

2015 GREATER CHINA

SALARY & EMPLOYMENT OUTLOOK



Michael Page

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OVERALL, GROWTH AND RECRUITMENT ACTIVITY LEVELS REMAIN STRONG AND ROBUST ACROSS GREATER CHINA. WE SEE THIS BOTH IN THE MOST HIGHLY DEVELOPED AND COSMOPOLITAN CITIES SUCH AS SHANGHAI AND HONG KONG, AND INCREASINGLY IN AND AROUND OTHER OFFICE LOCATIONS INCLUDING BEIJING, GUANGZHOU, SHENZHEN, SUZHOU AND TAIPEI.



INTRODUCTION

ANTHONY THOMPSON



Greater China is a region that combines enormous size with limitless opportunities for growth. Despite some negative sentiment and less than positive media headlines, economic conditions and activity levels are

very positive. Overall, growth and recruitment activity levels remain strong and robust across Greater China. We see this both in the most highly developed and cosmopolitan cities such as Shanghai and Hong Kong, and increasingly in and around other office locations including Beijing, Guangzhou, Shenzhen, Suzhou and Taipei.

In 2014, PageGroup celebrated 20 years in Greater China. Over the past two decades, we have come to appreciate the significant employment market diversity that exists within this dynamic region.

In Greater China, our annual Salary & Employment Forecasts have become a valuable source of information for both employers and jobseekers. They provide the latest data on employment conditions, skills needed by employers and salary levels, as well as a short-term outlook for various sectors and the market as a whole.

Past forecasts primarily focused on Greater China component markets individually. This approach allowed us to explore developments in mainland China, Hong Kong and Taiwan with much detail. Yet, looking at the region as a whole, we increasingly see exciting developments.

Therefore, to mark our two-decade regional anniversary, we have shifted our approach. This year's Salary & Employment Outlook retains much of the value-adding, region-specific detail that characterised our past forecasts. However, we have placed a much greater emphasis on pan-regional changes by consolidating the reports of Greater China component regions into one report.

We have also further enriched the basis upon which we draw our conclusions, incorporating the views of more than 2,000 employer survey respondents in addition to feedback from corporate human resources directors. Moreover, we have added long-term predictions from experts in innovation and demographics to help readers gain a better appreciation for where the employment market will be heading in the years to come.

I would like to sincerely thank our survey respondents and industry participants as well as the numerous experts at PageGroup who contributed their insights to this year's Greater China Salary and Employment Outlook. Should you have any questions about the report, please get in touch with me using the contact details at the conclusion of this report.

A handwritten signature in black ink, appearing to read 'Anthony Thompson', written in a cursive style.

Anthony Thompson,
Regional Managing Director,
Greater China & South East Asia



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MARKET OVERVIEW

SIZE, GROWTH PROSPECTS MAKE GREATER CHINA A VIBRANT MARKET

Greater China is growing strongly across a variety of industry sectors. In mainland China, there is significant growth in technology and tech-focused areas such as engineering and supply chain management. Healthcare and life sciences are also doing well. Investment by 'Big Pharma' is driving demand for both technical and corporate services roles. Our clients have substantial recruitment needs in these and other areas, and we are working across many recruitment channels to help make sure those needs are met.



In particular, we see tremendous demand for people who possess strong technical skills and can operate in a Chinese environment, while at the same time managing relationships with colleagues and customers in different countries around the world.





In particular, we see tremendous demand for people who possess strong technical skills and can operate in a Chinese environment, while at the same time managing relationships with colleagues and customers in different countries around the world. Such people with excellent communication skills and an international perspective are highly sought-after.

We're also seeing growth in demand for qualified human resources (HR) professionals. In the past, HR tended to be administratively focused, especially on the mainland, but increasingly it is seen as a critical component of business success. To attract and retain the best people, companies are investing in HR experts. This has led to a sharper focus on learning and development in many organisations. As HR continues to become more valued, both domestic and foreign companies in Greater China will benefit.

BALANCING WAGE PRESSURE WITH CAREER DEVELOPMENT STRATEGIES

An overall shortage of talent in Greater China creates upward pressure on salaries. As a result, talented professionals based on the mainland often receive significant salary increases. In fact, more than 60% of the mainland employers we surveyed this year expect to offer salary increases of 6% to 10%. Even in the more developed market of Hong Kong, upward pressure on pay remains strong, especially in pillar industries such as banking and finance.

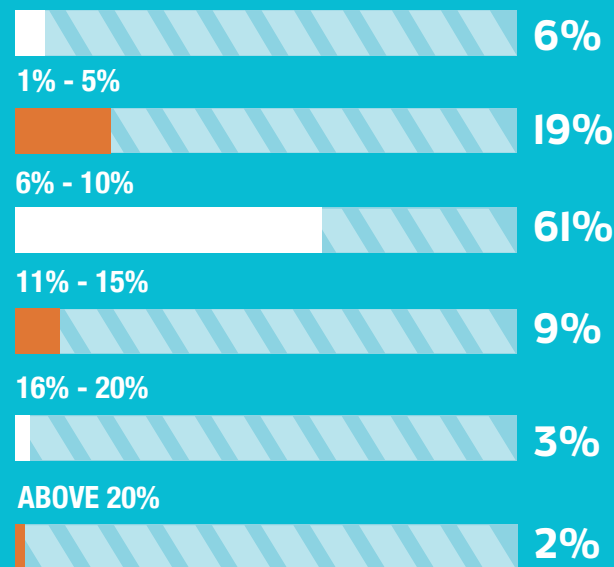
In such an environment, organisations must balance large salary increases given for external hires with the more moderate pay increases awarded to internal staff. Managing this pay gap is critical, since failure to do so will inevitably result in people leaving because of dissatisfaction with what they perceive as a stagnant wage structure.

At the same time, however, employers should not feel that they must raise salaries simply to compete with other companies. Many businesses avoid this trap by emphasising career development and building long-term career paths for their top employees. Traditionally, this has been more effective in some parts of the region than in others. For example, one salient distinction between Hong Kong and the mainland is that talented professionals based on the mainland know they can command significant salary increases each time they change jobs, and so are generally more willing to move for a short-term gain. In Hong Kong, by contrast, jobseekers tend to be more interested in following a longer-term career path. Hong Kong companies respond by investing in career development strategies.



Expected average percentage of salary increases over the next 12 months in China

DO NOT EXPECT ANY INCREASE



THE RISE OF CHINESE EMPLOYER BRANDS

As they increasingly seek professionals with overseas experience or education, many mainland companies are adopting sophisticated talent management strategies. In the past, such professionals had a relatively low level of interest in working for mainland companies, which focused on the domestic market and had little need for talent with international perspectives.

All of that has started to change. Some Chinese companies have powerful employer brands that position them as desirable places to work. They are fast-growing enterprises, willing to invest in their people and, unlike their foreign counterparts, are free from restrictions set at corporate headquarters based overseas. This combination of attributes will make Chinese companies increasingly attractive places to work for talented professionals.

Over the next year or two, we expect continued growth in Chinese-owned businesses, particularly those operating in technology, logistics, and even financial services, which is still recovering from the global financial crisis. We're also expecting growth in the digital realm, and expect to see more employer demand for professionals with strength in IT marketing.

To a large extent, China is still the world's factory. But as its capabilities evolve and grow more sophisticated, its companies

will need people who can think strategically and manage global communications across multiple cultures. Despite the reports of a slowing economy with regards to the mainland, the core economy – Greater China remains vibrant. While GDP may be slowing it remains very strong compared with other parts of the world and we feel we have only scratched the surface in helping our clients meet their ongoing need for finding the best talent in the region.

“From the employee perspective, today's jobseekers want the elements that a Western company would offer even if they're applying to a local enterprise,” says Christian Bloomfield, a Director at Michael Page in Guangzhou. “Not necessarily an MBA sponsorship, or a work-from-home arrangement, but they want to know the company has a strategy, invests in its people, has a good reputation or brand profile, and has a safe, professional working environment. This will only continue because many Chinese in their mid-20s have studied overseas, and have seen the focus that companies in other markets put on employee welfare and safety as well as motivational coaching, technical training and people development. These candidates are assessing the value proposition available to them in an increasingly competitive environment.”



SOME CHINESE COMPANIES HAVE POWERFUL EMPLOYER BRANDS THAT POSITION THEM AS DESIRABLE PLACES TO WORK.



// From the employee perspective, today's **jobseekers want the elements that a Western company would offer** even if they're applying to a local enterprise... //



Christian Bloomfield,
Director at Michael Page in Guangzhou



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EMPLOYMENT CONDITIONS

In general, Greater China employers are relatively bullish when it comes to labour demand, despite China's gradually slowing growth. On the mainland, 53% of enterprises plan to raise headcount in the coming year, compared to 51% in Hong Kong and 63% in Taiwan.

Behind these numbers are considerable differences between mainland regions and the markets of Hong Kong and Taiwan.

BEIJING AND NORTHERN CHINA

In the North, the job market is quite stable, although slightly down from the high-growth trajectory of recent years. Most multinational corporations (MNCs) have entered a consolidation phase marked by moderate caution and are seeking efficiencies to ensure sustained long-term growth in an increasingly competitive market.

However, many privately held Chinese companies remain in expansion mode. These include recognisable names such as Lenovo and Huawei, as well as many small, family-owned businesses employing between 30 and 40 people.

Conditions vary by industry. “Property and construction have grown weaker, owing to building curbs aimed at restraining overdevelopment,” says Rupert Forster, Managing Director, North China. “Procurement and manufacturing are steady. Telco, media, and tech are strong. Finance and HR people are in generally demand.”

Yet it seems the job market has weakened somewhat in the fast-moving consumer goods (FMCG) industry. This is because some consumer-facing companies are moving their consumer operations southward. “They might leave the corporate headquarters in Beijing, for easy access to key officials and regulators,” says Forster, “but anything consumer-oriented goes to Shanghai.”



COMMENTS BY

RUPERT FORSTER
MANAGING DIRECTOR



MOTIVATED PEOPLE, AT THE RIGHT PRICE

Fast-growing companies are mounting broad campaigns to attract talent from around Greater China. To succeed in this undertaking, they will probably need to look outside the normal channels. Michael Page assists by developing ad campaigns in second-tier markets, which often have strong candidates who are not yet on anyone's radar. With 450 people in the Greater China region, we have extensive networking capabilities plus a well-developed database. By using a multi-pronged search strategy, we help clients find candidates who are motivated by factors other than pay, ensuring that companies get motivated people, at the right price.

SHANGHAI AND EAST CHINA

In the eastern coastal areas, market demand for finance professionals is quite strong, particularly in Shanghai, a hub for large manufacturers and chemical companies.

In the wake of recent accounting scandals and other negative publicity affecting some foreign multinationals on the mainland, many companies are adding headcount to their internal control and compliance teams. Professionals with knowledge of tax and treasury issues, auditing, internal controls and financial planning and analysis are highly sought-after.

In the financial services industry, the market is candidate driven, meaning there are plenty of jobs and not enough professionals. Those who speak English well and have solid connections among Chinese banking and securities regulators are highly valued, both by multinationals and by domestic companies.

Outside of finance and financial services, the job market for marketing (including digital marketing and e-commerce) has been strong in the past two years, with roles in business-to-consumer (B2C) marketing especially in demand. As marketing budgets shift from offline-to-online (O2O) media, demand has risen sharply for people who can use social and interactive media as effective marketing channels. Evidence of the need for such professionals can be found in the fact that, on 11 November 2014, also known as Singles Day, B2C website Tmall registered a daily transaction volume

of over RMB70 billion, up from RMB50 billion on the same day the previous year.

Meanwhile, business-to-business (B2B) companies are increasingly trying to build employer brands, investing more in public relations, marketing and corporate communications. In fact, the PageGroup Greater China business doubled its industrial marketing team of consultants in 2013 in response to this trend.

In the retail space, online channels are booming. This is a national phenomenon, yet traditional retail remains strong as well. Larger shopping malls and department stores continue to be built in second-tier locations; lifestyle brands are solid and new international brands are jostling to enter the market. These brands are localising middle and senior management teams as a way of controlling costs and getting closer to their end consumers.

“Luxury brands have been affected by China’s crackdown on conspicuous consumption among government officials,” says Weiwei Xu, a Director in Michael Page’s Shanghai office. “Most hiring in this sector is for replacement roles rather than new headcount. ‘Lifestyle’ luxury brands represent the exception to this trend.” Occupying a niche between high-end luxury and the mass market, they include brands like Tory Burch, Michael Kors, J.Crew and Coach. Many of these companies are just now entering the China market and creating new positions as they do so.



Behind retail is the sourcing industry, which has lagged over the past two years as rising domestic costs have pushed procurement officers to seek cheaper alternatives in Bangladesh and Vietnam. While some firms may be returning to China to raise the quality of production, hiring has not returned to the levels seen two years ago.

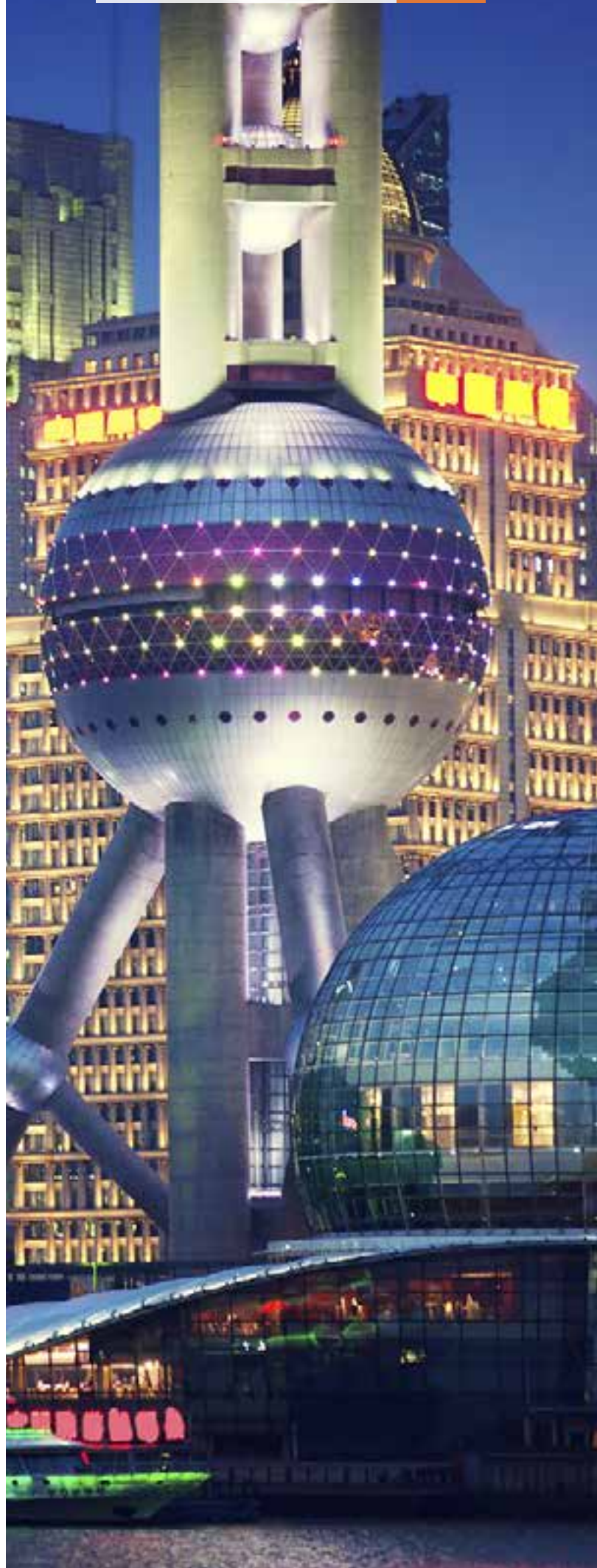
Finally, the employment market for property and construction jobs has softened in Shanghai as well as other first-tier markets owing to government building curbs. While the residential, commercial/office, retail and industrial spaces were all adding jobs in 2010 and 2011, recent activity mainly involves hiring replacements.

However, opportunities continue to be had in second- and third-tier cities, thanks to the development of factories and office parks. Warehouses and order-fulfillment centres are sprouting in the interior in expectation of increasing logistics business in the Shanghai Free-Trade Zone and in line with China's booming e-commerce market.



COMMENTS BY

WEIWEI XU
DIRECTOR





SOUTH CHINA

While China is the world's workshop, within the country Guangdong takes the manufacturing helm. Indeed, the province's market for domestic and export manufacturing remains strong.

"Clients remain confident about their order books, but they need to increase productivity as a way to compensate for rising labour costs," says Christian Bloomfield, a Director at Michael Page in Guangzhou. "Now that they're no longer able to compete so successfully on price, they can't afford a high failure rate, so they're focusing on productivity, efficiency and quality assurance." The result, Bloomfield says, is a shift toward greater efficiency and continuous improvement.

Service jobs tied to manufacturing seem to be numerous. In fact, the coastal city of Shenzhen is increasingly moving into outsourced business services such as logistics, payroll, sales and marketing. Most service providers are entrepreneurial domestic players, not big multinationals.

"Only about 40% to 45% of our work is related directly to manufacturing; four years ago it was 80%," says Mark Tibbatts, Regional Director for the Shenzhen office of Michael Page. "Of course, we do have several dominant teams covering

engineering/manufacturing and procurement/supply chain, as well as a rapidly expanding team of IT and technology specialists to work with some of the big information and communications technology companies in this market."

Tibbatts says employment conditions in Shenzhen are strong, having rebounded from a slowdown following the global financial crisis, which harmed many Shenzhen enterprises due to decreased demand from US and European retailers.

"Sentiment on China's economy has been somewhat bearish for the past two to three years," he notes. "But the headlines don't affect our business." For now, the US and UK economies seem relatively strong, and are lending support to Shenzhen's economy.



COMMENTS BY

MARK TIBBATTS
REGIONAL DIRECTOR



HONG KONG

Traditionally seen as the gateway to China, Hong Kong remains a vibrant financial centre and regional headquarters for multinational companies. The Occupy Central movement that occurred from September through to December 2014 made headlines, however evidence that business operations were significantly disrupted outside of the neighborhoods where the protests occurred is difficult to pinpoint.

Overall, the Hong Kong market is buoyant, with positive activity across all sectors. Employers are more conservative about hiring than they were during the red-hot years of 2006 and 2007, but activity is still strong, and new companies are setting up offices. Currently, there is a real need for sales and marketing professionals. Positions in retail, including management positions, are also numerous, as are those in the food and beverage industry.

Banking and financial services, which remain significant drivers within the local economy, have their own employment needs. In fact, many junior-level positions are now available. Demand for less-experienced workers is a side-effect of the recent financial crisis, after which many banks scaled back on campus hiring in order to cut

costs. Facing an expansionary period, many such institutions are now seeking to bring in new talent.

“There is always a shortage of talent, both in Hong Kong and on the mainland,” says Howard Chan, a Director in Michael Page’s Hong Kong office. “That’s true whether you’re talking about niche roles or leadership positions.”



COMMENTS BY

HOWARD CHAN
DIRECTOR

TAIWAN

In recent years, Taiwan's job market has been the underperformer among those of the developed Asian economies and there is much room for improvement. Following the global financial crisis, the unemployment rate persistently increased. Gradually, the situation improved and unemployment has recently fallen back below 4%, based on figures from the ROC Directorate-General of Budget, Accounting and Statistics.

Today, employment conditions are stable. Although job creation remains comparatively flat because of slow economic growth, companies have begun replacing headcount when employees leave their organisations.

Taiwan has an export-manufacturing-focused economy therefore improvements in exports have a significant positive impact on the economy. In the third quarter of 2014, real merchandise and services exports rose by a respectable 7.3% according to the Directorate General of Budget, Accounting and Statistics. Given this result, it is unsurprising that 63% of survey respondents state that they plan to increase headcount.

In addition, some new companies are entering the market while others are

beefing up headcount. Taiwan has many technology firms focusing on innovation and some of these are hiring, seeking designers for electronic goods and experts in R&D. Retail and luxury goods companies are also performing relatively well, and hiring accordingly.

However, this does not mean that Taiwanese companies will be able to easily satisfy their human resources needs. In fact, a serious 'brain drain' continues to affect Taiwan. As Chris Preston, Regional Director of Michael Page Taiwan explains, "Companies – in particular tech companies – from the mainland, Hong Kong and Singapore, as well as other locations around the world including California, target Taiwanese talent. Because salaries in Taiwan have been stagnant in recent years, Taiwanese who go abroad for their career know that they will need to take a pay cut if they decide to return to Taiwan."



COMMENTS BY

CHRIS PRESTON
REGIONAL DIRECTOR



CORPORATE HR INSIGHTS

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Currently, the major challenge is finding enough people for business expansion.

– Asia Human Resources Director
of a multinational property group

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Especially in the past one to two years, the market has been very much impacted by the anti-corruption policy in China. Still, attracting and retaining talent is a challenge.

– Regional Human Resources Director
at a luxury electronics group

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In Hong Kong, due to demographics, the challenge has been attracting enough candidates for a lot of our front-line roles.

– Director of Human Resources
at a Hong Kong luxury goods company

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SKILLS NEEDED

As a whole, across Greater China employers want people who can look beyond their own immediate job responsibilities and view the business as a whole.

“Technical skills are a given,” says Rupert Forster, Managing Director in North China. “It’s the soft skills that make all the difference – communication and presentation skills, commercial acumen, lateral thinking and adaptability.” Attitude counts as well. Employers want professionals that take real ownership of business problems and who deliver against expectations.

According to Forster, companies can better attract people who have these valuable traits by communicating the need for them before making hiring decisions. For example, a senior finance executive who leaves a blue-chip company to join a start-up might have an impressive resume. But there may be problems if the executive is not willing to put in the extra hard work that start-ups require. It is up to the hiring manager to emphasise the requirements specific to the position and to know when to select a professional who is less impressive on paper but who has the drive needed to get the job done.

Looking at some of the desired skills there is a variety of company needs, depending on the industry or sector.

RETAIL

Companies need merchandising experts to help them determine which products to sell, how much to pay for them, and in what volumes to buy.

These experts must also ensure that deliveries arrive on time, while monitoring sales performance against targets.

Retail training and field coaching are also needed by retailers, especially on the mainland where there is a comparative lack of professional training. Improving customer service skills in a more systematic way is now deemed so important that trainers and coaches may report directly to General Managers or Directors, rather than to HR.

Other skills that are always in demand include English skills, the ability to drive sales and experience with e-commerce.

In Hong Kong, there are numerous restaurants and hotels that are constantly on the lookout for restaurant managers, chefs and hotel food and beverage employees. Procurement and sourcing companies also need talent, especially in sourcing commodities such as food, apparel and home appliances. Another hot area is “strategic sourcing,” which can involve obtaining licenses for exclusive products and ensuring ethical sourcing from suppliers.

PROPERTY AND CONSTRUCTION

Companies in this sector now prefer local talent over foreigners at every level of the organisation. In the past, junior positions went to Chinese candidates, with more senior roles reserved for imported skilled labour. On the mainland, this often meant hiring labour from Hong Kong, Taiwan or Singapore.

But business is becoming increasingly localised, requiring frequent contact with the government. As a consequence, the right cultural background is important. Professionals with local knowledge and who speak English command a premium.

The most valued employees are fully bilingual Chinese speakers who have worked at multinationals and who have spent time

abroad. Employers also want numerate talent with analytical skills, and look for people with knowledge of leasing, design or real estate finance.

ENGINEERING, SUPPLY CHAIN AND PROCUREMENT

In engineering, the focus is on production and quality, with plenty of job opportunities for engineering managers and production quality managers. These are the people responsible for manufacturing efficiency, ensuring that production is done right the first time.

Companies are also seeking procurement managers who can source materials as cost-effectively as possible. In addition, firms have become risk-averse and are reluctant to hire people without experience sourcing products in their sectors.

“Pre-existing knowledge and networks – that’s what companies are looking for,” says Christian Bloomfield, a Michael Page Director based in Guangzhou. “They want people with a little black book of contacts and market knowledge. They don’t want to take chances on people who have good commercial skills but limited networks or industry experience.”

As companies seek employees with broader skill sets, there is less hiring in mechanical maintenance and traditional engineering roles. “They’re seeking creative, multi-skilled people,” Bloomfield says. “The traditional bloke with a rag and a spanner is less desired.”

LEGAL SERVICES

Compared with two years ago, there is steady growth in both in-house and private practice roles. Legal counsel, general counsel and attorneys specialising in corporate compliance law are in demand, with adherence to global standards important. Moreover, employers seek lawyers who can work in teams and advise on creating opportunities rather than offering compliance services only.

FINANCE AND HUMAN RESOURCES

These disciplines require change-management skills and technically proficient people who can communicate, engage with stakeholders and understand the commercial objectives of the business. Companies want professionals who can provide advisory services that drive revenue. For example, skills in budget and financial forecasting are in demand.

Some MNCs in China have flat structures, exposing mid- to senior-level people to their international counterparts (and superiors) to a much greater degree than they would in a more mature market. For that reason, candidates with MNC experience have a distinct advantage.

SALES AND MARKETING

On the mainland, e-commerce has exploded and companies need people with operational and management skills in the digital realm. Therefore, experience with Chinese e-commerce platforms is highly valued.

There has also been an increase in roles in loyalty marketing and customer relationship management (CRM). Companies are trying to retain repeat customers, and CRM professionals are in demand.

Providers of business-to-business (B2B) services, including IT and telecommunications firms, need key account managers, director-level hires and general managers. As for the food and beverages and FMCG industries, skills sought include business development, in particular the ability to deal with financial services clients. Such professionals are valued and can expect to receive bonuses and other incentives not to switch jobs.

In Hong Kong, sales people are always in demand, especially in FMCG, professional services and consumer electronics. As for marketing, there is heavy demand for experts in e-commerce and digital marketing to serve the mainland. However, the digital space is so new that even the most knowledgeable veterans have 10 years of experience at most. This makes for a continual shortage of talent.



In Taiwan, leadership-level talent is needed in the areas of sales, marketing and strategy. There is also a need for people with experience in digital and traditional marketing. Hospitality and retail operations need mid-to-senior level people who can run stores while maintaining international standards.

The Taiwanese government is promoting the island as a destination for foreign travelers, especially mainland Chinese. New hotels want to avoid the trap of providing premium facilities that have poor service, so people with international-level experience are valued.

TECHNOLOGY

Technology is a prime focus for government and private sector employers in Shenzhen. Big names such as Huawei, Tencent and ZTE are based in this city, as are lesser-known firms such as Oppo, an electronics manufacturer, and the smartphone maker Yulong. Former employees of these and other tech companies are also starting their own e-commerce businesses.

“There is equally strong demand for both technical people and people who can help run the business functions of a growing tech company,” says Mark Tibbatts, Regional Director for Michael Page in Shenzhen. “For some of the bigger technology players in Shenzhen for example, finance people – not just specialist technical leaders – have been our biggest placements.”

In addition to manufacturing and research & development (R&D), the government aims to make Shenzhen a biotech hub. Shanghai is the current mecca for biotech, but Shenzhen should be on everyone’s radar.

Even among hard-core technically focused executives, commercial sense and good English skills are welcome. “It’s easy to find people who can do the job, but communications – especially communicating upward – that’s hard to find,” says Sunny Song, an Associate Director of the

Suzhou office. “Even people with experience at an MNC frequently must communicate with senior management based at headquarters. But now, businesses are localising and expats are going home, so you have fewer good communicators in English.”

FINANCIAL SERVICES

Companies in this sector are seeking people with a strategic orientation, and many have begun prioritising hiring from strategic consulting firms such as Bain and McKinsey. Others seek experts in analytical finance and financial planning – anything that drives a business and propels it forward. Relationship management is another key skill, especially among commercial banks.

Some mainland industrial companies are looking to enter financial services in order to diversify their portfolios and enjoy higher margins. Conglomerates such as China Resources are establishing banks, peer-to-peer finance platforms, insurance companies and household financing arms. “We often meet domestic companies that are setting up a broad financial business. They need help finding someone in almost every major business function,” says Sunny Song.



COMMENTS BY

SUNNY SONG
ASSOCIATE DIRECTOR

CORPORATE HR INSIGHTS

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Candidate selection is a challenge. Bankers tend to derive much of their value from the platform of their bank. Changing their platform may cause them to not do as well. It is hard to find people that fit into our corporate culture.

- Head of Human Resources
at a mainland China banking group

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One challenge is hiring managers' expectations. We are trying to shift their perceptions on hiring. When they find someone who may have potential but does not tick all of the boxes, we may bring them on board and try to develop them.

- Vice-President of Human Resources
at a multinational apparel company

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We need people with analytical skills, who have a good technical background, and who fit within our culture, which is more international.

- Asia Human Resources Director
of a multinational property group

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The biggest challenge I now face is not talent acquisition and retention but talent selection. We recently increased use of LinkedIn as one of our talent acquisition tools. In just one day, there were 30 or 40 people applying. There were so many people that it was difficult to pick the right one.

Director of Human Resources
at a mainland China airline group

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SALARY TRENDS

To workers in most parts of Greater China, salaries are the most important element of remuneration. In fact, across the region, the most common reason for employee turnover according to surveyed employers is to improve salary, with 36% of survey respondents stating that it is the key reason for staff turnover.

Salary increases of 6% to 10% are expected to be awarded by 48% of survey respondents, with another 34% expecting to offer average increases of 1% to 5%.

Bonuses, while not part of salaries, are an additional key component of remuneration. Regionally, 84% of employers surveyed provide bonuses, with over half expecting bonuses to be in the range of 6% to 15%. Bonuses are skewed slightly higher in banking and financial services.



Mainlanders typically have the greatest expectations of salary increases in the region.





MAINLAND

Breaking down the data by region, 35% of mainland respondents labeled a desire for a higher salary by their employees as the key reason for staff turnover. Mainlanders typically have the greatest expectations of salary increases in the region. Rises of 6% to 10% were expected by 61% of the employer respondents. In fact, larger increases are likely dependent on the region and industry.

“In Northern China, professionals changing jobs can expect pay increases in the 10% to 35% range,” says Rupert Forster, Managing Director for Michael Page in North China. “Mid-level changes tend to award higher salary increases, while senior-level professionals typically receive lower increases. Compared with most international markets, Northern China is still buoyant. Employers are willing to pay top dollar for the best people, with average candidates receiving more moderate pay rises.”

Industrial manufacturing is still a huge part of the local economy, and this makes jobseekers with manufacturing experience more plentiful – and therefore less able to command high salaries. A quality manager in a factory, for example, will face competition from many professionals with similar qualifications.

“In eastern China, junior hires usually expect raises of between 30% and 50% when coming off a low base salary – usually less than RMB10,000 a month,” says Sunny Song, an Associate Director of the Suzhou office. “At the mid level, 20% to 40% is standard, with similar raises for senior executives.”

However, Song notes that some senior-level candidates are actually willing to make lateral moves or even take a pay cut in some places, such as Suzhou. “This is because these professionals are coming to this part of the country in search of an easier life – cheaper and less stressful than that in the first-tier cities,” she says.

HONG KONG

As on the mainland, the most common reason for employee turnover in Hong Kong is to get an increase in salary, with Hong Kong residents more likely to target salary increases through job changes. The survey found that 40% of employer respondents said this was the key reason their employees were leaving the company.

However, in the coming year, employers plan to offer more modest salary increases than those offered on the mainland. Rises of 1% to 5% are expected to be awarded by 65% of employers surveyed.

At a junior level, employees in Hong Kong earn less than they would in other developed markets. Salaries become competitive at the middle level and can be quite high for senior executives, particularly in industries such as financial services.

“Those who switch jobs can expect a pay increase in the vicinity of 10% to 15%, while on the mainland pay increases may be at a slightly higher premium, depending on the role,” says Howard Chan, a Director in Michael Page’s Hong Kong office. “Turnover is still an issue in Hong Kong – it’s the big city and people are opportunists. But, in addition to salary and benefits, Hong Kong offers other attractions such as a more centralised location with respect to other Asian cities, better-established infrastructure and a lower tax rate than that of the mainland.”

TAIWAN

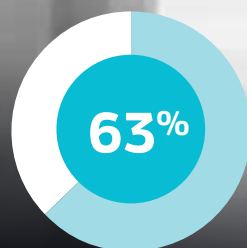
Taiwan has experienced very little wage inflation. Salaries for new graduates have not risen in a decade.

Mid-to-senior level managers seeking to change jobs will expect some increase in pay when they move, but these increases are moderate. There is some upward wage pressure for quality professionals however; many bright Taiwanese move to the mainland seeking opportunities thereby creating a dearth of highly qualified people within Taiwan.

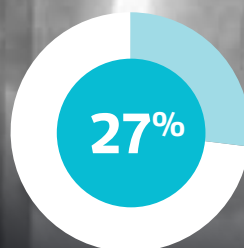
The employers we surveyed noted that 30% of professionals make job switches in order to improve their salaries, but 33% of professionals think it is important to achieve a good work-life balance. This sets Taiwan apart from the mainland and Hong Kong, where work-life balance is less important as a reason to change jobs.

The survey findings also reveal that Taiwan also stands out in another respect. Based on the responses, only 63% of employers plan to offer bonuses, considerably fewer than on the mainland and in Hong Kong.

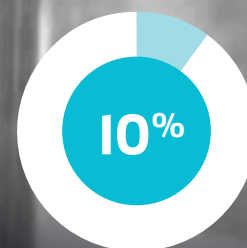
COMPANIES PROVIDING BONUSES AS PART OF EMPLOYEE REMUNERATION IN TAIWAN



YES



NO



UNSURE

KEY REASON FOR EMPLOYEE TURNOVER IN TAIWAN



*company culture, dissatisfaction with superior, personal reasons, etc.

KEY REASON FOR EMPLOYEE TURNOVER IN HONG KONG

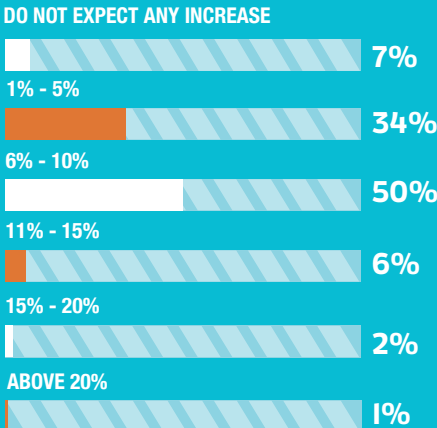


*personal reasons, company culture, company performance, etc.

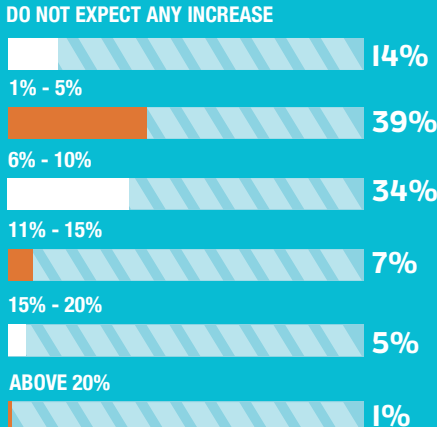


EXPECTED AVERAGE PERCENTAGE OF SALARY INCREASES OVER THE NEXT 12 MONTHS

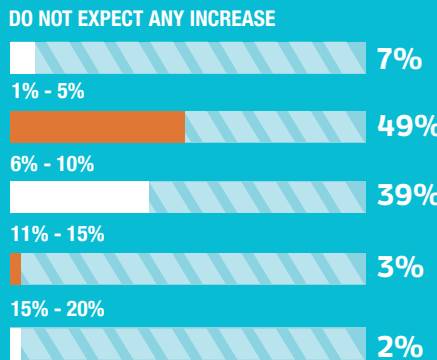
HUMAN RESOURCES



BANKING



ACCOUNTING & FINANCE



SALARY AND STAFF TURNOVER THEMES

While most professional areas and industries feature forecasted salary increases that are broadly in line with the market averages, there are some notable divergences.

Banking: Staff departures to increase salary are slightly more common, and employers are slightly less likely than average to increase salaries in the coming year. However, expected bonus increases are greater, with 43% of surveyed employers indicating a range of between 11% and 20%, compared to the regional average of 48%.

Accounting and Finance: Rises of 6% to 15% are expected to be awarded by 42% of survey respondents. Also, while finance is a transferrable skill, industry experience is valued, with workers switching industries receiving lower salary increases than those who stay within the same industry.

Human Resources: There is a much broader agreement among industry participants on the amount of salary increases. Among surveyed employers, only 9% expect to offer rises of 11% or greater, with increases in the 6% to 10% range the most likely scenario.

IT: This professional area stands out due to the high number of employees departing to improve salaries. According to just under 45% of surveyed employers, staff departures of IT professionals were attributed mainly to this reason. Salary may be more important in tech-focused markets. In Shenzhen, many IT workers expect considerable pay increases when changing jobs, especially those who have worked for big tech firms.

Office Management: There is significant agreement among employer respondents that pay rises of 6% to 10% could be awarded, with 64% of surveyed employers suggesting this bracket. Office managers are also the least likely to get bonuses according to the survey findings.

Procurement and Supply Chain: Departing procurement and supply chain professionals are more likely to seek greater experience in a new role according to 33% of surveyed employers versus higher salaries (32% of surveyed employers).

Among survey respondents, 60% expect to award salary rises of 6% to 10%. In Guangdong Province and across southern China, companies are seeking to lower their manufacturing costs, putting downward pressure on junior-level salaries. Nevertheless, Christian Bloomfield, a Director at Michael Page in Guangzhou, says that the emerging focus on environmental health and safety has resulted in companies willing to spend money on the best suited and experienced professionals, especially for senior management roles. He said that, in more senior roles, job-switchers can expect increases of 5% to 15%.

Professional Services: Over half of employers in professional services are expecting to increase salaries between 6% and 10%. Employers in these areas are also the most likely to receive bonuses, with 91% of employer respondents saying bonuses are offered.

Property and Construction: Within this industry, 61% of surveyed employers are expecting to award salary increases of between 6% and 10%, a fairly high number.

Sales and Marketing: Within this professional area, 51% of employers surveyed expect to increase salaries by between 6% and 10%.

According to Weiwei Xu, a Director in Michael Page's Shanghai office, professionals with e-commerce and social media experience can command increases of up to 30% when changing jobs and talented people are hired quickly. Employers are seeking ways to offer compensation packages that are attractive but cost-effective, while streamlining the interview process.

Xu also notes that, within retail and sourcing, pay increases for those changing jobs are not as steep as in past years, but they are still healthy, with an average increase of 15% to 20%. Sourcing typically runs a little higher, with increases of 20% to 25%.



CORPORATE HR INSIGHTS

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In banking, a lot of people's bonus is comparable to the base salary. That is at the senior level. At the junior level, you are always trying to beat inflation. So, if inflation is 4%, you have to try to make sure salary goes up by 5%.

- Head of Human Resources
at a mainland China banking group

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We developed a program that educated managers as to how to have compensation discussions with employees. We say it is not all about salary and have looked at other things like flexible benefits.

- Vice-President of Human Resources
at a multinational apparel company

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Apart from increasing salary, we focus on professional development by identifying top talent early on. We then provide a track development plan. Through this approach, we have seen much success in terms of retaining employees.

- Director of Human Resources
at a Hong Kong luxury goods company

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MARKET OUTLOOK

Across the region, the market outlook seems relatively positive. Despite gradually slowing economic growth – expected by many analysts to be somewhere between 7 and 7.5%, the mainland market will continue to be investment-driven with an important role for exports. However, the struggling property market is expected to be a drag on growth.

Hong Kong will continue to be a hub of trade and industry, although economic and political issues could change the landscape. Property prices are rising steeply, and there is a shortage of good schooling options – issues that could make Hong Kong less welcoming for expatriate labour and locals alike.

Those considerations notwithstanding, the PageGroup Greater China team is confident and positive about the Hong Kong market in the coming year.

Although no big changes are expected in Hong Kong, we do expect a gradual increase in the number of jobs created. This is an indicator that, although employment conditions may not be booming, they are solid and steady.

We expect Taiwan's banking and financial services sectors to remain relatively quiet. However, other industries should have solid growth. Tech companies in particular will need to hire people, as digital marketing and e-commerce continue to expand.

INDUSTRY AND SKILLS FORECASTS

This general regional overview conceals significant variation within industries.

Engineering and Supply Chain: The prospects of this sector, which includes manufacturing, are fairly good, but depend on the industry in question. Some interesting breakdowns include luxury goods such as imported wine and retail fashion, which will continue to perform well. The Internet has made Chinese consumers well aware of what is fashionable elsewhere in the world and, as incomes rise, there will be continued strong demand for international fashion brands. Food and beverages, FMCG, chemicals, raw materials and property and construction will always have a relatively stable presence in the domestic market, owing to China's population of more than 1 billion people. Manufacturing of home appliances and small electric appliances, such as food blenders and coffee machines, will continue to be solid due to the need to supply the domestic market. Textiles and packaging are labour-intensive, and labour costs are rising. Manufacturers in these industries are feeling the squeeze.

Furthermore, technology will continue to leave its mark on manufacturing and shipping. One possible threat to Chinese manufacturing is the emergence of 3D printing. If it takes off, much of the region's manufacturing could return to developed markets. In logistics, companies are expected to continue investing in IT platforms that help them better manage shipping and order tracking. There is a focus on stock and inventory management, as companies concentrate on making sure that products arrive at their destination countries on time and within budget.

Finance: This is a vital business function and as such there is a moderately bullish outlook on hiring activity in the finance sector. As companies grow, the need for support in finance grows in tandem. Tax and treasury functions are cyclical, with professionals tending to move roles every two to three years. Merger & Acquisition activity is not nearly as strong as it was prior to 2009 so mergers are not driving growth. Organic growth from foreign companies in China is strong enough to fuel the need for continued expertise in finance.

Financial Services: PageGroup's Greater China financial services business was up strongly in 2014 compared with previous years. In addition to the large commercial and investment banks, there was moderate growth among some smaller and mid-tier players. Regulatory reporting requirements are unlikely to abate, leading to strong demand for professionals with the right expertise and background. We also expect to see an increase in front-office functions such as sales and other revenue-generating roles, while jobs in insurance, leasing and wealth management are also experiencing major growth in mainland China.

Legal: Within professional services, the legal industry will strengthen. First, foreign law firms that have historically been concentrated in Hong Kong are now expanding their presence onto the mainland. Second, as industrial companies continue to grow in Greater China, they will outsource less of their legal work and hire more in-house counsel. Third, China is



becoming more tightly regulated, and this has put corporate compliance and accounting functions in catch-up mode.

Property and Construction: Although regulatory and market forces are acting as a brake on development, we expect healthy sector growth in the near term. As for headcount, we expect growth of between 5% and 10%, along with pay rises in the same range.

Sales and Marketing: While luxury retail is declining in China, most other retail segments reflect steady growth, and hiring levels remain

steady. Sourcing is seeing more vibrant activity, as foreign companies begin locating their sourcing offices in Greater China.

Demand for marketers is robust, with prospects especially bright for those with online experience. Marketing agencies (including but not limited to advertising and PR firms) are needed as B2B industrial companies begin paying closer attention to their online reputations and employer brands.

EXPERT'S VIEW:

RISE OF THE INNOVATION ECONOMY

Shaun Rein is the founder of China Market Research Group and is the author of *The End of Copycat China*, a book that examines the reasons why China has lagged in innovation over the past three decades. According to Mr. Rein, China may be undergoing a creative renaissance.

“Readers might be surprised at just how innovative certain sectors like mobile services and biotechnology are becoming. It would be a mistake for businesspeople to discount the speed of change on the innovation front over the past nine to 12 months,” he says.

Partially responsible for this change are rises in labour and rent costs, which are forcing less-competitive companies out of business and causing more creative firms, such as Xiaomi, Huawei and Tencent, to thrive. This said, Mr. Rein believes that China will be thought of as a provider of low-end products and services for some time.

“Manufacturing in China is in a tough position because of the high costs. Some firms focus on innovation and quality control in order to charge more and get higher margins. The sad reality is that some manufacturers are trying to offset squeezed margins by cutting corners even more. I think it will take decades or more before the

So what are the take-aways for employers who are interested in the China market? We have identified three:

- When hiring new graduates, it is especially important to develop methods to assess their abilities rather than accepting their diplomas as a standard.
- Employers in more innovative industries may feel free to set their sights higher when seeking professionals.
- As services become more important to the Chinese economy, a difficult adjustment must take place in the labour force, which still contains a large supply of manufacturing labour but faces increasing demand for service workers.

Made in China label is not synonymous with cheap goods,” he explains.

Another issue is China’s slow shift from a manufacturing-led to a services- and consumption-led economy. While Mr. Rein believes that the change is important to reduce overcapacity, provide opportunities to workers who are no longer willing to live away from home, and reduce pollution, it is not without its drawbacks. “Making such a shift is very difficult as it strains labour markets and the bureaucracy,” Mr. Rein adds.

One thing that might facilitate this adjustment is a stronger education system. Unfortunately, it appears that this may be one area in which China needs improvement.

Mr. Rein explains; “China simply does not train its people for the current job market. My last book, *The End of Cheap China*, has a dedicated chapter on the weakness of the education system. Class sizes are too large and there is too high an emphasis placed on rote memory.”

EXPERT'S VIEW:

DEMOGRAPHIC CHANGES AND THE JOB MARKET

Dr. Clint Laurent is the founder and Managing Director of Global Demographics, an agency that provides demographic forecasting services that guide marketing and business planning for companies worldwide. He is also the author of *Tomorrow's World*, a book about the predictive power of demographics.

"The number of people of working age is now in decline," he says. "In 2014 there were just over one billion people aged between 15 and 64 years. By 2024 this will have fallen to 977 million. A very high proportion of these people are already employed. This effectively means China has no spare human capacity. Given these trends we estimate that the number of employed people in China will decline from 753 million in 2014 to 709 million by 2024."

The likely outcome of this trend will be a rise in real wages. As these wages rise, China will have to move up the value chain to remain competitive. Yet this rise up the value chain is not assured.

So what are the take-aways for employers who are interested in the China market? We have identified three:

- Wage rises are here to stay and must be factored into future talent-sourcing cost projections.
- While the local workforce is slowly becoming more educated, a 100% localisation strategy may not be feasible for some time.
- Employers may need to adjust their hiring expectations depending on the domestic market in which they operate.

Dr. Laurent believes that China must first enhance the quality of the education that students receive.

"While education standards have improved significantly it must be remembered that, overall, China is still significantly behind North America, Western Europe and affluent Asia. For example, in the UK, 93% of the workforce has completed secondary school or higher, in China it is 72%, and the gap will not close until 2034."

Dr. Laurent also identifies an important misconception that many China observers have about the country. "The biggest issue in terms of China is the propensity of people to generalise from their experiences in the major cities. For example, many people assume that the skill mix that is available in the coastal cities is available in other cities. The reality is that a skill shortage exists when you move away from the coast."



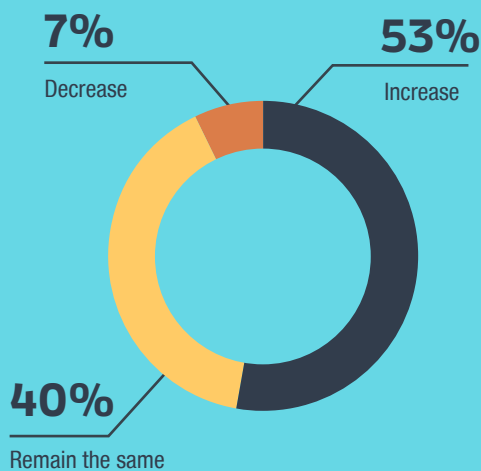
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APPENDICES

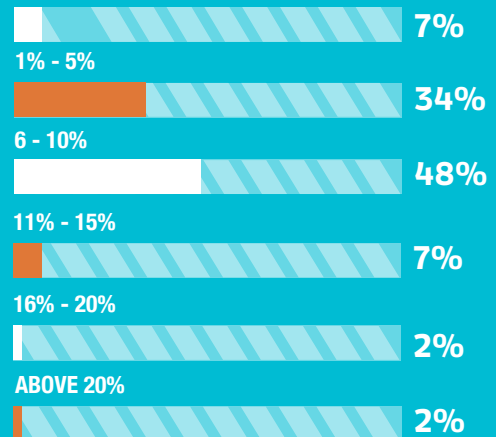
OVERVIEW

Employer expectations for organisational headcount in the next 12 months

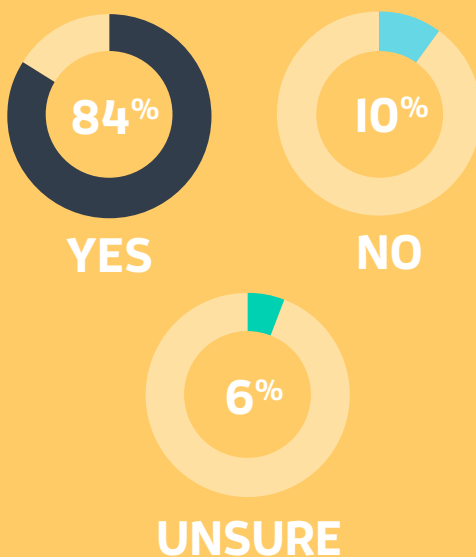


Expected average percentage of salary increases over the next 12 months

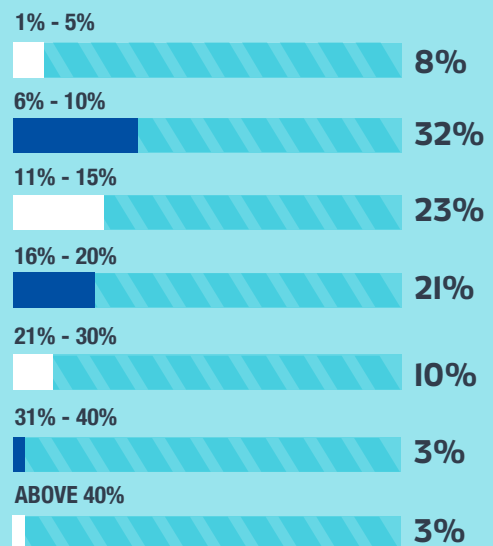
Do not expect any increase



Companies providing bonuses as part of employee remuneration



Average percentage of bonuses that companies will award



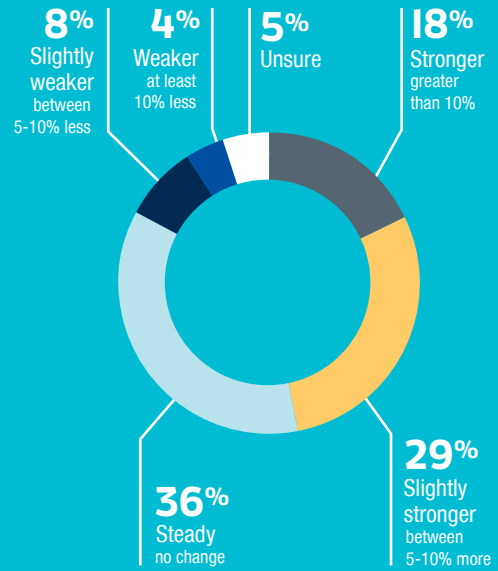
KEY FINDINGS

Key reason for employee turnover



*career development, personal reasons, etc.

Strength of current hiring activity compared to the last 12 months

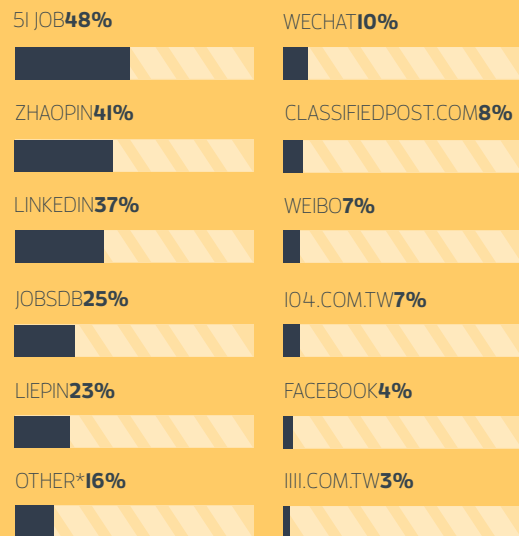


Most popular tools for attraction and retention**



*career development, company branding, etc.

Most popular social media and web-based platforms used to source for talent**

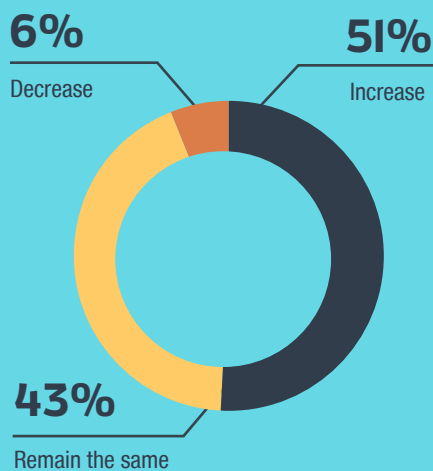


*internal referral, ChinaHR.com, etc.

**More than one option could be chosen

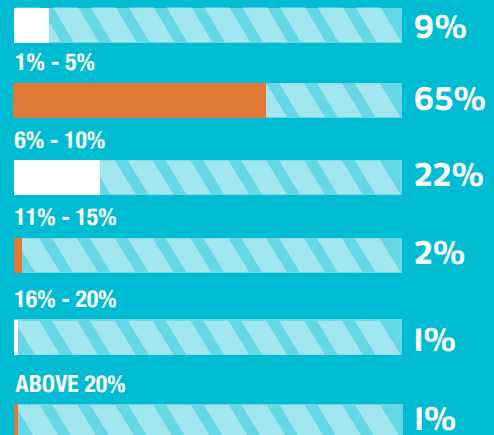
HONG KONG OVERVIEW

Employer expectations for organisational headcount in the next 12 months

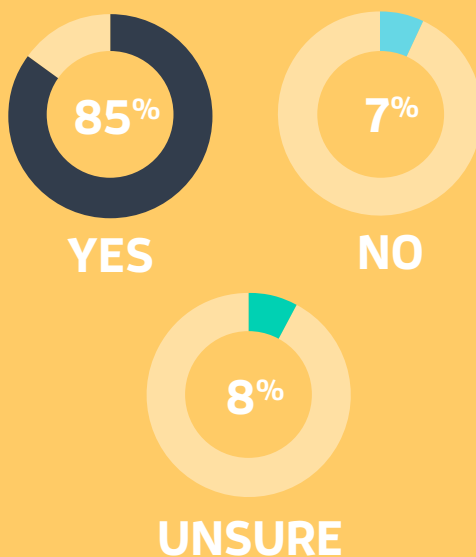


Expected average percentage of salary increases over the next 12 months

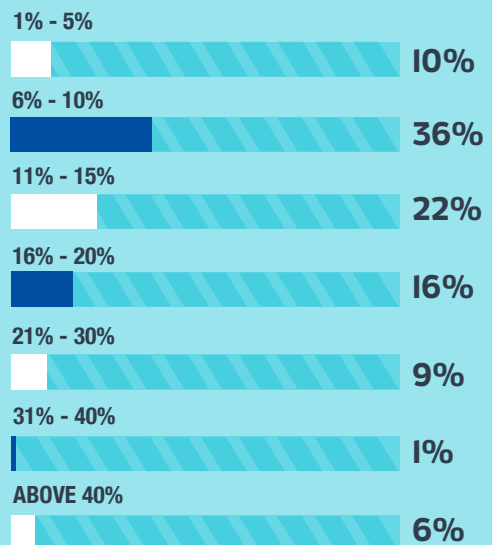
DO NOT EXPECT ANY INCREASE



Companies providing bonuses as part of employee remuneration



Average percentage of bonuses that companies will award



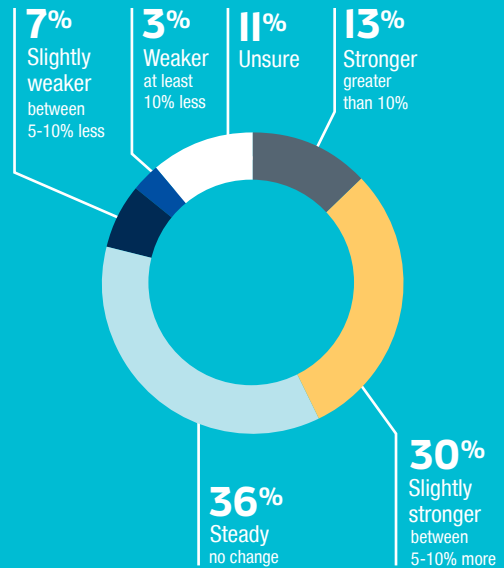
KEY FINDINGS

Key reason for employee turnover



*personal reasons, company culture, company performance, etc.

Strength of current hiring activity compared to the last 12 months

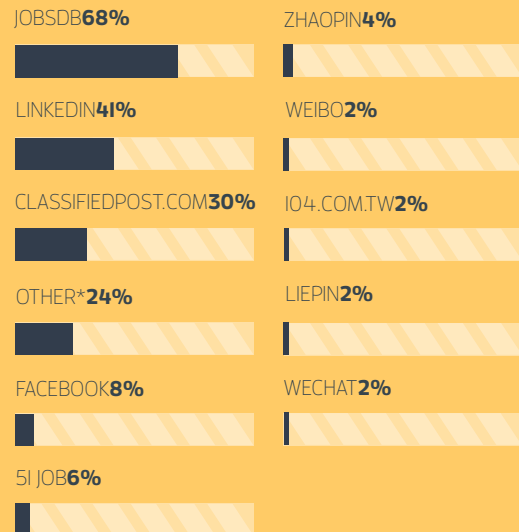


Most popular tools for attraction and retention**



*company performance, company branding, succession planning, etc.

Most popular social media and web-based platforms used to source for talent**

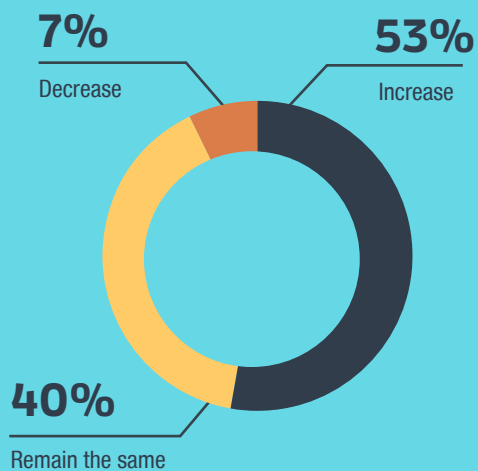


*efinancialcareers.com, scmp.com, etc.

**More than one option could be chosen

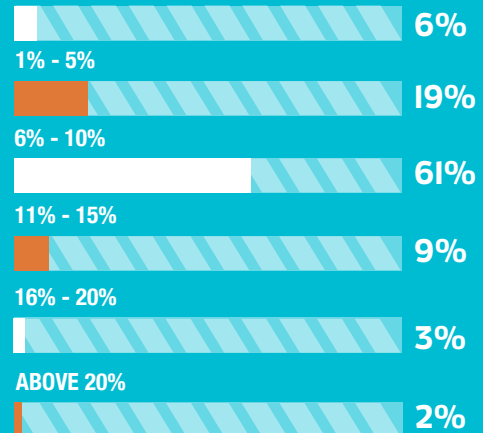
CHINA OVERVIEW

Employer expectations for organisational headcount in the next 12 months

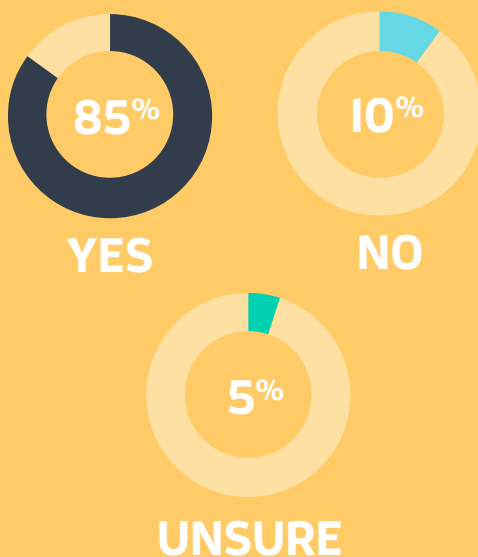


Expected average percentage of salary increases over the next 12 months

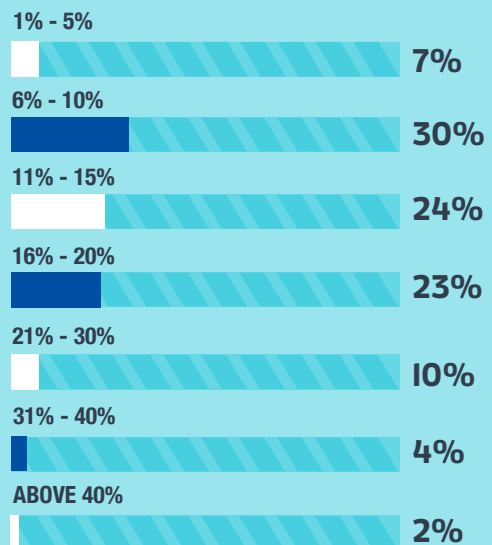
DO NOT EXPECT ANY INCREASE



Companies providing bonuses as part of employee remuneration



Average percentage of bonuses that companies will award



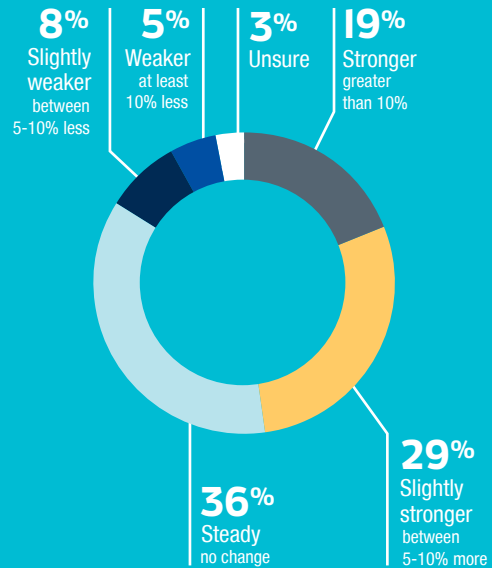
KEY FINDINGS

Key reason for employee turnover



*change of industry, company restructuring, company performance, etc.

Strength of current hiring activity compared to the last 12 months

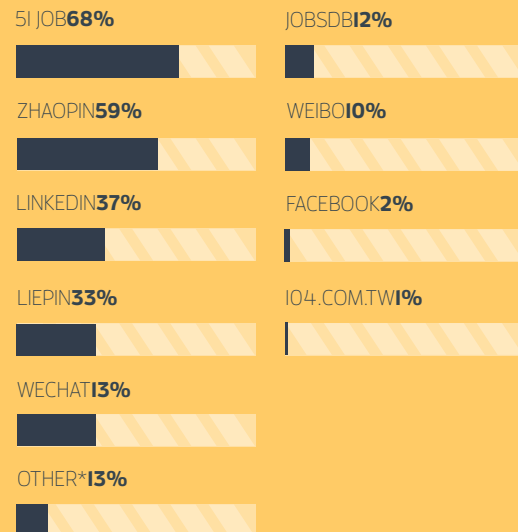


Most popular tools for attraction and retention**



*company performance, company branding, succession planning, etc.

Most popular social media and web-based platforms used to source for talent**

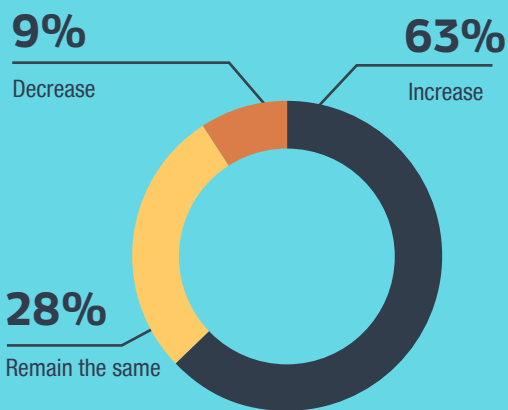


*China HR.com, Yingjiesheng.com, jobcn.com, etc.

**More than one option could be chosen

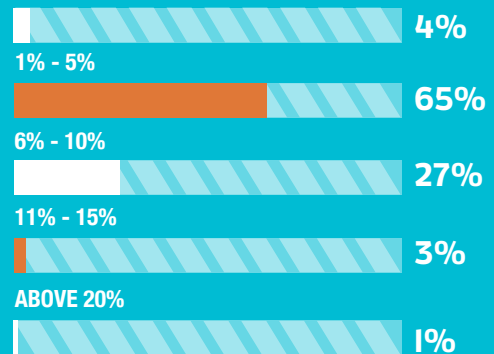
TAIWAN OVERVIEW

Employer expectations for organisational headcount in the next 12 months

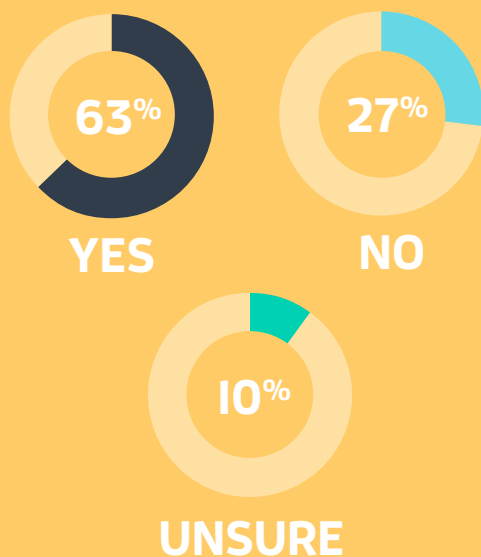


Expected average percentage of salary increases over the next 12 months

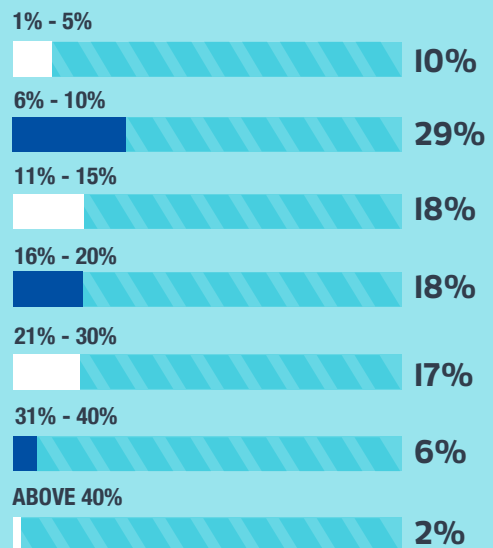
DO NOT EXPECT ANY INCREASE



Companies providing bonuses as part of employee remuneration



Average percentage of bonuses that companies will award



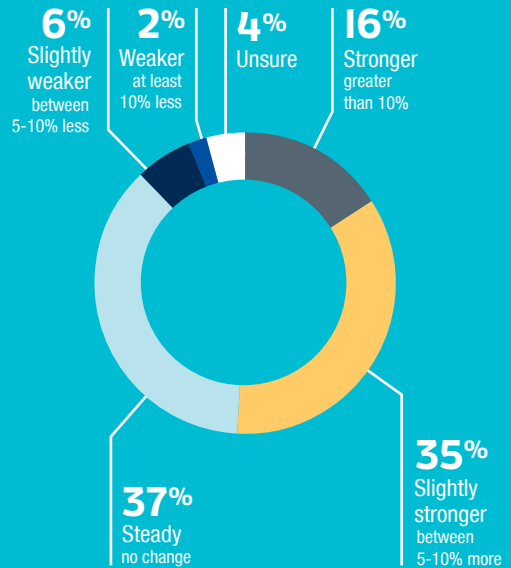
KEY FINDINGS

Key reason for employee turnover



*company culture, dissatisfaction with superior, personal reasons, etc.

Strength of current hiring activity compared to the last 12 months

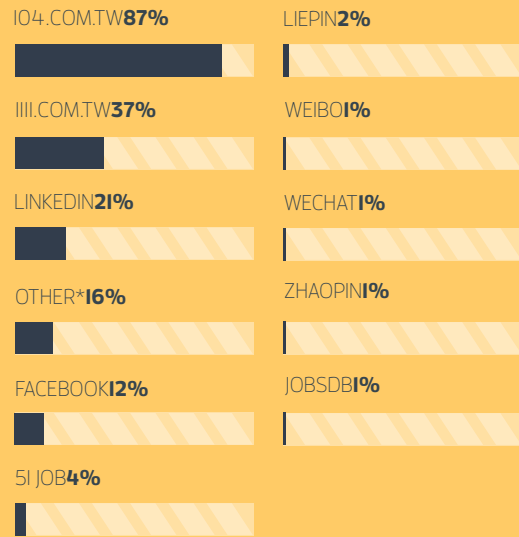


Most popular tools for attraction and retention



*company performance, communication channels, etc.

Most popular social media and web-based platforms used to source for talent

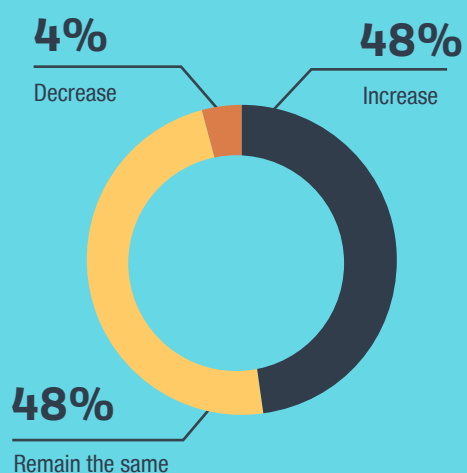


*internal intranet, recruitment firm job portals, etc.

**More than one option could be chosen

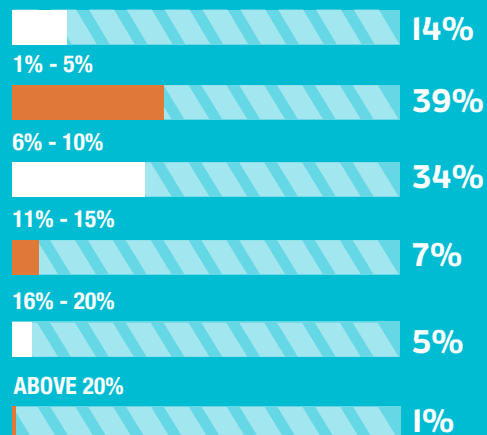
BANKING

Employer expectations for organisational headcount in the next 12 months

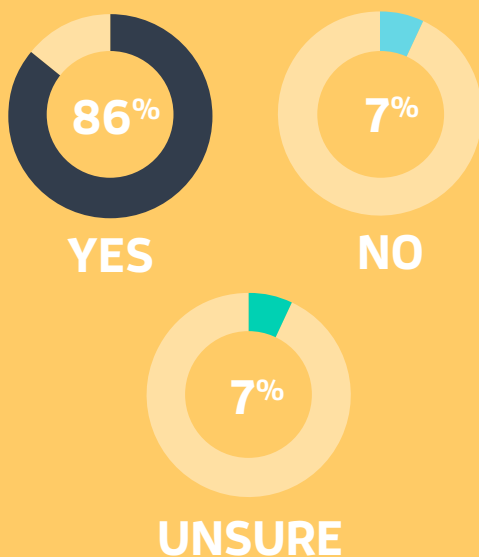


Expected average percentage of salary increases over the next 12 months

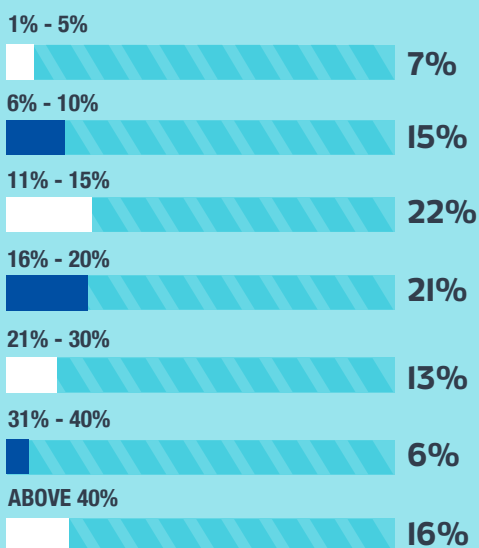
DO NOT EXPECT ANY INCREASE



Companies providing bonuses as part of employee remuneration



Average percentage of bonuses that companies will award



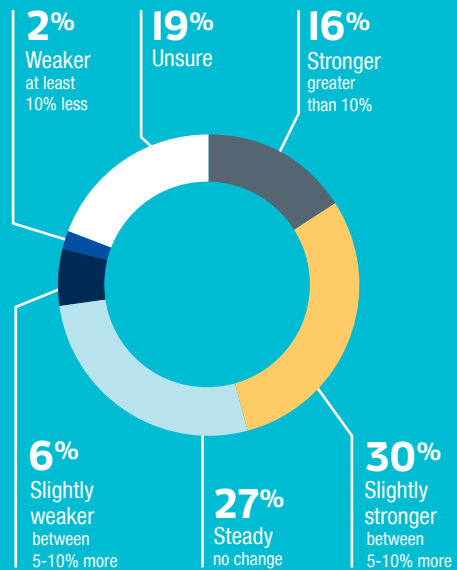
KEY FINDINGS

Key reason for employee turnover



*personality mismatch, role expansion, etc.

Strength of current hiring activity compared to the last 12 months

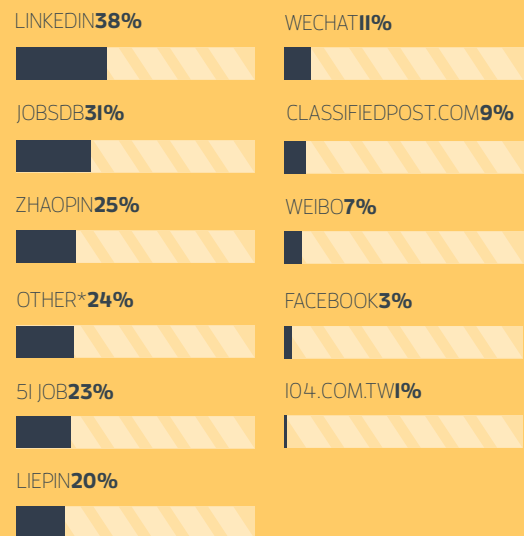


Most popular tools for attraction and retention**



*staff welfare, mobility, etc.

Most popular social media and web-based platforms used to source for talent**

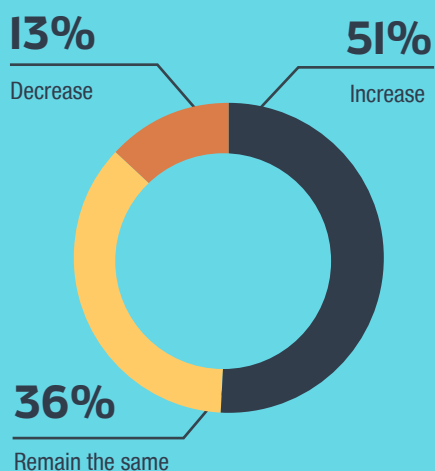


*efinancialcareers.com, company intranet, etc.

**More than one option could be chosen

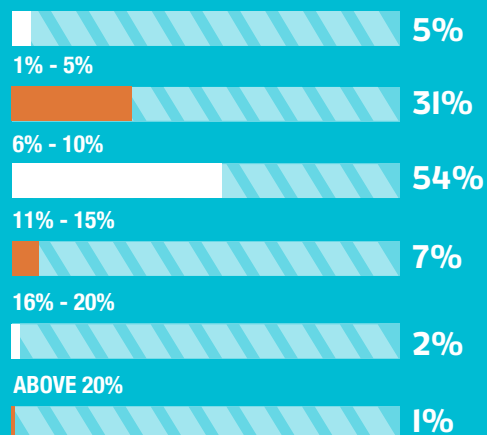
ENGINEERING

Employer expectations for organisational headcount in the next 12 months

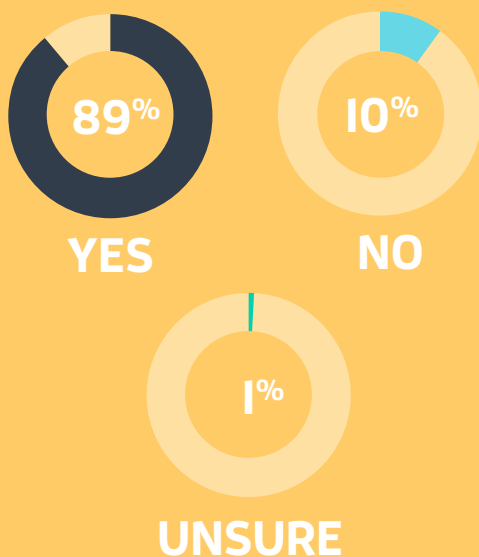


Expected average percentage of salary increases over the next 12 months

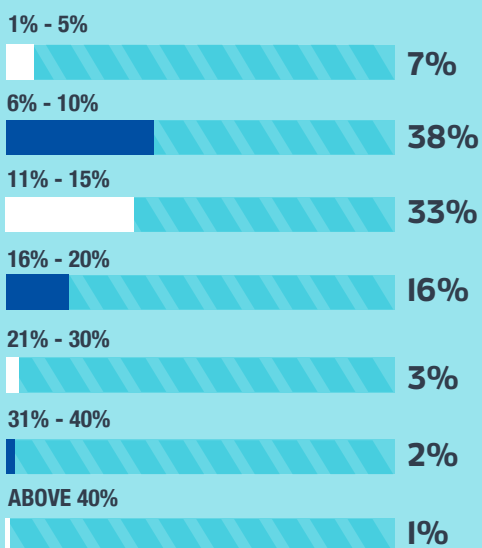
DO NOT EXPECT ANY INCREASE



Companies providing bonuses as part of employee remuneration



Average percentage of bonuses that companies will award



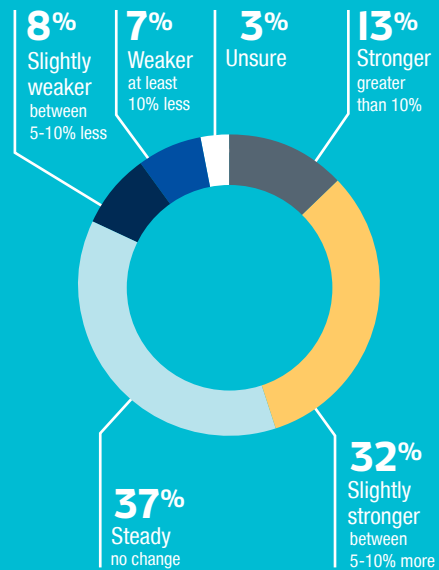
KEY FINDINGS

Key reason for employee turnover



*change in management style, change in office location, etc.

Strength of current hiring activity compared to the last 12 months

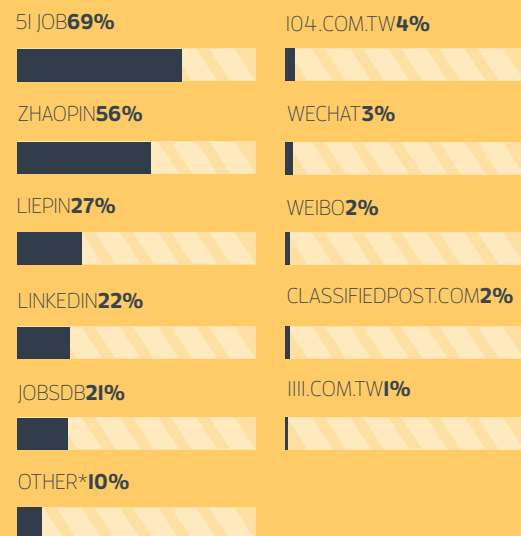


Most popular tools for attraction and retention**



*company branding, work environment, etc.

Most popular social media and web-based platforms used to source for talent**

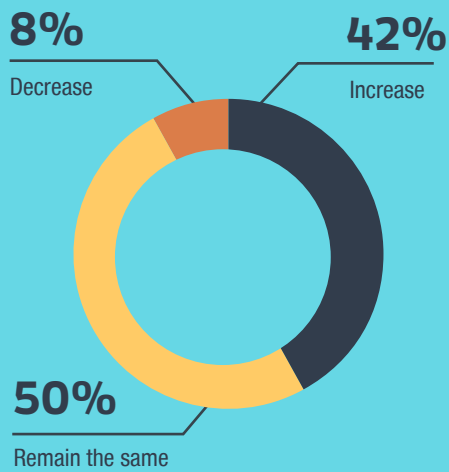


*Headhunter, etc.

**More than one option could be chosen

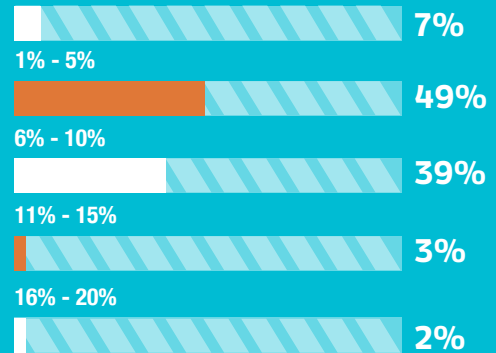
FINANCE

Employer expectations for organisational headcount in the next 12 months

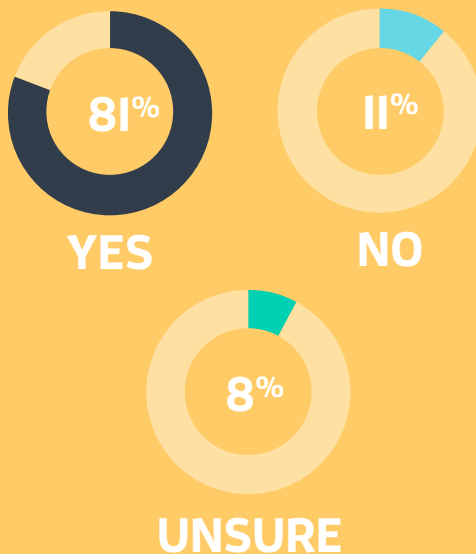


Expected average percentage of salary increases over the next 12 months

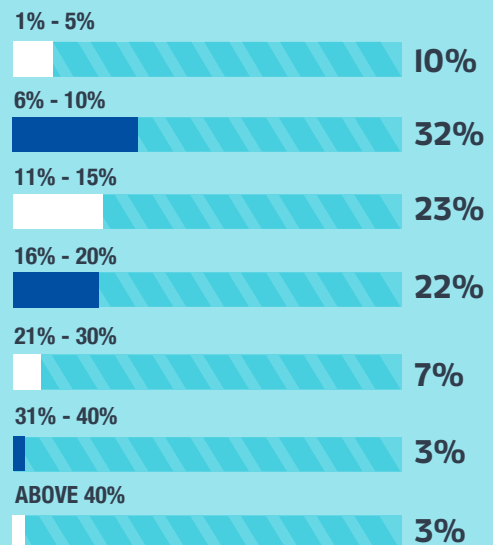
DO NOT EXPECT ANY INCREASE



Companies providing bonuses as part of employee remuneration



Average percentage of bonuses that companies will award



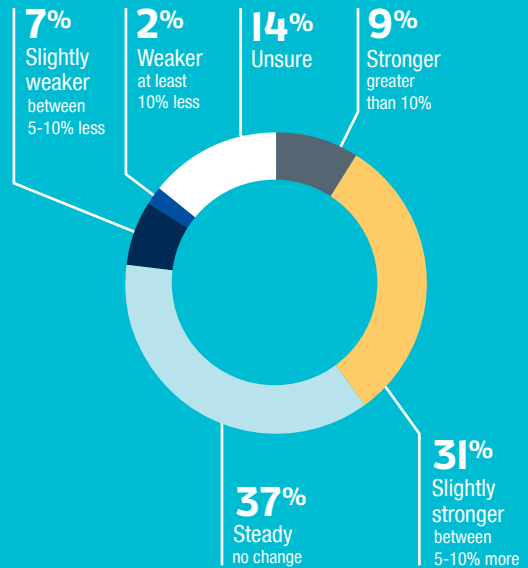
KEY FINDINGS

Key reason for employee turnover



*downsizing of company, restructuring of company, etc.

Strength of current hiring activity compared to the last 12 months

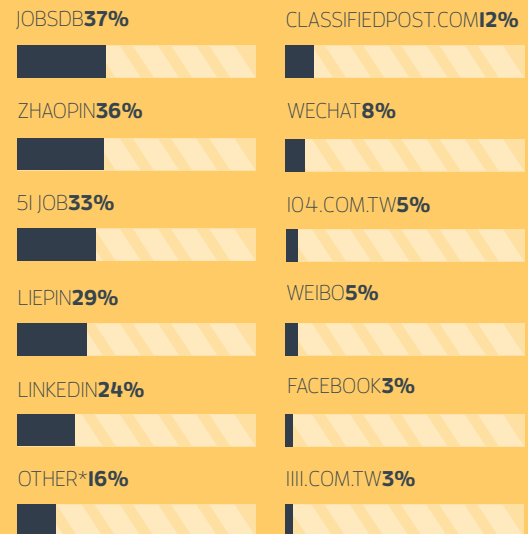


Most popular tools for attraction and retention**



*Growth Potential, Company Performance, Stability

Most popular social media and web-based platforms used to source for talent**

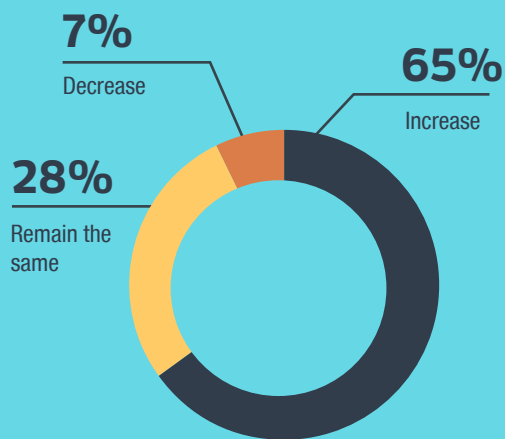


*efinancialcareers.com, etc.

**More than one option could be chosen

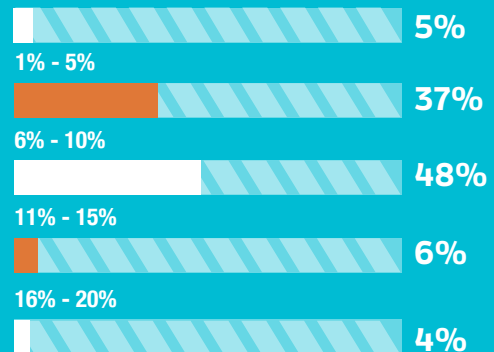
GENERAL MANAGEMENT

Employer expectations for organisational headcount in the next 12 months

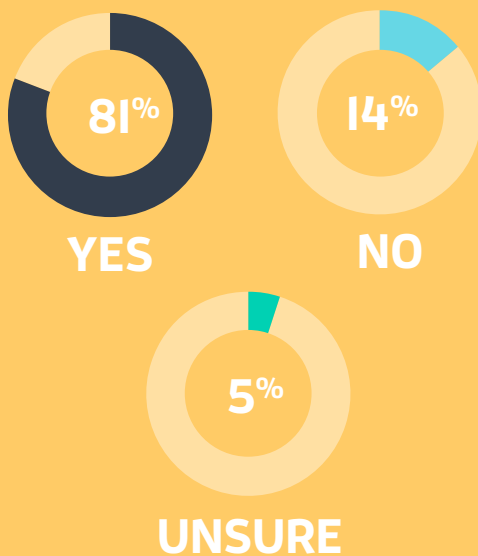


Expected average percentage of salary increases over the next 12 months

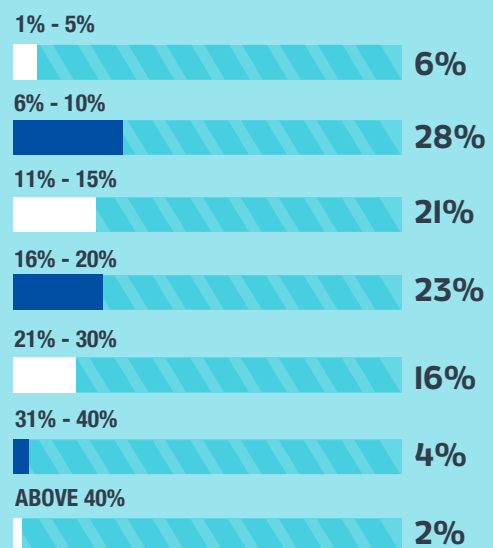
DO NOT EXPECT ANY INCREASE



Companies providing bonuses as part of employee remuneration



Average percentage of bonuses that companies will award



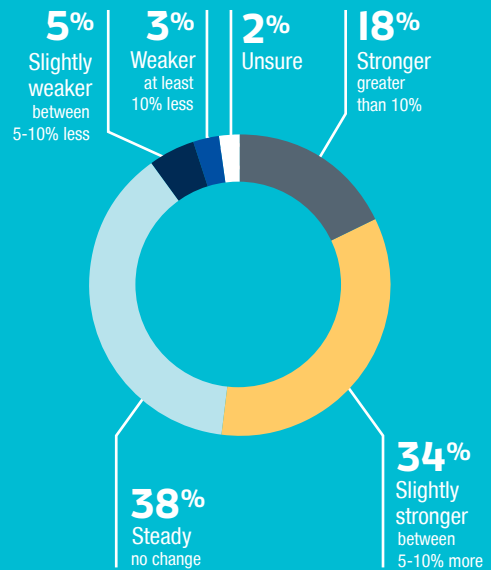
KEY FINDINGS

Key reason for employee turnover



*maternity leave, company restructuring, etc.

Strength of current hiring activity compared to the last 12 months

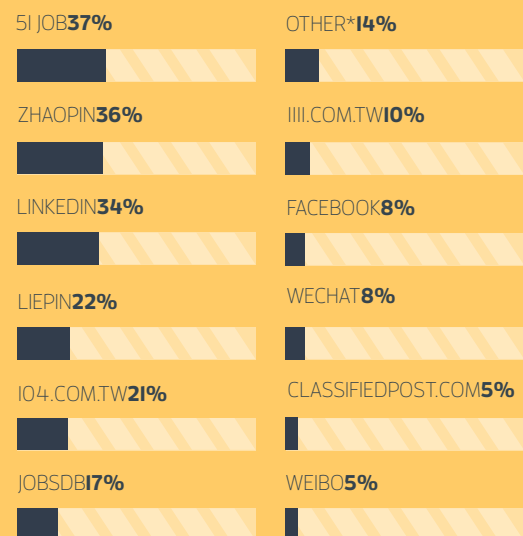


Most popular tools for attraction and retention**



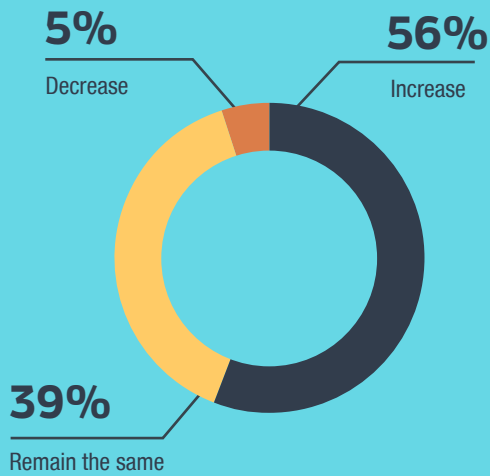
*Company Branding, Flexible Work Hours, Work Environment

Most popular social media and web-based platforms used to source for talent**



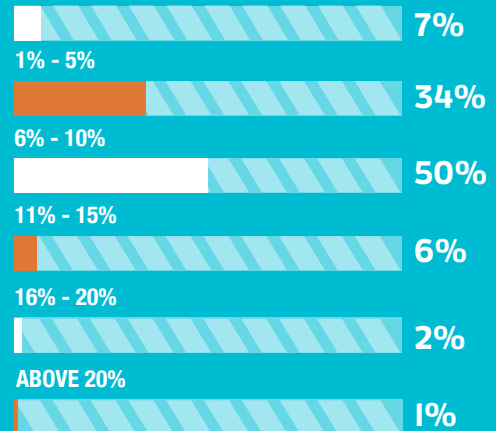
**More than one option could be chosen

Employer expectations for organisational headcount in the next 12 months

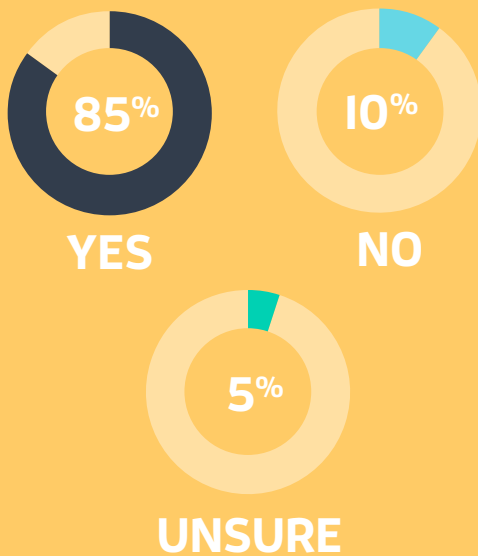


Expected average percentage of salary increases over the next 12 months

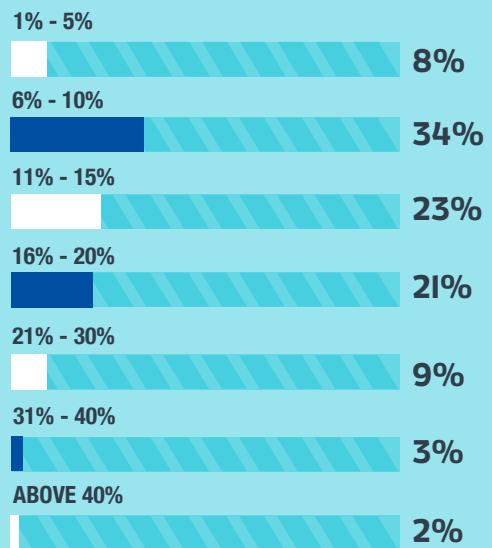
DO NOT EXPECT ANY INCREASE



Companies providing bonuses as part of employee remuneration



Average percentage of bonuses that companies will award



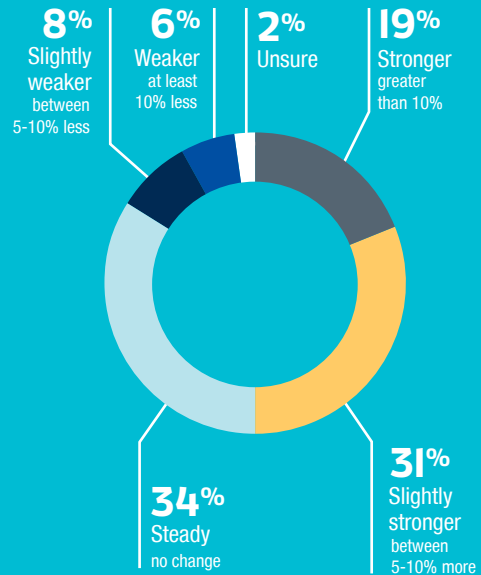
KEY FINDINGS

Key reason for employee turnover



*family reasons, career development, etc.

Strength of current hiring activity compared to the last 12 months

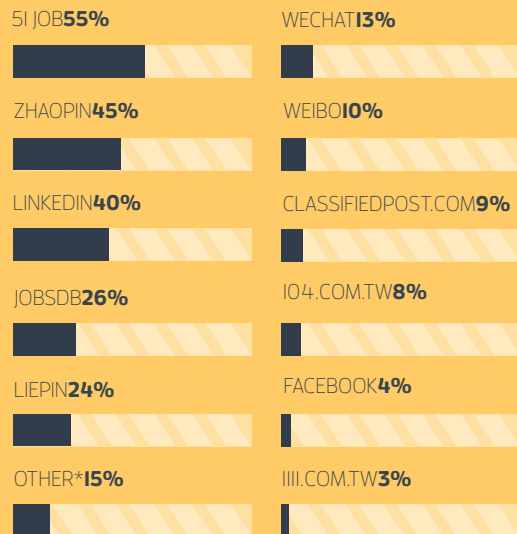


Most popular tools for attraction and retention**



*growth potential, company performance, stability, etc.

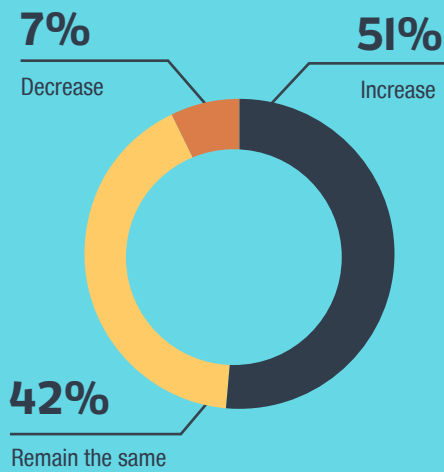
Most popular social media and web-based platforms used to source for talent



*China HR, company website, etc.

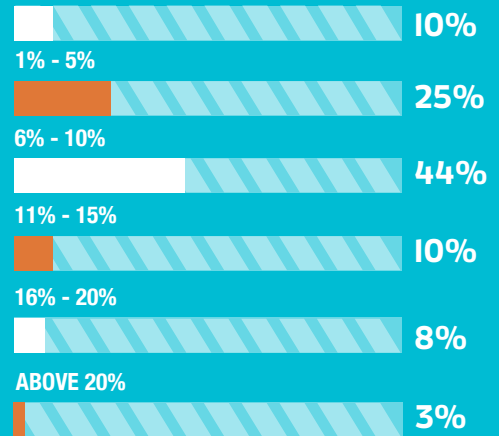
**More than one option could be chosen

Employer expectations for organisational headcount in the next 12 months

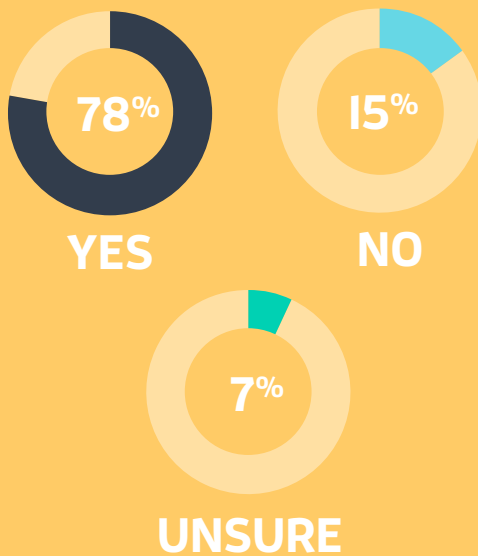


Expected average percentage of salary increases over the next 12 months

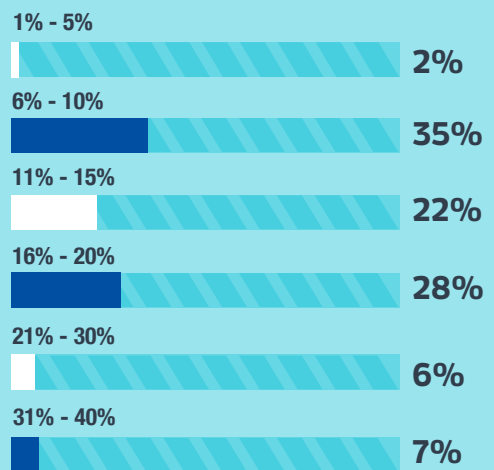
DO NOT EXPECT ANY INCREASE



Companies providing bonuses as part of employee remuneration



Average percentage of bonuses that companies will award



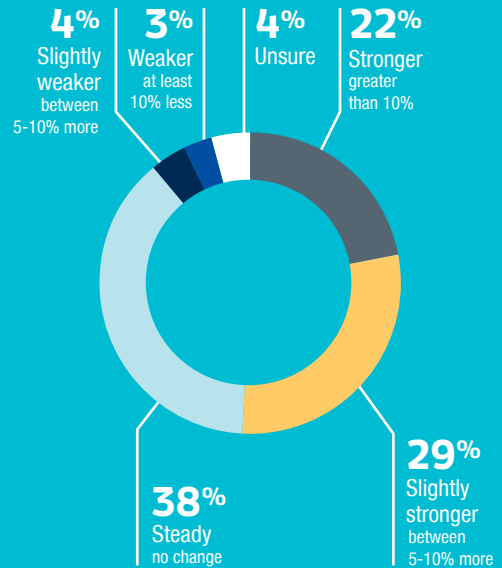
KEY FINDINGS

Key reason for employee turnover



*turnover, downsizing, etc.

Strength of current hiring activity compared to the last 12 months

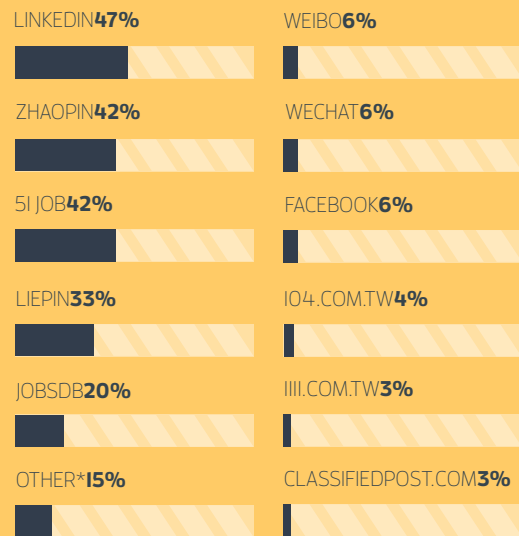


Most popular tools for attraction and retention**



*salary, company reputation, etc.

Most popular social media and web-based platforms used to source for talent**

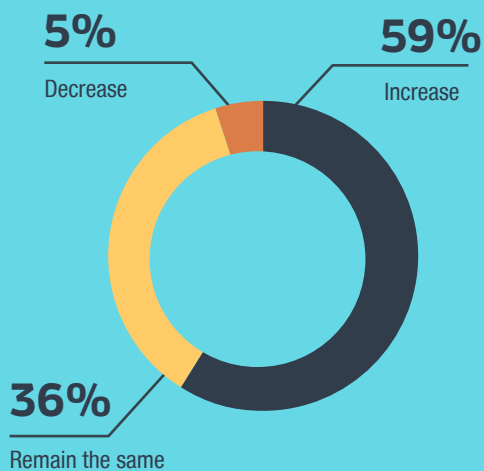


*Headhunter, etc.

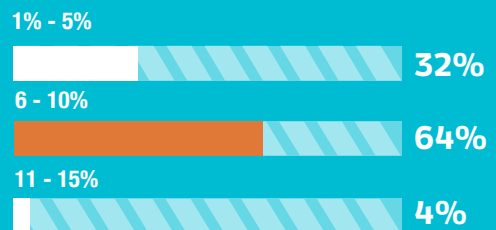
**More than one option could be chosen

OFFICE MANAGEMENT

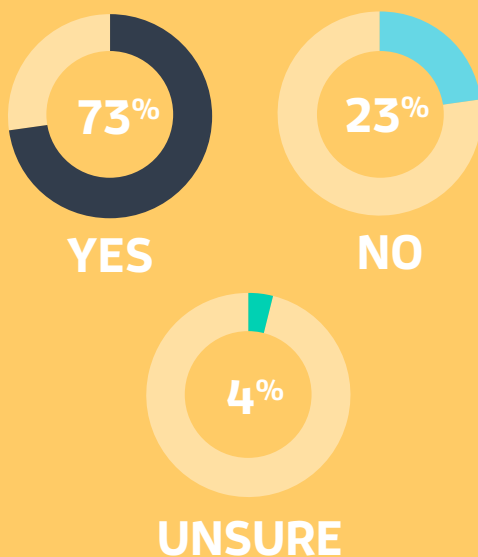
Employer expectations for organisational headcount in the next 12 months



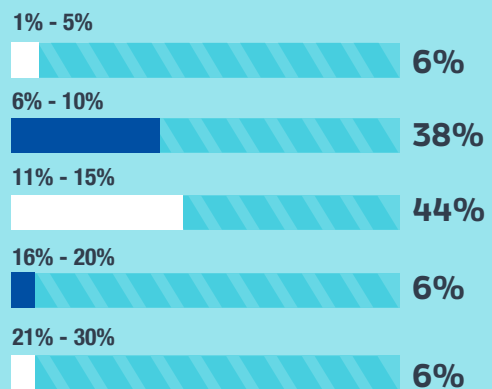
Expected average percentage of salary increases over the next 12 months



Companies providing bonuses as part of employee remuneration



Average percentage of bonuses that companies will award



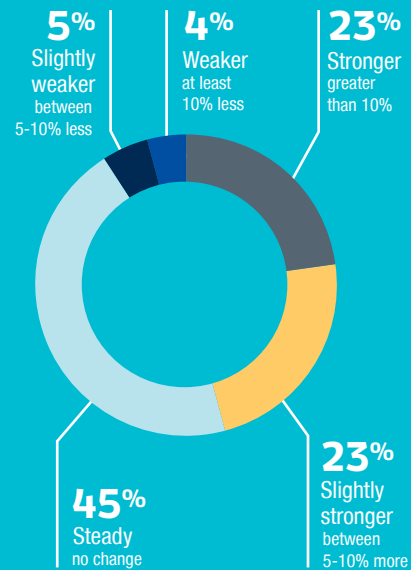
KEY FINDINGS

Key reason for employee turnover



*family reasons, re-location, etc.

Strength of current hiring activity compared to the last 12 months

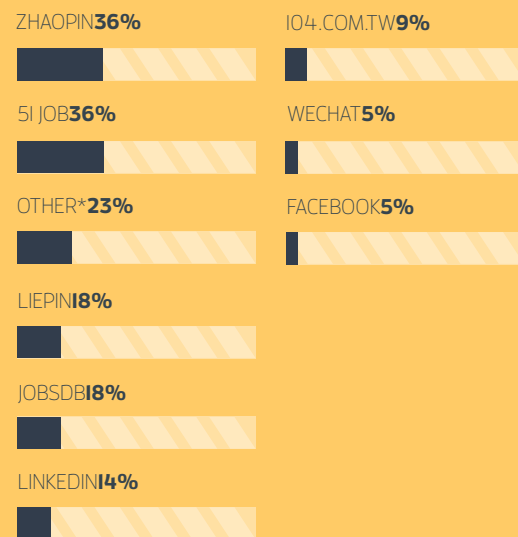


Most popular tools for attraction and retention**



*Growth Potential, Company Performance, Stability

Most popular social media and web-based platforms used to source for talent**

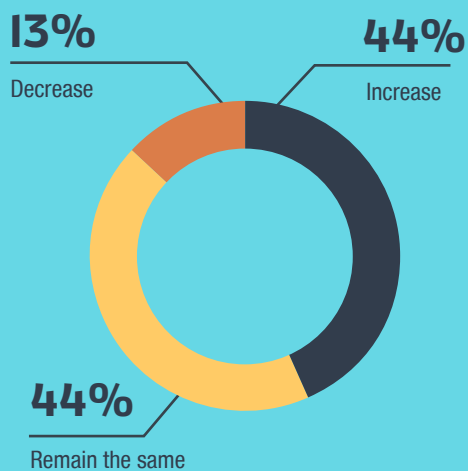


*internal referral, etc.

**More than one option could be chosen

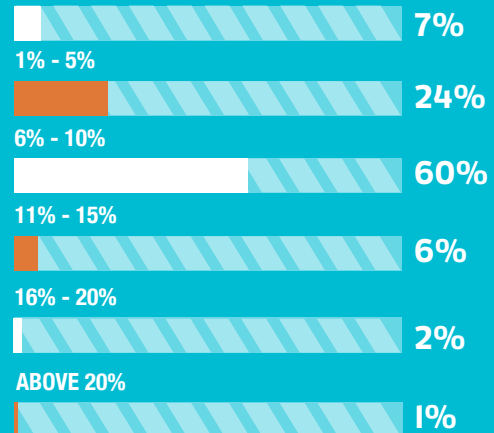
PROCUREMENT & SUPPLY CHAIN

Employer expectations for organisational headcount in the next 12 months

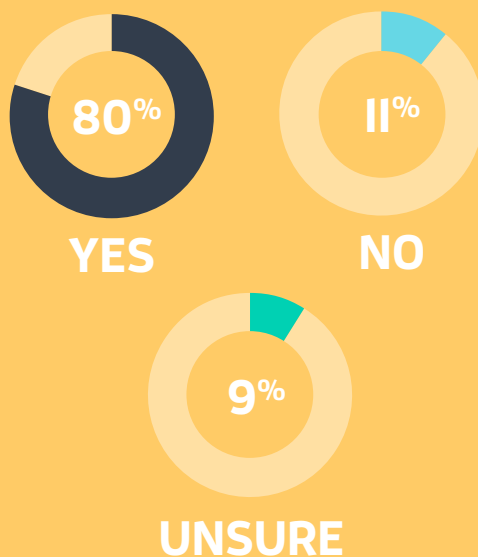


Expected average percentage of salary increases over the next 12 months

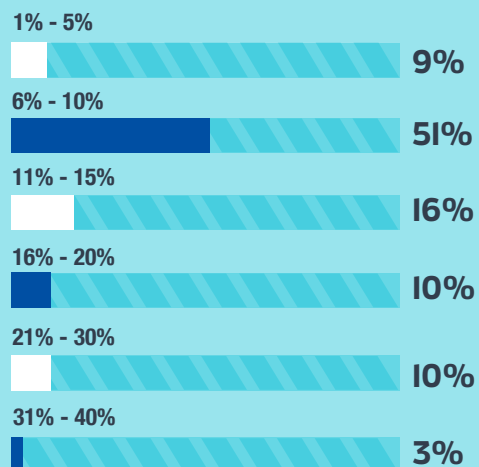
DO NOT EXPECT ANY INCREASE



Companies providing bonuses as part of employee remuneration

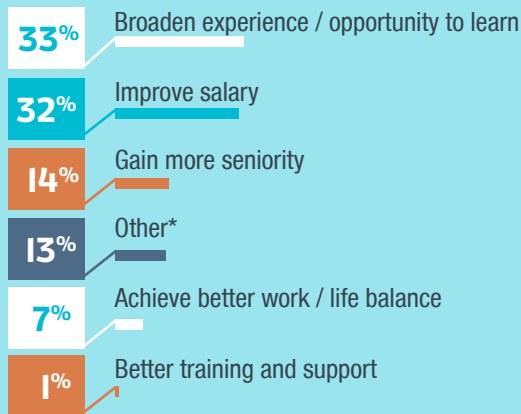


Average percentage of bonuses that companies will award



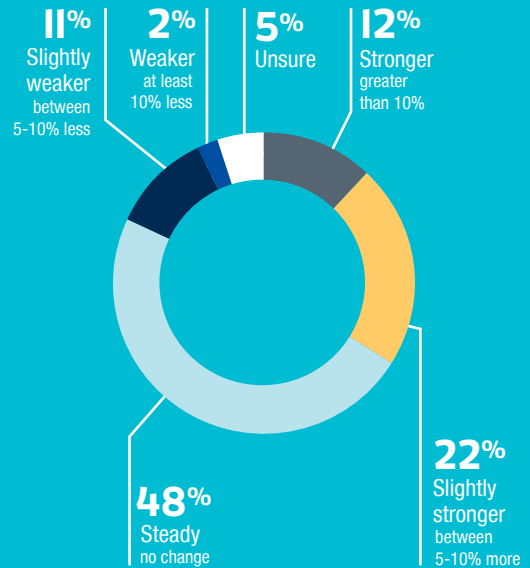
KEY FINDINGS

Key reason for employee turnover



*company culture mismatch, weak industry, company restructuring, etc.

Strength of current hiring activity compared to the last 12 months

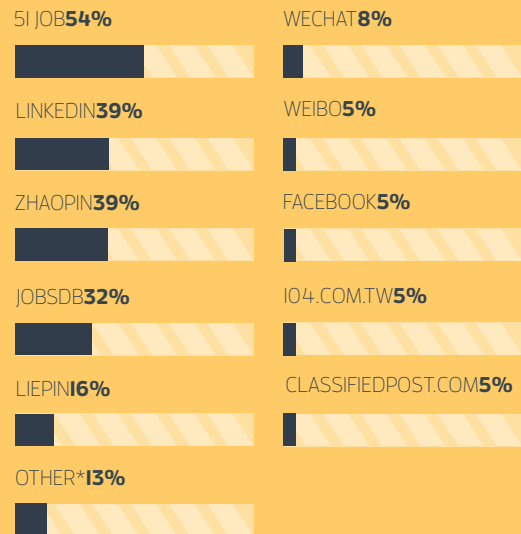


Most popular tools for attraction and retention**



*Company Branding, Company stability

Most popular social media and web-based platforms used to source for talent**

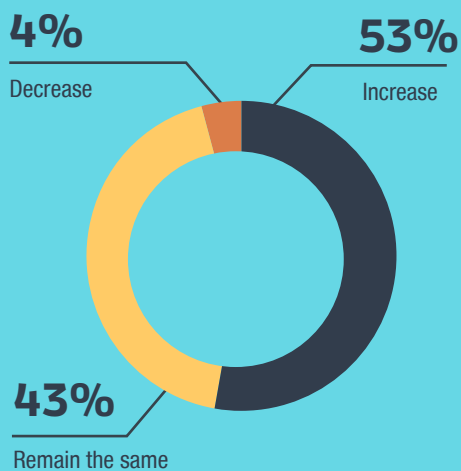


*JobsCN, company website, etc.

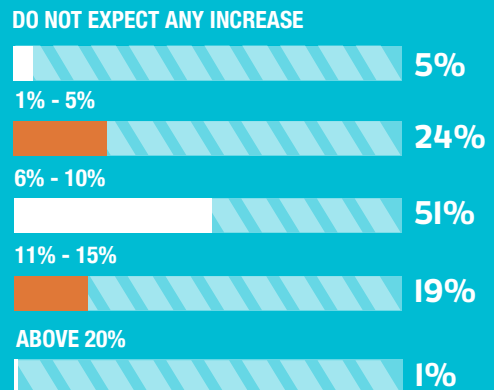
**More than one option could be chosen

PROFESSIONAL SERVICES

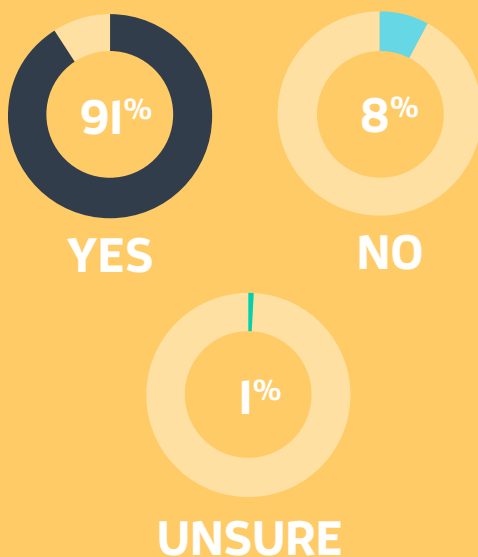
Employer expectations for organizational headcount in the next 12 months



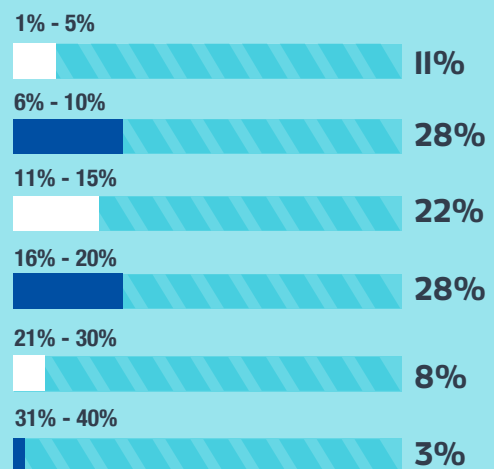
Expected average percentage of salary increases over the next 12 months



Companies providing bonuses as part of employee remuneration



Average percentage of bonuses that companies will award



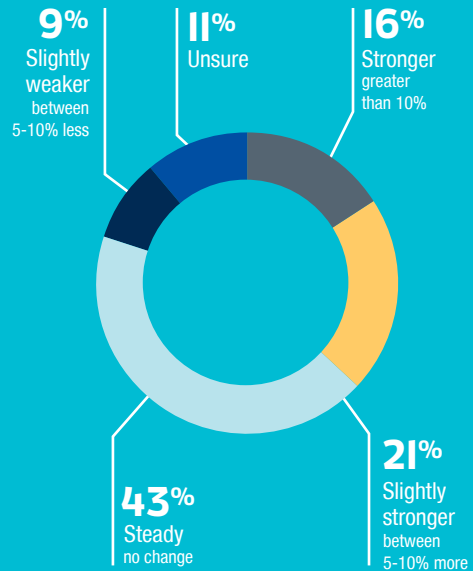
KEY FINDINGS

Key reason for employee turnover



*company culture mismatch, etc.

Strength of current hiring activity compared to the last 12 months

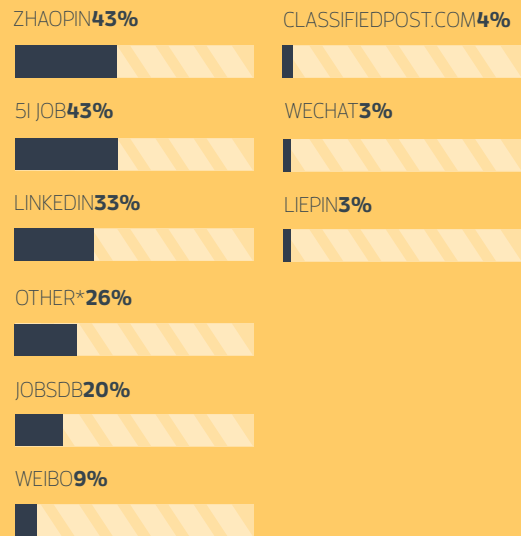


Most popular tools for attraction and retention**



*overseas opportunities, etc.

Most popular social media and web-based platforms used to source for talent**

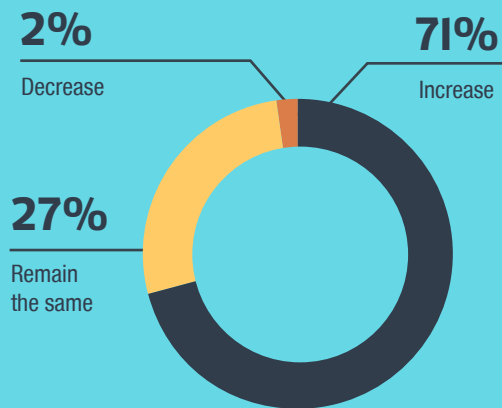


*Headhunter, etc.

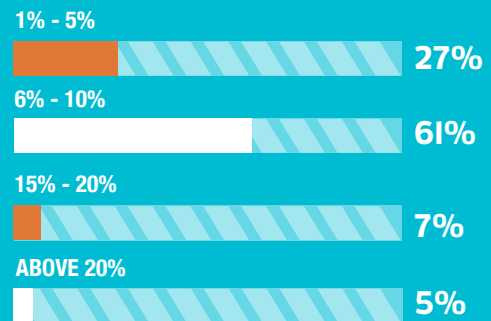
**More than one option could be chosen

PROPERTY

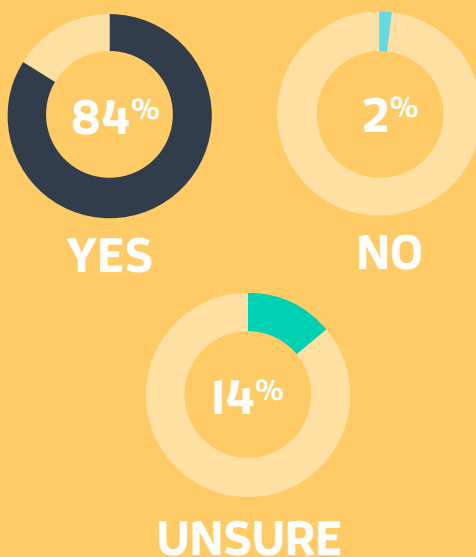
Employer expectations for organizational headcount in the next 12 months



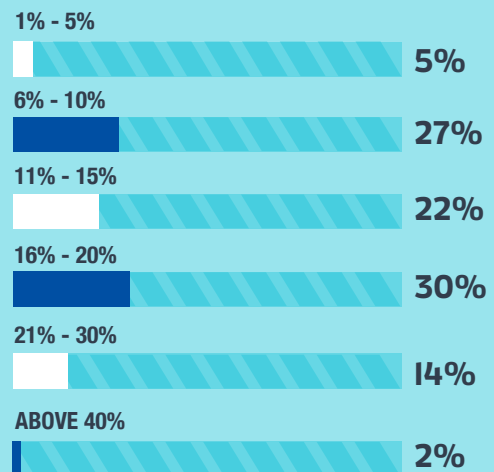
Expected average percentage of salary increases over the next 12 months



Companies providing bonuses as part of employee remuneration



Average percentage of bonuses that companies will award



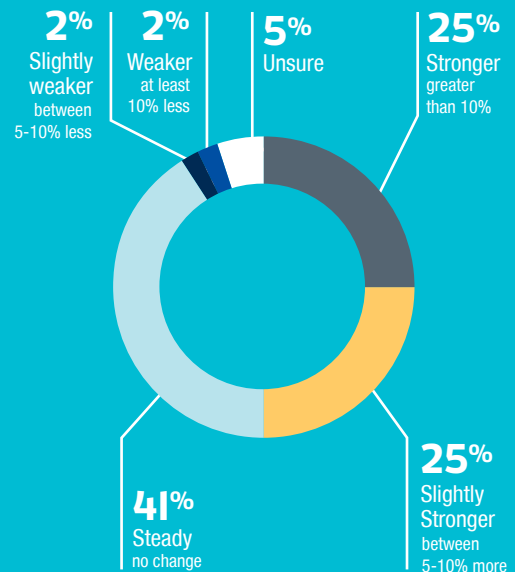
KEY FINDINGS

Key reason for employee turnover



*revenue management, career progression, wealth, etc.

Strength of current hiring activity compared to the last 12 months

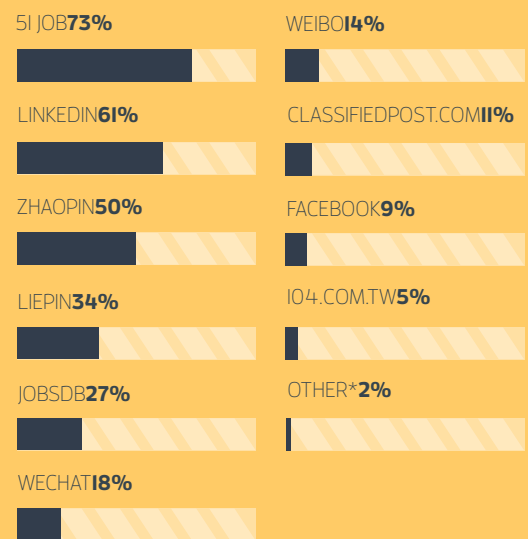


Most popular tools for attraction and retention**



*company reputation, etc.

Most popular social media and web-based platforms used to source for talent**

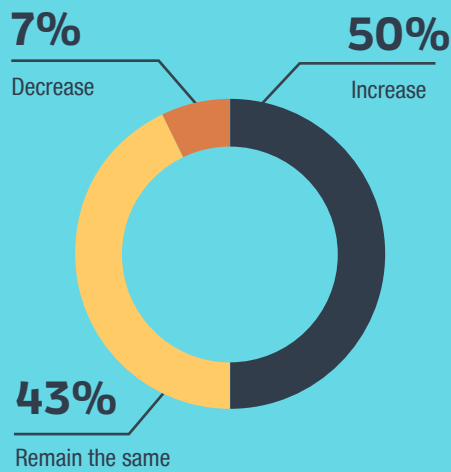


*Headhunter, etc.

**More than one option could be chosen

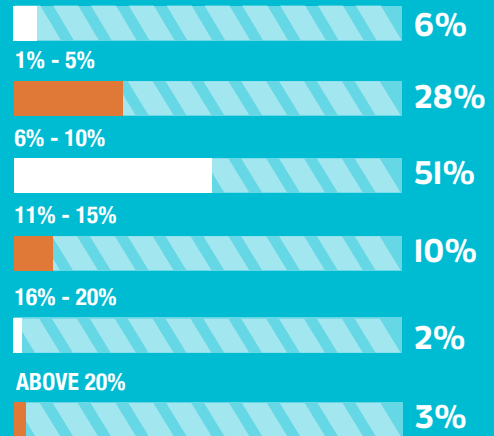
SALES & MARKETING

Employer expectations for organisational headcount in the next 12 months

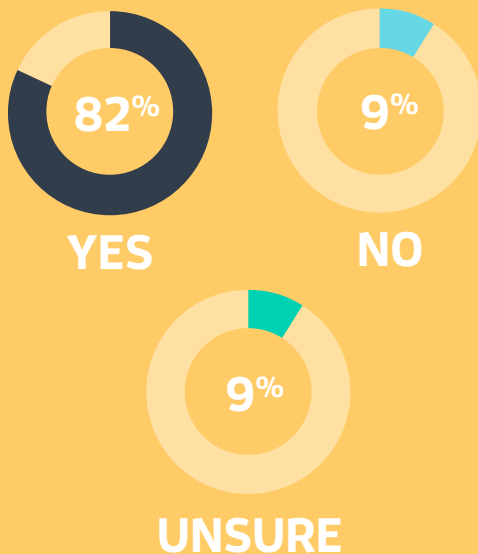


Expected average percentage of salary increases over the next 12 months

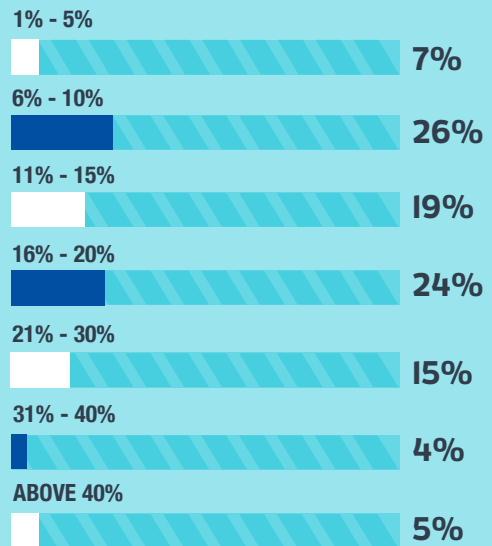
DO NOT EXPECT ANY INCREASE



Companies providing bonuses as part of employee remuneration



Average percentage of bonuses that companies will award



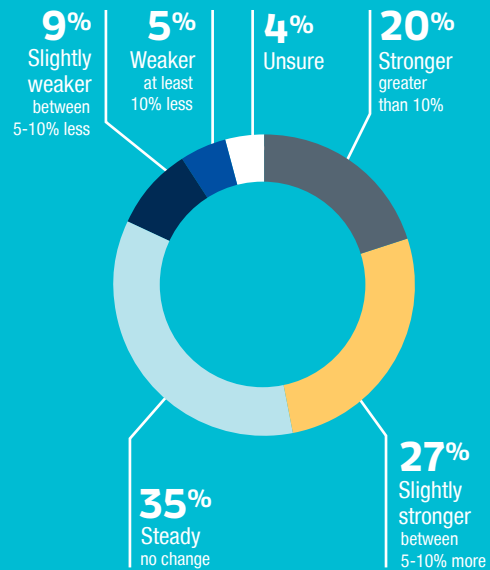
KEY FINDINGS

Key reason for employee turnover



*company restructuring, change in management, shift in corporate culture, etc.

Strength of current hiring activity compared to the last 12 months

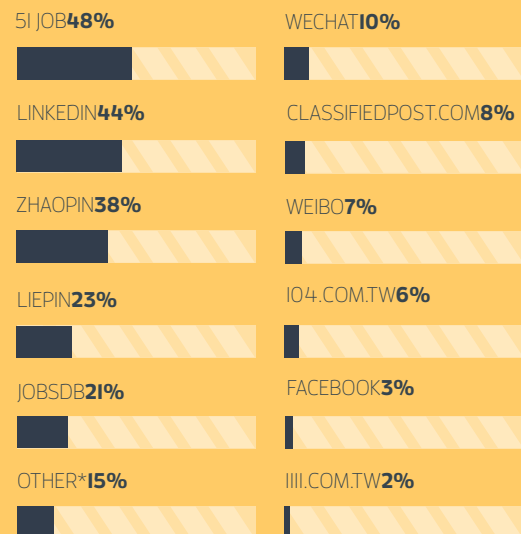


Most popular tools for attraction and retention**



*growth potential, company performance, stability, etc.

Most popular social media and web-based platforms used to source for talent**



*Jobs88.com, ChinaHR.com, Chinapro.com, etc.

**More than one option could be chosen

AGENCY

Role	Experience	Salary HK\$'000
Marketing		
SEO / SEM Executive	1-5 years	144-360
Ad Ops Manager	6-8 years	420-660
SEO / SEM Manager	6-8 years	420-780
Affiliates Manager	6-8 years	420-780
SEO / SEM Director	8-12 years	840-1,080
Head of Search	8-12 years	840-1,440

COMMERCIAL

Role	Experience	Salary HK\$'000
Marketing		
Digital Producer	1-5 years	120-300
Social Media Executive	1-5 years	120-320
SEO / SEM Executive	1-5 years	120-360
Web Designer	1-8 years	120-360
User Experience Specialist	2-5 years	240-360
e-Commerce Executive	3-6 years	240-420
Senior Social Strategist	2-5 years	300-420
Online Product Manager	5-8 years	420-600
Web Analytics	5-8 years	360-600
Content Production Manager	5-8 years	360-600
Online / Digital Marketing Manager	5-8 years	360-720
Digital Acquisition Manager	5-8 years	480-720
Digital CRM Manager	5-8 years	420-780
e-Commerce Management	5-8 years	480-840
Social Media Manager	5-8 years	360-660
Digital Project Manager	5-8 years	420-660
Director / Head of Digital	10-12 years	840-1,500+
Director / Head of e-Commerce	10-12 years	720-1,500+

Please note:

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

FINANCE

SALARY TABLES

FINANCE & ACCOUNTING

Role	Experience	Salary HK\$'000
Commerce & Industry		
Assistant Accountant (PQ / Qualified)	2-5 years	220-280
Internal Auditor (Regional/ Local)	3-5 years	360-420
Accountant (PQ / Qualified)	3-7 years	280-400
Financial Analyst / Business Analyst	3-8 years	300-400
Treasury Analyst (Regional/Local)	3-8 years	420-550
Tax Analyst (Regional/ Local)	3-8 years	420-550
Assistant Audit Manager (Regional/ Local)	5-8 years	420-600
Senior Accountant (Qualified)	5-10 years	360-480
Senior Financial Analyst	5-10 years	400-540
Country Finance Manager	8+ years	600-720
Audit Manager (Regional/ Local)	8-15 years	600-900
Treasury Manager (Regional/ Local)	8-15 years	600-900
Tax Manager (Regional/ Local)	8-15 years	600-1,000
Regional Finance Manager	10+ years	600-800
Financial Planning and Analysis Manager	10+ years	650-800
Plant Controller, China	12+ years	800-1,100
Country Financial Controller	12+ years	800-1,100
Regional Business Unit Controller	12+ years	840-1,200
Head of Financial Planning and Analysis	12+ years	1,000-1,300
Head of Mergers & Acquisitions	12+ years	1,300-2,000
Audit Director (Regional/ Local)	15+ years	900-1,800
Country Financial Director	15+ years	1,000-1,400
Regional Financial Controller	15+ years	1,100-1,400
Group Financial Controller (Listed Group)	15+ years	1,200-1,800
Treasury Director (Regional/ Local)	15 years+	1,200-1,800
Tax Director (Regional/ Local)	15 years+	1,200-1,800
Chief Financial Officer (Established Company)	18+ years	1,500-3,000

BUSINESS DEVELOPMENT / INVESTOR RELATIONS

Role	Experience	Salary HK\$'000
Investor Relations Analyst	3-6 years	450-550
Investor Relations Manager	6-10 years	600-900
Investor Relations Director	10 years+	900-1500
Business Development Manager	10+ years	700-1,000
Business Development Director	15+ years	1,000+

Please note:

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

FINANCIAL SERVICES

FINANCE

Role	Experience	2015 Salary	2015 Bonus	2015 Bonus	2015 Bonus
Financial Control – Investment Banking		HK\$'000	LOW (%)	MEDIUM (%)	HIGH (%)
Analyst	1–3 years	300–500	0	10	25
Associate / Assistant Vice President	3–6 years	500–750	0	10	30
Vice President	6–10 years	750–1,000	0	10	30
Senior Vice President / Director	10+ years	1,000–1,500	5	15	50
Country Chief Financial Officer	12+ years	1,500+	5	20	50
Regional Chief Financial Officer	15+ years	2,000+	5	25	60
Management Reporting / FP&A					
Analyst	1–3 years	300-500	0	10	25
Associate / Assistant Vice President	3–6 years	500-750	0	10	30
Vice President	6–10 years	750-1,100	5	10	30
Executive Director	10+ years	1,100-1,500	5	15	50
Head	15+ years	1,500+	5	20	60
Regulatory Finance					
Analyst	1–3 years	320–450	0	10	25
Associate / Assistant Vice President	3–6 years	450–750	0	10	30
Vice President	6–10 years	750–1,000	5	10	30
Executive Director	10+ years	1,000–1,500	5	15	50
Head	15+ years	1,500+	5	20	60
Product Control					
Analyst	1–3 years	300-500	0	10	25
Associate / Assistant Vice President	3–6 years	500-950	0	10	30
Vice President	6–10 years	950-1,300	5	10	30
Executive Director	10+ years	1,300-1,600	5	15	50
Head	15+ years	1,600+	10	20	60
Valuations					
Analyst	1–3 years	350-500	0	10	25
Associate / Assistant Vice President	3–6 years	500-950	0	10	30
Vice President	6–10 years	950-1,300	5	10	30
Executive Director	10+ years	1,300-1,600	5	15	50
Head	15+ years	1,600+	10	20	60

Please note:

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

SALARY TABLES

FINANCE (CONTINUED)

Role	Experience	2015 Salary	2015 Bonus	2015 Bonus	2015 Bonus
Tax		HK\$'000	LOW (%)	MEDIUM (%)	HIGH (%)
Analyst	1–3 years	300-550	0	10	25
Associate / Assistant Vice President	3–6 years	550-800	0	10	30
Vice President	6–10 years	800-1,100	5	10	30
Executive Director	10+ years	1,100-1,600	5	15	50
Head	15+ years	1,600+	5	20	60
Project Accounting					
Analyst	1–3 years	250-450	0	10	25
Associate / Assistant Vice President	3–6 years	450-700	0	10	30
Vice President	6–10 years	700-1,100	5	10	30
Executive Director	10+ years	1,100-1,400	5	15	50
Head	15+ years	1,400+	5	20	60
Fund Accounting					
Analyst	1–3 years	180-300	0	10	25
Associate / Assistant Vice President	3–5 years	300-500	0	10	30
Manager / Vice President	5–7 years	500-800	5	10	30
Senior Vice President / Director	7–10 years	800-1,100	5	15	50
Head	10+ years	1,100+	5	15	50
Financial Control – Investment Management					
Analyst	1–3 years	250–400	0	10	30
Assistant Manager	3–5 years	400–650	0	10	30
Manager	5–7 years	650–900	0	10	50
Senior Manager	7–10 years	900–1,300	0	15	50
Director	10+ years	1,300+	0	20	60
Country Chief Financial Officer	12+ years	1,500+	5	20	60
Regional Chief Financial Officer	15+ years	1,800+	5	20	60
Financial Control – Insurance					
Analyst	1–3 years	180–300	0	10	30
Assistant Manager	3–5 years	300–500	0	10	30
Manager	5–7 years	500–750	0	10	30
Senior Manager	7–10 years	750–900	0	10	35
Financial Controller	10+ years	9,00–1,400	5	15	35
Country Chief Financial Officer	12+ years	1,400+	5	20	40
Regional Chief Financial Officer	15+ years	1,700+	5	20	50

FINANCIAL SERVICES

INTERNAL AUDIT

Role	Experience	2015 Salary	2015 Bonus	2015 Bonus	2015 Bonus
		HK\$'000	LOW (%)	MEDIUM (%)	HIGH (%)
Investment Banking					
Analyst	1–3 years	320–450	0	10	20
Associate / Assistant Vice President	3–6 years	450–800	0	10	25
Vice President	6–10 years	800–1,250	5	10	25
Executive Director	10+ years	1,250–1,800	5	10	40
Head	15+ years	1,800+	5	15	50
Investment Management					
Analyst	1–3 years	320–400	0	10	30
Associate / Assistant Vice President	3–5 years	400–650	0	10	30
Manager	5–7 years	650–1,000	0	10	40
Senior Manager	7–10 years	1,000–1,400	5	15	50
Director / Head of Audit	10+ years	1,400+	5	15	50
Insurance					
Auditor	1–3 years	180–350	5	10	20
Assistant Manager	3–5 years	350–540	5	10	20
Manager	5–7 years	540–800	5	15	25
Senior Manager	7–10 years	800–1,400	5	15	35
Director / Head of Audit	10+ years	1,400+	5	15	40

RISK MANAGEMENT

Role	Experience	2015 Salary	2015 Bonus	2015 Bonus	2015 Bonus
		HK\$'000	LOW (%)	MEDIUM (%)	HIGH (%)
Operational Risk					
Analyst	1–3 years	280–480	0	10	25
Associate / Assistant Vice President	3–6 years	480–800	0	10	30
Vice President	6–10 years	800–1,300	5	15	35
Executive Director	10+ years	1,300–1,800	5	20	40
Head	15+ years	1,800+	5	20	50
Market Risk					
Analyst	1–3 years	380–500	0	10	25
Associate / Assistant Vice President	3–6 years	500–850	0	10	30
Vice President	6–10 years	850–1,400	5	15	35
Executive Director	10+ years	1,400–2,000	5	20	40
Head	15+ years	2,000+	5	20	60
Credit Risk					
Analyst	1–3 years	380–500	0	10	25
Associate / Assistant Vice President	3–6 years	500–900	0	10	30
Vice President	6–10 years	900–1,400	5	15	35
Executive Director	10+ years	1,400–2,000	5	20	40
Head	15+ years	2,000+	5	20	60
Quantitative Analysis					
Analyst	1–3 years	380–500	0	10	25
Associate / Assistant Vice President	3–6 years	500–800	0	10	30
Vice President	6–10 years	800–1,400	5	15	35
Executive Director	10+ years	1,400–2,000	5	20	40
Head	15+ years	2,000+	5	20	60

SALARY TABLES

COMPLIANCE

Role	Experience	2015 Salary	2015 Bonus	2015 Bonus	2015 Bonus
		HK\$'000	LOW (%)	MEDIUM (%)	HIGH (%)
Investment Banking					
Analyst	1–3 years	320–500	10	20	40
Associate / Assistant Vice President	3–6 years	500–900	10	20	40
Vice President	6–10 years	950–1,400	10	20	40
Executive Director	10+ years	1,400–2,000	15	25	50
Head	15+ years	2,200+	20	30	50
Investment Management					
Analyst	1–3 years	320–450	0	15	30
Associate / Assistant Vice President	3–5 years	450–700	0	15	40
Vice President	5–7 years	700–1,100	5	15	50
Executive Director	7–10 years	1,100–1,600	5	15	50
Head	10+ years	1,600+	5	15	60
Insurance					
Assistant	1–3 years	150–350	5	10	25
Assistant Manager	3–5 years	350–600	5	10	25
Manager	5–7 years	600–1,000	5	10	30
Senior Manager	7–10 years	1,000–1,400	5	10	30
Director / Head of Compliance	10+ years	1,400+	5	10	40
AML					
Analyst	1–3 years	320–500	10	20	40
Associate / Assistant Vice President	3–6 years	500–900	10	20	40
Vice President	6–10 years	900–1,400	10	20	40
Executive Director	10+ years	1,400–2,000	15	25	50
Managing Director / Head of Compliance	15+ years	2,000+	20	30	50

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FINANCIAL SERVICES

OPERATIONS

Role	Experience	2015 Salary	2015 Bonus	2015 Bonus	2015 Bonus
		HK\$'000	LOW (%)	MEDIUM (%)	HIGH (%)
Settlements and Corporate Actions					
Analyst	1-3 years	180-350	0	10	25
Associate / Assistant Vice President	3-6 years	350-600	0	10	25
Vice President	6-10 years	600-800	0	15	30
Executive Director	10+ years	800-1,200	5	15	30
Head	15+ years	1,200+	5	15	40
Trade and Sales Support					
Analyst	1-3 years	300-450	0	10	25
Associate / Assistant Vice President	3-6 years	450-820	0	10	25
Vice President	6-10 years	820-1,300	0	15	30
Executive Director	10+ years	1,300-1,600	5	15	30
Director / Head	15+ years	1,600+	5	15	40
Client Services & Onboarding					
Analyst	1-3 years	200-420	0	10	25
Associate / Assistant Vice President	3-6 years	420-660	0	10	25
Vice President	6-10 years	660-1,000	0	15	30
Executive Director	10+ years	1,000-1,400	5	15	30
Director / Head	15+ years	1,400+	5	15	40
Project Operations					
Analyst	1-3 years	300-450	0	10	25
Associate / Assistant Vice President	3-6 years	450-840	0	10	25
Vice President	6-10 years	840-1,300	5	15	30
Executive Director	10+ years	1,300-1,600	5	15	30
Head	15+ years	1,600+	5	15	40

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SALARY TABLES

GLOBAL MARKETS – FRONT OFFICE BANKING & MARKETS

Role	Experience	2015 Salary	2015 Bonus	2015 Bonus	2015 Bonus
		HK\$'000	LOW (%)	MEDIUM (%)	HIGH (%)
Corporate Finance					
Analyst	1–3 years	600–900	5	25	80
Associate	3–6 years	700–1,300	5	35	80
Vice President	6–10 years	1,300–2,000	10	40	100
Director	10+ years	1,500–2,400	25	50	100
Managing Director	15+ years	2,000+	25	50	100+
Equity Research					
Research Associate	1–3 years	700–1,000	5	20	70
Senior Research Associate	3–5 years	900–1,400	5	25	70
Writing Analyst	5–7 years	1,200–2,400	10	30	60+
Sector Head	7+ years	2,000+	20	45	60+
Structured and Project Finance					
Analyst	1–3 years	500–750	10	20	40
Associate	3–5 years	700–1,100	10	20	40
Vice President	5–7 years	1,100–1,500	15	30	50
Director	7–10 years	1,600–2,200	15	40	40
Managing Director	10+ years	1,800+	25	40	50
Trader					
Analyst	1–3 years	500–750	5	15	30
Associate	3–5 years	700–850	5	15	30
Vice President	5–7 years	800–1,700	15	30	50
Director	7–10 years	1,500+	15	40	50
Managing Director	10+ years	1,800+	15	40	50
Transaction Banking and Trade & Commodity Finance					
Analyst	1–3 years	300–400	5	15	30
Associate	3–5 years	400–800	5	15	30
Vice President	5–7 years	800–1,400	10	25	50
Director	7–10 years	1,200–1,800	15	35	50
Managing Director	10+ years	1,800+	20	45	75

FINANCIAL SERVICES

SALARY TABLES

GLOBAL MARKETS

– FRONT OFFICE BANKING & MARKETS

Role	Experience	2015 Salary	2015 Bonus	2015 Bonus	2015 Bonus
		HK\$'000	LOW (%)	MEDIUM (%)	HIGH (%)
Corporate Banking Relationship Manager					
Analyst	1–3 years	300–550	5	12	30
Associate	3–5 years	500–650	10	15	30
Vice President	5–7 years	600–1,200	10	25	50
Director	7–10 years	1,000–1,800	15	35	50
Managing Director	10+ years	1,700+	25	45	75

GLOBAL MARKETS

– SECTOR, INVESTMENT MANAGEMENT

Role	Experience	2015 Salary	2015 Bonus	2015 Bonus	2015 Bonus
		HK\$'000	LOW (%)	MEDIUM (%)	HIGH (%)
Investment Research (Equity and Fixed Income)					
Analyst	1–3 years	450–800	10	25	80
Associate	3–5 years	700–1,200	15	30	100
Vice President	5–7 years	900–2,000	15	40	100
Director	7–10 years	1,600–2,300	15	40	100
Managing Director	10+ years	1,800+	25	40	100
Portfolio and Fund Management					
Vice President	5–7 years	1,000–1,800	30	65	100
Director	7+ years	1,400–2,500	30	65	100+
Managing Director	10+ years	1,800+	40	65	100+
Institutional and Retail Fund Sales & Distribution					
Analyst	1–3 years	400–600	5	20	30
Associate	3–5 years	600–900	10	20	35
Vice President	5–7 years	700–1,600	10	30	50
Director	7–10 years	1,300–1,900	15	45	60
Managing Director	10+ years	1,800+	15	50	80
Private Banking					
		HK\$'000	LOW (%)	MEDIUM (%)	HIGH (%)
Private Banking Assistant	1–3 years	300–600	10	20	40
Assistant Private Banker	3–5 years	600–900	10	20	40
Junior Private Banker	5–7 years	900–1,600	10	35	60
Director	7–10 years	1,500+	20	60	80
Managing Director	10+ years	2,000+	25	60	100+
Private Equity					
Analyst	1–3 years	500–800	20	30	60
Associate	3–5 years	800–1,100	30	35	60
Vice President	5–7 years	1,100–1,700	30	45	70
Director	7–10 years	1,500–2,500	30	60	100+
Managing Director	10+ years	1,900+	30	60	100+

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HUMAN RESOURCES

SALARY TABLES

PROFESSIONAL SERVICES, BANKING & LEGAL

Role	Experience	Salary HK\$'000
Human Resources Officer / Coordinator	3-5 years	260-420
Training and Development Officer	3-5 years	260-420
Payroll Specialist	3-5 years	260-420
In-house Recruitment Specialist	3-5 years	280-780
Global Mobility Specialist	3-5 years	350-700
Learning and Development Advisor	3-5 years	450-750
Compensation and Benefits Specialist	3-5 years	450-800
Human Resources Advisor / Assistant Human Resources Manager	5-7 years	480-700
Payroll Manager	5-7 years	500-850
In-house Recruitment Manager	5-7 years	800-1,000+
Learning and Development Manager	5-7 years	800-1,000+
Compensation and Benefits Manager	5-7 years	800-1,000+
Global Mobility Manager	5-7 years	900-1,400
HRIS Specialist	7-9 years	600-850
Human Resources Manager / Business Partner	7-9 years	900-1,200+
Head of Resourcing	7-9 years	1,000-1,200+
Head of Compensation and Benefits	10+ years	1,200-1,500+
Vice President / Director Learning and Development / Organisational Development	10+ years	1,200-1,500+
Human Resources Director / Senior Business Partner	10+ years	1,300+

COMMERCE & INDUSTRY

Role	Experience	Salary HK\$'000
Human Resources Officer / Coordinator	3-5 years	150-300
Training and Development Officer	3-5 years	200-360
Compensation and Benefits Specialist	3-5 years	180-400
In-house Recruitment Specialist	3-5 years	180-400
Human Resources Advisor / Assistant Human Resources Manager	5-7 years	340-480
Learning and Development Advisor	5-7 years	340-480
In-house Recruitment Manager	5-7 years	480-800
Compensation and Benefits Manager	5-7 years	480-850
Human Resources Manager	7-9 years	400-1,000
Learning and Development Manager	7-9 years	480-1,000
Head of Resourcing	7-9 years	1,000+
Human Resources Director	10+ years	800-1,500+
Vice President / Director Learning and Development / Organisational Development	10+ years	1,000-1,500+
Regional Human Resources Director	10+ years	1,300-1,800+

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LEGAL

LEGAL SUPPORT

Role	Experience	Qualification HKICS / ICSA	Salary HK\$'000 plus bonus
Corporate Secretaries			
Clerk (Search and Filing)	Entry-level	Without	120–168
Company Secretarial Assistant	1–3 years	With or Without	132–216
Senior Company Secretarial Assistant	4–6 years	With or Without	180–336
Company Secretarial Supervisor I / II	7–10 years	With or Without	300–420
Company Secretary Manager	10+ years	With or Without	420–600+
Financial Services			
Company Secretarial Assistant	1–3 years	Without	180–300
Company Secretarial Officer	3–6 years	With or Without	300–540
Senior Company Secretarial Officer	6–8 years	With	480–600
Assistant Company Secretarial Manager	8–12 years	With	600–840
Company Secretarial Manager	12+ years	With	720–960
Company Secretary	15+ years	With	1,080+
In-House Commerce			
Company Secretarial Assistant	1–3 years	Without	180–300
Company Secretarial Officer	3–6 years	With or Without	240–480
Senior Company Secretarial Officer	6–8 years	With	300–600
Assistant Company Secretarial Manager	8–10 years	With	480–720
Company Secretarial Manager	10–12+ years	With	600–840
Company Secretary	12+ years	With	780–1,200 (may have options entitlement)
Named Company Secretary	15+ years	With	960–1,250+ (may have options entitlement)

Please note:

The above table includes salary data collected from international law firms, HK private and listed companies, multinational corporation, international/investment banks, local banks, local and global insurance companies and fund/private, equity/security houses.individual companies. Please call us for additional information.

SALARY TABLES

PARALEGALS & OTHER LEGAL SUPPORT ROLES

Role	Experience	Salary HK\$'000 plus bonus
Private Practice		
Law Clerk (e.g. litigation & conveyancing)	Entry-level	132-180
	0-3 years	180-360
Paralegal	4-7 years	300-480
	8+ years	420-540+
Senior Paralegal	Entry-level	144-180
Translator	1-5 years	156-360
	5-8+ years	300-600+
	Entry-level	156180
Librarian	1-5 years	144-430
	5-10+ years	300-600+

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Role	Experience	Salary HK\$'000 plus bonus
In-House-Financial Services		
Paralegal / Legal Assistant / Contracts Administrator	0-3 years	180-300
Paralegal / Legal Executive or Officer / Contracts Specialist	3-6 years	300-480
Senior Paralegal / Senior Legal Executive or Officer / Senior Contracts Specialist	6-8 years	420-720
Assistant Manager or Legal Manager / Contracts Manager	8-12 years	720-1,080
Senior Legal Manager / Senior Contracts Manager	12+ years	960+

LEGAL

PARALEGALS & OTHER LEGAL SUPPORT ROLES

Role	Experience	Salary HK\$'000 plus bonus
In-House-Commerce		
Legal Assistant	0-3 years	180-300
Paralegal / Legal Executive or Officer	3-6 years	264-420
Senior Paralegal / Senior Legal Executive or Officer	6-8 years	420-540
Assistant Manager or Legal Manager	8-12 years	540-840
Senior Legal Manager	12+ years	780+

*Titles are less uniform and may vary for non-qualified/paralegals within in house corporate. The roles include those specialising in at least two of the following areas-legal, compliance, corporate governance, FCPA/Anti-bribery, company secretarial, intellectual property.

LAWYER

Role	Salary HK\$'000 plus bonus
Private Practice-Lawyers	
Newly Qualified	840-960
1 year PQE	840-1,020
2 years PQE	900-1,200
3 years PQE	936-1,224
4 years PQE	1,020-1,440
5 years PQE	1,044-1,620
6 years PQE	1,200-1,680
7 years PQE	1,380-1,740
8 years PQE	1,500+
Partner	1,700-5,000

The above table includes salary data collected from leading and international law firms excluding lawyers paid on New York rates.

Role	Salary US\$'000 plus bonus and may have allowance / COLA entitlement
Private Practice-New York Rates	
1st Year Associate	160
3rd Year Associate	210
5th Year Associate	145
7th Year Associate	300
9th Year Associate	375

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SALARY TABLES

LAWYER (CONTINUED)

Role	Salary HK\$'000 plus bonus
In-House Corporate	
Newly Qualified – 2 years PQE	540–780
3–5 years PQE	600–1,020
6–8 years PQE	660–1,200
8–10 years PQE	720–1,500
10–15 years PQE	960–1,500 (may have options entitlement)
15+ years PQE (HK Coverage)	1,000–1,620+ (may have options entitlement)
15+ years PQE (Regional Coverage)	1,400–2M+ (may have options entitlement)

The above table includes salary data collected from Hong Kong private and listed companies, and multinational corporations. Bonus is often discretionary within though we have observed most candidates receiving around 1 to 3 months depending on the role / organisation.

Role	Salary HK\$'000 plus bonus
In-House Financial Services	
Newly Qualified–2 years PQE	780–996
3–5 years PQE	960–1,260
6–8 years PQE	1,200–1,680
8–10 years PQE	1,560–1,920
10–15 years PQE	1,800–2,400
15+ years PQE	2,200+

The above table includes salary data collected from international/investment banks, local banks, local and global insurance companies and buy side houses (such as fund/private equity/security houses). Bonus is often discretionary within financial services though we have observed most candidates receiving at least 2 months. There may be variance when a lawyer is working in a buy side house or sitting with the business within a bank where bonus range tends to be higher on a case by case basis.

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MARKETING

CONSUMER PRODUCTS & FMCG

Role	Experience	Salary HK\$'000
Brand & Product Development		
Assistant Brand Manager / Assistant Product Manager	2-3 years	300-400
Brand Manager / Product Manager	3-4 years	400-540
Senior Brand Manager / Senior Product Manager	4-6 years	500-750
Research, Product Development and Planning Manager	6-10 years	800-1,100
Marketing		
Trade Marketing Manager	4-6 years	500-700
Marketing Manager	6-8 years	600-800
Marketing Director	8-12 years	1,000-1,500
Public Relations		
Public Relations Manager	6-8 years	500-750
Public Relations Director	8-12 years	1,000-1,300

FINANCIAL SERVICES

Role	Experience	Salary HK\$'000
Marketing, Public Relations & Communications		
Philanthropy / Corporate Social Responsibility	4-8 years	500-800
Marketing Communications Manager	4-9 years	550-800
Marketing Communications Director	10+ years	900-1,400
Internal Communications Manager	6-8 years	550-900
Internal Communications Director	10+ years	1,000+
Public Relations / Corporate Communications Manager	4-8 years	500-800
Public Relations / Corporate Communications Director	8-12 years	900-1,300
Event Management		
Event Planner	2-5 years	300-500
Events Manager	6-8 years	500-700
Head of Events	10+ years	1,000-1,200
Research		
Market Research Manager	4-8 years	450-750
Market Research Director	10+ years	900-1,400
Media		
Media Relations Manager	6-8 years	450-800
Media Relations Director	10+ years	1,100+

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SALARY TABLES

IT & TELECOMMUNICATIONS

Role	Experience	Salary HK\$'000
Marketing, Public Relations & Communications		
Assistant Marketing Communications Manager	3-5 years	300-500
Marketing Communications Manager / Regional Communications Manager / Public Relations Manager	5-8 years	500-900
Marketing Communications Director / Public Relations Director	9+ years	800-1,300

MANUFACTURING / INDUSTRIAL

Role	Experience	Salary HK\$'000
Marketing		
Marketing Specialist	3-5 years	300-450
Product Marketing Manager	4-8 years	350-600
Marketing Manager	5-8 years	500-800

MEDIA / ENTERTAINMENT

Role	Experience	Salary HK\$'000
Event Management & Marketing		
Assistant Marketing Manager	2-4 years	300-500
Circulation / Marketing Manager	4-6 years	400-650
Marketing Manager	4-6 years	400-700
Events Manager	4-8 years	500-800
Circulation / Marketing Director	7-11 years	800-1,100
Marketing Director	8-12 years	1,000-1,200

PROFESSIONAL SERVICES

Role	Experience	Salary HK\$'000
Marketing, Public Relations & Communications		
Marketing Executive	3-5 years	300-500
Marketing Manager	6-8 years	450-800
Marketing Director	10+ years	900-1,200
Research Manager	6-8 years	600-800
Public Relations / Media Communications Manager	6-8 years	550-850

PROPERTY & CONSTRUCTION

CONSULTANCY

Role	Experience	Salary HK\$'000
Property Officer	3–5 years	220–350
Project Engineer	3–5 years	280–350
Leasing Associate	3–5 years	330–450
Contracts Administrator / Quantity Surveyor	3–7 years	350–500
Leasing Manager	5–7 years	400–650
Property Manager	5–7 years	400–650
Project Manager	5–7 years	380–700
Operations Manager / Construction Manager	5–7 years	500–800
Design Manager	5–7 years	500–800
Senior Contracts Manager	5–7 years	500–800
Property Manager	7–10 years	500–720
Project Manager	7–10 years	540–850
Senior Leasing Manager	7–10 years	550–800
Senior Project Manager	10+ years	720–1,200
Project Director	15+ years	960+

CORPORATE REAL ESTATE

Role	Experience	Salary HK\$'000
Building Services Engineer	3–7 years	360–600
Facilities Manager	3–7 years	420–600
Leasing Associate	5–7 years	420–780
Project Manager	5–7 years	450–800
Chief Engineer	7–10 years	650–1,000
Country Head of Facilities	7–10 years	800–1,200
Country Head of Security	7–10 years	600–1,000
Leasing Manager	7–10 years	540–800
Project Director	7–10 years	780–1,300
Regional Head of Facilities	10+ years	850–1,500
Country Head of Real Estate	10+ years	1,000–1,500
Regional Head of Projects / Design	10+ years	1,000–1,500
Regional Head of Engineering	10+ years	1,000–1,700
Regional Head of Security	10+ years	1,000–1,700
Regional Head of Strategy / Transactions	10+ years	1,000–1,700
Regional Head of Corporate Real Estate	10+ years	1,600–2,500

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SALARY TABLES

DEVELOPER

Role	Experience	Salary HK\$'000
Property Officer	3–5 years	280–400
Operations / Construction Supervisor	3–5 years	350–550
Project Engineer	3–5 years	350–550
Contracts Administrator / Quantity Surveyor	3–5 years	380–540
Leasing Manager	5–7 years	360–600
Property Manager	5–7 years	400–650
Senior Contracts Manager	5–7 years	500–800
Operations / Construction Manager	5–7 years	500–1,000
Project Manager	5–7 years	550–845
Design Manager	5–7 years	600–850
Property Manager	7–10 years	550–800
Senior Leasing Manager	7–10 years	550–1,000
Contracts Manager	7–10 years	650–1,000
Project Manager	7–10 years	750–1,000
Senior Design Manager	7–10 years	800–1,200
Senior Property Manager	10+ years	600–850
Project Manager	10+ years	800–1,400
Head of Development	10+ years	1,200–1,600
Property Director	15+ years	900–1,300
Senior Project Manager	15+ years	1,000–1,600
Head of Development	15+ years	1,500–2,600
Project Director	20+ years	1,200–2,000

PROCUREMENT & SUPPLY CHAIN

LOGISTICS / WAREHOUSING / DISTRIBUTION

Role	Experience	Salary HK\$'000
Warehousing		
Assistant Warehouse Manager	4–6 years	250–365
Warehouse Manager	5–7 years	365–500
Warehouse Operations and Logistics Manager	8–10 years	500–600
Regional Warehouse Operations and Logistics Manager	10–15 years	780–950
Logistics		
Assistant Logistics Manager	5–8 years	325–390
Logistics Manager	5–8 years	430–780
Senior Logistics Manager	8–12 years	600–950
Director / Vice President - Operations and Logistics	15 years	1,000–1,500

MANUFACTURING & PRODUCTION

Role	Experience	Salary HK\$'000
Material Planning and Control Manager	5+ years	390–585
Production Manager	6–8 years	420–650
Factory / Plant Manager	8–10 years	650–1,000
General Manager	12+ years	1,000–1,800

PRODUCT MANAGEMENT

Role	Experience	Salary HK\$'000
Product Manager	3–6 years	400–650
Category Controller	6–8 years	600–800

PROCUREMENT

Role	Experience	Salary HK\$'000
Procurement Officer	3–7 years	240–360
Assistant Procurement Manager	6–9 years	350–520
Procurement Manager	7–10 years	520–650
Senior Procurement Manager / Regional Manager	15–18 years	750–1,000
Country Head/ Regional Vice President / Director	18+ years	1,100–1,800

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SALARY TABLES

QUALITY / COMPLIANCE / PROCESS IMPROVEMENT

Role	Experience	Salary HK\$'000
Operations		
Manager of Process Improvement / Operations Excellence	8–10 years	585–845
Director of Process Improvement / Operations Excellence	10+ years	1,000–1,500
Quality Assurance & Compliance		
Quality Assurance and Quality Compliance Executive	2–5 years	240–320
Quality Assurance and Quality Compliance Assistant Manager	5–8 years	300–380
Quality Assurance and Quality Compliance Manager	8–12 years	420–650
Quality Assurance and Quality Compliance Director	12–15 years	650–1,000
Head of Quality Assurance and Quality Compliance	15+ years	1,000 - 2,000+

SUPPLY CHAIN

Role	Experience	Salary HK\$'000
Planner / Analyst	3–5 years	240–320
Senior Planner / Senior Analyst	4–6 years	320–380
Assistant Supply Chain / Planning Manager	5–8 years	350–500
Supply Chain Manager	8–12 years	500–680
Regional Supply Chain Manager (APAC)	12–15 years	630–845
Supply Chain Director	15–18 years	780–1,200
Regional Vice President / Director	15+ years	1,000 - 1,800

RETAIL & SOURCING

BUYING & PURCHASING

Role	Experience	Salary HK\$'000
Buyer	2-5 years	325-455
Senior Buyer / Assistant Manager	5-8 years	455-520
Buying & Purchasing Manager	8-10 years	500-780
General / Divisional Manager	10-15 years	780-1,200
Director / Vice President	12+ years	1,000-2,000

DESIGN

Role	Experience	Salary HK\$'000
Designer	2-5 years	234-290
Senior Designer	5-8 years	290-365
Manager	7-12 years	450-700
Senior Manager	10+ years	780-900
Chief Designer	12+ years	650-910
Director	12+ years	1,000-1,500

MERCHANDISING / SOURCING

Role	Experience	Salary HK\$'000
Merchandiser	2-5 years	220-260
Senior Merchandiser	5-8 years	260-360
Assistant Merchandising Manager	8-12 years	360-420
Merchandising / Sourcing Manager	10-15 years	450-600
Merchandising / Sourcing Senior Manager	12+ years	650-850
Head of Merchandising / Director	15+ years	800-1,500

PRODUCT DEVELOPMENT

Role	Experience	Salary HK\$'000
Product Developer	2-5 years	220-260
Assistant Product Development Manager	5-10 years	260-360
Product Development Manager	10-15 years	400-650
Senior Product Development Manager	12+ years	650-1,000
Head of Product Development	15+ years	1,000-1,500

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SALARY TABLES

RETAIL OPERATIONS & STORE MANAGEMENT

Role	Experience	Salary HK\$'000
Sales Supervisor / Assistant Manager	3-8 years	325-455
Store Manager (Single Store)	6+ years	450-780
Retail Operations Manager	8+ years	450-780
Country General Manager	10+ years	850-1,200
Regional Retail Operations Manager	10+ years	780-1,200
Regional General Manager	12+ years	1,000+

VISUAL MERCHANDISING

Role	Experience	Salary HK\$'000
Visual Merchandiser / Senior Merchandiser	3-8 years	200-400
Visual Merchandising Manager	8-12 years	400-750
Visual Merchandising Director	10-15 years	700-900

SALES

ADVERTISING & PUBLIC RELATIONS AGENCIES

Role	Experience	Salary HK\$'000
Account Manager	5–8 years	360–550
Account Director	8–10 years	500–750
Group Account Director	10–12 years	650–900
Business Director	10–15 years	900–1,100
Managing Director / General Manager	15+ years	1,300- 1,500

CONSUMER PRODUCTS & FMCG

Role	Experience	Salary HK\$'000
Account Management		
Assistant Key Account Manager	1–3 years	300–500
Key Account Manager	3–8 years	360–700
Sales		
General Sales Manager	7–10 years	800-1,000+
Business Manager	7–10 years	700–900
Sales Director	10+ years	1,100-1,500+
General Manager	12+ years	1,100-1,500+

FINANCIAL SERVICES

Role	Experience	Salary HK\$'000
Sales		
Corporate Sales Manager	5–10 years	550-900

IT & TELECOMMUNICATIONS

Role	Experience	Salary HK\$'000
Sales & Account Management		
Channel Account Manager / Account Manager	3–5 years	400–600
Sales Manager / Global Account Director	6–12 years	500–800
Division Manager / Sales and Marketing Manager / General Sales Manager	10–12 years	600–900
Vice President, Sales and Marketing / Sales and Marketing Director / Marketing Director	12+ years	1,200+
Sales Director / Business Development Director	12+ years	1,200–1,500+
Managing Director / General Manager	15+ years	1,500+

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SALARY TABLES

MANUFACTURING / INDUSTRIAL

Role	Experience	Salary HK\$'000
Sales		
Sales Engineer / Senior Sales Engineer	3–5 years	300–500
Sales Manager / Business Development Manager	6–10 years	500–700
General Manager / Director	12+ years	800–1,200+

MEDIA / ENTERTAINMENT

Role	Experience	Salary HK\$'000
Sales & Business Development		
Assistant Sales Manager	2–4 years	300–500
Sales / Business Development Manager	4–8 years	500–800
Advertising / Media Sales Manager	8–10 years	800–1,000 +
Sales / Business Development Director	10+ years	800–1,200 +
Advertising / Media Sales Director	12+ years	800–1,200 +
General Manager	15+ years	1,200–1,800 +

PR AGENCIES

Role	Experience	Salary HK\$'000
Account Manager	5–8 years	360–500
Account Director	8–10 years	600–800
Director	10+ years	800–1,000
Executive Director	10–15 years	1,000+
Managing Director / General Manager	15+ years	1,200– 1,500

PROFESSIONAL SERVICES

Role	Experience	Salary HK\$'000
Business Development & Research		
Business Development Executive	3–6 years	360- 550
Business Development Manager	6–10 years	750-1,000
Business Development Director	10+ years	1,200–1,500+

TECHNOLOGY

COMMERCE

Role	Experience	Salary HK\$'000
Development, Design & Architecture		
Programmer	1-3 years	180-360
Analyst Programmer	3-5 years	300-480
System Analyst	5-8 years	360-540
Architect - Applications, Solutions, Systems, Data	8-12 years	360-800
Enterprise Architect	12+ years	500- 1,300
Application Development Manager	10-15 years	480-1,000
Testing		
QA Engineer	1-3 years	200-300
Test Analyst	3-5 years	250-350
Team Lead - Testing	5-8 years	300-500
Test Manager	8+ years	500-700
Project & General Management		
Project Co-ordinator	1-6 years	180-480
Business Analyst	3-5 years	360-540
Pre / Post-sales Consultant	5-8 years	540-780
Senior Business Analyst	5-8 years	600-780
Project Manager	6-10 years	540-800
IT Manager	8-12 years	660-900
Senior Project Manager	10-15 years	840-1,080
Senior IT Manager	12-15 years	900-1,200
Project Director	15+ years	920-1,200+
IT Director	15+ years	1,200+
Chief Information Officer	15+ years	1,500+
Infrastructure / Network		
Network Support - 1st / 2nd level	1-3 years	216-300
Network Support - 1st / 2nd level	3-5 years	300-420
Security Analyst	3-5 years	360-540
Network Engineer	5-8 years	480-660
Security Consultant	5-8 years	480-780
Network Architect	8-10 years	660-900
Security Manager	8+ years	720-1,080
Infrastructure Manager	8-12 years	720-960
Senior Infrastructure Manager	12+ years	960-1,200+

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SALARY TABLES

COMMERCE (CONTINUED)

Role	Experience	Salary HK\$'000
Database Management		
Database Administrator	1-3 years	360-456
Database Administrator	3-5 years	456-540
Senior Database Administrator / Data Analyst	5-8 years	540-720
Data Warehousing / Modelling Specialist	8-10 years	540-720
Data Architect	10+ years	780-960
Support / Administration		
1st Level Helpdesk Analyst	1-3 years	216-300
1st Level Helpdesk Analyst	3-5 years	300-360
2nd Level Desktop Support Analyst	1-3 years	216-300
2nd Level Desktop Support Analyst	3-5 years	300-420
3rd Level Support Analyst	5-8 years	420-480
Unix Administrator	3-6 years	420-600
Network Administrator	3-6 years	360-540
Helpdesk Manager	8-12 years	540-780
Service Centre Manager	12+ years	600-960

BANKING & FINANCIAL SERVICES

Role	Experience	Salary HK\$'000
Development, Design & Architecture		
Analyst Programmer	1-3 years	250-380
Analyst Programmer	3-5 years	380-560
Lead Analyst Programmer	5-8 years	550-860
Architect - Applications, Solutions, Systems, Data	8-12 years	840-1,080
Enterprise Architect	12+ years	1,080-1,440
Application Development Manager	12+ years	900-1,600
Database Management		
Database Administrator	1-3 years	360-480
Database Administrator	3-5 years	500-630
Senior Database Administrator / Data Analyst	5-8 years	630-820
Data Warehousing / Modelling Specialist	5-8 years	620-800
Data Architect	8+ years	620-800
Infrastructure / Network		
Network Support - 1st / 2nd level	1-3 years	250-380
Network Support - 1st / 2nd level	3-5 years	380-650
Security Analyst / Consultant	3-5 years	380-650
Security Analyst / Consultant	5-8 years	600-780
Network Engineer	5-8 years	600-780
Network Architect	8-10 years	780-1,200
Security Manager	8+ years	780-1,080
Infrastructure Manager	8-12 years	800-1,100
Senior Infrastructure Manager	12+ years	1,100+

TECHNOLOGY

SALARY TABLES

BANKING & FINANCIAL SERVICES

Role	Experience	Salary HK\$'000
Project & General Management		
Project Co-ordinator	1-6 years	300-540
Business Analyst	3-5 years	420-600
Senior Business Analyst	5-8 years	650-820
Project Manager	6-10 years	540-960
IT Manager	8-10 years	780-960
IT Manager	10-12 years	960-1,200
Senior Project Manager	10-15 years	1,000-1,350
IT Director	12+ years	1,400+
Project Director	15+ years	1,350-1,650
Chief Information Officer	15+ years	1,800+
Support / Administration		
1st Level Helpdesk Analyst	1-3 years	230-310
1st Level Helpdesk Analyst	3-5 years	320-500
2nd Level Desktop Support Analyst	1-3 years	250-380
2nd Level Desktop Support Analyst	3-5 years	380-650
3rd Level Support Analyst	5-8 years	570-700
Unix Administrator	3-6 years	460-800
Network Administrator	3-6 years	500-760
Helpdesk Manager	8-12 years	720-840
Service Center Manager	12+ years	900-1,200

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SALARY TABLES

FINANCE

SALARY TABLES

ACCOUNTING

Role	Experience	Salary HK\$'000
Accounts Clerk	1–3 years	150–185
Junior Financial Analyst	1–3 years	200–320
Internal Auditor (PQ / Qualified)	2–3 years	260–400
Credit Control Officer / Analyst	2–4 years	250–350
Accounting Officer / Supervisor	3–5 years	180–300
Financial Analyst	3–5 years	300–420
Tax Accountant (PQ / Qualified)	3–5 years	320–400
Billing Officer / Analyst	3–6 years	180–300
Assistant Accountant (PQ)	3–6 years	180–300
Accountant (PQ / Qualified)	3–7 years	320–430
Assistant Credit Manager	4–8 years	330–480
Payroll Officer / Analyst	3–5 years	220–300
Payroll Manager	8+ years	540–660
AP Manager	8+ years	400–720
Billing Manager	8+ years	420–660
Credit Manager	8+ years	480–720

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FINANCIAL SERVICES

SALARY TABLES

ACCOUNTING & FINANCE

Role	Experience	Salary HK\$'000
Accounts Clerk (AP / AR)	1–3 years	140–210
Accounts Officer (PQ)	1–3 years	180–250
Internal Audit Assistant	1–3 years	200–350
Financial Accountant (PQ / Qualified)	3–5 years	210–350
Management Accountant (PQ / Qualified)	3–5 years	250–400
Investment / Fund Accountant (PQ / Qualified)	3–5 years	300–420
Accountant Assistant Manager (Qualified)	3–5 years	300–450
Internal Audit Officer (PQ / Qualified)	3–5 years	320–470

MIDDLE & BACK OFFICE

Role	Experience	Salary HK\$'000
Remittance and Payment	1–3 years	150–240
Trade Finance	1–3 years	150–270
Settlement & Corporate Action	1–3 years	150–300
Fund Services	1–3 years	180–300
Data & Documentation	1–3 years	180–240
Client On-boarding	1–3 years	200–260
Trade & Sales Support	1–3 years	200–300

COMPLIANCE & RISK

Role	Experience	Salary HK\$'000
Licensing Compliance	1–3 years	240–360
General Compliance	1–3 years	270–385
AML Compliance	1–3 years	300–400
Control Room Compliance	1–3 years	350–500
Operational Risk	1–3 years	240–420
Credit Risk	1–3 years	300–450
Market Risk	1–3 years	300–450

INSURANCE

Role	Experience	Salary HK\$'000
Policy Administration	1–3 years	140–240
Claims Operations	1–3 years	140–240
Underwriter	1–3 years	240–360

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FINANCIAL SERVICES

SALARY TABLES

RETAIL & CONSUMER BANKING

Role	Experience	Salary HK\$'000
Counter Services Officer	1–3 years	120–150
	3–5 years	150–180
Branch Services Officer	1–5 years	200–300
Branch Services Manager	5–10 years	300–360
Services Ambassador	1–3 years	140–180
Relationship Manager Assistant	1–3 years	170–200
Relationship Manager	1–2 years	200–240
	2–3 years	240–300
	3–5 years	300–380
	5–8 years	380–540
Branch Manager	7+ years	500–620+
Investment Consultant	7+ years	540–680+
Product Development	7+ years	500–680+

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PROCUREMENT & SUPPLY CHAIN

SALARY TABLES

PROCUREMENT

Role	Experience	Salary HK\$'000
Procurement Officer	3–7 years	240–360
Assistant Procurement Manager	6–9 years	350–520
Procurement Manager	7–10 years	520–650

LOGISTICS / WAREHOUSING / DISTRIBUTION

Role	Experience	Salary HK\$'000
Warehousing		
Warehouse Supervisor	4–6 years	200–250
Assistant Warehouse Manager	4–6 years	250–365
Warehouse Manager	5–7 years	365–500
Warehouse Operations and Logistics Manager	8–10 years	500–600
Logistics		
Assistant Logistics Manager	4–6 years	325–390
Logistics Manager	7–10 years	430–780

MANUFACTURING & PRODUCTION

Role	Experience	Salary HK\$'000
Material Planning and Control Manager	5+ years	390–585
Production Manager	6–8 years	420–650

QUALITY / COMPLIANCE / PROCESS IMPROVEMENT

Role	Experience	Salary HK\$'000
Operations		
Manager of Process Improvement / Operations Excellence	5–10 years	400–700
Quality Assurance & Compliance		
Quality Assurance and Quality Compliance Executive	2-5 years	240-320
Quality Assurance and Quality Compliance Assistant Manager	5-8 years	300-380
Quality Assurance and Quality Compliance Manager	8-12 years	420-600

SUPPLY CHAIN

Role	Experience	Salary HK\$'000
Planner / Analyst	3–5 years	240–320
Senior Planner / Senior Analyst	4–6 years	320–380
Assistant Supply Chain / Planning Manager	5–8 years	350–500
Supply Chain Manager	8–12 years	500–680

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SECRETARIAL & BUSINESS SUPPORT

SALARY TABLES

SECRETARIAL & BUSINESS SUPPORT

Role	Experience	Salary HK\$'000
Financial Services		
Administration Assistant	2-4 years	160-240
	5-8 years	240-420
Executive Assistant / Personal Assistant	3-7 years	300-420
	8-12 years	420-540
	12+ years	540-780+
Office Manager	5-8 years	360-540
	9+ years	540-780+
Secretary	3-5 years	240-300
	6-10 years	300-420
Receptionist	3-8 years	192-300
Presentation Specialist	3-10 years	240-480+
Administration Manager	10+ years	460-850+
Commerce & Industry		
Administration Assistant	2-4 years	168-216
	5-8 years	216-300
Executive Assistant / Personal Assistant	3-7 years	240-360
	8-12 years	360-450
	12+ years	450+
Office Manager	5-8 years	360-420
	9+ years	420-660
Receptionist	3-8 years	168-264
Secretary	3-5 years	180-264
	6-10 years	264-360+
Administration Manager	10+ years	420-720+

LEGAL SECRETARIES / PAs

Role	Experience	Salary HK\$'000
Private Practice (Non-Inclusive of U.S. Firms)		
Junior Legal Secretary	1-3 years	156-264
Legal Secretary	4-8 years	264- 384
Legal Support Manager	7+ years	456-720+
Senior Legal Secretary	9-14 years	384-456
Partner Secretary	12+ years	432+
Commerce & Industry		
Legal Secretary (Assisting a team of around 3 to 6)	1-8 years	180-336
Senior Legal Secretary (Assisting a team of around 3 to 6)	9-15 years	336-420
Senior Legal Secretary (Assisting only General Counsel / Head of Legal)	9-15 years	360-456

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SALES & MARKETING

SALARY TABLES

MARKETING

Role	Experience	Salary HK\$'000
Event Coordinator	1-3 years	150-220
Public Relations Assistant	1-3 years	150-220
Marketing Assistant / Coordinator	1-3 years	150-220
Digital Marketing Assistant / Coordinator	1-3 years	150-220
Corporate Communications Assistant	1-3 years	180-240
Marketing Executive	3-5 years	220-320
Digital Marketing Executive	3-5 years	230-350
Event Manager	3-5 years	240-320
Public Relations Manager	3-5 years	240-360
Assistant Brand Manager	4-6 years	280-400
Assistant Product Manager	4-6 years	280-400
Assistant Marketing Manager	5-8 years	340-420

SALES & ACCOUNT MANAGEMENT

Role	Experience	Salary HK\$'000
Customer Service Representative	1-5 years	150-260
Telesales	1-5 years	130-220
Sales Executive	1-3 years	230-330
Business Development Manager	3-8 years	300-420
Customer Service Manager	5+ years	280-360
Account Manager	5-8 years	350-420

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