

# 2017 China

## Salary & Employment Outlook

### IN THIS REPORT

**6-10%** ↑  
salary increases  
expected

Rise of  
domestic  
brands

Page 05



**48%** ↑  
will increase  
headcount



Tech growth  
to boost Asia's  
job market

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FIND OUT WHAT  
YOU'RE WORTH

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# Seizing new opportunities

## Healthcare, technology and digital sectors earmarked for growth in Asia

Companies in Asia are ramping up efforts to seize growth opportunities in the region, despite slightly weaker global economic sentiment. By investing heavily in mobile-technology start-ups and other innovations, including financial technology (fintech) services, employers are creating new positions with an emphasis on digital skills. Hiring is expected to continue to grow in the next 12 months across the technology sector.

Likewise, the healthcare sector is expected to be a bright spot in 2017, due largely to ageing populations as well as a higher demand for quality services. Countries across Asia are expected to continue building up their healthcare systems, resulting in an increase in hiring demand for qualified professionals across the board.

Digital also shows no signs of slowing down, as companies continue to build up their online platforms and e-commerce capabilities.

In terms of hiring intentions, 44% of employers surveyed across China, Hong Kong, Taiwan, Indonesia, Malaysia, and Singapore said they would be increasing their company headcount; while 49% said they would maintain their current headcount. Mid-level employees appear to be the most sought-after by companies (60%).

Contracting appears to have risen in popularity as a talent solution. In Hong Kong and Singapore, more than half (60%) of companies surveyed currently use contractors, primarily to overcome challenges in permanent headcount approvals. Currently, most contractors are in operations, technology, financial services (reflecting the tightening sector) and business support/administration positions.

Overall, salary increases in Asia are expected to remain modest – almost half surveyed (48%) indicated that the average increment within their companies in the next 12 months will be between 1 and 5%. While employers have agreed that salaries are an important retention tool, other popular employee engagement initiatives include opportunities for career progression and learning and development.

Throughout the region, diversity and inclusion (D&I) continues to play an important part in company programmes. D&I's popularity in Asia has been on the rise as companies become more aware of the benefits in having different perspectives and skills in their teams. Forty-four per cent of employers in mainland China, Hong Kong, Taiwan, Indonesia, Malaysia and Singapore said they were strongly committed to D&I initiatives.

The breadth of D&I coverage in Asia is slowly beginning to evolve as well, developing from an emphasis on purely gender to cover other less-represented groups. Currently, over half (53%) of D&I programmes in the region are primarily focused on gender, followed by age (42%) and minority ethnic groups (34%).





# Made in Asia: Rise of domestic brands

## Asian-headquartered companies have become increasingly competitive with their employee value propositions

Across most of Asia's diverse markets, competition for talent is more intense than ever as domestic brands — historically seen as second place to overseas multinationals, as far as candidate preferences are concerned — compete with their foreign counterparts for top candidates.

The only exception, it appears, is Japan, where working in a well-established domestic firm, like the Toyotas and Panasonics of the country, is seen as more prestigious and stable than top foreign multinationals. Professionals who hope to gain international experience would rather choose to join a local firm and opt for an overseas transfer than join a foreign company.

Outside of Japan, the rise and globalisation of domestic brands in other parts of Asia have caught the eye of many employees, who now see the potential and advantages of joining a local firm.

Mainland China, in particular, has seen the meteoric rise of various local brands, now multinationals in their own right and visible to the world. Of these organisations, 21, including Internet giant Alibaba and online travel agency Ctrip, have been listed in Forbes' Asia's Fab 50 Companies list. The list also includes companies in Hong Kong, Taiwan, Thailand, Indonesia and Malaysia.

### Successes and challenges

For many domestic companies, success usually comes from ensuring compatibility between products/services offered and market demands as well as localising their talent pool to leverage employees' market knowledge, among other reasons.

However, many face the perennial challenge of finding candidates who have an international perspective, strong knowledge of local markets and the requisite language skills. As they find success within their home countries and look to expand overseas or execute successful IPOs (initial public offerings), the search for talent would have to be taken a step further — this means acquiring true Asian knowledge plus experience in other markets.

In the past, domestic brands have had to work hard at making themselves more attractive to prospective hires, be it through creating a more international corporate culture, introducing better pay/benefits, and ensuring clearer project and performance management processes. This is working in China where 44% of domestic employers surveyed said they would provide increments of 6-10%, almost on par with foreign multinationals (46%).

Those who are highly successful at hiring have two secrets to success: they simply hire the right people for the job — those who have the right skill sets and share company values — and they figure out the most effective platforms to engage their target audiences.



## 3 WAYS TO HIRE THE RIGHT PEOPLE

- 1. PROMOTE YOUR COMPANY VALUES.** Does your culture reward teamwork or competitiveness? Or do you value customer service, creativity or innovation? Promoting your company values will help attract like-minded individuals and increase the likelihood of finding the perfect match.
- 2. HAVE A COMPELLING EMPLOYEE VALUE PROPOSITION (EVP).** Top performers want to know what sets your company apart. What does it stand for? How is achievement recognised and rewarded? Aim to promote these attributes through your online platforms, public relations or even word-of-mouth. Remember to separate your employment brand from your consumer brand.
- 3. BE OPEN-MINDED.** Often, the best candidates exist outside of your industry. A high-potential candidate with strong transferable skills will often do well even in another industry, when given the right training. They may also bring with them new and innovative perspectives that will help move your business forward.

# Tech growth to boost Asia's job market

## The race to secure top talent is heating up as companies move to build up technology capabilities

Technological innovation in Asia is set to gather further pace in 2017, led by sizeable investments from established companies and start-ups looking to grow and streamline costs, and stay ahead of their competition.

Fuelled by a myriad of factors, including Asia's rapid smartphone adoption, the rise of e-commerce and the rush for productivity/automation, almost every company in Asia is investing more in technology and making their business more mobile/tablet-friendly. Within mainland China especially, large amounts of investment are moving towards Shenzhen, where there is an established infrastructure for technology-led manufacturing.

In other markets such as Taiwan and Malaysia, a greater concentration of digital innovation will likely be observed in areas like mobile and software development, Internet of Things (IoT), and cloud-computing.

Japan too, is expected to explore ways of further building up an ecosystem that would help leverage its status as a technological giant, reported the Wall Street Journal. This includes building bridges between large, established companies and less risk-averse start-ups.

### Fintech's growth

With the rise of financial technology services, also known as fintech, and governmental support in this area, start-ups as well as established global and regional financial institutions are investing heavily to develop their own technological capabilities in-house. In markets where mobile and online payment systems remain under-developed, such as in Indonesia and Thailand, fintech services are an opportunity for new players to enter the market.

Already, Indonesia has granted new banking licenses to conglomerates, allowing them to launch digital banks. Hong Kong's push for the movement has culminated in several notable outcomes, including the annual Finnovasia conference, which regularly brings together hundreds of attendees from different countries to chart fintech's future in Asia. In Singapore, the country's monetary authority has also committed to invest S\$225 million in fintech over five years.

On an international level, more foreign companies are setting up regional headquarters in Asia, drawn by the region's lower operating costs, excellent infrastructure and strategic location that make it easier to expand into new markets.

As a relatively young industry, the technology market is expected to face a considerable shortage of talent in this space. Employee recruitment and retention will become increasingly competitive, as the rate of technological growth outpaces talent development. Adding to such challenges is the tendency of candidates moving around more frequently than in other sectors, attracted by better opportunities and remuneration packages.

To overcome this shortage, companies are beginning to recruit beyond their industries and national borders. Talent flow is likely to be technology-focused rather than business-focused. Salaries are likely to increase as well.



## 5 TIPS TO RETAIN TOP TECHNOLOGY TALENT

- 1. KEEP ON TOP OF MARKET SALARY RATES.** Specialists can command material increases, so the first step in retaining your technology talent is to frequently review the market rates on offer. It is essential that you communicate to internal stakeholders the vital importance of at least matching – if not exceeding – the going rate, and getting budget allocation accordingly. The laws of supply and demand apply.
- 2. LOOK TO THE START-UP WORLD.** With Silicon Valley setting the standard for technology employment, it may be wise to look to start-up culture and try to replicate some aspects of what makes technology start-ups so attractive. For example, technology specialists thrive on challenges and new experiences.
- 3. FLEXIBILITY.** If budget is still difficult to find, there may be an opportunity to make up for it with perks like flexible working options. Bearing in mind that a technology specialist may work best uninterrupted at home, or even at night, a lenient work schedule can also be a way to get the most out of your team.
- 4. INVEST IN TRAINING.** Training is an investment to maximise your team's capacity and improve your employee retention rate. Hence, this should be an important piece of the budget puzzle – not an afterthought. Technology employees typically enjoy learning new skills. The opportunity to earn CV-enhancing qualifications like CCNA, MCP, PRINCE2 or Certified ScrumMaster, is valued.
- 5. DISCUSS CAREER PATHS.** To prevent technology staff becoming dissatisfied or restless with their job, it is worthwhile at annual review time and throughout the year to ask what each employee is looking for in their career – whether it is the opportunity to try new things, new roles or to transfer to another location.

# Strong employer branding: A key to success

## Companies that are able to effectively communicate their culture and values to employees are staying ahead

More companies in Asia are paying attention to employer branding as a way to stand out in the increasingly competitive field of talent acquisition and retention. Already, 56% of employers surveyed said that their organisations practise employer branding actively.

Traditional incentives such as salary increases remain one of the top considerations for candidates, especially in mainland China and emerging markets like Thailand and Indonesia. But other factors, such as career progression, training, work-life balance, and corporate values, are also rapidly becoming more of a “pull” factor for an increasing number of employees, particularly the millennials. This is especially true in Taiwan where salaries tend to stay relatively flat.

Companies that succeed in employer branding are those that can communicate clearly to employees what they stand for, and the culture and values the organisation promotes. Often, such companies have multi-channel digital strategies to promote their brand internally and externally. Almost two-thirds (55%) of the companies that practise employer branding engage with potential and current employees using internal and external social media platforms.

In Indonesia, for example — a relatively young market that is among the world’s most active users of Facebook and Twitter — 50% of employers use social media to reach talent under the age of 30. Start-ups that do not have enough resources to build their employer branding also often turn to social media to communicate their corporate journey and mission as part of their attraction and retention strategy.

### Diversity and inclusion

Increasingly, more companies are ramping up their efforts in diversity and inclusion (D&I) to build their employer brand. International firms are typically at the head of the curve with D&I, often because they have policies mandated by regional or head offices, and many of them are seeking to localise their workforces to become more representative in the markets they operate in.

While D&I efforts can be better encouraged on the domestic front, local companies that are taking the biggest strides in this area are typically those looking to expand abroad: for example, several Chinese banks opening in Hong Kong and technology businesses expanding across the globe have made determined efforts to look more attractive to international talent, and this has included having clear policies on D&I.

The good news is that majority of employers across Asia (93%), comprising local firms and foreign multinationals, have said that they are committed, in varying levels, to supporting their D&I efforts. Among all, Singapore stood out, with 91% of employers affirming their commitment to D&I, as the local government continues to champion such efforts.

Throughout Asia, gender appears to be the top focus of most companies’ D&I programmes, with slightly over half (53%) of companies making a clear push for recruiting and promoting women in organisations. Beyond gender, companies are also focusing programmes on age (42%) and minority ethnic groups (34%).



## 5 WAYS TO PUSH D&I IN YOUR ORGANISATION

- 1. HAVE RELEVANT PROGRAMMES.** To support a diversified workforce, companies should ideally have programmes that retain talent from different backgrounds. Some initiatives that have worked among our clients included leadership development schemes for women and fair performance reviews, with processes that neutralise bias.
- 2. MAKE IT A GENUINE PRIORITY.** For diversity and inclusion (D&I) programmes to truly make a difference, senior leaders will need to support the cause whole-heartedly and make it a point to personally practice D&I.
- 3. CREATE AN ENVIRONMENT THAT SHOWS SUPPORT.** For example, if your company has a work-from-home policy, ensure that leaders are supporting this initiative 100% and that the employees have the tools, like laptops and remote access permissions, to telecommute productively. Otherwise, employees might feel that the policies are just for show.
- 4. AVOID UNCONSCIOUS BIAS.** Train managers to be more aware of their hidden biases. People tend to recruit talent who are most similar to their backgrounds and personality. However, such an approach reduces diversity and in the long run, new ideas and perspectives.
- 5. DO NOT FORGET INCLUSION.** Once a diverse workplace is set in place, companies should follow up by introducing programmes that foster collaboration among the different groups. This can be done through organisation-wide projects, like corporate social responsibility initiatives, which allow employees of all levels to work with different groups.

# Numbers at a glance

China has experienced modest growth in 2016 and the outlook this year is expected to be largely unchanged. What are employers' hiring intentions for 2017?

## HEADCOUNT INCREASES

**48%**

of employers surveyed are expected to **recruit new hires**



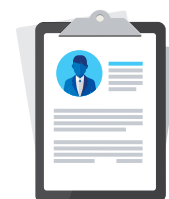
## HIRING ACTIVITY

**55%**

of **local Chinese firms** will increase headcount

**41%**

of **foreign MNCs** share the same sentiment



## SALARY INCREASES

**45%**

of China employers **expect to increase salaries by 6-10%** in the next 12 months



—  
TALENT  
ATTRACTION  
& RETENTION  
INITIATIVES  
—

1

**77%**

Career progression



2

**62%**

Salary increases

3

**51%**

Learning and development

—  
DIVERSITY &  
INCLUSION  
—

**86%**

say their organisations **support diversity and inclusion**



—  
TOP 3  
FOCUS POINTS  
FOR DIVERSITY  
AND INCLUSION  
PROGRAMMES  
—

1

**61%**

Gender



2

**35%**

Minority ethnic groups

3

**31%**

Religion



# China overview

## North and Eastern China

China has experienced modest growth in 2016 and the outlook for its economy this year is expected to be largely unchanged.

North and Eastern China's service sectors, ranging from education to health and nutrition, will see a surge in demand for talent. This is due largely to Chinese consumers becoming more sophisticated. They value innovative products and services, travel more, and are more health conscious. As a result, education, nutrition, and insurance are three areas that have attracted considerable investment at home and abroad — a trend that is expected to continue in the near term.

Other industries that are making an impact are ones that currently have global appeal: renewable energy, financial technology (fintech) as well as financial payment processing, social media, and consumer electronics. Investments in these areas remain strong and will likely continue to attract companies looking to seize opportunities in China.

The media and professional services sectors are expected to perform well. Primary manufacturing and industrial sectors, however, continue to struggle as domestic and international demand remain weak.

In a small number of cases, companies have explored going offshore, or to second and third-tier cities as a response to wage inflation in Eastern China. These are typically in weaker sectors, such as manufacturing, where the pace of growth has slowed significantly.

On the hiring front, China remains a candidate-driven market. Strong candidates are always in demand, and often receive multiple job offers.

In general, almost half (48%) of companies — slightly higher than the Asia average of 44% — surveyed across the country have indicated they would increase headcount. Similar to 2016, slightly under half (45%) have said that salary increases are expected to be about 6 to 10%.

As more domestic companies mature, they are increasingly considering the longevity of their teams, choosing to recruit quality personnel across all departments — including finance, digital and marketing — instead of only top-line leadership staff.

Many companies are now prioritising diversity and inclusion programmes compared to five years ago. They are taking the time to ensure that the workforce feels heard and included. A vast majority of employers (86%) said their organisations were committed to diversity and inclusion efforts.

Much of these are aimed at millennials, who value such engagement and will form the majority of China's next-generation workforce.

## South China

The outlook for South China is largely conservative, with slight growth expected for the rest of the year.

Investments in technology and robotics have increased, a trend which is expected to continue. New domestic brands are becoming international powerhouses, especially in the areas of technology and consumer electronics.

Other up-and-coming areas attracting both foreign and domestic investment include driverless and electric cars, virtual reality, and fintech services. With the rise of fintech especially, global financial institutions are investing heavily to develop their own technological capabilities in-house.



After a massive expansion last year, e-commerce has slowed relative to other tech sectors — a trend which is expected to persist as the online buying market finds its equilibrium. Consumer electronics, such as mobile devices, tablets and smartwatches, will continue to see significant growth as companies move towards the premium market.

Exports are underperforming, as are companies that manufacture basic consumer goods and commoditised products. Other traditional industries that are slowing down include low-tech electronics, furniture and garment manufacturing. With labour and production costs rising, an increasing number of such businesses are moving their operations offshore to other locations in Asia, such as Vietnam and India.

One bright spot in this area is technological manufacturing. Guangdong continues to have a competitive advantage over other regions as it is a mature market with a well set-up infrastructure.

A shortage of skilled talent remains a perennial challenge, especially across the executive suite in companies that are investing heavily in technological innovation.

We are also seeing a greater investment in other corporate functions, such as human resources and marketing. While these tend to be areas that are under-invested, more companies are seeking out these specialists, with a view that such services are becoming increasingly critical in a hyper-competitive market.

Companies are also paying more attention to having positive career development strategies that attract, recruit, and retain talent. More than three-quarters of employers (77%) cited career progression as an important factor in talent management.



## Insights

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### Shanghai

The presence of Shanghai's free trade zone has fuelled a boom in cross-border e-commerce in the past years. This trend is expected to continue in 2017 as buyers are now able to avoid import taxes on foreign purchases.

As domestic brands continue to grow in strength in the country, we expect local companies to ramp up recruiting for digital professionals who are able to increase bottom lines using online and social media platforms. As a result, salaries in the sector have risen steadily and high-calibre job seekers can often demand salary increases of 15-30%, or even higher.

However, with global trade expected to remain weak, China's economy may face an uncertain future. A cautious, cost-cutting mindset may prevail.

**Hot jobs:** roles in content marketing, growth marketing, digital experience, UX (user experience), and IP (intellectual property) operations.

### Beijing

As the digital sector continues with its growth, companies will be in need of candidates with mixed skill sets, like e-commerce marketing and related industry experience.

Internet companies will sharpen their focus on customer relations as well as online/offline connections, while traditional companies will speed up their digital transformations.

As the sector matures, a new candidate profile is expected to emerge on the market — professionals with both traditional industry and digital experience. Not only do they understand their industries well, they are able to understand targeted customers and have the Internet mindset.

However, investments in start-ups are expected to plateau as investors start to show caution. E-commerce and some social media companies are expected to face challenges.

In general, candidates moving between roles may expect salary increases of up to 20-35% in agencies. Those moving into the corporate sector may expect 10-20%.

**Hot jobs:** roles in entertainment marketing, content production/marketing, e-commerce, social media marketing, creative/design and public relations (crisis management).

### Shenzhen

With the rise of smartphone shopping, employers are expected to place greater emphasis on mobile-first marketing. As a result, skills like coding, big data and user experience will be in demand.

Similar to Shanghai, domestic brands, especially emerging Fortune 500 companies, are expected to continue growing, with many going international. Companies will hence continue investing in their digital marketing and social media functions as they take on a global scope.

However, the e-commerce sector's growth has stabilised somewhat in the city. Investors are exercising caution, choosing to invest in sustainable businesses instead of seemingly volatile start-ups.

Remuneration-wise, candidates may expect salary increases of 10-20% when switching jobs. Some companies may also offer long-term incentives, such as retention bonuses, to retain candidates.

**Hot jobs:** augmented reality and virtual reality-related roles (like art directors and 3D experts), user experience designers, product managers and online operations managers.

# Salary Benchmarks

DIGITAL

## Digital & E-commerce

ROLE	YEARS OF EXPERIENCE	SALARY RANGE (RMB'000)		
		SHANGHAI	BEIJING	SHENZHEN
Account Manager	3 – 5 years	300 – 500	300 – 500	200 – 400
Account Director	6 – 9 years	500 – 800	500 – 800	300 – 600
Digital Executive	1 – 3 years	200 – 300	200 – 300	200 – 300
Digital Manager	4 – 9 years	500 – 900	300 – 500	400 – 700
Digital/Online Strategy Manager	4 – 6 years	400 – 700	400 – 700	400 – 700
Digital/Online Strategy Director	7+ years	800 – 1,200+	500 – 800	600 – 1,000
Digital Content Manager	4 – 6 years	300 – 500	300 – 500	200 – 500
Digital Production Manager	4 – 6 years	300 – 500	400 – 700	200 – 500
E-Commerce Manager	4 – 9 years	500 – 900	300 – 500	300 – 600
Head of Digital	7+ years	900 – 1,600	800 – 1,500	600 – 1,000
Head of E-Commerce	7+ years	900 – 1,600	800 – 1,600	800 – 1,200
Online Sales/BD Manager	4 – 9 years	500 – 900	500 – 900	300 – 600
Mobile Marketing Manager	4 – 9 years	400 – 600	400 – 800	300 – 600
PPC Manager	4 – 6 years	300 – 400	300 – 500	200 – 500
Product Manager	4 – 6 years	250 – 400	300 – 500	250 – 600
Product Director	8 – 10 years	1,000 – 1,500	700 – 1,200	600 – 1,000
SEO Manager	4 – 6 years	300 – 400	300 – 400	300 – 500
Social Media Executive	1 – 3 years	200 – 300	200 – 300	100 – 300
Social Media Manager	4 – 6 years	300 – 500	300 – 500	250 – 400
Web Analytics Manager	4 – 6 years	250 – 400	250 – 400	200 – 400
User Experience Designer	4 – 6 years	300 – 600	300 – 600	200 – 600
Head of User Experience	7+ years	800 – 1,500	800 – 1,200	500 – 1,200+
COO/General Manager	7+ years	1,000 – 1,500	1,000 – 2,000	1,000 – 1,500
IP Operation Director	7+ years	600 – 1,200	600 – 1,000	–
Online CRM Manager	3 – 8 years	300 – 600	300 – 500	–
Content Operations Manager	3 – 8 years	300 – 500	400 – 700	–
Growth Marketing Manager	2 – 6 years	200 – 500	300 – 500	–
Digital Advertising Sales Director	7+ years	600 – 1,200	500 – 1,000	–
Web Design Director	5+ years	350 – 800	400 – 800	–

Please note: 1. Market rates are becoming much less homogeneous; while we have taken great care, these salary ranges can only be approximate guides. Since there are often specific circumstances relating to individual companies, please call us for additional information. 2. These figures are generally the total remuneration (i.e. cash), excluding bonus/incentive schemes. 3. Variable and incentive schemes are becoming more common through the different levels of management and are not included in these figures.



# Engineering & Manufacturing



## Insights

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### Shanghai

Despite the weaker market sentiment surrounding Asia and beyond, the food and fragrance markets are expected to be high-growth sectors for 2017. As a result, engineering and manufacturing professionals who are adept in product development will be in demand.

With the market slowdown, most companies are also putting their focus on improving production quality and efficiency, resulting in a need for candidates who can support that change.

Senior candidates can look forward to increments of 10-15% while moving between roles. Junior candidates may receive increments of 20-30% due to their lower base salaries.

**Hot jobs:** roles in environment and health safety, environmental compliance, product stewardship, technical service and product development.

### Beijing

While Beijing's engineering and manufacturing sector is still experiencing a slowdown due to labour cost increases, the growing interest in artificial intelligence and virtual reality technology is expected to boost market growth. Also, as green energy grows in popularity in the country, employers are seeking professionals who have experience working with wind, solar and hydro power.

Moving into 2017, one emerging trend is the increase in the number of manufacturing companies relocating operations to Tier 2 or 3 cities to cut costs. These companies will expect candidates to relocate accordingly. However, many top employees are often unwilling to do so due to family commitments, causing talent acquisition challenges to rise.

With China looking to move into higher-tech and higher-value industries, companies will be placing an added focus on quality as they look to improve products and services in order to stay competitive with foreign firms. As firms become more sophisticated and develop better governance, safety will also be a key area of focus.

In terms of skill sets, soft skills, including stakeholder management and commercial acumen, are now increasingly sought after. In addition to being experts in their specialisations, employees now also have to understand how their actions and responsibilities can impact the business and its bottom line.

In general, candidates may expect salary increases of 10-15% when shifting between roles.

**Hot jobs:** roles in quality management and operation management (in Tier 2 and 3 cities) as well as HSE (health, safety and environment) experts across the country.

### Suzhou

The healthcare sector is expected to grow exponentially in Suzhou as citizens pay more attention to their health and quality of life. As a result, more multinational firms are expected to transfer their research and development (R&D) departments to leverage Suzhou's status as an R&D hub. R&D professionals and quality managers are expected to be in high demand.

The number of pollution treatment companies is expected to increase as concerns, particularly from Tier 1 cities, about pollution continue to multiply. R&D and manufacturing professionals will be in high demand. The biotech industry is expected to grow as well, due largely to support from the Chinese government.

Due to the weaker market sentiment and rising labour costs, many multinational companies in Suzhou have recruited professionals trained in Six Sigma to improve and streamline internal processes. Foreign companies who are unable to stay competitive may move out of the country, choosing to focus on business operations located elsewhere.

In general, candidates may expect a 15-20% increase while switching roles.

**Hot jobs:** roles in Lean Six Sigma, operations directors, research and development managers and regional quality directors.

### Shenzhen

As Shenzhen strengthens its status as China's Silicon Valley, R&D specialists are expected to be in high demand. While this move would result in labour cost increases, it would also push the city's manufacturing industry towards a complete upgrade. In general, candidates can expect a 10-15% increase in salaries when changing jobs.

Consumer electronics, especially smart devices, augmented and virtual reality products and drones, will continue to soar in popularity, given the burgeoning spending power of the city's middle and upper classes.

**Hot jobs:** roles in R&D, creative design, project/programme management, Lean Six Sigma and general management.





# Engineering & Manufacturing



## Insights

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### Guangzhou

As market demand weakens, the trend of CNC (Computer Numerical Control) machining and automation in the manufacturing industry, especially in the electronics or automotive sectors, is expected to continue as it is seen as a cost control tool.

The market continues to be conservative towards new demands, with the number of new factories or production lines decreasing. For many manufacturers, focus today now lies on facilitating existing production instead of expansion. Car manufacturers, in particular, are struggling to keep costs low because of weaker consumer demand.

On the employment front, companies have become more selective. Candidates are now required to have more comprehensive skill sets or knowledge. For example, process or industrial engineers with lean manufacturing experience are in high demand because they can perform both roles.

In general, candidates switching roles may expect salary increases of 15-20%.

**Hot jobs:** roles in project management and research and development.

# Salary Benchmarks

ENGINEERING & MANUFACTURING

## Engineering (Mechanical/Electrical)

ROLE	SALARY RANGE (RMB'000)				
	SHANGHAI	SUZHOU	BEIJING	SHENZHEN	GUANGZHOU
Engineer	100 – 500	72 – 400+	72 – 600+	80 – 500	80 – 500
Manager	300 – 800	240 – 600+	350 – 800	120 – 800	150 – 700
Director	650 – 1,300	500 – 1,000+	700 – 1,100+	600 – 1,200+	500 – 1,200
Vice President	1,300 – 1,700	800 – 1,500+	1,000 – 1,500+	900 – 1,400+	600 – 1,200

## Production

ROLE	SALARY RANGE (RMB'000)				
	SHANGHAI	SUZHOU	BEIJING	SHENZHEN	GUANGZHOU
Supervisor	150 – 300	150 – 250	150 – 250	100 – 250	70 – 220
Manager	250 – 500	250 – 500	250 – 500	150 – 500	150 – 600
Director	600 – 900	450 – 700+	450 – 800+	300 – 800	300 – 750
Vice President	1,100 – 1,600+	700 – 1,000+	900 – 1,500+	700 – 1,000+	500 – 1,000+

## Quality

ROLE	SALARY RANGE (RMB'000)				
	SHANGHAI	SUZHOU	BEIJING	SHENZHEN	GUANGZHOU
Supervisor	150 – 350	120 – 200	120 – 220	100 – 350	100 – 350
Manager	300 – 700	250 – 600	300 – 700	150 – 700	180 – 700
Director	700 – 1,200+	600 – 1,000+	800 – 1,100+	600 – 1,000+	500 – 1,000

## Lean/Six Sigma/IE

ROLE	SALARY RANGE (RMB'000)				
	SHANGHAI	SUZHOU	BEIJING	SHENZHEN	GUANGZHOU
Engineer	150 – 250	96 – 250	100 – 300	120 – 350	120 – 350
Specialist	200 – 350	200 – 600	150 – 400	150 – 500	200 – 600
Expert	400 – 900+	600 – 1,000+	400 – 800+	500 – 900+	500 – 1,100

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# Salary Benchmarks

ENGINEERING & MANUFACTURING

## Operation/General Management

ROLE	SALARY RANGE (RMB'000)				
	SHANGHAI	SUZHOU	BEIJING	SHENZHEN	GUANGZHOU
Manager	350 – 700	300 – 600	300 – 600	250 – 600	300 – 650
Director	650 – 1,200	600 – 900	600 – 1,000	400 – 900	500 – 850
General Manager	1,000 – 2,100	800 – 1,200+	900 – 2,000	800 – 1,800+	700 – 1,000
Vice President	2,100+	1,200+	2,000+	1,200 – 1,800+	800 – 1,000+

## Project Management

ROLE	SALARY RANGE (RMB'000)				
	SHANGHAI	SUZHOU	BEIJING	SHENZHEN	GUANGZHOU
Engineer	120 – 300	100 – 250	150 – 250	100 – 250	80 – 300
Manager	250 – 600	150 – 450	250 – 550	150 – 600	150 – 600
Director	500 – 900+	400 – 800	450 – 900+	550 – 900	500 – 900

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# Finance

## Insights

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### Shanghai

The growth of China's domestic sector will continue to be strong given that many local companies are looking to grow both within the country and globally. The technology and consumer sectors are expected to play a significant role in this growth due to strong investor interest and increase in the spending power of China's middle class.

However, foreign multinational corporations (MNCs) are expected to be quite cautious about investing in mainland China due largely to weak global growth. Uncertainty in the Eurozone and US, in terms of currency fluctuations and political instability, will continue to impact MNC investment.

While the manufacturing and luxury sectors are projected to remain stagnant, the technology and healthcare/pharmaceutical markets, as well as companies with innovative products, will thrive. An ongoing shift to seek bottom-line efficiency, as opposed to pure top-line sales growth, is expected.

Salary increments have taken a slight dip as companies place greater emphasis on streamlining costs and those moving between roles may expect increases of approximately 15%. Those at C-Suite or director levels are increasingly willing (and in some cases required) to move for parity or even take a pay cut in order to secure a new role.

However, candidates with niche skills or from a direct competitor can still command higher increases. Mid-level candidates with very competitive skill sets and strong performance records may receive multiple offers and achieve above-average increases.

In general, demand for professionals with strong commercial acumen and experience in funding and IPO (initial public offering) will be high. Candidates are also expected to be good communicators and resilient, demonstrating a track record of outperforming during tough situations and managing with less resources.

**Hot jobs:** roles in commercial finance, FP&A (financial planning and analysis), shared services, pre-IPO, treasury/funding and investment.

### Beijing

Light asset sectors, including the Internet, media and education are expected to be 2017's growth areas, due in part to government policies supporting their development. These sectors attract strong investments and provide opportunities for overseas ventures as well as mergers and acquisitions.

However, with increasing labour costs, companies may be cautious about adding new headcount to their teams.

As the market is more cautious in general, average salary increases while changing jobs is about 15%.

Employers are now placing a premium on stakeholder management and communication skills. Job seekers are expected to liaise effectively with different stakeholders on different issues, including those related to investor relations.

**Hot jobs:** chief financial officers with fund raising exposure, board secretaries, regional finance controllers/directors, and finance business partners with strong commercial acumen.

### Suzhou

The trend of multinational companies being partially or wholly acquired by Chinese companies is expected to continue. As a result, there will be an increase in global roles within the finance sector. Employees who have been seconded/hired to work in global headquarters are now required to build up the ability to communicate across cultures. Currently, many employees lack the necessary global experience.

With the growth of industries like healthcare and new energy, candidates who have experience in investments as well as mergers and acquisitions will be in high demand.

In general, professionals moving between jobs may expect a 10-15% salary increase. Employers are also starting to offer candidates higher variable/retention bonuses in exchange for a lower fixed pay.

**Hot jobs:** chief financial officers (in domestic firms) and roles in financing, investment and internal controls.





# Finance

## Insights

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### Shenzhen

Shenzhen's fast-growing high-tech, Internet and genetic engineering markets are expected to step up recruitment for finance talent, due largely to companies centralising their resources as well as economic reforms. Finance professionals with high-tech or e-commerce backgrounds, as well as those familiar with the country's culture, will be sought after.

However, manufacturing is expected to slow down, resulting in a decrease in hiring activity. Still, with the growth of domestic firms and small and medium-sized companies across industries, demand for finance talent, particularly those with a strong understanding of the domestic market and financial management skills, will remain healthy.

In general, candidates may expect 10-20% increments while switching roles.

**Hot jobs:** chief financial officers, finance controllers, finance managers, costing managers, tax managers, treasury managers and heads of IA/IC (investment advisories/investment consultancies).

### Guangzhou

Hiring activity is expected to be stronger in fast-growing domestic companies this year compared with multinational corporations as many in the latter group have downsized in the country due to the decrease in global trade.

As more mainland Chinese-based companies expand overseas, job seekers who have experience working in both global and domestic markets and are flexible about relocation will be sought after. The ability to communicate well and overseas-investment related skill sets surrounding audit, tax, risk control and ERP (enterprise resource planning) implementation will be in demand.

In general, candidates may expect salary increases of 10-25% when switching roles.

**Hot jobs:** roles in mergers and acquisitions, chief financial officers and taxation/audit personnel.

# Salary Benchmarks

FINANCE

## Finance & Accounting

ROLE	SALARY RANGE (RMB'000)				
	SHANGHAI	SUZHOU	BEIJING	SHENZHEN	GUANGZHOU
Accountant	70 – 150	30 – 180	80 – 200	120+	120+
Financial Analyst	220 – 450	120 – 300	100 – 500	120 – 250	120 – 250
Accounting Manager	250 – 650	225 – 450	200 – 400	180 – 350	180 – 350
Senior Financial Analyst	350 – 650	270 – 550	300 – 550	240 – 400	240 – 350
Finance Manager	350 – 850	300 – 600	300 – 700	250 – 600	300 – 600
Financial Planning & Analysis Manager	450 – 850	300 – 600	250 – 900+	350 – 700	350 – 600
Financial Controller	700 – 1,300	500 – 1,000	500 – 1,000+	600 – 1,000	600 – 1,000
Regional Financial Controller	1,100 – 1,600	700 – 1,200+	700 – 1,000+	700 – 1,300	700 – 1,200+
Finance Director, China	1,100 – 1,800+	800 – 1,200+	800 – 1,500+	720 – 1,500	800 – 2,000+
Mergers & Acquisitions Director	1,000 – 1,800+	1,000 – 1,500+	600 – 1,500+	1,000 – 1,800	1,000 – 1,800
Head of Strategy/Business Development	1,400 – 2,000+	1,500+	600 – 1,500+	900 – 1,800+	900 – 1,800+
Group CFO/Regional CFO	1,500 – 2,000+	2,000+	800 – 2,000+	1,300 – 2,500	2,000+
Board Secretary	600 – 1,500+	500 – 1,500	600 – 1,500+	600 – 1,300	600 – 1,300

## Finance & Treasury

ROLE	SALARY RANGE (RMB'000)				
	SHANGHAI	SUZHOU	BEIJING	SHENZHEN	GUANGZHOU
Treasury Accountant	120 – 200	40 – 300	80 – 200	120+	120+
Treasury Manager	400 – 800	350 – 700	300 – 700	250 – 700	250 – 700
Head of Treasury, Country	800 – 1,300	800 – 1,200+	600 – 1,000+	700 – 1,200	700 – 1,200
Regional Treasury Director	1,200 – 1,800	–	800 – 1,500+	800 – 2,000	800 – 2,000

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# Salary Benchmarks

## Taxation

ROLE	SALARY RANGE (RMB'000)				
	SHANGHAI	SUZHOU	BEIJING	SHENZHEN	GUANGZHOU
Tax Accountant	120 – 180	30 – 180	80 – 200	120+	120+
Tax Manager	360 – 850	70 – 600	250 – 700	250 – 700	250 – 700
Tax Director, China	850 – 1,500	800 – 1,500	600 – 1,000+	700 – 1,500	700 – 1,500
Regional Tax Director	1,500 – 2,000	1,200 – 2,000	1,000 – 1,800+	900 – 1,500	900 – 1,500

## Internal Audit

ROLE	SALARY RANGE (RMB'000)				
	SHANGHAI	SUZHOU	BEIJING	SHENZHEN	GUANGZHOU
Internal Auditor	220 – 450	60 – 300	100 – 350	180 – 300	180 – 300
Audit Manager, Commercial	450 – 900	300 – 800	350 – 750	300 – 600	300 – 600
Audit Manager, Big 4	450 – 800	300 – 750	350 – 800	350 – 800	350 – 800
Head of Audit/Director of Audit	1,000 – 1,500+	800 – 1,500+	700 – 1,300+	800 – 2,000+	700 – 2,000+

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# Financial Services



## Insights

### Shanghai

Companies in the banking industry are expected to continue with their restructuring efforts. Within the sector, employers are expected to recruit for roles in asset management, insurance and financial technology (fintech) — all of which are high growth markets. There is also increased demand from domestic venture capital/private equity companies looking for opportunistic transactions. The demand for compliance professionals across all levels will continue, with the government placing tighter controls on banks.

Meanwhile, more domestic firms in property, technology, media and telecommunications (TMT) are actively setting up their financial service platforms and applying for related licenses. Professionals who have previous experience in helping companies attain financial service licenses will be sought after.

Due to increasing caution amid weaker global trade, the average salary increase for candidates is expected to fall slightly below previous years to 15 to 20%.

**Hot jobs:** heads of compliance, heads of anti-money laundering, and investment directors.

### Beijing

Investments in the TMT (technology, media, telecommunications) sector are expected to continue, but investors have chosen to place their funds into specific areas, like artificial intelligence and virtual reality, which are seen as high growth markets.

Due to increased flexibility in government regulations, many insurance companies in Beijing have also set up real estate and healthcare teams as investment from local asset management firms has increased. Likewise, fund of funds (FOF) investment is picking up speed, with the government channelling more money into emerging industries.

Cross-border deals are also expected to increase as Chinese companies make more overseas acquisitions.

While corporate banking may face a slight decline, retail banking and personal wealth management are expected to do well largely due to new financial institutions offering such services online.

The insurance market is expected to be strong this year, especially travel insurance and casualty insurance, due to China's 'One Belt, One Road' initiative.

In general, candidates may expect salary increases of about 25% when switching roles. Key skill sets in demand include financing, as new fund set-ups build up capital. Deal sourcing will be another essential skill set.

**Hot jobs:** roles in healthcare, TMT, FOF, real estate, REIT (real estate investment funds), cross-border mergers and acquisitions, investment risk, compliance, fund finance, post-deal management and business development (in the insurance sector).

### Shenzhen

Fuelled in part by lower overseas taxes and weaker global trade, Chinese companies are expected to continue purchasing overseas assets at a fast pace, with activity possibly doubling. Skill sets that will be in demand include financial modelling, financial due diligence (FDD), industry knowledge and risk analysis.

The rise of fintech has challenged many aspects of the traditional financial services industry. Companies that are at the forefront of innovation will continue to attract talent from traditional firms. Software, front and back-end mobile app developers are also in very high demand because traditional financial institutions and banks are starting to develop open platforms and investing more in their digital resources.

**Hot jobs:** roles in PE/VC (private equity/venture capital) investment, corporate finance, risk control and fintech.

### Guangzhou

With more consumers choosing to shop online, the popularity of China's consumer finance market is expected to rise. To increase the ease of online payments, companies and banks are actively looking into developing new e-payment methods, precipitating a boost in the fintech sectors. Professionals with experience in fintech, retail banking, e-banking, micro-lending and risk management will be highly sought after, both by banks and e-commerce/retail companies.

China's retail banking is expected to continue its growth as banks and other financial institutions leverage their knowhow and customer base in launching speedy operations. Likewise, more retail companies are partnering with financial institutions to gain experience as well as build up their own capabilities.

Due to subdued global economic conditions, foreign banks will continue to undergo restructuring and resizing. This could prompt the flow of talent towards in-house or local PE firms. As a result, PE companies now have access to talent with solid experience in investment.

In general, candidates can look forward to an average increase of 15% when switching roles.

**Hot jobs:** roles in consumer finance, risk management and compliance.



# Salary Benchmarks

## Front Office

### Investment Research (Equity & Fixed Income)

ROLE	SALARY RANGE (RMB'000)			
	SHANGHAI	BEIJING	SHENZHEN	GUANGZHOU
Analyst	300 – 500	250 – 400	150 – 300	200 – 400
Associate	550 – 900	400 – 700	300 – 500	400 – 600
Vice President	1,000 – 1,800	600 – 1,000	400 – 800+	600 – 1,000
Director	1,800 – 2,500	1,200+	500 – 900+	1,000+

### Investment Banking/Corporate Finance

ROLE	SALARY RANGE (RMB'000)			
	SHANGHAI	BEIJING	SHENZHEN	GUANGZHOU
Analyst	300 – 600	300 – 500	150 – 350	240 – 400
Associate	600 – 1,050	500 – 1,200	200 – 450	400 – 800
Vice President	1,100 – 1,800	800 – 1,600	350 – 800+	800 – 1,200
Director	1,800 – 2,500	1,500+	450 – 800+	1,200+

### Structured/Project Finance

ROLE	SALARY RANGE (RMB'000)			
	SHANGHAI	BEIJING	SHENZHEN	GUANGZHOU
Analyst	200 – 300	250 – 350	150 – 250	250 – 350
Associate	300 – 600	350 – 500	250 – 450	350 – 600
Vice President	600 – 1,000	500 – 800	500 – 700+	600 – 800
Director	1,000 – 2,500+	800 – 1,200	800+	800 – 1,200

### Private Equity/Direct Investment

ROLE	SALARY RANGE (RMB'000)			
	SHANGHAI	BEIJING	SHENZHEN	GUANGZHOU
Analyst	350 – 600	300 – 600	150 – 300	300 – 600
Associate	600 – 1,000	500 – 1,200	300 – 500	500 – 1,200
Vice President	1,200 – 1,800	700 – 1,500	400 – 800+	700 – 1,500
Director	2,000 – 2,500	1,200+	500 – 900+	1,200+

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# Salary Benchmarks

## Front Office

### Market Risk Management

ROLE	SALARY RANGE (RMB'000)			
	SHANGHAI	BEIJING	SHENZHEN	GUANGZHOU
Analyst	100 – 200	200 – 300	150 – 300	200 – 300
Associate	200 – 600	300 – 500	250 – 450	300 – 500
Vice President	600 – 1,000	800 – 1,000	300 – 600	800 – 1,000
Director	1,000 – 1,300+	1,000 – 1,200	600 – 1,200+	1,000 – 1,300+

## Credit Risk

ROLE	SALARY RANGE (RMB'000)			
	SHANGHAI	BEIJING	SHENZHEN	GUANGZHOU
Analyst	150 – 300	200 – 250	150 – 300	150 – 250
Associate	300 – 500	300 – 500	250 – 450	250 – 500
Vice President	500 – 800	500 – 800	300 – 600	500 – 800
Director	800+	800 – 1,000	600 – 1,200+	800+

## Corporate/Transaction Banking Relationship Management

ROLE	SALARY RANGE (RMB'000)			
	SHANGHAI	BEIJING	SHENZHEN	GUANGZHOU
Analyst	150 – 300	200 – 250	150 – 250	150 – 250
Associate	300 – 500	250 – 500	250 – 500	250 – 500
Vice President	500 – 800	500 – 800	500 – 800	500 – 800
Director	800+	800 – 1,200	800 – 1,200	800 – 1,200+

## Corporate/Transaction Banking (Product)

ROLE	SALARY RANGE (RMB'000)			
	SHANGHAI	BEIJING	SHENZHEN	GUANGZHOU
Analyst	200 – 350	200 – 300	150 – 250	150 – 250
Associate	350 – 500	300 – 500	250 – 500	250 – 500
Vice President	500 – 800	500 – 800	500 – 800	500 – 800
Director	800+	800 – 1,200	800 – 1,200	800 – 1,200

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# Salary Benchmarks

## Middle/Back Office

### Internal Audit – Financial

ROLE	SALARY RANGE (RMB'000)			
	SHANGHAI	BEIJING	SHENZHEN	GUANGZHOU
Associate	150 – 500	200 – 400	150 – 400	200 – 400
Manager/Senior Manager	500 – 1,000+	400 – 800	400 – 1,000+	400 – 800

### Internal Audit – IT

ROLE	SALARY RANGE (RMB'000)			
	SHANGHAI	BEIJING	SHENZHEN	GUANGZHOU
Analyst	150 – 500	200 – 400	150 – 300	200 – 500
Associate	500 – 1,000+	400 – 800	300 – 800	500 – 800

### Financial/Management Accounting

ROLE	SALARY RANGE (RMB'000)			
	SHANGHAI	BEIJING	SHENZHEN	GUANGZHOU
Officer	100 – 300	96 – 200	80 – 200	120 – 200
Manager	300 – 600	200 – 400	300 – 600	200 – 400
Senior Manager	700 – 1,000+	500 – 800	700 – 1,000+	400 – 1,000+
Director/CFO	1,100 – 1,800+	800 – 1,200	1,000 – 1,500+	1,000 – 1,800+

### Product Control & Middle Office

ROLE	SALARY RANGE (RMB'000)			
	SHANGHAI	BEIJING	SHENZHEN	GUANGZHOU
Manager	300 – 600	250 – 450	150 – 400	400 – 700
Director	600 – 900	500 – 800	400 – 1,000+	700 – 900+

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# Salary Benchmarks

## Middle/Back Office

### Operations/Settlements

ROLE	SALARY RANGE (RMB'000)			
	SHANGHAI	BEIJING	SHENZHEN	GUANGZHOU
Officer	60 – 150	60 – 150	60 – 150	80 – 150
Manager	200 – 400	200 – 400	200 – 400	150 – 400
Director	500 – 700	500 – 800	400 – 600	400 – 700

## Compliance

ROLE	SALARY RANGE (RMB'000)			
	SHANGHAI	BEIJING	SHENZHEN	GUANGZHOU
Officer	100 – 200	200 – 400	100 – 200	120 – 240
Manager	300 – 600	400 – 600	300 – 600	240 – 600
Director	800 – 1,300	600 – 1,200	600 – 1,500	600 – 1,000

## Asset & Funds Management

### Internal Audit – Financial

ROLE	SALARY RANGE (RMB'000)			
	SHANGHAI	BEIJING	SHENZHEN	GUANGZHOU
Associate	200 – 400	200 – 400	100 – 400	200 – 400
Manager/Senior Manager	500 – 700	400 – 600	300 – 600	400 – 700

### Internal Audit – IT

ROLE	SALARY RANGE (RMB'000)			
	SHANGHAI	BEIJING	SHENZHEN	GUANGZHOU
Associate	200 – 400	200 – 400	100 – 400	200 – 400
Manager/Senior Manager	500 – 700	400 – 600	300 – 600	400 – 800

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## Asset & Funds Management

### Financial/Management Accounting

ROLE	SALARY RANGE (RMB'000)			
	SHANGHAI	BEIJING	SHENZHEN	GUANGZHOU
Officer	80 – 150	150 – 300	80 – 150	120 – 200
Manager	200 – 400	400 – 600	200 – 400	200 – 400
Controller/CFO	600 – 1,200	600 – 1,200	400 – 1,200	500 – 1,000+

### Others

ROLE	SALARY RANGE (RMB'000)			
	SHANGHAI	BEIJING	SHENZHEN	GUANGZHOU
Research Analyst	300 – 800	300 – 500	300 – 800	300 – 800
Portfolio Manager	500 – 1,800	500 – 1,500	400 – 1,500	400 – 1,500
Institutional Sales	600 – 1,500	800 – 1,800	500 – 1,200+	500 – 1,200+

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# Salary Benchmarks

## Global Markets

Trader (Forex, Fixed Income)

ROLE	SALARY RANGE (RMB'000)			
	SHANGHAI	BEIJING	SHENZHEN	GUANGZHOU
Associate	300 – 800	300 – 720	300 – 600	300 – 600
Vice President	800 – 1,500	720 – 1,200	600 – 1,000	600 – 1,000
Director	1,500+	1,200 – 2,000	1,000 – 1,800	1,000 – 1,600

## Money Market

ROLE	SALARY RANGE (RMB'000)			
	SHANGHAI	BEIJING	SHENZHEN	GUANGZHOU
Associate	240 – 450	250 – 450	240 – 450	240 – 450
Vice President	450 – 750	400 – 800	450 – 750	450 – 750
Director	750 – 1,000	800 – 1,200	750 – 1,200	750 – 1,000

## Markets Sales

ROLE	SALARY RANGE (RMB'000)			
	SHANGHAI	BEIJING	SHENZHEN	GUANGZHOU
Associate	300 – 600	250 – 400	240 – 450	240 – 450
Vice President	600 – 1,000	400 – 800	450 – 800	450 – 800
Director	1,000+	800 – 1,200	800 – 1,200	800 – 1,200

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# Human Resources

## Insights

### Shanghai

In general, HR business partners and talent development specialists will be sought after across sectors, especially in fast-growing markets like healthcare, media and virtual reality/augmented reality (VR/AR).

However, there is a shortage of talent in the Internet industry, especially for specialist roles in talent acquisition, leadership development and organisation development.

In general, candidates switching between roles may expect salary increases of 10-20%.

**Hot jobs:** HR vice-presidents, talent acquisition managers/directors, talent development managers/directors, organisation development managers/directors and HR development specialists.

### Beijing

With the rise of the domestic market, local companies are expected to step up their search for job seekers who have experience working in multinational companies. More employees, realising their own value, are specifying a clear preference to work for Chinese companies.

The burgeoning of financial services, the Internet, and high technology will result in a high demand for HR professionals.

In general, candidates switching between roles may expect salary increases of 15-20%.

**Hot jobs:** HR business partners as well as roles in organisation/talent development and compensation and benefits.

### Suzhou

Companies are now paying more attention to their retention strategies in order to keep star employees productive and engaged. As a result, the demand for talent management professionals will rise.

The increasing focus on newer markets, like big data and data consolidation, across the country is fuelling demand for HR professionals. More HR professionals are moving to such markets from traditional industries.

On the same note, domestic companies are becoming more aggressive in their growth plans and more HR professionals are expected to make the switch from multinational to Chinese firms.

In terms of skill sets, candidates are now required to anticipate future HR trends and developments, and the ability to see connections across industry segments is essential. Businesses now also expect HR professionals to use their commercial acumen to help shape company growth.

In general, candidates switching between roles in traditional industries may expect a 15-20% salary increase.

**Hot jobs:** HR vice-presidents, HR business partners, organisation development directors.

### Shenzhen

Talent acquisition and talent development will likely be the top two HR functions in demand for 2017. Fast-growing markets in Southern China (particularly Shenzhen), like VR/AR, mobile and robotics, will continue to seek top talent in these functions.

However, the shortage of high-calibre professionals, especially for specialist roles like leadership development and organisation development, will continue to be a challenge. More companies will be diversifying their strategies to attract the best talent. Examples include raising salary benchmarks, improving company culture or providing more incentives and benefits.

In general, candidates moving between jobs may expect salary increases of 15-25%.

**Hot jobs:** HR vice-presidents, talent acquisition managers/directors, talent development managers/directors and organisation development manager/directors.

### Guangzhou

In general, traditional industries, such as manufacturing and retail, have felt the impact of the recent economic slowdown. Many of these companies have adopted new offline-to-online strategies, focusing on e-commerce to expand their businesses and create new revenue streams. As a result, key HR skills that will be in demand for 2017 include talent acquisition as well as compensation and benefits expertise as companies try to attract the right candidate for the job.

With the rise of Chinese employer brands, there has been a talent shift from MNCs to domestic firms. Many of these companies are also 'cash rich', willing to invest in great people, and provide more opportunities for high-potential employees to take on decision-making roles. Leadership development and organisation development professionals will be needed to support growth.

Candidates in traditional industries may receive salary increases of 15-20% when switching between roles. Those in e-commerce/high technology and financial services may receive 30-50%.

**Hot jobs:** chief HR officers, HR vice-presidents, HR development specialists, talent acquisition managers/directors, talent development managers/directors, and organisation development manager/directors.

# Salary Benchmarks

## Banking & Finance

ROLE	SALARY RANGE (RMB'000)				
	SHANGHAI	SUZHOU	BEIJING	SHENZHEN	GUANGZHOU
Payroll Specialist	100 – 150	150 – 200	100 – 150	150 – 300	150 – 200
In-house Recruitment Specialist	100 – 200	150 – 250	100 – 200	150 – 250	150 – 200
Human Resources Officer/ Co-ordinator	100 – 180	120 – 200	150 – 200	200 – 350	150 – 250
Training & Development Officer	100 – 180	150 – 200	150 – 200	200 – 300	150 – 250
Compensation & Benefits Specialist	100 – 300	120 – 250	200 – 260	100 – 250	150 – 200
Human Resources Advisor	150 – 250	180 – 300	200 – 300	200 – 400	150 – 300
Assistant Human Resources Manager	150 – 250	180 – 300	200 – 400	100 – 250	200 – 350
HRIS Specialist	180 – 300	180 – 300	200 – 300	150 – 300	150 – 250
Learning & Development Advisor	250 – 400	200 – 350	200 – 350	150 – 250	150 – 250
Global Mobility Specialist	180 – 300	200 – 250	200 – 350	150 – 500	150 – 250
Payroll Manager	300 – 500	200 – 500	200 – 400	250 – 450	300 – 500
Learning & Development Manager	400 – 800	240 – 700	400 – 700	300 – 800	300 – 600
Human Resources Manager	400 – 800	300 – 700	350 – 700	200 – 700	300 – 600
In-house Recruitment Manager	300 – 600	240 – 500	300 – 600	200 – 600	300 – 600
Global Mobility Manager	400 – 800	300 – 700	250 – 500	300 – 800	300 – 600
Compensation & Benefits Manager	600 – 1,200	600 – 1,300	500 – 1,200	400 – 1,200	300 – 700
Compensation & Benefits Head	600 – 1,200	600 – 1,300	600 – 1,300	600 – 1,600	500 – 800
Head of Resourcing	700 – 1,200	600 – 1,300	600 – 1,500	650 – 2,000	500 – 800
VP/Director Learning & Development/Organisational Development	800 – 1,500	1,000 – 1,600	700 – 1,600	600 – 2,000	800 – 1,200
Human Resources Director	800 – 1,800	800 – 2,000	800 – 2,000	700 – 2,000	800 – 1,200
Business Partner	800 – 1,800	800 – 2,000	800 – 2,000	500 – 1,000	500 – 800

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# Salary Benchmarks

HUMAN RESOURCES

## Commerce & Industry

ROLE	SALARY RANGE (RMB'000)				
	SHANGHAI	SUZHOU	BEIJING	SHENZHEN	GUANGZHOU
Human Resources Officer/Co-ordinator	100 – 150	80 – 120	100 – 180	100 – 250	100 – 200
Training & Development Officer	100 – 150	120 – 220	100 – 180	200 – 400	100 – 200
In-house Recruitment Specialist	100 – 150	80 – 120	100 – 300	100 – 250	100 – 250
Compensation & Benefits Specialist	100 – 200	100 – 150	100 – 250	100 – 250	100 – 250
Human Resources Advisor	150 – 300	150 – 200	180 – 250	150 – 300	150 – 300
Assistant Human Resources Manager	150 – 300	200 – 250	180 – 300	250 – 400	250 – 400
In-house Recruitment Manager	300 – 800	180 – 240	250 – 600	200 – 400	200 – 400
Learning & Development Advisor	200 – 350	180 – 240	250 – 600	250 – 350	250 – 350
Learning & Development Manager	350 – 800	200 – 450	350 – 700	300 – 600	300 – 600
Compensation & Benefits Manager	300 – 800	250 – 450	350 – 700	350 – 600	350 – 600
Head Of Resourcing	600 – 1,200	400 – 600	600 – 1,200	500 – 1,500	500 – 800
VP/Director Learning & Development/Organisational Development	800 – 1,500	400 – 600	800 – 2,000	500 – 1,500	800 – 1,200
Regional Human Resources Director	600 – 1,200	500 – 1,200	700 – 2,000	700 – 1,500	800 – 1,200

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# Information Technology

## Insights

### Shanghai

With China's gradually ageing society, the insurance and pharmaceutical sectors are poised to grow strongly this year, along with a demand for the necessary IT talent.

However, the lack of high-quality candidates has led to a talent gap in the market, which is set to widen as many companies do not invest in training their IT professionals. As a result, the talent pool of high-calibre professionals in the IT sector is relatively shallow.

In general, candidates may expect salary increases of 20-30% when switching roles.

**Hot jobs:** roles in business intelligence, data mining, information security and mobile gaming.

### Beijing

The artificial intelligence and virtual reality markets will continue with their strong growth and their technology will be used broadly in smart devices, mobile phones, automation and smart home products. As more jobs are created, employee recruitment and retention will become more competitive as demand for qualified job seekers outpaces supply.

On the information and technology front, more companies are gradually recognising the importance of strong systems and management as well as the application of innovative technologies such as artificial intelligence. Hiring activity is expected to increase in these areas.

Chief information/IT directors who have successful track records of being strong business partners will be in high demand.

In general, candidates may expect salary increases of 20-30% when switching roles.

**Hot jobs:** algorithm engineers, image/facial/video recognition and augmented reality specialists, chief information officers, chief technology officers, IT business partners and big data managers.

### Shenzhen

The artificial intelligence and augmented/virtual reality markets will continue their strong growth this year as most Internet and high-tech companies are integrating functions like computer vision and smart conversation robots into their products. The smart phone sector, however, has plateaued because of market saturation and lower profit margins.

Due to weaker market sentiment and increasing regulations in the Internet finance sector, smaller Internet companies will face difficulties in raising capital.

More companies in traditional enterprises are establishing Internet+ (where traditional industries align themselves with technology and the Internet) processes and setting up new profit and loss protocols for their online and e-commerce activities.

Skills in demand include mobile application, cloud computing, data analysis and modeling, image recognition, enterprise architecture and Internet product management expertise.

In general, candidates may expect salary increases of 20-30% when switching roles.

**Hot jobs:** software development directors, enterprise architects, data scientists, project managers, product managers, chief technology officers and chief information officers.

### Guangzhou

The fashion retail sector is expected to thrive this year as e-commerce companies look to expand their businesses to offline retail stores. Likewise, traditional brick-and-mortar retailers are catching up with the latest digital trends and establishing their own e-commerce platforms.

Guangzhou's popularity as an offshore delivery and shared service destination is also on the rise for both foreign and domestic companies. However, many companies face the challenge of hiring bilingual Java developers who are willing to be based in Guangzhou.

To compensate for the city's limited talent pool, candidates have been sourced from cities like Beijing, Shanghai, Shenzhen and Dalian. However, such candidates typically have higher salary expectations or are concerned about being apart from family and hence, are reluctant to make the move.

With the growth of the digital sector, data analysis and CRM (customer relationship management) professionals are in high demand, as are senior tech candidates with strong supply chain operations backgrounds.

Skill sets in demand include mobile app development, Java, .Net, cloud, data analysis, big data and DevOps expertise.

In general, candidates may expect salary increases of 15-25% when switching roles.

**Hot jobs:** solution architects, enterprise architects, chief information officers, chief technology officers, and roles in software development and internet project operations.



## Commerce

### Development, Design & Architecture

ROLE	SALARY RANGE (RMB'000)			
	SHANGHAI	BEIJING	SHENZHEN	GUANGZHOU
Programmer	96 – 420	150 – 800+	120 – 250	120 – 180
Analyst Programmer	96 – 300	120 – 600+	200 – 320	150 – 240
Systems Analyst	96 – 300	120 – 600+	200 – 320	200 – 300
Architect – Applications, Solutions, Systems, Data	240 – 600+	120 – 600+	300 – 450	300 – 500+
Enterprise Architect	240 – 600	150 – 800+	500 – 700	500 – 800
Software Development	96 – 360	200 – 800+	300 – 400	150 – 400+
Application Development Manager	240 – 600	300 – 750+	350 – 600	300 – 500+

## Testing

ROLE	SALARY RANGE (RMB'000)			
	SHANGHAI	BEIJING	SHENZHEN	GUANGZHOU
QA Engineer	72 – 216	120 – 450+	150 – 250	120 – 200
Test Analyst	72 – 216	120 – 450+	150 – 250	150 – 250
Team Lead – Testing	144 – 216	150 – 450+	200 – 350	250 – 350
Test Manager	240 – 360	150 – 450+	300 – 500	300 – 500

## Database Management

ROLE	SALARY RANGE (RMB'000)			
	SHANGHAI	BEIJING	SHENZHEN	GUANGZHOU
Database Administrator	48 – 216	120 – 450+	100 – 300	100 – 240
Senior Database Administrator/ Data Analyst	96 – 216	120 – 450+	280 – 500	180 – 360
Data Warehousing/Modelling Specialist	96 – 360	150 – 450+	280 – 800	240 – 500+
Data Architect	300 – 600	300 – 700+	300 – 700	300 – 600+

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## Commerce

### Infrastructure/Network

ROLE	SALARY RANGE (RMB'000)			
	SHANGHAI	BEIJING	SHENZHEN	GUANGZHOU
Network Support – 1 <sup>st</sup> /2 <sup>nd</sup> Level	60 – 150	120 – 300+	100 – 300	100 – 200
Network Engineer	60 – 250	120 – 500+	180 – 300	150 – 250
Network Architect	200 – 400	350 – 1,000+	300 – 500	250 – 800+
Security Analyst/Consultant	96 – 360	120 – 600+	180 – 350	150 – 300
Security Manager	216 – 420	300 – 800+	360 – 600	300 – 500
Infrastructure Manager	216 – 420	300 – 800+	360 – 600	240 – 500
Senior Infrastructure Manager	250 – 420	350 – 800+	480 – 700	400 – 800

### Project & General Management

ROLE	SALARY RANGE (RMB'000)			
	SHANGHAI	BEIJING	SHENZHEN	GUANGZHOU
Project Co-ordinator	72 – 144	120 – 450+	200 – 320	150 – 300
Project Manager	144 – 360	150 – 450+	300 – 450	300 – 450+
Senior Project Manager	216 – 420	350 – 650+	400 – 600	400 – 550
Project Director	360 – 600+	450 – 1,000+	500 – 700	500 – 800
Business Analyst	96 – 240	120 – 450+	200 – 320	120 – 250
Senior Business Analyst	180 – 300	120 – 450+	300 – 420	300 – 500
IT Manager	240 – 480	150 – 450+	320 – 550	250 – 500
IT Director	420 – 600+	500 – 1,500+	500 – 1,000+	600 – 800+
Chief Information Officer	600+	–	700 – 1,300	800 – 1,000+

### Support/Administration

ROLE	SALARY RANGE (RMB'000)			
	SHANGHAI	BEIJING	SHENZHEN	GUANGZHOU
1 <sup>st</sup> Level Helpdesk Analyst	72 – 144	120 – 350+	100 – 300	100 – 200
2 <sup>nd</sup> Level Desktop Support Analyst	96 – 180	120 – 350+	180 – 350	150 – 250
3 <sup>rd</sup> Level Support Analyst	180 – 300	120 – 350+	250 – 350	180 – 300
Unix Administrator	72 – 216	120 – 500+	180 – 300	150 – 300
Network Administrator	72 – 216	120 – 450+	250 – 350	150 – 300
Helpdesk Manager	144 – 300	250 – 600+	250 – 350	180 – 350
Service Centre Manager	240 – 360	250 – 600+	250 – 350	240 – 500

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## Banking & Financial Services

### Development, Design & Architecture

ROLE	SALARY RANGE (RMB'000)			
	SHANGHAI	BEIJING	SHENZHEN	GUANGZHOU
Analyst Programmer	96 – 420	120 – 600+	150 – 350	150 – 300
Lead Analyst Programmer	96 – 420	120 – 600+	250 – 380	250 – 350
Architect – Applications, Solutions, Systems, Data	240 – 600+	120 – 600+	350 – 500	400 – 500
Enterprise Architect	240 – 600	150 – 800+	500 – 700	600 – 900+
Software Development	96 – 360	200 – 800+	300 – 400	200 – 450+
Application Development Manager	240 – 600	300 – 750+	400 – 700	400 – 800

### Database Management

ROLE	SALARY RANGE (RMB'000)			
	SHANGHAI	BEIJING	SHENZHEN	GUANGZHOU
Database Administrator	48 – 216	120 – 450+	120 – 350	120 – 300
Senior Database Administrator/ Data Analyst	96 – 216	120 – 450+	300 – 450	250 – 450
Data Warehousing/Modelling Specialist	96 – 360	150 – 450+	300 – 800	300 – 500
Data Architect	300 – 600	300 – 700+	430 – 650	400 – 600

### Infrastructure/Network

ROLE	SALARY RANGE (RMB'000)			
	SHANGHAI	BEIJING	SHENZHEN	GUANGZHOU
Network Support – 1 <sup>st</sup> /2 <sup>nd</sup> Level	60 – 150	120 – 300+	120 – 330	120 – 250
Network Engineer	200 – 400	350 – 1,000+	200 – 330	180 – 300
Security Analyst/Consultant	96 – 360	120 – 700+	180 – 240	150 – 300
Network Architect	96 – 360	120 – 700+	380 – 480	300 – 450
Security Manager	216 – 420	450 – 1,000+	400 – 500	350 – 600
Infrastructure Manager	216 – 420	450 – 1,000+	400 – 500	300 – 500
Senior Infrastructure Manager	250 – 420	550 – 1,000+	500 – 700	450 – 850

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## Banking & Financial Services

### Project & General Management

ROLE	SALARY RANGE (RMB'000)			
	SHANGHAI	BEIJING	SHENZHEN	GUANGZHOU
Project Co-ordinator	72 – 144	120 – 450+	230 – 350	180 – 300
Business Analyst	144 – 360	150 – 450+	330 – 480	300 – 450
Senior Business Analyst	216 – 420	300 – 650+	–	400 – 500
Project Manager	180 – 300	120 – 450+	350 – 500	400 – 600
Senior Project Manager	240 – 480	150 – 450+	450 – 600	450 – 600
Project Director	360 – 600+	450 – 1,000+	600 – 750	350 – 500
IT Manager	240 – 480	150 – 450+	330 – 480	350 – 500
IT Director	420 – 600+	800 – 1,500+	600 – 1,200	500 – 800
Chief Information Officer	600+	1,000 – 1,500	800 – 1,500	700 – 1,000+

### Support/Administration

ROLE	SALARY RANGE (RMB'000)			
	SHANGHAI	BEIJING	SHENZHEN	GUANGZHOU
1 <sup>st</sup> Level Helpdesk Analyst	72 – 180	120 – 350	120 – 330	120 – 240
2 <sup>nd</sup> Level Desktop Support Analyst	72 – 180	120 – 350	200 – 380	170 – 300
Unix Administrator	180 – 300	120 – 350	280 – 380	200 – 350
Network Administrator	48 – 216	120 – 500	200 – 330	200 – 350
3 <sup>rd</sup> Level Support Analyst	48 – 216	120 – 550	280 – 380	180 – 320
Helpdesk Manager	144 – 300	250 – 600	280 – 600	250 – 450
Service Centre Manager	240 – 360	250 – 600	280 – 380	200 – 350

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# Insights

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## Shanghai

Foreign multinational corporations have generally taken a more cautious approach to hiring in Shanghai and Eastern China, with the large majority of roles being replacement positions. Growth in this market is still evident, albeit at a slower pace than before.

As a result of slower market growth, a number of organisations have continued to establish in-house legal functions by adding a single lawyer, moving away from using external advisors as frequently.

Conversely, domestic companies have strengthened their legal teams. Domestic financial services institutions have all ramped up hiring, with pre-IPO (initial public offering)/transaction lawyers in demand. This trend is expected to continue.

As more local companies pay greater attention to compliance and outbound investment, lawyers who are able to support this business direction will be in demand. Likewise, there is expected to be an increase in legal hires across private equity/venture capital (PE/VC) and insurance firms. In general, candidates moving between jobs may expect increments in the region of 20-30%, higher than the average across functions, but lower compared with previous years.

**Hot jobs:** general commercial roles and positions in compliance, real estate and mergers and acquisitions (M&A) transactions.

## Beijing

Last year, demand for legal talent was especially high in the real estate and financial services sectors, especially in private equity/venture capital (PE/VC) firms. Moving into 2017, cross-border M&A professionals will continue to be in high demand from both law firms and domestic corporations. Industry-wise, we see a rising demand for legal professionals in pharmaceutical industries.

However, the reduction of foreign direct investment and decline in activity for foreign multinational corporations due to weaker global trade will continue to affect hiring this year. Still, the growing demand from domestic law firms and corporations for legal talent is expected to rise.

In general, candidates moving between jobs may expect about 15-20% salary increases.

**Hot jobs:** M&A associates/transaction counsels, compliance counsels, general corporate legal counsels and investment lawyers.

## Shenzhen and Guangzhou

This year, potential growth industries include telecommunications and technology, due largely to governmental support for industrial development. With more companies paying attention to compliance, the demand for lawyers specialising in this area is expected to rise.

In general, candidates switching between jobs may expect about 15-30% salary increases.

**Hot jobs:** general counsels, VP of legal, intellectual property and patent directors, chief compliance officers and compliance directors.

# Salary Benchmarks

LEGAL

## Private Practice – New York Rates

ROLE	SALARY RANGE (USD'000)			
	SHANGHAI	BEIJING	SHENZHEN	GUANGZHOU
1 <sup>st</sup> Year Associate	180	180	–	–
3 <sup>rd</sup> Year Associate	210	210	–	–
5 <sup>th</sup> Year Associate	240	240	–	–
7 <sup>th</sup> Year Associate	300	300	–	–
9 <sup>th</sup> Year Associate	375	375	–	–

## Lawyer – In-house Corporate

ROLE	SALARY RANGE (RMB'000)			
	SHANGHAI	BEIJING	SHENZHEN	GUANGZHOU
Newly Qualified – 2 years PQE	150 – 300	150 – 250	150 – 285	150 – 250
3 – 5 years PQE	350 – 550	250 – 550	350 – 550	200 – 550
6 – 8 years PQE	600 – 850	450 – 800	600 – 850	450 – 800
8 – 10 years PQE	800 – 1,300	600 – 1,300	800 – 1,300	700 – 1,300
10 – 15 years PQE	1,200 – 2,000	900 – 2,000	1,200 – 2,000	900 – 2,000
15+ years PQE	1,800+	1,500+	1,800+	1,500+

## Lawyer – In-house Financial Services

ROLE	SALARY RANGE (RMB'000)			
	SHANGHAI	BEIJING	SHENZHEN	GUANGZHOU
Newly Qualified – 2 years PQE	200 – 350	150 – 300	200 – 350	150 – 300
3 – 5 years PQE	350 – 800	350 – 550	350 – 800	350 – 550
6 – 8 years PQE	500 – 1,000	600 – 850	500 – 1,000	600 – 850
8 – 10 years PQE	600 – 1,200	750 – 1,300	600 – 1,500	750 – 1,300
10 – 15 years PQE	850 – 2,000	900 – 2,000	850 – 2,200	800 – 1,800
15+ years PQE	1,800+	1,800+	2,000+	1,800+

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## Paralegals & Other Legal Support Roles – Private Practice

ROLE	SALARY RANGE (RMB'000)			
	SHANGHAI	BEIJING	SHENZHEN	GUANGZHOU
Paralegal (0 – 5 years)	200 – 350	200 – 350	200 – 350	200 – 350
Senior Paralegal (5+ years)	360+	350+	360+	350+
Translator (1 – 5 years)	150 – 300	150 – 300	150 – 300	150 – 300
Translator (5 – 8 years)	300 – 450	300 – 450	300 – 450	300 – 450
Translator (8+ years)	420+	420+	420+	420+

## Paralegals – In-house Corporate

ROLE	SALARY RANGE (RMB'000)			
	SHANGHAI	BEIJING	SHENZHEN	GUANGZHOU
Legal Assistant/Executive/Officer	150 – 250	150 – 250	150 – 250	150 – 250
Legal Officer/Manager	200 – 400	200 – 300	200 – 400	200 – 300
Legal Manager	300+	300+	300+	300+

## Legal Secretaries – Private Practice (Non-inclusive of US Firms) & In-house

ROLE	SALARY RANGE (RMB'000)			
	SHANGHAI	BEIJING	SHENZHEN	GUANGZHOU
Junior Legal Secretary (1 – 3 years)	100 – 120	100 – 120	100 – 120	100 – 120
Legal Secretary (3 – 5 years)	120 – 180	120 – 180	120 – 180	120 – 180
Senior Legal Secretary (5+ years)	150 – 250+	150 – 250+	150 – 250+	150 – 250+
Legal Support Manager (7+ years)	300 – 600+	300 – 600+	300 – 600+	300 – 600+
Partner Secretary (5+ years)	180 – 300+	180 – 300+	180 – 300+	180 – 300+

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# Salary Benchmarks

## Private Practice

### US Firms

ROLE	SALARY RANGE (RMB'000)			
	SHANGHAI	BEIJING	SHENZHEN	GUANGZHOU
Newly Qualified	180 – 240	180 – 240	180 – 240	180 – 240
1 year PQE	220 – 280	220 – 280	220 – 280	220 – 280
2 years PQE	250 – 360	250 – 360	250 – 360	250 – 360
3 years PQE	280 – 450	280 – 450	280 – 450	280 – 450
4 years PQE	350 – 550	350 – 550	350 – 550	350 – 550
5 years PQE	420 – 650	420 – 650	420 – 650	420 – 650
6 years PQE	550 – 750	550 – 750	550 – 750	550 – 750
7 years PQE	650 – 1,000	650 – 1,000	650 – 1,000	650 – 1,000
8 years PQE	750 – 1,500	750 – 1,500	750 – 1,500	750 – 1,500
Partner	1,800+	1,800+	1,800+	1,800+

### Non-US International Firms

ROLE	SALARY RANGE (RMB'000)			
	SHANGHAI	BEIJING	SHENZHEN	GUANGZHOU
Newly Qualified	150 – 240	150 – 240	150 – 240	150 – 240
1 year PQE	180 – 300	180 – 300	180 – 300	180 – 300
2 years PQE	240 – 360	240 – 360	240 – 360	240 – 360
3 years PQE	280 – 420	280 – 420	280 – 420	280 – 420
4 years PQE	320 – 500	320 – 500	320 – 500	320 – 500
5 years PQE	400 – 600	400 – 600	400 – 600	400 – 600
6 years PQE	480 – 720	480 – 720	480 – 720	480 – 720
7 years PQE	580 – 860	580 – 860	580 – 860	580 – 860
8 years PQE	780 – 1,200	780 – 1,200	780 – 1,200	780 – 1,200
Partner	1,500+	1,500+	1,500+	1,500+

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# Salary Benchmarks

LEGAL

## Private Practice

### Big Local Firms

ROLE	SALARY RANGE (RMB'000)			
	SHANGHAI	BEIJING	SHENZHEN	GUANGZHOU
Newly Qualified	120 – 240	120 – 240	120 – 240	120 – 240
1 year PQE	140 – 300	140 – 300	140 – 300	140 – 300
2 years PQE	180 – 360	180 – 360	180 – 360	180 – 360
3 years PQE	220 – 450	220 – 450	220 – 450	220 – 450
4 years PQE	240 – 500	240 – 500	240 – 500	240 – 500
5 years PQE	320 – 600	320 – 600	320 – 600	320 – 600
6 years PQE	450 – 750	450 – 750	450 – 750	450 – 750
7 years PQE	600 – 900	600 – 900	600 – 900	600 – 900
8 years PQE	750 – 1,200	750 – 1,200	750 – 1,200	750 – 1,200
Partner	1,200+	1,200+	1,200+	1,200+

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# Marketing



## Insights

### Shanghai

Similar to Beijing, the healthcare and education sectors are expected to be 2017's high-growth markets due to increasing governmental support.

With disposable income in China expected to increase, the lifestyle, tourism and entertainment sectors are expected to thrive as well. Domestic companies will continue with their growth.

Increasingly, marketing budgets are being shifted into digital channels and key skills in demand include strategic thinking, adaptability and commercial acumen.

In general, candidates moving between jobs may expect salary increases of 15-20% and high-calibre job seekers can often demand much higher pay packages.

**Hot jobs:** roles in integrated marketing, product innovation, marketing research and consumer insight, and PR/Communications.

### Beijing

With increasing governmental support as well as the influx of investment, the education, healthcare and Internet sectors will be 2017's high growth markets. The demand for marketing talent in these markets is expected to rise accordingly.

Companies in traditional industries will generally face the challenge of leadership retention as many senior marketing personnel in multinational corporations have been offered new roles by state-owned and privately-owned enterprises to support overseas expansion.

Key skills in demand include expertise in digital, communications and stakeholder management.

In general, candidates moving between jobs may expect salary increases of 15-20%.

**Hot jobs:** government affairs heads (for the education and financial services sectors) as well as roles in integrated marketing and marketing communications.

### Suzhou

The new energy sector will be one of Suzhou's high-growth markets for 2017, as indicated by China's 13th Five Year Plan. The services, education, online-to-offline and health sectors are also expected to do well this year and the demand for suitable and qualified professionals is set to rise.

Traditional industries, such as manufacturing, are shrinking their operations and are not actively recruiting at present.

In general, candidates moving between jobs may expect salary increases of 15-20%.

**Hot jobs:** strategy directors, market intelligence managers/directors, market research managers/directors, and e-commerce, digital, marketing roles.

### Shenzhen

The focus on overseas marketing and content roles will be strong this year. With Chinese manufacturers building up their product development capabilities, made-in-China collaterals, particularly consumer electronics, will become more prominent in global markets. As a result, employers will place importance on expanding their global branding.

Likewise, with the younger generation consuming information from video platforms, the demand for marketers who are able to promote services and offerings across multiple channels will be on the rise.

While Shenzhen has become a leading technology hub, it has yet to achieve the same traction in marketing. As a result, companies would have to focus on improving their attraction and retention strategies to increase their appeal to top marketers.

In general, candidates moving between jobs may expect salary increases of 10-20%.

**Hot jobs:** roles in global marketing, digital solutions (content and channel) and strategic branding.

### Guangzhou

With an increasing consumer demand for premium products and the continued growth of China's massive e-commerce platforms, many companies in the apparel and consumer markets, as well as domestic fast-moving consumer goods firms, are expected to do well.

While weaker market sentiment may be a concern to some companies, the number of Chinese companies going global is on the rise, resulting in an increasing demand for high-calibre talent. Increasingly, marketers are expected to anticipate consumption patterns, perform strong research and have solid digital marketing skills.

In general, candidates moving between jobs may expect salary increases of 10-20% when moving to roles in domestic companies and 20-35% in multinational corporations.

**Hot jobs:** digital marketing heads and e-commerce directors.

# Salary Benchmarks

MARKETING

## Agencies

ROLE	YEARS OF EXPERIENCE	SALARY RANGE (RMB'000)				
		SHANGHAI	SUZHOU	BEIJING	SHENZHEN	GUANGZHOU
Account/Business Manager	4 – 6 years	350 – 600	300 – 600	300 – 500	–	300 – 400
Account/Business Director	7 – 9 years	500 – 800	500 – 800	600 – 900	–	400 – 600
Copywriter	1 – 6 years	200 – 300	200 – 300	200 – 400	–	125 – 250
Graphic Designer	1 – 6 years	200 – 300	–	300 – 450	–	200 – 300
Creative Director	7 – 9 years	600 – 900	–	400 – 800	–	–
Strategy/Planning Manager	4 – 6 years	350 – 600	300 – 550	500 – 700	–	300 – 500
Strategy/Planning Director	7 – 9 years	600 – 900	500 – 900	500 – 900	–	400 – 600
Group Director	10 – 13 years	800 – 1,000	–	600 – 900	–	500 – 900
Executive Director	10+ years	1,000 – 1,500	–	1,500 – 1,800	–	500 – 800
Managing Director/General Manager	14+ years	1,500+	–	2,000+	–	1,000 – 1,500

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# Salary Benchmarks

MARKETING

## Consumer Products

ROLE	YEARS OF EXPERIENCE	SALARY RANGE (RMB'000)				
		SHANGHAI	SUZHOU	BEIJING	SHENZHEN	GUANGZHOU
Brand Manager/Product Manager	4 – 6 years	400 – 600	350 – 550	350 – 600	240 – 400	220 – 380
Senior Brand Manager/Senior Product Manager	7 – 12 years	500 – 700	450 – 700	500 – 700	300 – 500	350 – 450
Category Manager	4 – 6 years	400 – 600	350 – 600	300 – 600	300 – 500	260 – 450
CRM Manager	4 – 6 years	300 – 600	250 – 550	300 – 600	300 – 400	250 – 350
Consumer Insight/Market Research Manager	4 – 6 years	400 – 700	350 – 600	400 – 600	300 – 500	280 – 480
Consumer Insight/Market Research Director	7+ years	700 – 1,200	600 – 1,000	600 – 900	500 – 1,200+	450 – 1,150+
Event Manager	4 – 6 years	300 – 500	300 – 500	300 – 500	300 – 500	260 – 460
Government Affairs Manager	4 – 6 years	400 – 600	400 – 600	400 – 700	300 – 400	260 – 360
Government Affairs Director	7+ years	900 – 1,500	800 – 1,500	900 – 1,500	500 – 1,500	450 – 1,450
Internal Communication Manager	4 – 6 years	300 – 500	300 – 500	300 – 500	300 – 500	280 – 480
Media Manager	4 – 6 years	300 – 500	300 – 500	300 – 500	300 – 500	280 – 480
Media Director	7 – 16 years	700 – 1,200	650 – 1,200	700 – 1,200	500 – 1,200	450 – 1,150
Marketing Manager	4 – 9 years	500 – 900	400 – 800	400 – 800	300 – 700	270 – 670
Marketing Director	7 – 16 years	1,000 – 1,800	800 – 1,500	1,000 – 1,800	600 – 1,500	700 – 1,500
Marketing VP	16+ years	2,000+	1,500 – 2,000	2,000+	1,000+	980+
PR/Corporate Communications Manager	4 – 6 years	400 – 700	400 – 650	400 – 700	300 – 480	280 – 460
PR/Corporate Communications Director	7+ years	800 – 1,500	750 – 1,300	800 – 1,200	480 – 1,500	460 – 1,480
PR/Corporate Communications VP	16+ years	1,500+	900 – 1,800	1,500+	1,000+	980+
Retail/Channel Marketing Manager	4 – 6 years	450 – 600	400 – 600	400 – 600	300 – 500	280 – 480
Retail/Channel Marketing Director	7+ years	700 – 1,200	400 – 600	700 – 1,200	500 – 1,200	460 – 1,150
Trade Marketing Manager	4 – 6 years	300 – 550	300 – 500	400 – 600	300 – 550	250 – 500
Strategy Manager	7 – 9 years	600 – 900	400 – 700	600 – 900	500 – 700	450 – 650
Strategy Director	7+ years	900+	650 – 1,300	900+	600+	550+

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# Salary Benchmarks

MARKETING

## Financial Services/Professional Services

ROLE	YEARS OF EXPERIENCE	SALARY RANGE (RMB'000)				
		SHANGHAI	SUZHOU	BEIJING	SHENZHEN	GUANGZHOU
Events Manager	4 – 6 years	300 – 500	–	300 – 500	200 – 300	180 – 280
Government Affairs Manager	4 – 6 years	400 – 600	–	400 – 700	240 – 400	200 – 360
Government Affairs Director	7+ years	700 – 1,500	–	800 – 1,000	480 – 1,500	450 – 1,450
Internal Communications Manager	4 – 9 years	400 – 600	–	400 – 700	300 – 500	250 – 450
Internal Communications Director	7 – 16 years	600 – 1,000	–	600 – 1,000	400 – 1,000	370 – 950
Loyalty Marketing Manager	7 – 9 years	450 – 700	–	450 – 700	–	–
Marketing Intelligence Manager	7 – 9 years	450 – 800	–	450 – 800	350 – 600	300 – 500
Marketing Manager	7 – 9 years	450 – 800	–	450 – 800	350 – 600	350 – 550
Marketing Director	7+ years	900 – 1,500	–	900 – 1,500	600 – 1,500	560 – 1,450
Marketing VP	16+ years	1,500+	–	1,500+	1,500+	1,480+
PR/Corporate Communications Manager	4 – 6 years	400 – 600	–	400 – 600	240 – 400	230 – 370
PR/Corporate Communications Director	7+ years	800 – 1,500	–	800 – 1,400	800 – 1,500	780 – 1,450
Partnership Development Manager	9+ years	450 – 700	–	450 – 700	450 – 700	400 – 650
Partnership Development Director	7+ years	800+	–	800 – 1,000	800+	750+
Strategy Manager	7 – 9 years	450 – 800	–	400 – 800	450 – 800	400 – 750
Strategy Director	7+ years	900+	–	900+	900+	850+

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# Salary Benchmarks

MARKETING

## Manufacturing/Industrial

ROLE	YEARS OF EXPERIENCE	SALARY RANGE (RMB'000)				
		SHANGHAI	SUZHOU	BEIJING	SHENZHEN	GUANGZHOU
Event Manager	4 – 6 years	300 – 500	250 – 500	300 – 600	–	–
Internal Communications Manager	4 – 9 years	400 – 600	300 – 550	400 – 600	–	–
Government Affairs Manager	4 – 6 years	400 – 600	350 – 600	400 – 500	240 – 360	200 – 350
Government Affairs Director	7+ years	700 – 1,500	650 – 1,350	600 – 1,200	400 – 1,500	350 – 1,450
Marketing Communications Manager	7 – 9 years	450 – 700	400 – 650	450 – 650	360 – 700	350 – 650
Market Intelligence Manager	7 – 9 years	450 – 800	400 – 650	400 – 700	–	–
Marketing Manager	7 – 9 years	400 – 800	400 – 650	400 – 700	360 – 700	350 – 650
Marketing Director	7+ years	900 – 1,500	700 – 1,200	800 – 1,200	480 – 1,500	450 – 1,450
Product Manager	4 – 6 years	450 – 600	350 – 550	450 – 600	300 – 500	270 – 450
Product Director	7 – 13 years	800 – 1,200	700 – 900	600 – 1,000	480 – 1,000	450 – 950
PR/Corporate Communications Manager	4 – 6 years	400 – 600	400 – 600	400 – 600	240 – 480	200 – 450
PR/Corporate Communications Director	7+ years	800 – 1,500	700 – 1,200	800 – 1,200	700 – 1,500	680 – 1,450
Strategy Manager	7 – 9 years	450 – 800	450 – 800	400 – 700	360 – 700	350 – 650
Strategy Director	7+ years	900+	800 – 1,600	800 – 1,000	800+	750+
General Manager	16+ years	1,500+	1,200+	1,500+	–	–

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# Salary Benchmarks

MARKETING

## IT & Telecommunications

ROLE	YEARS OF EXPERIENCE	SALARY RANGE (RMB'000)				
		SHANGHAI	SUZHOU	BEIJING	SHENZHEN	GUANGZHOU
Product Manager	1 – 6 years	200 – 600	200 – 500	300 – 600	300 – 600	250 – 550
PR/Corporate Communications Manager	1 – 9 years	300 – 600	300 – 550	300 – 600	200 – 350	180 – 330
Market Intelligence Manager	1 – 3 years	250 – 350	250 – 350	200 – 400	180 – 360	150 – 300
Marketing Manager	1 – 3 years	250 – 400	250 – 400	250 – 400	180 – 360	180 – 330
Event Manager	1 – 3 years	200 – 350	200 – 350	200 – 350	200 – 350	180 – 330
Internal Communications Manager	1 – 3 years	200 – 350	200 – 350	200 – 350	200 – 360	–
Government Affairs Manager	1 – 3 years	200 – 400	200 – 400	200 – 400	–	220 – 450
Marketing Communications Manager	1 – 3 years	200 – 400	200 – 400	200 – 400	250 – 500	180 – 480
Product Director	7 – 9 years	600 – 900	550 – 900	500 – 600	200 – 500	150 – 300
Strategy Manager	1 – 3 years	200 – 400	200 – 400	200 – 400	500 – 1,500	450 – 1,450
Strategy Director	7 – 9 years	500 – 1,000	500 – 1,000	500 – 1,000	360 – 1,000+	350 – 970+
PR/Corporate Communications Director	7 – 16 years	500 – 1,200	500 – 1,200	500 – 1,000	360 – 1,000+	350 – 970+
Marketing Director	7 – 13 years	600 – 1,200	600 – 1,200	600 – 1,200	360 – 1,000+	320 – 950+
Government Affairs Director	7 – 13 years	600 – 1,000	600 – 1,000	600 – 1,100	360 – 1,000+	320 – 950+
General Manager	14+ years	1,500+	1,500+	1,500+	600 – 1,200+	550 – 1,180+

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# Procurement & Supply Chain



## Insights

### Shanghai

Increasingly, more international companies are localising their operations and moving their regional headquarters to Shanghai. The city continues to attract more investment, which is expected to increase over the next three to five years, resulting in a potential rise in jobs.

In particular, the medical devices, fast-moving consumer goods and e-commerce sectors have increased their demand for technical talent. More companies across industries are expected to localise teams to streamline costs. Candidates who speak Mandarin fluently and have international/regional working experience will be sought after.

Companies are also placing increased emphasis on diversity and inclusion and many are now open to accepting high-calibre candidates from different backgrounds. However, many are also adopting a cautious approach to hiring.

Soft skills are increasingly valued and candidates that demonstrate adaptability as well as strong change management and stakeholder management skills are sought after.

Salary increases for candidates moving between jobs are expected to dip from the previous year and will average 10-20%.

**Hot jobs:** roles in supply chain process excellence, logistics network planning, Asia Pacific strategic sourcing, S&OP (sales and operations planning), customer supply chain and e-commerce logistics.

### Beijing

The e-commerce market is expected to continue with its explosive growth, resulting in more companies, especially private domestic firms, placing an increased focus on 'last mile logistics' (the movement of people and goods from a transportation hub to a final destination).

Food and beverage as well as pharmaceutical organisations will also be recruiting more talent for cold chain logistics to improve process efficiency. Candidates will need to demonstrate the ability to engage stakeholders in matrix organisations and show adaptability and flexibility.

As companies look to improve profitability, there will be a need for procurement and supply chain candidates to deliver cost savings processes and drive efficiencies. Companies are also considering relocating to more remote locations to save costs and may find it challenging to convince high-calibre talent to relocate.

In general, salary increases are expected to dip and the average will hover between 10-20%.

**Hot jobs:** roles in direct procurement, due to the increased emphasis on cost savings, and cold chain logistics.

### Suzhou

With the growth in new technology and e-commerce, the demand for strong supply chain management candidates has increased. Companies may have to overcome the challenge of closing a widening talent gap, given the small number of high-calibre professionals.

As more companies branch out into e-commerce, the need for large warehouses and adequate storage capacity, as well as efficient distribution networks by train, sea and air, has risen correspondingly. In addition to logistics, companies are also looking to build up their digital marketing teams.

Key skills in demand include having a clear understanding of cost structures to practice lean supply chain management, adaptability and communication expertise.

In general, salary increases in the traditional industries are expected to be between 5-10%, depending on organisational performance. Newer industries may offer higher salary increases.

**Hot jobs:** e-commerce specialists in domestic companies.

### Shenzhen

China's logistic services continue to expand across the globe, pointing to sector growth. As a result, businesses have made strong efforts to improve supplier management methodology and there is a corresponding rise in demand for purchasing professionals, especially from domestic manufacturing companies.

However, the demand for procurement and supply chain professionals is expected to be affected by the fall in China's export numbers and the flat growth of multinational corporations in the region. Still, niche skills and knowledge in areas like chipsets and displays will remain in strong demand, due to continued growth in the high-tech sector.

Other key skills in demand include global commodity management and hands-on experience in streamlining supply chain costs.

In general, candidates moving between roles can expect salary increases of 10-15%.

**Hot jobs:** commodity managers, supply chain managers and procurement managers.



# Procurement & Supply Chain



## Insights

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### Guangzhou

With the significant number of domestic fashion brands in Guangzhou, the fashion industry is expected to grow rapidly in the city. Likewise, the healthcare market is also poised for growth, due to China's gradually ageing population as well as new e-commerce platforms and cloud technology. Domestic companies are expected to seek candidates who know how to implement strong multinational company systems to local firms.

Due to the increasing costs of manufacturing in China, Western markets have decreased the use of Chinese suppliers in favour of cheaper options in Vietnam and Cambodia. Sourcing companies in China (both wholly-owned foreign enterprises and domestic firms) have experienced slower growth as Western firms adopt a more cautious approach in their expenditure.

In general, candidates moving between roles can expect salary increases of 15-20%.

**Hot jobs:** supply chain management and logistic roles.

# Salary Benchmarks

## Procurement/Purchasing

ROLE	SALARY RANGE (RMB'000)				
	SHANGHAI	SUZHOU	BEIJING	SHENZHEN	GUANGZHOU
Assistant Manager	200 – 300	200 – 400	190 – 270	130 – 250	120 – 250
Manager	300 – 600	250 – 600	200 – 550	220 – 420	200 – 380
Senior Manager	600 – 1,000	400 – 800	500 – 870	400 – 650	400 – 600
Director/Vice President	1,000 – 1,800	600 – 1,200	700 – 1,200	650 – 1,200+	500 – 1,000+

## Supply Chain

ROLE	SALARY RANGE (RMB'000)				
	SHANGHAI	SUZHOU	BEIJING	SHENZHEN	GUANGZHOU
Assistant Manager	200 – 350	200 – 400	190 – 270	120 – 250	120 – 250
Manager	350 – 600	250 – 600	220 – 450	200 – 400	200 – 350
Senior Manager	600 – 800	400 – 800	400 – 1,000	400 – 650	400 – 600
Director/Vice President	800 – 1,500	600 – 1,200	800 – 1,300+	650 – 1,200	500 – 1,200

## Logistics/Warehouse/Distribution

ROLE	SALARY RANGE (RMB'000)				
	SHANGHAI	SUZHOU	BEIJING	SHENZHEN	GUANGZHOU
Assistant Manager	180 – 250	200 – 400	120 – 270	130 – 250	100 – 220
Manager	250 – 600	250 – 600	190 – 400	200 – 390	200 – 350
Senior Manager	600 – 800	300 – 800	370 – 800	400 – 600	400 – 580
Director/Vice President	800 – 1,200	600 – 1,000	750 – 1,300+	600 – 1,000	700 – 1,000

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# Salary Benchmarks

## Quality Control/Assurance

ROLE	SALARY RANGE (RMB'000)				
	SHANGHAI	SUZHOU	BEIJING	SHENZHEN	GUANGZHOU
Manager	300 – 500	200 – 400	200 – 550	200 – 400	200 – 400
Senior Manager	500 – 800	300 – 600	500 – 800	300 – 700	250 – 650
Director/Vice President	800 – 1,500	500 – 1,000	800 – 1,300	650 – 1,100	700 – 1,000+

## Sourcing/Merchandising

ROLE	SALARY RANGE (RMB'000)				
	SHANGHAI	SUZHOU	BEIJING	SHENZHEN	GUANGZHOU
Senior Merchandiser	200 – 300	120 – 250	150 – 450	140 – 250	120 – 220
Manager	300 – 500	200 – 400	200 – 650	200 – 400	150 – 350
Chief Representative	800 – 1,200	300 – 500	350 – 900	550 – 800	400 – 600
Senior Manager	500 – 800	400 – 600	350 – 900	400 – 650	300 – 600
Director/Vice President/General Manager	1,000 – 1,500	600 – 1,000	1,100 – 1,300+	600 – 1,000+	700 – 1,000+

## 3PL

ROLE	SALARY RANGE (RMB'000)				
	SHANGHAI	SUZHOU	BEIJING	SHENZHEN	GUANGZHOU
Key Account Manager	180 – 600	200 – 400	150 – 400	200 – 360	200 – 300
Operations Manager	180 – 600	200 – 600	370 – 700	180 – 400	200 – 400
Business Development Manager/ Director	200 – 800	300 – 450	650 – 1,100+	240 – 1,100	200 – 600
General Manager	800 – 1,200	400 – 800	900 – 1,300+	400 – 1,200	450 – 1,000
Director/Vice President	1,000 – 1,500	450 – 850	1,350+	700 – 1,200	800 – 1,000+

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# Property & Construction



## Insights

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### Shanghai

Due to China's gradually ageing population, the government has encouraged the development of housing for senior citizens. As a result, many developers in the market have their sights set on the market and will be bidding for land parcels for this purpose.

Renovation projects, usually to transform old office structures into green buildings, are expected to increase across the sector. Likewise, with the opening of Shanghai's Disney Resort, more hotels are expected to undergo refurbishment.

E-commerce will continue to grow in Shanghai, resulting in a demand for warehouses in the city and the surrounding region.

However, the commercial property market has continued with its slowdown and real estate funds will face challenges in raising capital.

Key skills in demand for the property sector include analytical, financial modeling and negotiation expertise. Skills like multi-tasking, English and management expertise are sought after in the construction sector.

In general, candidates may expect salary increases of 25-35% when switching roles. This increase from previous years is largely due to the rising demand for talent from the residential market.

**Hot jobs:** roles in asset management, leasing, investment, fund raising, fit-out project management and facility management.

### Beijing

Similar to 2016, local investors are still moving towards "outbound" investment and investing in residential and mixed-use developments and real estate funds overseas. However, companies may face the challenge of overcoming a talent-short market due to the relative newness of overseas investment roles.

Traditional real estate developers are expected to establish their own financial teams in order to move into primary and secondary markets. As a result, professionals with strong financing background are expected to be sought after to help raise capital for these new financial teams or for the projects/portfolios developers hope to invest in.

In general, candidates may expect salary increases of 20-40% when switching roles.

**Hot jobs:** roles in overseas investment, asset management and financing.

### Shenzhen

The "Property+" market is still growing fast in Shenzhen, with companies moving towards areas like "Property+Financial Service", "Property+Pension", "Property+Tourism" and "Property+Entertainment". As a result, candidates who have had experience working across industries are highly sought-after.

With overseas investment being another hot area for developers in China, investors are moving towards residential and mixed-use developments abroad. Developers are also establishing property fund and asset management firms domestically.

While the average salary increase is expected to be conservative for candidates moving between jobs, "Property+" professionals can expect higher remuneration in line with demand.

**Hot jobs:** roles in "Property+", real estate funds, overseas investment and asset management.

# Salary Benchmarks

## Commercial/General Practice Functions

### Asset Management

ROLE	SALARY RANGE (RMB'000)		
	SHANGHAI	BEIJING	SHENZHEN
Junior	120 – 300	150 – 250	96 – 250
Middle	300 – 800	250 – 800	250 – 700
Senior	800 – 1,800+	800 – 1,200	700 – 1,000

### Business Development/Expansion

ROLE	SALARY RANGE (RMB'000)		
	SHANGHAI	BEIJING	SHENZHEN
Junior	96 – 240	150 – 250	84 – 300
Middle	240 – 600	250 – 500	300 – 800
Senior	600 – 1,500+	500 – 1,000	800 – 1,200

### Corporate Real Estate

ROLE	SALARY RANGE (RMB'000)		
	SHANGHAI	BEIJING	SHENZHEN
Junior	120 – 300	200 – 300	90 – 250
Middle	300 – 800	300 – 600	250 – 700
Senior	800 – 1,500+	600 – 1,500	700 – 1,200

### Investment/Acquisition

ROLE	SALARY RANGE (RMB'000)		
	SHANGHAI	BEIJING	SHENZHEN
Junior	120 – 450	300 – 400	96 – 350
Middle	450 – 900	400 – 600	350 – 800
Senior	900 – 1,650+	600 – 1,000	800 – 1,400

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# Salary Benchmarks

## Commercial/General Practice Functions

### Leasing/Transactions

ROLE	SALARY RANGE (RMB'000)		
	SHANGHAI	BEIJING	SHENZHEN
Junior	150 – 350	150 – 300	90 – 300
Middle	350 – 800	300 – 600	300 – 700
Senior	800 – 1,200+	600 – 1,000	700 – 1,000

### Commercial Brokerage

ROLE	SALARY RANGE (RMB'000)		
	SHANGHAI	BEIJING	SHENZHEN
Junior	200 – 300	200 – 300	80 – 200
Middle	300 – 600	300 – 600	200 – 500
Senior	600 – 1,200+	600 – 1,200	500 – 800

### Analytics & Research

ROLE	SALARY RANGE (RMB'000)		
	SHANGHAI	BEIJING	SHENZHEN
Junior	150 – 280	150 – 250	90 – 300
Middle	180 – 400	250 – 500	300 – 600
Senior	450 – 1,000+	500 – 1,000	600 – 1,000

### Consultancy & Valuation

ROLE	SALARY RANGE (RMB'000)		
	SHANGHAI	BEIJING	SHENZHEN
Junior	200 – 300	200 – 300	80 – 250
Middle	350 – 500	300 – 500	250 – 600
Senior	500 – 1,200+	500 – 1,000	600 – 1,000

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# Salary Benchmarks

PROPERTY & CONSTRUCTION

## Commercial/General Practice Functions

### Residential Sales

ROLE	SALARY RANGE (RMB'000)		
	SHANGHAI	BEIJING	SHENZHEN
Junior	120 – 200	100 – 200	60 – 200
Middle	200 – 550	200 – 500	200 – 500
Senior	550 – 1,200+	500 – 1,000	500 – 900

## Landlord and End-User

### Architecture

ROLE	SALARY RANGE (RMB'000)		
	SHANGHAI	BEIJING	SHENZHEN
Junior	150 – 200	150 – 200	80 – 250
Middle	200 – 600	200 – 450	250 – 600
Senior	600 – 1,200	450 – 1,000	600 – 1,000

### Interior Design

ROLE	SALARY RANGE (RMB'000)		
	SHANGHAI	BEIJING	SHENZHEN
Junior	150 – 250	150 – 250	80 – 200
Middle	250 – 450	250 – 400	200 – 500
Senior	450 – 600+	400 – 800	500 – 800

### M&E/HVAC

ROLE	SALARY RANGE (RMB'000)		
	SHANGHAI	BEIJING	SHENZHEN
Junior	96 – 200	100 – 200	90 – 200
Middle	200 – 450	200 – 300	200 – 450
Senior	450 – 600+	300 – 600	450 – 700

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# Salary Benchmarks

## Landlord and End-User

### Construction Management

ROLE	SALARY RANGE (RMB'000)		
	SHANGHAI	BEIJING	SHENZHEN
Junior	200 – 300	200 – 300	60 – 200
Middle	300 – 500	300 – 450	200 – 400
Senior	500 – 800+	450 – 800	400 – 700

### Project Management

ROLE	SALARY RANGE (RMB'000)		
	SHANGHAI	BEIJING	SHENZHEN
Junior	180 – 250	250 – 300	100 – 300
Middle	250 – 600	300 – 600	300 – 700
Senior	600 – 1,200	600 – 1,200	700 – 1,100

### Quantity Surveying

ROLE	SALARY RANGE (RMB'000)		
	SHANGHAI	BEIJING	SHENZHEN
Junior	150 – 250	150 – 250	70 – 200
Middle	200 – 350	250 – 350	200 – 450
Senior	350 – 780+	350 – 600	450 – 800

### Facility & Property Management

ROLE	SALARY RANGE (RMB'000)		
	SHANGHAI	BEIJING	SHENZHEN
Junior	150 – 200	150 – 200	60 – 200
Middle	200 – 400	200 – 400	200 – 450
Senior	400 – 800+	400 – 800	450 – 800

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# Salary Benchmarks

## Consultancy and Design Firm

### Architecture

ROLE	SALARY RANGE (RMB'000)		
	SHANGHAI	BEIJING	SHENZHEN
Junior	150 – 200	150 – 200	80 – 300
Middle	200 – 600	200 – 400	300 – 550
Senior	600 – 1,200	400 – 800	550 – 1,000

### Interior Design

ROLE	SALARY RANGE (RMB'000)		
	SHANGHAI	BEIJING	SHENZHEN
Junior	150 – 250	150 – 250	70 – 200
Middle	200 – 450	250 – 400	200 – 400
Senior	450 – 700+	400 – 800	400 – 750

### M&E/HVAC

ROLE	SALARY RANGE (RMB'000)		
	SHANGHAI	BEIJING	SHENZHEN
Junior	96 – 200	100 – 200	80 – 200
Middle	200 – 450	200 – 400	200 – 350
Senior	450 – 600+	400 – 600	350 – 600

### Construction Management

ROLE	SALARY RANGE (RMB'000)		
	SHANGHAI	BEIJING	SHENZHEN
Junior	150 – 250	150 – 250	70 – 200
Middle	250 – 400	250 – 450	200 – 400
Senior	400 – 780+	450 – 800	400 – 800

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# Salary Benchmarks

## Consultancy and Design Firm

### Project Management

ROLE	SALARY RANGE (RMB'000)		
	SHANGHAI	BEIJING	SHENZHEN
Junior	144 – 250	200 – 300	80 – 250
Middle	250 – 600	300 – 600	250 – 550
Senior	600 – 1,200	600 – 1,200	550 – 1,000

### Quantity Surveying

ROLE	SALARY RANGE (RMB'000)		
	SHANGHAI	BEIJING	SHENZHEN
Junior	100 – 200	100 – 200	60 – 200
Middle	200 – 350	200 – 350	200 – 400
Senior	350 – 800+	350 – 500	400 – 700

### Facility & Property Management

ROLE	SALARY RANGE (RMB'000)		
	SHANGHAI	BEIJING	SHENZHEN
Junior	150 – 200	150 – 250	60 – 200
Middle	200 – 400	250 – 400	200 – 350
Senior	400 – 900+	400 – 800	350 – 700

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# Retail & Sourcing



## Insights

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### Shanghai

Stores carrying multiple brands, as well as lifestyle and virtual reality product retailers, are expected to expand in the domestic market in 2017, due largely to consumer spending patterns.

In general, some of the challenges faced by retailers include understanding how to effectively refresh their brand image as well as finding the balance between their online and offline businesses. Many brands are planning to hire new or replacement employees following team/process restructuring.

Key skills in demand include operations and business development, customer service and marketing. With e-commerce's continuous boom, candidates with online experience are increasingly sought after.

Candidates moving between jobs may expect average salary increases of 20-30%.

**Hot jobs:** e-commerce merchandising managers, brand managers (who oversee different functions including operations, training and merchandising), and retail managers.

### Beijing

Fast fashion and apparel as well as food and beverage are poised to be 2017's high growth industries as consumers adjust their spending habits in favour of more affordable shopping options.

Many retailers are now looking into how to effectively refresh their brand image and learning how to find the balance between their online and offline businesses.

Key skills in demand include a combination of operations and business development, customer service and marketing. With e-commerce's continuous boom, candidates with online experience are increasingly sought after.

Candidates moving between jobs may expect an average salary increase of 15%.

**Hot jobs:** area managers and retail directors.

### Shenzhen

Continued demand for imported products has led to stronger growth in China's trading sector as well as greater demand for professionals with cross-border e-commerce and overseas sourcing experience.

With the rise of e-commerce, growth in the traditional retail sector has remained flat. To streamline costs, traditional retailers are now turning to technical sourcing specialists to assist with factors like supplier selection, quality, procurement, costs and performance evaluation.

In general, candidates may expect salary increases of 10-15% when switching roles.

**Hot jobs:** technical sourcing managers, merchandising directors.

# Salary Benchmarks

## Retail Operations

ROLE	SALARY RANGE (RMB'000)		
	SHANGHAI	BEIJING	SHENZHEN
Store Manager	240 – 480	180 – 540	130 – 350
Area Manager	400 – 650	300 – 600	300 – 850
Retail Operations Manager	400 – 650	390 – 700	260 – 700
National Retail Manager	650 – 1,000	650 – 1,000	–
Country General Manager	1,000+	1,200+	700 – 1,000
Regional General Manager	1,200+	1,500+	1,000+

## Retail Buy/Merchandising

ROLE	SALARY RANGE (RMB'000)		
	SHANGHAI	BEIJING	SHENZHEN
Buyer/Merchandiser	300 – 450	300 – 450	150 – 350
Buying/Merchandising/Product Manager	450 – 850	450 – 850	180 – 450
Buying/Merchandising/Product Director	850 – 1,100	850 – 1,100	400 – 550
Regional Buying/Merchandising/Product Director	1,100+	1,100+	500 – 1,500

## Product/Store Visual Merchandising

ROLE	SALARY RANGE (RMB'000)		
	SHANGHAI	BEIJING	SHENZHEN
Visual Merchandiser	200 – 350	200 – 350	150 – 350
Visual Merchandising Manager	350 – 700	350 – 700	200 – 450
Visual Merchandising Director	700 – 1,100	700 – 1,100	500 – 1,000
Regional Visual Merchandising Director	1,000 +	1,000 +	650 – 1,200

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# Salary Benchmarks

RETAIL & SOURCING

## Retail Training

ROLE	SALARY RANGE (RMB'000)		
	SHANGHAI	BEIJING	SHENZHEN
Trainer	180 – 350	180 – 350	120 – 150
Trainer Manager	350 – 650	350 – 650	150 – 250
Training Director	650+	650+	300 – 500

## Planning/Allocation

ROLE	SALARY RANGE (RMB'000)		
	SHANGHAI	BEIJING	SHENZHEN
Planner/Allocator	180 – 300	–	150 – 350
Planning/Allocation Manager	300 – 650	–	200 – 450
Planning/Allocation Director	650 – 1,000	–	450 – 750
Regional Planning/Allocation Director	850+	–	–

## Design/Product Development

ROLE	SALARY RANGE (RMB'000)		
	SHANGHAI	BEIJING	SHENZHEN
Designer	180 – 500	–	150 – 350
Design Manager	450 – 800	–	250 – 650
Chief Design Officer/Design Director	800 – 1,000+	–	600 – 1,000

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# Salary Benchmarks

## Sourcing/Merchandising

ROLE	SALARY RANGE (RMB'000)		
	SHANGHAI	BEIJING	SHENZHEN
Merchandiser	180 – 320	180 – 320	120 – 300
Divisional/Category Merchandising Manager	320 – 600	320 – 600	220 – 450
General Merchandising Manager	600 – 900	600 – 900	600 – 900
Regional Merchandising Director/General Manager	900+	900+	600 – 1,000

## Quality/Compliance/Technical Services

ROLE	SALARY RANGE (RMB'000)		
	SHANGHAI	BEIJING	SHENZHEN
Quality Assurance/Control/Factory Audit/Technician	160 – 350	–	120 – 270
Quality Assurance/Control/Technical Manager	350 – 600	–	220 – 400
Senior Quality Assurance/Control/Technical Manager	600 – 800	–	250 – 650
Regional Quality Assurance/Control/Technical Director/Head	800+	–	700 – 1,100

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# Sales



## Insights

### Shanghai

Big data, new energy, sustainable chemistry, automation and professional services are poised for growth in 2017, due largely to the country's increase in adopting new technologies. Already, many domestic firms within the industrial sector have developed cost-savings technologies, thus attracting more clients and investors, and this trend is expected to continue.

Won over by China's expanding consumer markets, more small and medium-sized foreign multinational corporations are expected to establish a presence in Shanghai. However, they would have to contend with existing competition in the market and as a result, will seek top talent to help build up high-performing sales teams.

In general, candidates can expect salary increases of 15-20% when switching roles.

**Hot jobs:** country managers and sales directors in new business development.

### Beijing

The transport and mobility sectors are expected to be 2017's high growth markets.

On the employment front, candidates are expected to spend shorter tenures in jobs. Increasing demand from companies in the digital sector has provided candidates with more opportunities too. This will lead to a more active market for both employers and employees.

However, well-known foreign high-tech multinationals are still facing challenges in the China market, especially with the increasing caution towards the "Internet of Things". Increasingly, the traditional relationship-focused sales model is becoming out of date as the Chinese government ramps up its anti-corruption efforts. Financial companies are expected to place greater emphasis on qualifications and products.

In general, candidates moving between jobs may expect increases of 15-30%, depending on how well the company is performing.

### Suzhou

The information technology (IT) and e-commerce industries will continue their strong growth in 2017. The increased focus on big data and data consolidation across the country is expected to fuel demand for professionals with such expertise.

With employers competing for top talent, retaining star performers will be one of the key challenges faced by many organisations. More sales professionals are expected to leave multinational corporations for domestic firms, due in part to the latter's aggressive growth plans.

Increasingly, sales leaders now need to have a strong understanding of complex business issues and know how to devise strategies that drive companies forward.

In general, candidates can expect salary increases of 15-20% when switching roles.

**Hot jobs:** sales directors, commercial directors, business development managers/directors.

### Shenzhen

The smart devices, Internet and cloud markets will continue to grow exponentially this year, due largely to the city's fast pace of development as well as heavy investment from the government and private sector.

To ensure that they have the correct talent, companies are expected to recruit from outside Shenzhen. As Shenzhen's talent market is not as mature compared with other Tier 1 cities, the talent flow is expected to originate from Beijing, Shanghai, Hangzhou or even the United States.

Demand is high for mid to senior-level professionals like sales directors, vice-presidents and executives. The ability to speak Mandarin, combined with international experience, is also highly desirable. Other key skills in demand include expertise in people management and online business development.

In general, candidates can expect salary increases of 10-20% when switching roles. However, employers are also starting to offer stock options and other incentives in lieu of salary increments.

**Hot jobs:** general managers and roles in international, online, branded sales/business development.

### Guangzhou

The apparel and consumer electronics sector as well as domestic fast-moving consumer goods companies are expected to perform well this year, due largely to the country's productivity-led growth model, strong e-commerce platforms and consumer spending patterns.

Despite weaker market sentiment, optimists have identified opportunities in China as the country transitions into a new era, moving from imitation to innovation and the globalisation of domestic firms. As a result, business development skills that can take Chinese companies to the next level are in high demand.

In general, candidates can expect salary increases of 10-20% when switching roles. However, this increase varies significantly by company type. For example, domestic companies typically offer 10-20% increases, but multinational corporations may offer 20-35%.

**Hot jobs:** sales directors, regional sales managers and key account managers.

# Salary Benchmarks

SALES

## Financial Services

ROLE	SALARY RANGE (RMB'000)				
	SHANGHAI	SUZHOU	BEIJING	SHENZHEN	GUANGZHOU
Corporate Sales Manager	400 – 800	400 – 800	450 – 650+	400 – 800+	250 – 500

## Professional Services

ROLE	SALARY RANGE (RMB'000)				
	SHANGHAI	SUZHOU	BEIJING	SHENZHEN	GUANGZHOU
Sales Engineer	150 – 400	100 – 300	–	150 – 650	100 – 630
Sales Manager	240 – 700	100 – 500+	250 – 600+	100 – 600+	90 – 500+
Business Development Manager	240 – 700	100 – 600+	200 – 400+	100 – 700+	90 – 600+
Business Development Director	700 – 1,300	300 – 800+	360 – 650+	300 – 800+	280 – 700+

## Consumer Products

ROLE	SALARY RANGE (RMB'000)				
	SHANGHAI	SUZHOU	BEIJING	SHENZHEN	GUANGZHOU
General Sales Manager	250 – 600+	200 – 500+	400 – 600+	200 – 600+	90 – 500+
Business Manager	300 – 700+	200 – 500+	400 – 600+	200 – 600+	90 – 500+
Sales Director	1,000 – 2,000	300 – 900+	500 – 800+	300 – 700+	280 – 600+
General Manager	2,000 – 5,000+	700 – 1,000+	1,000 – 1,500+	400 – 800+	380 – 700+

## Media – Publishing

ROLE	SALARY RANGE (RMB'000)				
	SHANGHAI	SUZHOU	BEIJING	SHENZHEN	GUANGZHOU
Advertising/Media Sales Manager	360 – 600	–	200 – 400+	200 – 400+	90 – 300+
Advertising/Media Sales Director	800 – 2,500	–	250 – 600+	400 – 700+	380 – 600+

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# Salary Benchmarks

SALES

## Media – Advertising Agencies

ROLE	SALARY RANGE (RMB'000)				
	SHANGHAI	SUZHOU	BEIJING	SHENZHEN	GUANGZHOU
Group Account Director	500 – 800	–	360 – 500+	400 – 800+	90 – 300+
Business Director	800 – 1,800	–	360 – 500+	400 – 800+	230 – 400+
Managing Director/General Manager	1,200 – 3,500	–	600 – 1,500+	800 – 1,200+	380 – 600+

## Media – Public Relations Agencies

ROLE	SALARY RANGE (RMB'000)				
	SHANGHAI	SUZHOU	BEIJING	SHENZHEN	GUANGZHOU
Account Manager	360 – 480	–	180 – 300+	150 – 350	140 – 340
Account Director	400 – 600	–	250 – 400+	350 – 600+	340 – 500+
Director	800 – 1,800	–	360 – 400+	350 – 600+	–
Executive Director	1,000 – 2,500	–	600 – 1,500+	700 – 1,000+	600 – 900+
Managing Director/General Manager	1,800 – 3,500	–	800 – 1,200+	800 – 1,200+	600 – 900+

## Media/Entertainment

ROLE	SALARY RANGE (RMB'000)				
	SHANGHAI	SUZHOU	BEIJING	SHENZHEN	GUANGZHOU
Assistant Sales Manager	300 – 500	–	150 – 200+	200 – 500+	380 – 600+
Account Manager	400 – 600	–	200 – 360+	200 – 500	90 – 340
Account Director	600 – 800	–	250 – 400+	350 – 700+	340 – 600+
Sales Manager	400 – 600	–	200 – 360+	200 – 500+	90 – 340
Sales Director	1,000 – 2,500	–	250 – 500+	400 – 800+	330 – 600+
General Manager	1,500 – 3,000	–	500 – 800+	400 – 1,000+	380 – 600+

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# Salary Benchmarks

SALES

## IT & Telecommunications

ROLE	SALARY RANGE (RMB'000)				
	SHANGHAI	SUZHOU	BEIJING	SHENZHEN	GUANGZHOU
Channel Account Manager/ Account Manager	250 – 500+	100 – 500+	300 – 500+	100 – 500+	80 – 600+
Sales Manager/Global Account Director	300 – 800+	200 – 1,000+	400 – 600+	200 – 1,000+	80 – 600+
Division Manager/Sales & Marketing Manager/General Sales Manager	900 – 2,500	300 – 800+	500 – 800+	300 – 800+	130 – 700+
Vice President Sales & Marketing/ Sales & Marketing Director/ Marketing Director	900 – 2,500	800 – 1,500+	800 – 1,200+	800 – 1,500+	500 – 900+
Sales Director/Business Development Director	900 – 2,500	600 – 1,200+	600 – 800+	600 – 1,200+	380 – 900+
Managing Director/General Manager	2,000 – 4,000	1,200 – 2,000	1,500 – 3,000+	1,200 – 2,000	750 – 900+

## Manufacturing/Industrial

ROLE	SALARY RANGE (RMB'000)				
	SHANGHAI	SUZHOU	BEIJING	SHENZHEN	GUANGZHOU
Sales Director	900 – 2,500	400 – 1,000+	500 – 800+	400 – 800+	350 – 750+

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# Secretarial & Office Support



## Insights

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### Shanghai

The Internet, e-commerce, fintech and financial services sector will continue their strong growth this year. As a result, more executive assistants are expected to switch over from traditional industries to these markets.

With Shanghai's growing position as one of the world's business centres, executive assistants and secretaries are now required to know how to communicate and coordinate effectively across regions.

In general, candidates in traditional industries may expect salary increases of 3-8% while changing jobs. Those working in growth industries may expect higher increases of 7-20%.

**Hot jobs:** board secretaries and executive assistants.

### Beijing

Beijing's financial services, media/entertainment and new technology are poised for growth. Increasingly, support personnel have indicated interest in moving into these industries for higher bonuses and better internal opportunities.

However, they are cautious about moving to start-up companies because of the lack of specific benefits like premium healthcare (including children's health insurance), additional pensions and housing funds. Such considerations are given more emphasis now as many families are considering having a second child, resulting in a preference for companies with strong healthcare benefits.

Key skills in demand include stakeholder management and problem solving.

In general, candidates may expect salary increases of 20-30% when switching roles.

**Hot jobs:** office managers and executive assistants.

### Shenzhen and Guangzhou

With the increasing emphasis on employee engagement, administrative professionals who have solid experience in executing welfare initiatives, like coordinating shuttle bus schedules and meal planning, will be in high demand.

However, candidates who have solid administration experience in large companies are relatively scarce. Although companies have raised salary packages to attract top talent, challenges still remain in finding the perfect fit.

In general, candidates may expect salary increases of 10-20% when switching roles.

**Hot jobs:** administration directors/managers and office managers.

# Salary Benchmarks

## Financial Services

ROLE	SALARY RANGE (RMB'000)			
	SHANGHAI	BEIJING	SHENZHEN	GUANGZHOU
Administration Assistant	120 – 360	120 – 250	100 – 300	100 – 200
Executive Assistant/Personal Assistant	200 – 500	180 – 600	100 – 500	200 – 400
Office Manager	200 – 500	250 – 600	150 – 400	150 – 300
Secretary	150 – 500	120 – 200	80 – 300	80 – 150
Receptionist	80 – 200	80 – 150	60 – 200	60 – 120

## Commerce & Industry

ROLE	SALARY RANGE (RMB'000)			
	SHANGHAI	BEIJING	SHENZHEN	GUANGZHOU
Administration Assistant	80 – 250	100 – 250	80 – 250	100 – 150
Executive Assistant/Personal Assistant	120 – 400	150 – 400	80 – 400	200 – 350
Office Manager/Admin Manager	200 – 500	200 – 500	100 – 350	150 – 250
Secretary	120 – 350	100 – 200	80 – 250	80 – 150
Receptionist	60 – 150	80 – 150	60 – 150	60 – 120

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