

CHINA

In 2014 the Chinese Government implemented a shift away from pure manufacturing and infrastructure investment, and instead began to focus on hi-tech industry, strengthening the professional services and consumer sector and stimulating growth through exports.

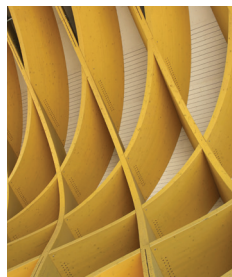
As a result of this reorientation we saw the establishment of research and development centres in China, more international professional services companies entering the market, and the expansion of luxury and retail brands in second-tier cities including Suzhou, Hangzhou, Nanjing and Chengdu – resulting in an increase in recruitment activity.

Looking across the economy as a whole, growth was widespread and we saw a positive outlook for the job market, with increasing confidence among employees and employers. With average GDP growth in the first three quarters reaching 7.4%, both professionals and employers expressed cautious optimism about future market prospects.



CHINA

COUNTRY OVERVIEW



As a result of improving market conditions and business processes, top Chinese professionals now view Chinese multinationals as viable employment alternatives to larger foreign firms.

In 2014, this led to increased recruitment into Chinese e-commerce, automotive and healthcare companies. Local candidates also found opportunities in shared-service centres in Beijing and Shanghai as foreign companies continued to offshore their IT, HR, sourcing and accounting requirements.

As consumer activity increased, demand for sales and marketing professionals increased in the retail and FMCG sectors. R&D specialists and consumer-savvy IT staff also became popular hiring choices to help with new product and business development respectively.

In other areas we saw strong demand for internal audit and compliance professionals to help meet new regulatory requirements – especially in financial services and banking. Candidates with domestic language skills and cultural compatibility were highly sought-after, as were senior managers with international experience who could help local companies with overseas expansion projects.

Throughout the year managers struggled to recruit for traditional internal support functions such as HR, accounting and finance, where there was a shortage of well-rounded candidates. This led many companies to

focus on developing and enhancing their current employees' skill sets, with the aim of delivering increased value for their business. Some companies began training their HR staff in people development and retention strategies, while others set out expectations for accounting and finance professionals to provide growth-oriented analysis. We expect this trend of internal up-skilling to continue in 2015.

Hiring managers looking to attract top talent in the year ahead will need to meet market rates for basic salaries, increments and bonuses. Offering scope for career progression and promotion will also be critical, as this is the main driver for active job seekers within the Chinese market. Managers may also need to be more flexible in their requirements, focusing on a candidate's cultural fit and transferable-skills potential.

In 2015 we expect salaries to continue the trend seen in 2014, with 15-25% increments for job movers, and 6-8% increments for those who stay at their current company. Businesses are also likely to invest more in benefits, training and development in order to retain key staff as inflationary pressures continue and the cost of living goes up.



In 2015, we expect 15-25% increments for job movers, and 6-8% increments for those who stay at their current company.

BEIJING

ACCOUNTING & FINANCE

Activity was brisk within the accounting and finance recruitment market in 2014. As state-owned and local companies continued to develop at a rapid pace, we saw increased hiring - especially in fast-growing sectors such as e-commerce and IT.

An increasing number of successful stock market floats, especially within e-commerce and technology businesses, generated demand for finance directors with listing experience. We expect such professionals to be highly sought-after in 2015 as more firms consider listing. However, hiring could prove challenging due to a lack of talent in the local market.

One notable change in 2014 was the tightening regulatory environment which

compelled companies to put an unprecedented emphasis on internal audit and compliance. This led to a high demand for auditors, treasury analysts, compliance specialists and experts in local tax systems. We expect a continuation of this trend as companies expand teams in response to stricter regulation.

In 2014, professionals moving jobs expected a 20% increase as local companies were aggressive in offering significant pay rises to attract talent. Those who stayed in their positions received around 10%. We expect a similar level of increments in 2015.

To successfully recruit from a limited pool of talent in an extremely competitive market, hiring managers are advised to combine

attractive salaries with assurance of long-term development opportunities within the organisation.

“ Finance directors with listing experience will be in demand following successful stock market floats. ”

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2014	2015
Chief Financial Officer	1.5 - 2.3m	1.7 - 2.3m
Finance Director	750k - 1.5m	900k - 1.5m
Financial Controller	550k - 1.2m	700k - 1.2m
Shared Services Manager	600k - 1.0m	650k - 1.0m
FP&A Manager	350 - 600k	350 - 650k
Treasury Manager	500 - 700k	600 - 750k
Internal Audit Manager	400 - 850k	550 - 850k
Tax Manager	450k - 1.1m	500k - 1.2m
Finance Manager	400 - 700k	300 - 800k
Accounting Manager	250 - 500k	300 - 550k
Reporting Manager	250 - 450k	350 - 450k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

BEIJING

HUMAN RESOURCES

The HR recruitment market was stable in 2014, with steady demand for HR professionals driven by replacement hiring. During the year, mergers and acquisitions activity, centred within manufacturing and technology, led to restructuring, which resulted both in redundancies and in increased demand for specific candidate profiles - for example, those with change management experience to handle integration issues.

As companies focused on staff retention by designing development programmes and remuneration packages, there was particular demand for organisational development, organisational efficiency, and compensation

and benefits specialists. We anticipate HR specialists remaining high on the recruitment agenda in 2015.

While we do not expect aggressive expansion of HR teams in 2015, an increased focus on the HR function, particularly in specialist areas, will keep salaries buoyant. In 2014, job-movers received 20% increases on average and we expect a similar level of increments in 2015. We have noticed that junior candidates are much more motivated by salary increases, so it will remain important for employers to offer competitive packages, whereas mid and senior-level candidates are more concerned with leadership style and company culture.

“An increased focus on the HR function, particularly in specialist areas, will keep salaries buoyant.”

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2014	2015
HR Director	1.0 - 1.7m	1.0 - 1.8m
Head of Compensation & Benefits	800k - 1.25m	800k - 1.3m
Head of Resourcing	700k - 1.0m	800k - 1.0m
Head of Organisational Development	800k - 1.5m	800k - 1.5m
HR Manager	400 - 800k	400 - 800k
Learning & Development Manager	500 - 750k	500 - 700k
Recruitment Manager	450 - 550k	400 - 600k

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BEIJING

MARKETING

Companies were conservative when it came to growing their marketing teams in 2014. Global economic uncertainty led to fewer new positions being created but there was still stable demand for marketing professionals created by replacement hiring.

A positive factor was foreign SMEs entering the market and hiring marketing specialists to expand their network and increase brand exposure. As businesses looked to build their brand, there was increased emphasis on strategic planning. This led to a growing need for marketing professionals able to combine a strong understanding of their sector with a strategic mindset. We expect employers to continue to look for these skill sets in 2015 as brand presence will remain a key focus.

Most companies, especially multinationals, will also be looking for government relations

specialists who can help develop connections with official departments. Finding experienced government relations specialists and marketing strategy planners will be a challenge for hiring managers in 2015 as there is a shortage of talent, particularly for professionals with local market knowledge and international experience.

In this candidate short market, we expect employers to offer junior candidates competitive salaries with regular reviews. For mid and senior-level candidates the emphasis is on management quality and company culture.

In terms of salaries, job-movers received increases of around 20% in 2014 and we expect a similar level of increments in 2015.

“Hiring managers face a challenging task finding government relations specialists and marketing strategy planners.”

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2014	2015
Head of Marketing	1.0 - 1.9m	1.0 - 2.0m
Marketing VP	1.0 - 1.4m	1.0 - 1.5m
Marketing Director	800k - 1.2m	800k - 1.2m
PR Director	500 - 700k	500 - 700k
Marketing Manager	300 - 650k	300 - 700k
Marketing Communications Manager	400 - 550k	400 - 600k
PR Manager	350 - 450k	300 - 500k
Digital Marketing Manager	300 - 450k	300 - 500k
Retail Marketing Manager	300 - 450k	300 - 500k

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BEIJING

SALES

With foreign SMEs continuing to enter and expand in the local market, we saw an increase in the recruitment of experienced sales professionals in 2014. The manufacturing, IT, energy, and B2B sectors were active, all hiring mid to senior-level sales professionals to help drive business growth. The retail sector also showed some improvement compared to 2013, with greater demand for sales professionals experienced in consumer channel development.

We expect recruitment to remain buoyant in 2015, with talented professionals sought-after as companies grow their sales teams in order to expand into new markets and ultimately increase profitability. In particular, we expect employers will continue to seek sales, business development and key account managers with a strong track record, industry knowledge, product experience and outstanding communication skills.

However, demand for candidates with this range of experience and knowledge outstrips the supply. Hiring managers will need to offer compelling remuneration and benefits to secure top talent.

We anticipate that employers will offer junior candidates attractive salaries together with the promise of regular pay reviews. Hiring managers are more likely to appeal to mid and senior-level candidates by emphasising factors such as career progression and leadership style as well as company culture.

Salaries within the sales profession are largely dependent on the track record and experience of the specific candidate, but on average job-movers received a 20-30% increase in 2014 and we expect similar levels in 2015.



KEY TRENDS

- Foreign SMEs continued to enter the local market, driving the need for sales professionals to increase profitability.
- Recruitment remained buoyant in 2014 as companies grew sales teams to expand into new markets.
- Manufacturing, IT, energy and B2B sectors were active, hiring mid to senior-level sales professionals to drive business growth.
- The retail sector improved compared to 2013, with greater demand for sales professionals experienced in consumer channel development.

“We expect recruitment to remain buoyant in 2015, with talented professionals sought-after as companies grow their sales teams in order to expand into new markets.”

BEIJING

SALES

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2014	2015
IT		
Sales VP	1.4 - 2.5m	1.5 - 2.5m
National Sales Director	1.0 - 1.4m	1.0 - 1.5m
Regional Sales Manager	550k - 1.0m	600k - 1.0m
Strategy Alliance Manager	350 - 750k	400 - 800k
Business Development Manager	400 - 800k	400 - 800k
Industrial		
Sales General Manager	800k - 1.8m	800k - 2.0m
Country Manager	1.2 - 1.8m	1.5 - 2.0m
Head of Sales	800k - 1.8m	800k - 1.8m
National Sales Director	800k - 1.8m	800k - 1.8m
Head of Retail	1.0 - 1.6m	1.0 - 1.7m
Head of Product	800k - 1.1m	800k - 1.2m
National Retail Operations Manager	600k - 1.2m	600k - 1.2m
Regional Sales Manager	400 - 800k	400 - 800k
Business Development Manager	400 - 800k	400 - 800k
Training Manager	300 - 500k	300 - 500k
Product Manager	300 - 500k	300 - 500k
Store Manager	200 - 450k	200 - 450k
Visual Merchandising Manager	250 - 400k	250 - 400k
Area Manager	200 - 400k	200 - 450k
Global Key Account Manager	600 - 900k	600k - 1.0m
Project Sales Manager	350 - 600k	350 - 700k
Key Account Manager	250 - 350k	250 - 350k

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BEIJING

SUPPLY CHAIN & QUALITY

In 2014, hiring trends across the supply chain and quality market varied according to sector. The manufacturing industry slowed in Beijing, as more companies transferred operations to surrounding cities such as Tianjin and Hebei. We expect traditional manufacturing to continue to move out of Beijing and professionals in this sector may increasingly seek opportunities in other cities.

In contrast to the slowdown in manufacturing, there were healthy hiring volumes in fast-growing sectors such as e-commerce and IT, as well as increased hiring by state-owned and local companies as they continued to expand.

Operational heads such as plant managers were in demand, as were environmental health & safety (EHS) professionals as companies paid more attention to health and safety standards. New product development was a noted theme, leading to an increased

need for professionals such as design and field service engineers.

In 2015 we envisage the market will develop in a similar fashion. IT and e-commerce will continue to be key growth sectors and companies will be looking for research and development as well as quality control professionals with strong technical backgrounds and communication skills. R&D, especially within the automotive sector, will still be active as the majority of R&D headquarters are still in Beijing.

Hiring across high-demand areas will not be easy, however, as there is a shortage of technically-focused R&D professionals with good communication skills. In such a competitive market, employers will need to offer more than just increased salaries - wider job scopes and opportunities for career advancement will need to be highlighted to attract the best candidates.

In 2014, job-movers expected a 20% increase as local companies offered significant pay rises and promising development opportunities to attract talent. Professionals in areas such as engineering R&D could even expect a 20-30% increase. Those who stayed in their positions received around 10%. We expect a similar level of increments in 2015.

KEY TRENDS

- Manufacturing slowed in Beijing as more companies transferred operations to surrounding cities such as Tianjin and Hebei.
- There were healthy hiring volumes in fast-growing sectors and more positions created by state-owned and local companies as they continued to expand.
- R&D and quality professionals with strong technical backgrounds and communication skills remain highly sought-after.
- Operational heads such as plant managers and EHS professionals were in demand as companies paid more attention to health and safety standards.

“Professionals in areas such as engineering R&D could expect a 20-30% increase in 2014. We expect a similar level of increments in 2015.”

BEIJING

SUPPLY CHAIN & QUALITY

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2014	2015
Supply Chain VP	1.2 - 2.0m	1.5 - 2.0m
Supply Chain Director	900k - 1.5m	900k - 1.3m
Quality Director	700k - 1.3m	900k - 1.2m
Sourcing Director	800k - 1.2m	600k - 1.2m
Plant Manager	650k - 1.0m	850k - 1.2m
Supply Chain Manager	500 - 850k	350 - 550k
Quality Manager	450 - 800k	400 - 800k
Logistics Manager	300 - 650k	250 - 550k
Sourcing Manager	250 - 450k	250 - 500k
Purchasing Manager	250 - 450k	250 - 500k
Supplier Development Manager	350 - 600k	350 - 600k
Operation Manager	400 - 600k	500 - 750k
Demand Planning Manager	300 - 450k	300 - 500k
Supplier Quality Manager	300 - 400k	300 - 450k
Warehouse Manager	200 - 300k	200 - 350k
Quality Supervisor	200 - 400k	200 - 400k
Supplier Development Engineer	180 - 250k	200 - 300k
Transportation Manager	250 - 350k	250 - 350k
Supplier Quality Engineer	150 - 280k	150 - 300k

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NANJING

ACCOUNTING & FINANCE

The accounting and finance recruitment market saw rising activity in 2014. Headcount increased in the automotive and food production industries, while the expansion of shared services centers made junior and mid-level professionals key hiring priorities. Companies also remained cost-conscious, which created demand for mid and senior-level financial controllers and analysts.

We expect these trends to continue in 2015, with ongoing growth in the automotive industry stimulating hiring activity, and budget control likely to remain a key issue for the majority of companies. In addition, new investments from component manufacturers in the aircraft and new energy vehicle sectors could generate demand for finance professionals. New infrastructure and IT projects in Nanjing may also increase

recruitment momentum.

We expect employers in 2015 to focus on technically proficient, mid to senior-level professionals with strong communication and English skills. We also anticipate that hiring managers within multinationals will come under pressure as local companies expand overseas and target professionals who have worked for global companies. However, both multinationals and local companies will struggle to hire financial controllers experienced in risk and cost control due to the short supply of talent.

Competitive remuneration and retention bonuses aside, we expect companies in 2015 to provide abundant training options and emphasise career progression prospects for ambitious mid and senior-level professionals.

After several years of big salary increments, we expect job-movers will receive 15-25% increases in 2015 - compared to 15-30% in 2014. Those staying in their positions can still expect a 5-12% raise.

“After several years of big salary increments, we expect slightly lower increases in 2015 of 15-25%.”

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2014	2015
Chief Financial Officer	1.0 - 1.5m	1.1 - 1.5m
Finance Director	600k - 1.0m	600k - 1.1m
Financial Controller	600 - 800k	600 - 850k
Treasury Director	500 - 700k	500 - 700k
Finance Manager	300 - 450k	350 - 500k
Costing Manager	280 - 450k	300 - 450k
Tax Manager	200 - 450k	250 - 450k
Accounting Manager	280 - 450k	300 - 450k
Financial Analysis Manager	200 - 350k	280 - 350k
Internal Audit Manager	200 - 300k	250 - 350k

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NANJING

ENGINEERING & OPERATIONS

There was a noticeable increase in recruitment levels in the engineering and operations market in 2014. A stronger manufacturing sector led to higher demand for roles such as industrial engineers and the automotive industry remained the most active with a steady pipeline of projects.

Overall recruitment in Nanjing was consistent in 2014, however the automotive industry in Wuhu underperformed and saw headcount reduce. Since companies in Wuhu often hire from Nanjing, this negatively impacted recruitment. Despite this, we remain positive about the market for 2015, particularly as the chemical industry is likely to rebound after two years of sluggish performance.

Professionals will also find opportunities in inland cities as companies continue to invest there and hire candidates from the Yangtze River Delta region due to local talent shortages.

In 2015 we expect companies to remain cost-conscious and target professionals with experience in project management who can streamline the manufacturing process and improve efficiency. Candidates with specific technical backgrounds will be in greater demand than supply due to a shortage in skills.

To entice talent away from first-tier cities, companies will need to offer very attractive

remuneration. However, to secure the best professionals, employers will also benefit from demonstrating they can provide a genuine platform for career development.

For those professionals moving roles, we expect salaries will increase by around 20%, as companies align with the rise in the Consumer Price Index.

“Companies will need to offer very attractive remuneration to entice talent away from first-tier cities.”

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2014	2015
General Manager	700k - 1.2m	800k - 2.0m
Plant Manager	500 - 800k	500k - 1.0m
Operations Manager	400 - 500k	450 - 600k
Maintenance Manager	350 - 450k	250 - 450k
Production Manager	250 - 450k	250 - 400k
EHS Manager	300 - 400k	250 - 500k
Engineering Manager	300 - 400k	300 - 400k
CI Manager	250 - 400k	250 - 500k
IE Manager	250 - 400k	250 - 400k
Project Manager	200 - 300k	200 - 350k
R&D Manager	270 - 450k	300 - 500k

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NANJING

HUMAN RESOURCES

The HR recruitment market showed signs of improvement in 2014, driven in part by shared service centers creating demand for junior and mid-level positions. We anticipate this trend will continue in 2015.

The automotive, electrical and electronics and machinery sectors created more vacancies, while the chemical industry remained quiet. As manufacturers, especially in automotive, open more plants, Nanjing will be well-positioned to be the headquarters location for functions such as HR.

HR specialists in training as well as compensation and benefits were in demand as companies increased emphasis on developing and retaining talent. HR business partners were also high on hiring managers’

agendas as companies sought to strengthen their HR function, requiring HR business partners to work with the business to develop talent management strategies.

HR business partnering skills will once again be a key hiring priority in 2015, with employers looking to identify candidates with overseas experience and strong English language and communication skills. However, as business partnering is a new concept in Nanjing, candidates with the necessary skill sets will be in short supply.

New projects in the city will create jobs and there will be increased competition for talent in 2015. Competitive salary and retention bonuses will play a part in attracting the best people but factors such as work-life balance

and career progression will also figure prominently in the recruitment process.

We expect job-movers to receive a 15-30% increase in 2015, with those staying in their positions receiving around 5-12% - both these figures represent a slight increase on 2014.

“Factors such as work-life balance and career progression will figure prominently in the recruitment process.”

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2014	2015
HR Director	600 - 900k	600 - 900k
HR Manager	220 - 450k	220 - 500k
C&B Manager	200 - 400k	220 - 450k
Training Manager	200 - 400k	200 - 450k
Recruiting Manager	200 - 280k	200 - 300k
ER Manager	180 - 320k	200 - 350k
HR Business Partner	200 - 400k	200 - 500k

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NANJING

SALES & MARKETING

The strong demand for sales and business development professionals by local companies expanding overseas led to an active recruitment market in 2014. We saw particular demand within the electrical, electronics and machinery sectors as organisations sought to drive growth.

In addition, we saw local companies restructure and expand their sales and marketing teams in 2014, stimulating competition for talent. Professionals with a good understanding of product positioning were sought-after by companies seeking to develop new product lines. We expect this trend to continue in 2015.

Sales managers with strong business development skills, channel management

experience and in-depth market knowledge will be sought-after as companies look to drive top-line growth. Demand for professionals experienced in after-sales and sales service will also increase. From the marketing perspective, employers will seek candidates with good commercial sense and relevant technical backgrounds who can understand products from the users' point of view.

Hiring managers will face the challenge of recruiting candidates with overseas experience, English language skills and a stable career track record in Nanjing in 2015. As local companies continue to expand overseas, the call for such talent will become more intense.

Unsurprisingly, local companies are offering improved salaries and often include stock options in their remuneration packages. We expect job-movers to receive between 20-30% salary increases in 2015 (compared to 10-35% in 2014) while those staying in their positions can expect increases of 5-12%.

“Sales managers with strong business development skills will be sought-after as companies drive top-line growth.”

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2014	2015
National Sales Director	600k - 1.0m	700k - 1.0m
Regional Sales Director	400 - 600k	400 - 700k
BD Manager	300 - 500k	350 - 500k
Area Sales Manager	260 - 350k	300 - 400k
Key Account Manager	200 - 350k	200 - 350k
Product Manager	260 - 350k	300 - 350k
Sales Supervisor	150 - 220k	150 - 250k
Senior Sales Engineer	150 - 220k	150 - 220k
Account Manager	120 - 180k	120 - 200k
Sales Engineer	120 - 180k	120 - 180k

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NANJING

SUPPLY CHAIN & QUALITY

After a slow 2013, the supply chain market picked up in 2014. Activity increased in most areas although recruitment levels across the chemical sector remained low. However, hiring for supply chain and logistics managers increased as companies looked to improve efficiencies.

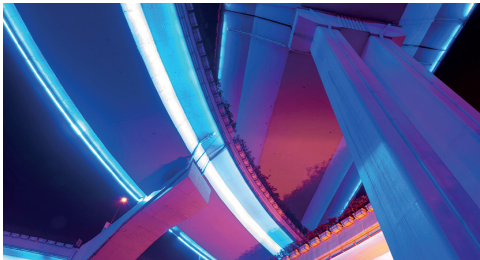
We expect the market in 2015 to provide a steady number of openings. For instance, we foresee demands from the aerospace sector as a number of manufacturers plan to enter the Nanjing market.

Hiring managers will continue to seek purchasing managers who offer a fresh perspective to supplier selection and who can improve product quality while keeping within

budget. However, we anticipate that employers will struggle to find senior management professionals familiar with the supply chain function as there is a shortage of experienced talent in Nanjing.

To attract the right people in a competitive and high-pressure market, employers will need to offer attractive remuneration but also outline to candidates a corporate culture promoting career advancement in a healthy working environment.

Job-movers in 2015 can expect to see salary rises of 20-25% while those staying in their positions should receive between 8-10%.



ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2014	2015
Supply Chain Manager	280 - 400k	300 - 450k
Quality Manager	280 - 400k	300 - 500k
Logistics Manager	200 - 300k	200 - 350k
Purchasing Manager	250 - 300k	280 - 380k
Supplier Quality Manager	180 - 250k	200 - 250k

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SHANGHAI

ACCOUNTING & FINANCE

There was little momentum in the accounting and finance recruitment market in 2014. Economic uncertainty meant companies became increasingly cost-conscious and filled positions internally. In addition, government compliance policies meant firms took a more cautious stance towards business expansion, which slowed hiring plans further.

Whilst junior and mid-level professionals remained active job-seekers, senior-level executives were cautious about switching jobs as they started to pay more attention to long-term career planning instead.

The most noticeable change in 2014 was the shift in emphasis from traditional financial accounting to more business partnering roles. Hiring managers will increasingly seek financial planning and analysis managers

able to work alongside senior management in identifying areas for growth or streamlining operations.

We expect the recruitment market in 2015 will be similar to the second half of 2014. While some professionals will be cautious about changing jobs, some will be attracted to industries showing growth potential, notably FMCG, pharmaceutical, medical, IT and e-commerce.

We anticipate hiring managers on a limited budget will struggle to hire candidates with the ideal breadth of experience. Employers may need to focus on essential requirements and be flexible on others in order to secure strong candidates.

Companies were intent on retaining talent in 2014, evidenced by the salary rises on offer. Those switching jobs and those staying in their positions could command 15-20% increments in 2014. We expect these trends to continue in 2015.

“There was a shift in emphasis from traditional financial accounting to business partnering roles in 2014.”

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2014	2015
Chief Financial Officer	1.5 - 2.5m	1.6 - 3.0m
Commercial Director	800k - 1.5m	800k - 1.2m
Regional Finance Director	1.0 - 1.5m	900k - 1.3m
Finance Director	800k - 1.3m	800k - 1.3m
Financial Controller	600 - 800k	600 - 800k
BU Financial Controller	400 - 800k	400 - 800k
Internal Audit Manager	400 - 800k	400 - 800k
FP&A Manager	400 - 650k	500 - 700k
Tax Manager	400 - 800k	500 - 800k
Treasury Manager	400 - 800k	400 - 800k
Finance Manager	300 - 600k	300 - 600k
SSC Accounting Manager	300 - 500k	400 - 500k
Accounting Manager	300 - 500k	300 - 500k
Financial Analyst	150 - 250k	150 - 250k
Internal Auditor	200 - 350k	200 - 400k

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SHANGHAI

BANKING & FINANCIAL SERVICES FRONT OFFICE

A slowdown in the Chinese economy meant front office recruitment was steady in 2014. Overall, front office positions were mainly replacement-based, as restructuring activity among banks led to positions becoming available at senior and mid-level.

There were new roles created across corporate banking as Asian and small foreign banks opened up branches in Beijing, while large foreign banks continued to expand in second and third-tier cities. This trend is likely to continue as foreign banks already have a strong presence in first-tier cities.

Confidence in the jobs market was dependent on role and sector - frontline staff in retail banks and financial institutions were more cautious about switching jobs during a year when banks approved fewer loans and cut back on product launches.

However, some wealth management companies saw opportunities in China, hiring

sales and relationship managers to encourage the affluent Chinese to invest overseas.

Hiring at investment banks and asset management firms remained slow. However, Chinese banks and financial institutions were more active. Internet finance developed rapidly with banks offering more products online, while some e-commerce companies saw the opportunity to branch into financial services.

Despite pockets of growth, we believe the job market will remain stable in 2015. Employers will not hire aggressively but will seek experienced sales professionals with strong product knowledge and a good track record of generating revenue and driving business growth. Such candidates may prove difficult to find, as these skills are not widely available in the present market.

With professionals increasingly concerned about their career development, hiring

managers should focus on offering clear career paths and opportunities for job rotation and international relocation if they are to attract and retain top talent.

Job-movers could command 20-30% increments in 2014, while non-movers received between 7-8%. We expect to see professionals receiving similar or slightly lower percentage increments in 2015.

KEY TRENDS

- Foreign banks will continue to develop in second and third-tier cities.
- E-commerce companies will continue to branch out into the financial services sector.
- Experienced sales professionals are in short supply.
- Despite pockets of growth, the job market will remain cautious in 2015.

“Internet finance developed rapidly with banks offering more products online while some e-commerce companies saw the opportunity to branch into financial services.”

SHANGHAI

BANKING & FINANCIAL SERVICES MIDDLE & BACK OFFICE

The recruitment market across the middle and back office was varied during 2014. Although the pace of growth across the Chinese economy slowed, there was more hiring in the middle office as most foreign banks and financial institutions increased headcount in their risk teams to oversee new regulatory requirements. However, the back office saw less movement, with limited changes in operations teams, although it's likely that back office professionals with tier-one banking experience will remain in demand.

Chinese banks and financial institutions saw greater activity. Internet finance developed rapidly with financial institutions offering more products and services online, while some e-commerce companies branched out into financial services. With the same set-up as traditional financial institutions, these firms looked for talent from across the front, middle and back office. Meanwhile, the Shanghai Free Trade Zone remains an area to watch

and its development could boost growth and hiring prospects for banks and financial institutions.

While we do not anticipate banks and financial institutions hiring at any greater pace in the short-term, we do expect them to continue recruiting for middle office functions like risk, compliance and internal audit in 2015 to ensure regulatory requirements are followed.

Hiring risk professionals with an in-depth understanding of the China market and the regulatory framework will prove challenging in 2015. Those with eight to ten years' experience will be particularly hard to find as there is a limited pool of talent and these professionals are highly sought-after by companies outside of the financial sector.

While hiring managers will have to offer competitive salaries, it is just as important to

highlight career paths within the organisation and offer opportunities for job rotation and international work experience in order to hire strong candidates in this talent-short market.

Job-movers commanded 20-25% salary increments in 2014 while those staying in their positions received closer to 3-5%. We expect professionals to receive similar or slightly lower percentage increases in 2015, due to salaries flattening after several years of high increments.

KEY TRENDS

- Internet finance developed rapidly, with financial institutions offering more products and services online.
- Back office professionals with tier-one banking experience will remain in demand.
- Job-movers are likely to command salary increases of 20-25% in 2015.

“Hiring risk professionals with an in-depth understanding of the China market and the regulatory framework will prove challenging.”

SHANGHAI

BANKING & FINANCIAL SERVICES FRONT, MIDDLE & BACK OFFICE

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2014	2015
Front Office		
Treasury Sales	600 - 900k	600 - 900k
Product Manager	500 - 700k	500 - 800k
Relationship Manager	400 - 600k	400 - 600k
Senior Relationship Manager	600 - 800k	600k - 1.0m
Trade & Cash Sales	450 - 650k	500 - 800k
Middle Office		
Financial Controller	500 - 700k	600 - 850k
Senior Credit Approver	700 - 800k	700 - 900k
Credit Approver	350 - 600k	350 - 600k
Audit Manager	300 - 500k	300 - 500k
Compliance Manager	400 - 500k	400 - 600k
AML Manager	300 - 500k	350 - 600k
Back Office		
Head of Operational Risk	800k - 1.2m	800k - 1.2m
Head of Operations	700k - 1.3m	700k - 1.3m

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

SHANGHAI

HUMAN RESOURCES

The continued expansion of large companies in China meant HR recruitment remained active in 2014.

The strategic role that the HR function can play became more crucial for organisations during 2014. Particularly for companies expanding through organic growth, as they were very keen to retain their top talent in an increasingly candidate short market. Meanwhile, staffing integration was a concern for organisations going through mergers. As a result, companies particularly sought HR business partners.

However, as HR has traditionally been viewed as a support function, it will take time for HR professionals to develop business partnering skills. Companies may therefore find the right calibre of professionals in short supply.

Cost-conscious companies established in-house recruitment departments in 2014, which led to the hiring of more HR specialists to sit within these teams. There was also increased demand for specialist roles including: talent acquisition & management, compensation & benefits, organisational development, training, learning & development and employee relations. In 2015, we expect to see similar trends continue.

Job-movers should see salary increases similar to last year of 20%, with those staying in their positions receiving 8-10%. However, we expect there to be less movement as HR professionals realise they will come across a 'title ceiling' if they move for money but are not building up skill sets. We expect employers to respond by providing tailored

support and training in order to retain talent.

“Job movers should see salary increases similar to last year of 20%, with those staying in positions receiving 8-10%.”

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2014	2015
HR Director	1.0 - 1.4m	1.0 - 1.5m
Head of Compensation & Benefits	800k - 1.2m	1.0 - 1.5m
Head of Organisational Development	800k - 1.2m	1.0 - 1.5m
Head of Learning & Development	800k - 1.2m	800k - 1.2m
Head of Talent Acquisition	800k - 1.2m	800k - 1.2m
Compensation & Benefits Manager	500 - 750k	500 - 800k
Talent Acquisition Manager	400 - 650k	400 - 700k
Organisational Development Manager	400 - 650k	400 - 700k
Learning & Development Manager	400 - 650k	400 - 700k
HR Business Partner	250 - 600k	300 - 600k
HR Manager	400 - 650k	400 - 700k
Office Manager	250 - 400k	300 - 400k
Executive Assistant	150 - 300k	150 - 350k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

SHANGHAI

INFORMATION TECHNOLOGY

The job market for IT professionals was buoyant in 2014, as development of the digital sector and shared services centres (SSCs) created many new positions. There was also increased demand for software engineers as IT companies opened research and development centres in China.

The Shanghai Free Trade Zone had a significant impact on recruitment, with tax and currency exchange benefits encouraging companies to set up operations, resulting in higher demand for IT professionals.

Digitalisation was the biggest trend in 2014. As more companies expanded their product and service offerings online, this led to rapid growth in areas such as e-commerce, mobile applications and internet finance. We anticipate that 2015 will be another year of development as the digital sector continues to mature. E-commerce and mobile applications will be key growth-drivers, with companies

looking for project managers and design professionals to create platforms and products. Mobile application specialists with knowledge of iOS and Android systems will also be highly sought-after. Wearable devices and smart hardware are expected to be a new growth market, with a corresponding rise in demand for hardware and software engineers.

IT service providers will be looking for architects, infrastructure and applications support specialists. SSCs will be looking for services delivery managers and those with experience in establishing centres. Meanwhile, internet finance offered good prospects too. We expect an increased need for internet security professionals to ensure new financial services providers are compliant with regulators' rules.

As e-commerce, mobile applications and internet finance are relatively new areas, there

are a limited number of senior professionals in the market. Companies will therefore be hiring predominately at the middle-level where the talent pool is larger. The biggest challenge hiring managers will face in large organisations is growing competition for all levels of talent from well-financed start-ups. Many well-financed start-ups are offering both competitive salaries and employee stock options.

Salary increments in 2014 for job-movers were 20%, with 5-8% offered to those staying in their positions. We expect a similar level of increments in 2015. However, in such a highly competitive market, salary is no longer the overriding concern for professionals. Career progression, office location, management style and company culture will be decisive factors in the decision process and hiring managers may need to increase their focus on these areas.

KEY TRENDS

- Digitalisation was the biggest trend in 2014. As more companies expanded their products and service offerings online, this led to rapid growth in areas such as e-commerce, mobile applications and internet finance.
- There will be an increased demand for internet security professionals to ensure financial services providers are compliant with regulators' rules.
- Hiring managers in big companies will face stiff competition from well-financed start-ups offering candidates competitive salary and employee stock options.

“In such a highly competitive market, salary is no longer the overriding concern for professionals.”

SHANGHAI

INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2014	2015
Management		
Regional IT Director	1.1 - 1.7m	1.1 - 1.8m
Regional SAP Director	1.0 - 1.8m	1.0 - 1.9m
Country IT Director	700k - 1.6m	700k - 1.6m
Application Director	550k - 1.3m	550k - 1.3m
Consulting Director	450k - 1.0m	450k - 1.0m
IT Security Director	550 - 800k	550 - 900k
PMO		
IT Advisor	450 - 500k	450 - 600k
Commercial Systems Manager	350 - 700k	380 - 700k
IT Security Manager	350 - 450k	350 - 450k
UI Design Manager	300 - 550k	300 - 600k
Project Management Officer	300 - 550k	300 - 600k
Service Manager	300 - 450k	300 - 500k
Software Development Manager	300 - 450k	300 - 500k
IT System Process Owner	300 - 450k	300 - 500k
Application Manager	300 - 570k	300 - 600k
BI Manager	250 - 500k	250 - 500k
IT Auditor	250 - 450k	250 - 500k
ERP		
SAP Manager	350 - 700k	400 - 700k
SAP Consultant	230 - 450k	230 - 500k
Business Analyst	220 - 550k	220 - 550k
ERP/Application Consultant	220 - 450k	220 - 500k
IT Consultant	250 - 780k	250 - 800k
Infrastructure		
Senior Infrastructure Manager	400 - 850k	400 - 900k
Data Centre Manager	400 - 550k	400 - 550k
Database Administrator	220 - 600k	220 - 650k
Infrastructure Manager	210 - 400k	210 - 420k
Help Desk Support	120 - 250k	120 - 250k
Development		
Software Architect	400k - 1.2m	400k - 1.3m
Senior Software Developer	250 - 450k	250 - 500k
UI Designer	180 - 300k	180 - 350k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

SHANGHAI

OPERATIONS & MANUFACTURING

There was increased recruitment in operations and manufacturing in 2014. This was largely a result of the automotive sector remaining active, with growing demand for cars in second and third-tier cities. The energy sector also grew, with foreign investment increasing and companies looking for experienced project managers who could manage an entire project. In contrast, the machinery sector was quiet with hiring mostly replacement-based.

As more foreign companies moved their research and development centres to China, there followed a high demand for junior professionals specialising in this area. At senior level, there were replacements in director-level roles as companies

streamlined their business processes. With companies increasingly moving their headquarters to Shanghai and the trend of talent localisation continuing, they are also searching for local senior-level candidates with international experience.

In 2015, we expect the pharmaceutical and chemical sectors to join energy and automotive as key growth areas for recruitment. However, hiring managers may struggle to find professionals with the right level of experience, relevant technical background and people skills.

Companies were generous in 2014 when it came to remuneration, with high-calibre job-movers receiving 25-30% increases. In 2015,

candidates can expect around 20-30%. However, an increase in salary is no longer the primary motivator, as candidates are willing to move for the same salary if the role enables career progression.

Candidates may be willing to move for the same salary if the role enables career progression.

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2014	2015
Chief Operating Officer	1.5 - 2.5m	2.0 - 3.0m
Head of Operations	1.2 - 1.4m	1.2 - 1.5m
Plant GM	700k - 1.5m	800k - 1.5m
Operations Director	800k - 1.1m	800k - 1.2m
Master Black Belt	700k - 1.5m	700k - 1.6m
Environmental Health & Safety Director	700k - 1.4m	750k - 1.5m
Operations Manager	550k - 1.0m	600k - 1.0m
Facility Manager	350 - 600k	350 - 650k
Production Manager	300 - 550k	300 - 600k
Maintenance Manager	300 - 550k	300 - 550k
Environmental Health & Safety Manager	300 - 700k	300 - 700k
Black Belt	250 - 550k	250 - 600k
Project Manager	300 - 500k	300 - 550k
Lean Consultant	350 - 500k	350 - 550k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

SHANGHAI

SALES & MARKETING

FMCG

Overall there was a healthy level of hiring activity within FMCG sales and marketing in 2014. The entrance of foreign food SMEs into the Chinese market created demand for mid-level professionals in sales, product management, marketing and e-commerce.

Recruitment slowed in other areas as new government policies led to a decline in consumer spending on luxury items. However, a positive effect of this led to companies refocusing their sales and marketing strategy to better target consumers. This led to restructuring at senior management level as companies hired professionals with a strategic mindset and a good understanding of the local market.

We expect similar trends in 2015 with further restructuring and foreign SMEs expanding sales teams. Hiring managers will continue to seek mid-level professionals able to drive business growth. Digital and e-commerce

professionals may prove the most difficult to hire as they are highly sought-after and the candidate pool is limited.

Job-movers could command 20-30% salary increases in 2014. This was 3-4% higher than in 2013, as companies offered more to encourage talent to move. Those remaining in their positions received increases of around 7%. We expect a similar level of increments in 2015.

INDUSTRIAL

Hiring activity in industrial sales and marketing was healthy in 2014. The automotive industry remained active, especially component companies looking for mid-level sales professionals.

The pharmaceutical and medical devices sectors were also active as companies increased their focus on the Chinese market with new positions created at senior regional level, such as regional sales director, based in

Shanghai or Beijing but looking after the Asia Pacific region.

We expect similar trends to continue into 2015 and more generally we envisage additional marketing roles being created by start-ups and new-to-China companies looking to build brands.

Hiring managers will continue to look for value-adding talent with a stable career track record. However, this type of candidate is normally not actively seeking a job, making it challenging for employers to secure their ideal candidates.

There was a slight year-on-year increase in remuneration in 2014. Those staying in their positions received a 10% increase, while job-movers received around 20%. We expect similar rates in 2015.

KEY TRENDS

- We expect growth opportunities from affordable fashion brands and in second and third-tier cities.
- Employers must actively promote their company culture and demonstrate a career path to attract the best people.
- There is a shortage of e-commerce and digital professionals, and they will be able to command competitive salaries in 2015.

“Candidates are no longer just attracted by salary increases but also by potential progression opportunities.”

SHANGHAI

SALES & MARKETING

PROFESSIONAL SERVICES

Sales and marketing candidates within professional services found a range of opportunities in 2014. Sales and business development managers with strong team management skills were particularly in demand.

We anticipate a similar market outlook in 2015. There will be further hiring from growth sectors such as e-commerce, IT, industrial, financial information and travel.

Mid-level managers with around 6 to 12 years' experience who can lead teams will be high on the recruitment agenda in 2015. However, hiring managers will struggle to recruit professionals with experience in e-commerce and digital. These areas have developed rapidly and companies may need to offer highly competitive packages to attract the best people.

However, professionals are looking beyond purely monetary factors when deciding their next career move. Having the right talent management strategy in place has become important and hiring managers will need to show candidates they have opportunities to learn and grow within the organisation.

We expect salaries in 2015 to be in line with 2014, when job-movers received 20-25% increments. For more senior positions, the increase was around 15%. Those who stayed in their jobs saw increments of 6-8%.

RETAIL & LUXURY

There were limited new openings for sales and marketing professionals in the luxury and retail sector in 2014. A decline in consumer spending due to government policies saw international brands shelve plans for new stores. Recruitment slowed but there were replacement positions as companies restructured sales teams. After the restructures are completed, we expect the sector to stabilise in 2015 and professionals who can drive business growth will be sought-after.

There could be further growth potential for affordable fashion brands targeting younger consumers. Professionals may find more opportunities in second and third-tier cities as companies continue to expand into these new markets where consumption is rising. Some may, however move to more promising sectors such as e-commerce.

Employers who hire in 2015 will look for candidates in tune with consumer needs with a track record of hitting targets. Companies limited by budget may need to be flexible and consider candidates from other backgrounds.

In previous years, professionals who stayed in their jobs could receive an 8-15% salary increase while those switching jobs could command 25-30%. However, due to the sluggish market we expect job-movers in 2015 to receive a 5-15% salary increase, with 3-8% offered to those staying in their positions.

“Sales and business development professionals who can drive business growth will be highly sought-after across different sectors in 2015.”

SHANGHAI

SALES & MARKETING

FMCG & COSMETICS

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2014	2015
Cosmetics		
Brand General Manager	1.1 - 1.5m	1.2 - 1.6m
National Sales Director	750k - 1.1m	800k - 1.2m
National Sales Manager	500 - 750k	500 - 800k
National Sales Operation Manager	350 - 500k	350 - 550k
Regional Sales Manager	300 - 500k	350 - 550k
Marketing Director	750k - 1.1m	800k - 1.2m
Marketing Manager	450 - 750k	500 - 800k
Group Product Manager	300 - 500k	300 - 550k
Senior Product Manager	250 - 450k	250 - 500k
Trade Marketing/Special Event Manager	250 - 450k	250 - 500k
Public Relations Manager	200 - 450k	200 - 500k
Training Manager	300 - 450k	300 - 500k
Visual Merchandising Manager	250 - 350k	250 - 400k
FMCG		
Sales General Manager	1.5 - 2.0m	1.6 - 2.2m
National Sales Director	850k - 1.6m	1.0 - 1.8m
National Key Account Director	600k - 1.2m	800k - 1.4m
National Key Account Manager	300 - 500k	300 - 550k
National Sales Operation Director	500 - 800k	500 - 850k
National Sales Manager	450 - 650k	500 - 750k
Regional Sales Manager	350 - 550k	300 - 600k
Marketing General Manager	1.5 - 2.0m	1.5 - 2.1m
National Marketing Director	850k - 1.3m	850k - 1.5m
National Marketing Manager	500 - 650k	500 - 800k
Regional Marketing Manager	300 - 450k	300 - 450k
National Trade Marketing Director	600k - 1.0m	600k - 1.2m
National Trade Marketing Manager	300 - 500k	300 - 600k
Senior Product/Brand Manager	300 - 450k	300 - 500k
Product/Brand Manager	250 - 380k	250 - 400k
Regional Trade Marketing Manager	250 - 380k	250 - 400k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

SHANGHAI

SALES & MARKETING

INDUSTRIAL

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2014	2015
Sales General Manager	1.2 - 1.7m	1.2 - 1.8m
Regional Sales Director	1.0 - 1.4m	1.0 - 1.5m
National Sales Director	800k - 1.3m	800k - 1.3m
Business Development Manager	400 - 900k	500 - 900k
Regional Sales Manager	400 - 750k	400 - 800k
Global Key Account Manager	350 - 700k	400 - 750k
Channel Sales Manager	250 - 600k	300 - 600k
Key Account Manager	300 - 550k	300 - 550k
Sales Manager	250 - 550k	250 - 500k
Project Sales Manager	250 - 500k	250 - 500k
Account Manager	200 - 400k	250 - 400k
Regional Marketing Director	1.0 - 1.7m	1.0 - 1.8m
Marketing Director	900k - 1.3m	900k - 1.3m
Marketing Manager	500 - 700k	500 - 900k
Product Marketing Manager	350 - 700k	400 - 750k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

SHANGHAI

SALES & MARKETING

PROFESSIONAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2014	2015
Executive Director	1.2 - 1.4m	1.5 - 1.8m
Research Director - Agency	750 - 900k	800 - 900k
Research Manager - Agency	320 - 450k	350 - 450k
Engagement Manager - Consulting	850 - 900k	850k - 1.0m
Strategic Planning Manager - Corporate	450 - 700k	500 - 800k
PR Director	650k - 1.1m	700k - 1.2m
PR Manager	250 - 550k	300 - 550k
Business Development Director	700 - 900k	800k - 1.0m
Business Development Manager	300 - 450k	350 - 500k
Marketing Director	600 - 900k	800 - 1.0m
Marketing Manager	300 - 500k	350 - 500k
General Manager	800k - 2.0m	1.2 - 2.0m
Account Director	500 - 800k	500 - 800k
Account Manager	250 - 500k	300 - 500k
Sales Director	600 - 900k	600 - 900k
Sales Manager	300 - 500k	300 - 500k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

SHANGHAI

SALES & MARKETING

RETAIL & LUXURY

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2014	2015
Country Manager	1.4 - 2.2m	1.4 - 2.5m
Head of Sales	1.1 - 1.7m	1.0 - 1.8m
Regional Director	800k - 1.5m	800k - 1.2m
Brand GM	800k - 1.5m	800k - 1.5m
Head of Product	900k - 1.5m	1.0 - 1.5m
Head of Marketing	800k - 2.0m	800k - 2.0m
Head of Retail	800k - 1.5m	1.0 - 1.5m
National Sales Manager	500 - 800k	600k - 1.0m
National Retail Operations Manager	500 - 800k	500 - 800k
Store GM	400 - 800k	400k - 1.0m
Merchandising Manager	400 - 650k	500 - 700k
Area Manager	350 - 650k	350 - 700k
Regional Sales Manager	350 - 450k	300 - 500k
Training Manager	250 - 450k	250 - 500k
Business Development Manager	300 - 650k	300 - 700k
Digital Marketing Manager	300 - 550k	300 - 600k
Area Sales Manager	200 - 400k	200 - 500k
Marketing Communications Manager	280 - 450k	300 - 500k
Visual Merchandising Manager	200 - 400k	250 - 450k
PR Manager	300 - 500k	300 - 600k
PR & Events Manager	350 - 550k	400 - 600k
Product Manager	280 - 480k	300 - 500k
Purchasing Manager	300 - 450k	300 - 500k
Retail Marketing Manager	300 - 500k	300 - 550k
Store Manager	200 - 350k	200 - 400k
Department Manager	150 - 250k	150 - 250k
Division Manager	230 - 330k	250 - 350k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

SHANGHAI

SUPPLY CHAIN & QUALITY

Hiring activity in the supply chain and quality market picked up in 2014. The automotive sector remained the most active due to increased demand for cars in second and third-tier cities. Within the FMCG sector, although some multinationals pulled out of China, some foreign SMEs entered the market which created new positions.

We expect a healthy demand for professionals in 2015. Procurement, merchandising, planning, import/export, quality and overall supply chain management professionals will be highly sought-after as companies look to improve product quality, grow revenue and manage costs. Those with regional exposure, industry experience and leadership skills will

be popular, as the scope of roles widen and involve multiple business lines.

Companies in sectors where the candidate pool is stretched may struggle to recruit in 2015. For instance, supply chain professionals in the food and beverage sector with import experience and fluent English skills will be challenging to source.

Given such scarcity of talent, it is unsurprising that companies offered generous salaries in 2014 with high-calibre job-movers receiving 25-30% increases. In 2015, candidates can expect 20-30% increments, but money is no longer the primary motivator among job-movers. As professionals increasingly realise

the importance of career track records, hiring managers who respond by noting staff goals and providing opportunities such as training and overseas experience may have an advantage in attracting top candidates.

“In 2015 candidates can expect 20-30% increments, but money is no longer the primary motivator among job-movers.”

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2014	2015
Supply Chain VP	1.4 - 2.4m	1.4 - 2.5m
Procurement Director	800k - 1.3m	800k - 1.5m
Supply Chain Director	800k - 1.8m	800k - 2.0m
Quality Director	700k - 1.4m	700k - 1.5m
Supply Chain Manager	350 - 550k	400 - 600k
Procurement Manager	300 - 600k	300 - 600k
Quality Manager	400 - 600k	400 - 650k
Sourcing Manager	400 - 550k	400 - 600k
Logistics Manager	400 - 550k	400 - 600k
Supplier Quality Manager	350 - 600k	350 - 600k
Commodity Manager	350 - 600k	400 - 600k
Demand Planning Manager	350 - 600k	350 - 600k
Warehouse Manager	350 - 600k	350 - 600k
Merchandising Manager	300 - 550k	350 - 550k
Supplier Development Manager	250 - 400k	300 - 450k
Import/Export Manager	300 - 600k	300 - 650k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

SUZHOU

ACCOUNTING & FINANCE

The level of recruitment in accounting and finance was steady in 2014, with the automotive and electrical and electronics industries showing the most movement.

A key development was functions being outsourced to shared services centres (SSCs). The continued expansion of SSCs created demand for junior and manager-level finance professionals, and these centres will continue to generate demand in 2015, specifically targeting those at the mid to senior level with experience in leading teams.

As the Suzhou market becomes more mature, companies are increasingly relocating non-manufacturing functions to the city such as supply chain and sales. As a result, we have witnessed an increased demand for financial analysts who understand these functions and

can better manage the processes to improve efficiency.

Tax and treasury professionals were also a popular hiring option as companies sought to improve management of cash flow and working capital. We expect to see continued demand for these professionals in 2015, although the limited local talent pool will make it difficult to find candidates with such experience. Hiring managers may therefore need to be flexible and identify professionals with less experience but with the potential to be trained and developed.

We expect hiring in 2015 to be mainly replacement-based and anticipate that neighbouring cities will try to source candidates from Suzhou, which could lead to more job openings and greater candidate

shortages within the city. In 2015, job-movers can expect to command a 10-20% salary increase. Similar to 2014, those staying in their positions can expect a salary increment of 8%. However, it is advised that employers focus on other factors such as career development, company culture and management style to attract the skilled people they require.

“Tax and treasury professionals will be sought-after as companies look to improve management of cash flow and working capital.”

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2014	2015
Chief Financial Officer	800k - 1.5m	800k - 1.3m
Finance Director	600k - 1.0m	600k - 1.0m
Financial Controller	400 - 800k	400 - 800k
Internal Audit Manager	300 - 600k	300 - 600k
Financial Analysis Manager	300 - 500k	300 - 500k
Finance Manager	300 - 500k	300 - 500k
Credit Control Manager	300 - 400k	300 - 400k
Tax Manager	250 - 400k	250 - 400k
Accounting Manager	200 - 350k	200 - 300k
Costing Manager	250 - 450k	250 - 400k
Treasury Manager	250 - 400k	250 - 400k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

SUZHOU

ENGINEERING

In 2014, the most significant increases within engineering recruitment came from the chemical sector as technical positions relocated from overseas to China. Other major sectors, including automotive, machinery and electronics, developed at a steadier pace.

In general, employment opportunities were mainly seen for mid-level professionals such as design engineers, technical managers and research and development specialists. We expect this trend to continue in 2015 as these professionals fill roles created by the relocation of research and development centres and manufacturing to Suzhou.

Overall, we expect companies to maintain similar recruitment levels in 2015, although

some firms will continue to shift their investment to south-western China as the Suzhou market matures and manufacturing steadily moves to less-developed inland areas.

Apart from strong technical knowledge, companies also want professionals with strong English language skills that allow them to work with overseas offices and research and development centres. However, hiring managers may struggle to fill positions if they insist on the highest-level qualifications from professionals in what is a finite talent pool. By focusing on the long-term potential of candidates and emphasising career development, companies may find it easier to secure top talent.

In terms of salary, candidates moving jobs in 2015 could command 15-20% increases compared to 10% increments if they stay in their current role. However, remuneration will only be one factor attracting candidates; career progression opportunities will be equally important.

Salaries for job-movers in 2015 are expected to rise by 15-20%.

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2014	2015
Technical Director	800k - 1.3m	900k - 1.3m
R&D Director	700k - 1.5m	800k - 1.6m
Engineering Director	600k - 1.3m	600k - 1.3m
Construction Manager	400 - 700k	400 - 700k
Technical Manager	450 - 850k	500 - 900k
R&D Manager	400 - 600k	450 - 600k
Engineering Manager	350 - 600k	400 - 650k
Facilities Manager	300 - 500k	300 - 500k
Project Manager	250 - 500k	250 - 500k
Maintenance Manager	250 - 450k	250 - 500k
Tooling Manager	200 - 320k	250 - 350k
Automation Manager	250 - 400k	250 - 400k
Project Engineer	120 - 220k	150 - 250k
Design Engineer	150 - 250k	150 - 300k
ME Engineer	120 - 220k	120 - 270k
Automation Engineer	120 - 220k	120 - 250k
Application Engineer	150 - 250k	150 - 250k
Maintenance Engineer	120 - 220k	120 - 200k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

SUZHOU

HUMAN RESOURCES

After a slow start to the year, HR recruitment picked up in the second half of 2014, with the automotive, machinery and pharmaceutical sectors particularly active. Overall, positions were mainly replacement-based, but professionals who were willing to travel could find more job opportunities in nearby cities such as Kunshan, Nantong, Taicang or Changshu.

Moving into 2015, we believe new investments from non-manufacturing companies such as hotels and research and development centres will boost recruitment levels.

We also envisage an increased focus on HR business partner roles in 2015 as companies in Suzhou realise the potential of the business partnering concept. HR specialists and

strategic thinkers capable of working more closely with senior management will be highly sought-after.

In addition, we expect companies to seek experienced organisational development and talent development specialists to improve skill levels and build talent pipeline. However, as Suzhou has traditionally been manufacturing-focused, there is a shortage of candidates to fulfil these requirements.

Consequently, hiring managers intent on attracting and retaining the best people may need to focus on offering learning and development opportunities and encouraging a positive team culture.

Companies are unlikely to offer big salary increments due to the economic environment.

In 2015, those moving jobs can expect a 10-15% salary increase, whereas those staying in their positions are likely to benefit from salary increments of 5-8%.

“HR specialists and strategic thinkers capable of working more closely with senior management will be highly sought-after.”

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2014	2015
HR VP	1.1 - 1.7m	1.1 - 1.7m
HR Director	800k - 1.1m	700k - 1.1m
Compensation & Benefits Director	650 - 800k	650 - 800k
Senior HR Manager	550 - 750k	550 - 750k
Organisational & Development Manager	450 - 700k	400 - 700k
HR Manager	400 - 550k	400 - 600k
Compensation & Benefits Manager	380 - 450k	400 - 500k
Talent Acquisition Manager	380 - 450k	350 - 450k
Training Manager	380 - 450k	350 - 450k
HR Business Partner	300 - 400k	300 - 500k
Administration Manager	250 - 400k	250 - 400k
Executive Assistant	150 - 200k	150 - 250k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

SUZHOU

INDUSTRIAL SALES & MARKETING

Hiring trends across industrial sales and marketing varied depending on sector in 2014. There was more demand from the automotive and machinery industries, with sales professionals hired to help drive business growth. In stark contrast, the solar energy sector saw limited hiring and in some cases headcount fell in response to a lack of new investment.

Whilst performance in some sectors was slow, in general, companies still looked for sales and business development professionals with strong technical skills and experience in new market development. Marketing professionals skilled at developing marketing strategies were also sought-after.

In 2015, we expect hiring activity will remain stable and largely replacement-based. We believe employers will struggle to find sales and marketing candidates with those sought-after technical credentials. However, companies offering competitive salaries alongside an inclusive company culture should find it easier to attract and secure talent. It is also likely that local employers will continue to hire candidates from multinationals as they look to benefit from professionals with international experience.

With regards to salaries in 2015, those staying in their positions can expect a 5% increase while those moving jobs are likely to receive 15-20% increments. However, employees

used to generous remuneration packages may have to be more realistic about salary expectations if they switch sectors.

“Marketing professionals skilled at developing marketing strategies were sought-after.”

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2014	2015
Sales General Manager	1.0 - 1.8m	1.0 - 1.8m
Regional Sales Director	900k - 1.5m	900k - 1.5m
Sales Director	600k - 1.2m	700k - 1.2m
Marketing Director	600 - 900k	700k - 1.0m
Global Key Account Manager	350 - 500k	400 - 500k
Product Manager	350 - 600k	400 - 600k
Marketing Manager	350 - 600k	400 - 600k
Business Development Manager	350 - 500k	400 - 500k
Regional Sales Manager	300 - 400k	300 - 400k
Marketing Communications Manager	300 - 500k	300 - 500k
Key Account Manager	300 - 450k	300 - 450k
Customer Services Manager	250 - 400k	300 - 500k

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SUZHOU

OPERATIONS & LEAN

The operations and lean recruitment market was steady in 2014, with most activity in the automotive, electronics and telecommunications sectors. In contrast, the chemical sector remained slow with continued headcount freezes.

In 2015, we expect an increased demand for lean professionals as organisations place more focus on streamlining production and reducing waste. We also anticipate more opportunities for operations professionals within the food production sector due to an increasing focus on food safety issues.

The trend of decentralisation is likely to continue as companies realise that China is more than just a manufacturing hub and

add new operation lines to accommodate different market needs. Decentralised units and small manufacturers will look for middle to senior-level commercially-minded professionals to join their operations teams. However, there is a limited supply of top-level candidates who can oversee regional and multi-factory operations, so competition for these professionals is likely to be particularly high.

As in 2014, job-movers will receive a 10-20% increase in 2015. Employees staying in their current roles can expect a 3-8% salary increment, once again similar to 2014 levels. To effectively retain staff, hiring managers may need to consider offering more training opportunities.

“Hiring managers may need to offer salary increases of 10-20% to meet candidate expectations.”

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2014	2015
General Manager	1.0 - 2.0m	1.0 - 2.0m
Regional Operations Director	900k - 1.5m	1.0 - 1.5m
Regional Lean Director	700k - 1.0m	900k - 1.2m
Plant Manager	600 - 900k	600 - 900k
Manufacturing Manager	400 - 600k	400 - 600k
Lean Manager	400 - 600k	400 - 600k
Production Manager	250 - 400k	250 - 400k
Production Manager - Chemical	300 - 400k	300 - 500k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

2014 saw more recruitment activity in quality and EHS compared to 2013. Companies placed increasing value on quality control, seeing it as a preventative measure to avoid issues rather than a reactive response to arising difficulties.

Many firms, as a result, centralised their quality function in order to standardise policies, which led to a rise in senior-level opportunities. EHS managers and directors were also in high demand last year, due in part to a plant explosion in Kunshan in August which brought safety awareness into sharp focus. As a result of this demand, salary levels rose in 2014 for EHS professionals.

We anticipate continued high demand for senior-level and operational roles in Suzhou in 2015, as quality and EHS remain key concerns for companies. Growth will especially stem from the automotive, mechanical and electrical sectors.

In 2015, job-movers across the quality and EHS spectrum are likely to command salary increases of 15-20% while those staying in their current role will benefit from increments of around 8%.

It is likely that companies will struggle to fill positions in a number of areas in 2015, with supplier quality control candidates proving

particularly hard to find. In addition to competitive salaries, hiring managers will therefore need to be more responsive to candidates' career aspirations, providing greater opportunities and support, in order to attract and retain top talent.

“Quality and EHS will remain key concerns for companies in 2015, leading to a high demand for professionals, particularly for senior-level roles.”

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2014	2015
Regional Quality Director	700k - 1.2m	700k - 1.5m
Regional RA & QA Director	700k - 1.2m	800k - 1.5m
Regional SQE Manager	600k - 1.0m	600k - 1.0m
Regional EHS Manager	500k - 1.0m	500k - 1.0m
EHS Manager	250 - 500k	300 - 500k
SQE Manager	300 - 500k	300 - 500k
Quality Manager	300 - 550k	300 - 550k
Customer Quality Manager	250 - 400k	250 - 400k
Quality Systems Manager	200 - 400k	200 - 400k
Quality Control Manager	250 - 400k	250 - 400k
Regulatory Affairs Manager	250 - 500k	250 - 500k
Supplier Quality Engineer	150 - 250k	150 - 250k

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SUZHOU

SUPPLY CHAIN MANAGEMENT & PROCUREMENT

Supply chain and procurement recruitment levels remained much the same in 2014 as 2013. More companies, especially in the machinery sector, set up global sourcing centres in Suzhou, which led to openings for commodity and project sourcing managers. Despite being quite a mature market, we expect to see demand for global and project sourcing roles in Suzhou in 2015, as companies restructure and add global sourcing functions to their business.

We believe that as Suzhou develops as a global sourcing centre, companies will look for creative, multilingual sourcing managers, combining sound technical backgrounds with strong negotiation skills. Site-based supply

chain managers and planners with five to eight years' experience will also be sought-after as companies look to improve inventory control and save time and costs.

However, experienced professionals with strong technical knowledge who prefer to remain as specialists instead of taking on management positions will prove difficult to hire. We also envisage a shortage of candidates with international experience and those in niche markets, such as fine chemicals.

In 2014, hiring managers needed to offer 15-20% increments to meet candidate expectations. Those staying in their positions

received closer to 8%, and salary levels in 2015 are likely to be similar. However, companies are advised to offer competitive salaries as well as promote a good work-life balance to secure the best people in a candidate short market. Job rotation, good management culture and overseas relocation may also help keep staff engaged.

“ Alongside improved salaries, hiring managers are advised to promote a good work-life balance. ”

ROLE	PERMANENT SALARY PER ANNUM CNY (¥)	
	2014	2015
Supply Chain VP	1.5 - 2.0m	1.5 - 2.0m
Supply Chain Director	700k - 1.1m	700k - 1.1m
Sourcing Director	700k - 1.1m	700k - 1.1m
Global Commodity Director	480 - 720k	500 - 750k
Supply Chain Manager	350 - 550k	350 - 550k
Sourcing Manager	325 - 430k	325 - 450k
Warehouse Manager	270 - 400k	270 - 400k
Logistics Manager	270 - 400k	270 - 400k
Planning Manager	250 - 380k	270 - 400k
Procurement Manager	250 - 400k	270 - 400k
Commodity Manager	225 - 450k	225 - 450k
Senior Sourcing Engineer	160 - 260k	180 - 260k

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