

As the Chinese economy quickly recovered from the global financial crisis, investor and consumer confidence improved rapidly in 2010. Seeking to capitalise on strong market conditions, most multinationals looked to continue with their expansion plans into China.

Recruitment activity increased in the first half of 2010 and peaked between April and June, before maintaining this momentum during the second half of the year. While most industries experienced growth, the banking and financial services, luxury and retail sectors hired in particularly high volumes.

While the local talent pool remained limited, we nonetheless saw some top-tier local professionals offered C-level executive positions or roles at VP and director level. At the middle to senior level, compensation packages were more aligned to regional salary levels in Hong Kong and Singapore. Expatriates were increasingly willing to accept local compensation packages as they sought to gain exposure to the Chinese market.

We anticipate continued business investment in the Chinese economy in 2011, which will prompt increased hiring activity. Professionals with experience in the sales and marketing, supply chain, finance, IT and HR functions are expected to be in strong demand. The financial services, professional services, luxury and retail sectors will remain the key target industries for the majority of high-calibre professionals.

In the year ahead, job seekers are also likely to be more proactive in pursuing relocation and work transfer opportunities, fuelled by a more efficient transportation system (such as the high-speed trains connecting eastern China, Beijing, Shanghai and Hong Kong). This could in turn contribute towards the balancing of salary and compensation structures between the various cities.

Salary rises are likely to be around 10% across various industries and roles in China, while top-tier candidates may be able to command increases of approximately 15-30%. Attractive compensation packages will be the primary motivation for key talent in this candidate-driven market.

SHANGHAI

ACCOUNTING & FINANCE

Our accounting & finance division in China specialises in the recruitment of mid to senior level finance professionals for listed, multinational, small and medium sized businesses (SMEs) and newly-quoted companies within the commerce sector.

Market Overview

Shanghai has traditionally been the gateway for foreign companies seeking to expand their businesses in mainland China and is an important trading hub. As global demand for goods and services increased, Asia recovered strongly from the economic downturn. Many international companies took this opportunity to increase their strategic presence in China and as a result stepped up their hiring activities in Shanghai.

There was particularly strong demand for experienced financial planning and analysis (FP&A) professionals across the manufacturing and retail sectors to support international companies' operations in China. Average salary increases for these candidates ranged between 10-15%.

Outlook for 2011

We expect demand for finance professionals to continue, with the FMCG and retail/luxury sectors fuelling this growth. With an increasing focus on the domestic consumer market, multinationals are competing for finance professionals who have strong commercial exposure and experience in local practices. As more and more organisations choose to base their regional headquarters in Shanghai, multicultural talent with regional experience will also be in high demand.

The manufacturing sector continues to contribute a major part of China's GDP growth. Companies that exceeded their yearly targets have started to build up their control and financial analysis function to ensure a sustainable business model. We anticipate that manufacturing companies which have established operations in China will consolidate and restructure their businesses in order to provide greater efficiencies. Many will also be looking to relocate to the outskirts of China in order to reduce costs. Retaining headcount will be a key challenge for these companies throughout 2011.

ROLE

PERMANENT SALARY PER ANNUM ¥RMB

2010 2011

Chief Financial Officer (18+ yrs' exp)	¥1.3 - 2.0m	¥1.4 - 2.2m
Internal Audit Director (12+ yrs' exp)	¥800k - 1.5m	¥800k - 1.5m
Internal Audit Manager (8+ yrs' exp)	¥400 - 800k	¥400 - 800k
Internal Auditor (4+ yrs' exp)	¥150 - 400k	¥150 - 400k
Finance Director (15+ yrs' exp)	¥800k - 1.3m	¥800k - 1.4m
Financial Controller (12+ yrs' exp)	¥600 - 900k	¥600 - 900k
Finance Manager (8+ yrs' exp)	¥300 - 600k	¥300 - 600k
Financial Analysis (4+ yrs' exp)	¥150 - 400k	¥150 - 400k
Financial Planning & Analysis Director (15+ yrs' exp)	¥700k - 1.1m	¥800k - 1.2m
Financial Planning & Analysis Manager (8+ yrs' exp)	¥400 - 700k	¥400 - 800k
Tax Director (12+ yrs' exp)	¥800k - 1.3m	¥800 - 1.5m
Tax Manager (8+ yrs' exp)	¥400k - 1.0m	¥400 - 1.0m
Accounting Manager (6+ yrs' exp)	¥200 - 400k	¥200 - 400k
Treasury Director (12+ yrs' exp)	¥800k - 1.2m	¥800k - 1.2m
Treasury Manager (8+ yrs' exp)	¥400 - 600k	¥400 - 600k
Mergers & Acquisitions Director (12+ yrs' exp)	¥800k - 1.4m	¥800k - 1.5m
Mergers & Acquisitions Manager (8+ yrs' exp)	¥400 - 800k	¥500k - 1.0m

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

SHANGHAI

BANKING & FINANCIAL SERVICES - FRONT OFFICE

Our financial services (front office) recruitment division in China specialises in the recruitment of experienced front office professionals for established financial services companies, including investment and consumer banks, private equity firms, insurance companies and fund management and securities houses.

Consumer Banking

Market Overview

The consumer banking market in China is largely dominated by domestic Chinese banks (foreign banks took less than 5% of total market share). Foreign banks issued a limited number of branch licenses and focused mainly on the affluent retail market segment (i.e. providing banking services to high net worth individuals). This led to strong demand for experienced relationship managers.

However, seasoned bankers who were bilingual (English and Mandarin) with the necessary banking experience were in short supply. In response, international banks hired candidates with a sales background from other industries, or even graduates fresh out of university.

Salaries increased progressively in line with this shortage of experienced professionals, with a minority of top-tier bankers with solid regulatory relationships receiving rises of up to 60%.

Outlook for 2011

As trading partners looked to reduce their trade surplus with China and given the rapid rise in per capita income, we expect the country's future growth to be export rather than consumption led. There is also an expectation that government regulations relating to foreign banks operating in the retail market will be further relaxed. This will eventually allow international banks to offer more retail banking services, specifically in the areas of credit card and wealth management.

As a result, we expect banks to establish more branches in China, further fuelling the demand for relationship managers, retail banking product development specialists and marketing professionals to partner with retailers. We expect these banks to continue to offer higher salaries to attract experienced professionals.

Corporate Banking

Market Overview

In 2010 the majority of foreign banks' corporate banking services focused on international companies that were looking to enhance their presence in China. Many of the product offerings were trade related or in the form of deposits and loans. Banks hired relationship managers who were bilingual (English and Mandarin) with a strong existing network of corporate client relationships. The majority of salary offers were competitive with average rises ranging between 18-30% for those moving roles.

Outlook for 2011

We expect Chinese companies to centralise their treasury functions for control purposes, which will result in provisional offices holding lower levels of deposits. Banks will look to diversify from traditional lending services and expand their cash management, trade finance and other capital market products.

Chinese companies will continue to set up businesses in overseas markets, enabling them to service clients which require both a regional and global banking platform. As a result, we expect banks to pay higher salaries to attract experienced relationship managers with a solid understanding of trade related products, especially those who have the ability to service multinational organisations or large domestic companies.

SHANGHAI

BANKING & FINANCIAL SERVICES - FRONT OFFICE

ROLE	PERMANENT SALARY PER ANNUM ¥RMB 4 - 8 YRS' EXP		8+ YRS' EXP	
	2010	2011	2010	2011
Investment Banking				
Investment Banking	¥350 - 700k	¥380 - 800k	¥700k+	¥800k+
Debt Capital Markets	¥300 - 650k	¥300 - 680k	¥650k+	¥680k+
Equity Capital Markets	¥320 - 680k	¥320 - 700k	¥680k+	¥700k+
Corporate & Institutional Banking				
Corporate Banker	¥180 - 350k	¥190 - 420k	¥350k+	¥420k+
Cash Management Sales	¥190 - 360k	¥200 - 400k	¥360k+	¥400k+
Trade Finance Sales	¥190 - 360k	¥200 - 400k	¥360k+	¥400k+
Transactional Banking Product Development	¥200 - 380k	¥220 - 400k	¥380k+	¥400k+
Consumer Banking				
Priority Banker	¥120 - 280k	¥150 - 320k	¥280k+	¥320k+
Private Banker	¥180 - 360k	¥180 - 480k	¥360k+	¥480k+
Investment Advisors	¥180 - 320k	¥180 - 380k	¥320k+	¥380k+
NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.				

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BANKING & FINANCIAL SERVICES - MIDDLE/BACK OFFICE

Market Overview

2010 saw high levels of recruitment activity within the financial services industry - organisations recruited on a replacement basis as staff moved on and also created new roles as they looked to grow. From July onwards we observed an increased demand for experienced staff from middle and back office support functions such as operations, finance, audit, legal, compliance, risk management and projects/change management.

Operations

As the need for operations staff to support treasury trading among the foreign banks increased, experienced candidates with projects, treasury product and trade finance (especially in the commodities sector) skill sets were particularly in demand.

Most salaries are expected to increase by approximately 10% in 2011. However, a number of top-tier candidates looking to change jobs generally expect marked salary increments of between 20-40% before they move into new roles and in some exceptional cases, candidates expect salary increments ranging between 50-100%, particularly for top candidates with niche skill sets or relevant overseas experience.

While more overseas professionals became interested in working in China, most employers only hired candidates from abroad for roles requiring specific skill sets or specialist knowledge. Generally, firms preferred to recruit from the local talent pool, which proved largely sufficient to meet demand.

While the local talent pool was mostly sufficient for the back office functions, there were instances where employers hired overseas candidates to fill certain roles, particularly for those which required specific skill sets or specialist knowledge such as product control, operational risk and market risk. Although there was an increasing number

of overseas professionals looking to work in China, local candidates were still generally in greater demand over their more experienced foreign counterparts.

Risk Management & Compliance

As scrutiny from Chinese regulatory bodies intensified and banks implemented new global risk management approaches, we saw demand for credit risk, operational risk, Basel II, general compliance, anti-money laundering (AML) and business compliance professionals increase.

As they continued to expand, we witnessed foreign banks competing for candidates from a business compliance background, especially within the wholesale banking and SME markets. Candidates with AML experience were also in strong demand and often received multiple job offers, with many commanding salary premiums.

Accounting & Finance

Foreign banks in China typically preferred experienced local regulatory reporting experts who had a good relationship with Chinese regulators. Professionals with people management skills, a strong command of the English language and stakeholder management experience were particularly sought-after.

We saw a rising interest and demand for qualified accountants with strong products experience, public accounting and stakeholder management experience. Organisations had difficulty finding professionals with these skill sets and many looked to other Asian markets - such as Hong Kong and Singapore - to fill the gap.

Outlook for 2011

Organisations are expected to continue their expansion plans in 2011 and we should see an increase in hiring activities throughout the year. As the import and export markets

continue to develop, we anticipate a surge in demand for commodity trade operations and treasury operations professionals to drive revenue within financial institutions. Dynamic leaders will also be highly sought-after as firms shift their focus to building a strong operations pipeline.

We expect Mandarin language skills to become increasingly important, especially within the compliance, legal and risk management fields. As the demand for compliance, credit risk, market risk, operational risk and Basel II continues to grow, the limited talent pool is likely to put more pressure on salaries. As such, organisations are likely to consider overseas Chinese returnees and candidates from neighbouring countries with the relevant Mandarin language skills.

Experienced ALCO/Asset Liability Management (ALM)/treasury candidates are also likely to be in demand as the banks seek to manage their capital adequacy, liquidity, funding, transfer pricing, balance sheet management, business performance and interest rate risk. With the shortage of talent for such niche skills, global financial institutions will continue to second their staff from overseas offices into China for a limited time (e.g. up to two years), with the expectation that the local staff will eventually step up to the role.

We have also witnessed the outsourcing of certain finance functions to lower-cost cities such as Chengdu, Guangzhou, Hangzhou and Tianjin and this trend will most likely continue into 2011. Although the more affordable cities might benefit from lower salaries, attracting local talent to work in these second or third tier locations can potentially pose a new challenge for employers.

SHANGHAI

BANKING & FINANCIAL SERVICES - MIDDLE/BACK OFFICE

ROLE	PERMANENT SALARY PER ANNUM ¥RMB	
	2010	2011
Risk Management & Compliance		
Head of Compliance - Commercial Banking	¥900k - 1.7m	¥1.1 - 2.2m
Head of Compliance - Retail Banking	¥720 - 850k	¥750 - 900k
Retail Banking Compliance Manager	¥450 - 650k	¥450 - 700k
Head of Compliance - Corporate Banking	¥800k - 1.0m	¥900k - 1.2m
Corporate Banking Compliance Manager	¥500 - 700k	¥500 - 900k
Head of AML	¥800k - 1.3m	¥800k - 1.6m
AML/Monitoring Manager	¥420 - 600k	¥550 - 700k
Retail Banking Operational Risk Head	¥500 - 600k	¥500 - 600k
AVP Retail Banking Operational Risk	¥300 - 400k	¥300 - 450k
Corporate Banking Operational Risk Head	¥650 - 750k	¥650 - 800k
AVP Corporate Banking Operational Risk	¥450 - 600k	¥500 - 650k
Head of Credit Risk	¥800k - 1.1m	¥800k - 1.4m
Credit Risk Manager - Retail Banking	¥500 - 700k	¥500 - 850k
Credit Risk Manager - Corporate Banking	¥600 - 800k	¥600 - 900k
Recovery Manager	¥300 - 540k	¥320 - 600k
Head of Market Risk	¥900k - 1.2m	¥900k - 1.4m
Market Risk Manager	¥400 - 600k	¥500 - 700k
Head of Basel II	¥700 - 800k	¥850k - 1.0m
Basel II Manager	¥400 - 550k	¥400 - 550k

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BANKING & FINANCIAL SERVICES - MIDDLE/BACK OFFICE

ROLE	PERMANENT SALARY PER ANNUM ¥RMB	
	2010	2011
Accounting & Audit		
Chief Financial Officer	¥1.2 - 2.0m	¥1.4 - 2.3m
Head of Financial Control	¥600k - 1.0m	¥700k - 1.1m
Manager of Financial Control	¥420 - 550k	¥450 - 600k
Head of Group Reporting	¥500 - 600k	¥600 - 700k
Manager of Group Reporting	¥350 - 450k	¥350 - 550k
Head of Management Information	¥500 - 600k	¥600 - 700k
Manager of Management Information	¥350 - 450k	¥350 - 500k
Head of Regulatory Reporting	¥300 - 500k	¥400 - 650k
Manager of Regulatory Reporting	¥400 - 550k	¥400 - 550k
Head of Retail Banking Product Accounting	¥500 - 700k	¥600 - 750k
Manager of Retail Banking Product Accounting	¥350 - 450k	¥450 - 600k
Head of Corporate Banking Product Accounting	¥600k - 1.0m	¥600k - 1.0m
Manager of Corporate Banking Product Accounting	¥400 - 550k	¥500 - 650k
Head of Expense Control	¥300 - 450k	¥300 - 450k
Manager of Expense Control	¥200 - 350k	¥200 - 350k
Head of Tax	¥450 - 700k	¥500 - 750k
Tax Manager	¥300 - 450k	¥300 - 450k
Head of Internal Audit	¥600k - 1.0m	¥700k - 1.2m
Internal Audit Manager	¥400 - 500k	¥500 - 650k
NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.		

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BANKING & FINANCIAL SERVICES - MIDDLE/BACK OFFICE

ROLE	PERMANENT SALARY PER ANNUM ¥RMB	
	2010	2011
Operations		
Head of Operations	¥550 - 800k	¥700 - 850k
Head of Treasury Operations	¥550 - 650k	¥600 - 750k
Manager of Treasury Operations	¥400 - 500k	¥450 - 550k
Head of Corporate Banking Operations	¥500 - 600k	¥600 - 750k
Corporate Banking Operations Manager	¥400 - 500k	¥500 - 600k
Head of Retail Banking Operations	¥400 - 500k	¥450 - 550k
Retail Banking Operations Manager	¥300 - 400k	¥300 - 400k
Head of Change Management	¥500 - 600k	¥600 - 750k
Change Management Manager	¥350 - 450k	¥400 - 500k
Head of Client Services	¥550 - 650k	¥600 - 750k
Client Service Manager	¥400 - 500k	¥500 - 650k
Head of Trade Operations	¥300 - 400k	¥350 - 450k
Trade Operations Manager	¥250 - 350k	¥250 - 350k
Head of Branch Operations	¥400 - 500k	¥500 - 650k
Branch Operations Manager	¥250 - 350k	¥300 - 500k
Head of Custodian Operations	¥700 - 800k	¥800k - 1.0m
Corporate Actions Manager	¥230 - 300k	¥300 - 400k
Fund Accounting Manager	¥230 - 300k	¥300 - 400k
Head of Custodian Client Service	¥700 - 800k	¥800k - 1.0m
Custodian Client Service Manager	¥500 - 700k	¥600 - 800k

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SHANGHAI

CONSUMER SALES & MARKETING - FMCG & COSMETICS

Our FMCG and cosmetics team focuses on recruiting sales and marketing professionals at the manager to director level, which includes roles such as national key account manager, national sales manager/director, trade marketing manager/director, product manager, brand manager and training manager.

Market Overview

2010 saw strong recruitment activity as the market recovered from the global financial crisis and benefited from stimulus packages implemented by the Chinese government. Middle to senior level candidates were most in demand, especially key account, brand and trade marketing managers with excellent language and presentation skills. Professionals with relevant multinational experience who could generate revenue for the business were particularly sought-after.

Candidates were highly optimistic and proactive in switching jobs. While salary levels were largely steady, some employees expected modest increases to make up for the salary freezes they experienced during the recession in 2009. With a growing shortage of experienced senior management talent, we witnessed some multinational corporations increasingly considering overseas candidates to bridge the gap.

Outlook for 2011

We expect the market to grow in 2011 as companies continue to roll out their expansion plans within the Chinese market. We also anticipate that many companies from the US and Europe will consider outsourcing jobs to China and other countries in Asia due to the more affordable labour costs and availability of manpower in the region.

Consumer product sectors (such as retail, pharmaceutical, professional services and banking) are likely to actively hire sales and marketing professionals with experience in the FMCG industry to provide support for

business expansion. Additionally, candidates with excellent communication skills, leadership abilities and dynamic personalities are expected to be highly sought-after.

We anticipate that most salaries will increase by 10% in 2011. However, candidates looking to change jobs generally expect marked salary increments of between 15-25% when moving into new roles.

SHANGHAI

CONSUMER SALES & MARKETING - FMCG & COSMETICS

ROLE	PERMANENT SALARY PER ANNUM ¥RMB	
	2010	2011
Cosmetics		
Division/Brand General Manager	¥800k - 1.5m	¥1.0 - 1.5m
Marketing Director	¥700 - 900k	¥800k - 1.0m
Marketing Manager	¥500 - 700k	¥500 - 700k
National Sales Director	¥700 - 900k	¥700 - 900k
National Sales Manager	¥600 - 800k	¥600 - 800k
National Sales Operation Manager	¥350 - 550k	¥400 - 600k
Group Product Manager	¥350 - 500k	¥350 - 500k
Senior Product Manager	¥300 - 450k	¥300 - 450k
Regional Sales Manager	¥250 - 450k	¥250 - 450k
Trade Marketing/Special Event Manager	¥180 - 350k	¥250 - 400k
Public Relations Manager	¥250 - 450k	¥250 - 400k
Training Manager	¥200 - 400k	¥250 - 400k
Visual Merchandising Manager	¥200 - 400k	¥200 - 350k
FMCG		
Sales General Manager	¥1.0 - 1.5m	¥1.5 - 2.0m
Marketing General Manager	¥1.0 - 1.5m	¥1.5 - 2.0m
National Sales Director	¥600k - 1.0m	¥800k - 1.5m
National Marketing Director	¥600k - 1.0m	¥800k - 1.2m
National Key Account Director	¥500 - 800k	¥650k - 1.2m
National Trade Marketing Director	¥500 - 750k	¥650k - 1.0m
National Sales Operation Director	¥500 - 750k	¥500 - 800k
National Sales Manager	¥350 - 500k	¥400 - 600k
National Marketing Manager	¥350 - 500k	¥400 - 600k
Regional Sales Manager	¥250 - 450k	¥300 - 500k
National Key Account Manager	¥250 - 450k	¥300 - 500k
Regional Marketing Manager	¥250 - 450k	¥300 - 500k
Senior Product/Brand Manager	¥200 - 400k	¥250 - 450k
National Trade Marketing Manager	¥150 - 350k	¥250 - 450k
Product/Brand Manager	¥150 - 350k	¥200 - 400k
Regional Trade Marketing Manager	¥150 - 300k	¥200 - 400k

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

SHANGHAI

CONSUMER SALES & MARKETING - PROFESSIONAL SERVICES

Our professional services team specialises in recruiting mid to senior level professionals for integrated marketing functions and professional service providers. We recruit for many leading companies across the FMCG, pharmaceutical and healthcare, retail and luxury sectors, as well as consulting firms and service providers.

Some of the key functions we focus on include CRM, e-commerce, online/e-marketing, media planning, event management, public relations, corporate communications, government affairs, consumer insights, marketing intelligence, strategic planning, market research, account servicing and solution sales.

Market Overview

In 2009, the professional services sector in China - spanning accounting, law, creative agencies, media and management consulting - was significantly affected by the global financial crisis. During the year, these companies cut back spending on services not deemed business critical.

However, the market recovered swiftly in 2010, which led to renewed business confidence. As a result, many professional services firms started to expand aggressively and hired actively to capitalise on China's strong economic growth.

The improved business conditions in China also encouraged many organisations to set up new operations or relocate their headquarters to Shanghai, leading to an increased demand for sales and marketing professionals. Hiring demand was mainly for mid to senior level managers, although we also saw higher levels of recruitment activity at director level compared to 2009.

With a fast growing and rapidly changing business model in China, the competition for talent in niche areas such as digital marketing,

customer relationship management (CRM), public relations, consumer insights and integrated marketing communications is becoming more intense.

Candidates were optimistic and confident about the job market and many were actively seeking new opportunities. While their salary expectations were slightly higher than in 2009, they remained realistic as candidates were generally aware that employers would only be willing to pay a premium to attract the best talent.

However, the local talent pool was limited, especially for senior roles. Employers were therefore more open to considering candidates from more mature markets such as Hong Kong and Singapore.

Outlook for 2011

We expect the professional services sector to remain buoyant in 2011. Employers will continue to hire actively, particularly at the senior level, where companies are in the initial stages of establishing businesses in China.

Candidates with strong presentation, communication, strategic planning and leadership skills will be highly sought-after. Companies are also looking for sales and marketing professionals who have varied experience and skill sets in multiple functions (e.g. experience in both brand management and public relations).

Most salaries are expected to increase by around 10% in 2011. However, candidates looking to change jobs generally expect marked salary increments of between 25-35% before they move into new roles.

As the market continues to grow, we anticipate intense competition for talented professionals among professional services companies. Retaining key employees will therefore be one of the main challenges facing

most organisations in 2011. By the end of 2010, companies had already started setting career development plans for their key talent, offering more competitive salaries/benefits and building a strong brand to establish themselves as an employer of choice and we expect this trend to continue.

SHANGHAI

CONSUMER SALES & MARKETING - PROFESSIONAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM ¥RMB	
	2010	2011
Market Research		
Executive Director (Agency)	¥1.1 - 1.3m	¥1.1 - 1.3m
Research Director (Agency)	¥600 - 800k	¥650 - 900k
Consumer Insights Director (Corporate)	¥600 - 800k	¥650 - 950k
Research Manager (Agency)	¥250 - 350k	¥275 - 400k
Consumer Insights Manager (Corporate)	¥250 - 350k	¥275 - 400k
Engagement Manager (Consulting)	¥700 - 800k	¥700 - 850k
Strategic Planning Manager (Corporate)	¥650 - 800k	¥700 - 850k
Digital Marketing		
Digital Marketing Director (Corporate)	¥800k - 1.2m	¥900k - 1.3m
Media Director (Corporate)	¥800k - 1.2m	¥900k - 1.3m
e-Commerce Director (Corporate)	¥900k - 1.2m	¥1.0 - 1.3m
CRM Director (Corporate)	¥700k - 1.0m	¥800k - 1.1m
Digital Business Director (Agency)	¥500 - 700k	¥600k - 1.0m
Digital Group Account/Planning Director (Agency)	¥500 - 700k	¥500 - 700k
Digital Account/Planning Director (Agency)	¥300 - 400k	¥300 - 500k
Digital Marketing Manager (Corporate)	¥300 - 400k	¥300 - 500k
e-Commerce Manager (Corporate)	¥300 - 400k	¥300 - 500k
Digital Media Manager (Corporate)	¥300 - 400k	¥300 - 500k
CRM Account Director (Agency)	¥300 - 400k	¥300 - 500k
CRM Manager (Corporate)	¥200 - 400k	¥250 - 500k
PR/Communications		
PR Director	¥380 - 480k	¥420 - 530k
PR Manager	¥180 - 400k	¥180 - 450k
Government Affairs Director	¥600 - 800k	¥700k - 1.0m
Government Affairs Manager	¥300 - 600k	¥300 - 780k
Corporate Affairs Manager	¥240 - 480k	¥300 - 540k
Account Director	¥240 - 360k	¥300 - 420k
Account Manager	¥96 - 216k	¥120 - 240k
B2B Sales/Marketing		
Business Development Director	¥600 - 800k	¥650 - 850k
Business Development Manager	¥150 - 300k	¥200 - 350k
Marketing Director	¥550 - 750k	¥600 - 800k
Marketing Manager	¥300 - 400k	¥350 - 450k

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

SHANGHAI

CONSUMER SALES & MARKETING - RETAIL & LUXURY

The retail and luxury team works with multinational companies as well as key China agents and dealers representing well known global brands. We recruit primarily for the retail, luxury, watch and jewellery industries and focus on mid to senior level positions in retail operations, wholesale, merchandising, visual merchandising, marketing and sales.

Market Overview

The retail industry performed very well throughout 2010, with quarter three being the peak hiring season for this sector. Although employers remained cautiously optimistic, we saw higher recruitment levels in 2010 compared to 2009. Hiring activity peaked in quarter three, with the majority of roles at the mid to senior level.

Demand for retail talent was spurred by companies increasing headcount significantly as they looked to capitalise on China's rapid growth post-financial crisis. We also saw a rise in retail firms relocating Chinese or Asian headquarters to Shanghai, further fuelling recruitment in the City.

Other international business and principal brand owners (which were also drawn to the potential of China's vast consumer market) set up their operations in the city to tap into the huge opportunities offered in one of the world's fastest growing economies. This led to more job opportunities coming to market and an increase in hiring activity for professional retail candidates.

In the first half of the year, retail operations professionals were in acute shortage due to the highly aggressive development of retail businesses in China. Professionals with retail marketing, store operations, business development and visual merchandising experience were also in strong demand.

Candidates were generally more positive and optimistic in 2010. As the Chinese job

market improved considerably after the financial crisis, many began actively exploring new opportunities in the market. Strong retail candidates with a proven track record and reputation in the market were highly sought-after and often received multiple job offers.

Most professionals had reasonable salary expectations although candidates in the retail operations function commanded a premium. The average salary increase for a retail operations candidate (when switching jobs) was higher than for any other function in the retail industry. While professionals at store manager level expected a 30-50% salary increase for each new career move, salary rises for professionals in the industry were generally between 10-30%.

A shortage of experienced local candidates was equally evident across all multinational companies. However, as localisation remained a key strategy for many retail companies, employers still preferred to hire local talent for their market knowledge, experience and network.

Outlook for 2011

We anticipate an increase in the number of new international brands setting up their operations in the China market. Several watch, jewellery and luxury companies already had aggressive expansion plans in place at the end of 2010 - we should therefore see increased hiring levels in these areas. Casual and sports apparel companies that went through restructuring in 2010 were also recruiting in greater volumes as they geared up for growth in 2011.

We expect more replacement roles to come to market in 2011 as candidate movement increases with improving business conditions. Most demand is anticipated to be at assistant to supervisor level. With more companies investing in China, we anticipate that there will

be recruitment activity across almost every function within the retail industry.

Candidates capable of thinking strategically with a hands-on attitude will be highly sought-after. In an industry where most retail professionals are viewed as having relatively similar experience and technical ability, employers will be looking for soft skills, such as communication, interpersonal and presentation skills when recruiting sales and marketing specialists.

With the global market continuing to be strong, we expect hiring activity to increase further and demand to remain strong for top-tier talent. Salaries are expected to increase at similar levels to 2010.

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CONSUMER SALES & MARKETING - RETAIL & LUXURY

ROLE	PERMANENT SALARY PER ANNUM ¥RMB	
	2010	2011
Watch/Jewellery		
Brand GM	¥700k - 1.0m	¥800k - 1.3m
Head of Marketing	¥600 - 800k	¥700k - 1.0m
Head of Retail	¥600 - 800k	¥700k - 1.0m
National Sales Manager	¥500 - 600k	¥500 - 700k
Area Manager	¥400 - 500k	¥450 - 550k
Training Manager	¥400 - 500k	¥450 - 550k
PR & Events Manager	¥300 - 400k	¥350 - 500k
Marketing Communications Manager	¥300 - 400k	¥350 - 500k
Store Manager	¥250 - 400k	¥250 - 400k
Visual Merchandising Manager	¥250 - 300k	¥250 - 300k
Luxury/Fashion		
Country Manager	¥1.0 - 1.2m	¥1.0 - 1.5m
Head of Marketing	¥700k - 1.0m	¥700k - 1.2m
Head of Retail	¥700k - 1.0m	¥700k - 1.2m
National Retail Operations Manager	¥400 - 600k	¥500 - 700k
Merchandising Manager	¥350 - 500k	¥400 - 600k
Business Development Manager	¥300 - 500k	¥350 - 500k
Marketing Communications Manager	¥300 - 400k	¥350 - 500k
Visual Merchandising Manager	¥300 - 500k	¥300 - 500k
PR Manager	¥200 - 350k	¥300 - 500k
Training Manager	¥300 - 400k	¥300 - 450k
Digital Marketing Manager	¥200 - 350k	¥300 - 450k
Area Manager	¥250 - 400k	¥300 - 450k
Store Manager	¥200 - 350k	¥250 - 400k

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

SHANGHAI

CONSUMER SALES & MARKETING - RETAIL & LUXURY

ROLE	PERMANENT SALARY PER ANNUM ¥RMB	
	2010	2011
Casual/Sports		
Country Manager	¥1.0 - 1.2m	¥1.0 - 1.5m
Head of Marketing	¥700k - 1.0m	¥900k - 1.5m
Head of Sales	¥700k - 1.0m	¥1.0 - 1.5m
Head of Retail	¥700k - 1.0m	¥800k - 1.3m
Head of Product	¥700k - 1.0m	¥700k - 1.2m
National Retail Operations Manager	¥250 - 450k	¥300 - 550k
Marketing Communications Manager	¥300 - 400k	¥300 - 500k
PR Manager	¥200 - 350k	¥300 - 500k
Regional Sales Manager	¥300 - 500k	¥300 - 500k
Business Development Manager	¥300 - 450k	¥250 - 450k
Training Manager	¥300 - 400k	¥300 - 400k
Product Manager	¥250 - 350k	¥250 - 400k
Digital Marketing Manager	¥200 - 350k	¥250 - 400k
Retail Marketing Manager	¥250 - 400k	¥250 - 400k
Visual Merchandising Manager	¥200 - 300k	¥200 - 350k
Area Manager	¥150 - 300k	¥150 - 300k
Retailer		
Regional Director	¥1.0 - 1.5m	¥1.0 - 1.5m
Store GM	¥300 - 500k	¥300 - 450k
Purchasing Manager	¥300 - 350k	¥300 - 400k
Division Manager	¥200 - 300k	¥200 - 300k
Business Development Manager	¥150 - 300k	¥150 - 300k
Department Manager	¥150 - 200k	¥150 - 200k

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

SHANGHAI

HUMAN RESOURCES

Our human resources division specialises in the placement of mid to senior level HR professionals into the financial services, manufacturing and commercial sectors. We recruit for specialist HR positions, ranging from administrators and officers through to HR director and VP level, across all market sectors and functions, including change management, compensation and benefits, employee relations, HR business partners, HR projects, in-house recruitment, learning and development and organisational development.

Market Overview

As the market recovered from the global financial crisis, we witnessed significant increases in recruitment levels. We saw demand for senior HR professionals with Asian working experience in learning and

development, compensation and benefits and internal recruitment roles. This demand was particularly evident within the retail, luxury, FMCG and banking industries as a result of multinational investment in the Chinese market and many businesses relocating their headquarters to Shanghai.

Professionals were increasingly optimistic about moving jobs, as a rise in vacancy levels boosted confidence in the HR job market. Due to increased hiring levels, the highest-calibre HR candidates were in demand and were able to command salary increases of between 20-30%. We saw candidate shortages across the retail and luxury sectors and this resulted in salary levels rising for HR professionals in these sectors.

Outlook for 2011

We expect most businesses to increase their hiring budgets in 2011 as they look to grow. We anticipate greater demand for HR professionals, with those with regional working experience across the retail, luxury and FMCG industries particularly sought-after. Additionally, candidates with excellent communication skills and a background in compensation and benefits, training or recruitment will be in demand, as many companies relocate their Asia Pacific headquarters to Shanghai.

As organisations compete for the highest-calibre candidates, salary expectations of those looking to move roles are likely to be between 20-25%. We also expect to see firms focus on employee retention strategies and offer more attractive compensation packages and career progression to retain key talent.

ROLE	PERMANENT SALARY PER ANNUM ¥RMB	
	2010	2011
HR Director	¥500k - 1.5m	¥800k - 1.8m
Organisational Development Director	¥400 - 720k	¥600 - 900k
Head of Compensation & Benefits	¥400 - 700k	¥500 - 850k
Head of Training & Development	¥400 - 600k	¥500 - 800k
HR Manager (10+ yrs' exp)	¥350 - 700k	¥350 - 750k
HR Business Partner	¥350 - 600k	¥350 - 700k
Compensation & Benefits Manager	¥300 - 500k	¥350 - 600k
Recruitment Manager	¥280 - 600k	¥350 - 600k
Training Manager	¥280 - 500k	¥300 - 600k
HR Manager (5+ yrs' exp)	¥200 - 370k	¥250 - 400k
Compensation & Benefits Analyst	¥180 - 300k	¥180 - 300k
Training Officer	¥120 - 200k	¥150 - 250k

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

SHANGHAI

INFORMATION TECHNOLOGY

Our information technology division specialises in the permanent recruitment of mid to senior level IT professionals. We recruit for major multinational, local and regional organisations across the following sectors: IT banking (financial services and insurance), IT vendor (IT and consulting) and IT commerce (FMCG, luxury and retail, semiconductor, electronics, manufacturing, logistics, petrochemicals, pharmaceuticals and telecommunications).

Market Overview

We saw significant growth in recruitment activity throughout 2010, with a noticeable increase in quarter three. This was primarily a result of robust market recovery from the global financial crisis. Firms also became more confident to invest in business growth and recognised China's competitive advantage and its important role in the world economy.

As many commercial organisations had an increasing need for business process analysis and strong project management in 2010, we witnessed a growing demand for SAP consultants (particularly those with configuration experience in FICO, APO, MM/WM and SD). Senior candidates with international exposure and demonstrable strategic abilities were able to command a salary premium.

Within the IT banking industry, the market for top-tier candidates became extremely competitive due to the increasing need for these skills. Companies were gradually realising the cost saving benefits of effective IT systems in streamlining business processes.

For junior level positions, we observed a demand for candidates with strong communication skills. As many firms relocated their headquarters or set up software development centres in China, fluency in English and Mandarin was particularly sought-after in 2010. Software developers, help desk personnel and application support

staff were in demand. IT candidates with strong strategic skill sets were also highly sought-after to fill senior level roles and develop broader IT strategy.

Candidates were far more optimistic about moving jobs in 2010 and proactively sought new opportunities that offered career progression. We witnessed a candidate shortage for senior level professionals and many firms had to look to foreign candidates with relevant Asian experience and Mandarin language skills to fill this gap.

Outlook for 2011

In 2011, we anticipate IT recruitment to grow substantially as businesses implement aggressive expansion plans in China and actively look to hire top-tier candidates. In particular, many banks are expected to increase their market share in China rapidly. As a growing number of businesses from the US, Canada and Europe look to IT outsourcing to reduce costs, we expect increased hiring activity from IT vendors as most of these outsourced jobs are likely to be based in China or India due to the lower labour cost and readily available manpower.

In addition to a strong technical background, professionals with excellent communication skills will be highly sought-after as roles involve more IT partnerships with other sectors or industries. Professionals with information security and IT audit expertise are expected to be in high demand as China continues to go through legislative and regulatory changes.

As competition for the best talent intensifies, we expect businesses to offer improved salary and benefit packages to recruit the highest calibre candidates. Salary increases are likely to range between 15-25% for candidates moving jobs.

SHANGHAI

INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM ¥RMB	
	2010	2011
IT Director - Asia Pacific	¥900k - 1.5m	¥900k - 1.5m
SAP Director - Asia Pacific	¥900k - 1.8m	¥900k - 1.8m
SAP Director	¥700k - 1.0m	¥700k - 1.0m
IT Security Director	¥600 - 800k	¥600 - 800k
Application Director	¥500k - 1.2m	¥500k - 1.2m
IT Director	¥500k - 1.0m	¥500k - 1.0m
Consulting Director	¥450 - 800k	¥450k - 1.0m
IT Advisor	¥450 - 500k	¥450 - 500k
Software Architect	¥400k - 1.5m	¥400k - 1.5m
Senior Infrastructure Manager	¥400k - 1.0m	¥400k - 1.0m
SAP Manager	¥400 - 700k	¥400 - 700k
Commercial Systems Manager	¥400 - 700k	¥400 - 700k
Consulting Manager	¥350 - 500k	¥350 - 600k
Data Centre Manager	¥350 - 500k	¥350 - 500k
IT Security Manager	¥350 - 400k	¥350 - 400k
IT Manager	¥300 - 500k	¥300 - 500k
Software Development Manager	¥300 - 500k	¥300 - 500k
UI Design Manager	¥300 - 500k	¥300 - 500k
Application Manager	¥280 - 550k	¥280 - 550k
Senior Software Developer	¥250 - 500k	¥250 - 500k
Senior System Administrator	¥245 - 400k	¥245 - 400k
IT Consultant	¥200 - 800k	¥200 - 800k
Database Administrator	¥200 - 600k	¥200 - 600k
SAP Consultant	¥200 - 500k	¥200 - 500k
Application Consultant	¥200 - 450k	¥200 - 450k
IT Auditor	¥200 - 450k	¥200 - 450k
Business Analyst	¥200 - 400k	¥200 - 400k
Infrastructure Manager	¥180 - 400k	¥180 - 400k
Help Desk Support	¥150 - 250k	¥150 - 250k
UI Designer	¥150 - 300k	¥150 - 300k
Software Developer	¥100 - 300k	¥100 - 300k

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

SHANGHAI

OPERATIONS & MANUFACTURING

Our Shanghai operations & manufacturing team specialises in recruiting mid to senior level professionals for US, European and major local manufacturing companies. Roles recruited for include plant manager, operations director, quality manager, quality director, environmental health and safety manager and engineering manager. We focus on placing candidates into various industry sectors, including mechanical, heavy machinery, electronics, chemical, oil and gas, energy and medical devices.

Market Overview

In the first half of 2010, we continued to see low levels of recruitment activity due to the after-effects of the global financial crisis. From June onwards, companies within the electronics, automotive and machinery industries hired in greater volumes as organisations moved their headquarters to Shanghai. Foreign investment grew at a healthy pace across all industries as multinational companies remained optimistic about the Chinese market.

Demand for candidates who specialised in operations, Lean and Six Sigma increased while professionals with overseas and new product launch experience were also highly sought-after. Much of this demand was driven by the need to replace expatriate employees who had been repatriated in an attempt to reduce costs. Businesses (particularly within the automotive industry) also recruited to provide support for new plants that were built as part of expansion plans.

As the economy continued to improve, some candidates were able to achieve salary rises of between 20-30% when moving roles - especially professionals subject to pay freezes during the global economic crisis. This increase in salary levels was a result of intense competition for professionals as the shrinking talent pool resulted in a candidate shortage.

Outlook for 2011

As a result of several businesses investing in new plants in 2010, we anticipate increased demand for candidates with manufacturing experience in 2011. Mid to senior level professionals within the energy and automotive industries are likely to be highly sought-after, as these two industries will continue to strengthen in the coming year. As firms become increasingly aware of the importance of having a diverse workforce with a range of skills and experience, we expect candidates with overseas work experience and excellent leadership and communication skills to be in demand.

As the market continues to recover, salary levels are expected to continue to gradually increase as employers compete for a limited number of top-tier candidates.

SHANGHAI

OPERATIONS & MANUFACTURING

ROLE	PERMANENT SALARY PER ANNUM ¥RMB	
	2010	2011
Operations Director (10+ yrs' exp)	¥500k - 1.2m	¥600k - 1.5m
Lean Consultant (10+ yrs' exp)	¥450 - 800k	¥550 - 900k
Master Black Belt (10+ yrs' exp)	¥400k - 1.0m	¥600k - 1.2m
R&D Director (10+ yrs' exp)	¥400 - 850k	¥600k - 1.0m
Environmental Health & Safety (EHS) Director (10+ yrs' exp)	¥400 - 800k	¥600k - 1.0m
Operations Manager (8+ yrs' exp)	¥400 - 600k	¥500 - 800k
Process Engineering Manager (8+ yrs' exp)	¥250 - 400k	¥250 - 450k
Environmental Health & Safety (EHS) Manager (5 - 10 yrs' exp)	¥200 - 500k	¥200 - 550k
R&D Manager (8+ yrs' exp)	¥200 - 500k	¥200 - 500k
Lean Consultant (5 - 10 yrs' exp)	¥200 - 450k	¥200 - 450k
Production Manager (5+ yrs' exp)	¥200 - 400k	¥250 - 500k
Black Belt (5 - 10 yrs' exp)	¥180 - 450k	¥200 - 450k
Safety Manager (5+ yrs' exp)	¥180 - 350k	¥180 - 350k
Facility Manager (10+ yrs' exp)	¥150 - 400k	¥200 - 400k
Project Manager (5+ yrs' exp)	¥150 - 350k	¥150 - 450k
Maintenance Manager (5+ yrs' exp)	¥150 - 300k	¥200 - 400k
Production Supervisor (5+ yrs' exp)	¥120 - 250k	¥120 - 250k
Process Engineer	¥80 - 150k	¥80 - 150k
R&D Engineer	¥80 - 150k	¥80 - 150k

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

SHANGHAI

SUPPLY CHAIN & QUALITY

Our supply chain & quality team specialises in placing mid to senior level professionals into various industries such as mechanical, electronics, telecommunications, automotive, oil and gas, medical device, energy and FMCG. We recruit permanent positions for US, European and major local manufacturing companies in a number of areas, including supply chain management, logistics/transportation, sourcing/purchasing, quality, warehouse/distribution centre, planning/materials management and import and export customs.

Market Overview

Although the supply chain and quality recruitment market was significantly affected by the global financial crisis in 2009, we witnessed a gradual increase in hiring activity as the market improved at the beginning of 2010. There was an increase in multinational corporations relocating their headquarters to China, which contributed towards a significant rise in recruitment from quarter two onwards. Hiring levels grew consistently across all industries and with activity particularly strong within the retail, luxury, automotive, FMCG and machinery industries.

There was a strong demand for middle to senior managerial roles, notably indirect sourcing, logistics, supplier quality and procurement professionals. This demand was driven by the consolidation of indirect sourcing practices for cost saving purposes. Additionally, there was a global demand for higher quality manufactured products, which led to supplier quality professionals becoming more sought-after.

The overall outlook in China was positive as the market avoided the recession that impacted other parts of the world. With multinational organisations looking to capitalise on China's potential, we saw an increase in foreign investment projects being implemented across all industries. As the

economy gained momentum throughout the year, candidates became more active in the job market. High calibre candidates with cross-cultural and regional work experience were highly sought-after, particularly those local candidates with Asian work experience. As competition for talent intensified, we saw firms offering improved compensation packages - high-quality logistics managers, supply chain directors and sourcing directors received salary increases of between 20-30%.

Outlook for 2011

We expect hiring levels to continue to increase in 2011 as organisations implement growth strategies. For example, we expect that a number of automotive companies will hire manufacturing professionals to provide support for various newly-built plants. Additionally, we anticipate demand for middle to senior level professionals within the indirect sourcing, logistics, supplier quality and procurement industries.

There is also likely to be a significant increase in hiring activities within the pharmaceutical, energy and automotive industries. Candidates with cross-cultural experience, strong leadership and excellent communication skills are expected to be highly sought-after by multinational companies, as many firms relocate their Asia Pacific headquarters to China.

Salary rises are expected to increase as the positive momentum continues throughout the year. As competition for high quality professionals intensifies, candidates who move jobs are likely to receive salary increases of 20-30%. We expect initial salary rises to be around 10% as firms seek to retain their best people.

SHANGHAI

SUPPLY CHAIN & QUALITY

ROLE	PERMANENT SALARY PER ANNUM ¥RMB	
	2010	2011
Supply Chain Director (10+ yrs' exp)	¥500k - 1.0m	¥700k - 1.5m
Quality Director (10+ yrs' exp)	¥500 - 800k	¥500k - 1.2m
Supply Chain Manager (8+ yrs' exp)	¥300 - 550k	¥400 - 800k
Sourcing Manager (5+ yrs' exp)	¥300 - 500k	¥300 - 600k
Commodity Manager (5+ yrs' exp)	¥250 - 500k	¥250 - 550k
Supplier Quality Manager (5+ yrs' exp)	¥250 - 450k	¥250 - 600k
Supplier Development Manager	¥250 - 450k	¥250 - 550k
Quality Manager (5+ yrs' exp)	¥250 - 450k	¥250 - 450k
Merchandising Manager (5+ yrs' exp)	¥220 - 400k	¥250 - 500k
Demand Manager (5+ yrs' exp)	¥200 - 400k	¥250 - 450k
Purchasing Manager	¥200 - 400k	¥250 - 500k
Logistics Manager (5+ yrs' exp)	¥180 - 350k	¥250 - 500k
Warehouse Manager	¥150 - 350k	¥150 - 350k
Material Planning Manager	¥150 - 300k	¥250 - 350k
Supplier Quality Engineer	¥150 - 300k	¥150 - 350k
Transportation Manager	¥150 - 300k	¥150 - 300k
Supplier Development Engineer	¥150 - 300k	¥150 - 300k
Quality Supervisor (5+ yrs' exp)	¥150 - 300k	¥150 - 300k
Sourcing Engineer	¥100 - 350k	¥100 - 350k
Merchandiser	¥100 - 250k	¥100 - 250k
Demand Analyst	¥100 - 200k	¥100 - 200k
Buyer	¥100 - 200k	¥100 - 200k
Material Planning Specialist	¥80 - 200k	¥80 - 200k

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

SHANGHAI

TECHNICAL SALES

Our technical sales division recruits permanent positions across all major business-to-business industry sectors including: automotive, machinery, electronics, energy, building, IT software/hardware/service, chemical and telecommunications. We specialise in placing mid to senior level professionals in technical sales roles, such as: account manager, business development manager, marketing director, regional sales manager, sales director, sales GM/VP, solutions consultant and strategic marketing manager.

Market Overview

We saw a steady increase in recruitment activity throughout 2010 as the market gradually recovered from the financial crisis. Across the automotive, chemical, IT&T and electronics industries, we witnessed a strong demand for business development managers, sales managers, key account managers, product marketing managers and PR and marketing communications specialists. This demand was a result of improved business performance and organisations looking to replace roles made redundant during the economic crisis. As market confidence improved, firms recruited into their business development and sales teams to support organisational expansion and increase revenues.

Sales professionals were able to achieve salary rises between 20-30% as the market gradually re-aligned itself after the financial crisis. We saw many middle to senior level professionals switching jobs as a result of organisational restructuring programmes within their existing employers, which gave them freedom to seek new employment.

Outlook for 2011

We anticipate employers will continue with their expansion strategies in the Chinese market in line with market recovery, which will cause recruitment activity to rise - many

organisations have indicated that they will implement further investment plans in the next five to ten years.

We expect to see demand for solutions sales, sales and marketing and key account management professionals as businesses look to strengthen their organisational revenue streams, particularly within the automotive, chemical, telecommunications, energy and electronics industries. Candidates with Mandarin language skills and international work experience are expected to be highly sought-after, as are professionals with channel management and product management experience.

We anticipate that salaries will remain broadly stable, however, some increases are expected. As competition for high-calibre candidates increases, we expect to see that candidates moving into new roles will receive salary rises of 10-15%. We also anticipate an increased focus on employee retention strategies as businesses look to keep their best people.

SHANGHAI

TECHNICAL SALES

ROLE	PERMANENT SALARY PER ANNUM ¥RMB	
	2010	2011
Sales General Manager/Vice President	¥1.0 - 2.0m	¥1.2 - 2.0m
Sales Director - Asia Pacific	¥800k - 1.5m	¥800k - 1.5m
Marketing Director - Asia Pacific	¥800k - 1.3m	¥800k - 1.5m
Sales Director	¥600k - 1.0m	¥600k - 1.0m
Marketing Director	¥600 - 800k	¥600 - 800k
Global Key Account Manager	¥400 - 800k	¥450 - 800k
Business Development Manager	¥250 - 600k	¥300 - 600k
Senior Marketing Analyst	¥200 - 400k	¥200 - 400k
Channel Sales Manager	¥250 - 450k	¥250 - 450k
Product Marketing Manager	¥300 - 600k	¥300 - 600k
Marketing Manager	¥300 - 600k	¥300 - 600k
China Regional Sales Manager	¥300 - 500k	¥300 - 500k
PR Manager	¥300 - 500k	¥400 - 600k
Project Sales Manager	¥250 - 400k	¥300 - 400k
Application Manager	¥200 - 400k	¥200 - 400k
Customer Service Manager	¥200 - 400k	¥240 - 400k
Marketing Communications Manager	¥250 - 400k	¥250 - 450k
Key Account Manager	¥200 - 350k	¥250 - 450k
Account Manager	¥200 - 300k	¥200 - 300k
Commercial Manager	¥150 - 300k	¥200 - 400k

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

SUZHOU

ACCOUNTING & FINANCE

Our accounting & finance team in Suzhou specialises in recruiting finance professionals from junior through to senior management level for Fortune 500 companies and small to medium sized foreign investment enterprises that are leaders in their respective industries.

Some of the key functions we recruit for within or near Suzhou include chief financial officer, finance manager/controller/director, finance planning and analysis manager, internal control manager, treasury manager, accounting manager, credit control manager, costing manager/controller, controlling manager, project controller, finance shared services centre professionals and junior finance positions.

Market Overview

2010 saw a significant increase in newly-created roles in response to the global economic recovery. In a bid to support new investments and upcoming projects in China, firms were hiring for roles that were put on hold during the financial crisis.

During the first three quarters of 2010 we saw steady demand for senior candidates for roles such as finance controller/director as companies sought to streamline and up-skill their workforce by replacing under-performing employees. Candidates with experience in financial planning and analysis, business controlling and costing were also highly sought-after as firms continued to expand and build up their teams.

We also saw demand for senior candidates for finance roles such as chief financial officer and VP of finance as well as pre-IPO and SEC professionals. Employers actively sought finance candidates who had excellent communication skills, strong academic backgrounds and solid experience in ERP systems. To make up for the shortage in the local talent pool, companies looked to overseas candidates who possessed relevant international exposure and strong Mandarin language capabilities.

In terms of salary expectations, candidates were looking for rises of 10-30%, in many cases to make up for the salary freezes that were in place during the economic crisis.

Outlook for 2011

In 2011 we anticipate that the demand for senior finance professionals will remain at a similar level to the second half of 2010. Demand will primarily come from large, international manufacturing companies seeking to improve their finance processes as well as to gain a deeper business involvement between their regional offices and headquarters. We expect salaries to remain largely stable throughout the year for those remaining in their existing roles, with some increases for those moving roles.

ROLE

PERMANENT SALARY PER ANNUM ¥RMB

	2010	2011
Chief Financial Officer	¥500 - 800k	¥600k - 1.0m
Finance Director/Finance Controller	¥400 - 600k	¥400 - 700k
Finance Analysis Manager	¥300 - 450k	¥350 - 500k
Internal Audit Manager	¥300 - 450k	¥350 - 500k
Finance Manager	¥250 - 500k	¥300 - 500k
Credit Control Manager	¥250 - 400k	¥350 - 450k
Accounting Manager	¥200 - 350k	¥250 - 400k
Internal Control Manager	¥200 - 350k	¥250 - 400k
Costing Manager	¥180 - 350k	¥200 - 400k

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

SUZHOU

OPERATIONS & MANUFACTURING

Our operations & manufacturing division in Suzhou specialises in the recruitment of operations and manufacturing professionals across all industry sectors from small and medium enterprises (SMEs) to large blue-chip multinationals in Suzhou, Wuxi and Changzhou.

Market Overview

2010 saw robust levels of hiring activity especially during the second and third quarters as the market recovered from the global financial crisis. As a result of business expansion, we saw demand for candidates with experience in operations management, R&D, EHS, Lean and Six Sigma practices. Most of the jobs available were a mixture of both newly created roles and replacement positions within the mechanical and chemical industries.

In response to the employee driven market, most candidates regained their confidence and were eager to change jobs. Companies were willing to offer salaries that were 15-25% higher as a result of the improving economy and to make up for salary freezes during the economic crisis. Professionals with relevant hands-on experience, strategic ability and excellent English language skills were able to command a salary premium.

Outlook for 2011

We expect employer confidence to remain high in 2011 as the economy continues to strengthen and the business environment improves. Many organisations in the operations and manufacturing industry have plans to launch new projects which had been put on hold during the recession.

As a result, we anticipate hiring activity will increase steadily throughout the year.

As more and more foreign companies enter the domestic market in China, the demand for candidates with sales experience is expected to surge. Candidates with R&D experience are also likely to be highly sought-after due to an increase in Chinese Government initiatives encouraging more high-tech investments within the country. Those professionals who have excellent management and communication skills are likely to command a salary premium.

As a result of further market recovery and an increased global investor interest in business expansions within the Chinese economy, salary bands are likely to increase by approximately 10-30%.

ROLE	PERMANENT SALARY PER ANNUM ¥RMB	
	2010	2011
General Manager	¥500k - 1.5m	¥600k - 1.8m
Manufacturing Director	¥500 - 850k	¥500k - 1.0m
Plant Manager	¥450 - 850k	¥450 - 850k
Manufacturing Manager	¥300 - 450k	¥300 - 450k
Asia Pacific Lean Manager	¥500k - 1.0m	¥600k - 1.2m
Master Black Belt	¥500k - 1.0m	¥500k - 1.0m
Lean/Six Sigma Manager	¥300 - 500k	¥300 - 500k
Engineering Director	¥450 - 600k	¥500 - 600k
Engineering Manager	¥200 - 500k	¥200 - 500k
R&D Director	¥400 - 600k	¥500 - 800k
R&D Manager	¥400 - 600k	¥300 - 450k
Chief Design Engineer	¥300 - 600k	¥300 - 600k
Mechanical/Electrical Design Engineer	¥150 - 200k	¥150 - 200k
Process Engineer	¥150 - 200k	¥150 - 200k
NPI Manager	¥200 - 400k	¥200 - 400k
Project Manager	¥200 - 400k	¥200 - 400k
Construction Project Manager	¥400 - 600k	¥400 - 800k
Facilities Manager	¥300 - 450k	¥300 - 450k
Facilities & Maintenance Manager	¥300 - 450k	¥300 - 500k
Maintenance Manager	¥200 - 400k	¥200 - 400k

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

SUZHOU

SUPPLY CHAIN & QUALITY

Our supply chain & quality division in Suzhou specialises in placing mid to senior level professionals into various industries in the following functions: supply chain management, quality, logistics/transportation, sourcing/purchasing, warehouse/distribution centres, planning/materials management and import and export customs.

Market Overview

In the first six months of 2010 we saw high levels of recruitment activity within the supply chain and quality function, especially for senior management roles. Many of these were new roles that were created as a result of organisational expansion and a general increase in market confidence. The last two quarters of the year saw a gradual slowdown in hiring as recruitment activity returned to more stable levels.

As the market continued to recover, we witnessed an increased number of hires to fill sourcing, supply chain and quality roles within the automotive and mechanical industries. Candidates with strong communication skills who were fluent in the English language were also highly sought-after.

While organisations remained cautiously optimistic, supply chain professionals were extremely confident about switching jobs. As a result of the employee driven market, candidates expected salary increases of approximately 20-30%. We saw a shortage of senior level candidates as many of them preferred to relocate to major cities, such as Shanghai. This meant that organisations had to look to overseas candidates with relevant Asian experience and Mandarin language skills to fill the talent gap.

Outlook for 2011

As several organisations indicate that projects which were put on hold or postponed during the recession will get underway in 2011, we anticipate that recruitment needs for the supply chain and quality sector will increase. We also expect more new roles to be created as a result of increased investment and business expansion in Suzhou.

Most of the hiring requirements will come from manufacturing organisations with core operations in Suzhou, Wuxi and Changzhou, which are on the lookout for top-tier talent. Replacement hiring is likely to decrease as many candidates switched jobs in 2010 and professionals typically stay in their roles for at least three to five years. As organisations seek to reduce costs through streamlining their material and sourcing management processes, the volume of sourcing roles coming to market is expected to increase.

Candidates with practical experience, excellent communication skills and leadership ability will be highly sought-after, with most employers seeking top level talent. As the Chinese market continues to recover and investments increase, salaries are predicted to increase by approximately 10-30%.

We expect to see organisations become more focused on successful retention strategies as they struggle to retain their key talent. With more and more companies recognising China both for its competitive advantage in relation to manufacturing capabilities and as one of the world's leading and most cost effective sourcing centres, many organisations will look to hire strong sales talent as well as research and development professionals to support their expansion and growth plans.

SUZHOU

SUPPLY CHAIN & QUALITY

ROLE	PERMANENT SALARY PER ANNUM ¥RMB	
	2010	2011
Supply Chain		
Supply Chain VP	¥600k - 1.0m	¥800k - 1.5m
Supply Chain Director	¥500k - 1.0m	¥600k - 1.2m
Sourcing Director	¥500 - 850k	¥500 - 900k
Sourcing Manager	¥300 - 450k	¥300 - 500k
Sourcing Supervisor	¥200 - 300k	¥200 - 300k
Supplier Development Engineer	¥200 - 300k	¥200 - 300k
China Purchasing Manager	¥300 - 450k	¥300 - 500k
Purchasing Manager	¥200 - 450k	¥200 - 450k
Procurement Supervisor	¥150 - 300k	¥150 - 300k
Materials Director	¥450 - 800k	¥500 - 800k
Materials Manager	¥200 - 380k	¥200 - 400k
Logistics Director	¥400 - 800k	¥400 - 800k
Logistics Manager	¥200 - 380k	¥200 - 380k
Warehouse Director	¥400 - 600k	¥500 - 800k
Warehouse Manager	¥150 - 300k	¥200 - 400k
Planning Manager	¥200 - 400k	¥200 - 400k
Quality		
Global Supply Quality Manager	¥500k - 1.0m	¥500k - 1.0m
Supply Quality Manager	¥250 - 400k	¥300 - 500k
Supply Quality Engineer	¥150 - 200k	¥150 - 200k
Quality Vice President	¥600k - 1.0m	¥700k - 1.0m
Quality Director	¥500k - 1.0m	¥500k - 1.0m
Asia Quality Manager	¥400 - 800k	¥400 - 800k
China Quality Manager	¥400 - 600k	¥400 - 600k
Quality Manager	¥250 - 400k	¥300 - 450k
Quality & EHS Manager	¥300 - 450k	¥300 - 450k
Quality System Manager	¥200 - 400k	¥200 - 400k
Project Quality Manager	¥250 - 400k	¥250 - 400k
Customer Quality Manager	¥250 - 400k	¥250 - 400k
Quality Assurance & Regulatory Affairs Manager	¥300 - 450k	¥300 - 450k
Regional EHS Manager, Asia	¥450 - 700k	¥450k - 1.0m
EHS Manager	¥350 - 550k	¥350 - 550k
EHS Supervisor	¥150 - 200k	¥150 - 200k

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

BEIJING

BANKING & FINANCIAL SERVICES

Our banking & financial services team recruits for a wide range of banking and securities companies in Beijing, with a focus on front office roles such as relationship manager and product sales as well as back office supporting functions covering finance, operations and compliance.

Market Overview

As the market gradually recovered from the global financial crisis we saw an increased demand for relationship managers and product sales professionals. Candidates with experience in managing client relationships and the ability to generate sales revenue were the most sought-after, followed by risk management professionals and legal and compliance talent. This demand was largely due to foreign banks hiring aggressively to support their business growth.

Within major securities houses there was a demand for regulatory professionals who were certified in SAC (Securities Association of China). Back office professionals with experience in regulatory reporting within the CBRC (China Banking Regulation Committee), PBOC (People's Bank of China) and SAFE (State Administration of Foreign Exchange) were also highly sought-after within the banking sector.

As market confidence grew, employers became more positive and a large number of multinational corporations increased their investment in the Chinese market. As firms sought to ensure that their operations were in compliance with relevant laws and policies, we observed a spike in demand for candidates with experience in local regulations and market trends.

Salary rises for candidates who switched roles typically ranged between 15-30%. They also expected higher bonus payouts to make up for the salary freezes during the financial crisis in 2009. Due to a talent shortage in

Beijing, organisations looked to hire from Shanghai and other regional markets such as Hong Kong and Singapore. Candidates from Singapore were in particularly high demand as most of them were fluent in Mandarin and English and could communicate well with local clients.

Outlook for 2011

Business growth is expected to remain constant in 2011 as foreign banks continue to expand within the Chinese market, with a focus on joint ventures and investment banking. Hiring needs will continue to increase as more professionals are needed to support business growth from these new corporate investments.

Candidates with international work experience and familiarity with the Chinese market are likely to be in high demand within foreign multinational firms. We anticipate that securities firms and fund houses will hire aggressively due to continued investments in local companies and mergers with Chinese partners to consolidate their foothold in China. To cite an example, a global tier-one investment bank recently acquired the stake of a local securities firm to set up its China securities joint venture to further expand their operation in China. As such, many of the global banking giants are looking to grow their businesses in China via the strategic investment approach to ensure growth in the China market.

Middle office operations professionals are expected to be highly sought-after, particularly those with solid product knowledge and experience in client-facing roles. Candidates with excellent communication skills, strategic problem solving expertise and the ability to work in a team will also be in demand.

Salaries offered by major banks are likely to remain similar from 2010 to 2011. While the financial market in China is not as mature

compared with Hong Kong or Singapore, growth in the China market has led to an increased demand for front office banking professionals. However, it is very difficult to persuade talented finance professionals to leave secure roles in these countries. As salaries and career opportunities grow, we anticipate more professionals will make the move.

Apart from annual pay rises, employers are expected to focus more on employee retention schemes such as providing overseas training, performance-based bonuses and education allowances aimed at retaining key talent.

BEIJING

BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM ¥RMB	
	2010	2011
Banking		
Corporate Banking RM Managing Director	¥1.4m+	¥1.4m+
Corporate Banking RM Director	¥800k - 1.2m	¥800k - 1.2m
Corporate Banking RM VP/SVP	¥400 - 800k	¥400 - 800k
Corporate Banking RM AVP/Associate	¥300 - 500k	¥300 - 500k
Corporate Banking RM Manager/Analyst	¥180 - 300k	¥180 - 300k
Trade Finance Head VP/Director	¥500 - 900k	¥500 - 900k
Trade Finance Manager Associate/AVP	¥250 - 500k	¥250 - 500k
Cash Management Head VP/Director	¥600k - 1.2m	¥600k - 1.2m
Cash Management Manager Associate/AVP	¥250 - 550k	¥250 - 550k
Commercial Banking SME RM AVP/VP	¥300 - 500k	¥300 - 500k
Commercial Banking SME RM Associate	¥180 - 300k	¥180 - 300k
Commercial Banking SME RM Analyst	¥80 - 150k	¥80 - 150k

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

BEIJING

CONSUMER SALES & MARKETING

Retail & Luxury

Market Overview

The retail and luxury industry performed remarkably well in East China in 2010. Although Beijing did not perform as well as Shanghai, we saw positive growth during the first half of the year with quarter three being the peak season for the retail sector. Hiring activity was slightly lower than in 2009, with a focus on junior to mid-level positions. Roles in particular demand included assistant store managers, store managers, area managers and visual merchandisers for the luxury industry and sales supervisors and wholesale managers for the casual and sports sector.

Companies that were actively hiring included global and local retail brands that had set up new stores and operations in North China. Many principal brands and retail owners had also taken back their franchises from their local partners, resulting in an increase in replacement hires and a renewed demand for retail professionals.

Most candidates had reasonable salary expectations in 2010. The average salary increase for retail operations candidates when switching jobs was higher than for any other function in the retail industry, as these candidates were the most sought-after in the industry. We saw salary rises for candidates at the store manager level in the range of 30-50%.

The local talent pool was insufficient to fulfil the hiring demand, especially for roles at the store operations level. We saw more and more companies seeking candidates from overseas, particularly for the top luxury brands such as Prada, Dior and Louis Vuitton.

Outlook for 2011

Moving into 2011, many watch, jewellery and luxury companies are expected to roll out aggressive expansion plans in China. The casual and sports retail companies went

through a restructuring exercise in 2010 and are ramping up their operations to prepare for accelerated growth. Many brand owners are also looking to expand their businesses into second tier cities such as Shenyang, Ha'erbin and Changchun. As a result of these expansion initiatives and with more companies looking to increase their foreign investments in China, we should see an increase in hiring levels within the retail and luxury sector in store operations.

Soft skills will become critical as employers look to differentiate candidates with similar retail backgrounds and experience. Professional retail candidates who display leadership qualities, a hands-on attitude and strong presentational skills will be highly sought-after.

Candidates moving into new retail operations roles within the luxury sector can expect a salary increase of approximately 15%. For other positions within the retail sector we expect salaries to remain at almost the same levels as those in 2010. Many companies are willing to offer high salary packages to attract top talent as there is an acute shortage of good and qualified retail candidates in the market.

Cosmetics

Market Overview

There were notably fewer sales and marketing roles within the cosmetics sector and most of the hiring activity in North China was focused on junior positions such as sales supervisor, area manager and trainer roles. This strong demand was mainly due to an increased need for talent to manage new cosmetics counters opened by various brands which were newly-launched in the Chinese market. Professionals with excellent communication skills and experience in the cosmetics industry commanded a salary premium.

Retail professionals were cautiously optimistic and started considering various job opportunities as the market recovered, and more international cosmetic brands entered the China market. Notable salary increases became more commonplace as organisations sought to attract and retain key employees by offering more attractive compensation packages.

The talent pool reduced as the year progressed and was eventually insufficient to meet demand as most organisations preferred to hire experienced employees instead of utilising resources to train inexperienced ones. However, we also saw some organisations hiring management trainees instead of recruiting purely experienced candidates.

Outlook for 2011

Several multi-brand companies and major cosmetics agencies are expected to implement aggressive expansion plans in 2011. Recruitment activity in North China is likely to continue focusing on sales supervisor and trainer roles. Soft skills such as presentation and communications are expected to become increasingly important to differentiate within a pool of similarly qualified candidates. We anticipate that the sales and training sectors will continue actively hiring in line with more cosmetics brands launching new retail counters in North China.

Salaries are likely to remain steady for those candidates who remain in the same role, however, we may also witness increases of up to around 10-25% for those who move into new roles across all functions within the cosmetics industry. Due to the intense competition for talent, companies are expected to focus more on employee retention strategies such as providing career progression opportunities, overseas educational grants and more attractive compensation packages to retain key employees.

BEIJING

CONSUMER SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM ¥RMB	
	2010	2011
Luxury		
Area Manager	¥400 - 500k	¥400 - 500k
Field Coach	¥300 - 400k	¥300 - 400k
PR & Events Manager	¥240 - 400k	¥240 - 500k
Marketing Communications Manager	¥300 - 400k	¥400 - 500k
Store Manager	¥200 - 400k	¥200 - 400k
Visual Merchandiser	¥100 - 150k	¥100 - 150k
Casual/Sports		
Country Manager	¥1.2 - 1.5m	¥1.2 - 1.5m
Head of Marketing	¥700k - 1.0m	¥900k - 1.5m
Head of Sales	¥700k - 1.0m	¥1.0 - 1.5m
Head of Retail	¥700k - 1.0m	¥800k - 1.5m
Head of Product	¥700k - 1.0m	¥700k - 1.3m
Marketing Communications Manager	¥300 - 400k	¥300 - 500k
PR Manager	¥200 - 350k	¥300 - 500k
Digital Marketing Manager	¥200 - 350k	¥250 - 400k
Retail Marketing Manager	¥250 - 400k	¥250 - 400k
National Retail Operation Manager	¥250 - 450k	¥300 - 550k
Area Manager	¥150 - 300k	¥150 - 300k
Regional Sales Manager	¥300 - 500k	¥300 - 500k
Product Manager	¥250 - 450k	¥250 - 450k
Visual Merchandising Manager	¥200 - 300k	¥200 - 350k
Business Development Manager	¥300 - 450k	¥250 - 450k
Training Manager	¥300 - 400k	¥300 - 400k
Cosmetics		
Regional Sales Manager	¥250 - 400k	¥250 - 450k
Area Sales Manager/City Manager	¥120 - 200k	¥120 - 200k
Sales Supervisor	¥50 - 90k	¥70 - 100k
Trainer/Training Executive	¥70 - 120k	¥80 - 150k

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

BEIJING

SUPPLY CHAIN & QUALITY

Market Overview

After experiencing hiring freezes due to the global economic crisis in 2009, the market started to recover gradually from quarter one of 2010. We saw a significant increase in hiring activity from quarter two, which continued through to the second half of the year.

China's economic stability and fast recovery from the financial crisis encouraged many multinationals to increase their investment focus in this huge market. The automotive and machinery industries in particular benefited from this strong recovery and were actively hiring in response to the market growth. However, the FMCG sector in Beijing saw a slowdown in recruitment activity as a couple of major players had moved their supply chain departments to Shanghai.

Mid to senior level managers were highly sought-after, particularly those with skills in centralised supply chain management, indirect sourcing, logistics and procurement. These skills were deemed critical in helping organisations better utilise available resources and improve cost efficiencies.

Global demand for better quality products from China also led to a spike in demand for supplier quality roles.

We also saw some director level opportunities in this industry, although most employers preferred to hire local candidates for these senior level roles as they were more likely to have stronger market knowledge and experience with the local supplier network.

With the economy picking up momentum we saw an increase in foreign investments and projects across all industries, leading to more job opportunities in the market. Supply chain professionals were more willing to move than last year and were more active in the job market.

Candidates expected an average salary increase of 10-20%. However, they were more flexible with their salary expectations as many acknowledged that there were fewer supply chain jobs in Beijing compared to Shanghai. As a result, candidates placed more emphasis on long-term career development and progression opportunities.

The local talent pool could not fully meet hiring needs, but organisations preferred to hire candidates with local experience and international exposure, rather than those from overseas.

Outlook for 2011

We expect that organisations in the automotive and machinery industries will start rolling out their expansion plans in 2011, which had been put on hold during the financial crisis. This will potentially create many new job opportunities, particularly in the manufacturing and supply chain sectors.

We anticipate hiring needs will continue to increase as more people are required to support the business growth resulting from these new investments. Mid to senior level professionals with skills and experience in indirect sourcing, logistics, supplier quality and procurement will remain in demand.

Outside the automotive industry, the telecommunications sector will be another key area of growth. Sourcing professionals who are highly familiar with local Chinese or Asian suppliers, possess strong negotiation skills and have experience working with global counterparts could be a challenge and they will be highly sought-after.

Candidates with good international exposure and excellent communication and leadership skills will also be in demand, particularly by multinational companies. Employers are also looking for professionals who are able to take the initiative and are good team players.

Candidates will be expecting at least a 20-30% salary increase when switching jobs and a 10% increase if they remain in their current roles. The reason for such high salary expectations is primarily the increased competition for top-tier local talent among the multinational organisations. Candidates may also be looking to make up for the delayed annual salary increases imposed upon them during the economic crisis.

One of the key challenges for employers in this sector will be the shortage of local talent along with intense competition for experienced supply chain and quality candidates. As a result, many companies are adopting various creative strategies and incentives in a bid to retain their top employees. Some of these include sponsoring their employees' MBA education, offering opportunities to work abroad, setting up a retention savings plan and providing stock options.

BEIJING

SUPPLY CHAIN & QUALITY

ROLE	PERMANENT SALARY PER ANNUM ¥RMB	
	2010	2011
Supply Chain & Quality		
Logistics Manager (5+ yrs' exp)	¥150 - 350k	¥250 - 400k
Material Planning Manager (5+ yrs' exp)	¥150 - 300k	¥200 - 380k
Purchasing Manager (5+ yrs' exp)	¥200 - 450k	¥200 - 500k
Sourcing Manager (5+ yrs' exp)	¥250 - 400k	¥250 - 400k
Sourcing Director (10+ yrs' exp)	¥450 - 900k	¥500k - 1.0m
Supplier Development Engineer	¥120 - 200k	¥200 - 300k
Supplier Development Manager (5+ yrs' exp)	¥250 - 450k	¥250 - 500k
Supplier Quality Engineer	¥120 - 200k	¥150 - 200k
Supplier Quality Manager (5+ yrs' exp)	¥250 - 450k	¥250 - 500k
Quality Supervisor (5+ yrs' exp)	¥150 - 250k	¥150 - 250k
Quality Manager (8+ yrs' exp)	¥250 - 450k	¥250 - 450k
Quality Director (10+ yrs' exp)	¥500k - 1.0m	¥500k - 1.0m
Supply Chain Manager (8+ yrs' exp)	¥250 - 550k	¥250 - 600k
Supply Chain Director (10+ yrs' exp)	¥500k - 1.2m	¥600k - 1.2m
Supply Chain VP (15+ yrs' exp)	¥800k - 1.8m	¥800k - 1.8m
Transportation Manager (5+ yrs' exp)	¥150 - 250k	¥200 - 300k
Warehouse Manager (5+ yrs' exp)	¥150 - 300k	¥200 - 350k

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