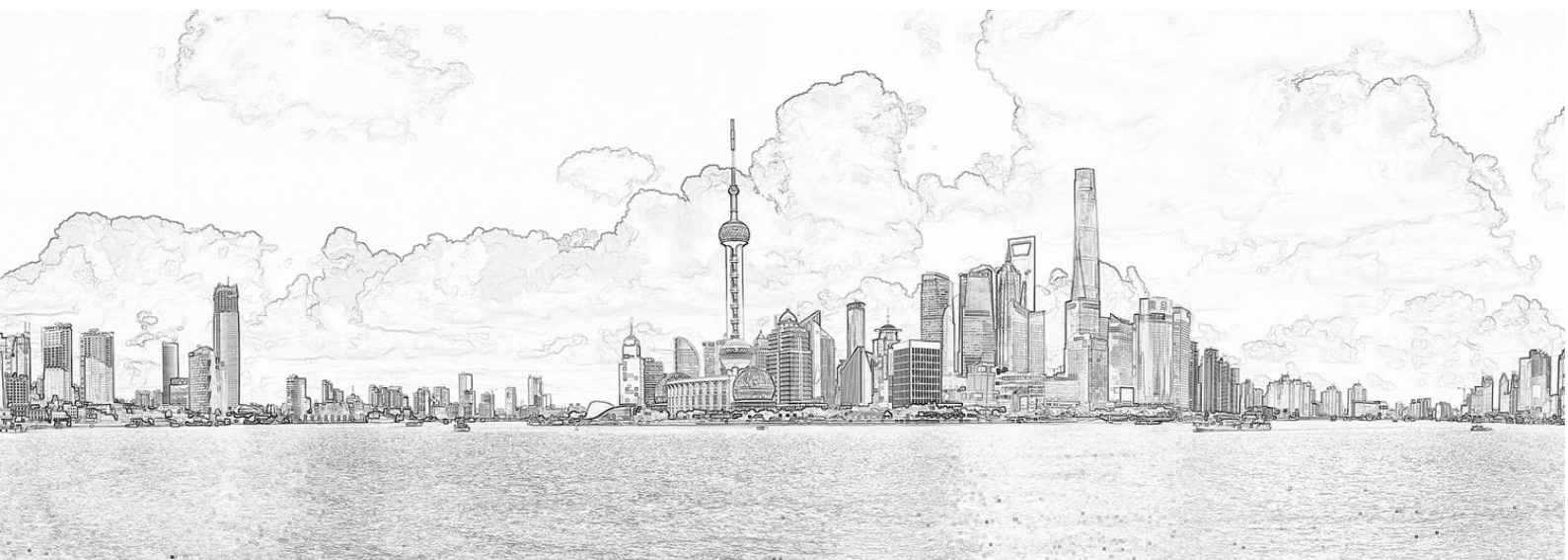
Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Finance Director/CFO	30,000 – 45,000	30,000 – 45,000	30,000 – 45,000
Manager > 5 years	25,000 – 30,000	25,000 – 30,000	20,000 – 25,000
Manager < 5 years	20,000 – 25,000	20,000 – 25,000	15,000 – 20,000
Specialist > 5 years	15,000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



Salary levels - Technology

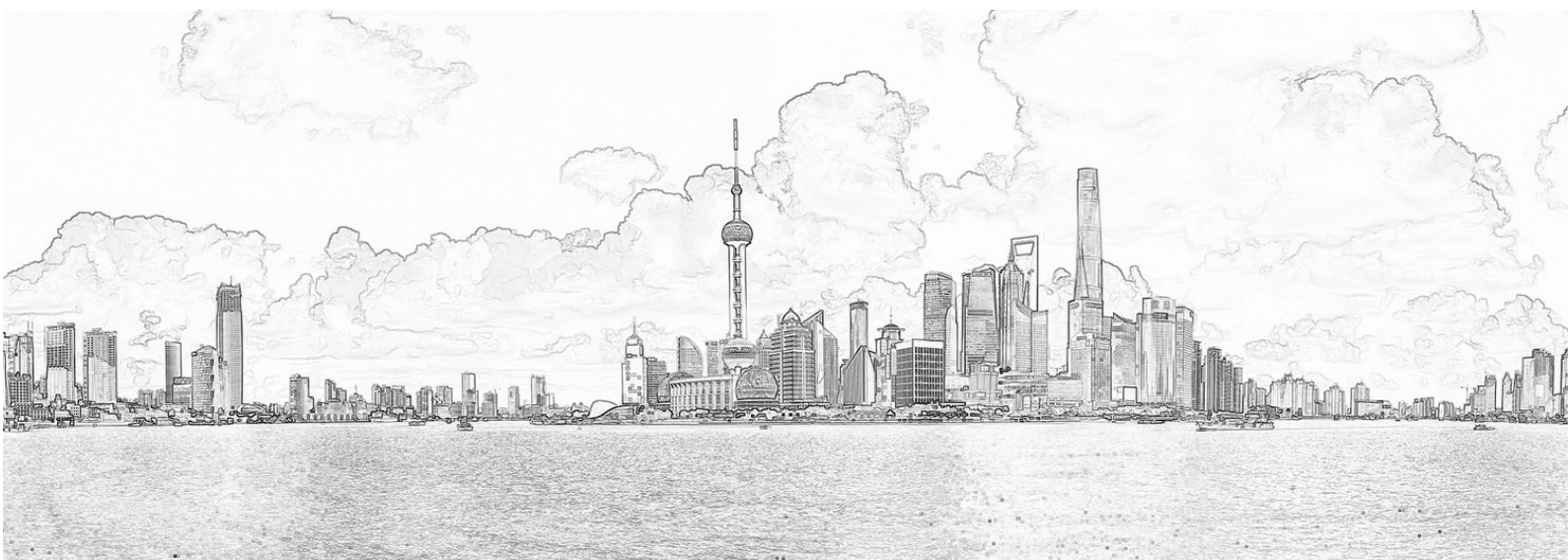
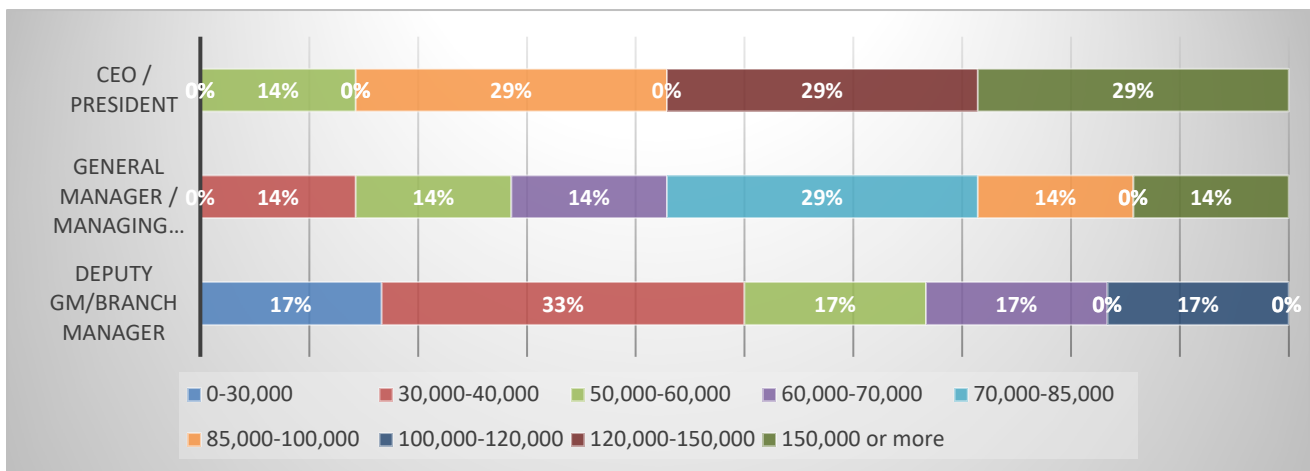
Technology was the fourth largest sector in terms of participating companies, with 6% of the total. The technology sector itself is vast, covering everything from IC & Semiconductor, Telecom, Computer Software, Computer Network, and ICT etc. It is one of the fastest growing sectors in China.

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).



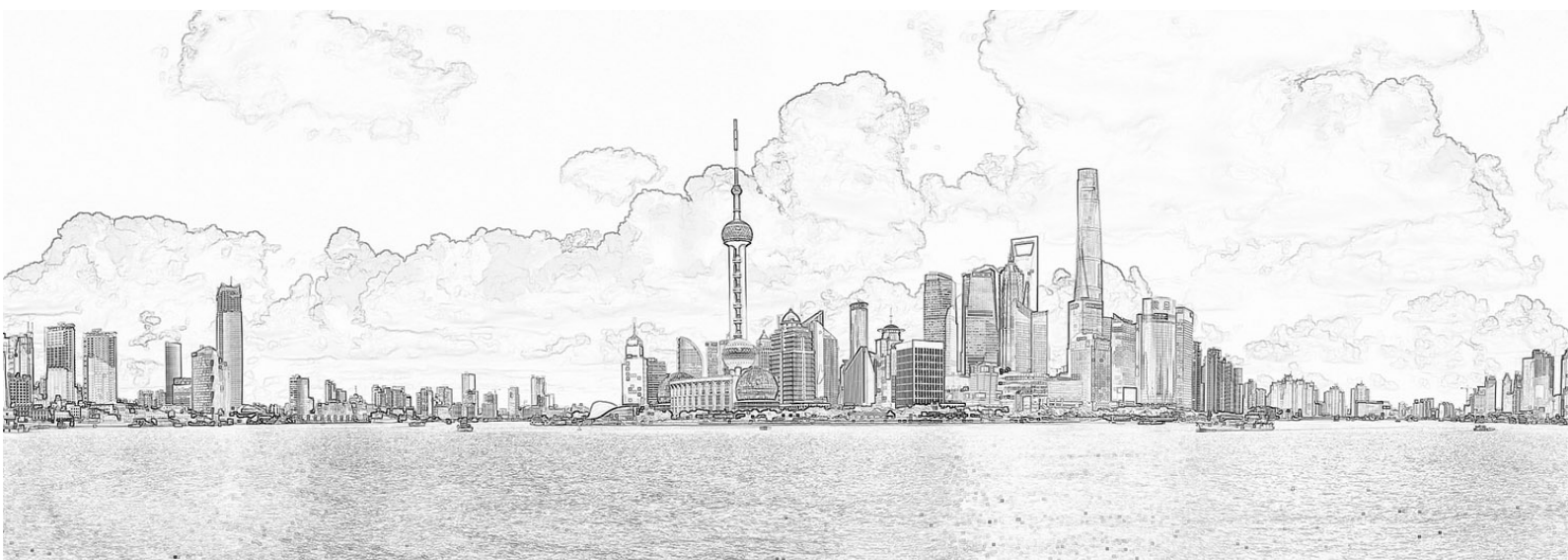
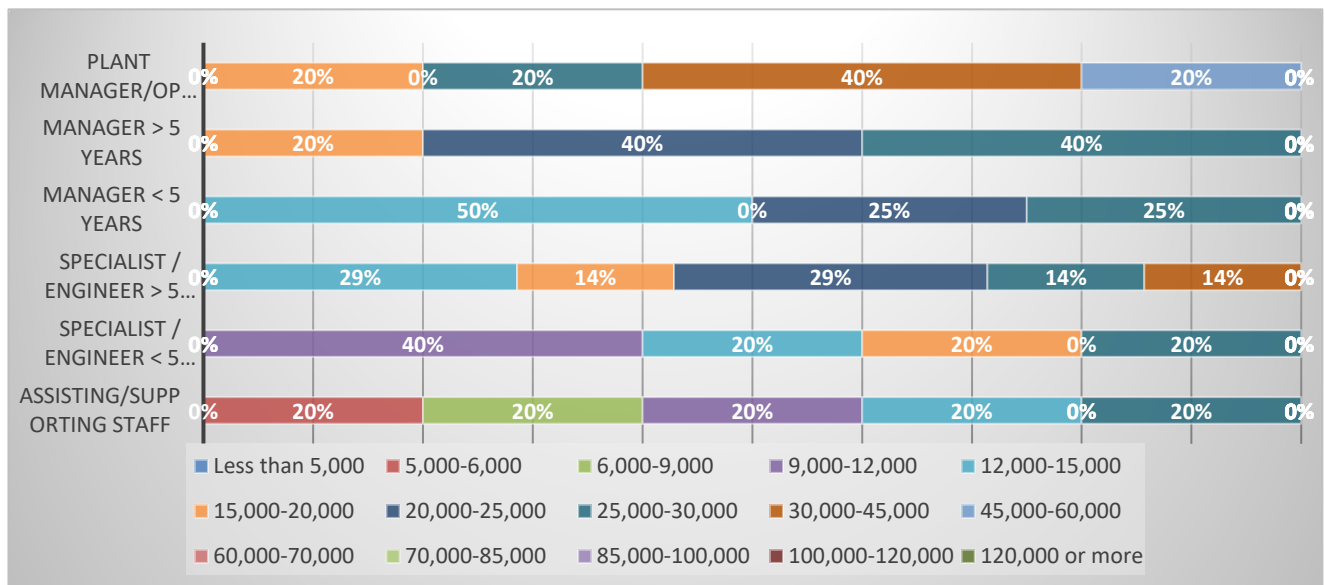
Technology - Senior management

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
CEO / President	150,000 or more	150,000 or more	100,000 – 120,000
General Manager / Managing Director	85,000 – 100,000	85,000 – 100,000	70,000 – 85,000
Deputy GM/Branch Manager	50,000 – 60,000	60,000 – 70,000	30,000 – 40,000



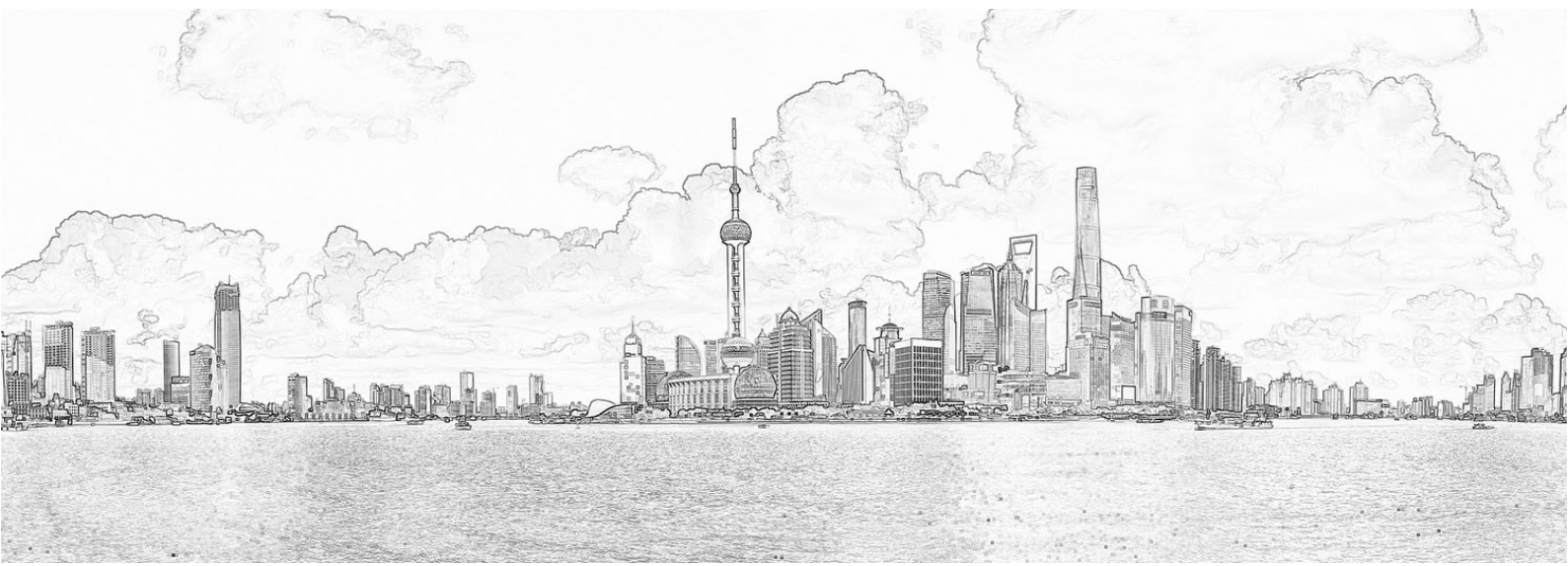
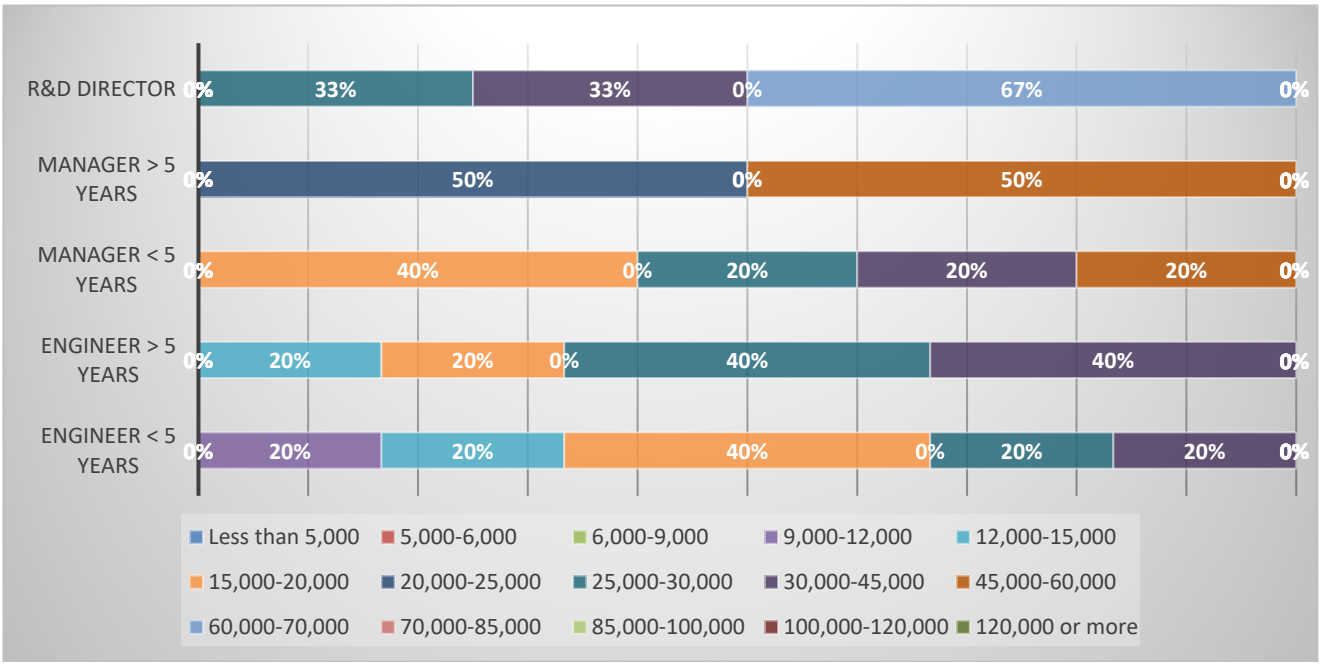
Technology - Production personnel

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



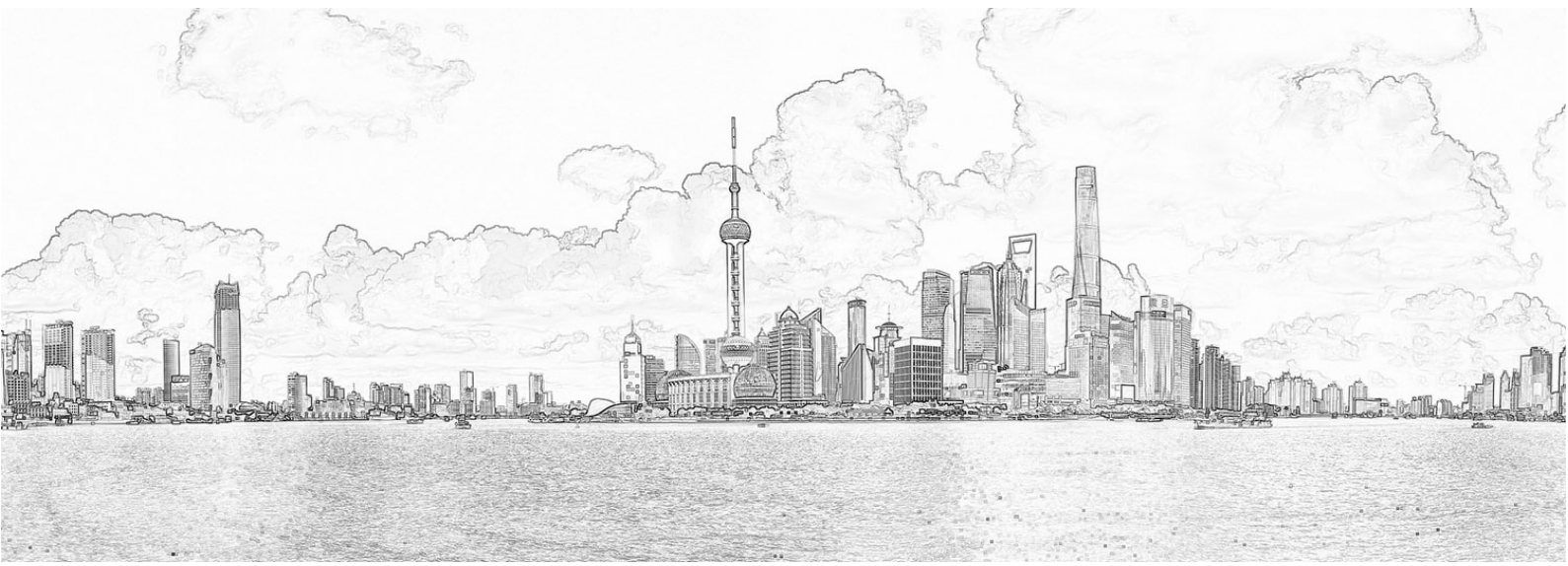
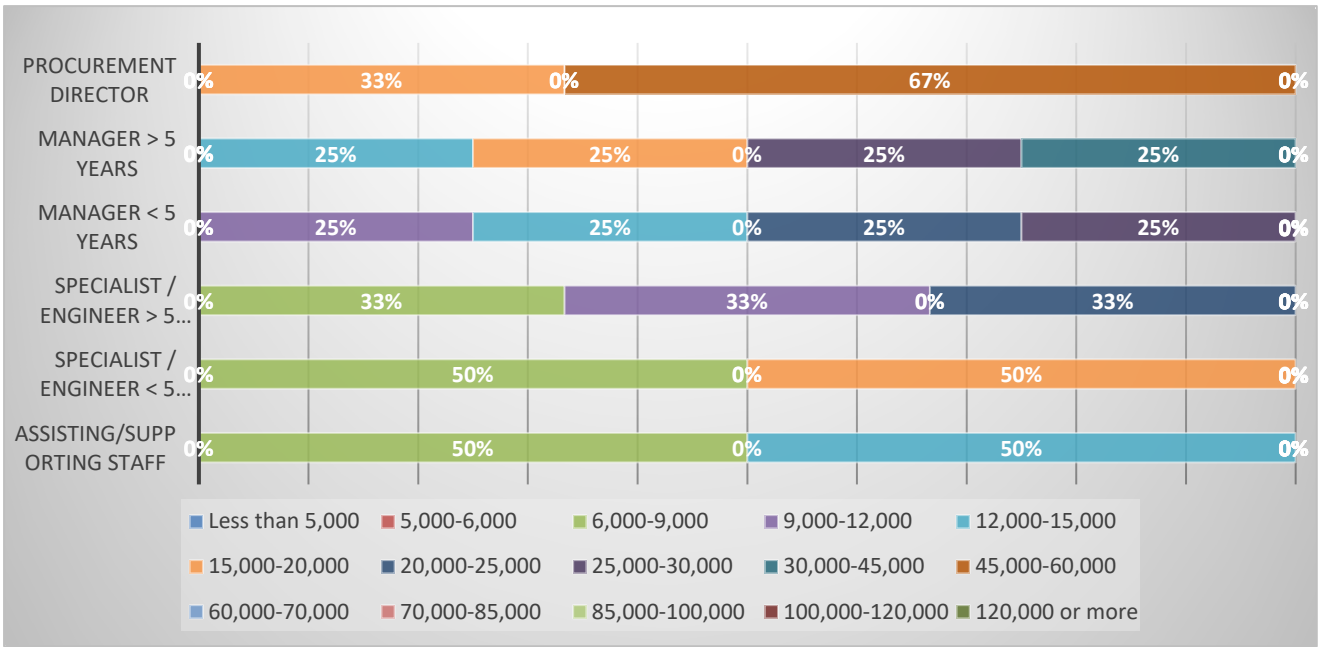
Technology - R&D personnel

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	25,000 – 30,000
Engineer > 5 years	25,000 – 30,000	25,000 – 30,000	15,000 – 20,000
Engineer < 5 years	15,000 – 20,000	15,000 – 20,000	12,000 – 15,000



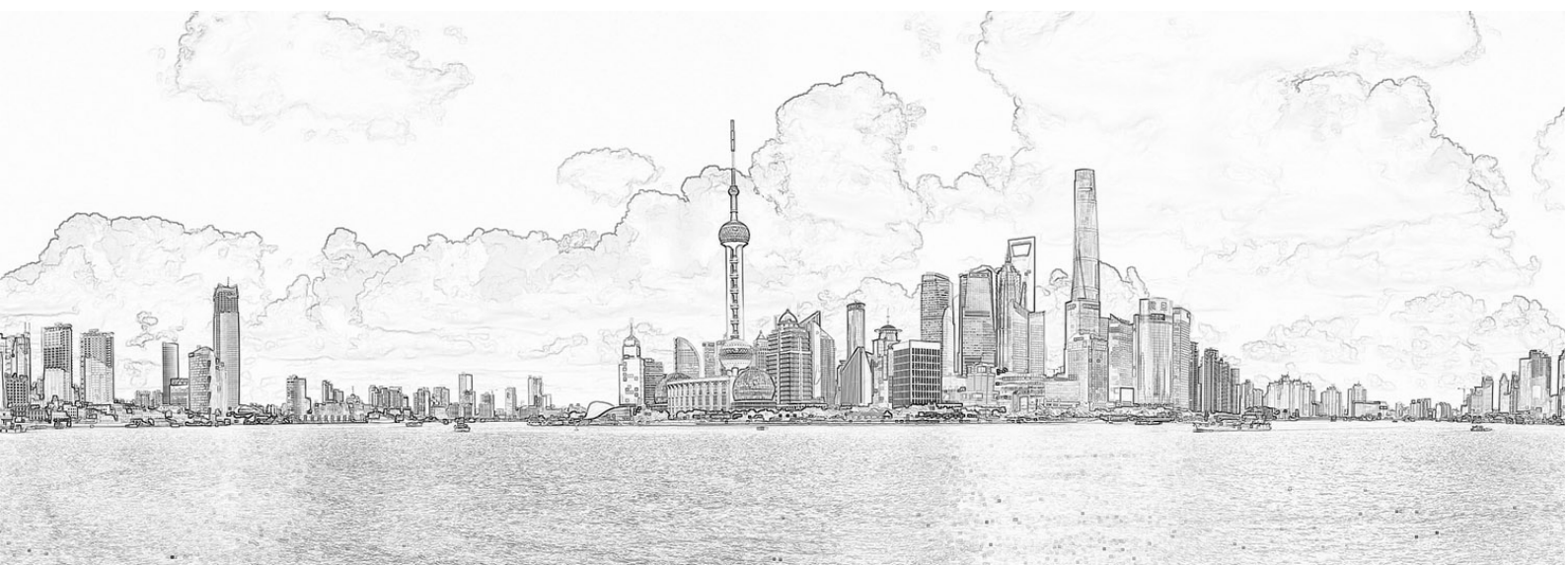
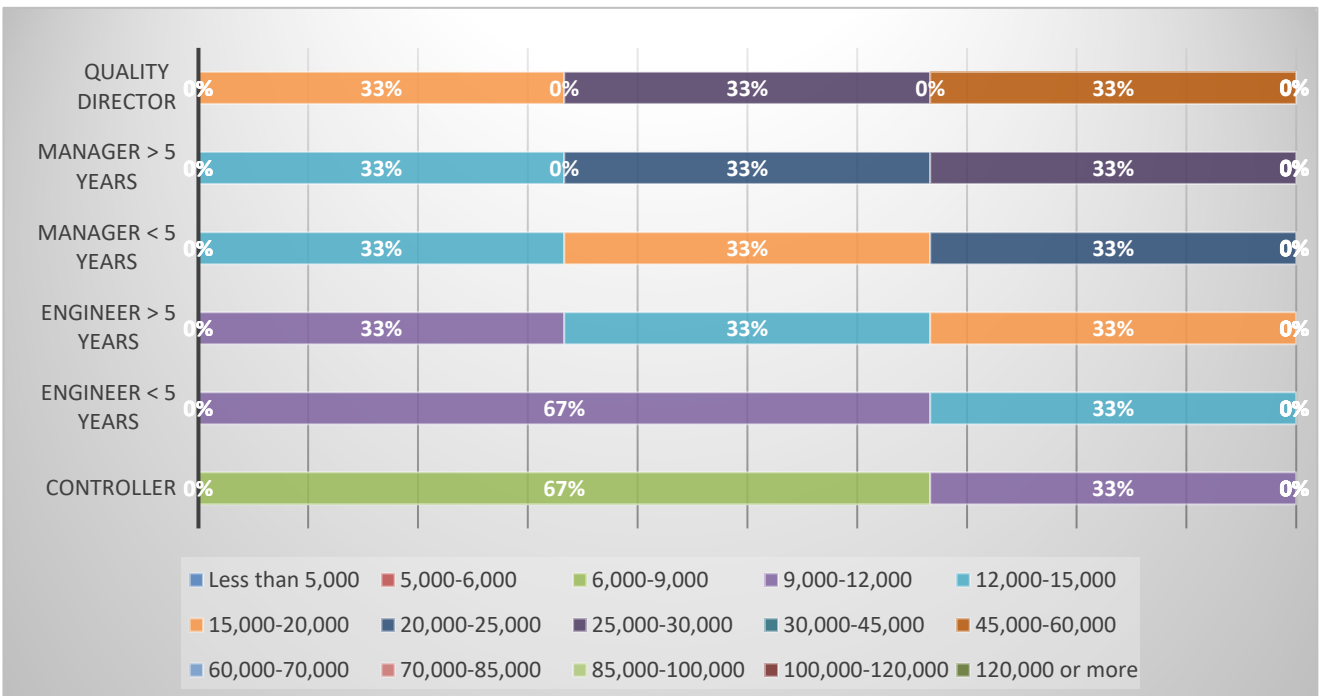
Technology - Procurement personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Procurement Director	45,000 – 60,000	45,000 – 60,000	45,000 – 60,000
Manager > 5 years	35,000 – 40,000	35,000 – 40,000	25,000 – 30,000
Manager < 5 years	20,000 – 25,000	25,000 – 30,000	20,000 – 25,000
Specialist / Engineer > 5 years	9,000 – 12,000	15,000 – 20,000	9,000 – 12,000
Specialist / Engineer < 5 years	6,000-9,000	12,000 – 15,000	6,000 – 9,000
Assisting/supporting staff	6,000-9,000	12,000 – 15,000	6,000 – 9,000



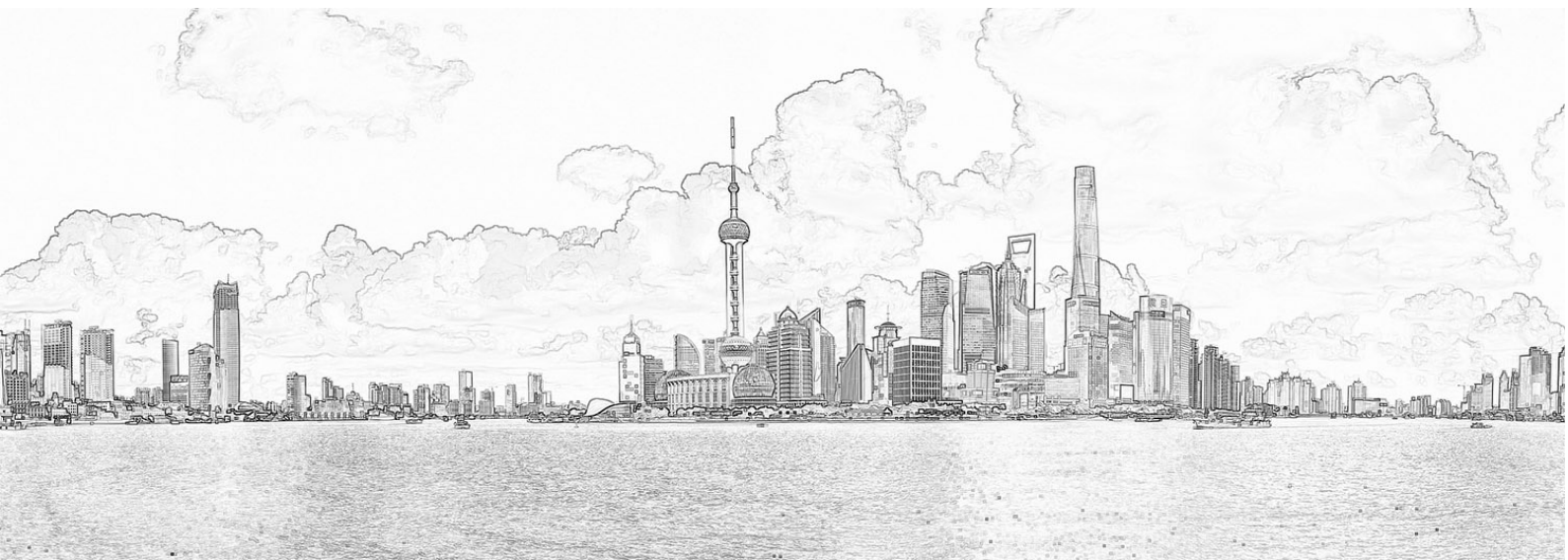
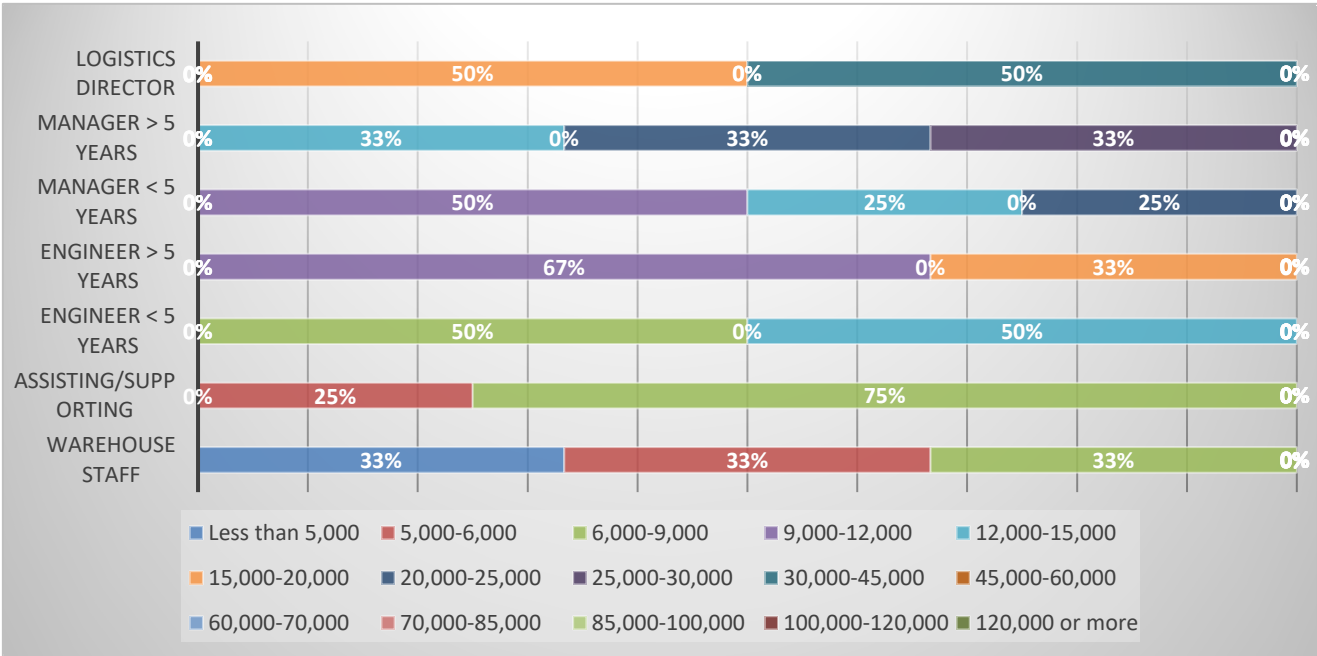
Technology - Quality personnel

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



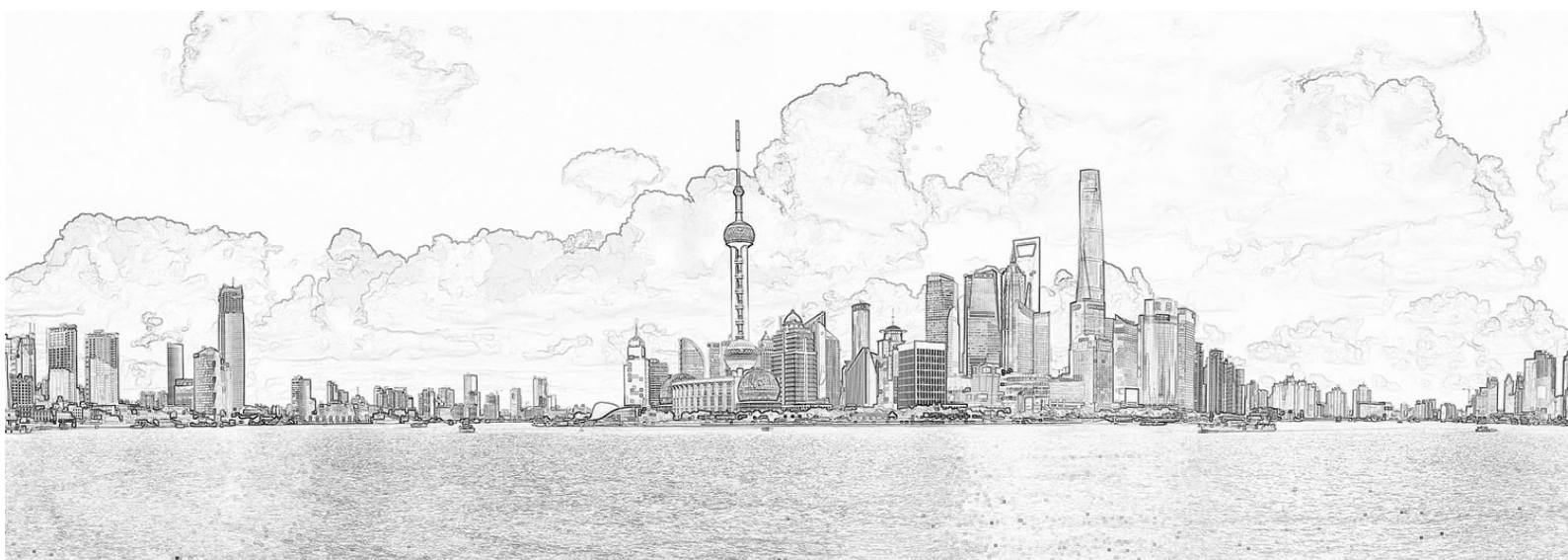
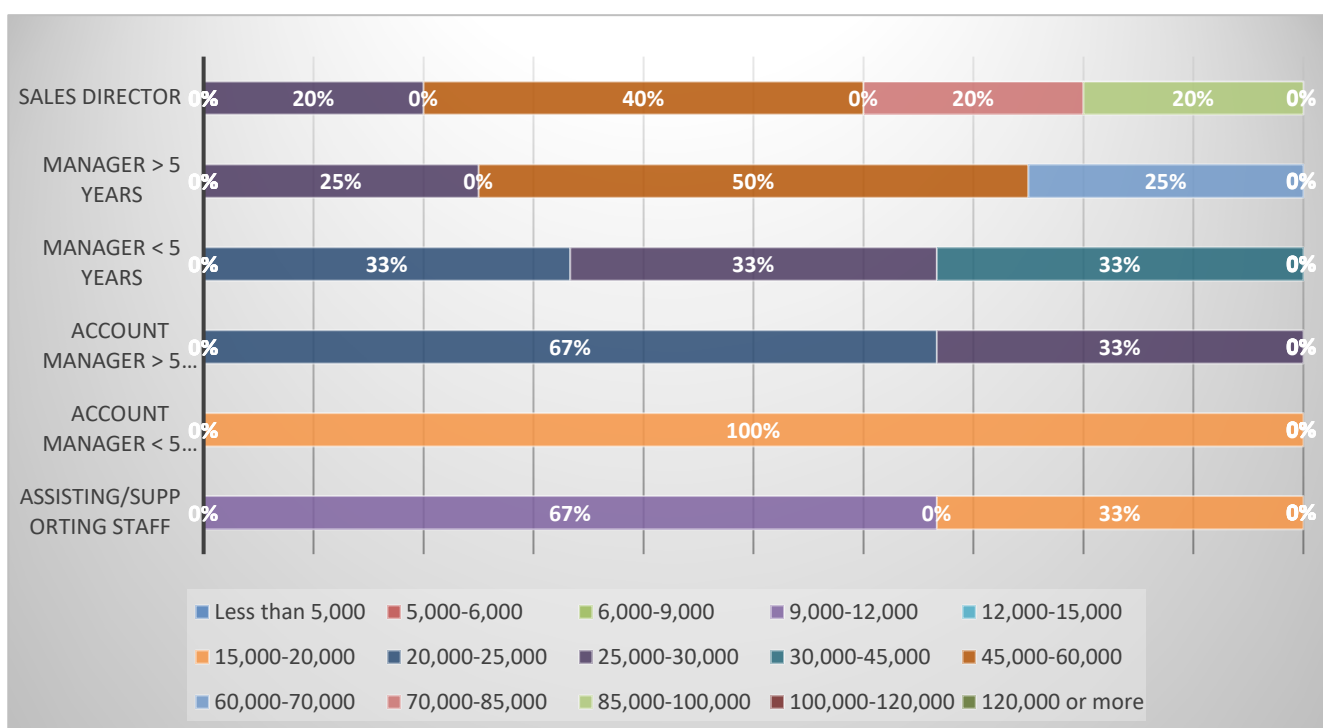
Technology - Logistics personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Logistics Director	30,000 – 45,000	30,000 – 45,000	30,000 – 45,000
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
Engineer > 5 years	9,000 – 12,000	15,000 – 20,000	9,000 – 12,000
Engineer < 5 years	6,000 – 9,000	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	Less than 5,000



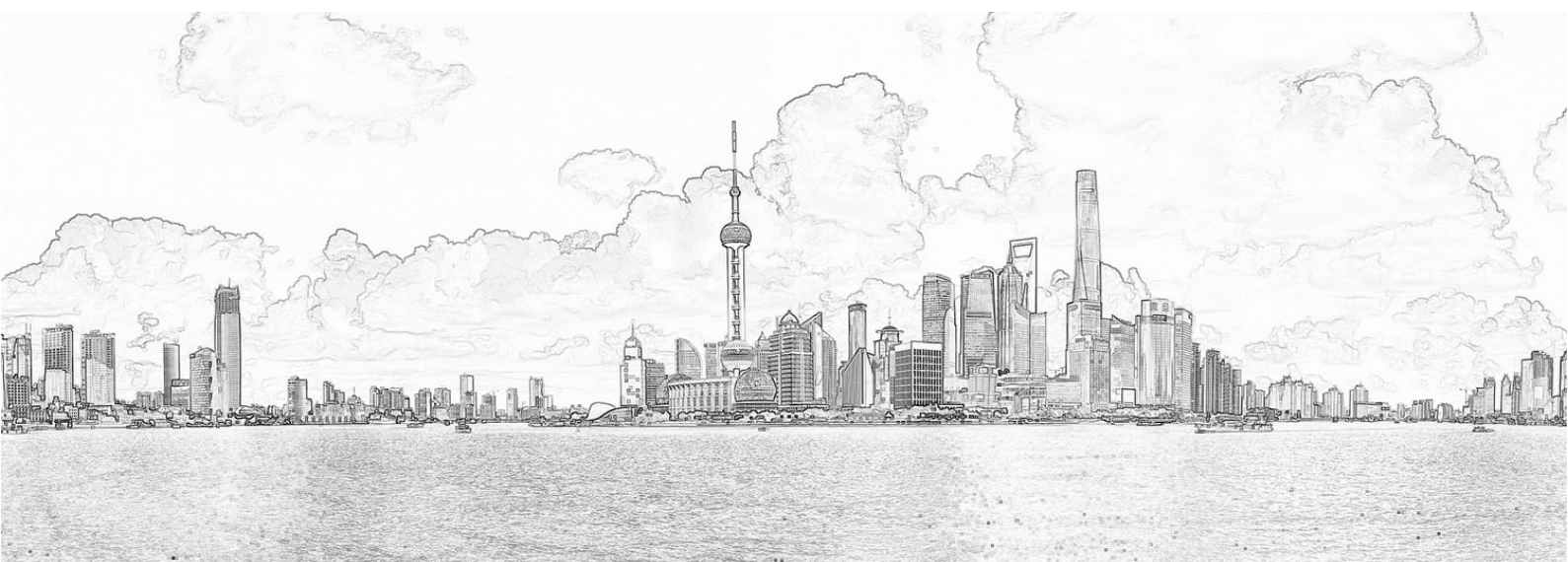
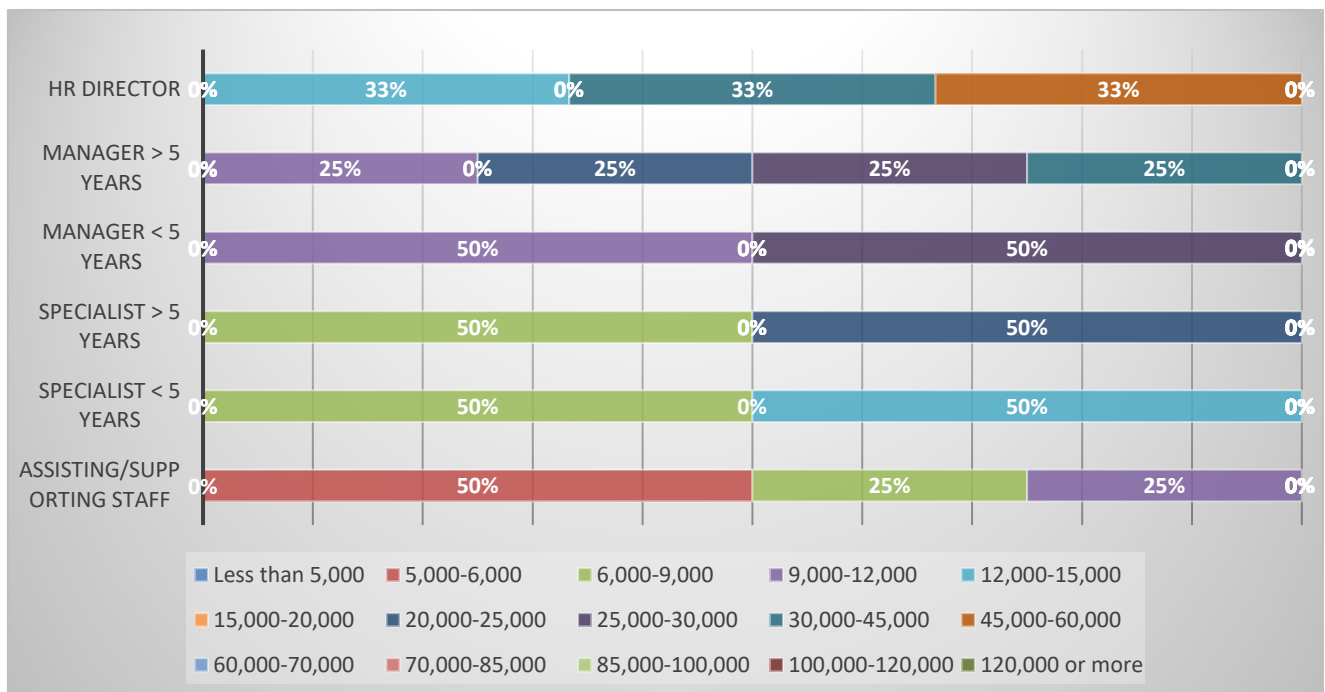
Technology - Sales personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Sales Director	70,000 – 85,000	70,000 – 85,000	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	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



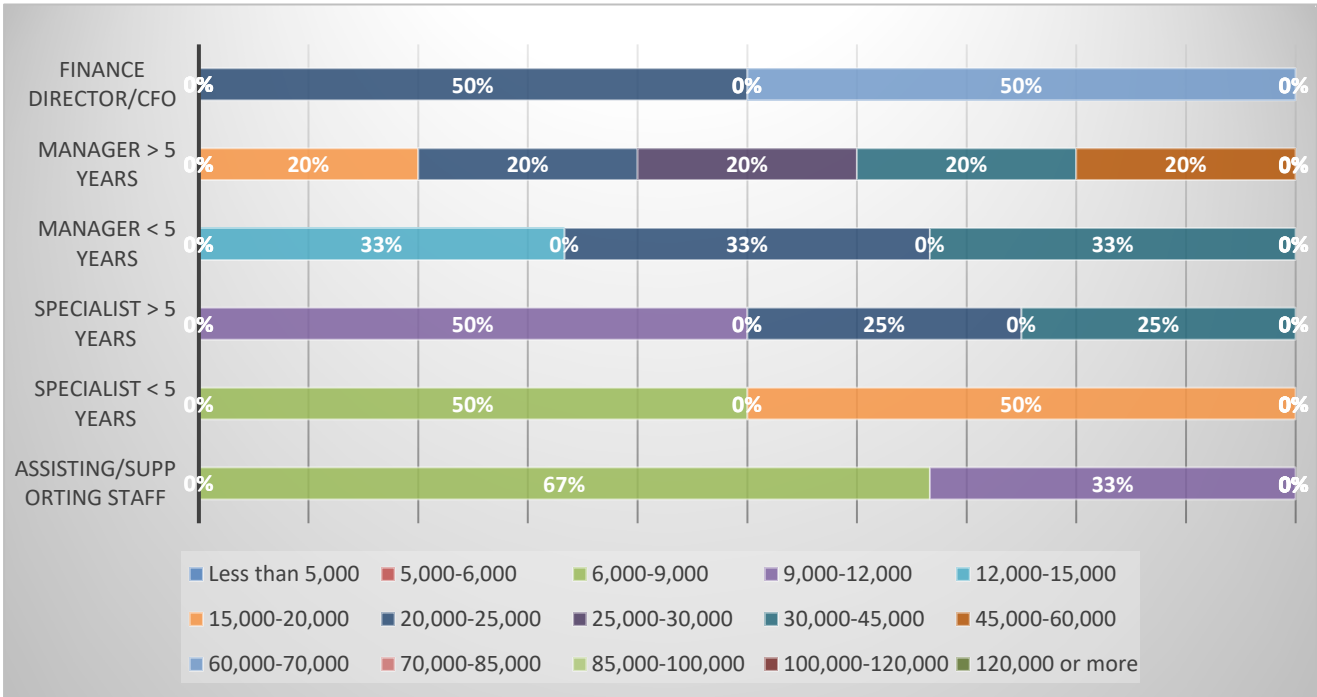
Technology - HR personnel

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



Technology - Finance personnel

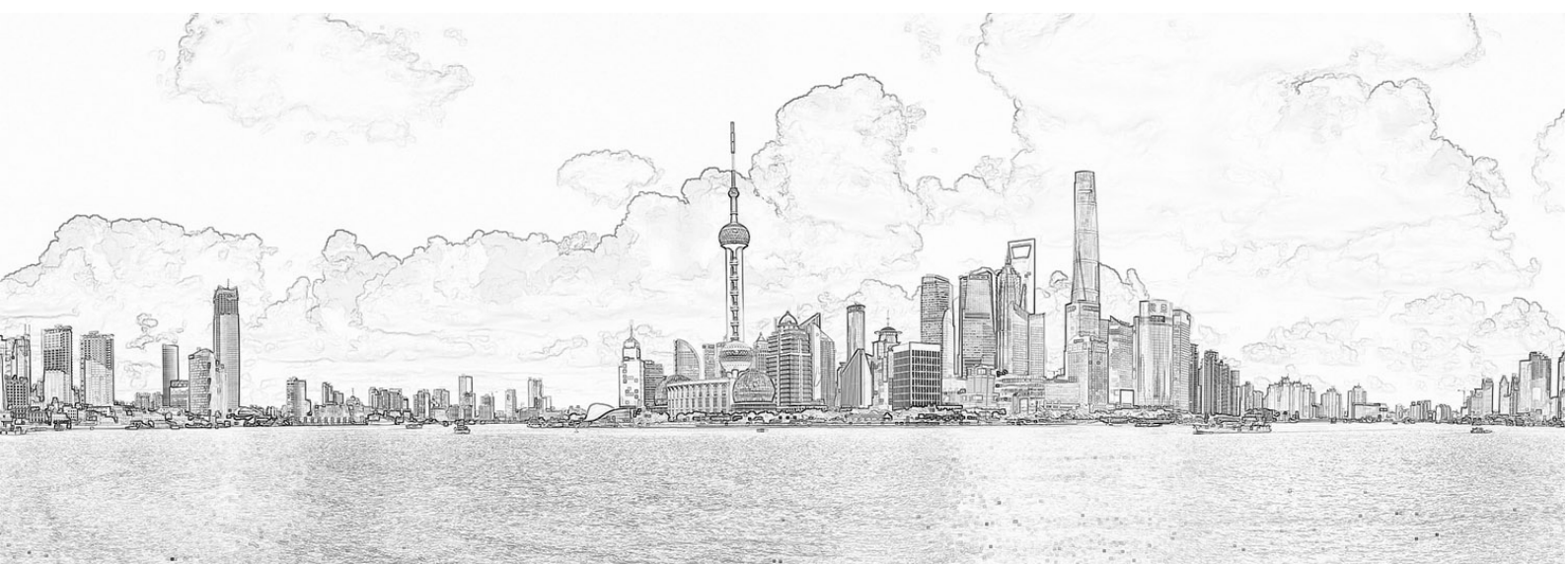
Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Finance Director/CFO	60,000 – 70,000	60,000 – 70,000	45,000 – 60,000
Manager > 5 years	45,000 – 60,000	45,000 – 60,000	25,000 – 30,000
Manager < 5 years	25,000 – 30,000	25,000 – 30,000	20,000 – 25,000
Specialist > 5 years	20,000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



Salary levels - Healthcare & Life Science

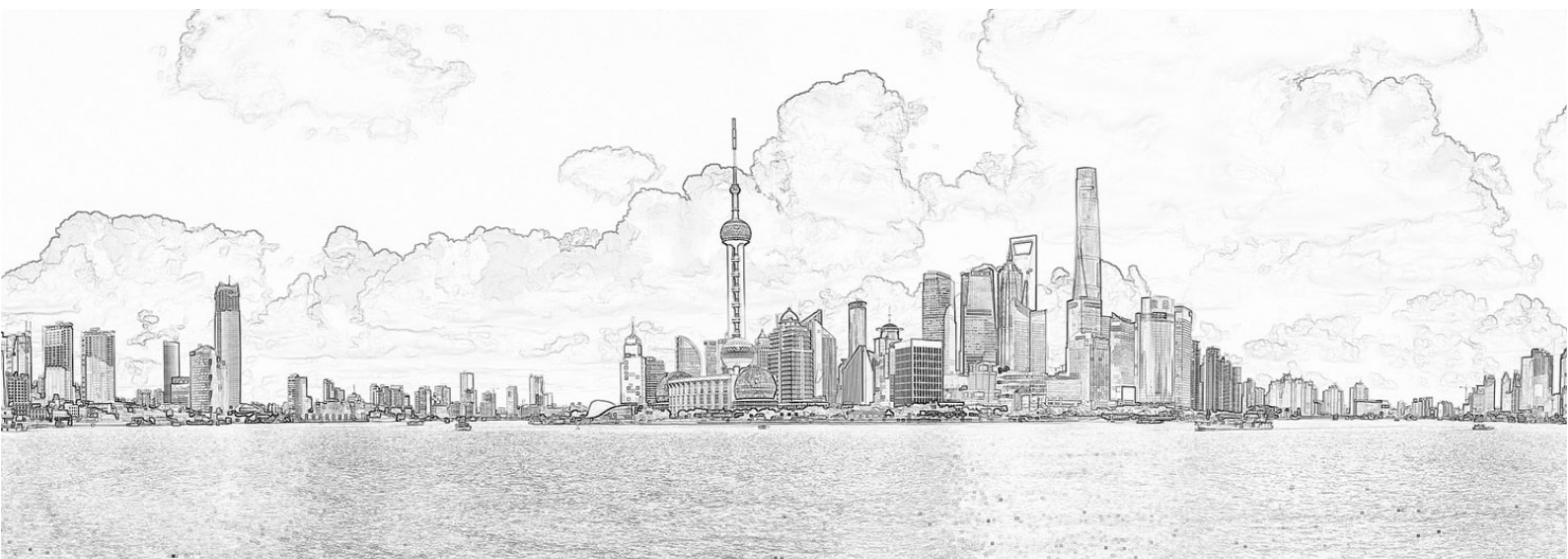
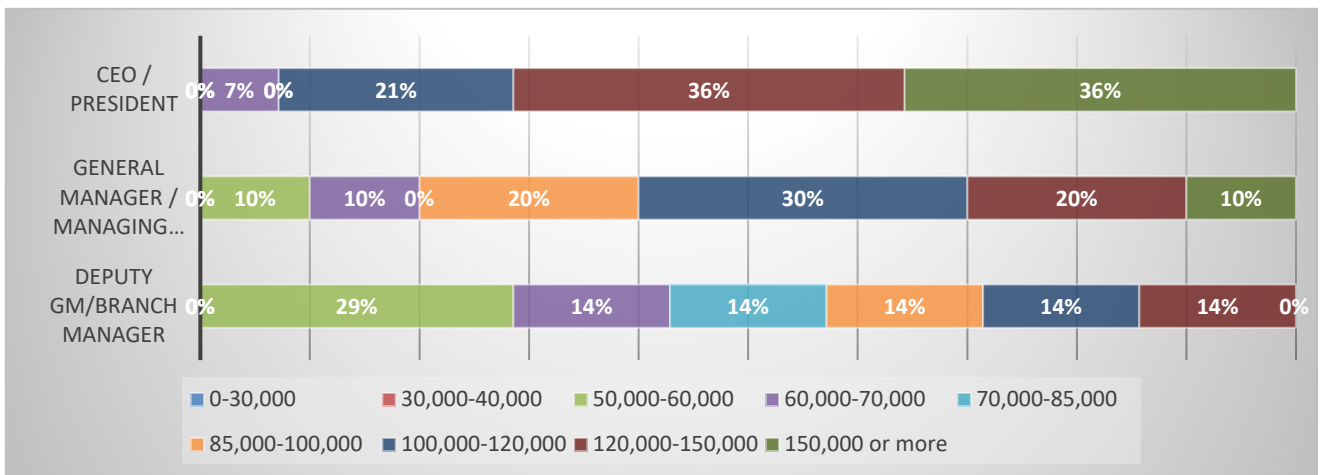
Health & Life Science sector was the third largest sector in terms of participating companies, with 7% of the total. The Healthcare & Life Science sector covers biotechnology, medical device, and pharmaceutical. It is one of the fastest growing sectors in China.

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).



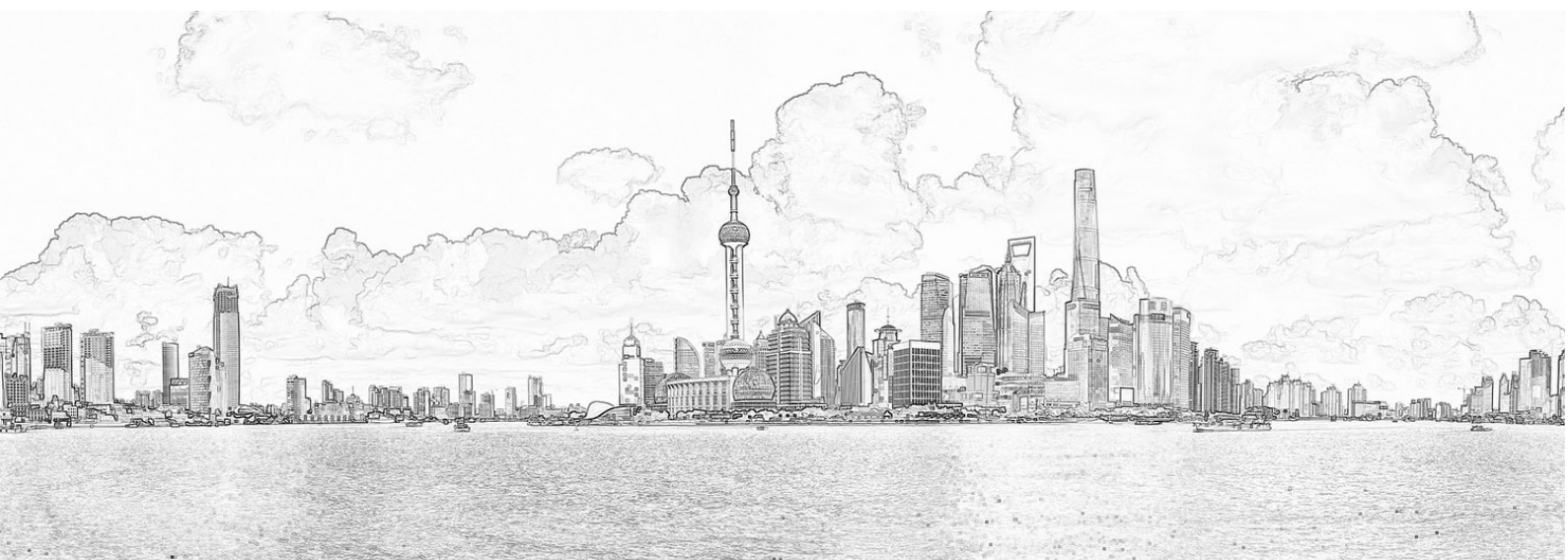
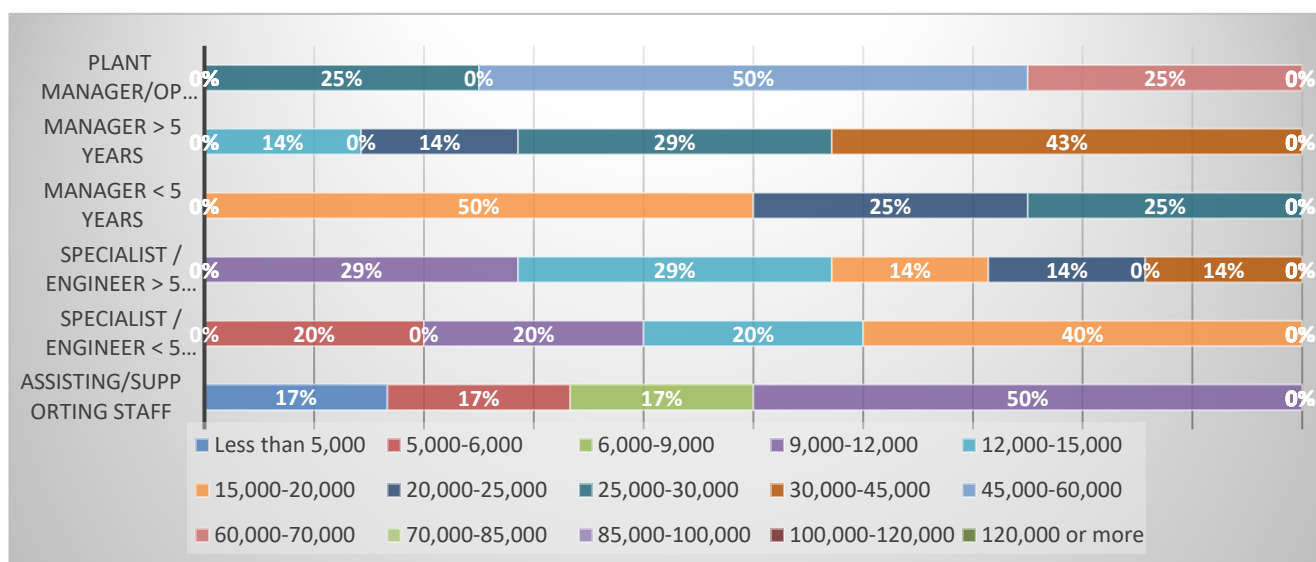
Healthcare & Life Science - Senior management

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
CEO / President	150,000 or more	150,000 or more	120,000- 150,000
General Manager / Managing Director	100,000 – 120,000	120,000 – 150,000	100,000 – 120,000
Deputy GM/Branch Manager	50,000 – 60,000	60,000 – 70,000	50,000 – 60,000



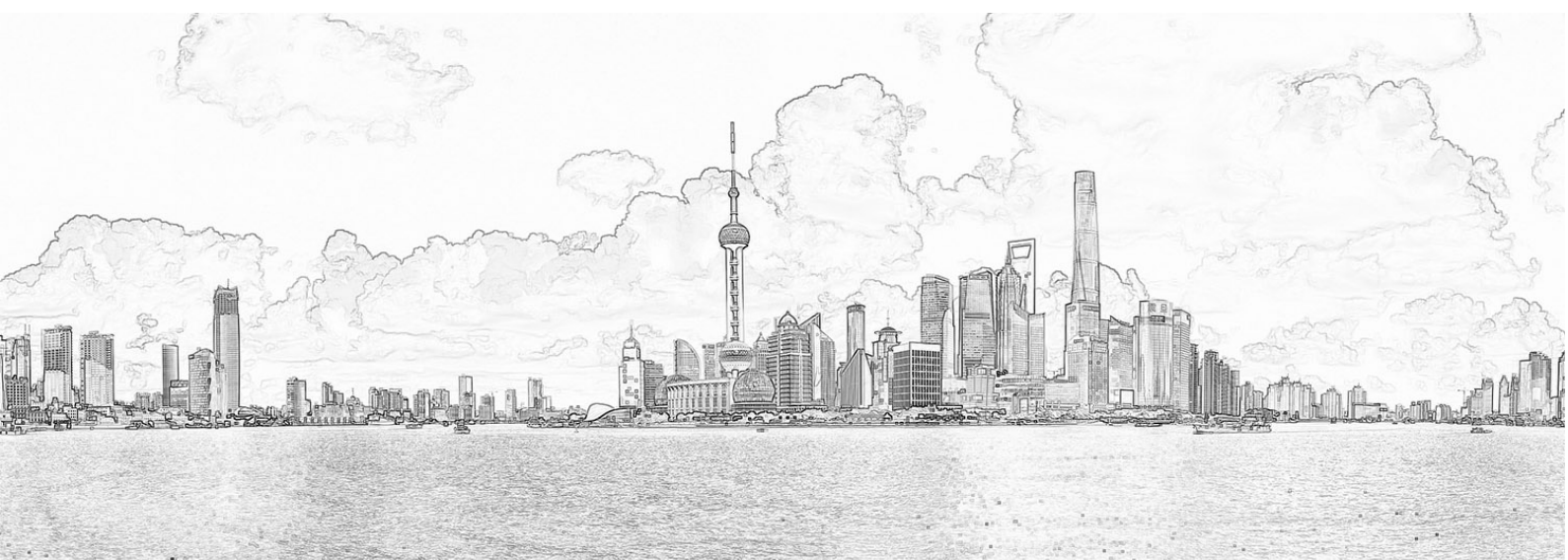
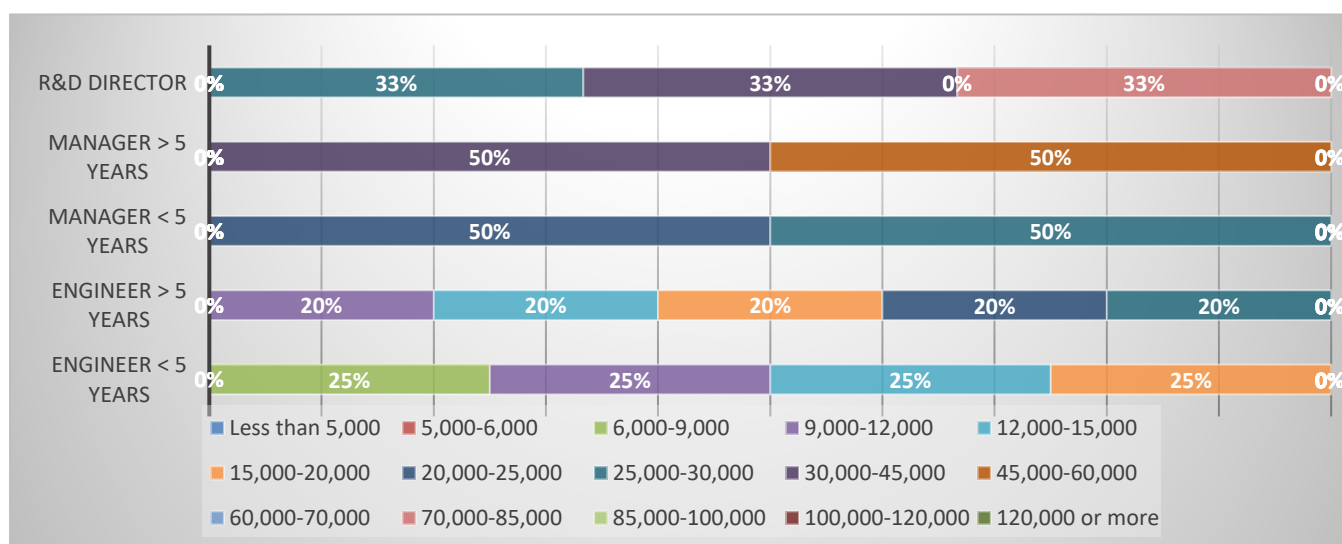
Healthcare & Life Science - Production personnel

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



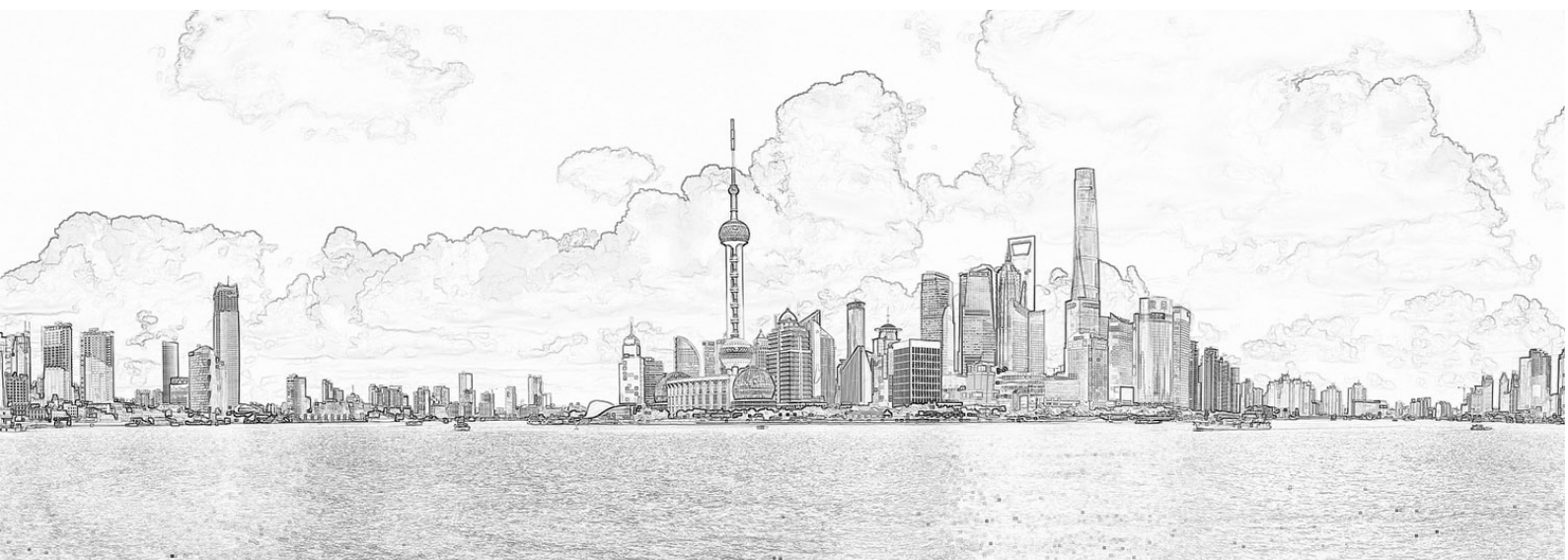
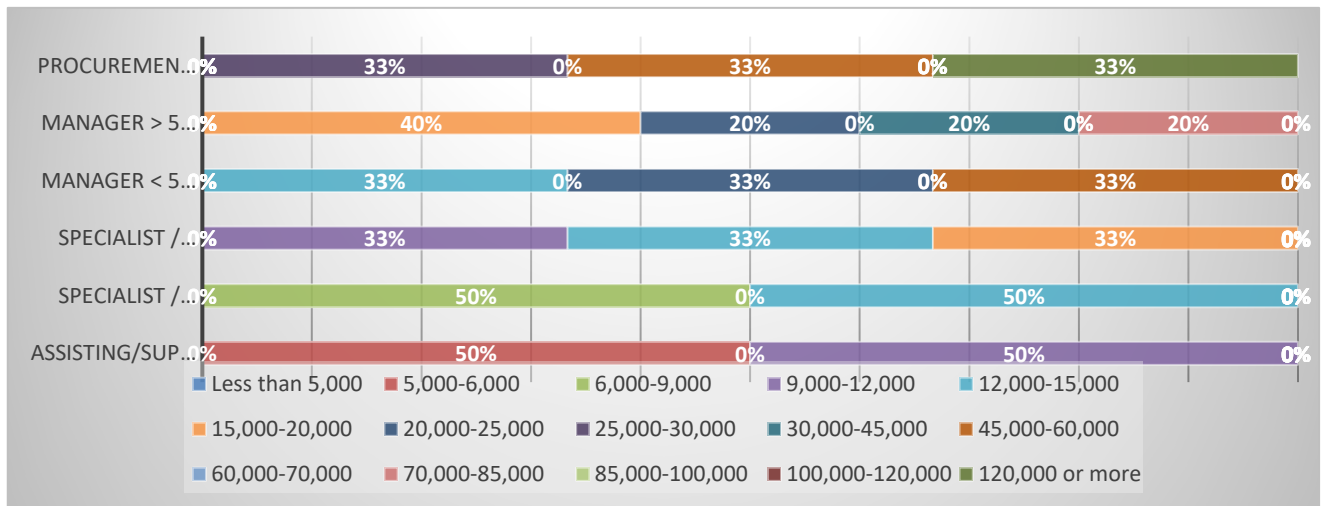
Healthcare & Life Science - R&D personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
R&D Director	70,000 – 85,000	70,000 – 85,000	30,000 – 45,000
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
Engineer > 5 years	15,000 – 20,000	15,000 – 20,000	9,000 – 12,000
Engineer < 5 years	9,000 – 12,000	9,000 – 12,000	6,000 – 9,000



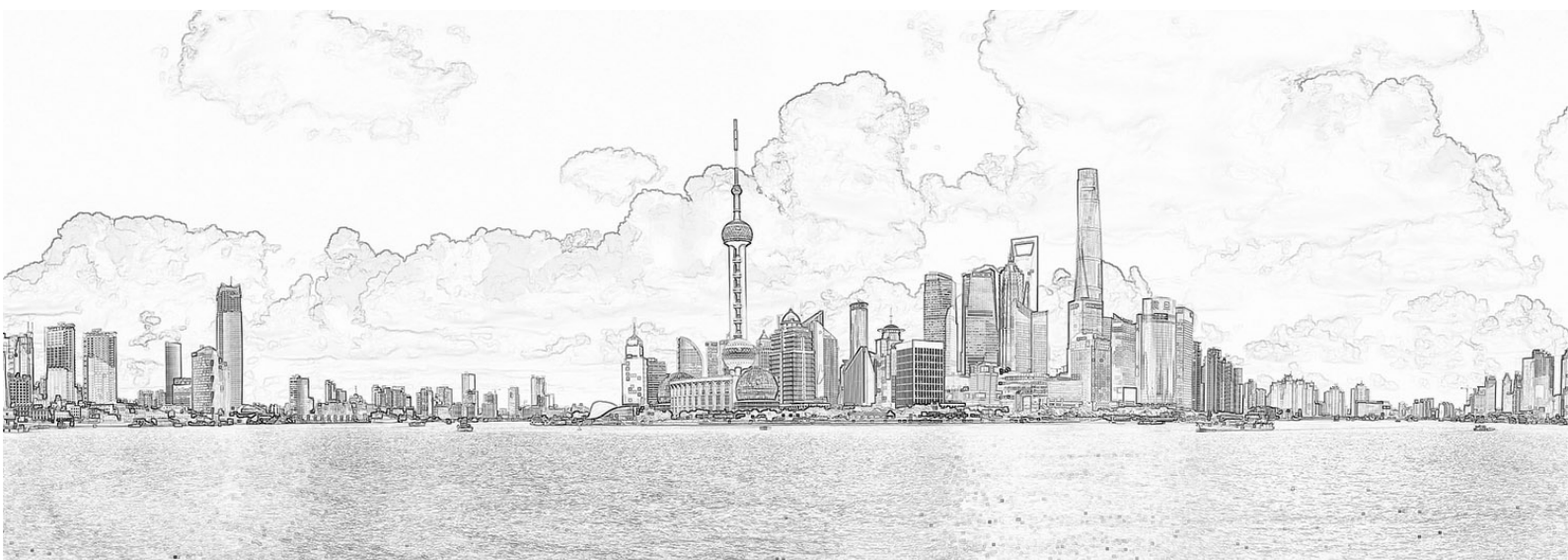
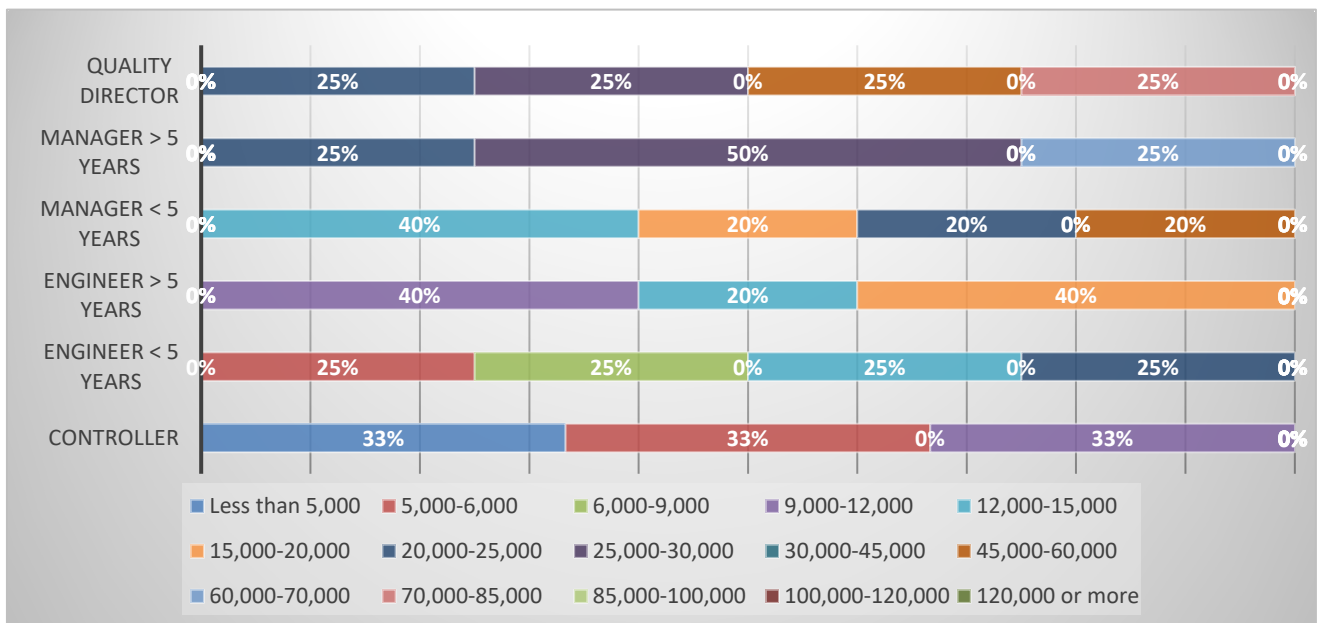
Healthcare & Life Science - Procurement personnel

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



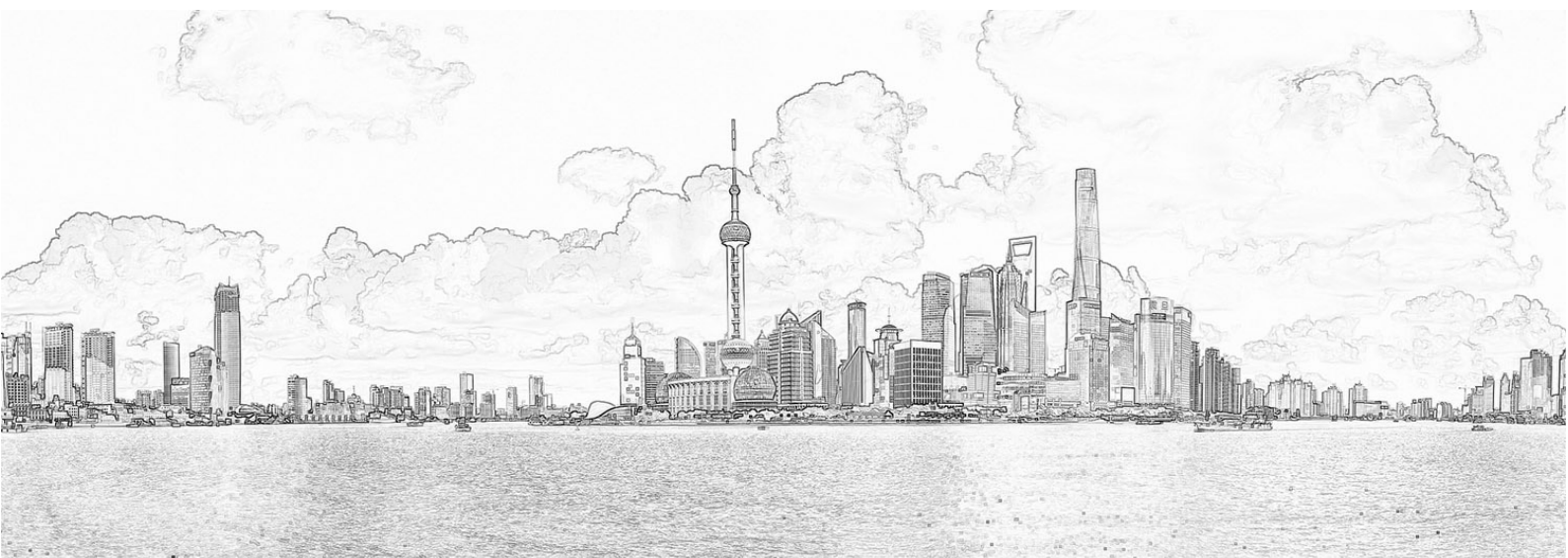
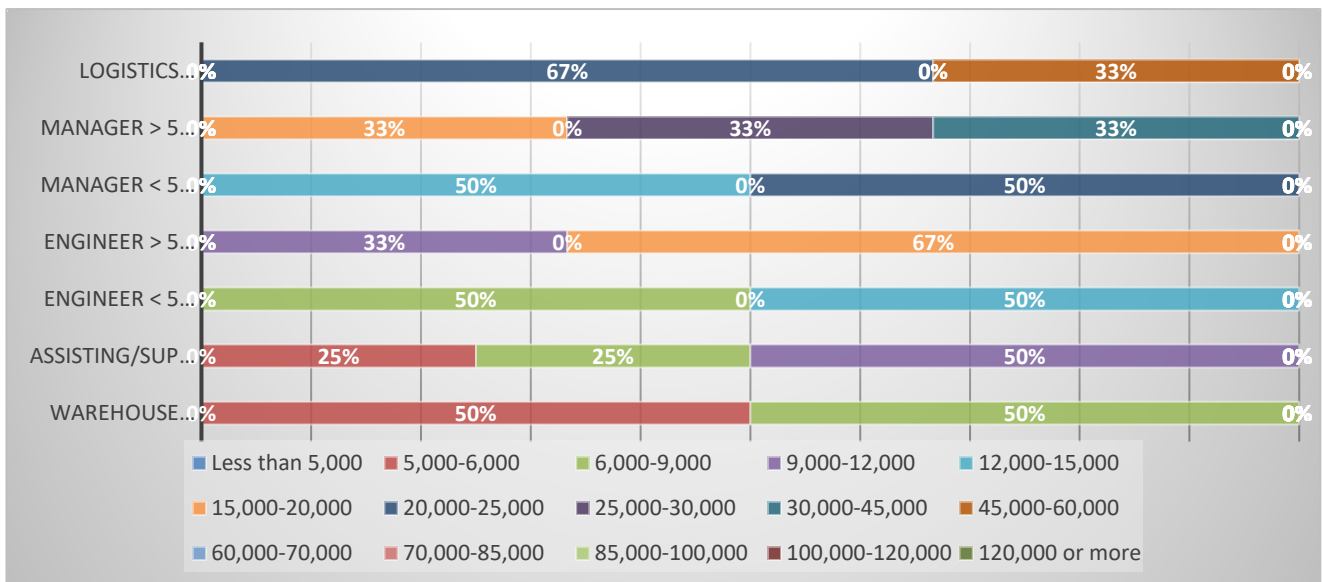
Healthcare & Life Science - Quality personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Quality 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
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	9,000 – 12,000
Controller	9,000 – 12,000	9,000 – 12,000	6,000 – 7,000



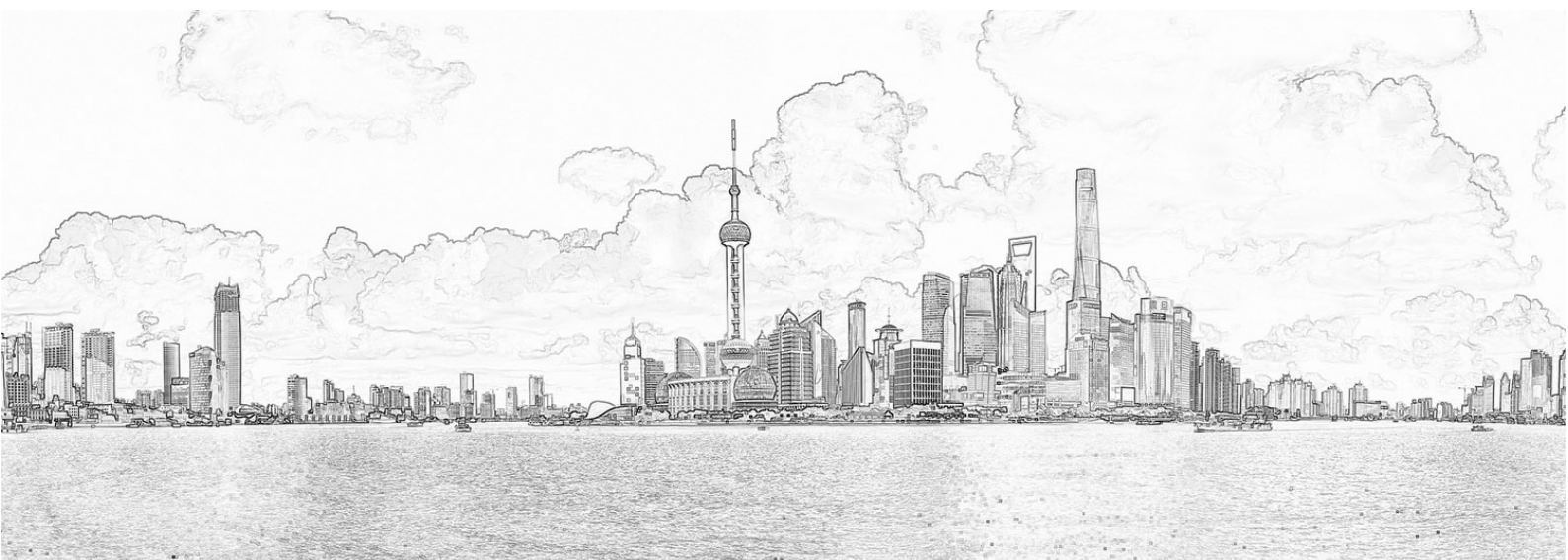
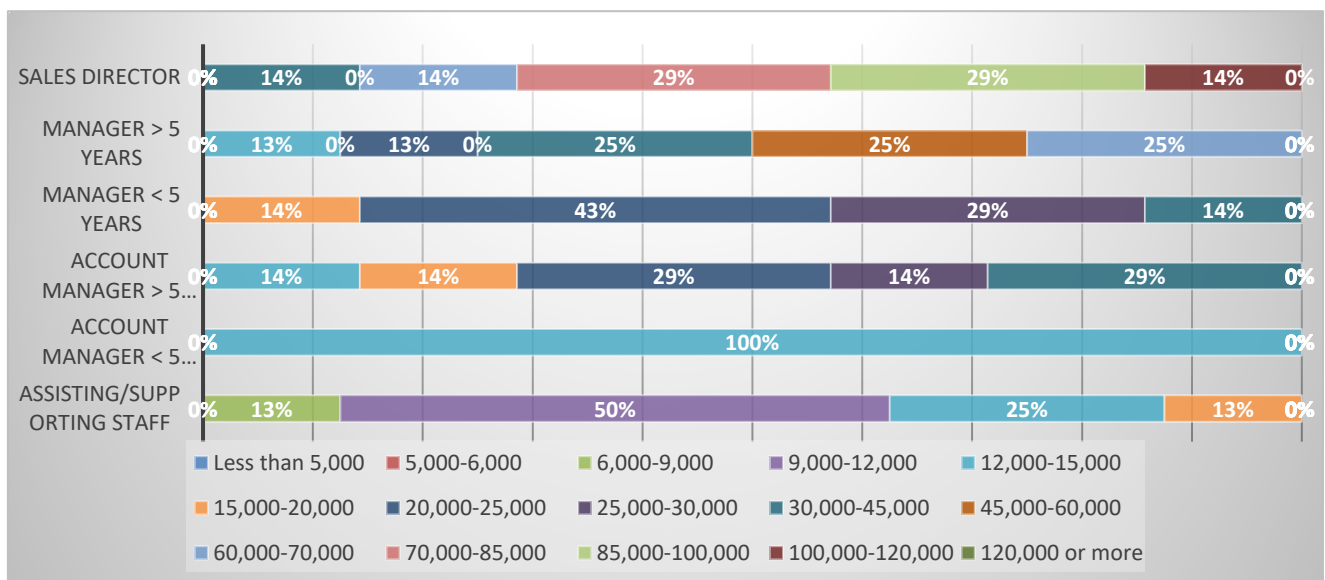
Healthcare & Life Science - Logistics personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Logistics 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
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	9,000 – 12,000
Assisting/supporting	9,000 – 12,000	9,000 – 12,000	5,000 – 6,000
Warehouse staff	6,000 – 9,000	6,000 – 9,000	5,000 – 6,000



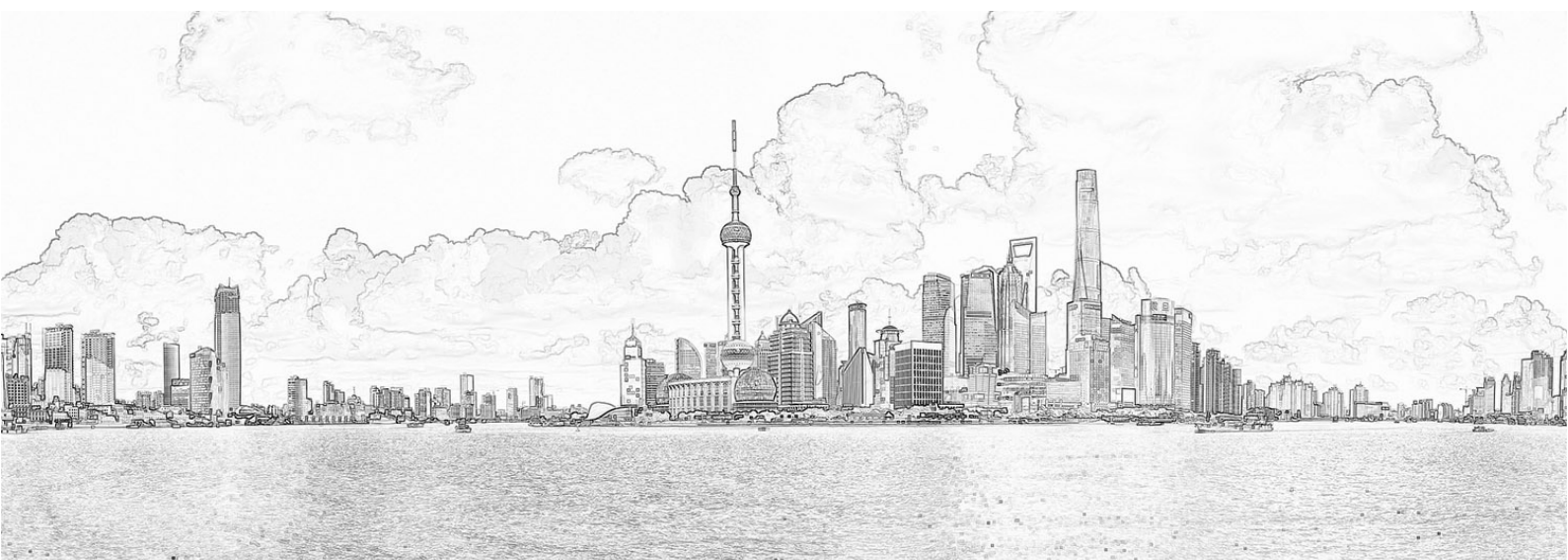
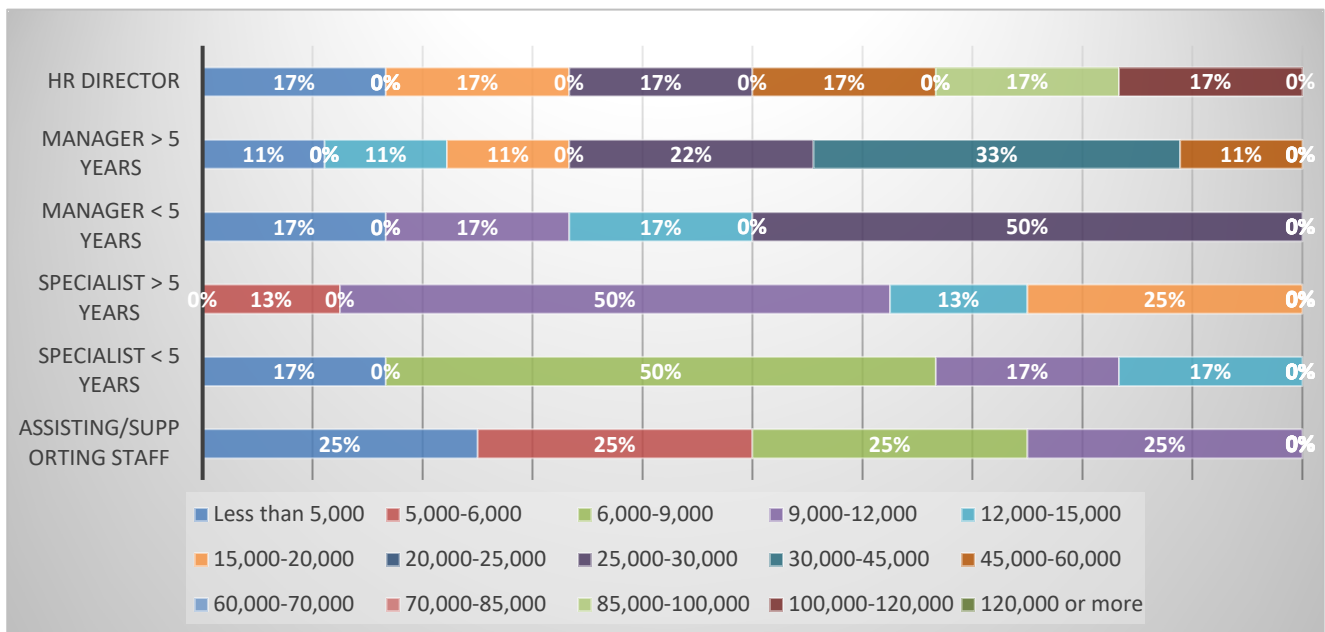
Healthcare & Life Science - Sales personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Sales Director	85,000 – 100,000	70,000 – 85,000	70,000 – 85,000
Manager > 5 years	45,000 – 60,000	45,000 – 60,000	30,000 – 45,000
Manager < 5 years	20,000 – 25,000	20,000 – 25,000	20,000 – 25,000
Account Manager > 5 years	20,000 – 25,000	20,000 – 25,000	20,000 – 25,000
Account Manager < 5 years	12,000 – 15,000	12,000 – 15,000	12,000 – 15,000
Assisting/supporting staff	9,000 – 12,000	9,000 – 12,000	9,000 – 12,000



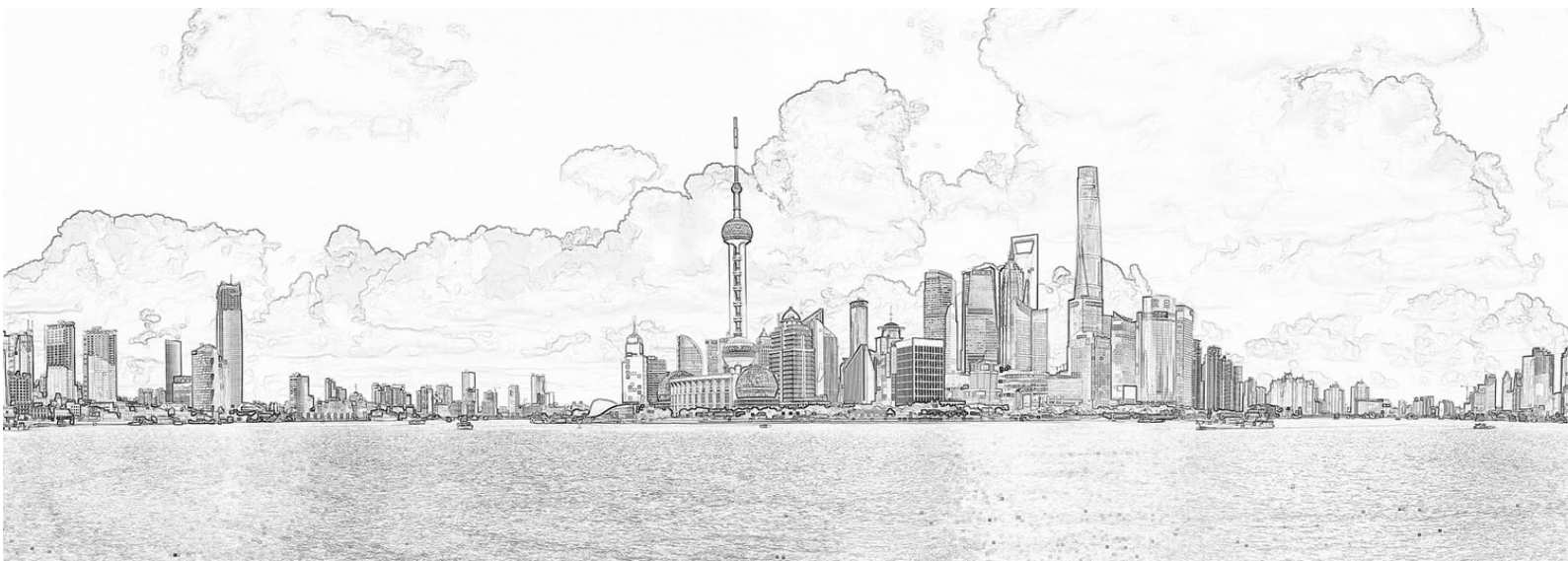
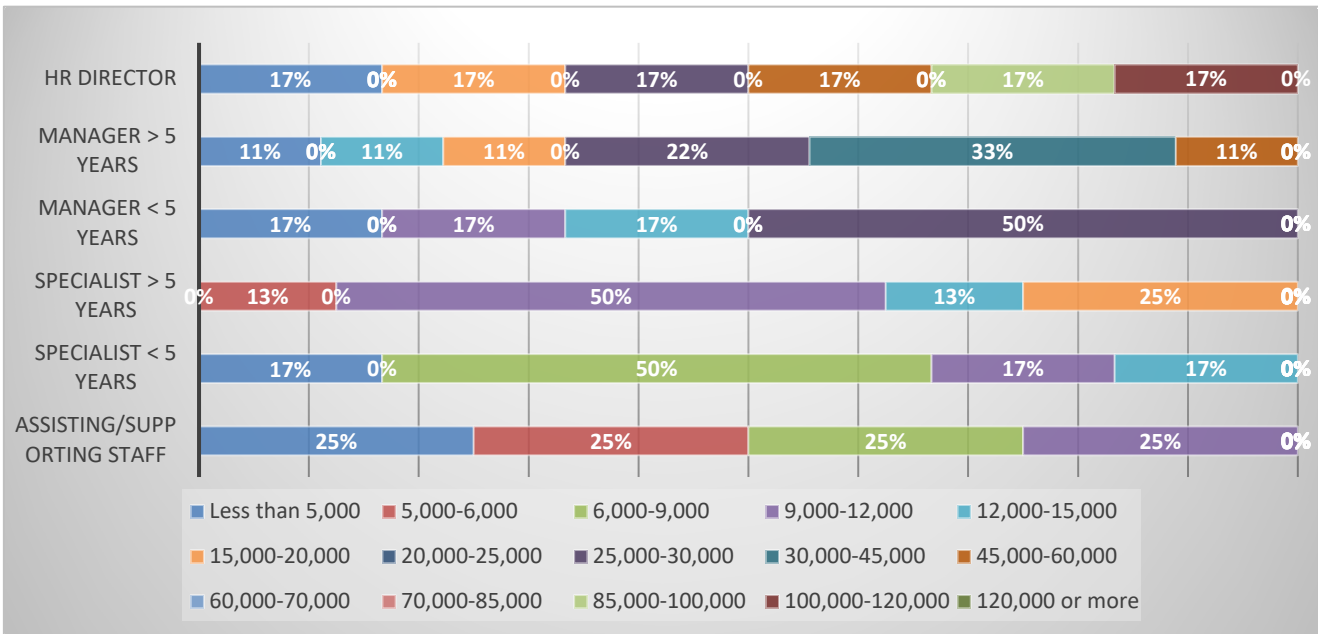
Healthcare & Life Science - HR personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
HR Director	30,000 – 45,000	45,000 – 60,000	30,000 – 45,000
Manager > 5 years	25,000 – 30,000	30,000 – 45,000	25,000 – 30,000
Manager < 5 years	20,000 – 25,000	25,000 – 30,000	20,000 – 25,000
Specialist > 5 years	9,000 – 12,000	12,000 – 15,000	9,000 – 12,000
Specialist < 5 years	6,000 – 9,000	6,000 – 9,000	6,0,000 – 9,000
Assisting/supporting staff	5,000 – 6,000	5,000 – 6,000	5,000 – 6,000



Healthcare & Life Science - Finance personnel

Position	Average gross monthly salary (CNY)		
	Shanghai	Beijing	Jiangsu
Finance Director/CFO	70,000 – 85,000	70,000 – 85,000	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	15,000 – 20,000
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	5,000 – 6,000	5,000 – 6,000	5,000 – 6,000



Salary levels - Energy

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
General Manager / Managing Director	65 000	50,000-80,000
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	35 000	30,000 - 40,000
Finance Director/CFO	50 000	40,000 - 60,000

Salary levels - Trading & Sourcing

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
General Manager / Managing Director	125, 000	100,000-150,000
Deputy GM/Branch Manager	70 000	60,000-80,000
Quality Director	35 500	30,000-40,000
HR Director	35 000	30,000-40,000
Finance Director/CFO	50 000	40,000-60,000

Acknowledgements

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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