

Mercuri Urval (MU) and Swedish Chamber of Commerce

# Survey-Human Resources China 2022



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**Human capital is companies most valuable resources but managing and attracting that talent is becoming increasingly challenging. To support our member companies and their businesses in China; the Swedish Chamber of Commerce in China together with Mercuri Urval (MU) have conducted this nationwide survey of compensation and benefits packages for corporate members in China.**

The survey has been answered by around 50 companies, representing the Swedish business community in China. We have highly appreciated your contribution and attendance, and are now pleased to invite you to this launch event for the nationwide salary survey report. We hope the survey outcomes will help managers set competitive salaries and benefits through an indication of the competitive landscape.

# Introduction

The Human Resources China 2022 survey saw largely foreign-owned companies in the Machinery and Industrial Equipment sector take part.

It also saw participation from a variety of other sectors such as Telecommunication and IT, Retail, Autonomous Driving, Management Consultancy, and others, all of which ranged from having less than 50 employees to some having over 500.

The companies were largely located in Shanghai, Beijing and Tianjin, and saw both executives and human resources personnel take part in the survey.

Considering the comparatively small and relatively homogenous target group when issuing the survey to members of the Swedish Chamber only, we decided on a relatively small degree of differentiation between positions when indicating purely salary levels; the focus had shifted to include other impactful HR influencing factors, that are becoming increasingly important in China. Hence the change in title from 'Salary Survey' to 'Human Resources Survey'. (Besides, those detailed salary guides for blue/white collar workers have been published by other organisations with larger survey groups to base the results on).

Many thanks to all representatives of SwedCham Members for your participation!

# Executive Summary

## Part 1 of 2

- Most companies saw labour costs rising for both white- and blue-collar employees in 2022, but also saw a less than 5% turnover, both voluntary and involuntary, amongst blue- and white-collar employees.
- Retention of white-collar employees was largely affected by salary adjustments, having a career development plan, a bonus system, and flexible working timings.
- For blue collar workers, retention was helped by overtime and compensation, along with a combination of other factors like COVID-19, the working environment and relationships, bonuses, and commissions.
- Online recruitment worked best for finding white-collar staff in 2022, while on-site job fairs were the least preferred.
- A third each of white-collar employees stayed for 3-5 years and 5-11 years, with nearly 20% staying for between 11-20 years.
- Around 40% of blue-collar employees stayed on for 3-5 years, while 6.7% employees stayed for more than 20 years, higher than the number of white-collar workers.
- From an HR perspective, the top three factors having a high impact on business operations were found to be the recruitment and retention of qualified employees, along with rising labour costs. Covid-related travel restrictions are considered to have relatively low impact.
- Major reasons for companies to be ‘chosen’ by applicants are viewed to be flexible working hours, work-life balance, employer branding and performance recognition.

# Executive Summary

## Part 2 of 2

- Most important factors to determine salary adjustments are company performance and the individual's contribution to it, seniority plays a relatively smaller (only 40% of participants).
- Recruitment difficulties are mostly experienced when hiring for administrative roles. Obstacles to filling vacancies often are the lack of experience within foreign companies or the company location.
- Recruitment channels for white-collar staff are mostly headhunting agencies, job advertisement, local recruitment platforms, social network and referral; blue-collar workers are mostly recruited by referral, social network, local platforms and employment agencies.
- Member companies employing foreigners are doing so either on local contract, on expat contract or having both models simultaneously within the company (relatively balanced between the 3 options).
- Localisation in management roles is perceived equally by respondents.
- Salary levels are predominantly in the region of 150-189k Euro annually for junior- to mid-level, 300-400k for senior and 1 Million + for senior management (please refer to the presentation below for more details).
- For both blue- and white collar employees a major part of respondents is expecting an increase between either 3-5% or 5-10% for next year.
- Although most companies have no retention policy in place, they do consider offering the following extraordinary benefits to retain key personnel: flexible working time, meal subsidies, housing fund, mobile phones, training/education, events/travel.

## Participating Companies

1. Company name
2. Your position
3. Company industry
4. Number of employees (at current location)
5. Company location (city where you are currently located)
6. What is your company's legal structure

## Review 2022-Key Learnings

7. How would you generally describe your company's development in 2022?
8. How would you describe your company's recruitment demand in 2022? Has it been:
9. What are your company's labour costs in 2022?
10. Overall turnover rate of white-collar employees in 2022?
11. Overall turnover rate of blue-collar employees in 2022?
12. What have affected the retention rate of your white-collar employees in 2022?
13. What have affected the retention rate of your blue-collar employees in 2022?
14. What were your primary channels for acquiring white collar staff in 2022?

## HR-Overview and Insights

15. Removed for confidentiality
16. Removed for confidentiality
17. How many years do your employees stay with the company on average?
18. What are the factors that affect the business operations of your company from HR perspective?
19. Is your company considering strategic changes due to rising labour costs in China?
20. Is your company considering strategic changes due to rising labour costs in China? Internal recommended
21. What is the importance of the following items for staff in choosing your company?
22. How difficult do you find it to recruit qualified staff in China for the following positions?
23. What are the main reasons why vacancies cannot be filled?
24. Do you have foreign nationals working at your company?  
Locally hired foreigners or expats?
25. Did you have any personnel who required a PU letter to return/come to China?
26. Does your company experience localisation in management position?
27. Does your company have regional (APAC) roles based in China?

## Recruitment, Selection, Retention

28. How long is your recruiting procedure in general (from search to contract)?  
White vs blue collar
29. Which recruitment channels do you mainly use in China? (white vs blue collar)
30. What are the top 3 reasons for your employees to leave your company?
40. \* Do you also have special retention strategies for key personnel?
41. \* Please explain what individual retention strategies your company is using

(\* category moved)

## HR- Remuneration, Employee Benefits and Incentives

31. What is the average salary (CNY) range of your junior and mid-level employees?
32. What is the average salary (CNY) range of your senior employees?
33. What is the average salary (CNY) range of key roles?
34. What is the ratio between fix and variable (bonus) for white-collar employee in average?
35. What was the salary increase of your company for 2021 on average?
36. What salary increase does your company expect for 2022/23 on average?
37. Has your company considering postponing a salary increase?
38. Standard benefit plans offered
39. Does your company offer extraordinary benefits to retain key personnel?

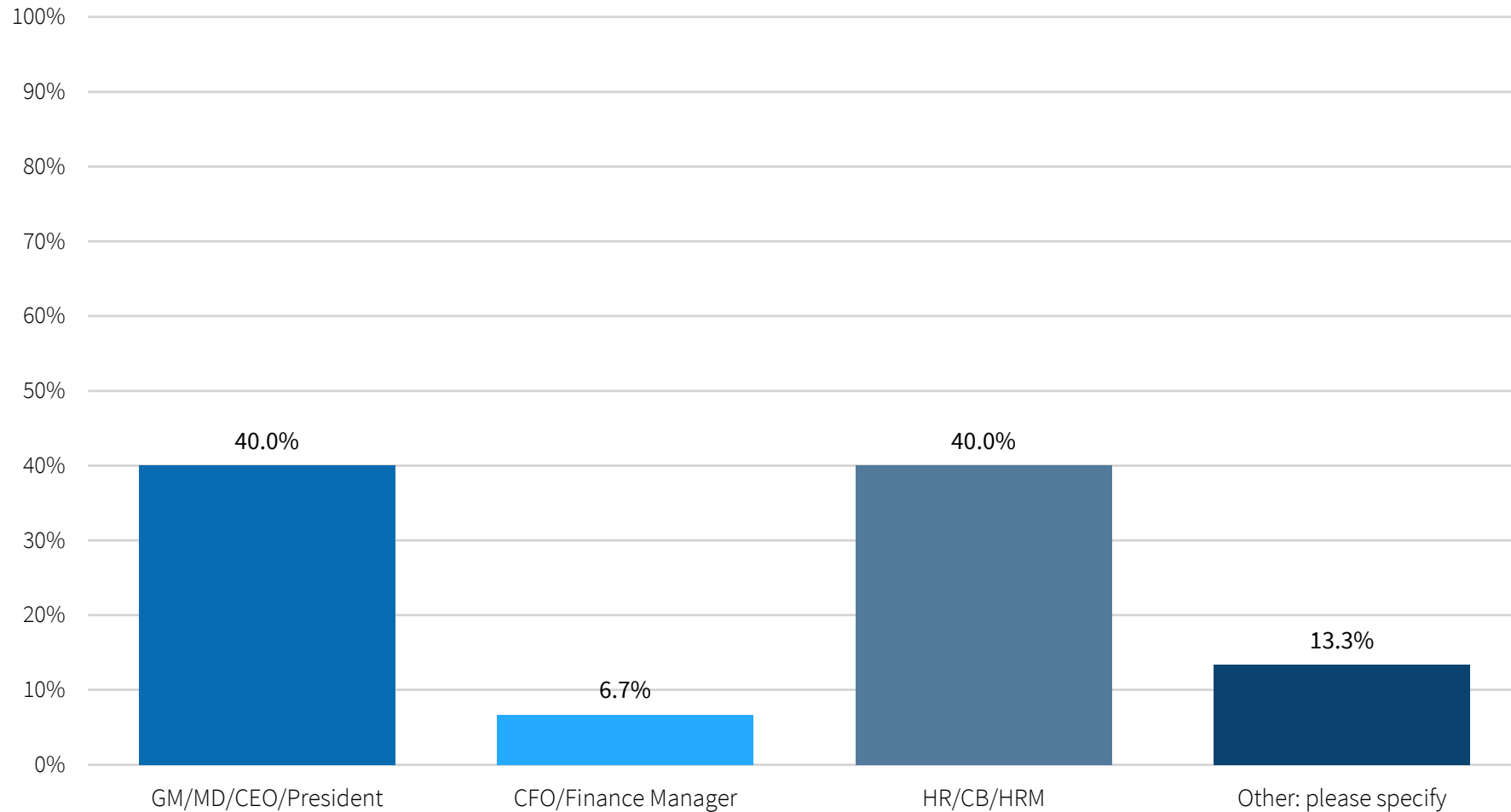
Survey-Human Resources China 2022

# Participating Companies



## 2. Roles of those participating in the Human Resources China 2022 survey

### Participating Companies

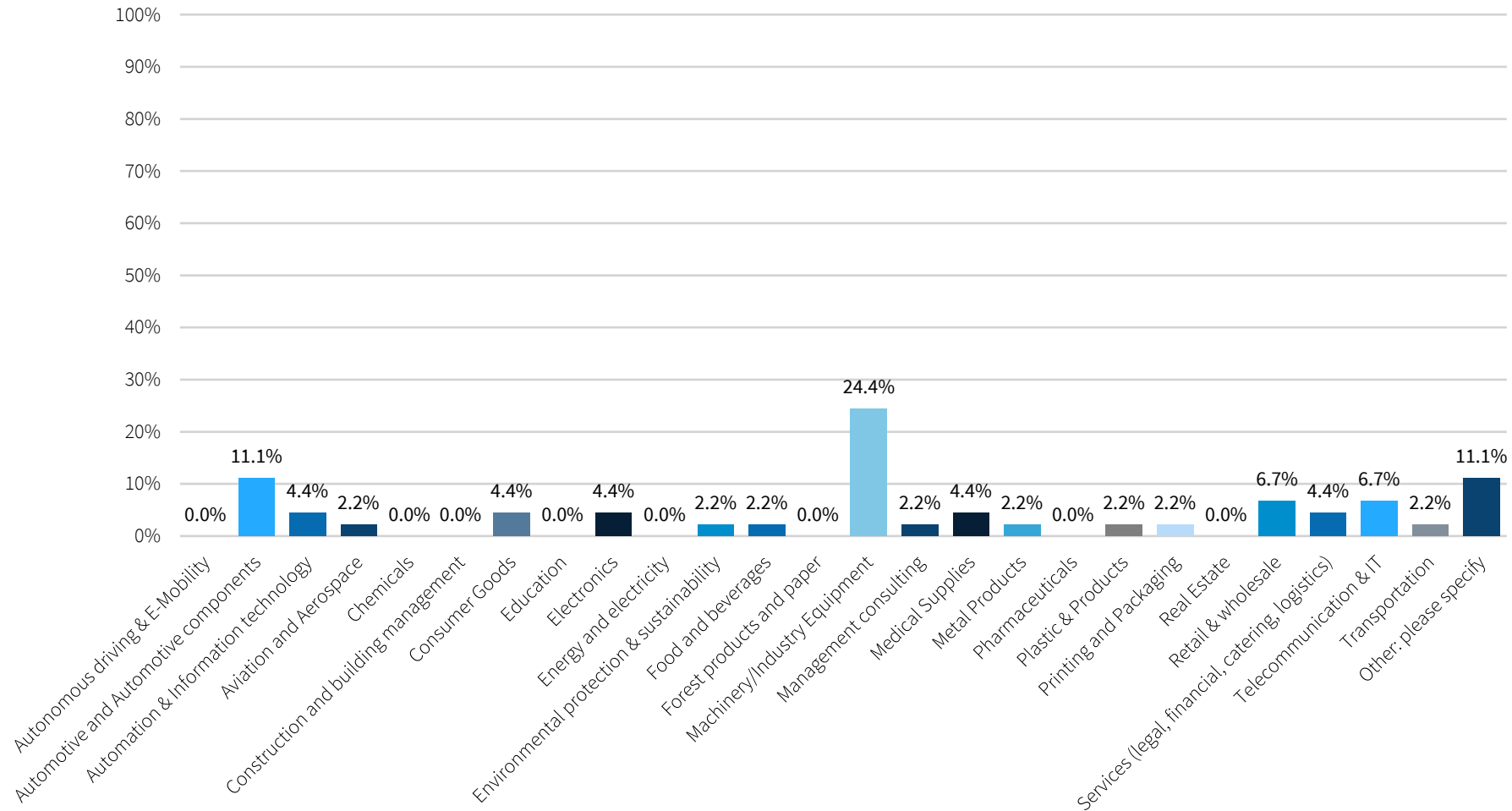


Highest number of participants in the survey were **Executives** (such as General Managers and Chief Executive Officers) and those in **human resources** (such as Human Resources Managers), both at 40% each.

Other participants included Chief Finance Officers, Technical Directors, and Country Managers.

### 3. Industries of companies taking part in the Human Resources China 2022 survey

#### Participating Companies

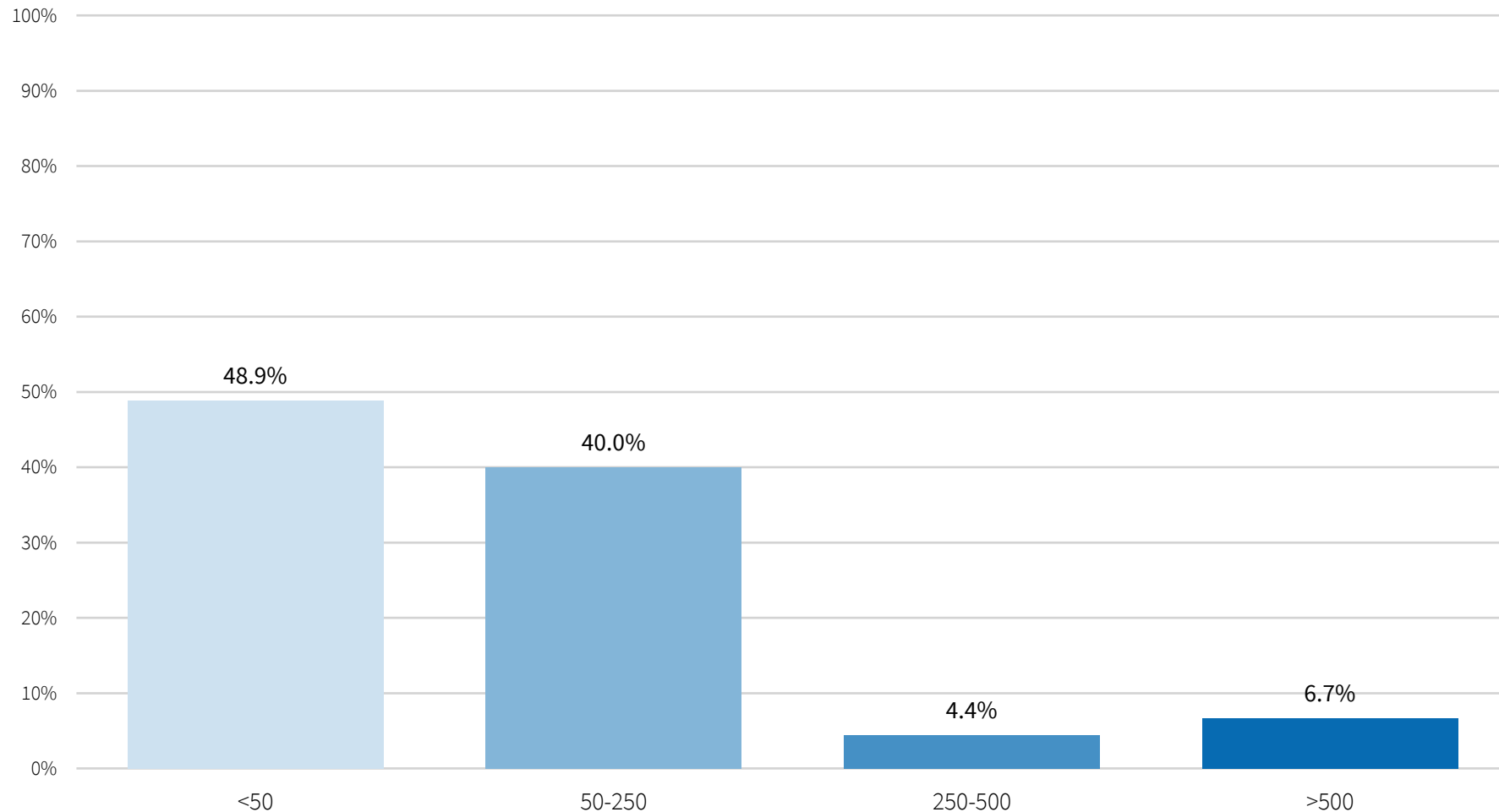


Largely, companies from the **Machinery and Industrial Equipment** industry took part in the survey, making up 24.4% of the total.

The second highest was the **Automotive and Automotive components** industry, at 11.1%, followed by the **Telecommunication and Retail** industries, at 6.7% each.

# 4. Number of employees at the participating companies' premises

Participating Companies

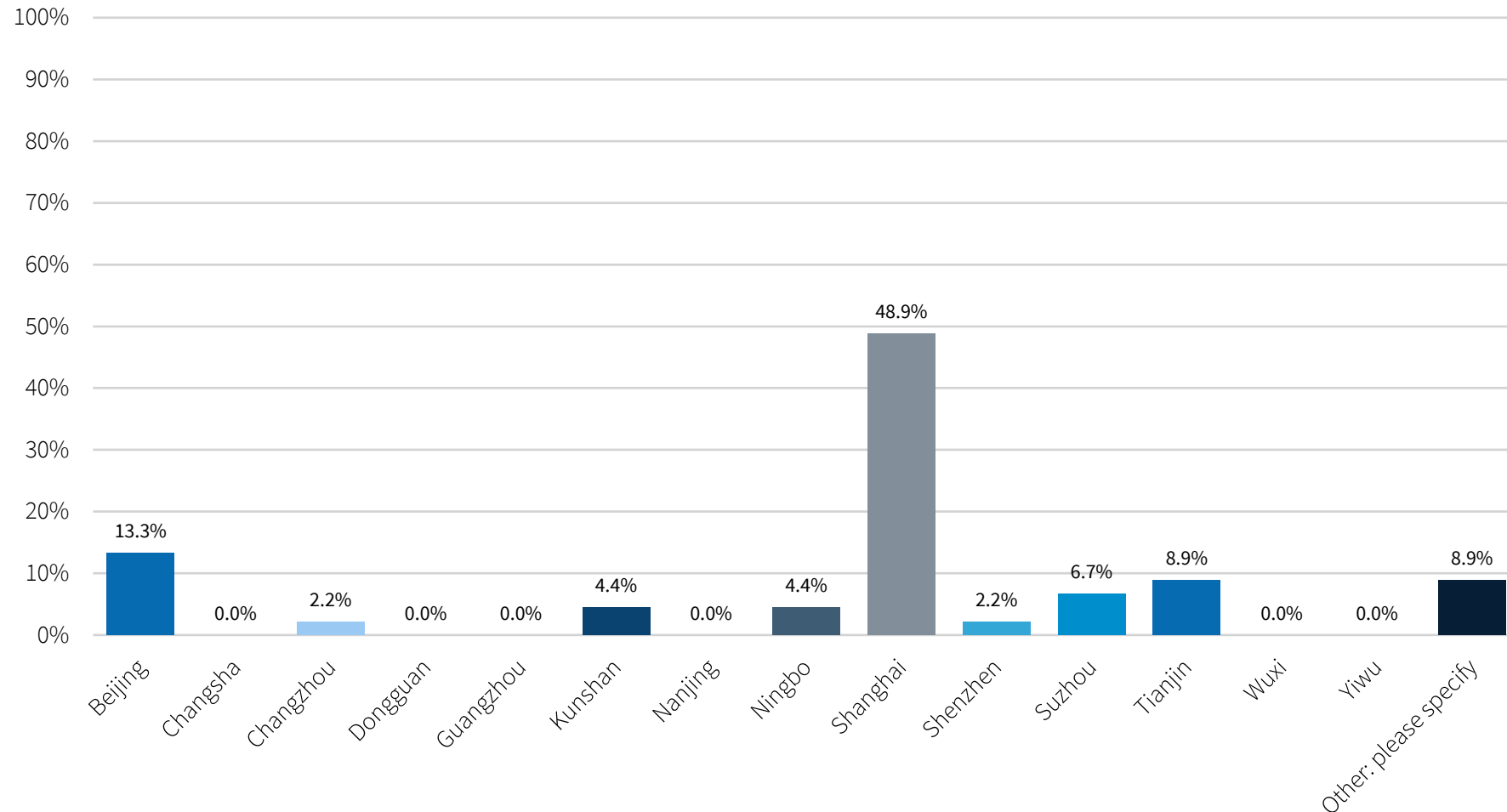


Most (48.9%) of the companies participating in the survey had less than 50 employees, while 40% had up to 250.

Only 6.7% had more than 500 employees.

# 5. Cities in which participating companies are located

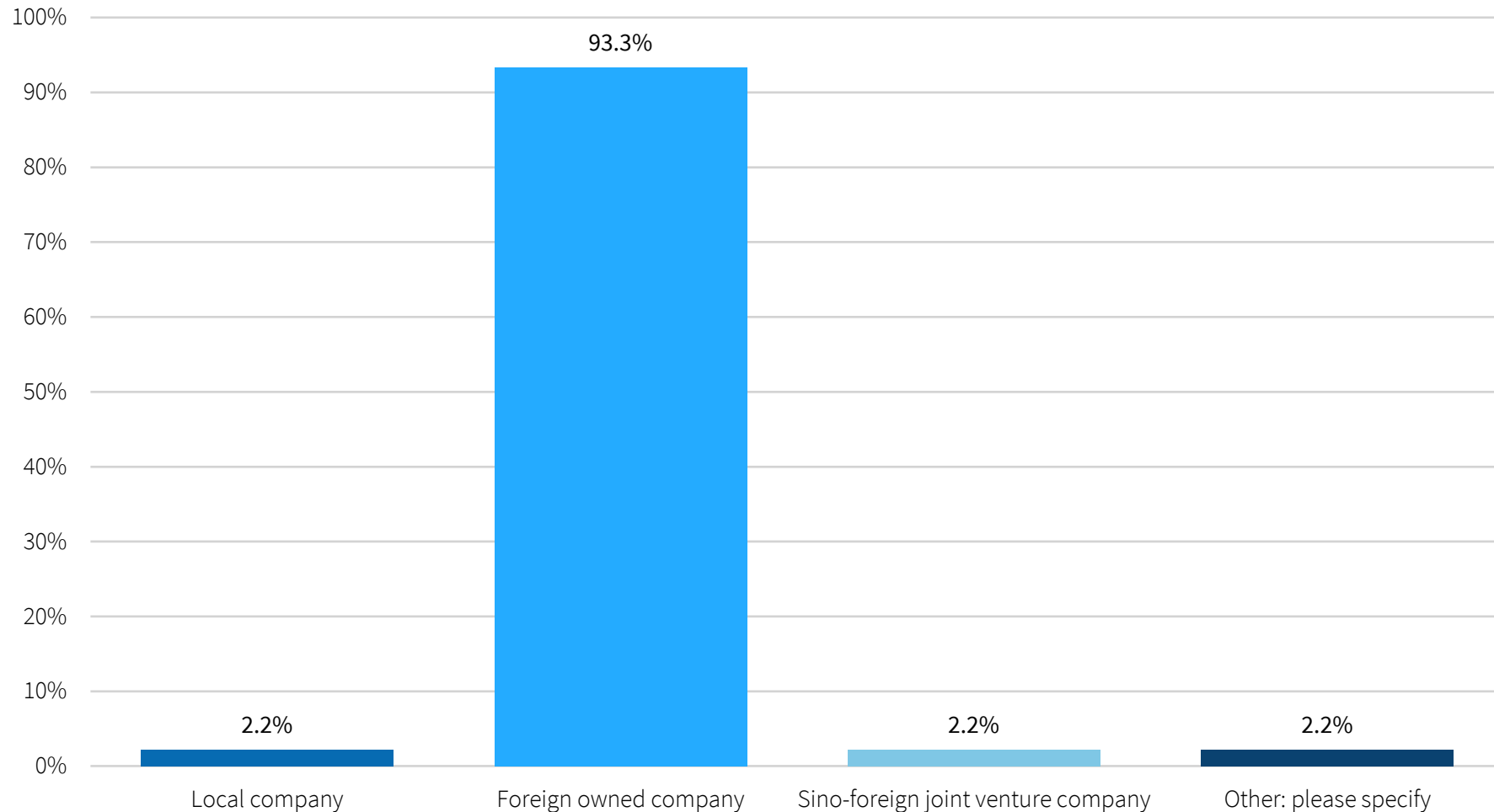
## Participating Companies



Nearly half (48.9%) of the companies were located in **Shanghai**, followed by 13.3% in **Beijing** and 8.9% in **Tianjin**.

## 6. Legal structure of participating companies

### Participating Companies



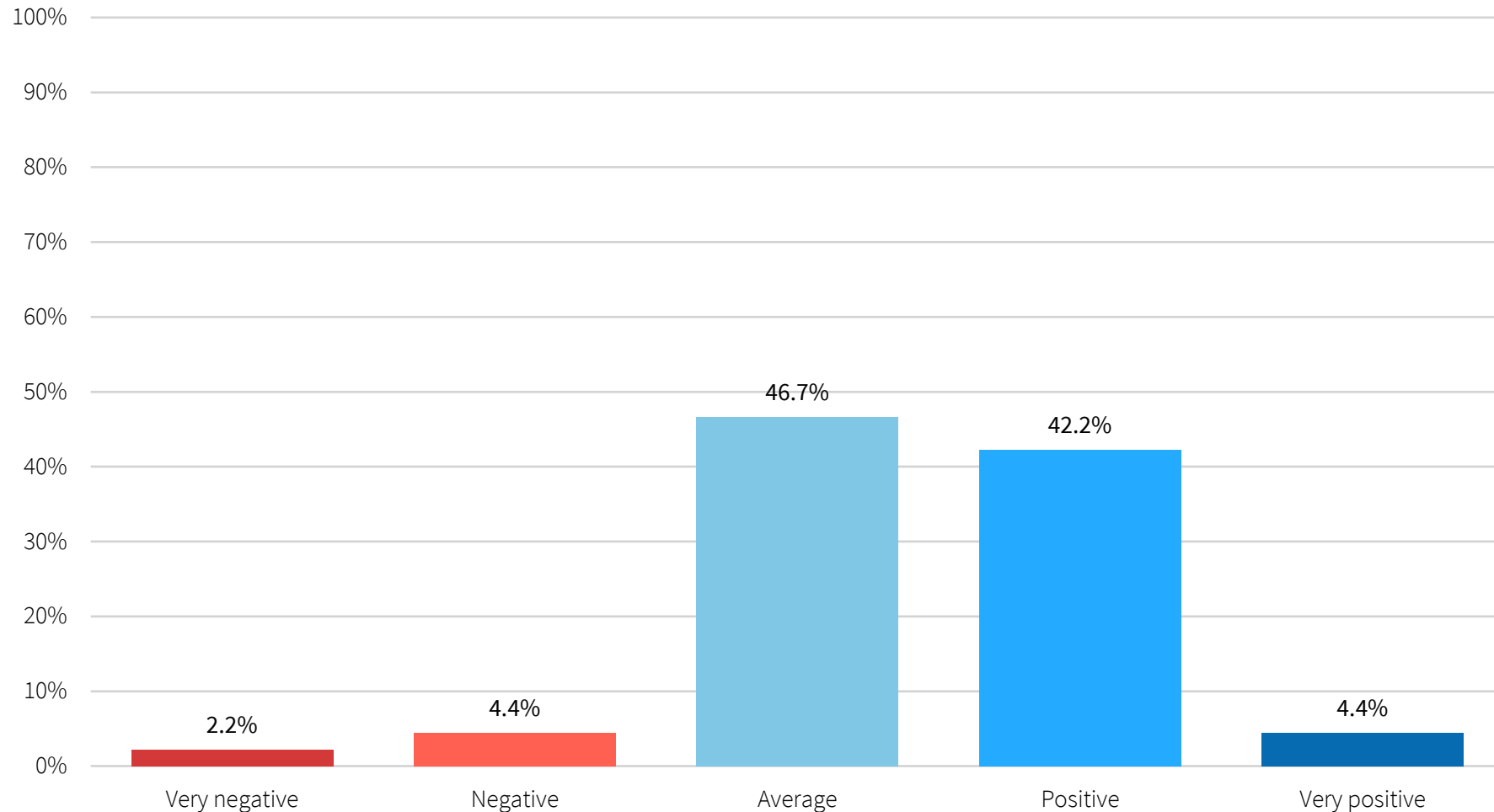
The majority of companies (93.3%) were **foreign-owned**, while the rest were either local companies, or Sino-international joint venture companies, or had head offices in China.

Survey-Human Resources China 2022

# Review 2022 - Key Learnings

# 7. Estimate of company's (business) development in 2022

Review 2022 - Key Learnings

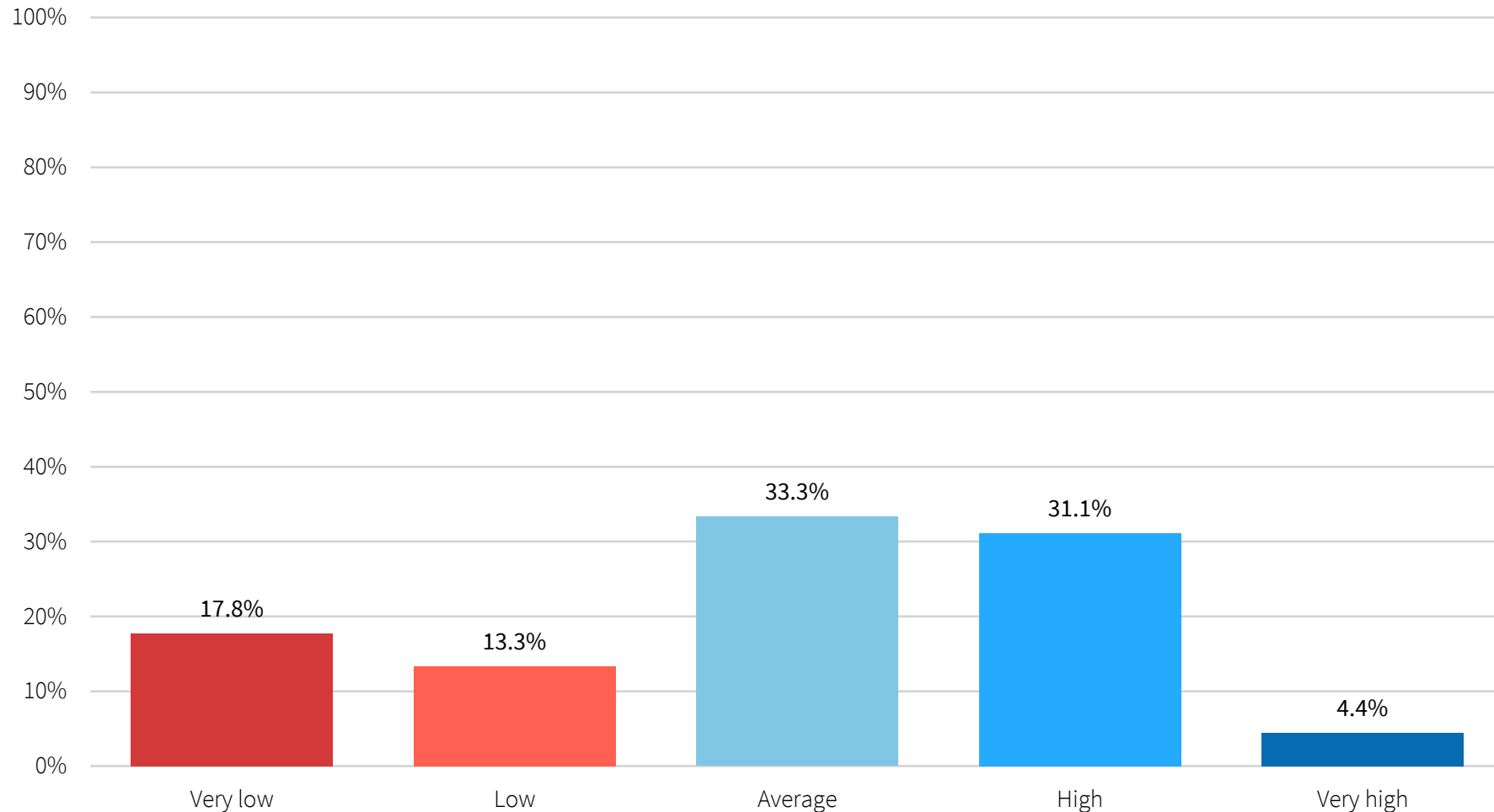


Companies were split between **average** and **positive** in describing their development in 2022, with most (46.7%) leaning towards average and 42.2% calling it positive.

Only 2.2% called it very negative.

# 8. Estimate of company's recruitment demand in 2022

Review 2022 - Key Learnings



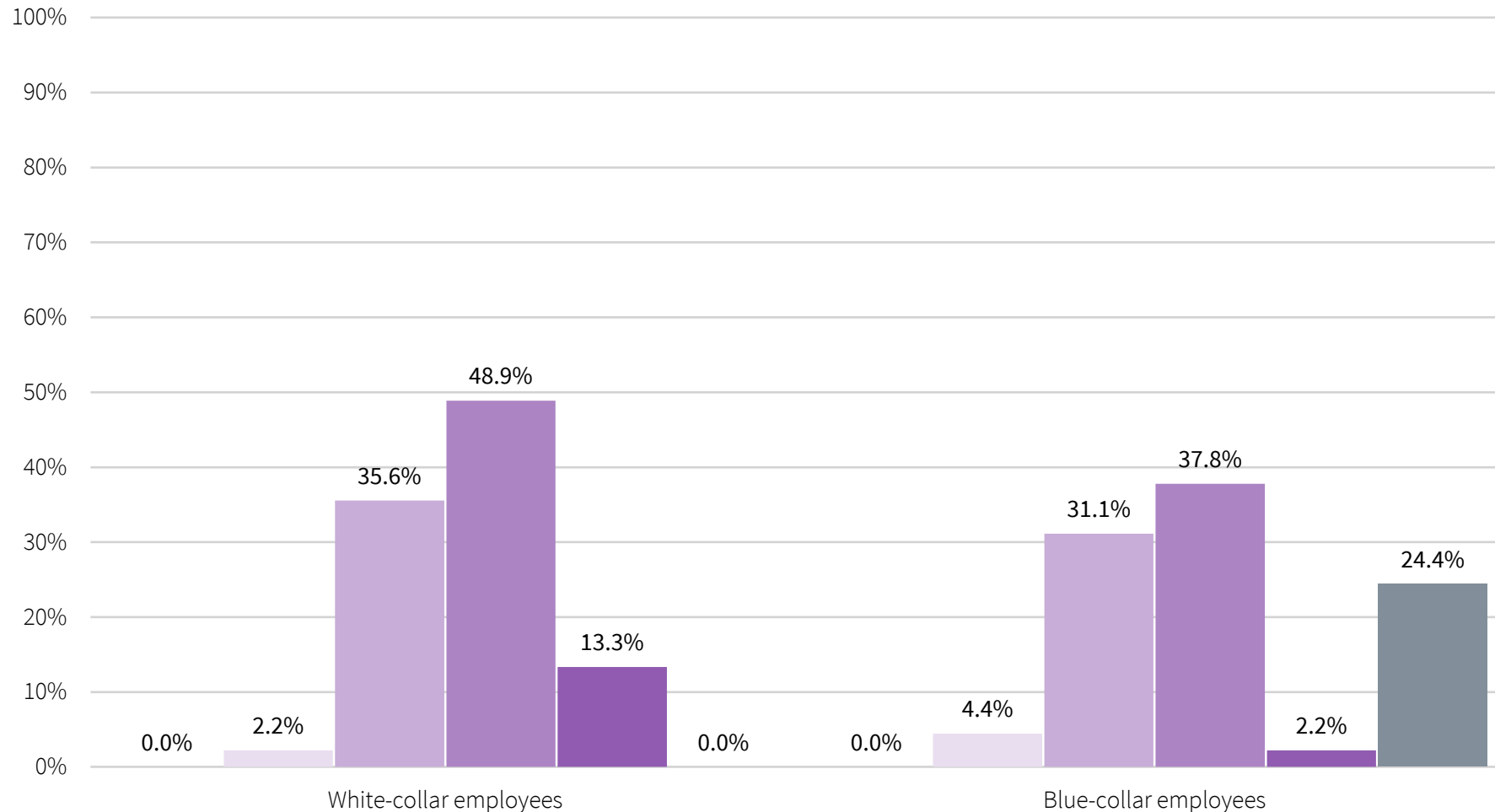
33.3% described recruitment demand at their company as **average**, while 31.1% described it as **high** for 2022.

Less than 20% described it as **very low**, while only 4.4% described it as **very high**.



## 9. Estimate of company's labour costs in 2022 for white and blue collar employees

Review 2022 - Key Learnings



Most companies saw labour costs for **both** white and blue collar employees **rising** in 2022.

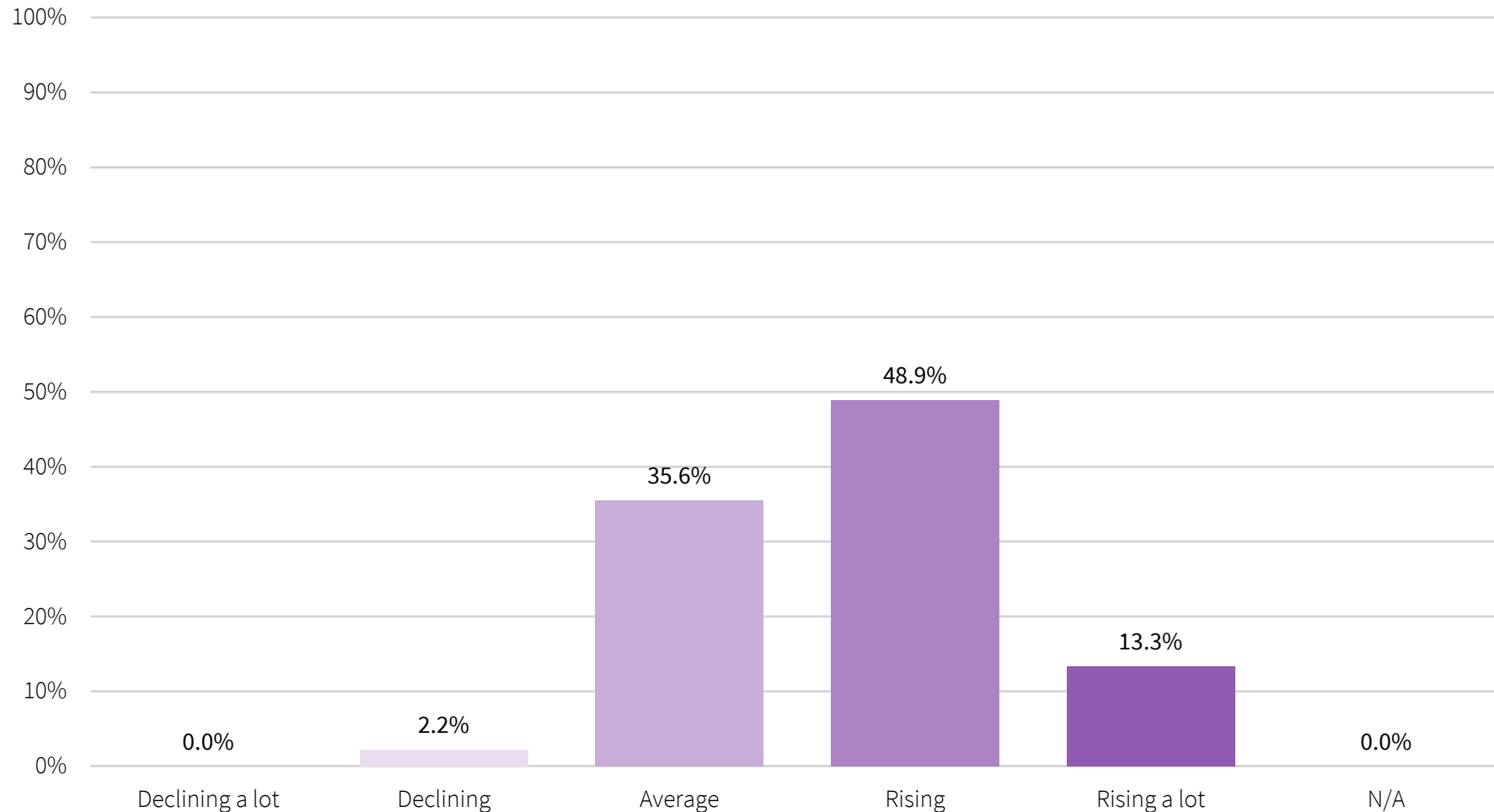
Pay for **white-collar** employees was largely estimated to be **rising** (48.9%). 34.6% estimate labour costs to be **average**.

Companies mostly (37.8%) estimate wages to be **rising** for **blue-collar** employees, while 31.1% estimated costs to be **average**. A substantial 24.4% **didn't have an idea** about the costs.

- Declining a lot
- Declining
- Average
- Rising
- Rising a lot
- N/A

# 9.1. Estimate of company's labour costs in 2022 for white collar employees

Review 2022 - Key Learnings

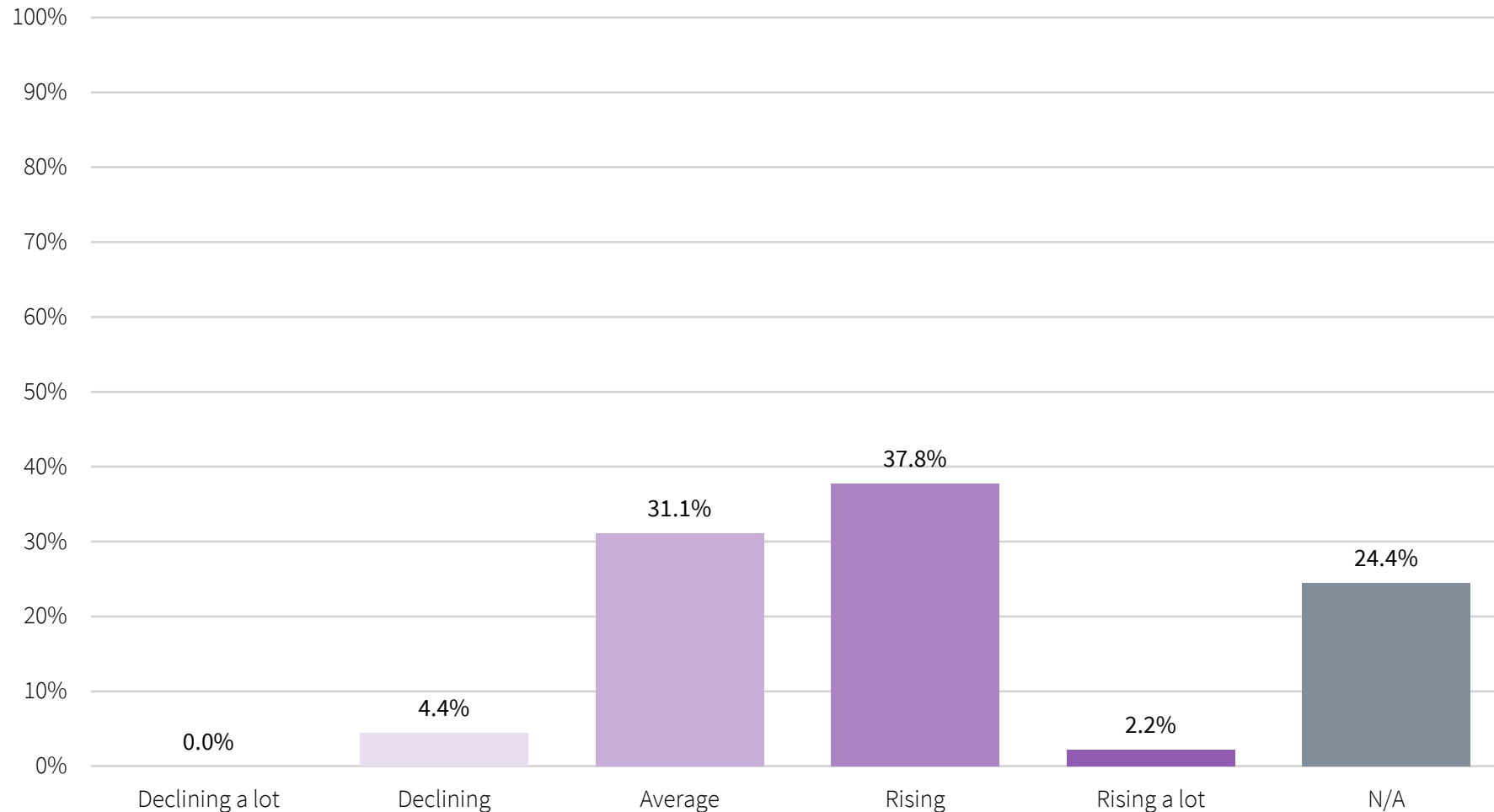


Pay for white-collar employees was largely estimated to be **rising** (48.9%).

34.6% estimate labour costs to be **average**.

# 9.2. Company's labour costs in 2022 for blue collar employees

Review 2022 - Key Learnings

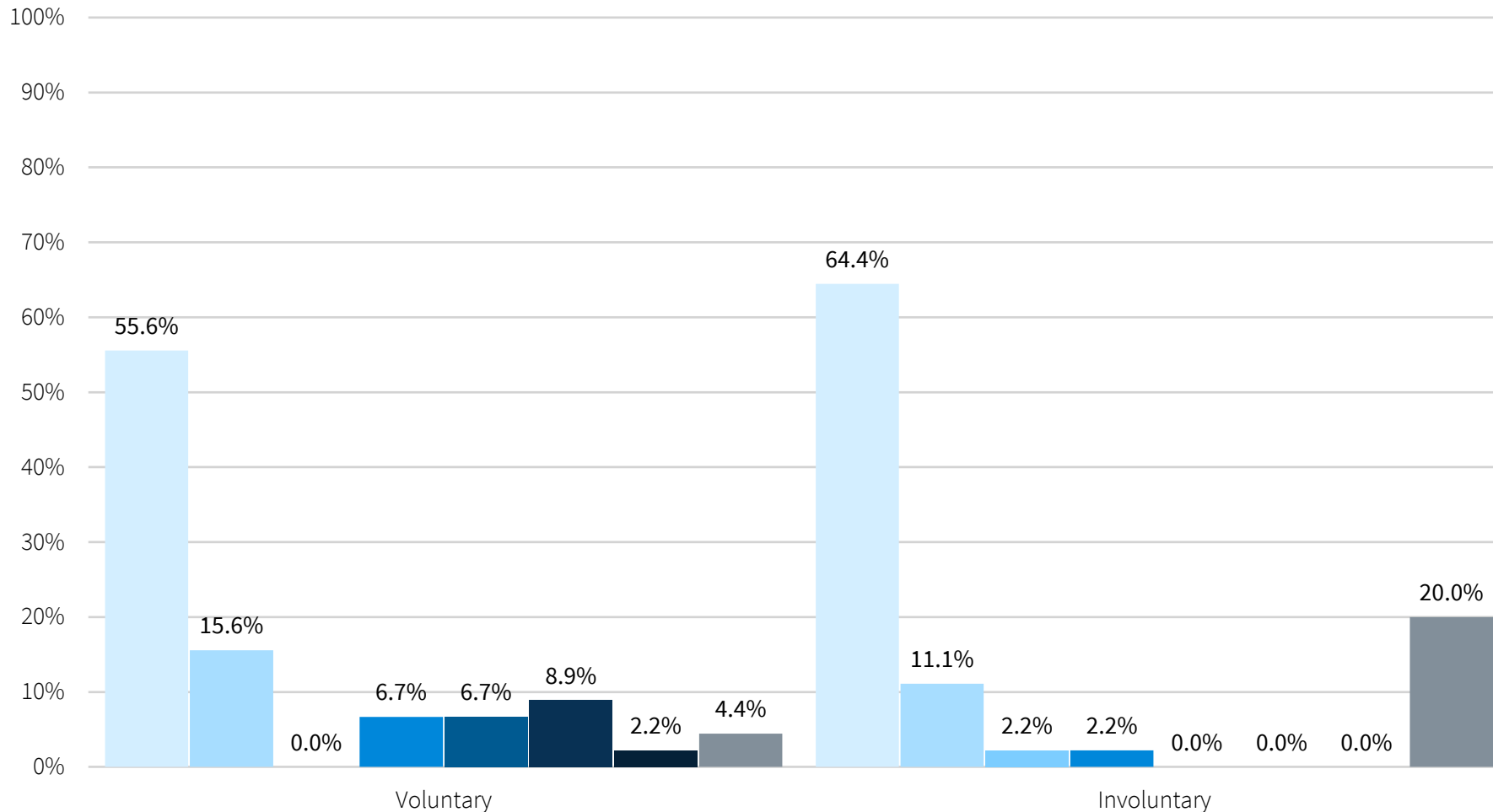


Companies mostly (37.8% of respondents) estimate wages to be **rising** for blue-collar employees, while 31.1% estimated costs to mostly remain.

A substantial 24.4% do not employ blue collar workers or don't have a clear idea on costs development.

# 10. Turnover rate for white-collar employees in 2022, both voluntary and involuntary

Review 2022 - Key Learnings



Most companies saw both **voluntary and involuntary** turnovers of white-collar employees being less than 5%.

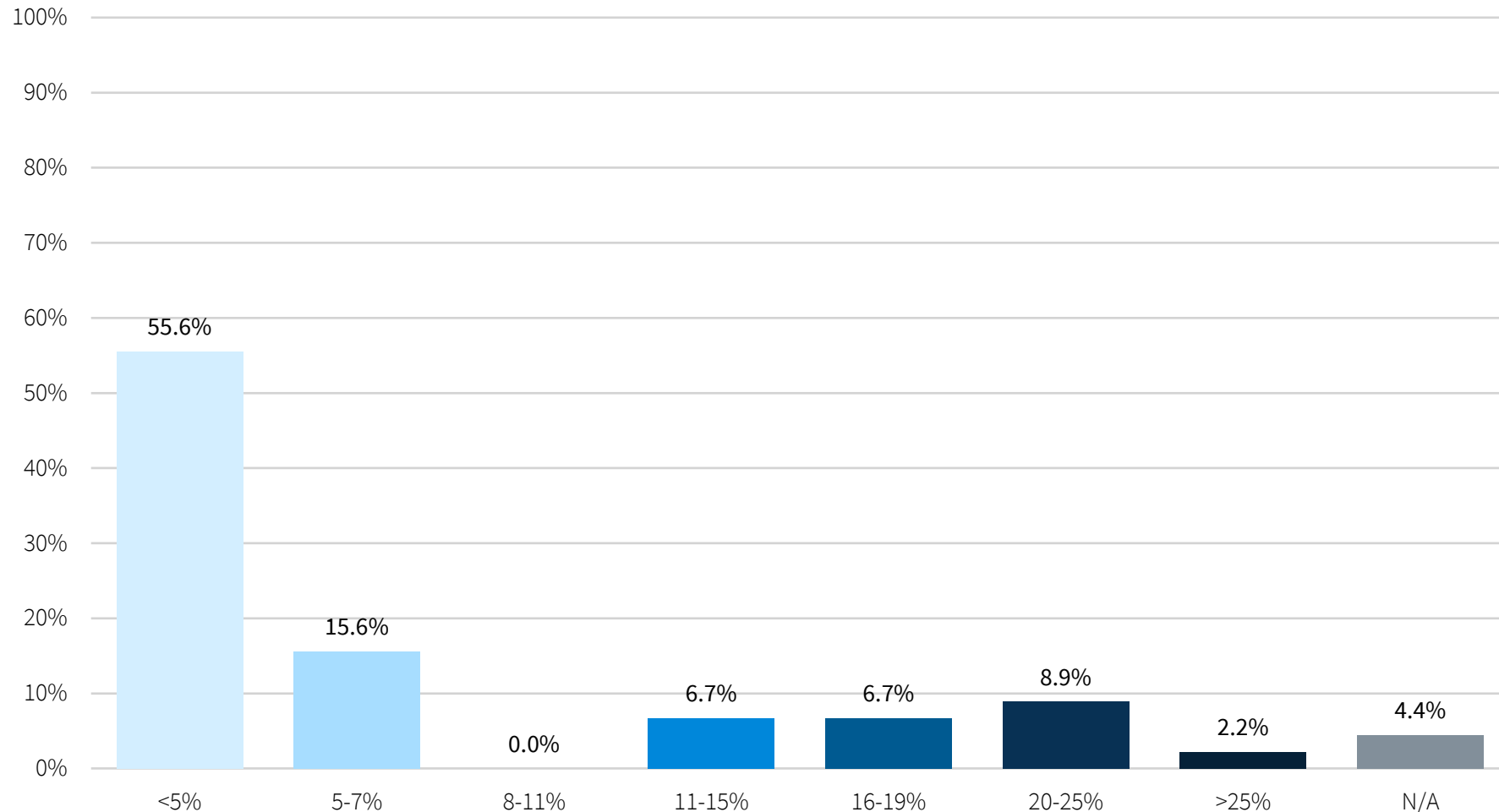
55.6% of the companies had a less than 5% **voluntary** turnover of white collar employees.

Nearly **two-thirds** of the companies (64.4%) had a less than 5% **involuntary** turnover of white collar employees.

- <5%
- 5-7%
- 8-11%
- 11-15%
- 16-19%
- 20-25%
- >25%
- N/A

# 10.1. Voluntary turnover rate for white-collar employees

Review 2022 - Key Learnings

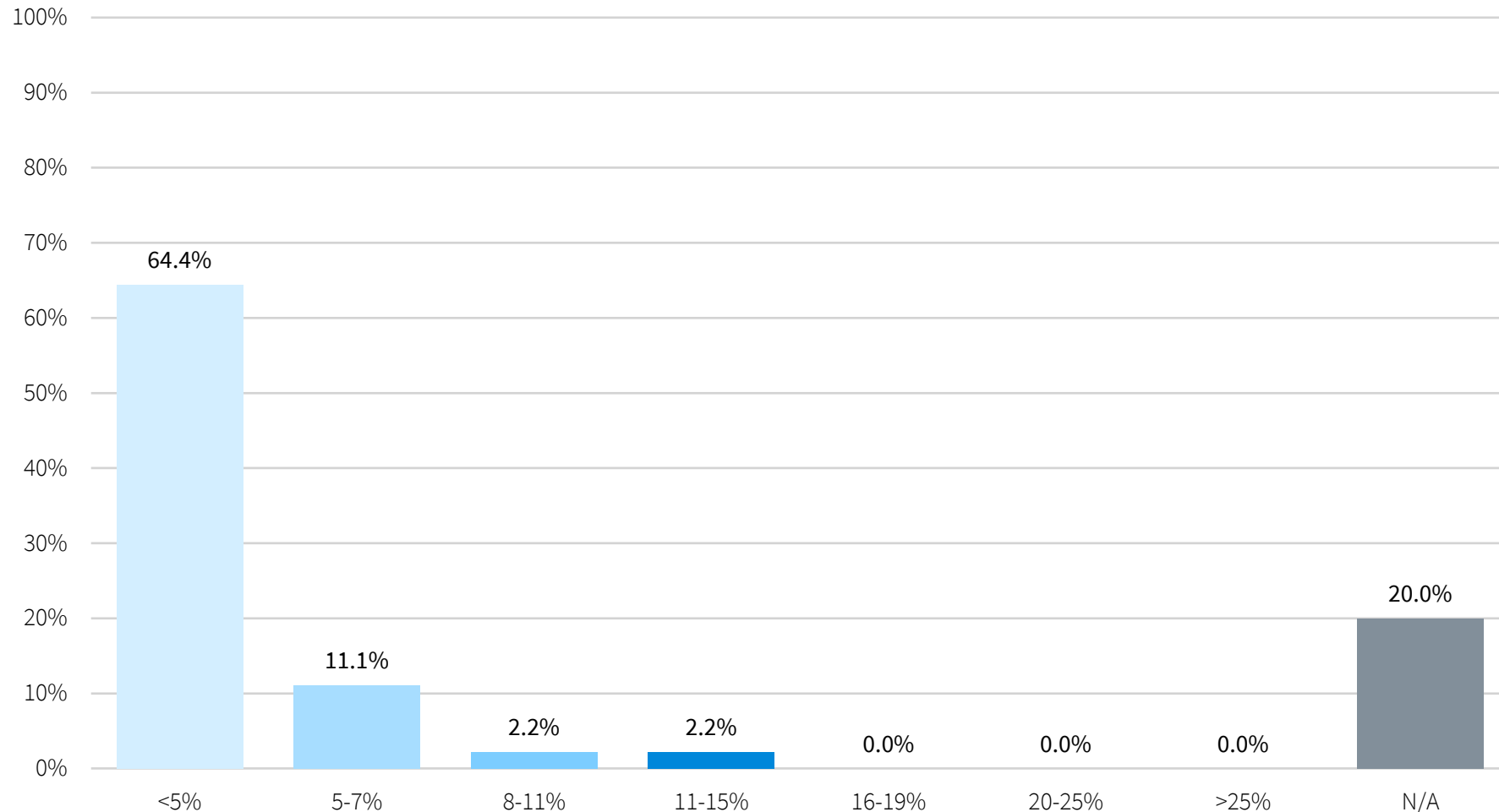


55.6% of the companies had a less than 5% voluntary turnover of white collar employees.

15.6% of the companies saw a voluntary turnover rate between 5-7%, and 8.9% had a voluntary turnover between 20 to 25%.

# 10.2. Involuntary turnover rate for white-collar employees

Review 2022 - Key Learnings



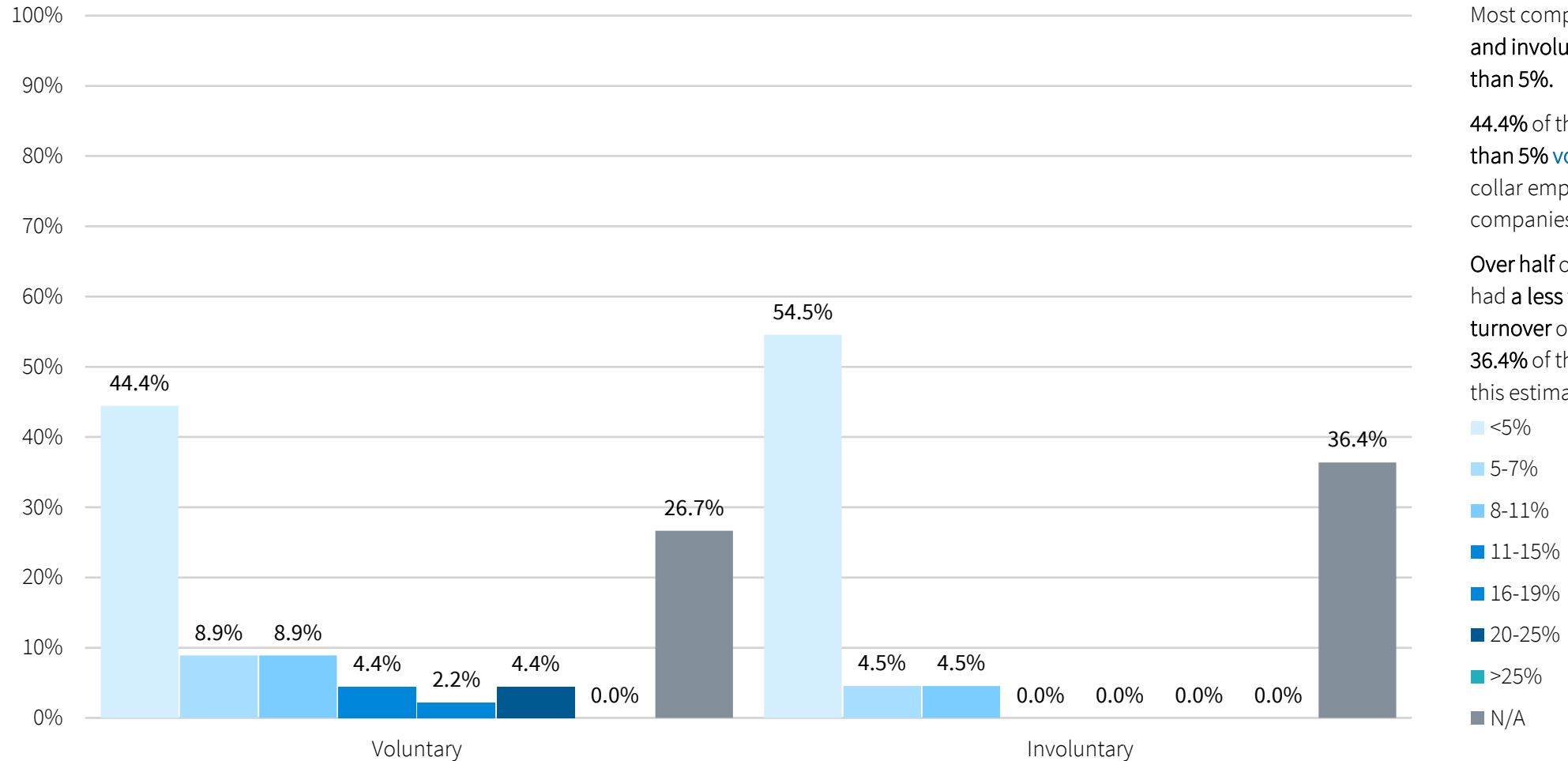
Nearly **two-thirds** of the companies (64.4%) had a **less than 5% involuntary turnover** of white collar employees.

**11.1%** had an involuntary turnover of **5-7%**.

**20%** of the companies **didn't know** this estimate.

# 11. Turnover rate for blue-collar employees in 2022, both voluntary and involuntary

Review 2022 - Key Learnings



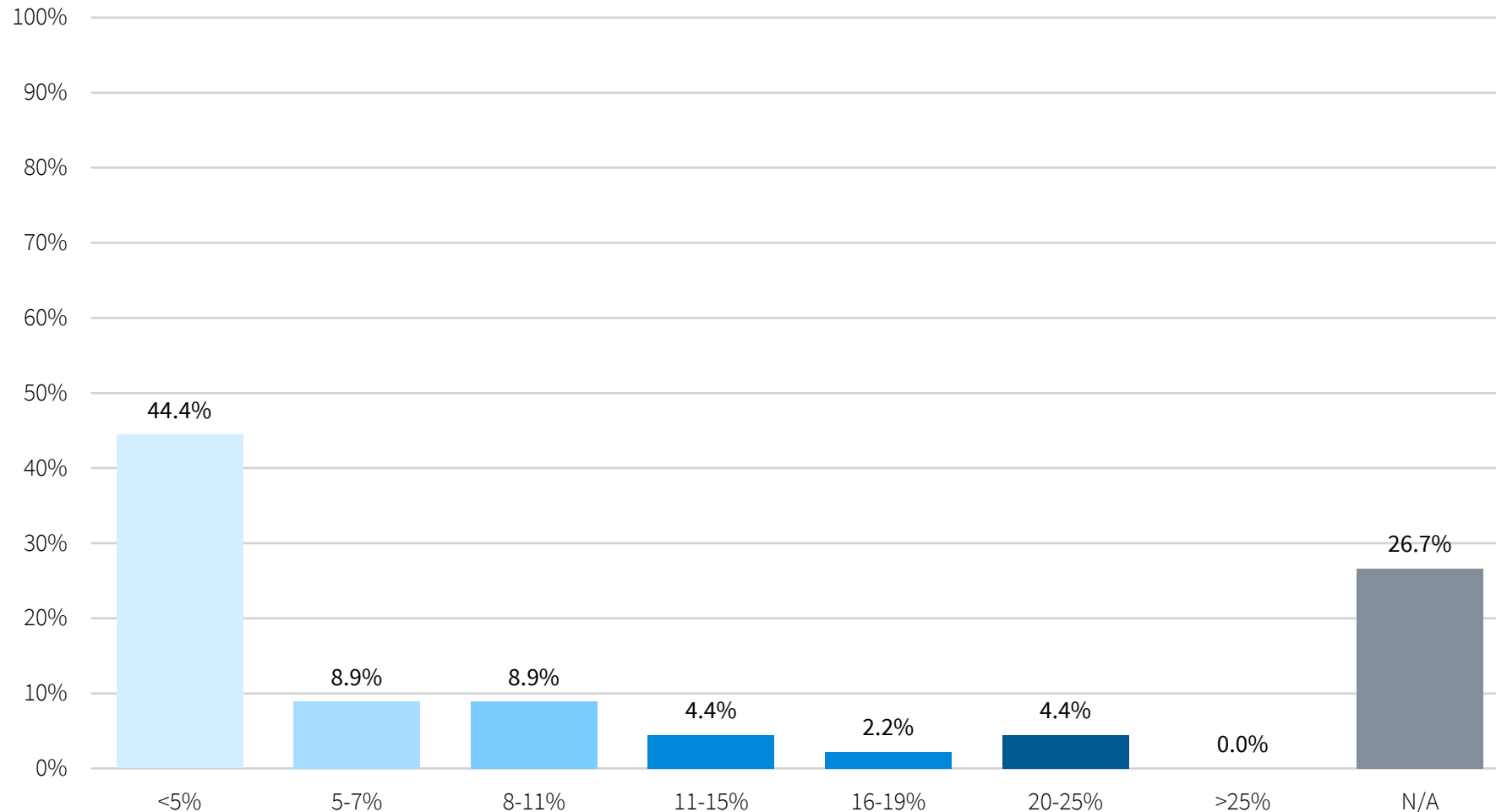
Most companies saw both **voluntary** and **involuntary** turnovers being **less than 5%**.

**44.4%** of the companies had a **less than 5% voluntary** turnover of blue collar employees. **26.7%** of the companies **didn't know** this estimate.

**Over half** of the companies (**54.5%**) had a **less than 5% involuntary** turnover of blue collar employees. **36.4%** of the companies **didn't know** this estimate.

# 11.1. Voluntary turnover rate for blue-collar employees

Review 2022 - Key Learnings



44.4% of the companies had a less than 5% voluntary turnover of blue collar employees.

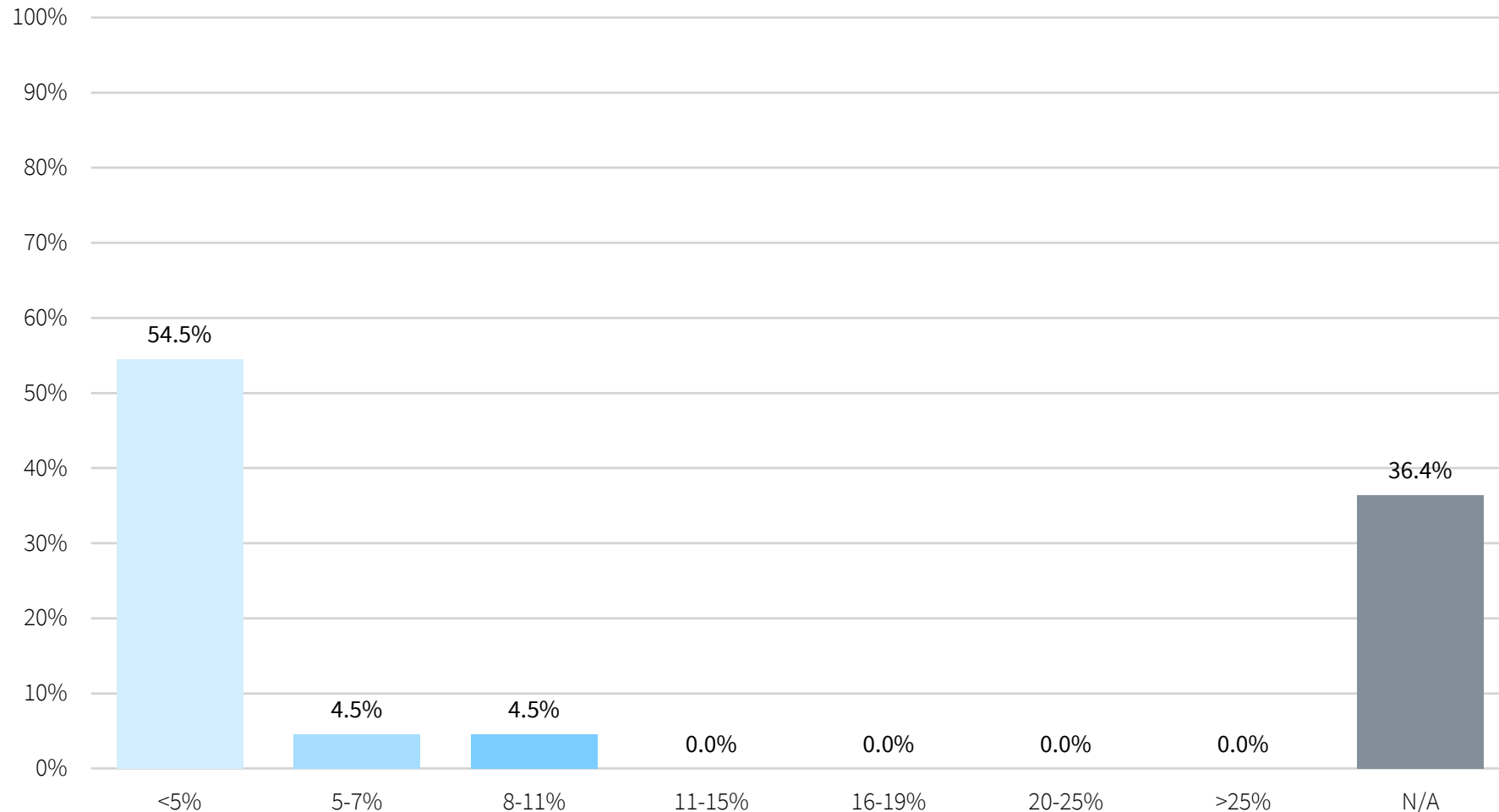
8.9% companies saw a voluntary turnover rate between 5-7% and 8-11% each.

26.7% of the companies didn't know this estimate.



# 11.2. Involuntary turnover rate for blue-collar employees

Review 2022 - Key Learnings



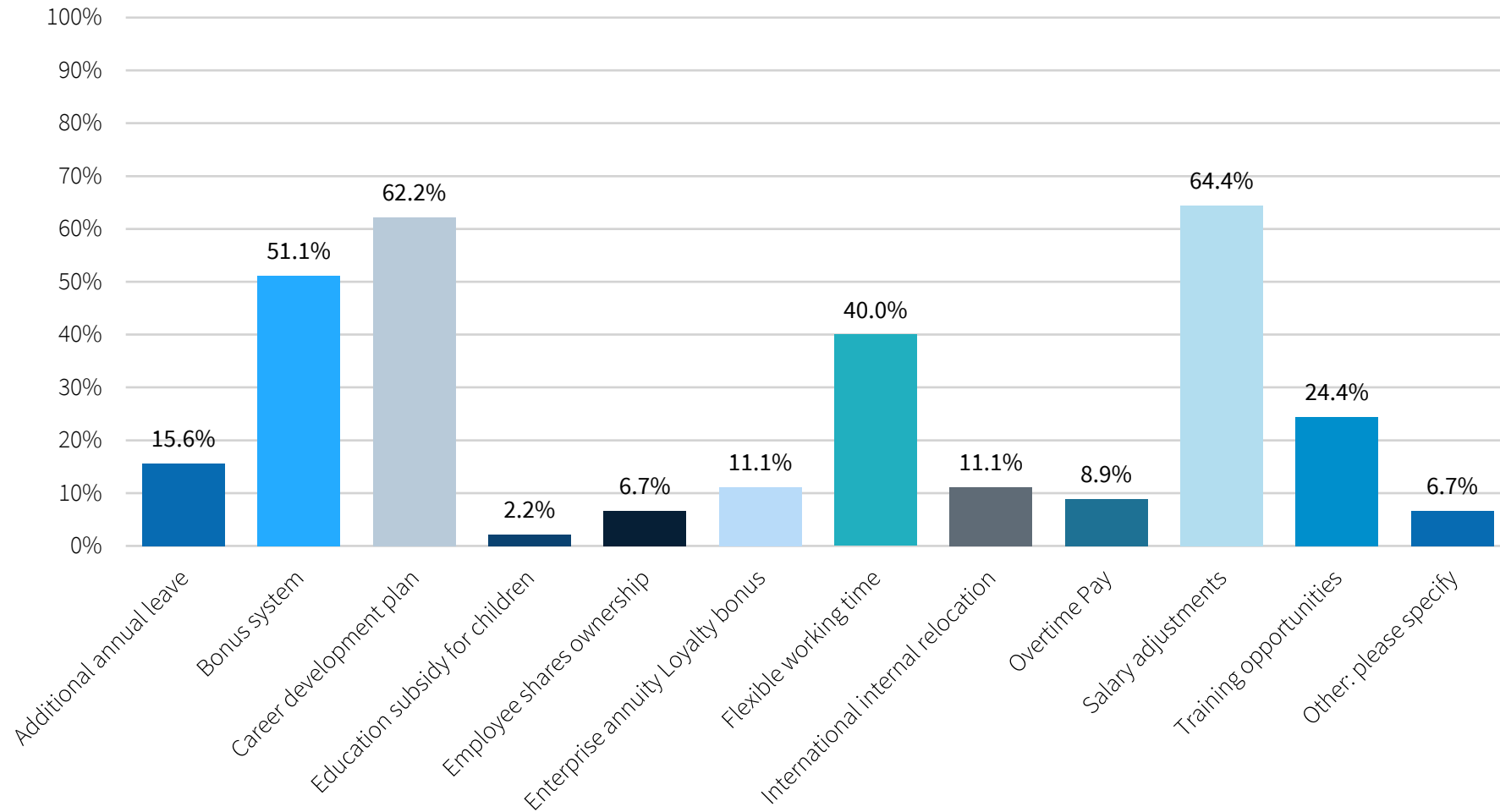
Over half of the companies (54.5%) had a less than 5% involuntary turnover of blue collar employees

4.5% companies saw an involuntary turnover rate between 5-7% and 8-11% each.

36.4% of the companies didn't know this estimate.

# 12. Aspects affecting retention of white-collar employees

Review 2022 - Key Learnings

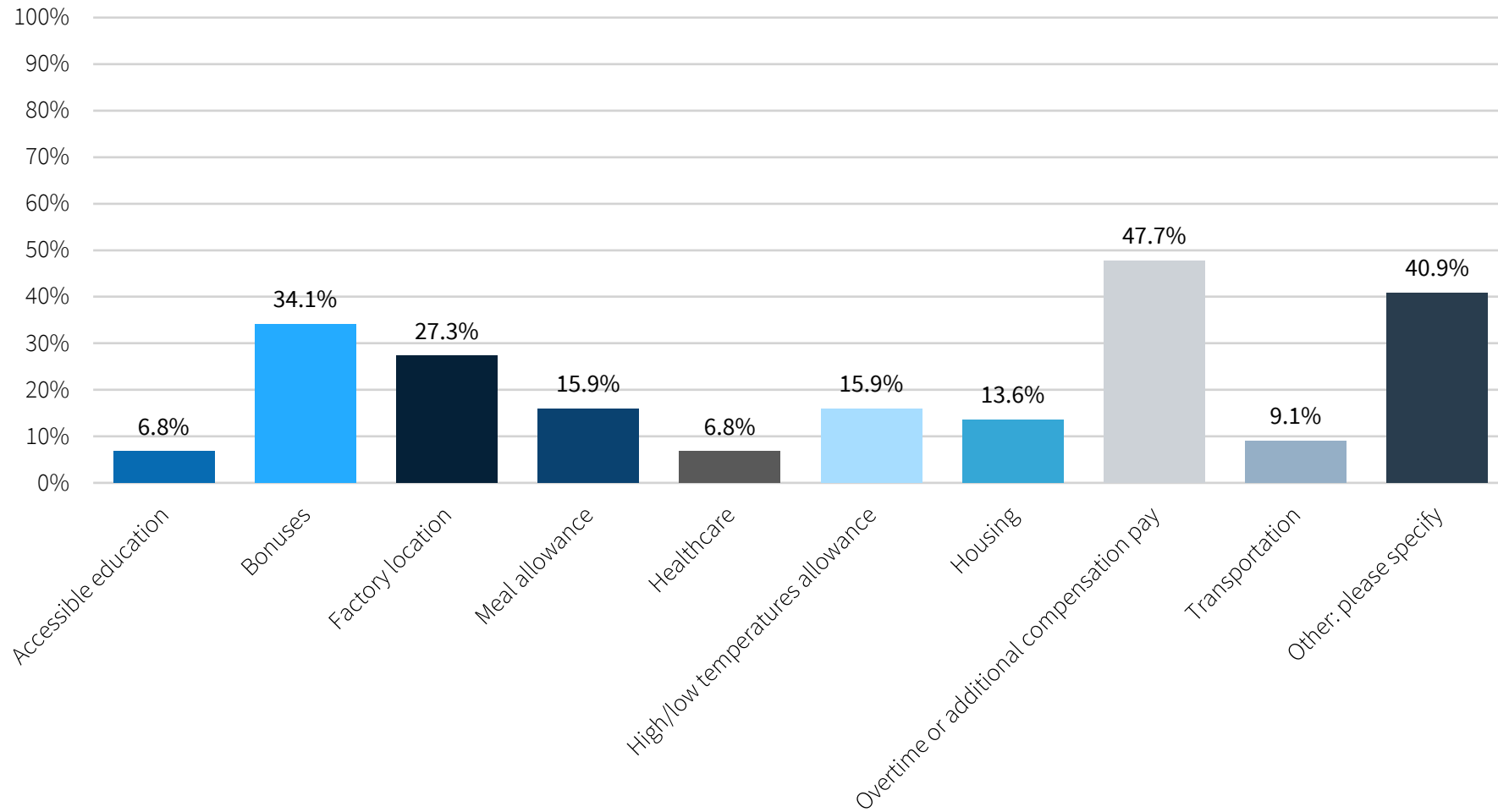


Largely salary adjustments affected retention rate among white-collar employees, followed closely by a career development plan.

A bonus system (51.1%) along with flexible working timings (40%) also affected retention.

# 13. Aspects affecting retention of blue-collar employees

Review 2022 - Key Learnings

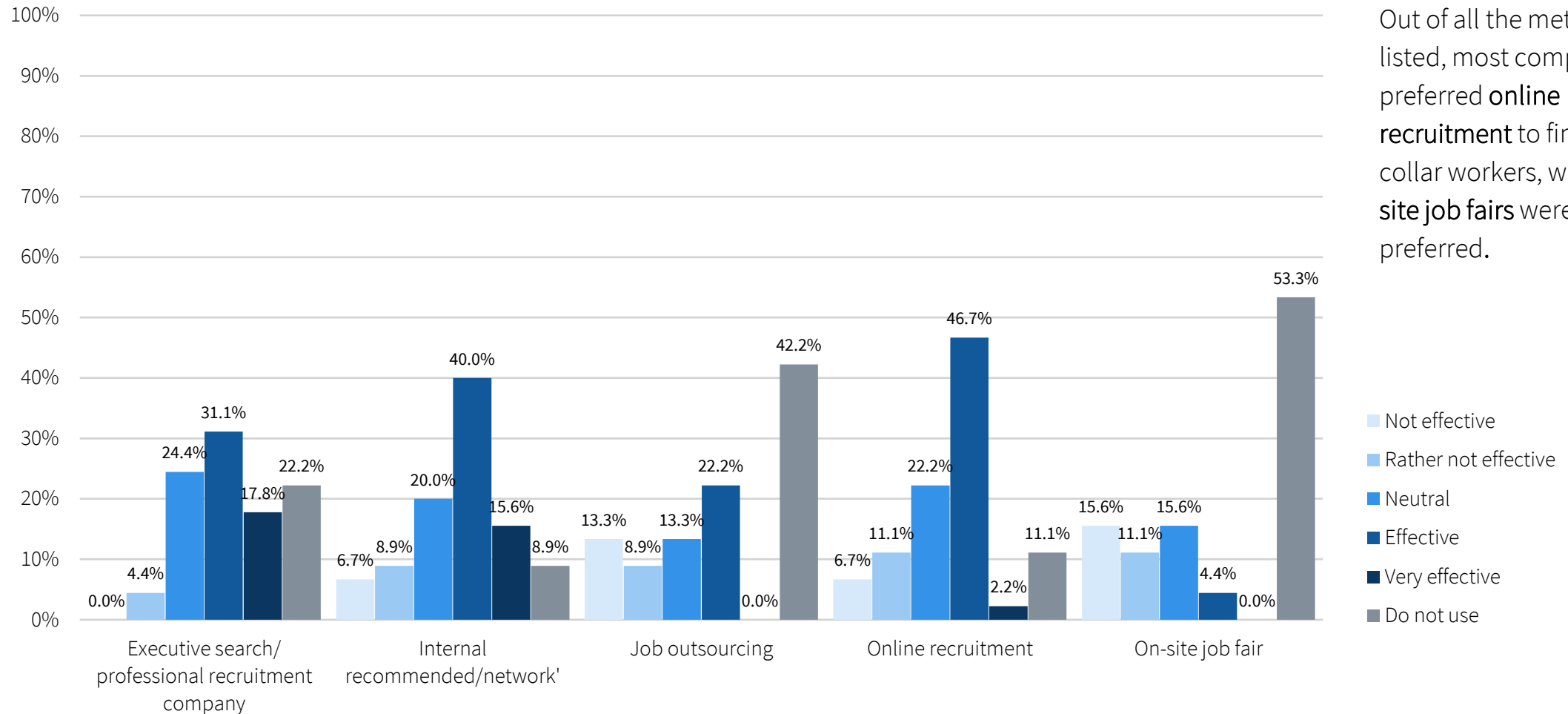


Less than half of the time, overtime and compensation affected retention rates among blue-collar workers. A combination of other factors like COVID-19, the working environment and relationships, commissions, etc. altered retention rates.

Bonuses also helped 34.1% of the time.

# 14. Effectiveness of primary channels for recruiting white-collar staff in 2022

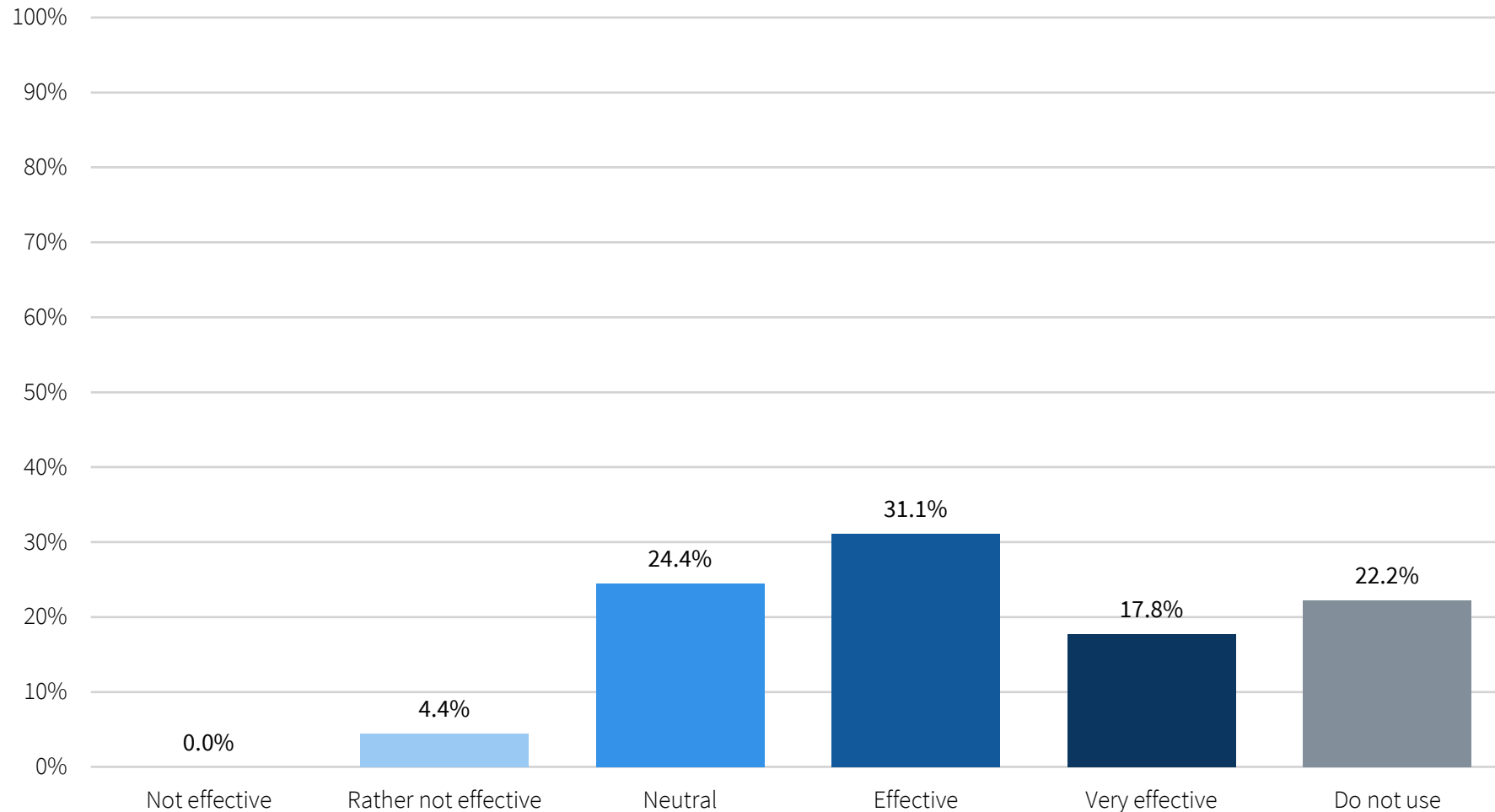
Review 2022 - Key Learnings



Out of all the methods listed, most companies preferred **online recruitment** to find white-collar workers, while **on-site job fairs** were the least preferred.

# 14.1. Effectiveness of executive search or professional recruitment company to recruit white-collar staff

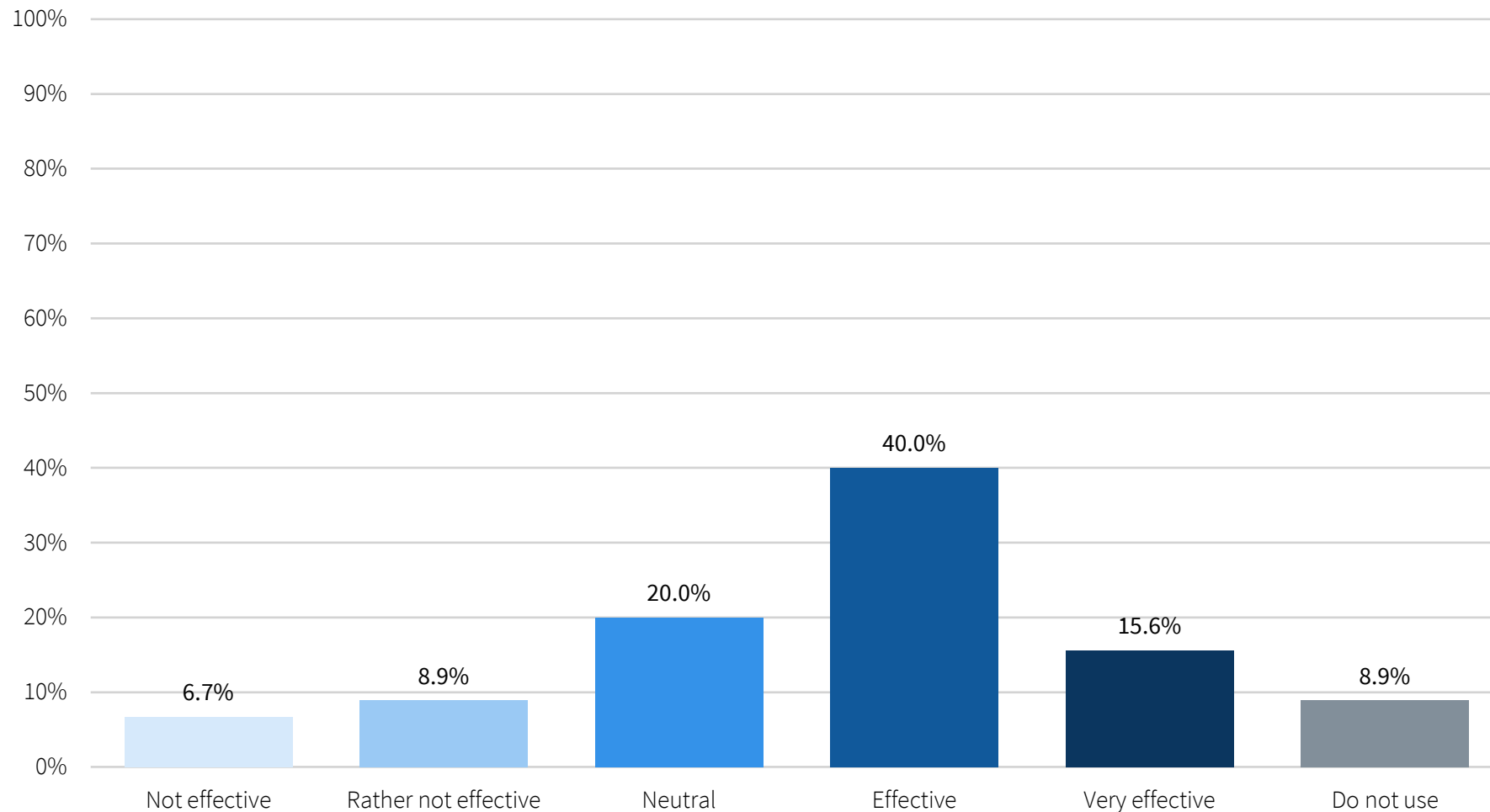
Review 2022 - Key Learnings



31.1% of companies found an executive search or recruitment agency helpful in recruiting white-collar workers. 17.8% found the method very effective, while 22.2% did not recruit through these means

## 14.2. Effectiveness of executive search or professional recruitment company to recruit white-collar staff

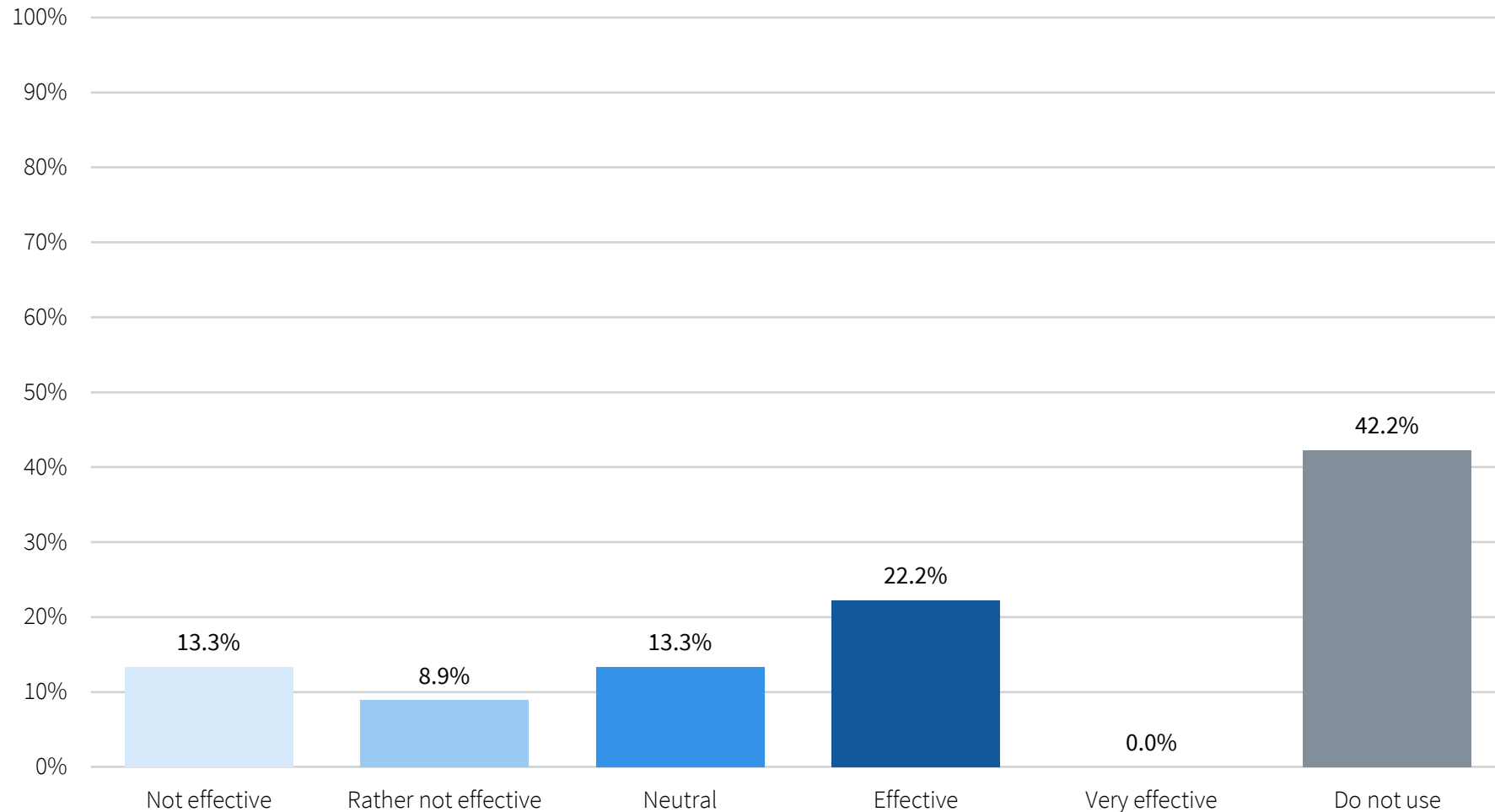
Review 2022 - Key Learnings



40% of companies found their recommended and internal network helpful in recruiting white-collar workers, with 15.6% finding it very effective. 20% were indifferent to this method.

# 14.3. Effectiveness of job outsourcing to recruit white-collar staff

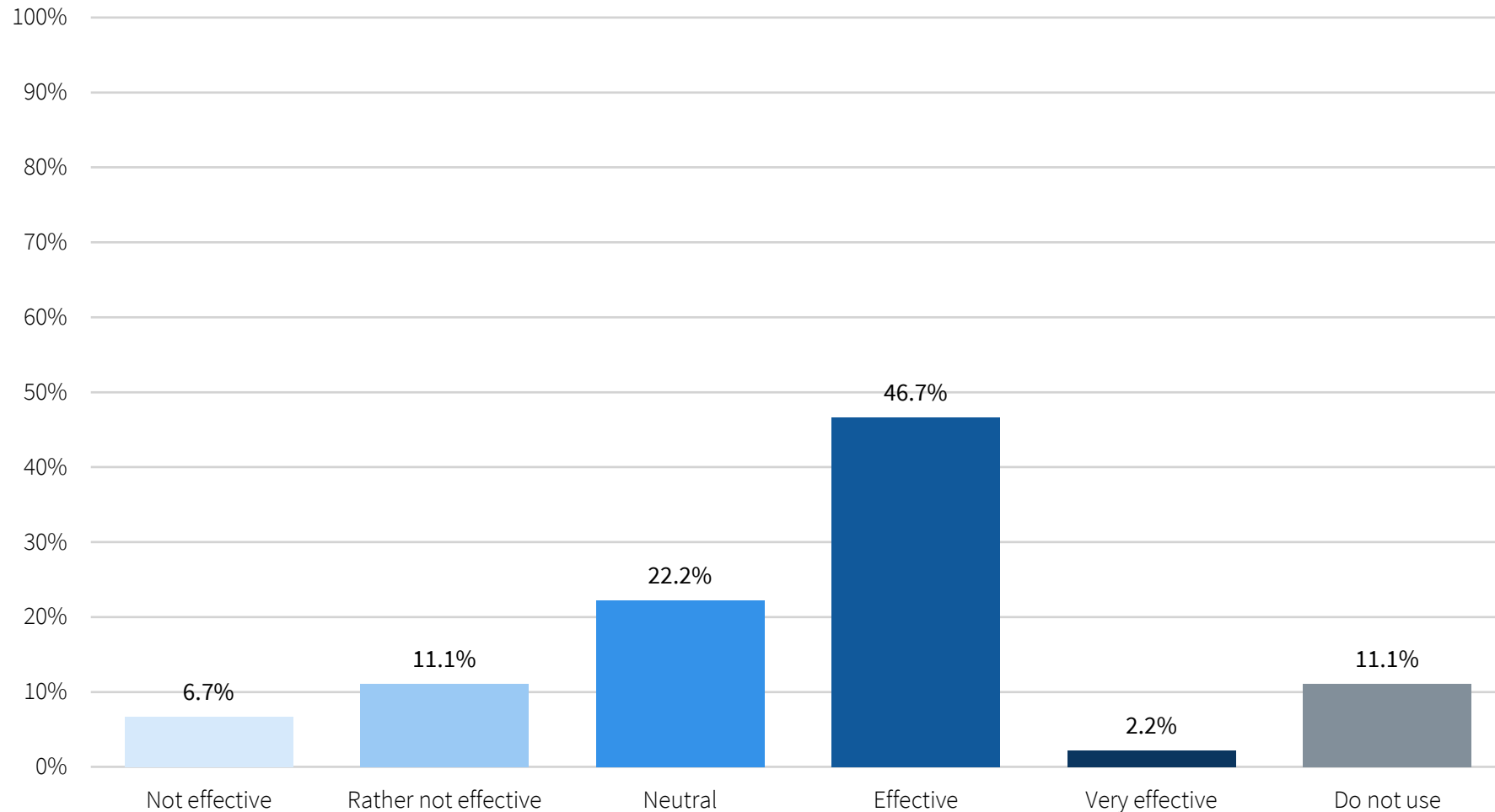
Review 2022 - Key Learnings



42.2% of companies did not use this method, however 22.2% found outsourcing of the job helpful in recruiting white-collar workers.

# 14.4. Effectiveness of online recruitment to recruit white-collar staff

Review 2022 - Key Learnings



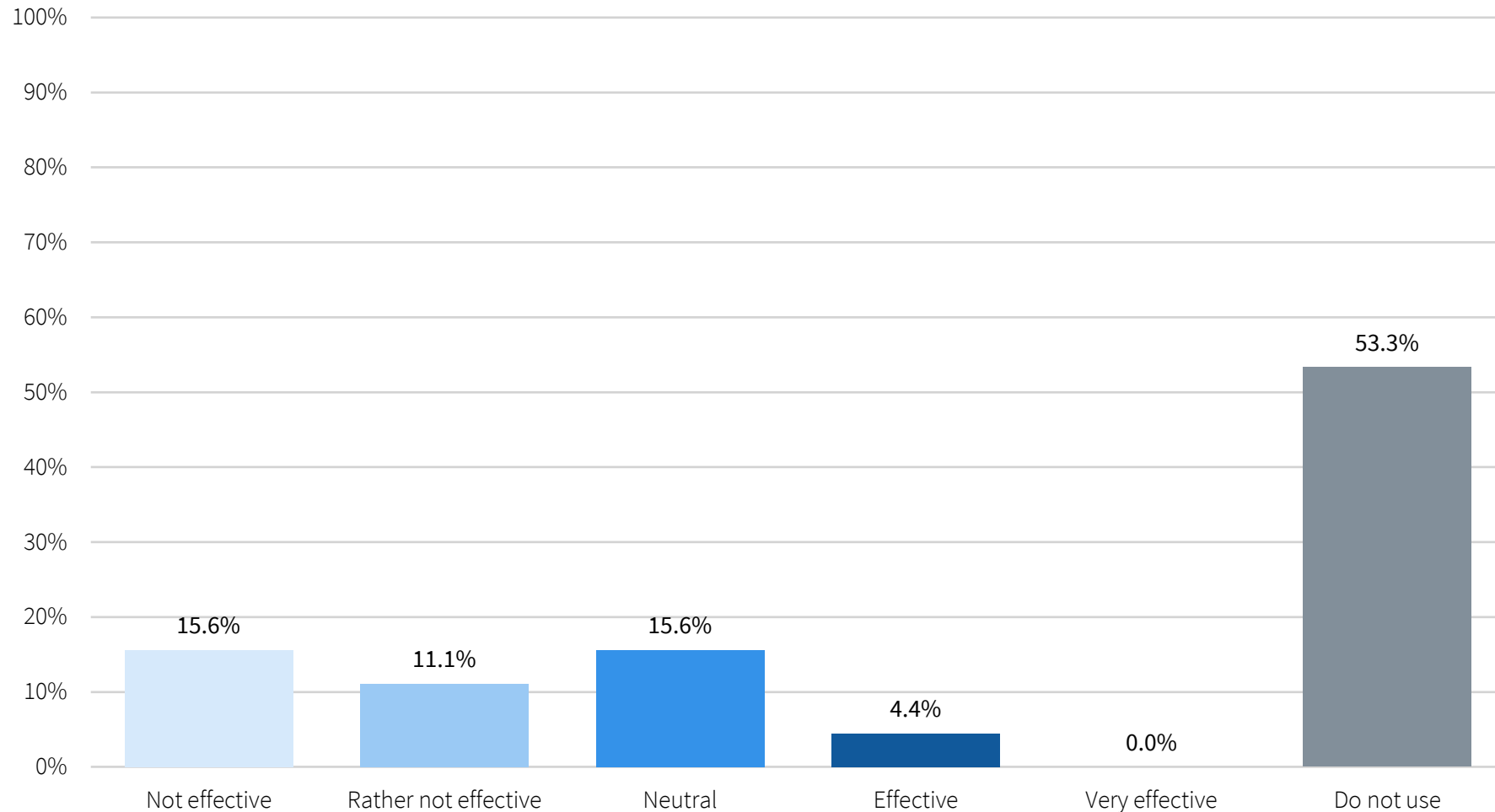
46.7% of companies found recruiting people online **helpful** in finding white-collar workers.

11.1% of companies found it **not as effective**, while another 11.1% **didn't use** this method.



# 14.5. Effectiveness of on-site job fair to recruit white-collar staff

Review 2022 - Key Learnings



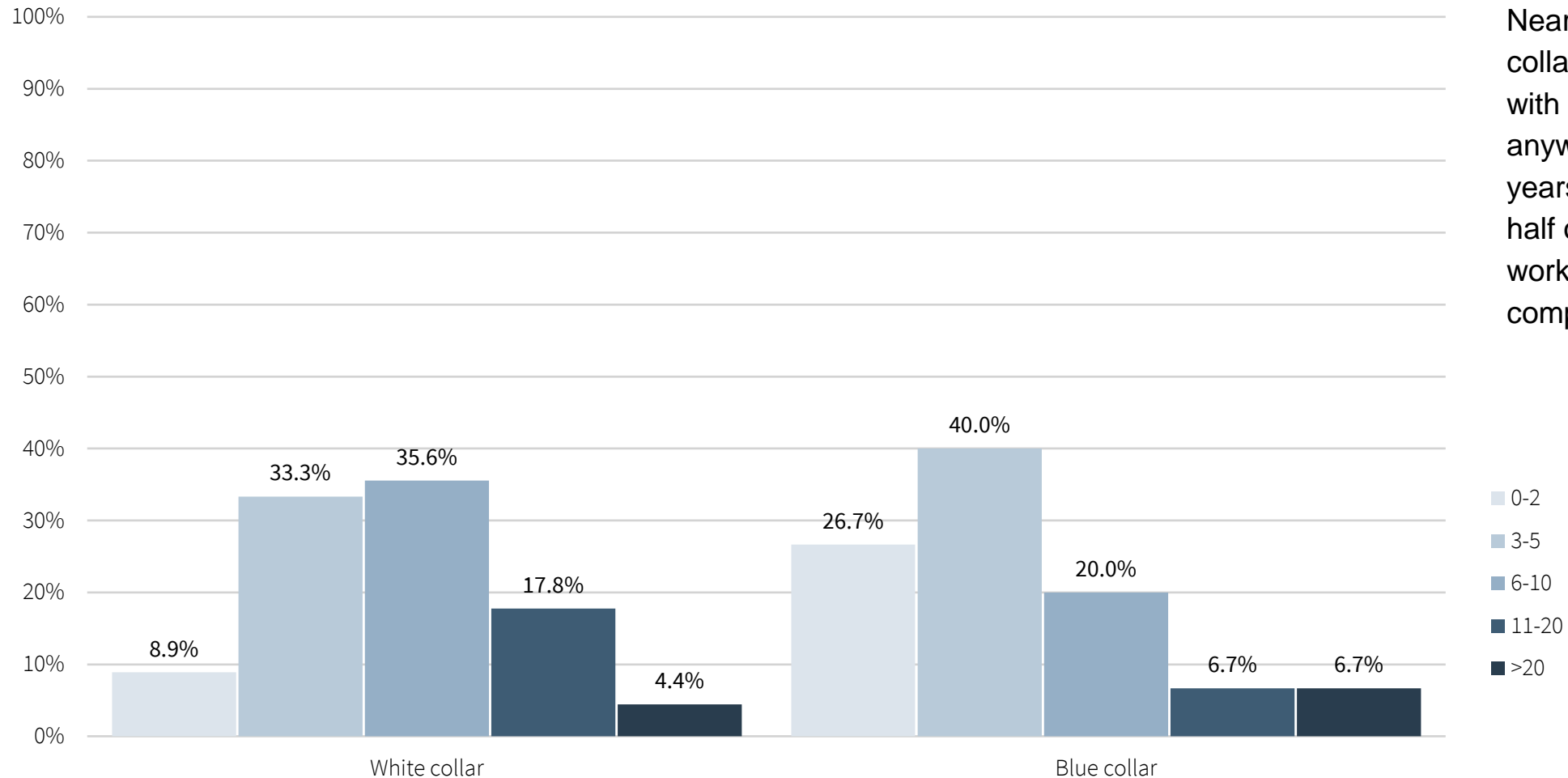
Over half of the companies (53.3%) did not use job fairs to recruit white-collar workers, while 15.6% found it not effective, and another 15.6% were indifferent.

Survey-Human Resources China 2022

# HR - Overview and Insights

# 17. How many years do your employees stay with the company on average?

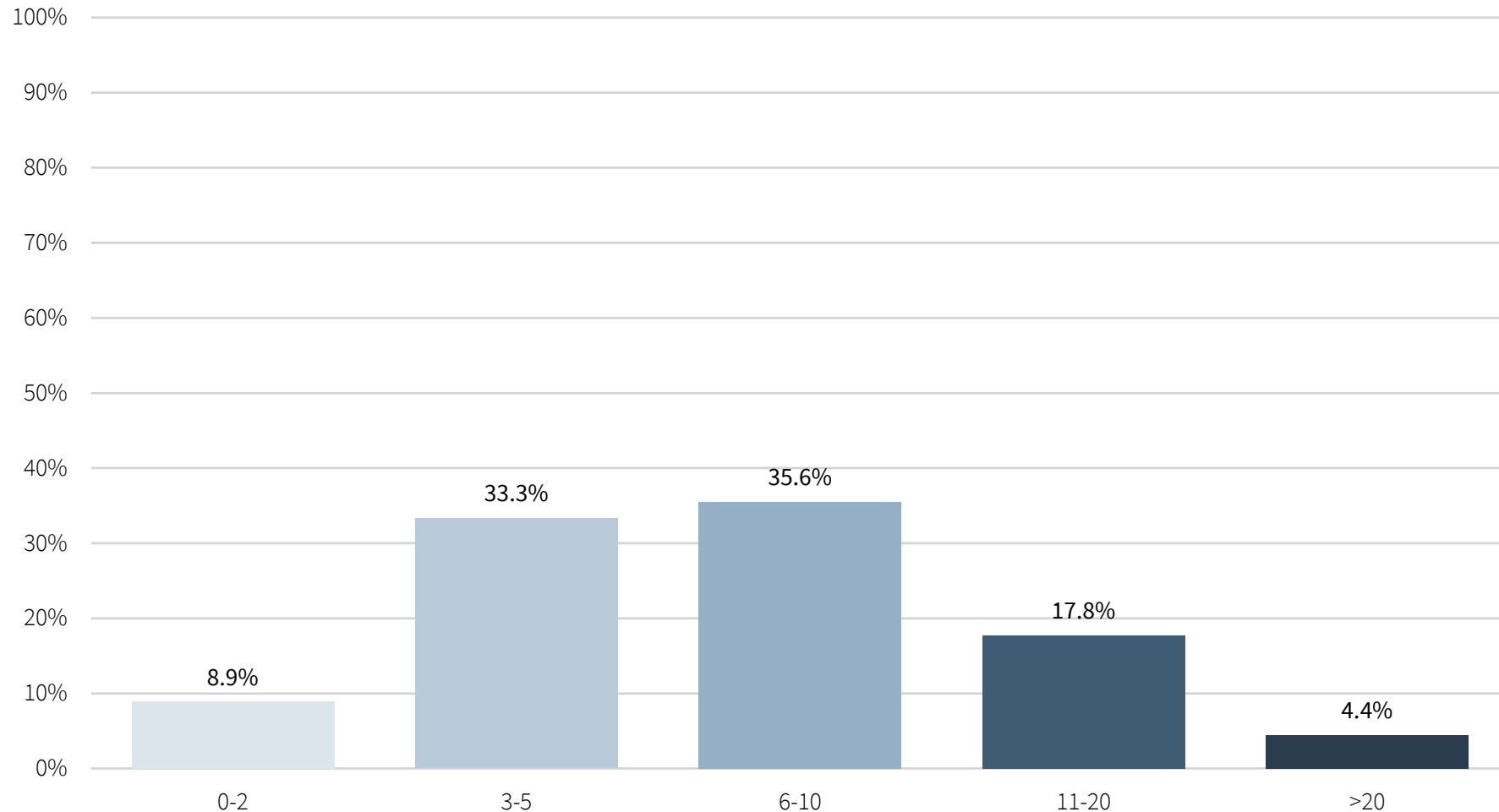
HR - Overview and Insights



Nearly 70% of white-collar employees stayed with the company anywhere between 3-10 years, while less than half of blue collar workers stayed with the company for 3-5 years.

# 17.1. White collar

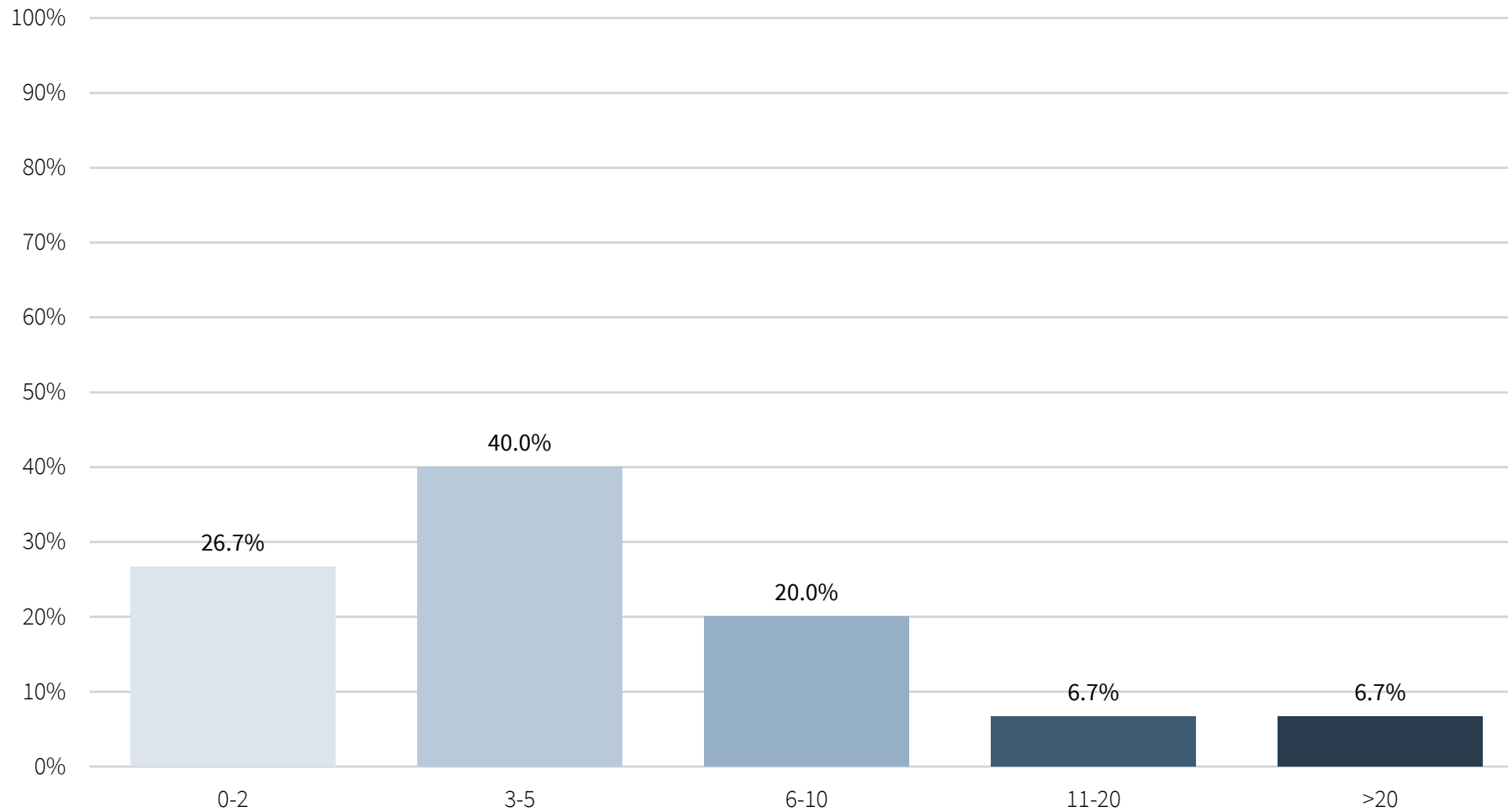
## HR - Overview and Insights



A third each of the employees stayed for 3-5 years and 5-11 years. Notably, nearly 20% of white-collar employees stayed for between 11-20 years.

## 17.2. Blue collar

### HR - Overview and Insights



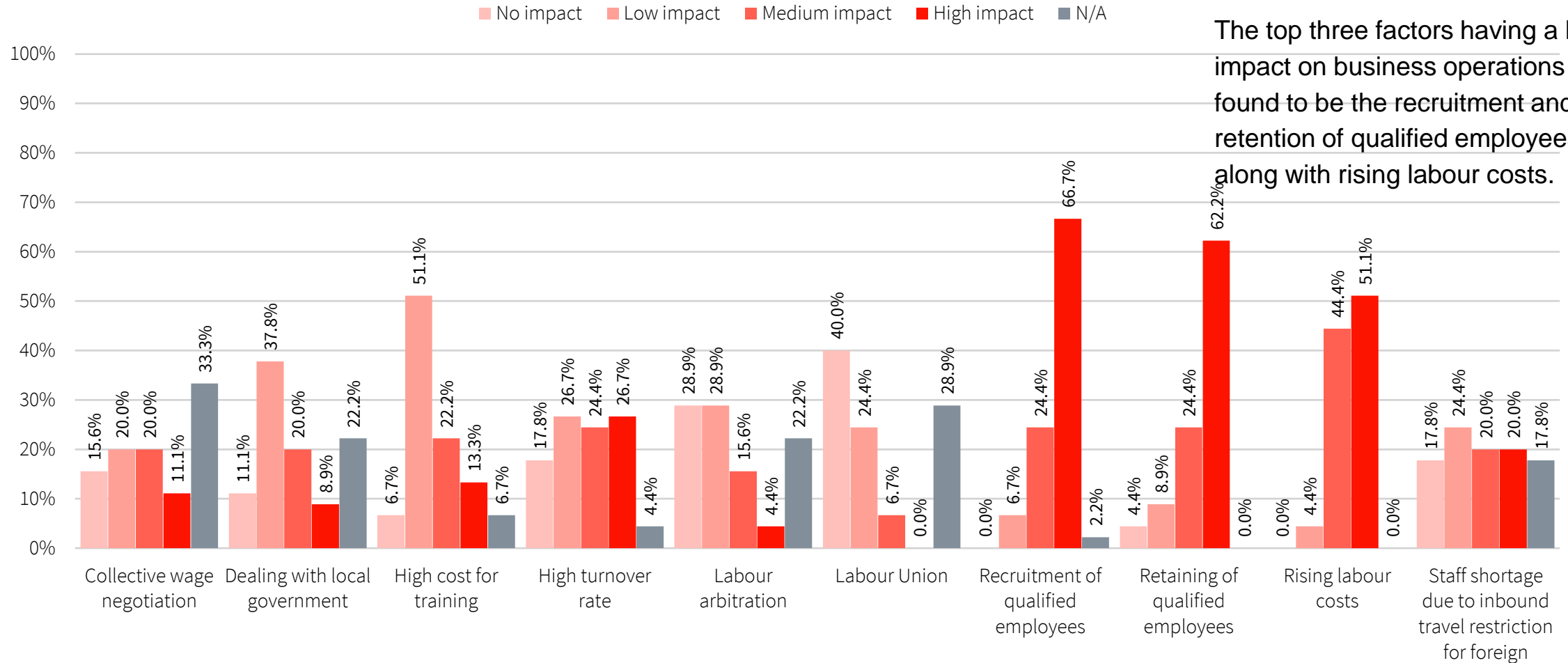
40% of employees stayed on for 3-5 years, while 6.7% employees stayed for more than 20 years, higher than the number of white-collar workers.

# 18. What are the factors that affect the business operations of your company from HR perspective?

HR - Overview and Insights

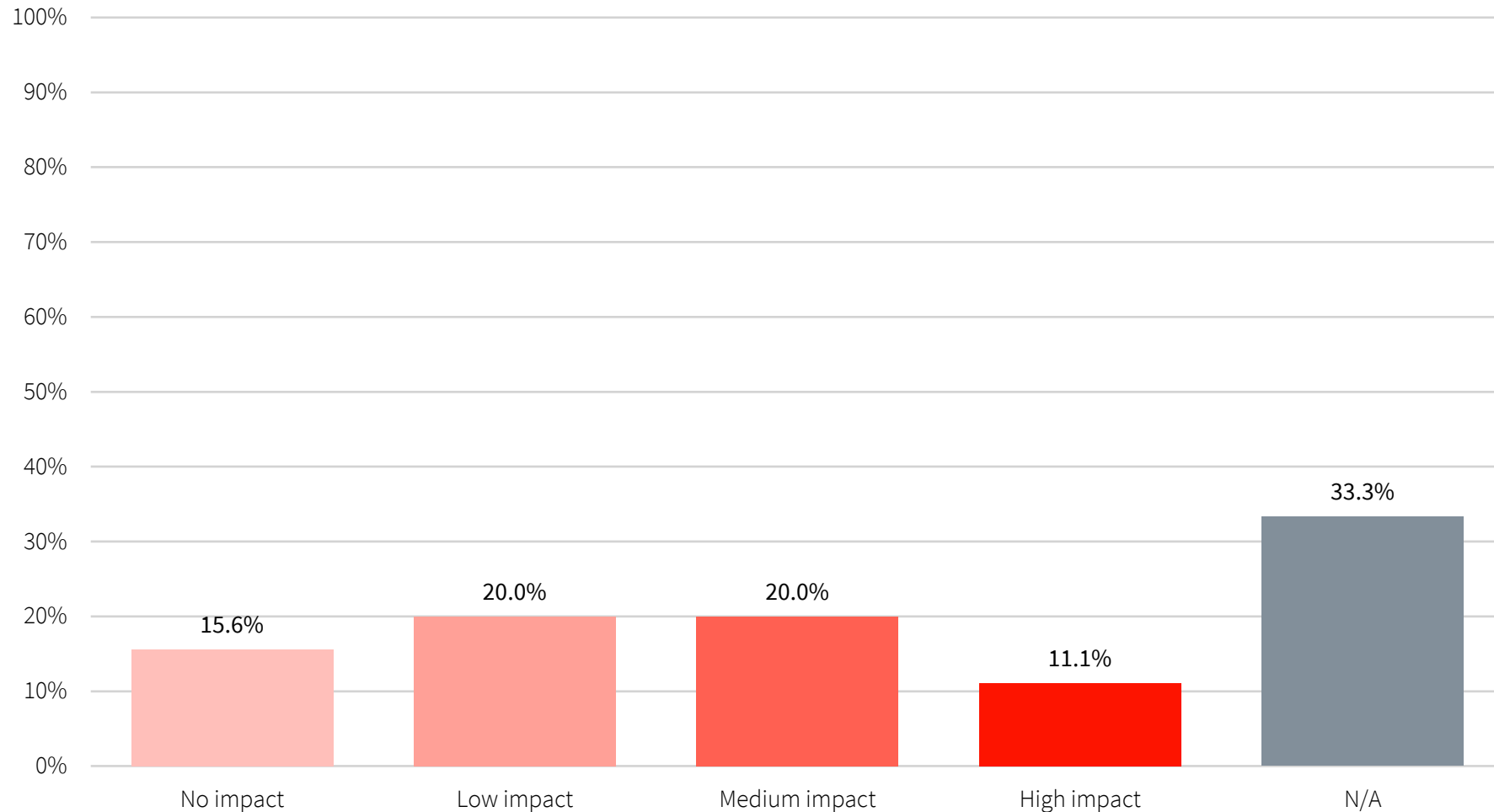
Factors affecting business operations from an HR perspective

The top three factors having a high impact on business operations were found to be the recruitment and retention of qualified employees, along with rising labour costs.



# 18.1. Collective wage negotiation

HR - Overview and Insights

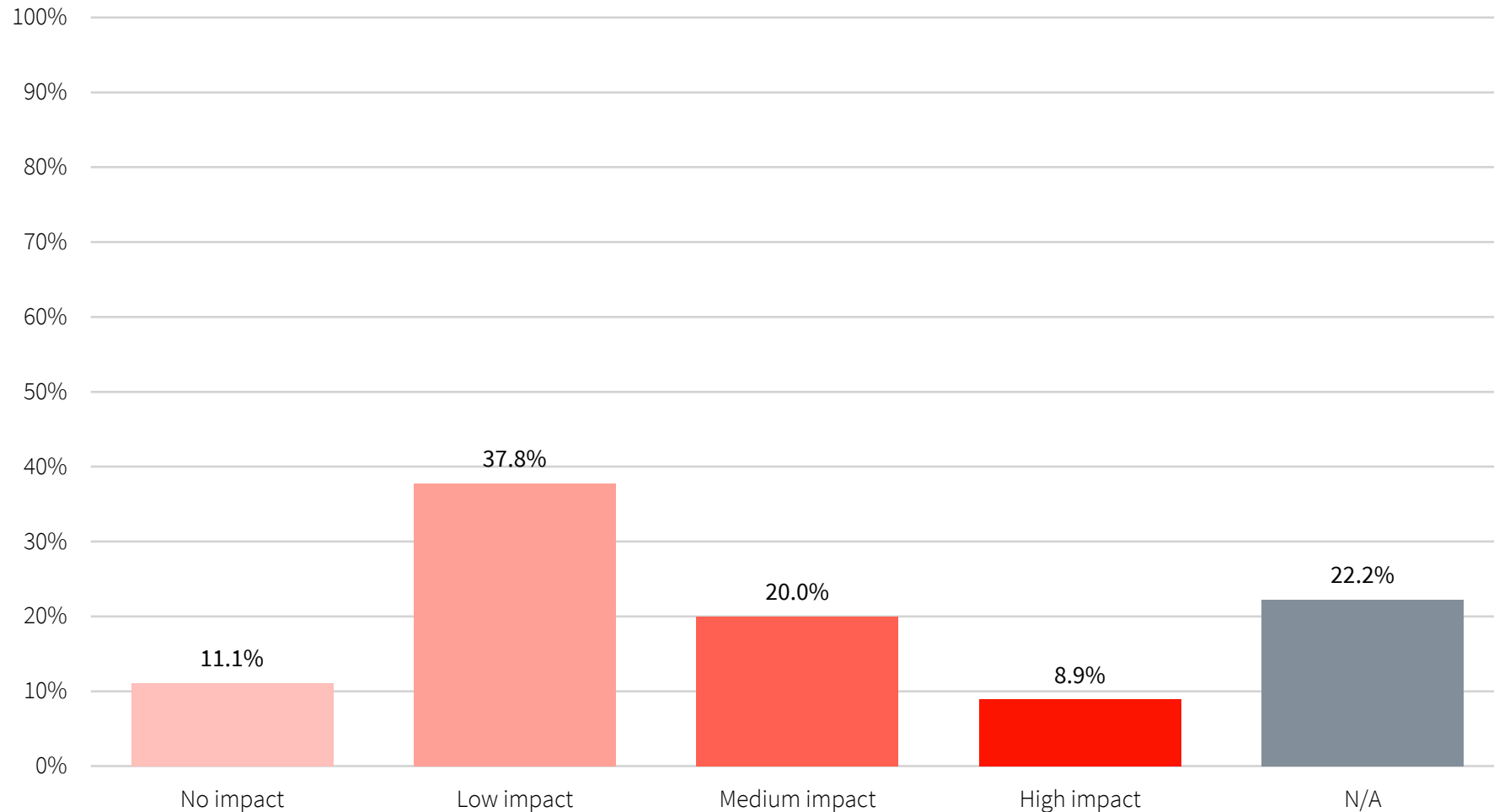


Effect of collective wage negotiation on business operations

Collective wage negotiation had a high impact in 11.1% of companies, yet 33.3% did not measure this impact.

# 18.2. Dealing with local government

HR - Overview and Insights



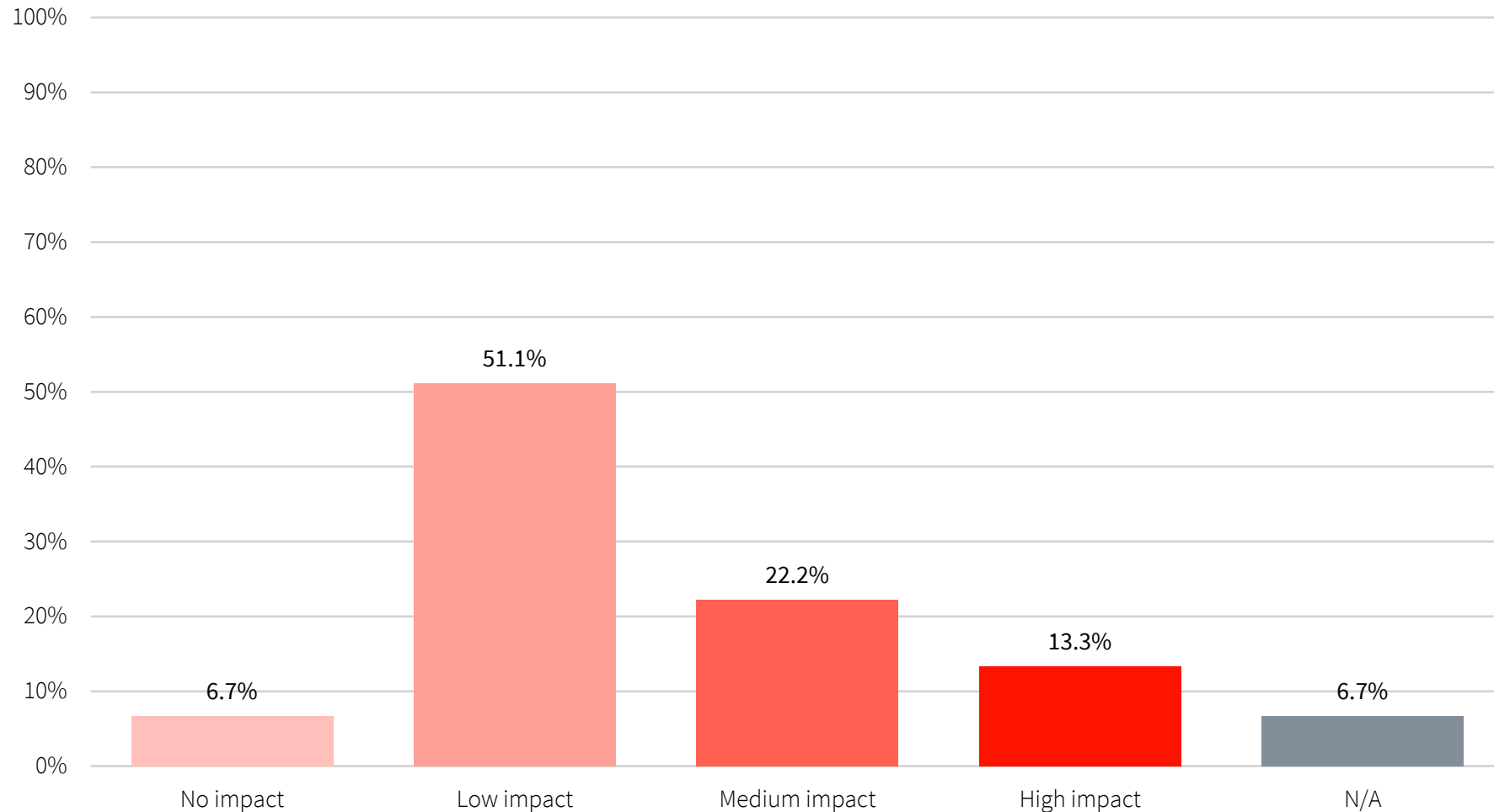
Effect of dealing with local government on business operations

Roughly a tenth of the companies saw a high impact from dealing with the local government, while nearly 40% saw a low impact.



# 18.3. High cost for training

HR - Overview and Insights

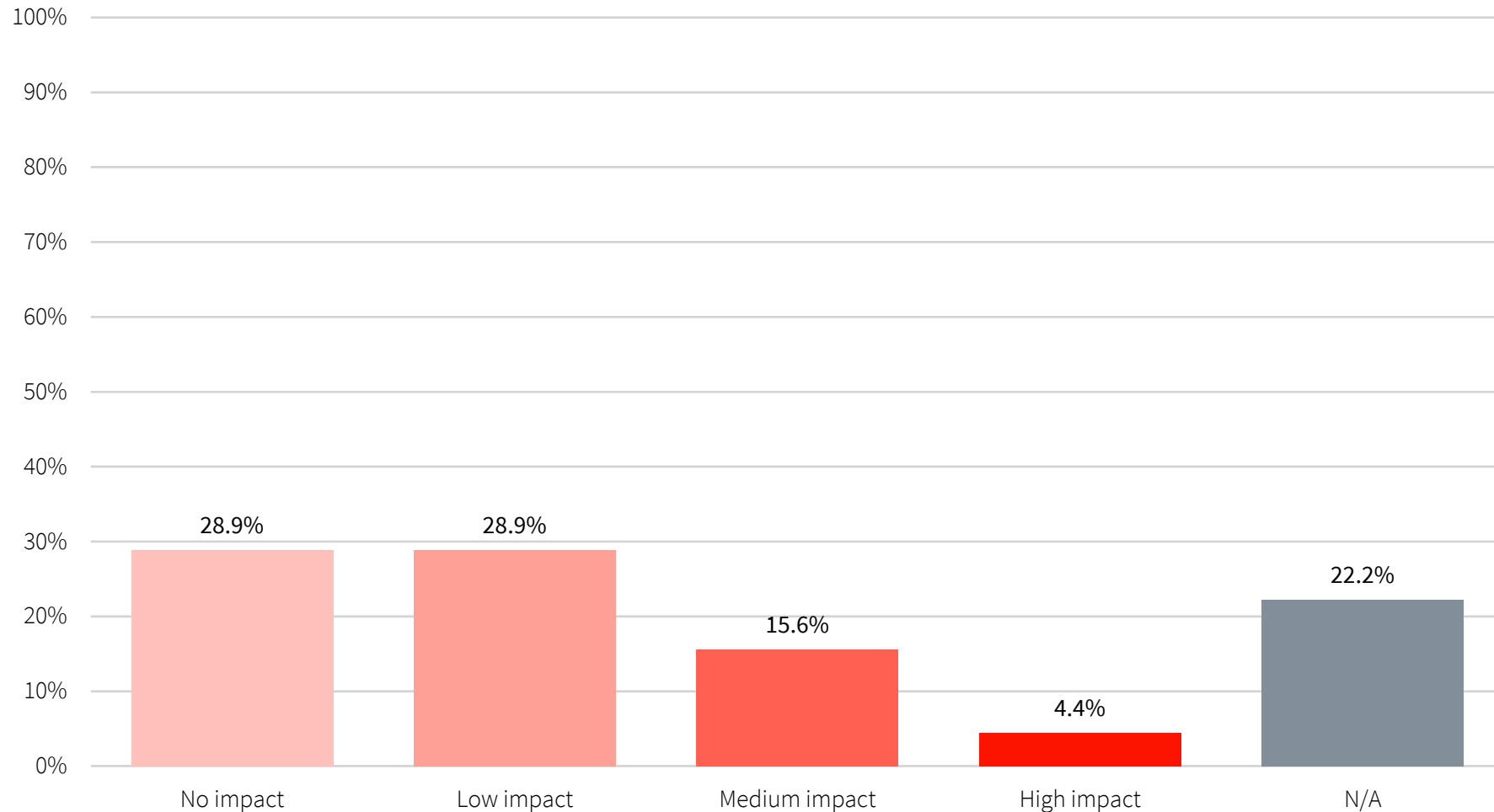


Effect of high cost for training on business operations

High costs of training didn't seem to have a significant impact on over half of the companies, while 13.3% saw a high impact on their business operations.

# 18.5. Labour arbitration

HR - Overview and Insights

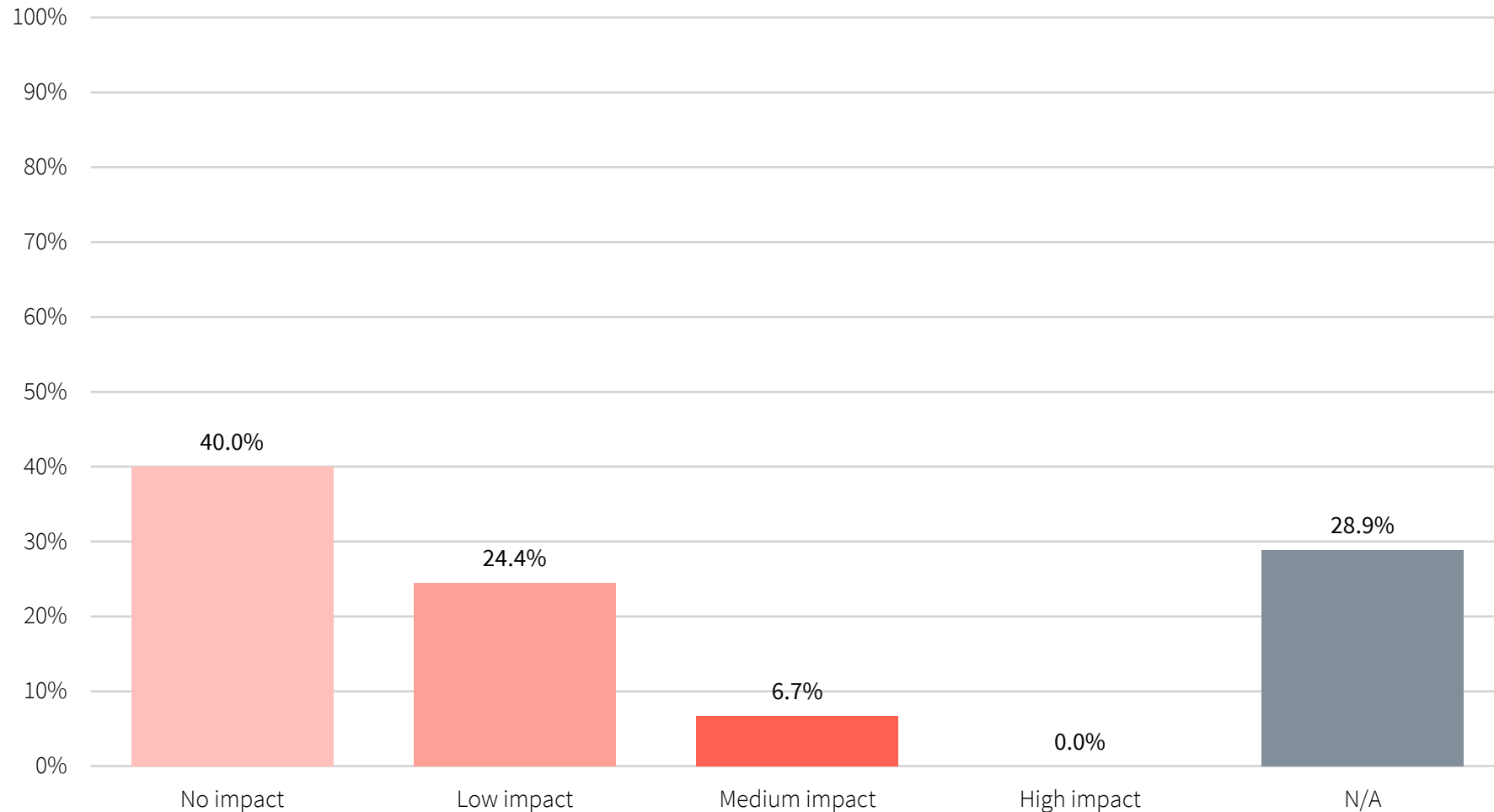


Effect of labour arbitration on business operations

More than half the companies saw anywhere from no impact to a low impact from labour arbitration, while 4.4% saw a high impact.

# 18.6. Labour Union

## HR - Overview and Insights

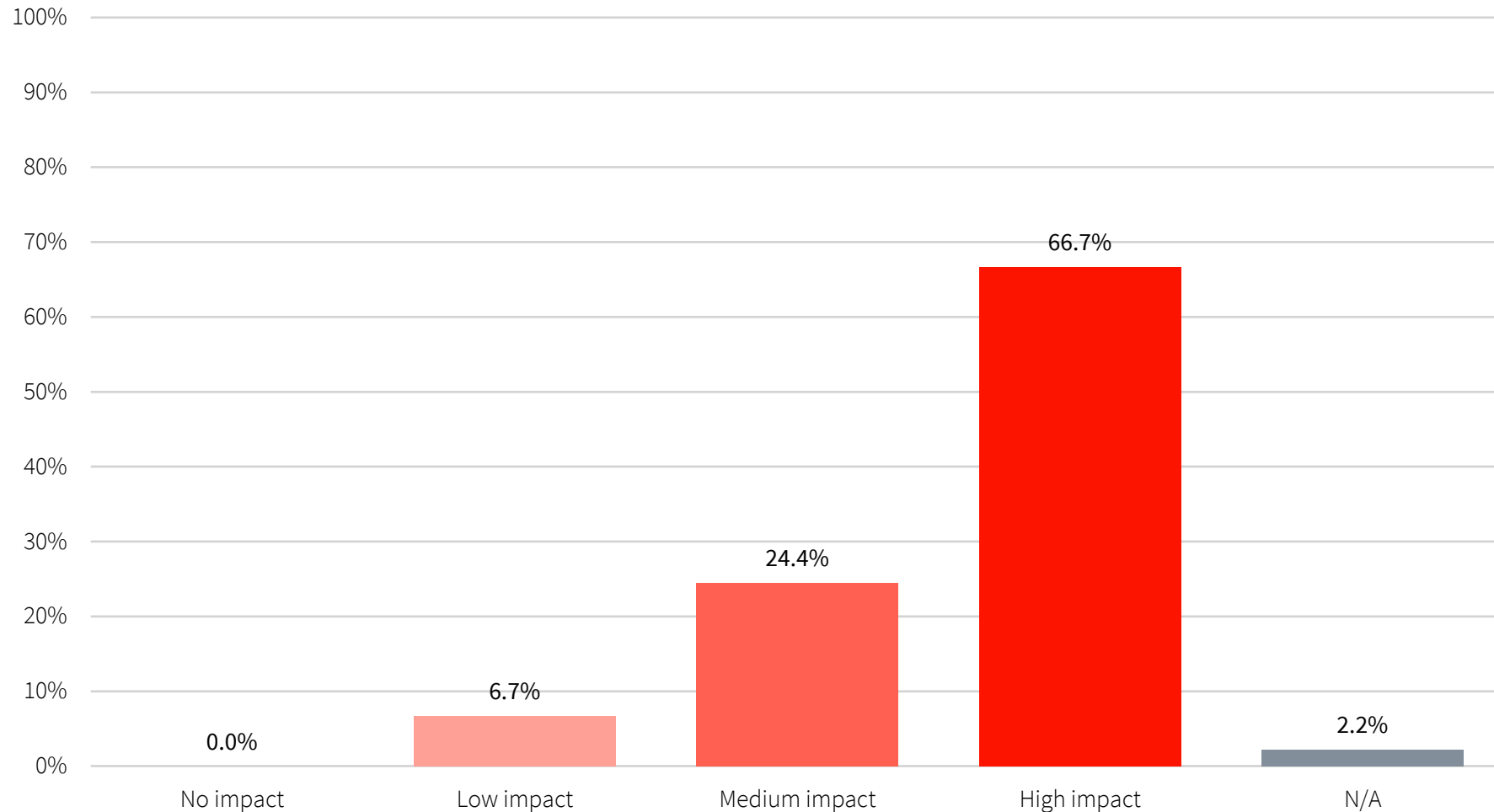


Effect of labour unions on business operations

Nearly half of the companies saw no impact from labour unions business operations, while 6.7% saw a medium impact.

# 18.7. Recruitment of qualified employees

HR - Overview and Insights

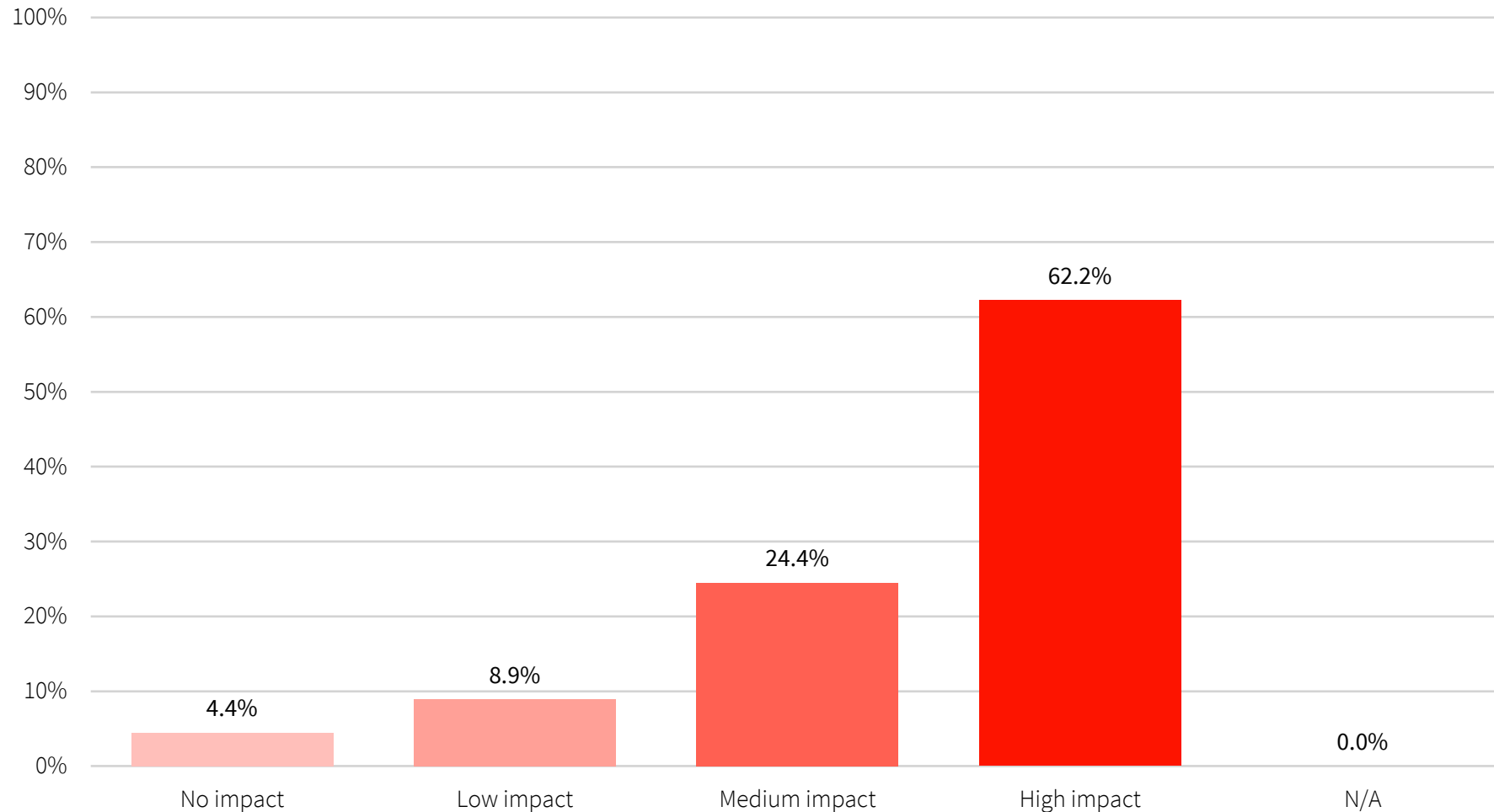


Effect of recruitment of qualified employees on business operations

Over a third of companies saw a high impact from recruiting qualified employees while 6.7% saw a low impact.

# 18.8. Retaining of qualified employees

HR - Overview and Insights

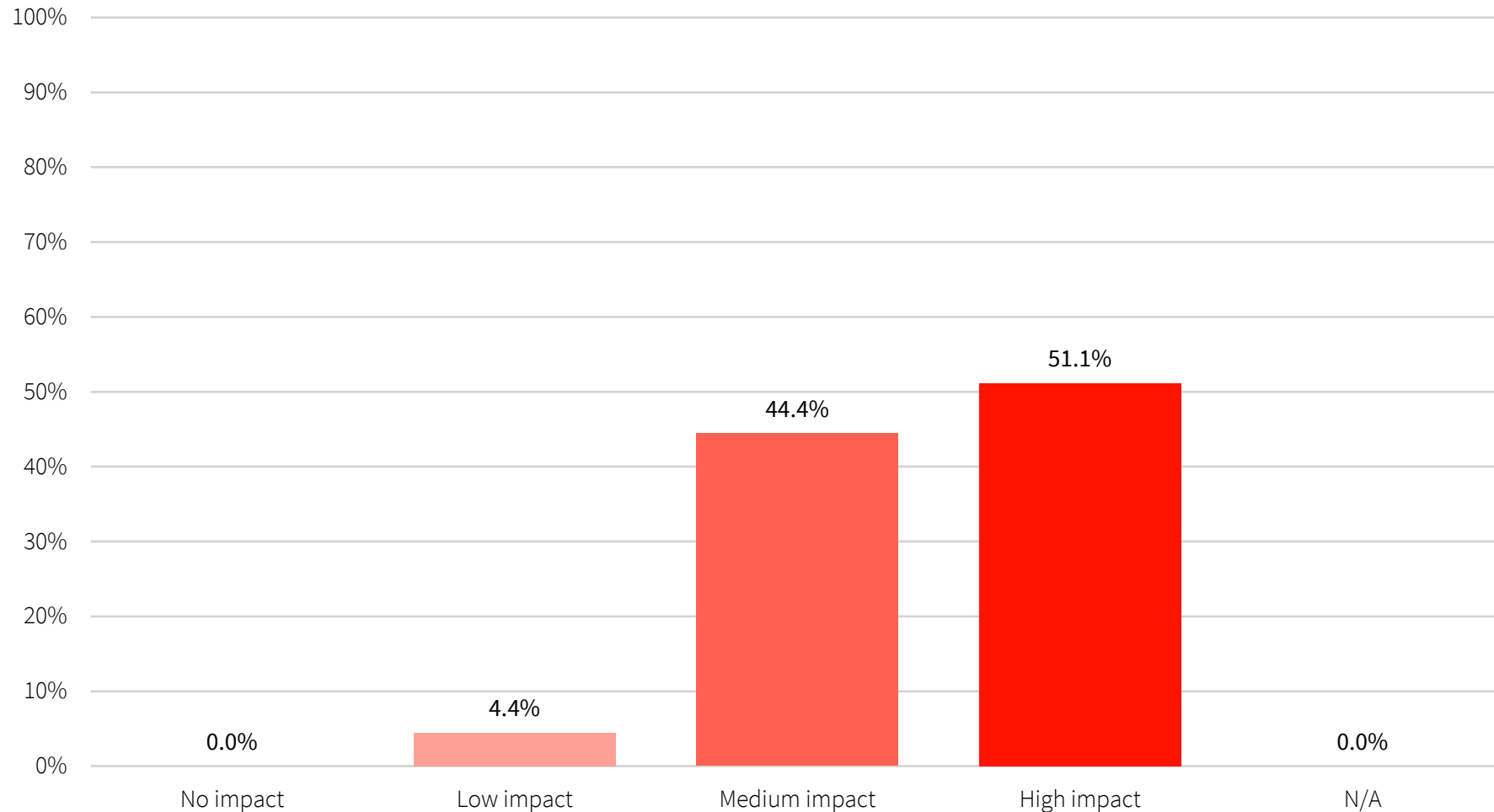


Effect of retaining of qualified employees on business operations

Over a third of companies saw a high impact from retaining qualified employees while a little over 10% saw little to no impact.

# 18.9. Rising labour costs

HR - Overview and Insights

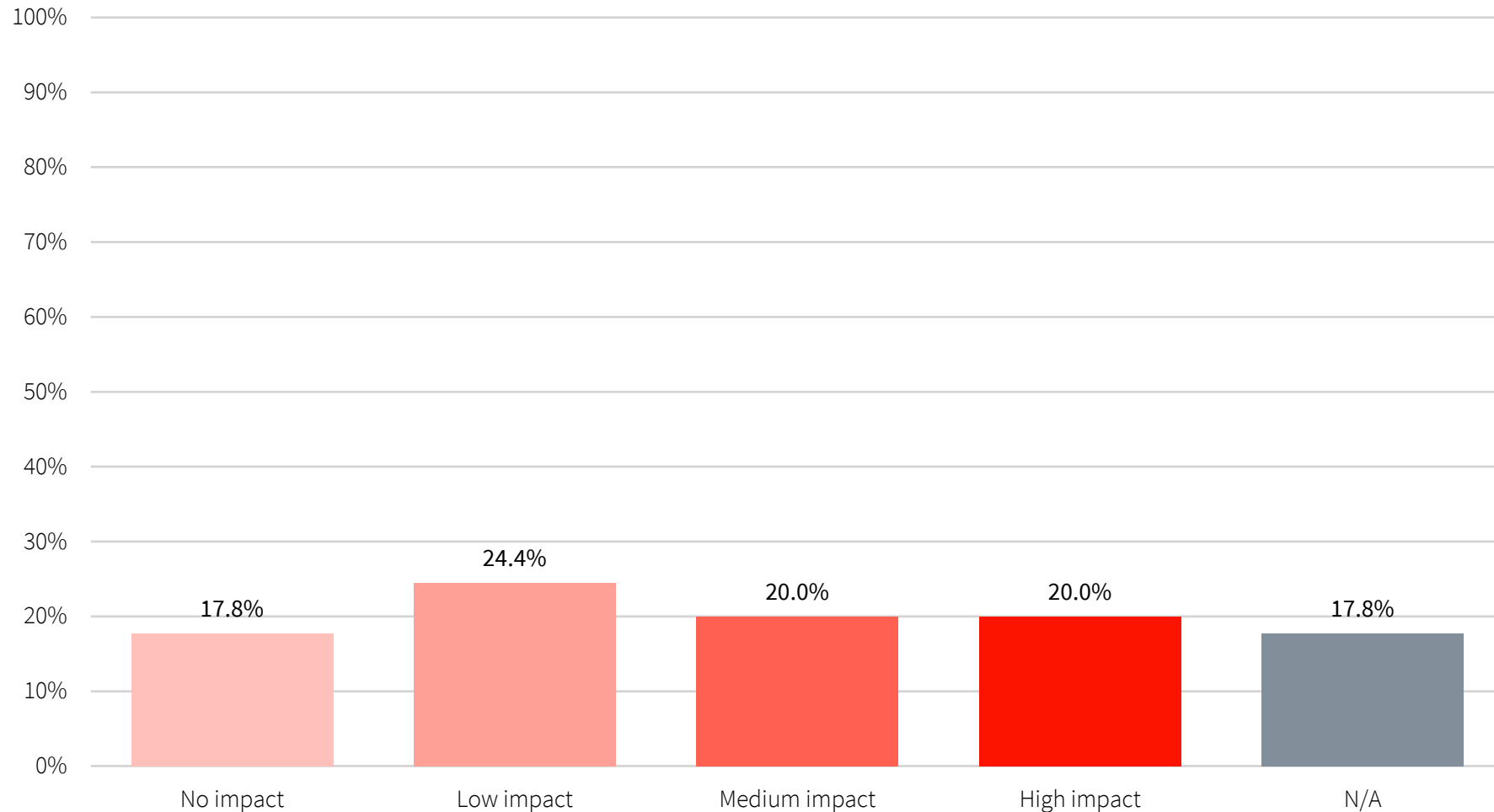


Effect of rising labour costs on hiring and retention of employees

One out of two companies saw rising costs having a high impact on the hiring and retention process, while 44.4% saw them having a medium impact.

# 18.10. Staff shortage due to inbound travel restriction for foreign

HR - Overview and Insights

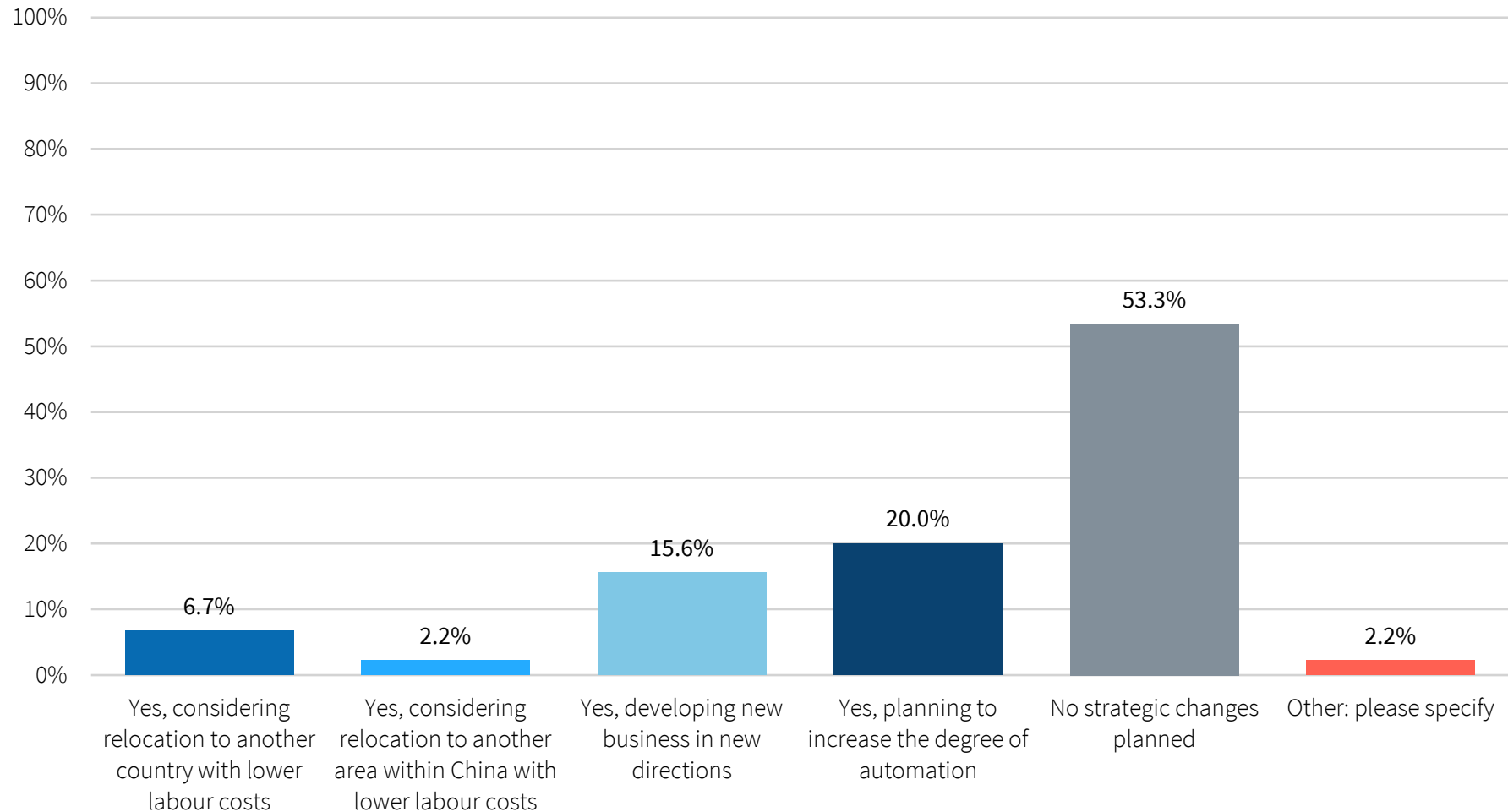


Staff shortages due to inbound traveling restrictions

Nearly 40% of companies saw inbound travelling restrictions affecting hiring and retention, while 24.4% saw a low impact.

# 19. Is your company considering strategic changes due to rising labour costs in China?

HR - Overview and Insights



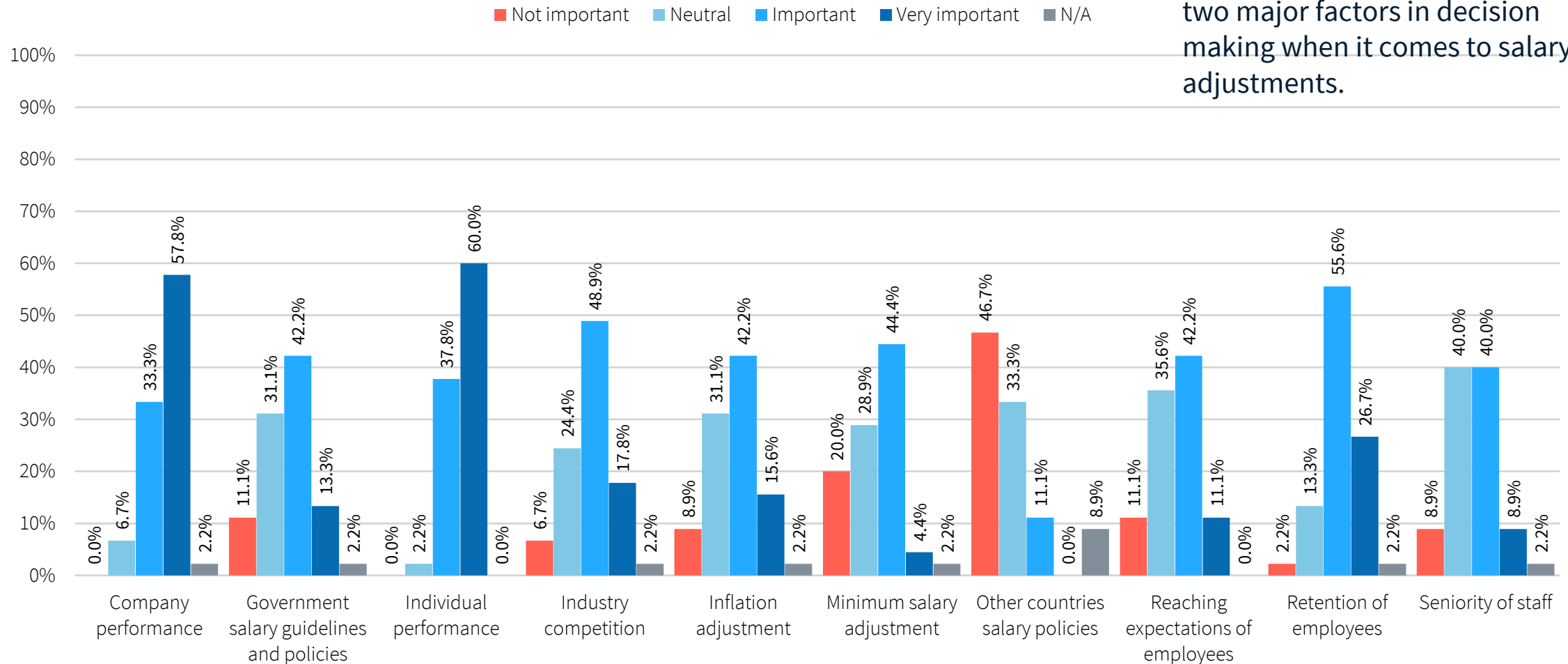
**The majority of respondents are not considering strategic changes due to the rising labour costs in China. A third of the participants are considering automation or changes in direction of business development as a consequence.**



# 20. What is the importance of the following items for your decision on salary adjustments?

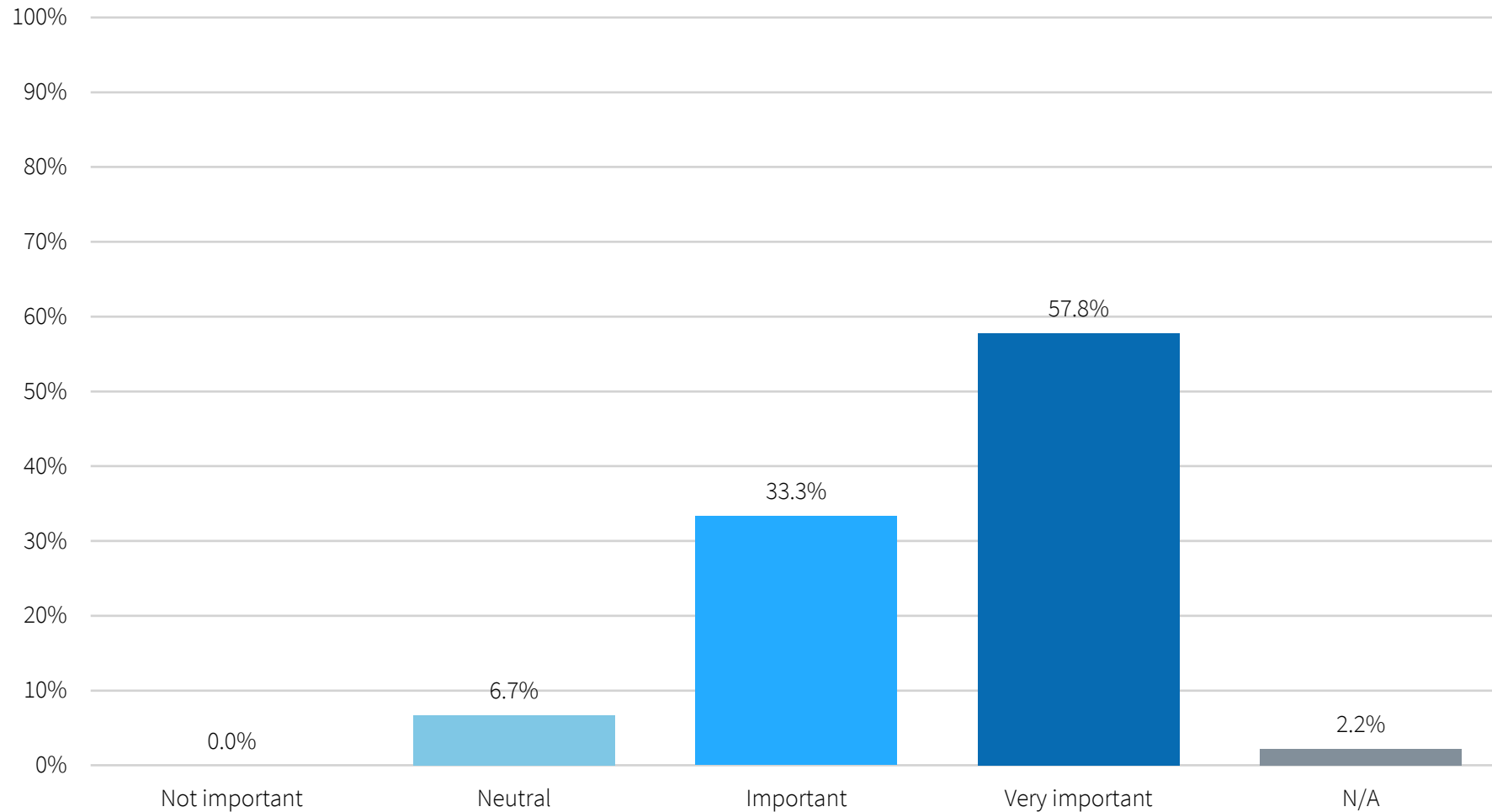
HR - Overview and Insights

The individual's performance as well as company performance are two major factors in decision making when it comes to salary adjustments.



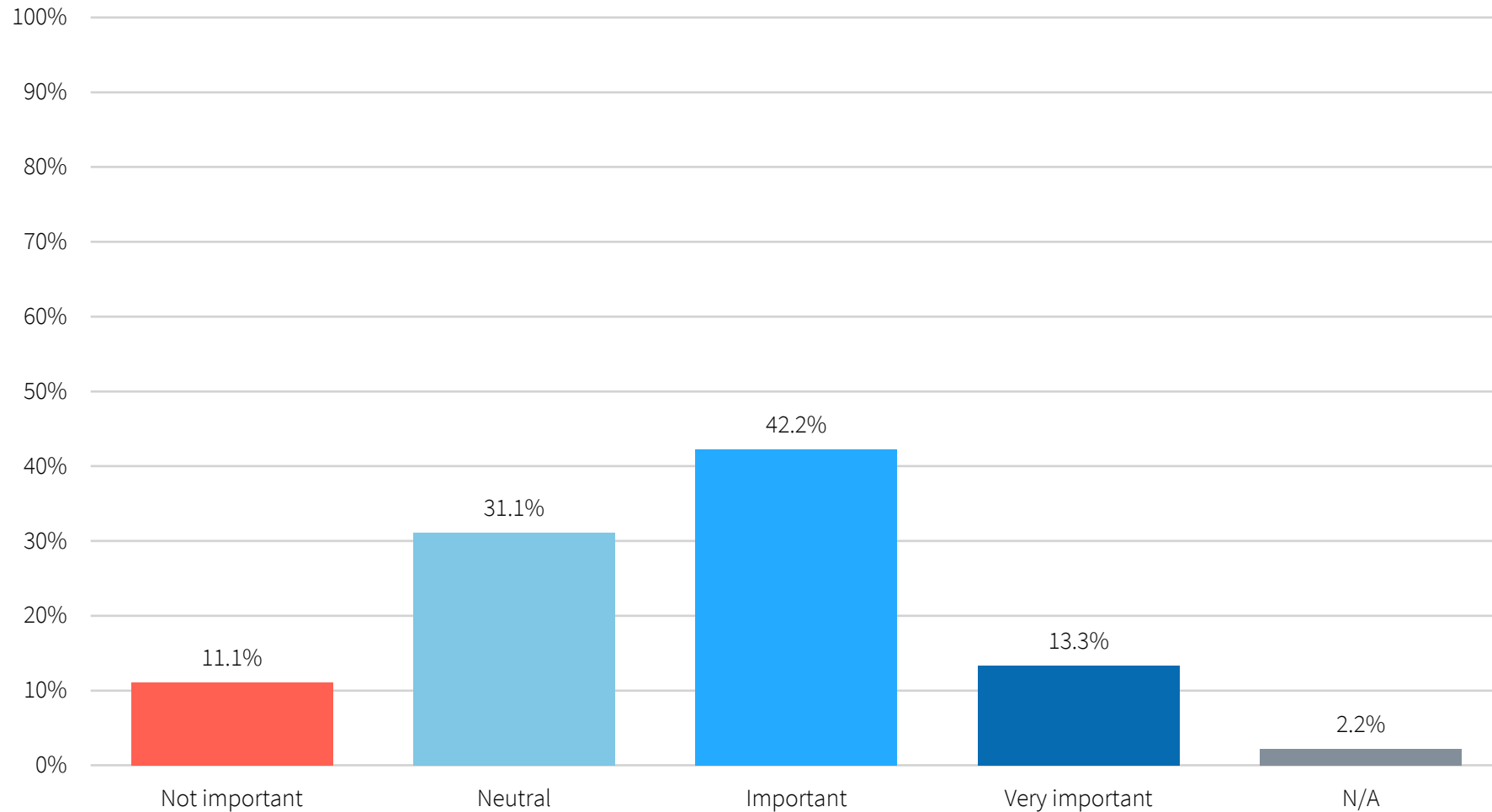
# 20.1. Company performance

HR - Overview and Insights



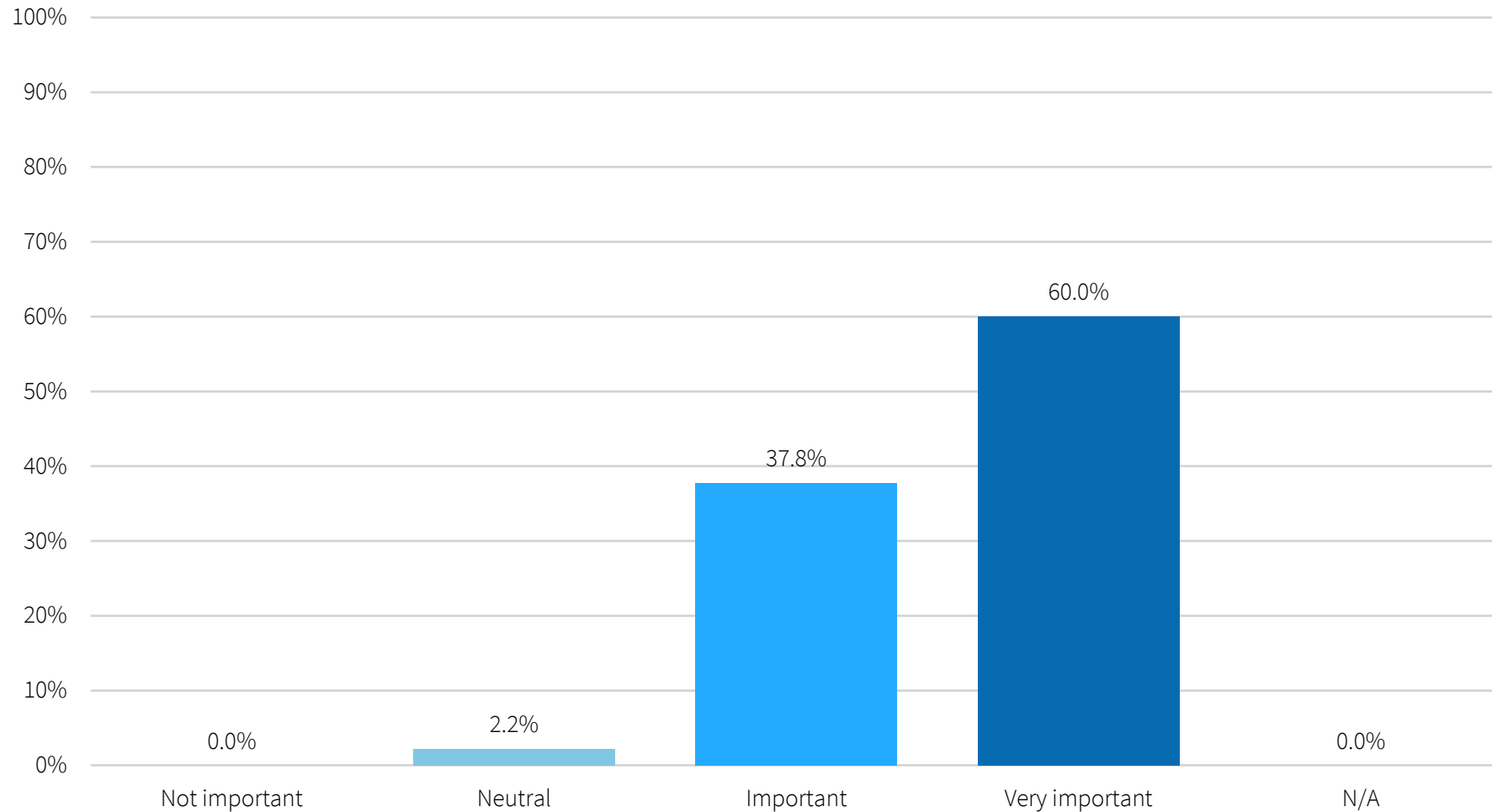
## 20.2. Government salary guidelines and policies

HR - Overview and Insights



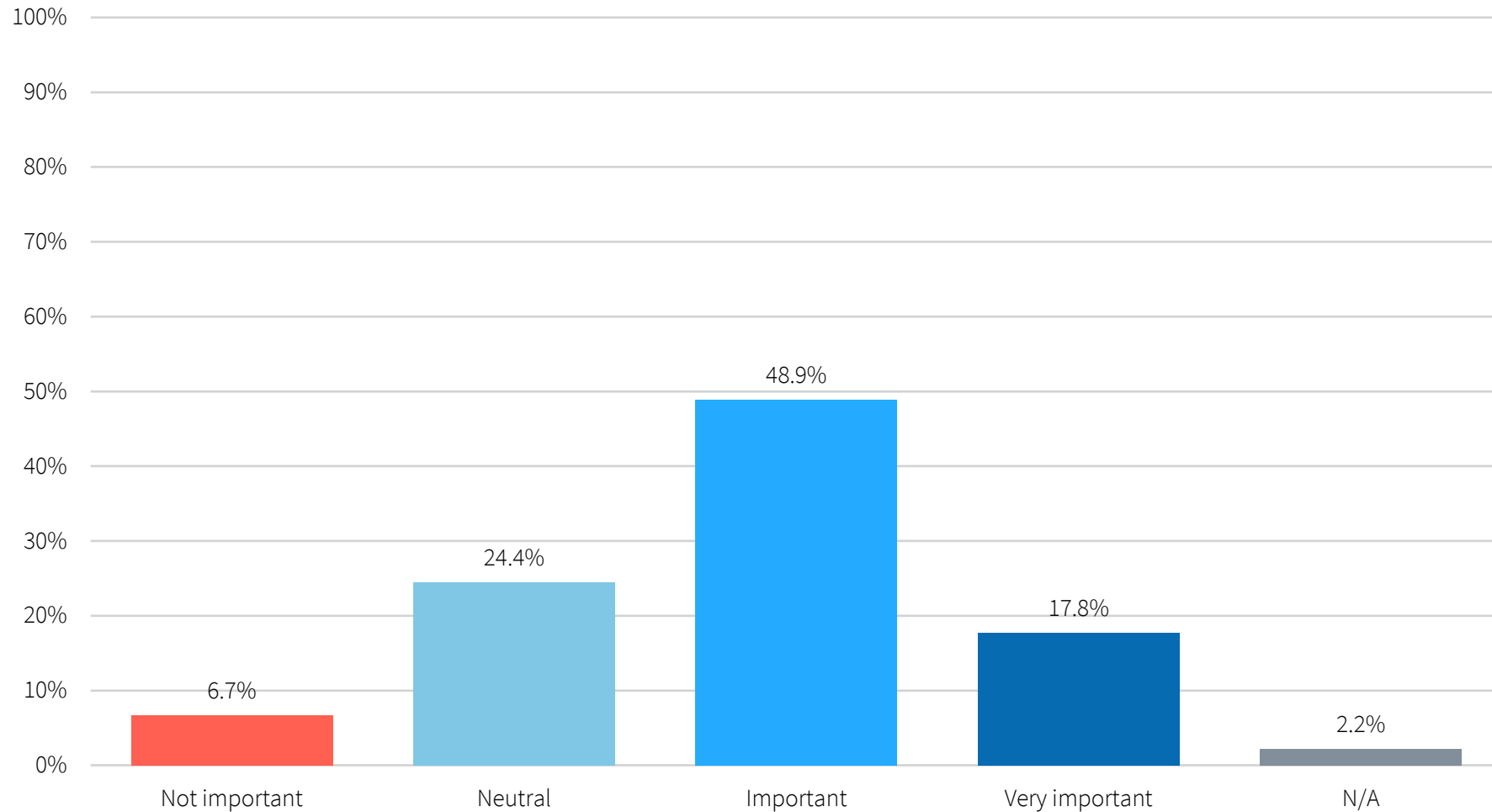
## 20.3. Individual performance

HR - Overview and Insights



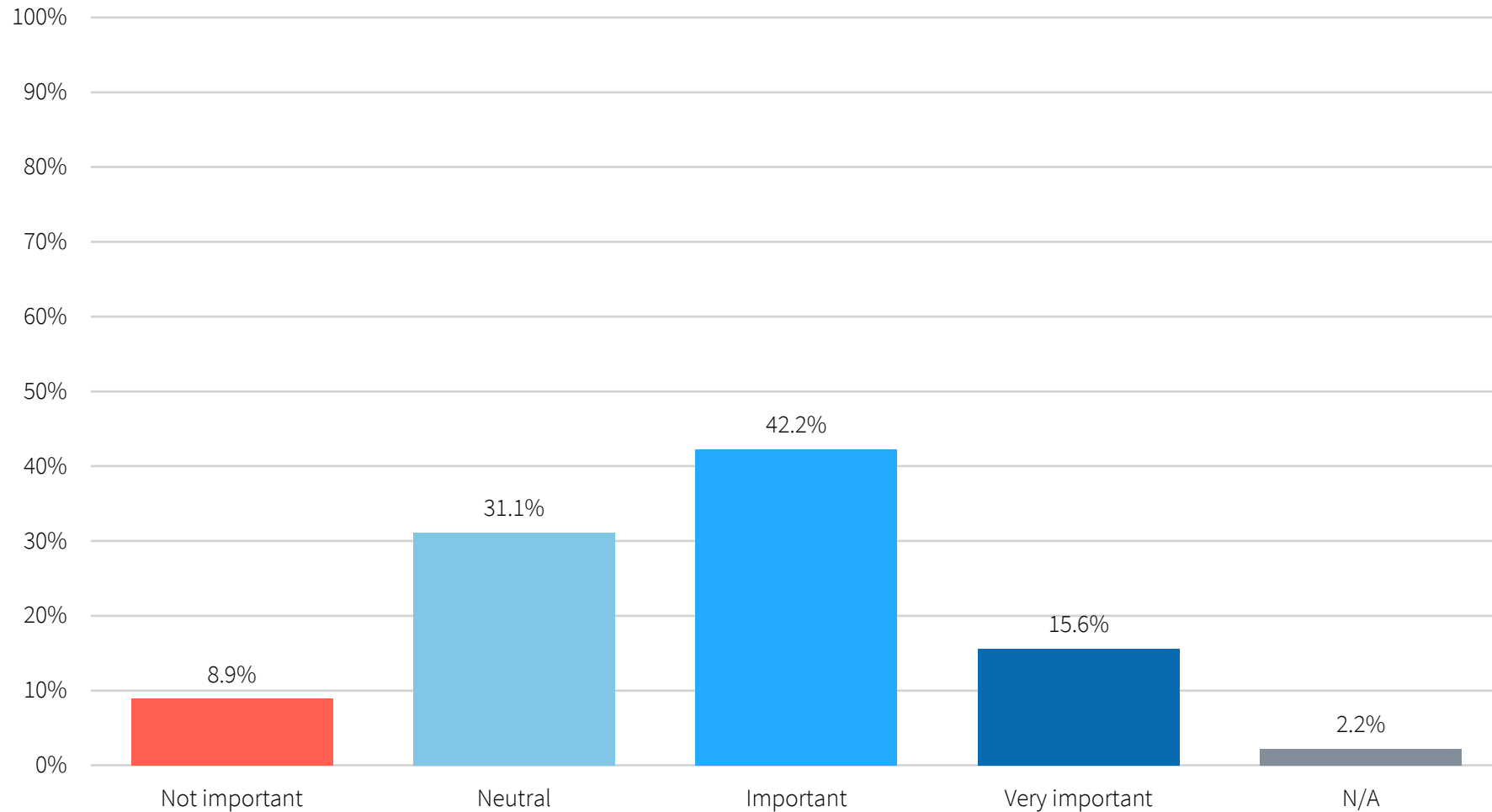
# 20.4. Industry competition

HR - Overview and Insights



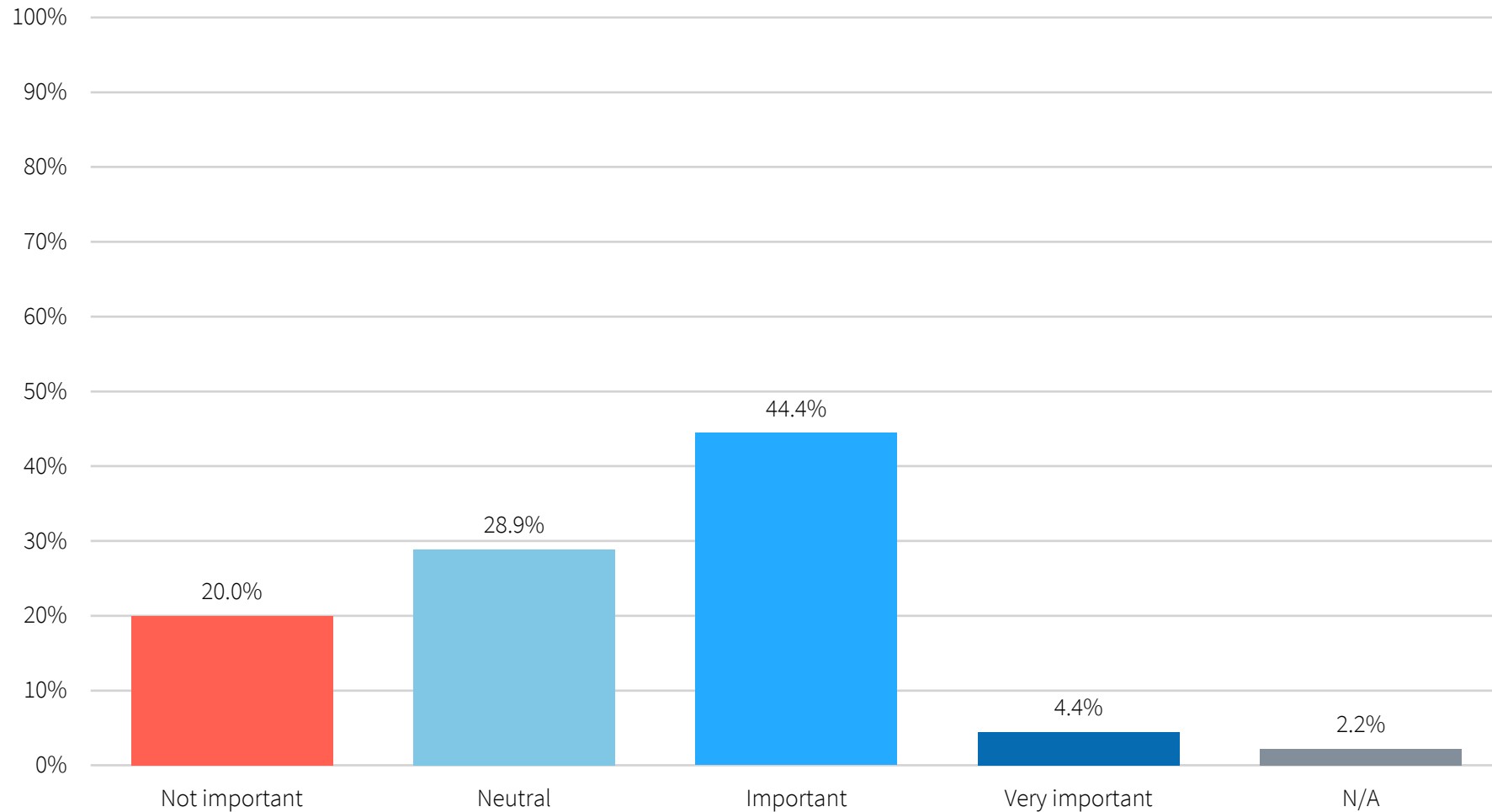
# 20.5. Inflation adjustment

HR - Overview and Insights



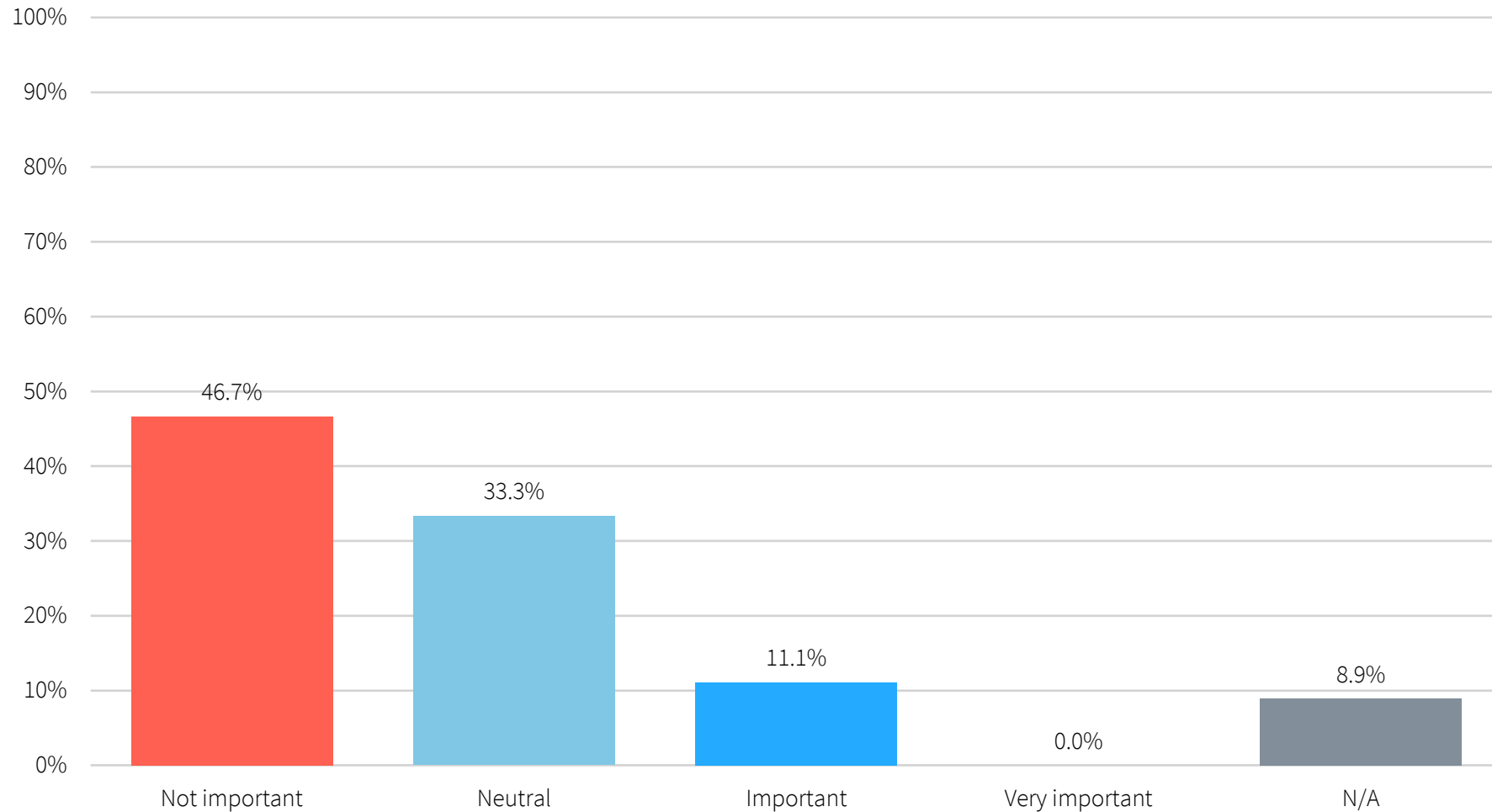
# 20.6. Minimum salary adjustment

HR - Overview and Insights



# 20.7. Other countries salary policies

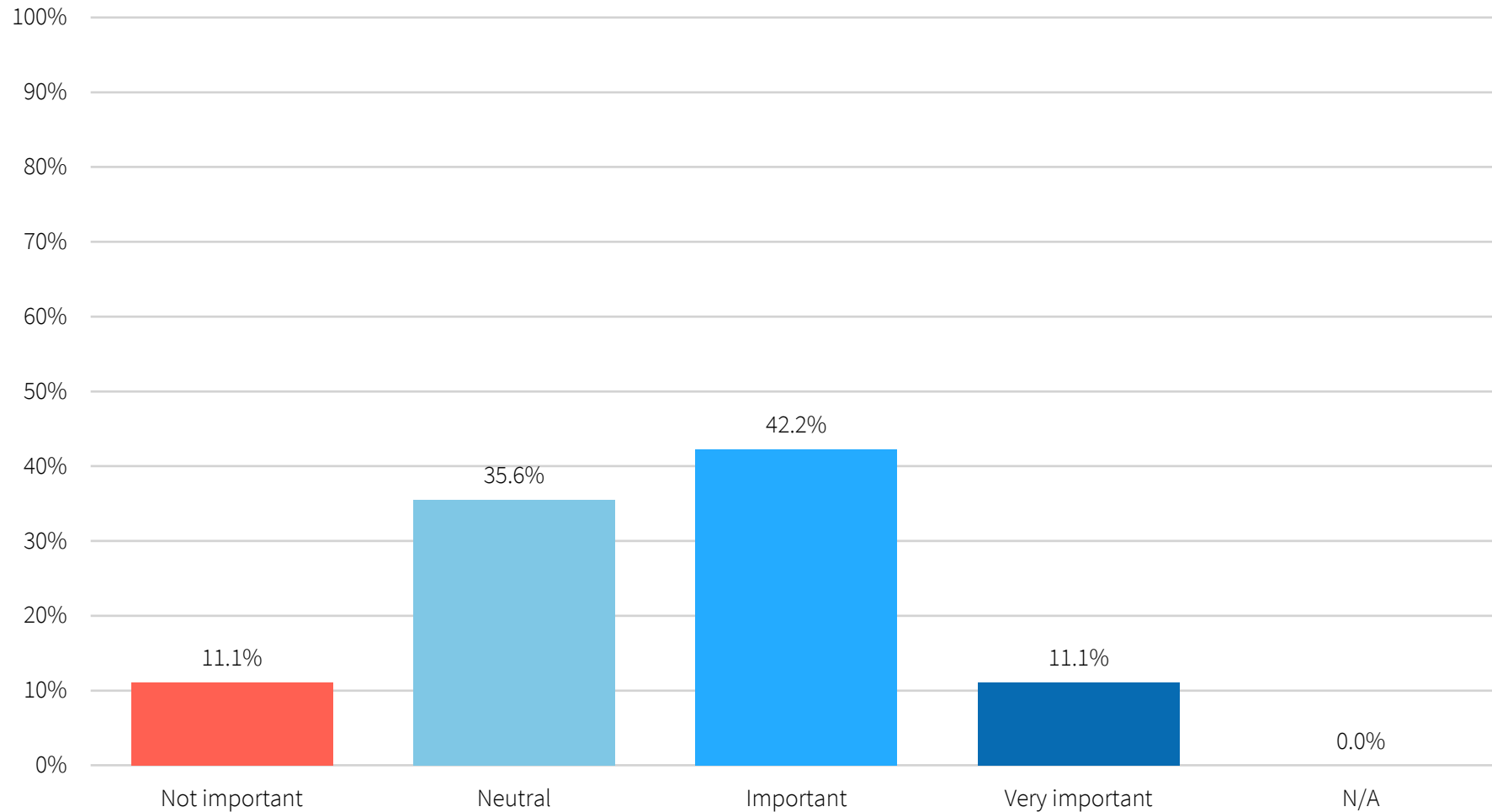
HR - Overview and Insights





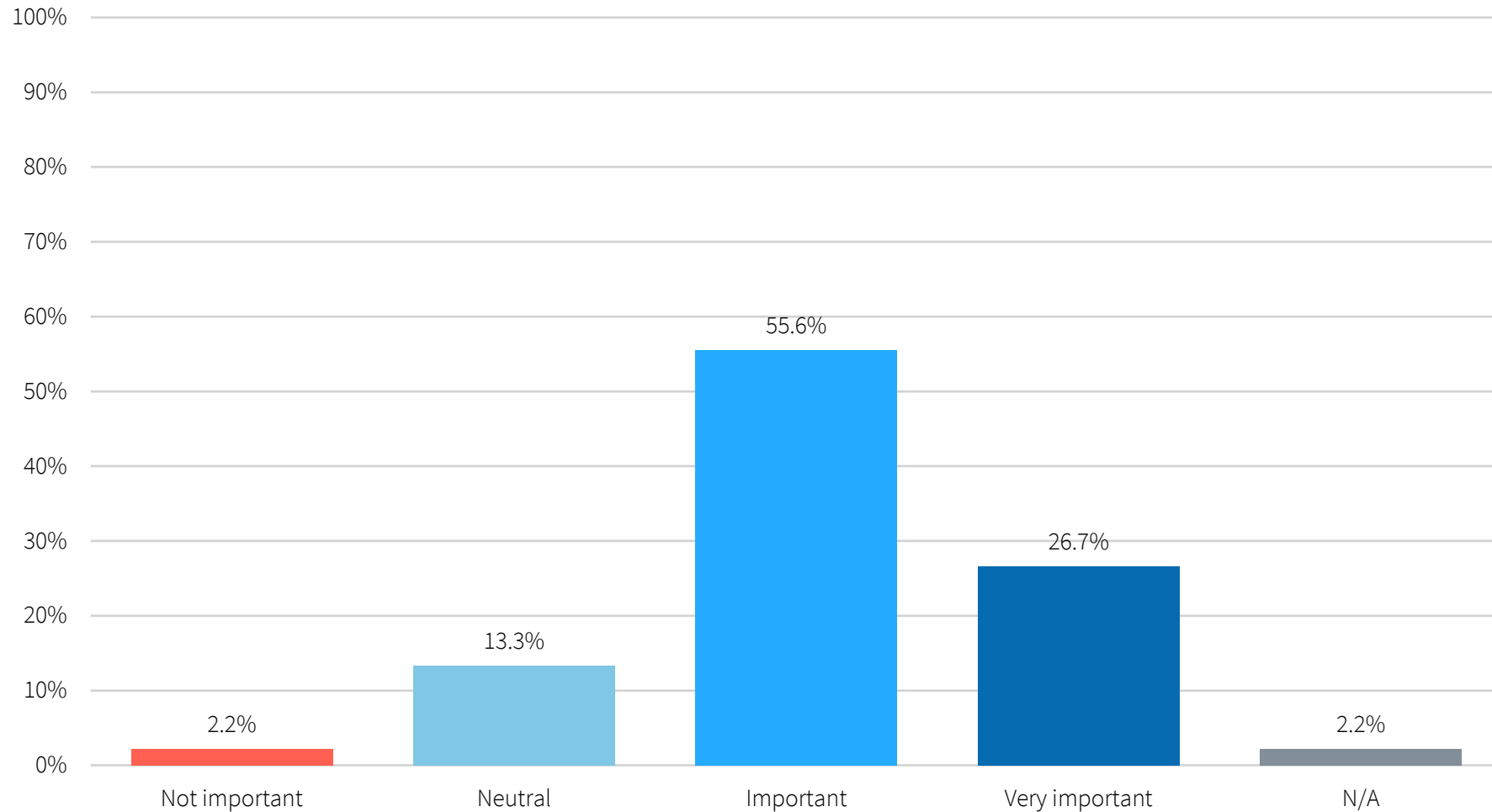
# 20.8. Reaching expectations of employees

HR - Overview and Insights



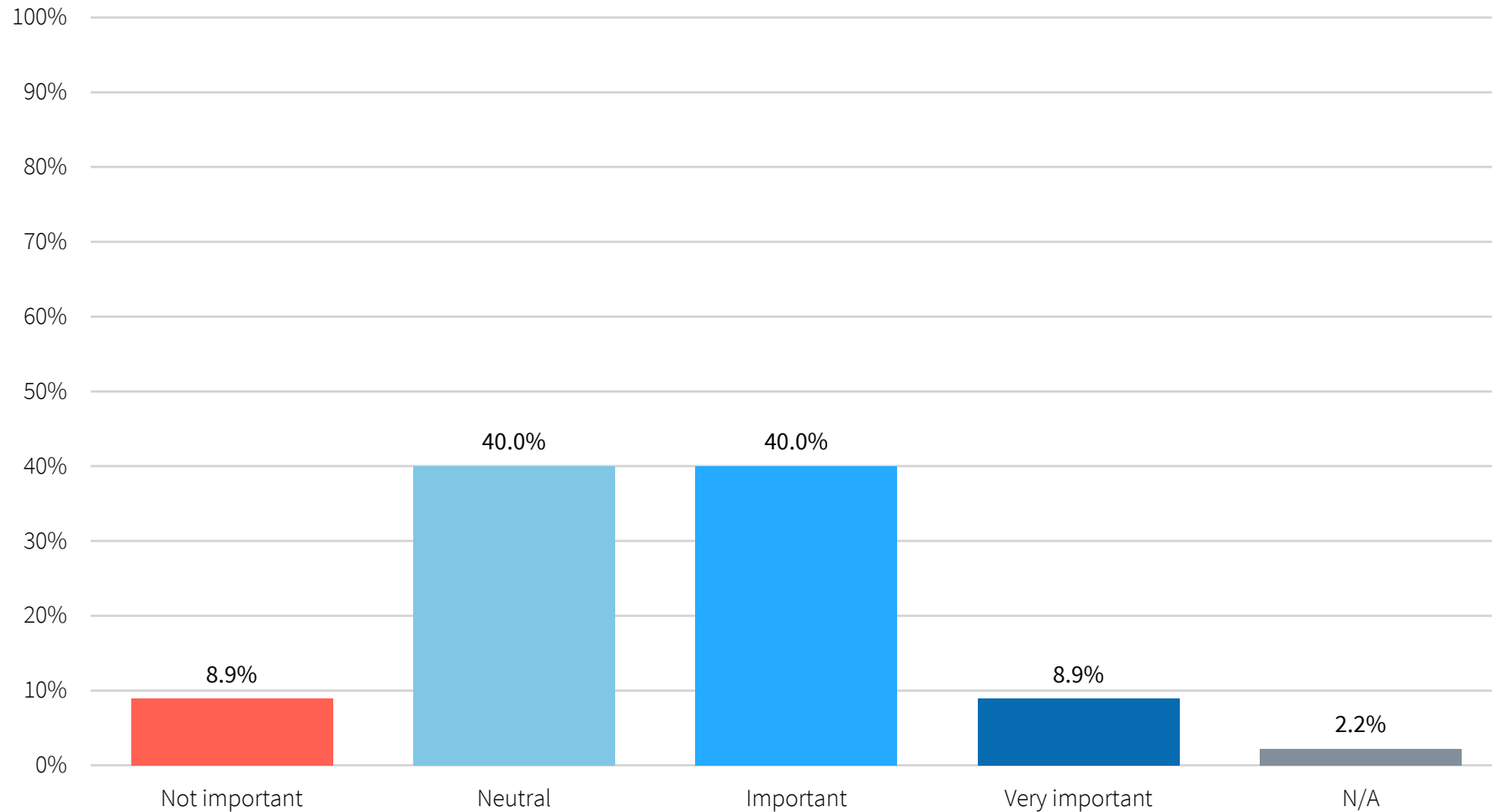
# 20.9. Retention of employees

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# 20.10. Seniority of staff

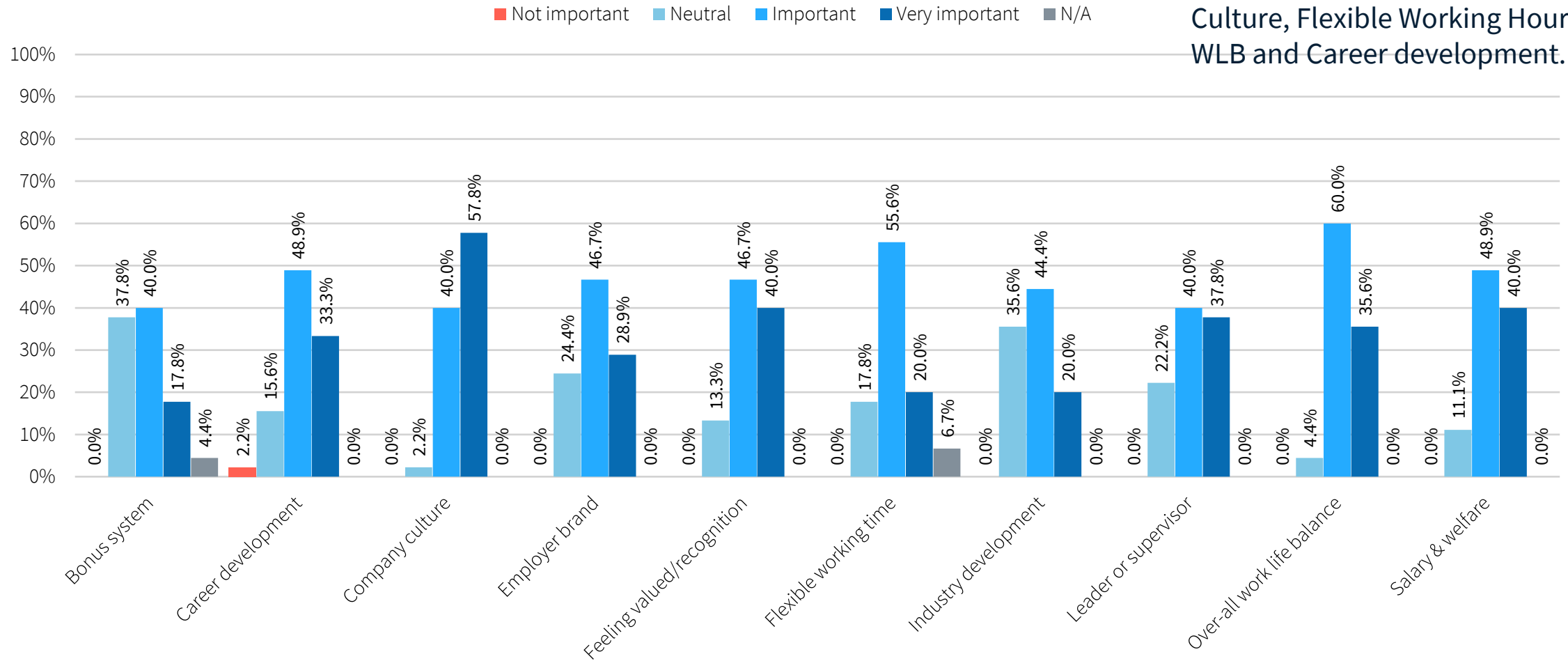
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# 21. What is the importance of the following items for staff in choosing your company?

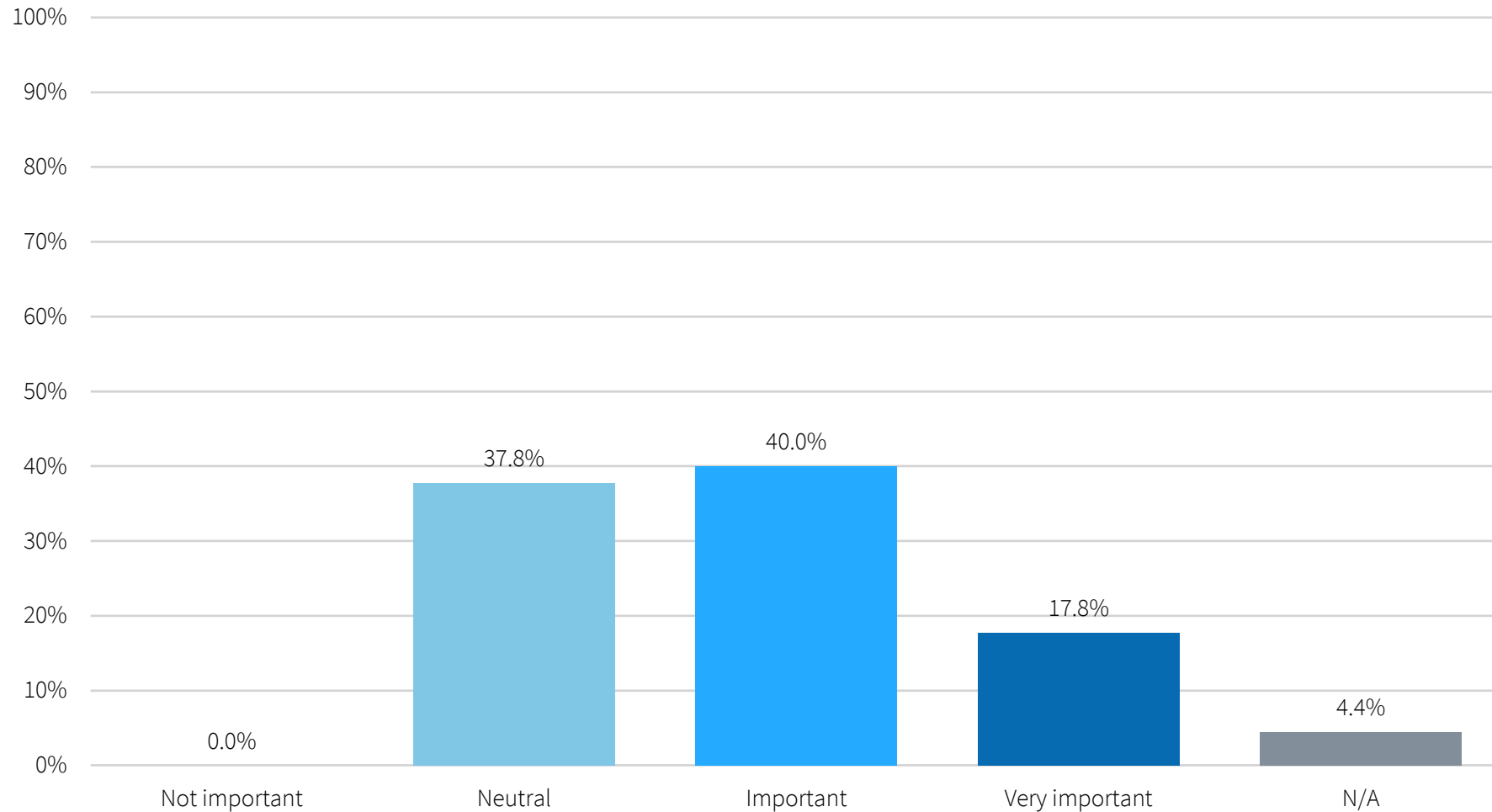
HR - Overview and Insights

Most important factors to be 'employer of choice' are Company Culture, Flexible Working Hours, WLB and Career development.



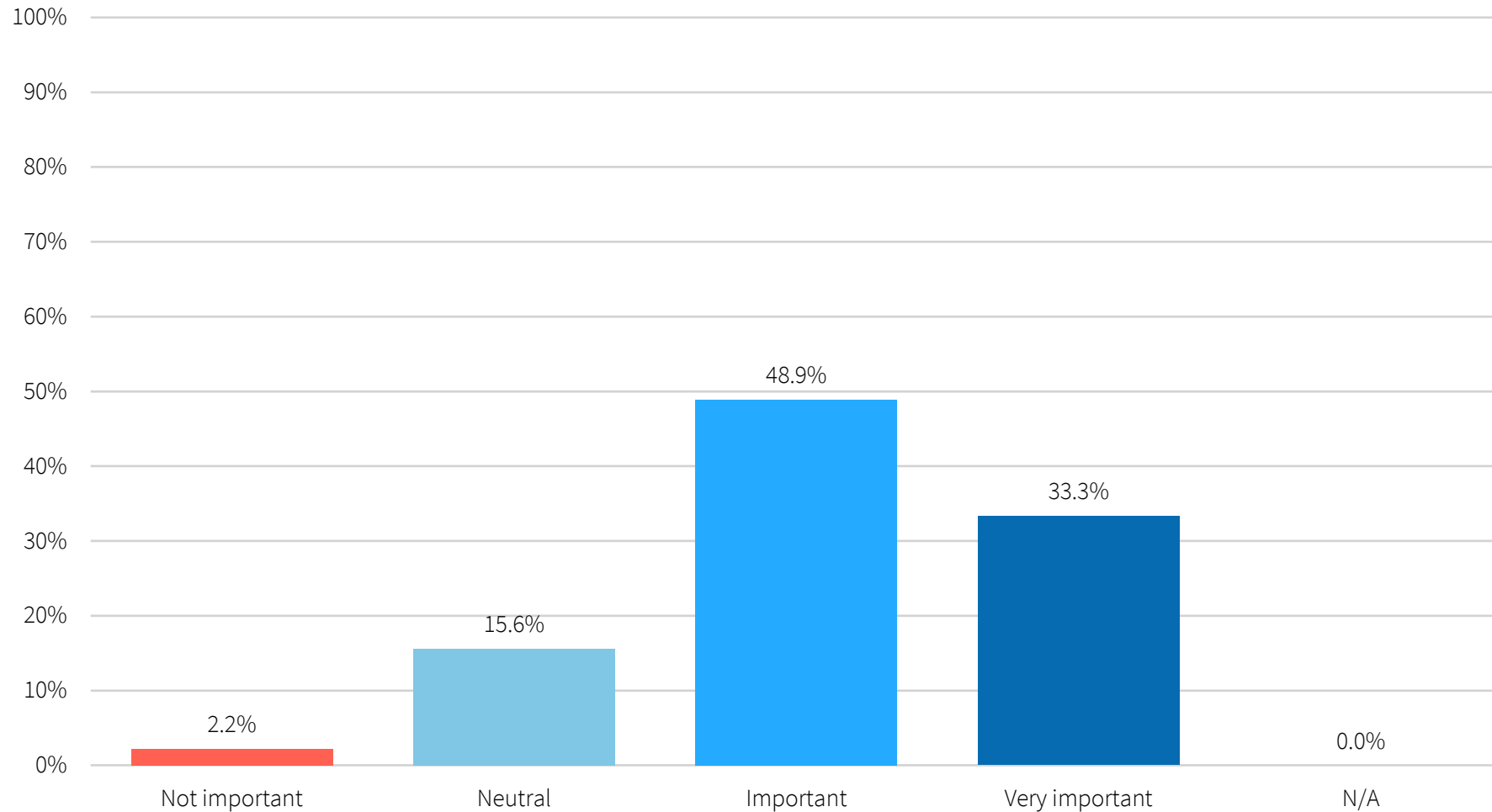
# 21.1. Bonus system

HR - Overview and Insights



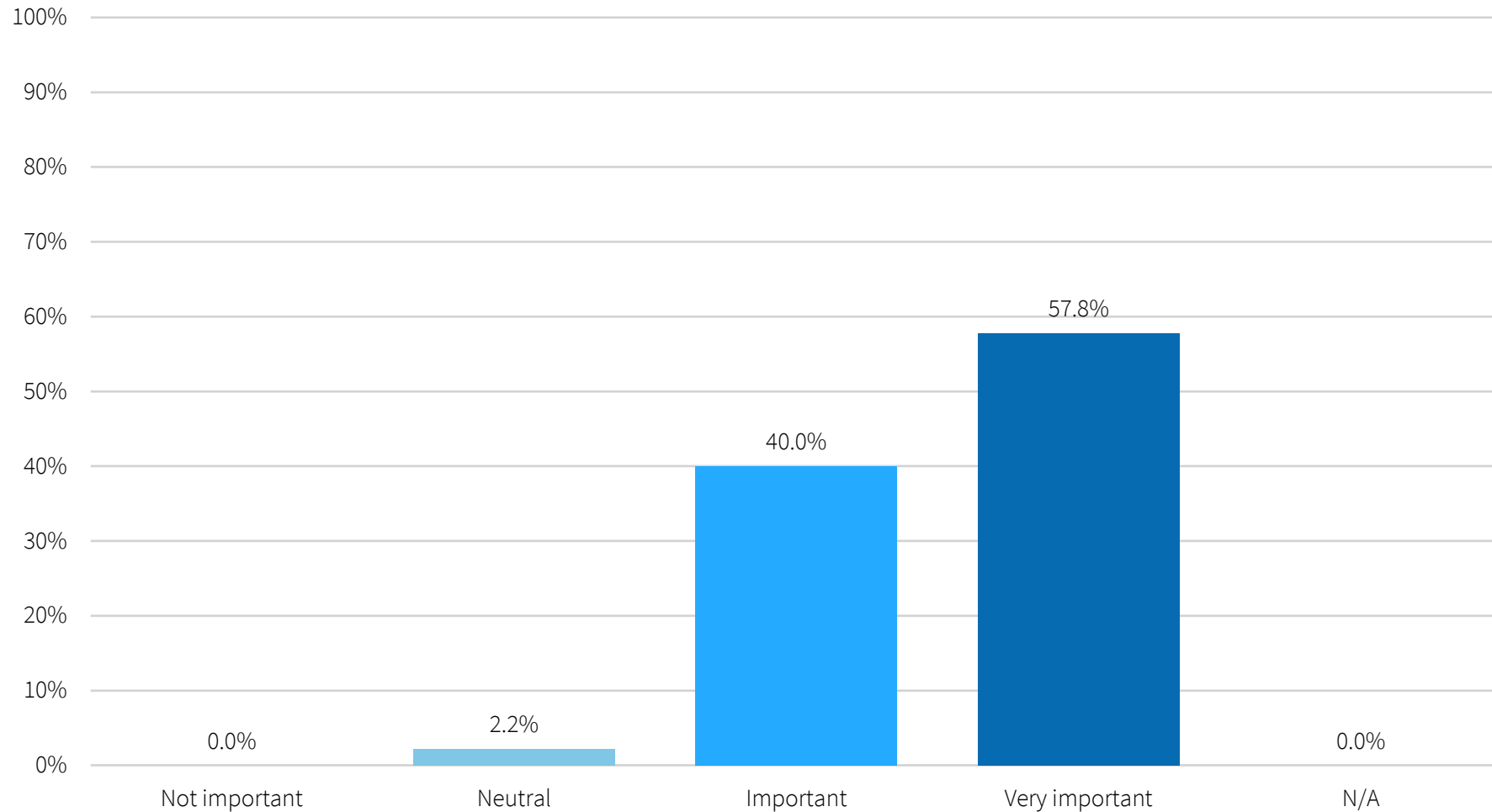
# 21.2. Career development

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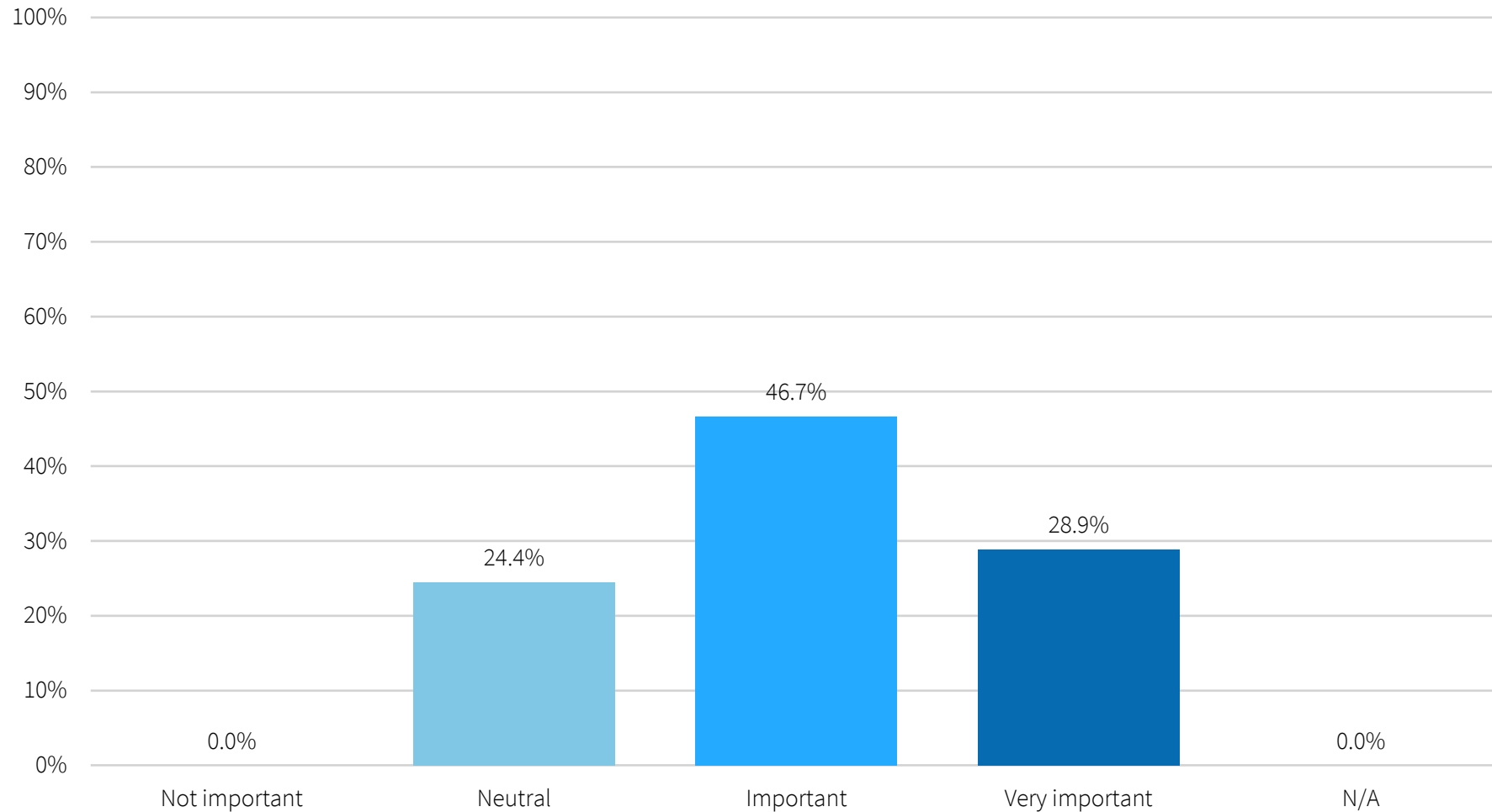
## 21.3. Company culture

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# 21.4. Employer brand

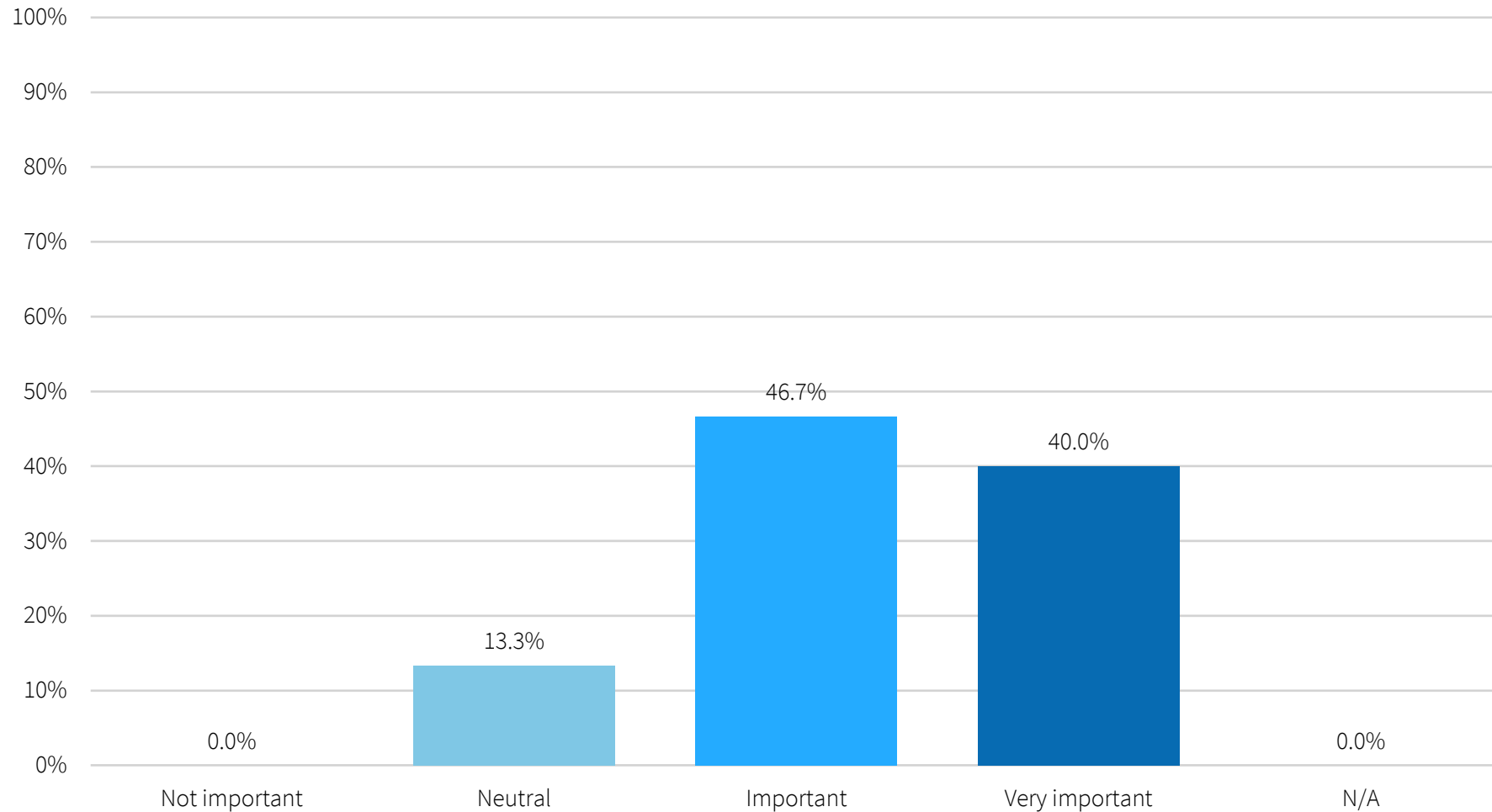
## HR - Overview and Insights





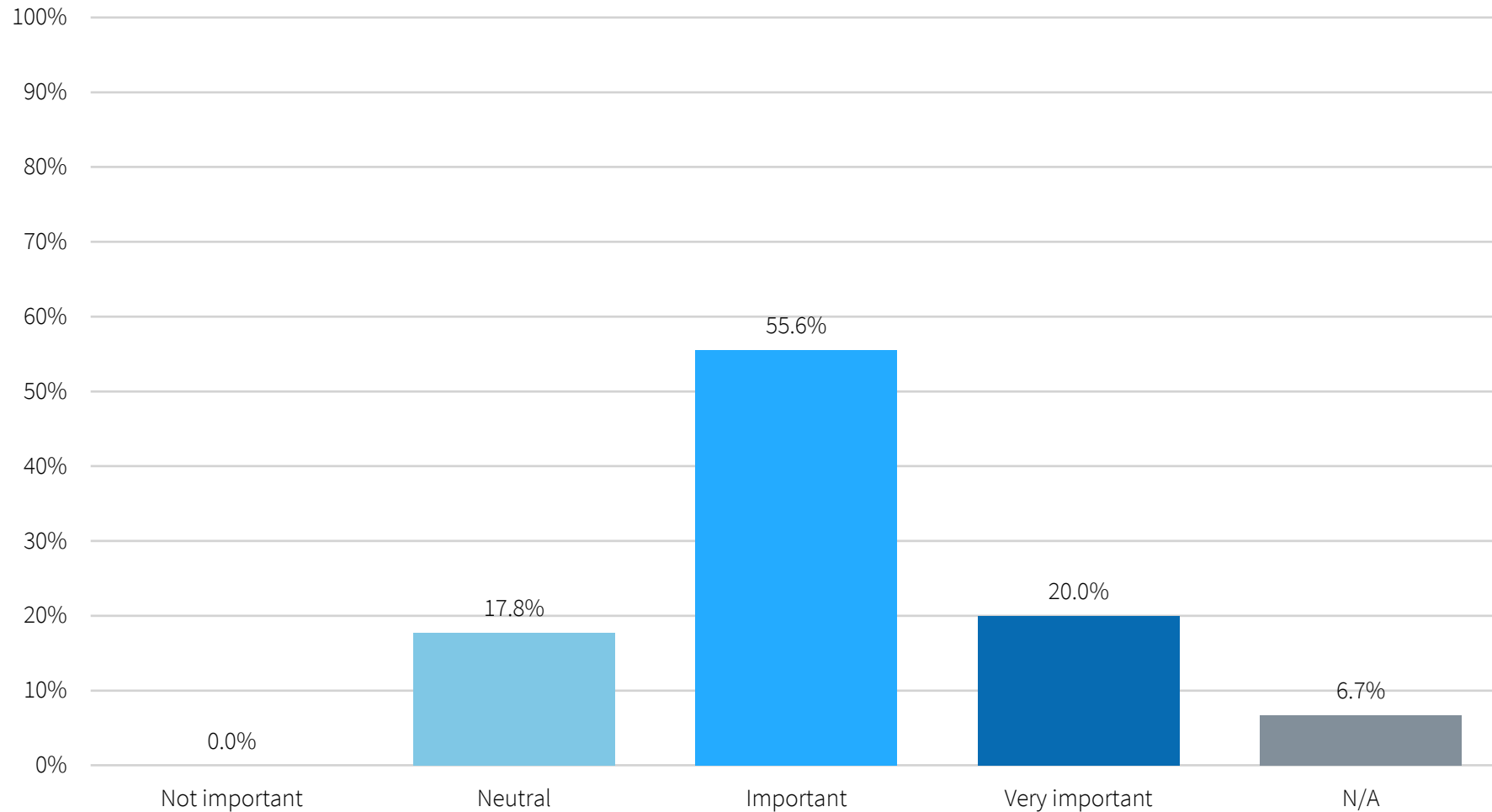
# 21.5. Feeling valued/recognition

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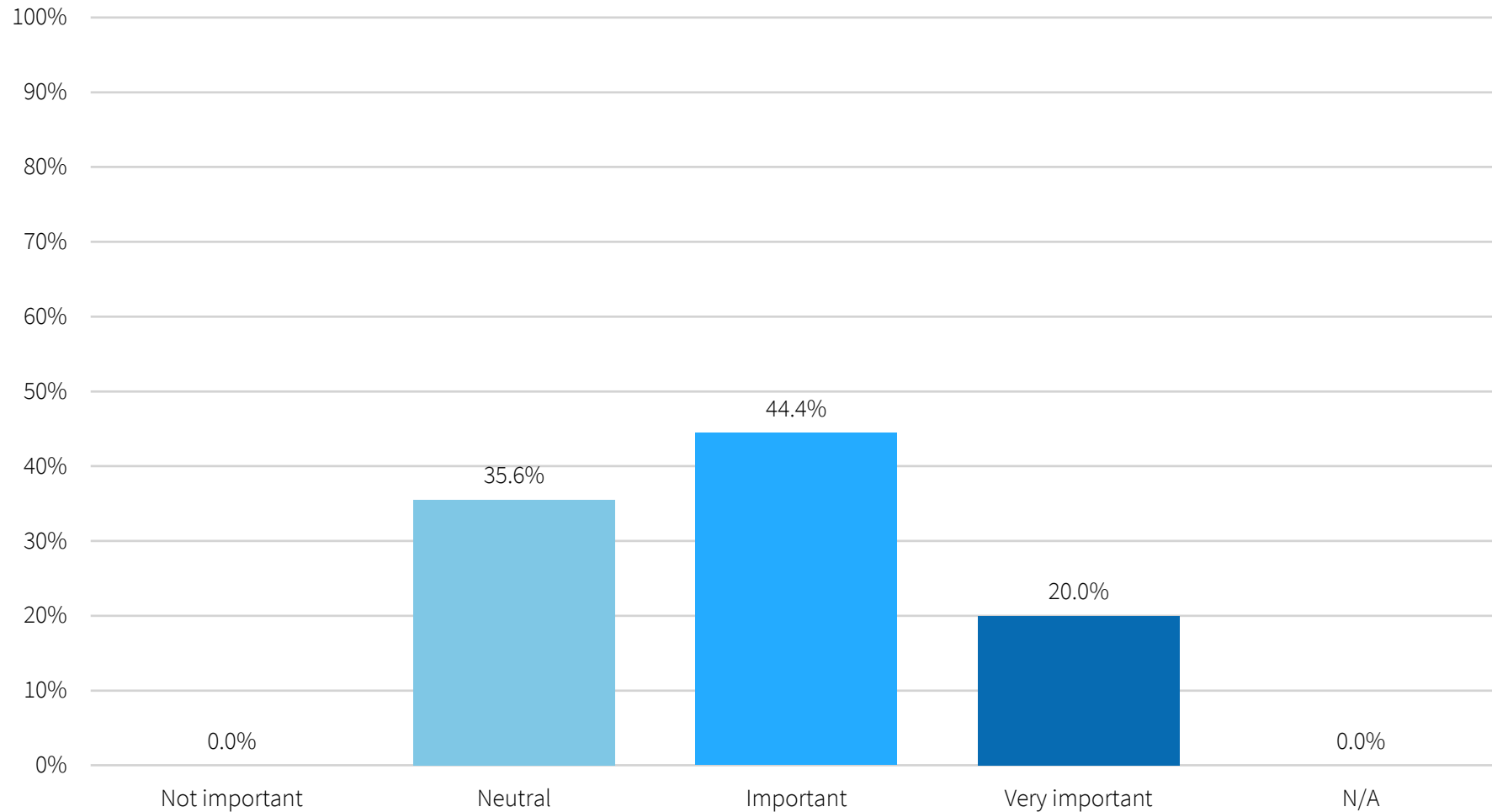
# 21.6. Flexible working time

HR - Overview and Insights



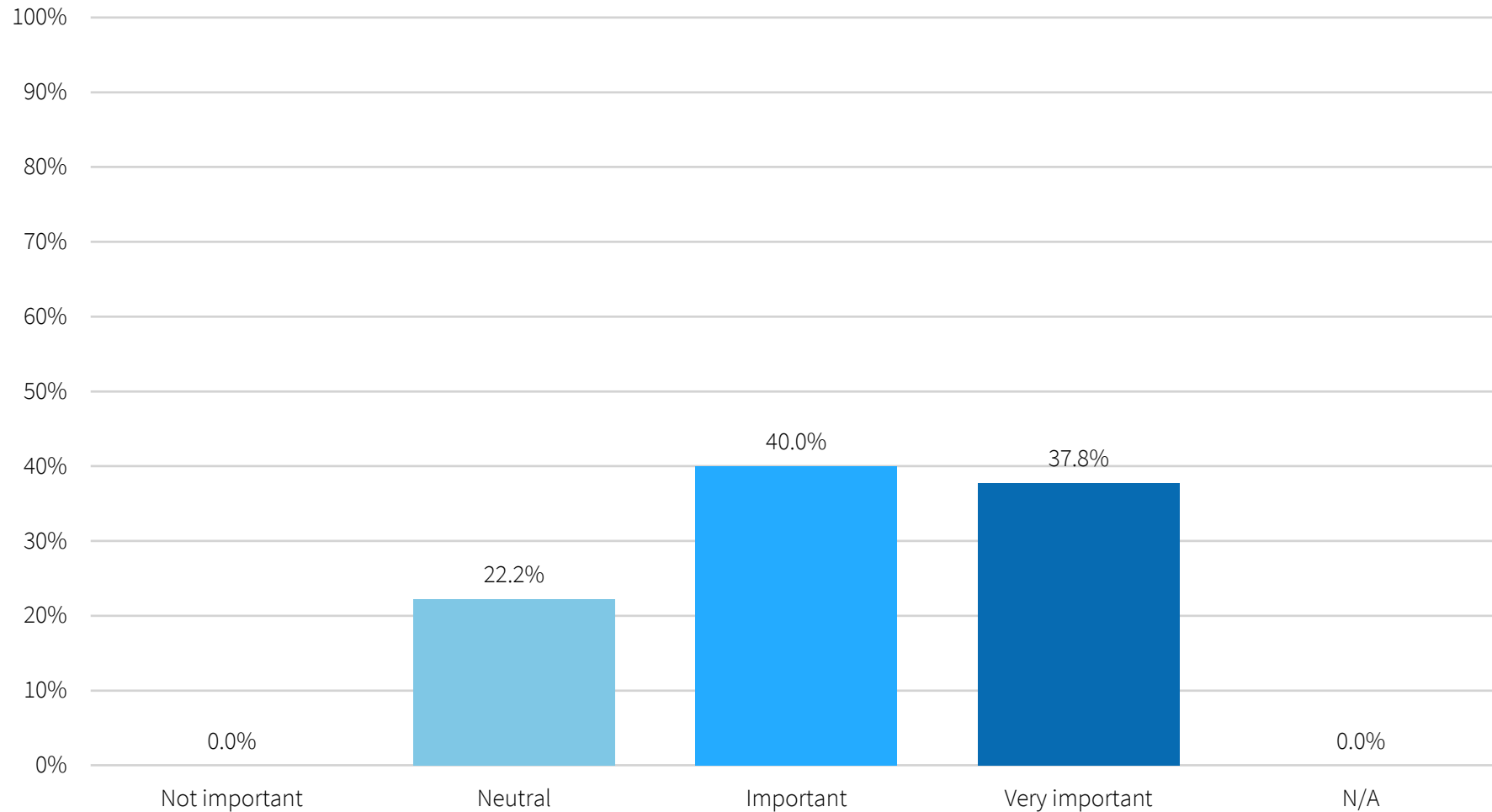
# 21.7. Industry development

HR - Overview and Insights



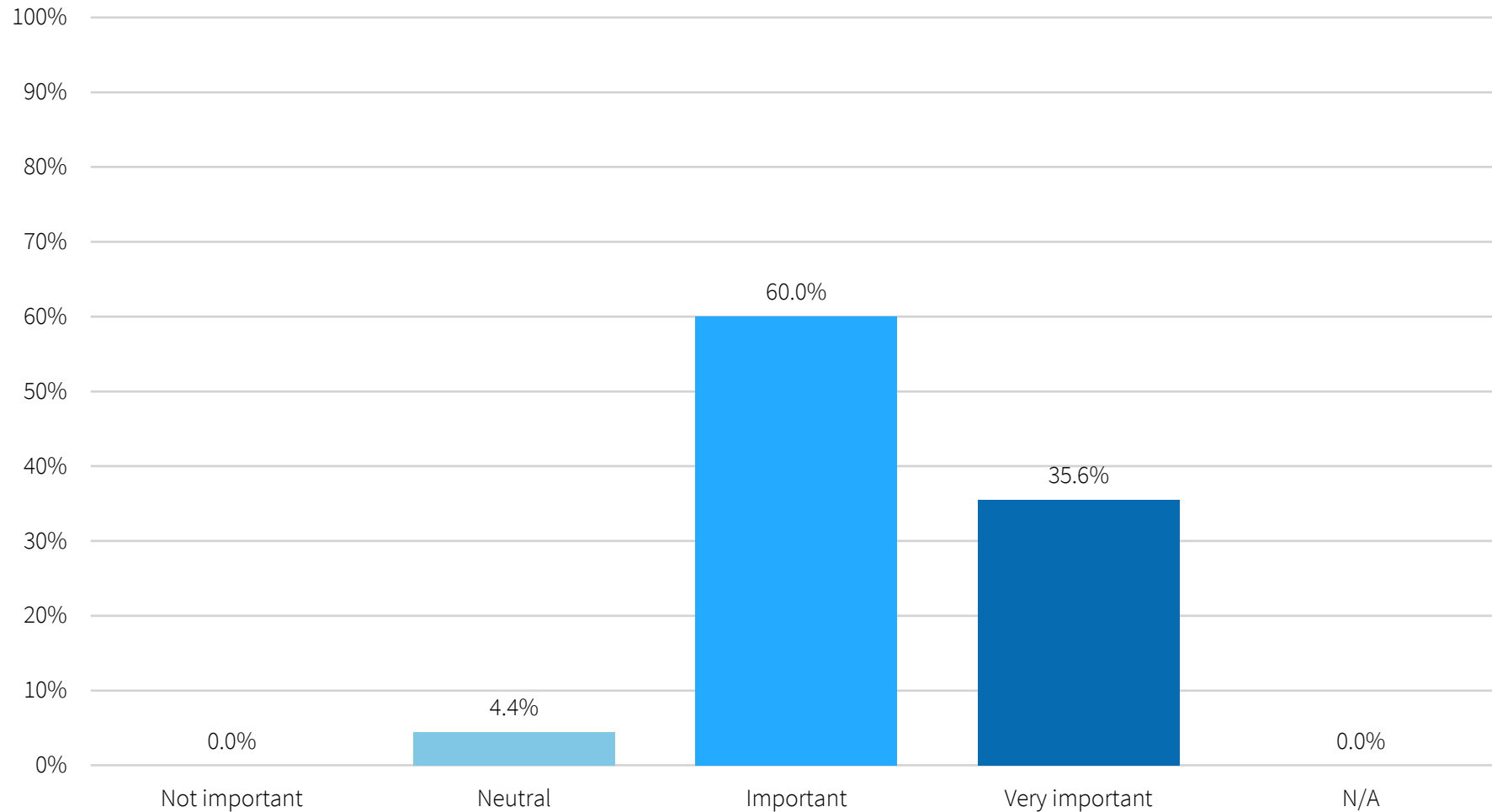
# 21.8. Leader or supervisor

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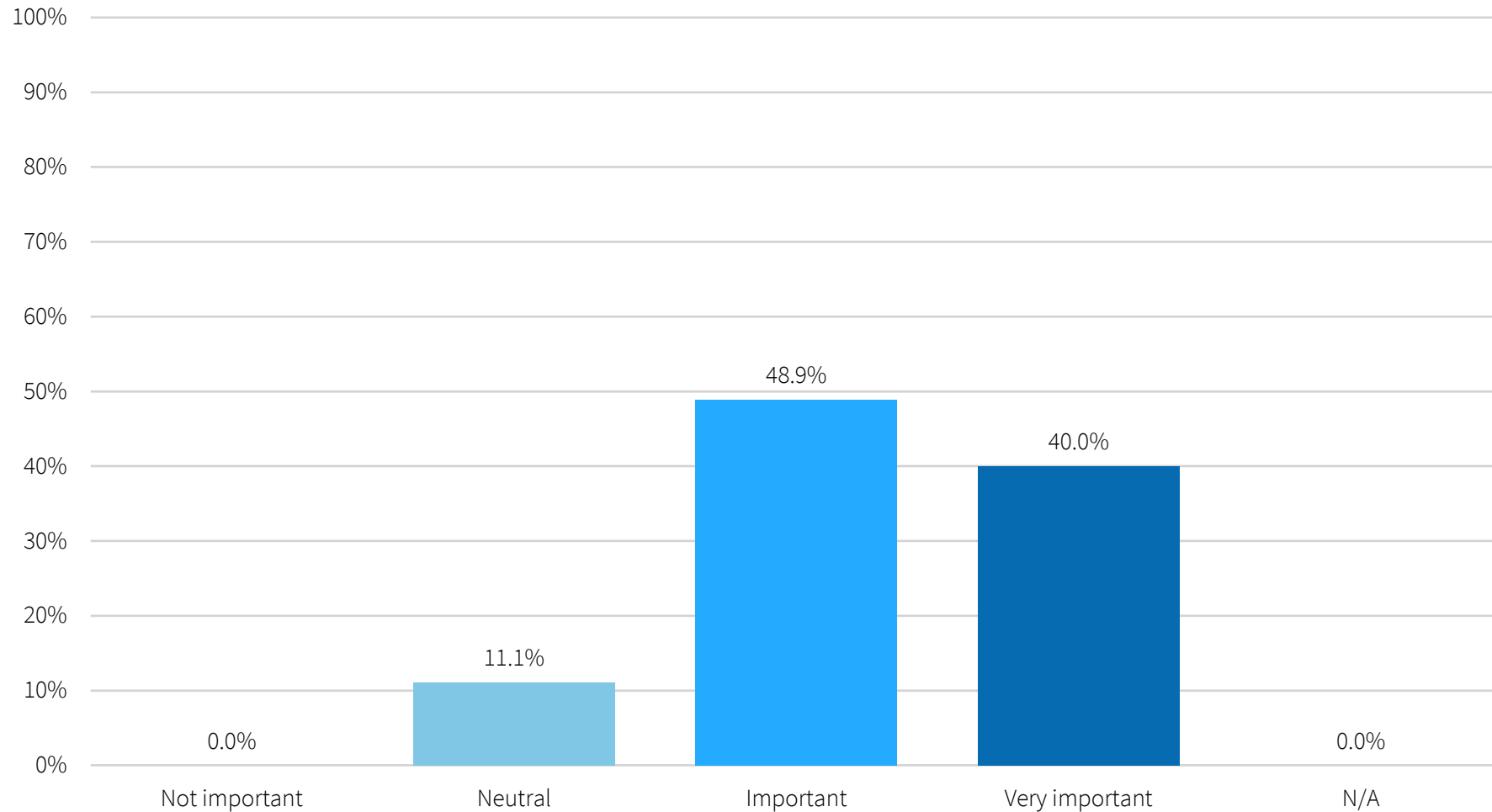
# 21.9. Over-all work life balance

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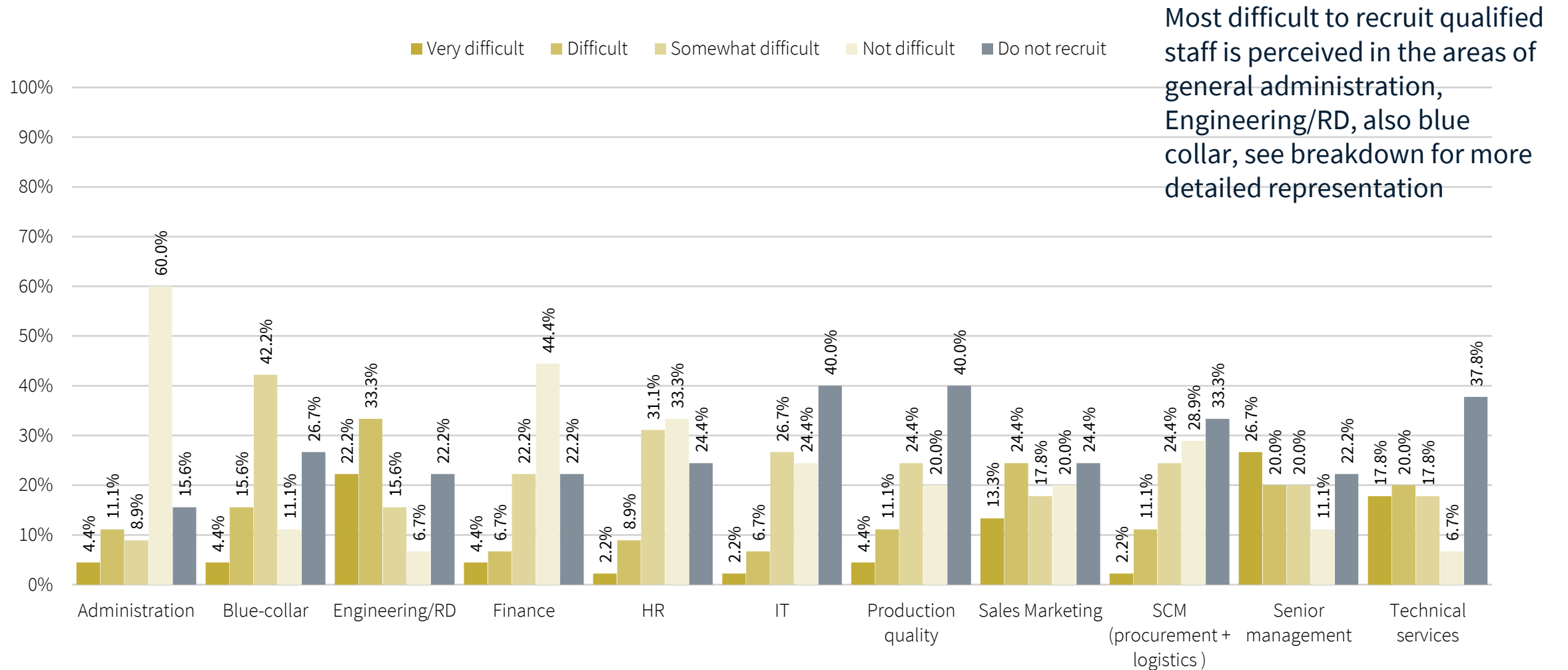
# 21.10. Salary & Welfare

HR - Overview and Insights



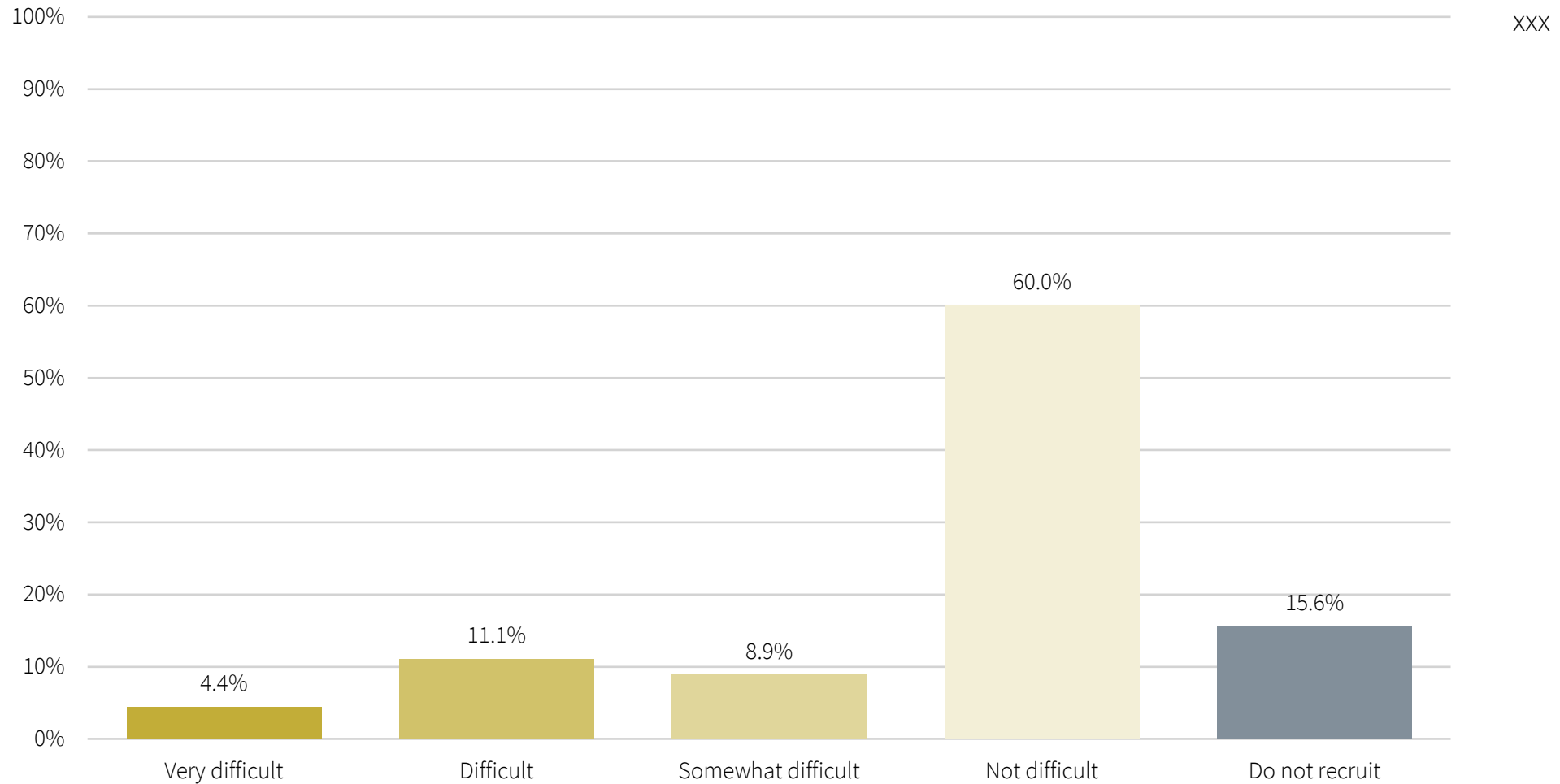
## 22. How difficult do you find it to recruit qualified staff in China for the following positions?

HR - Overview and Insights



# 22.1. Administration

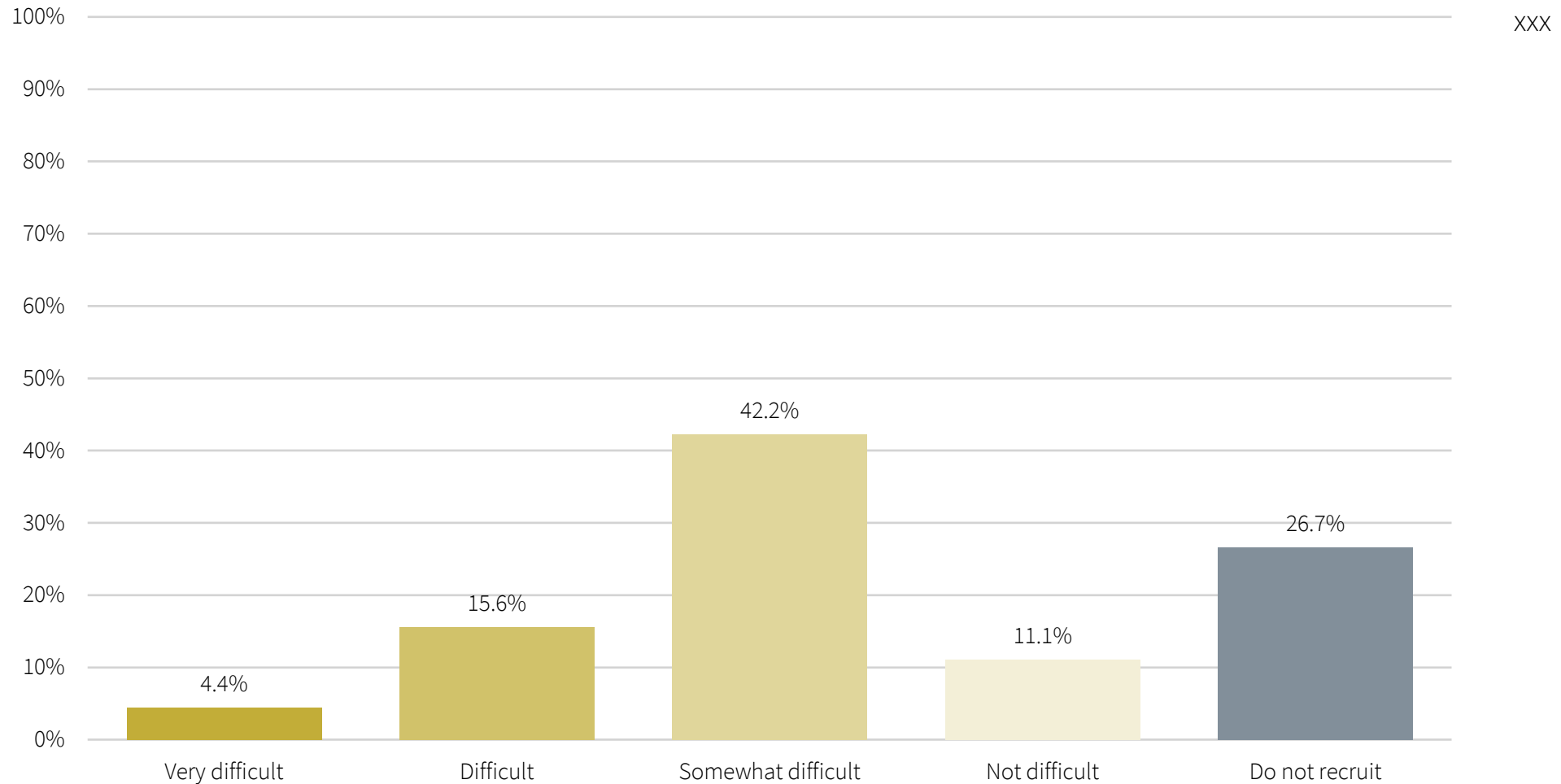
## HR - Overview and Insights





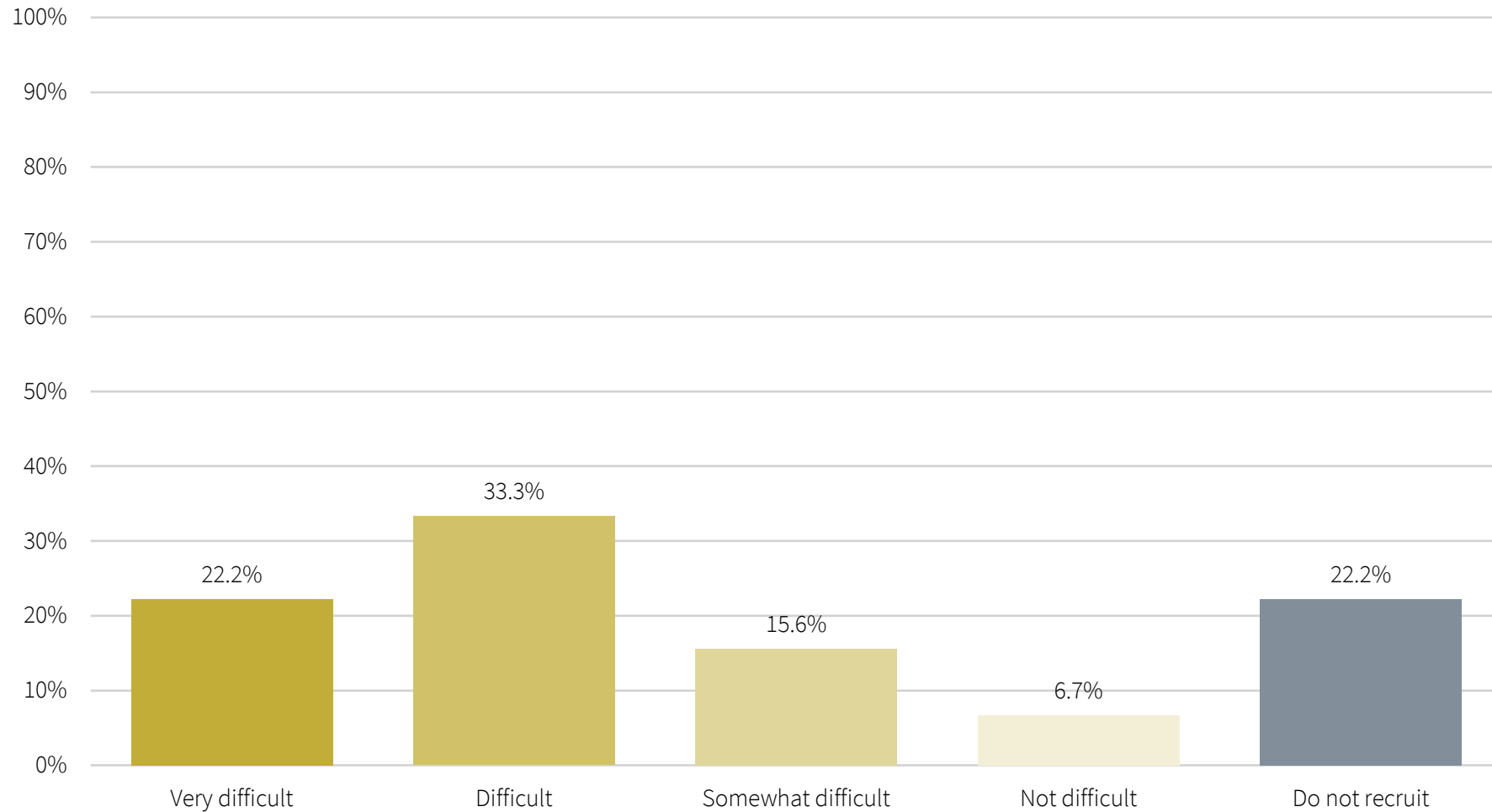
# 22.2. Blue-collar

## HR - Overview and Insights



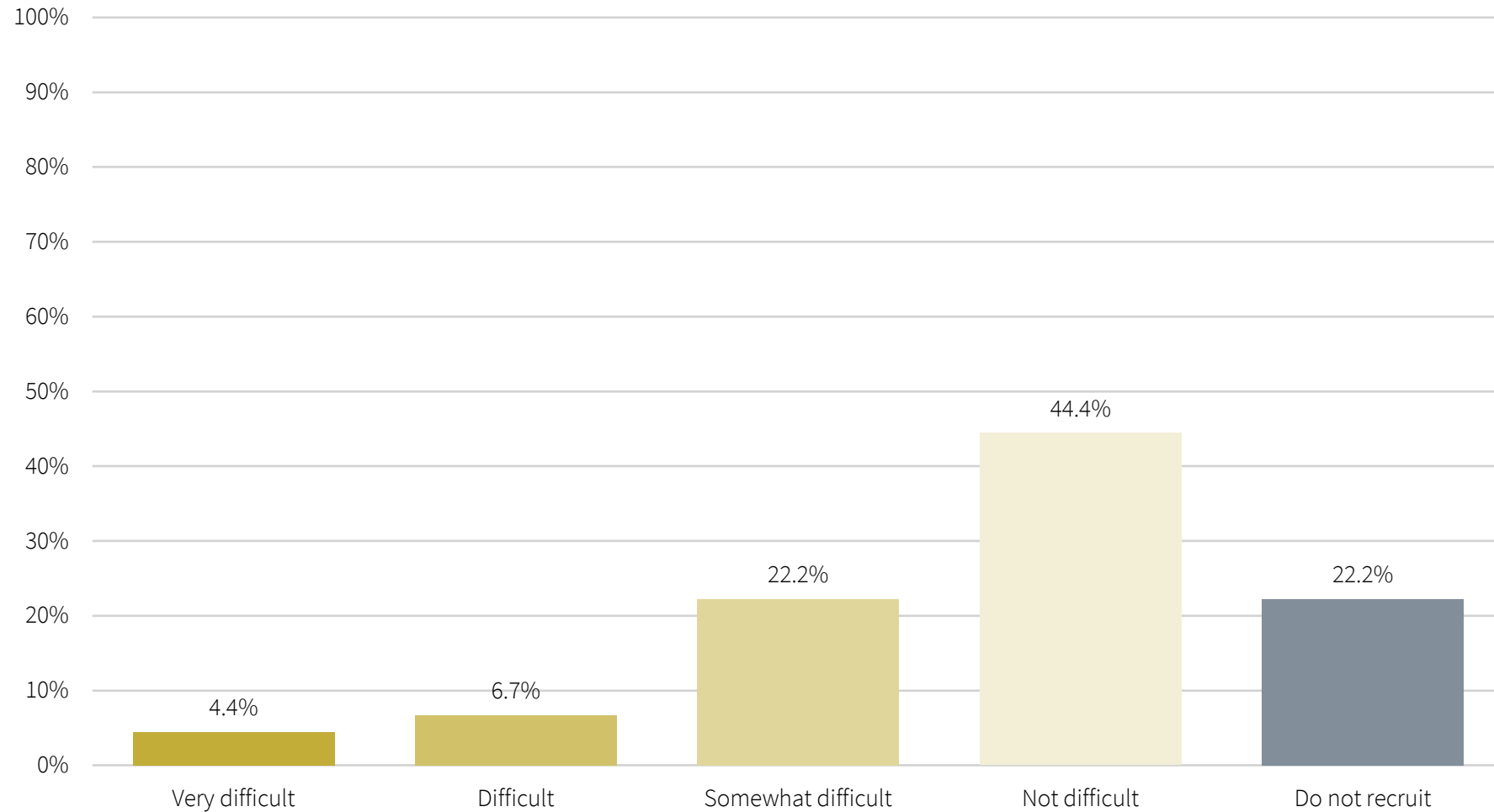
## 22.3. Engineering/RD

### HR - Overview and Insights



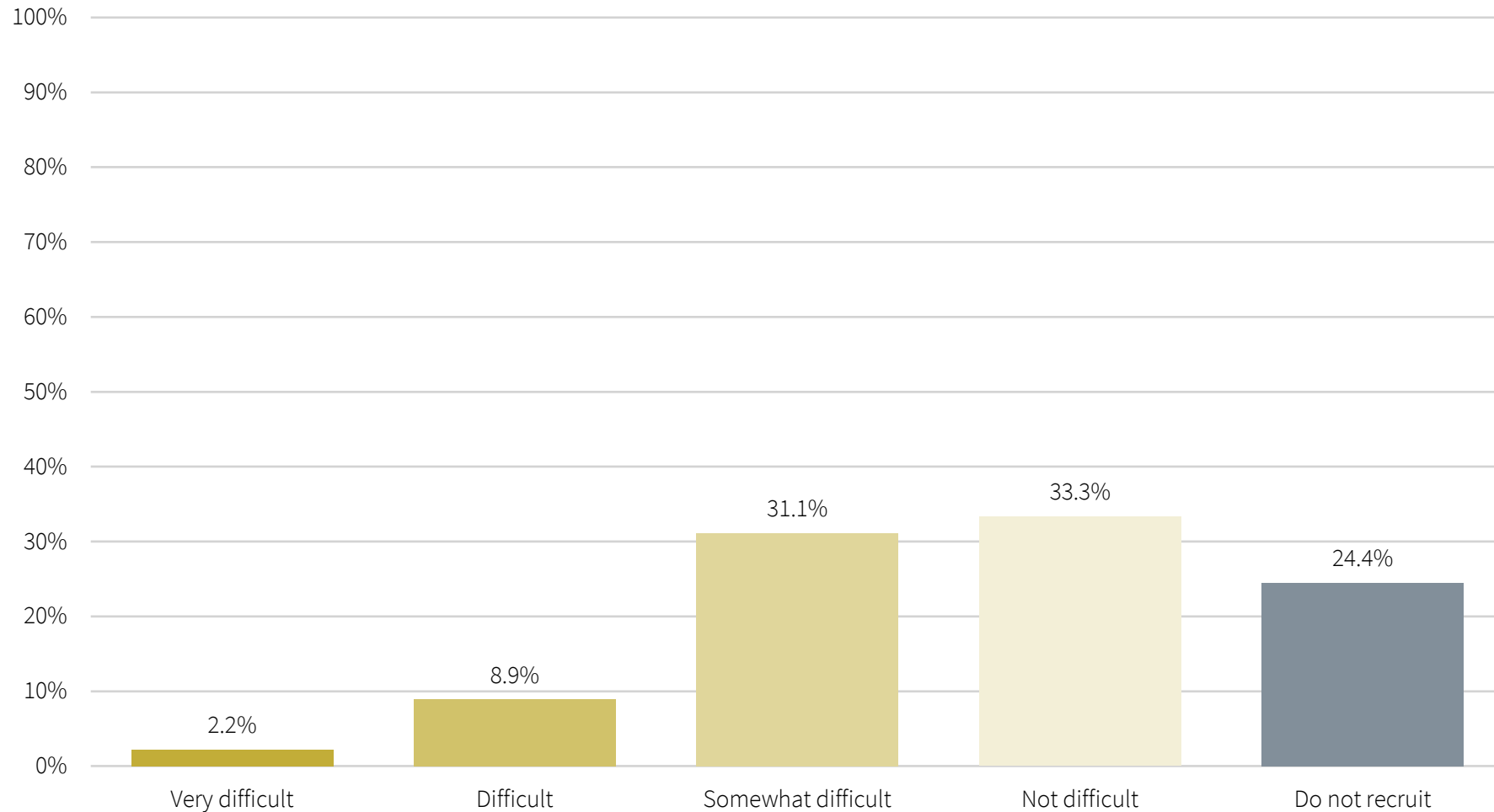
## 22.4. Finance

### HR - Overview and Insights



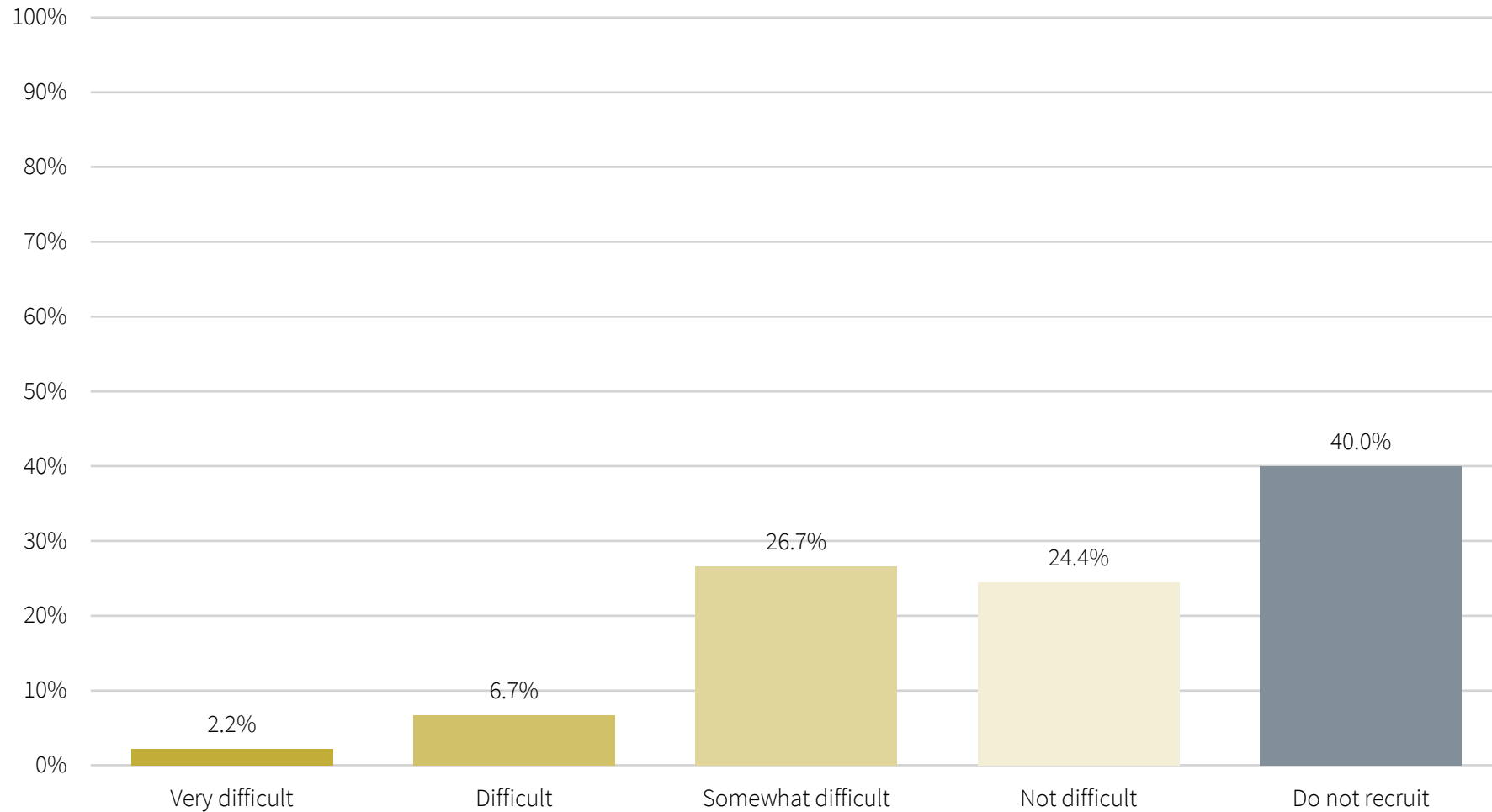
# 22.5. Human Resources

## HR - Overview and Insights



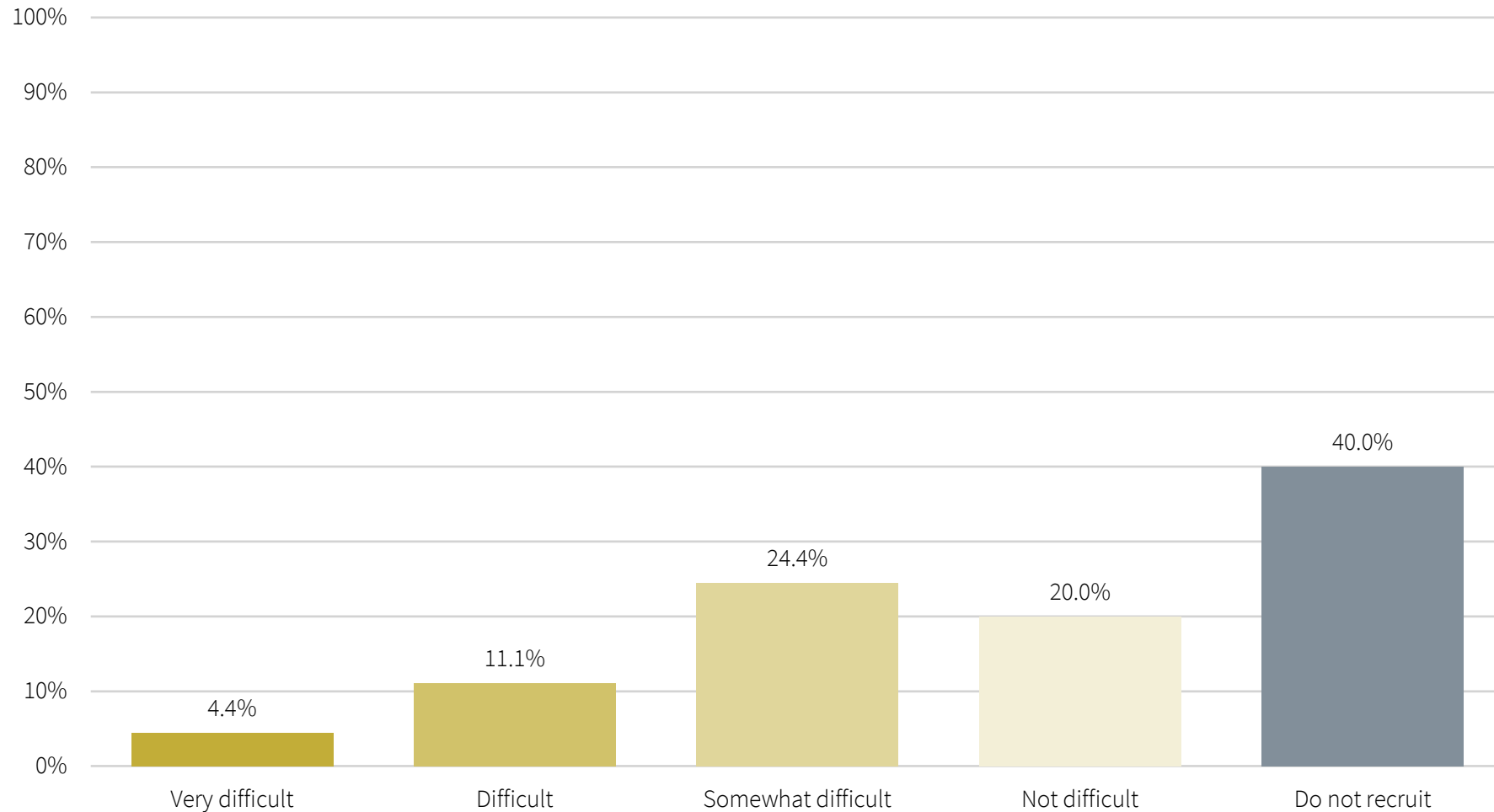
# 22.6. IT

## HR - Overview and Insights



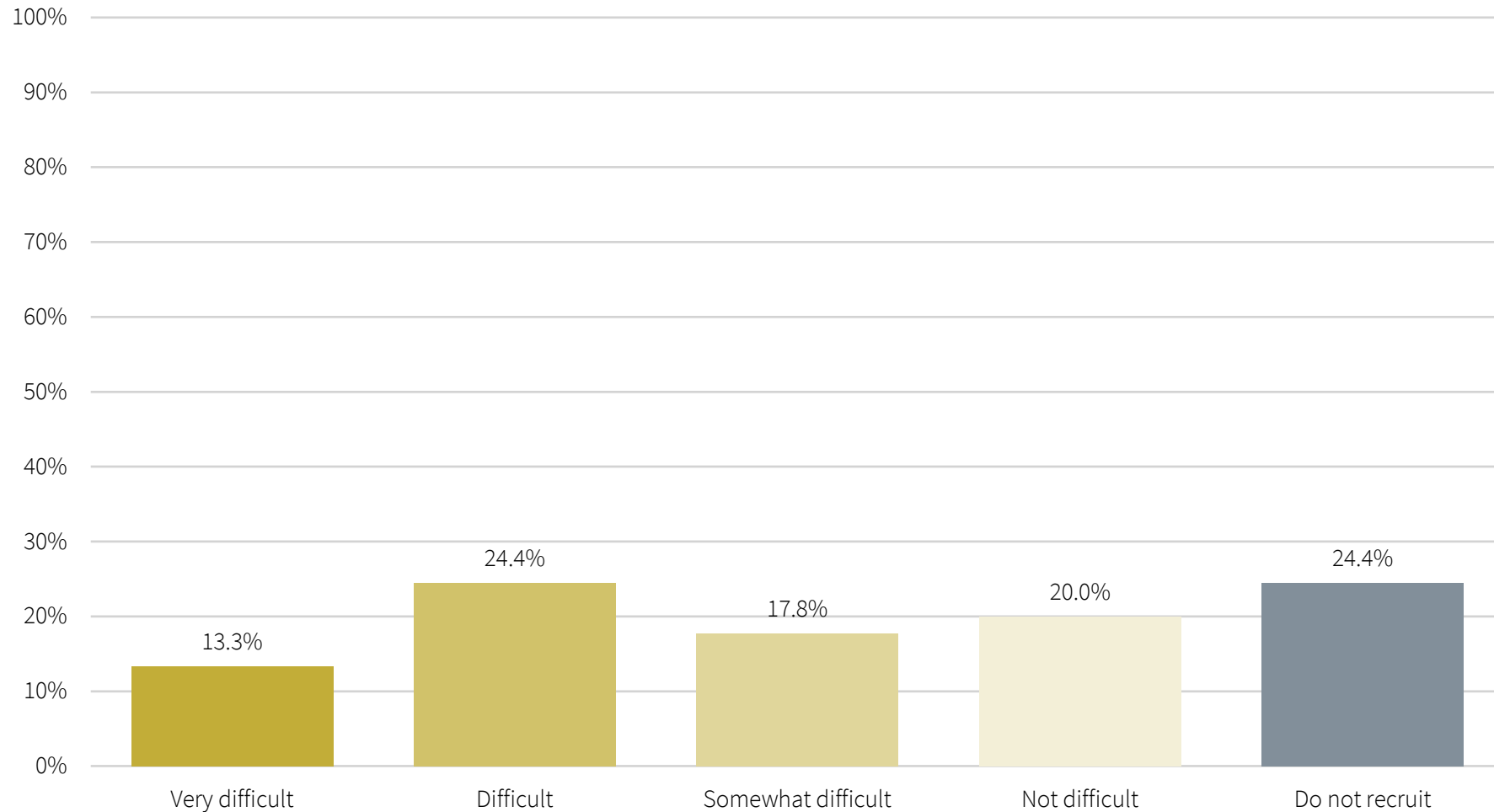
# 22.7. Production quality

HR - Overview and Insights



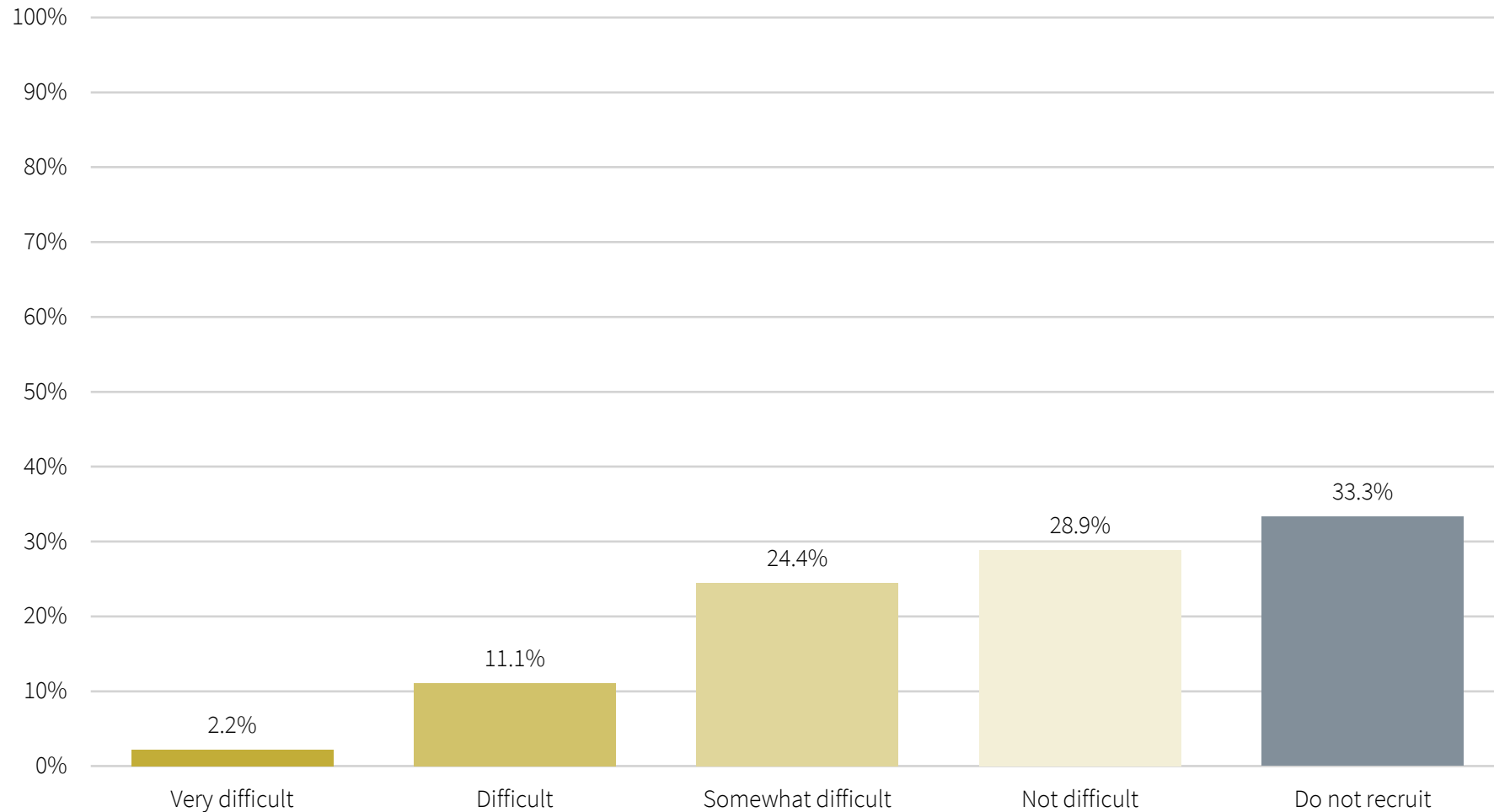
# 22.8. Sales Marketing

## HR - Overview and Insights



# 22.9. SCM (procurement + logistics )

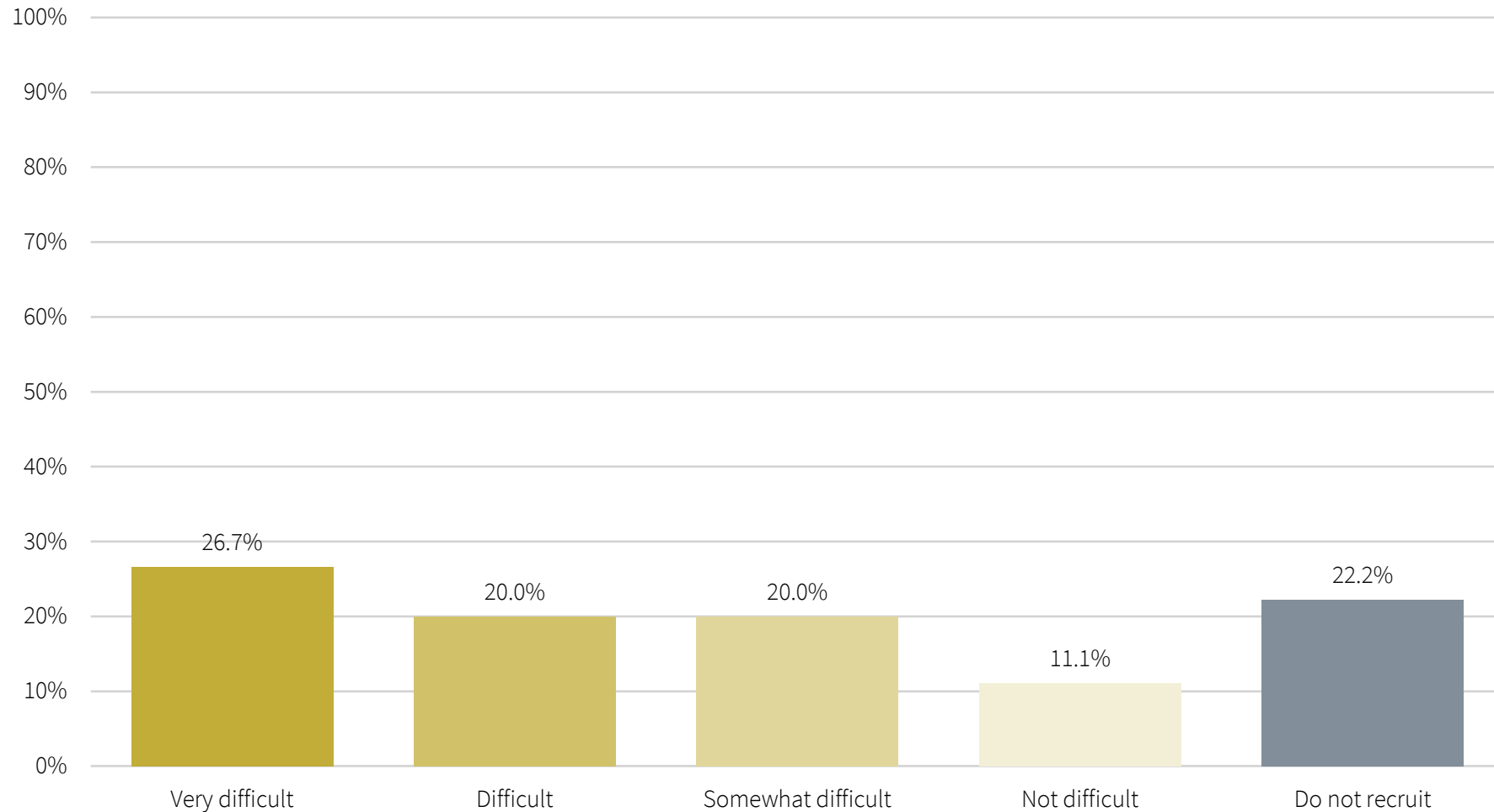
HR - Overview and Insights





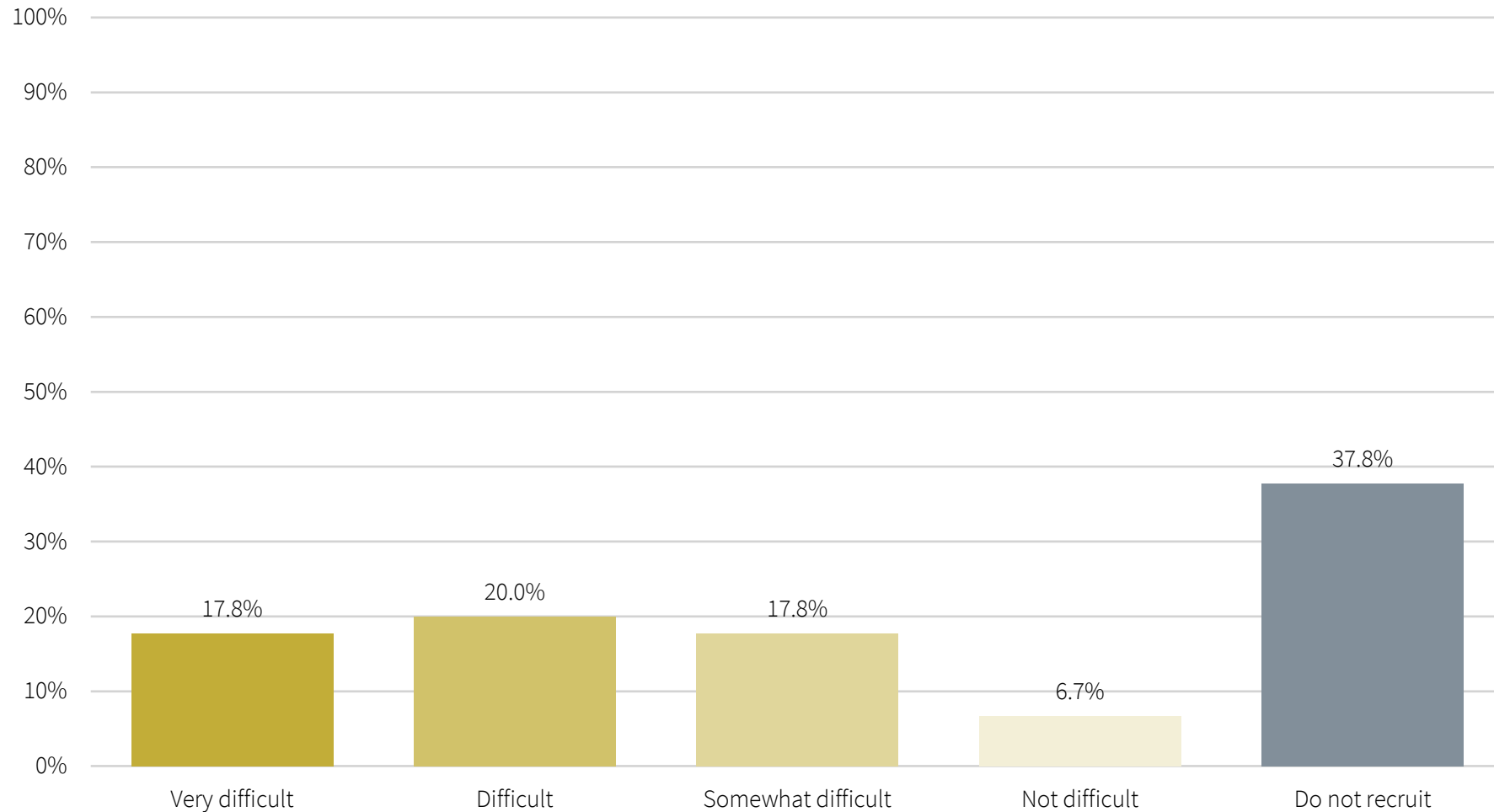
# 22.10. Senior management

## HR - Overview and Insights



# 22.11. Technical services

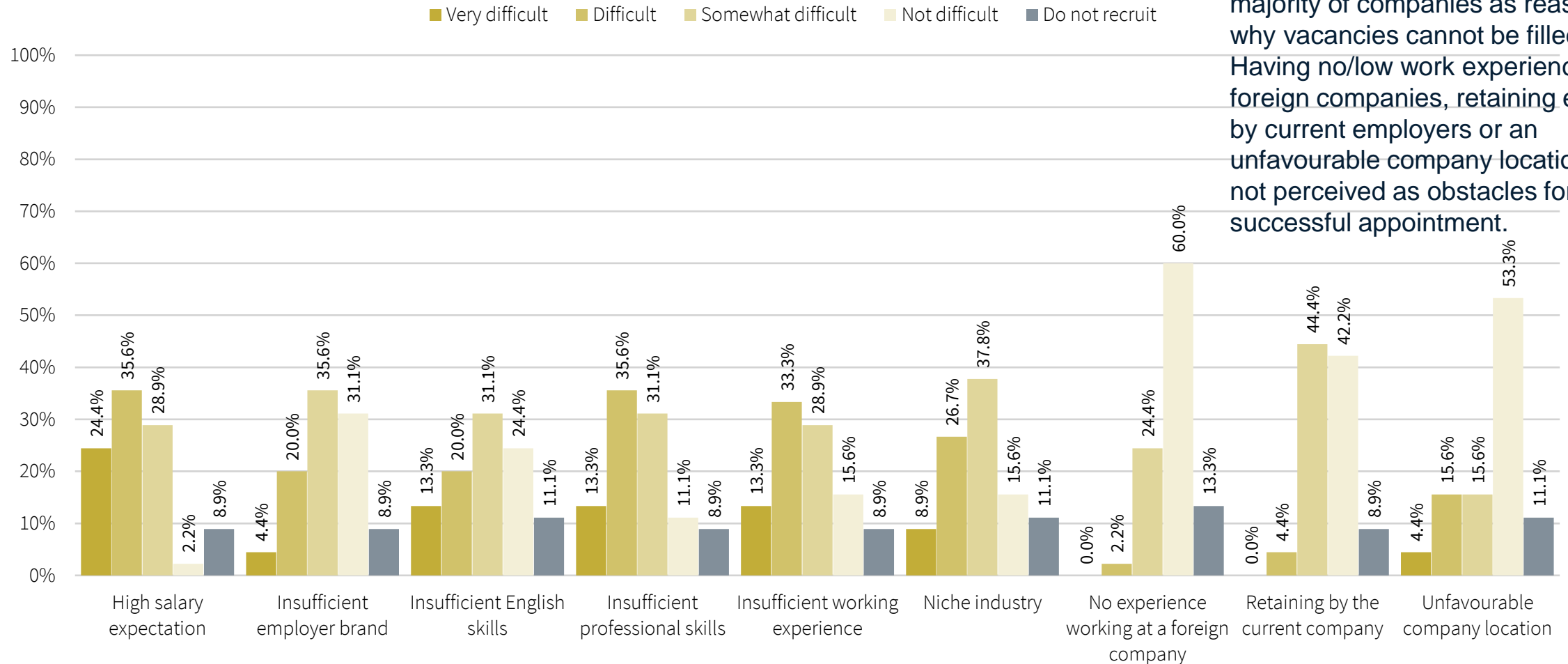
## HR - Overview and Insights



# 23. What are the main reasons why vacancies cannot be filled?

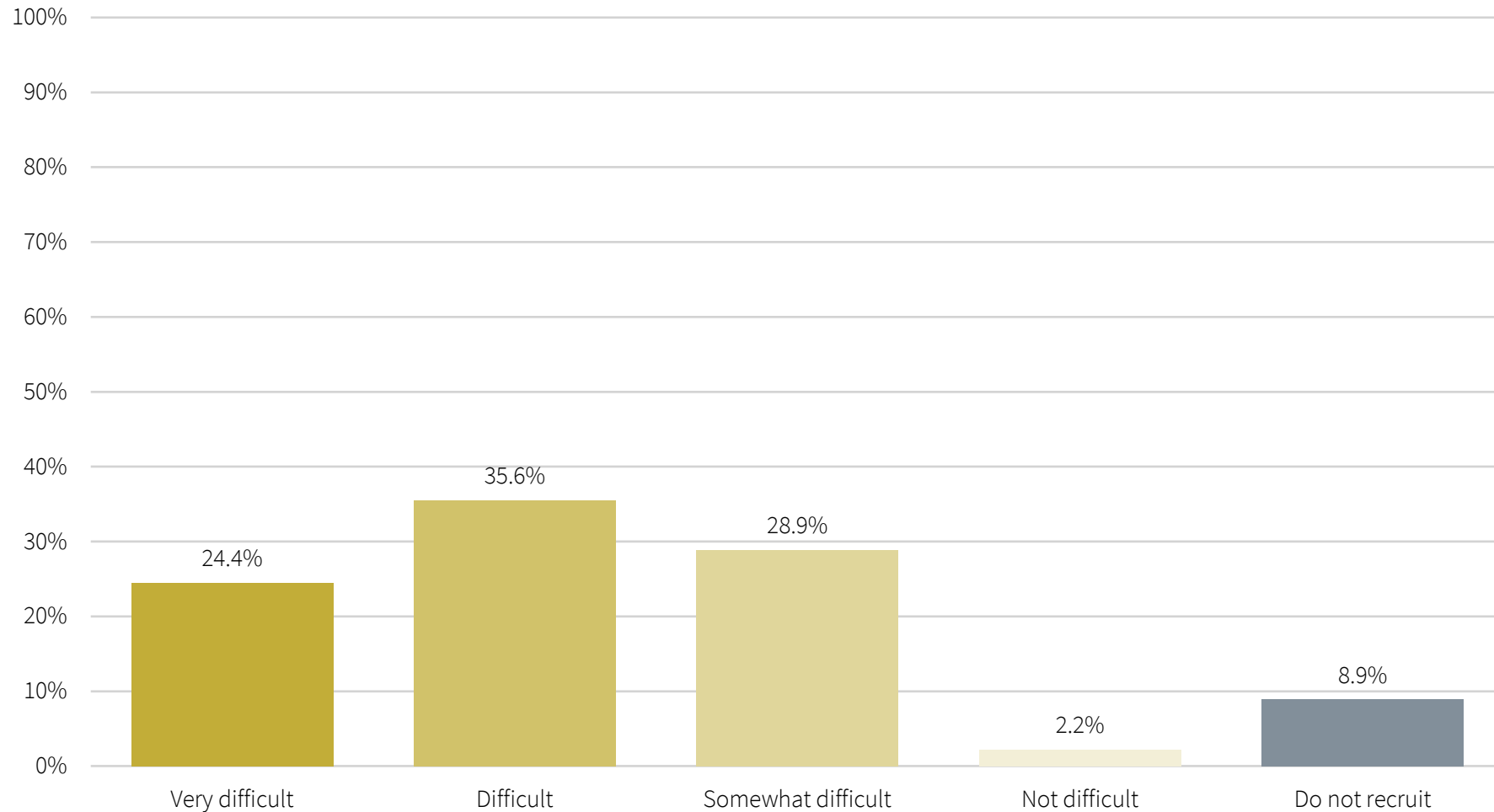
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High salary expectations, insufficient professional skills and work experience are seen by a majority of companies as reasons why vacancies cannot be filled. Having no/low work experience in foreign companies, retaining efforts by current employers or an unfavourable company location are not perceived as obstacles for successful appointment.



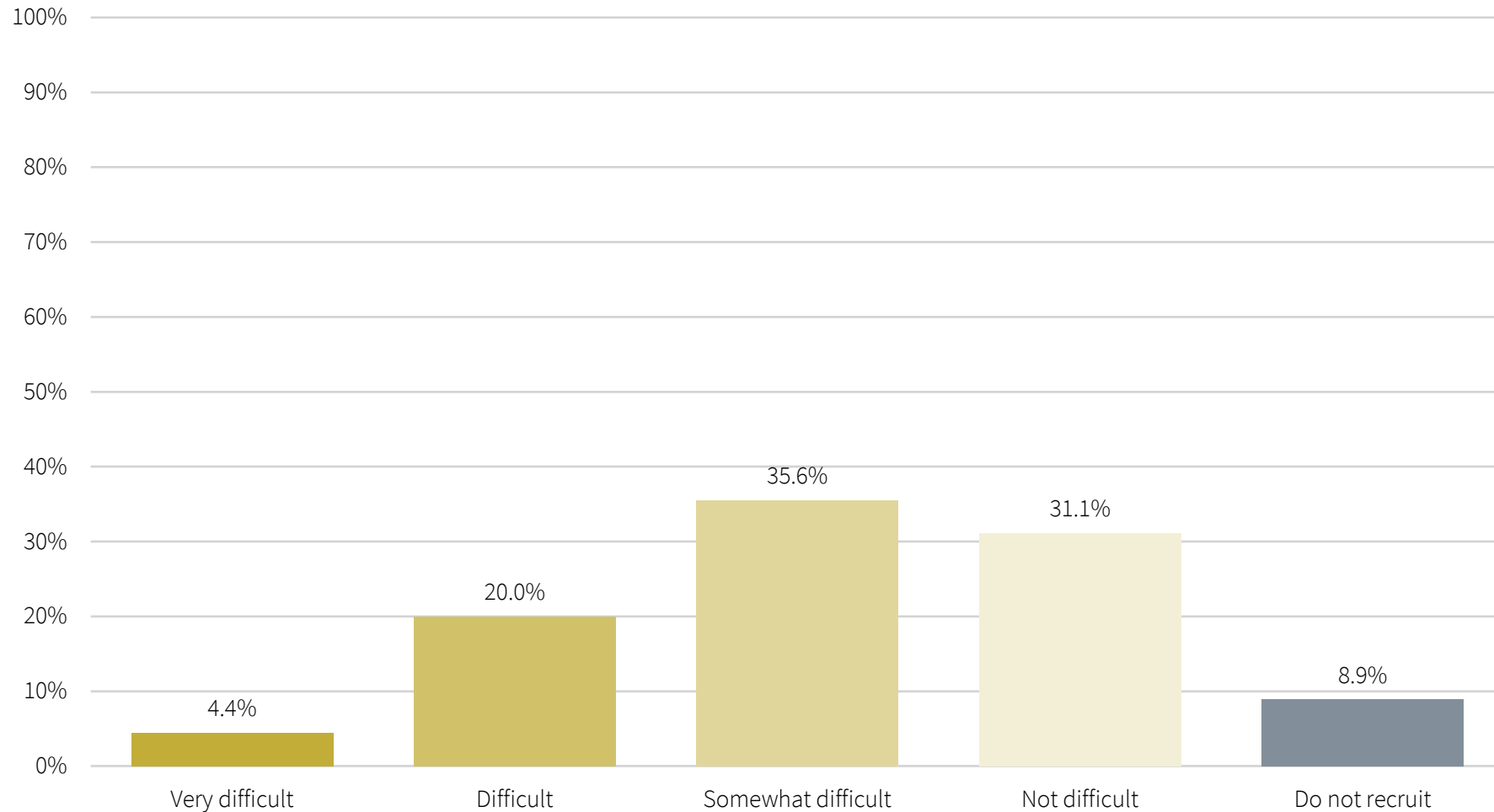
# 23.1. High salary expectation

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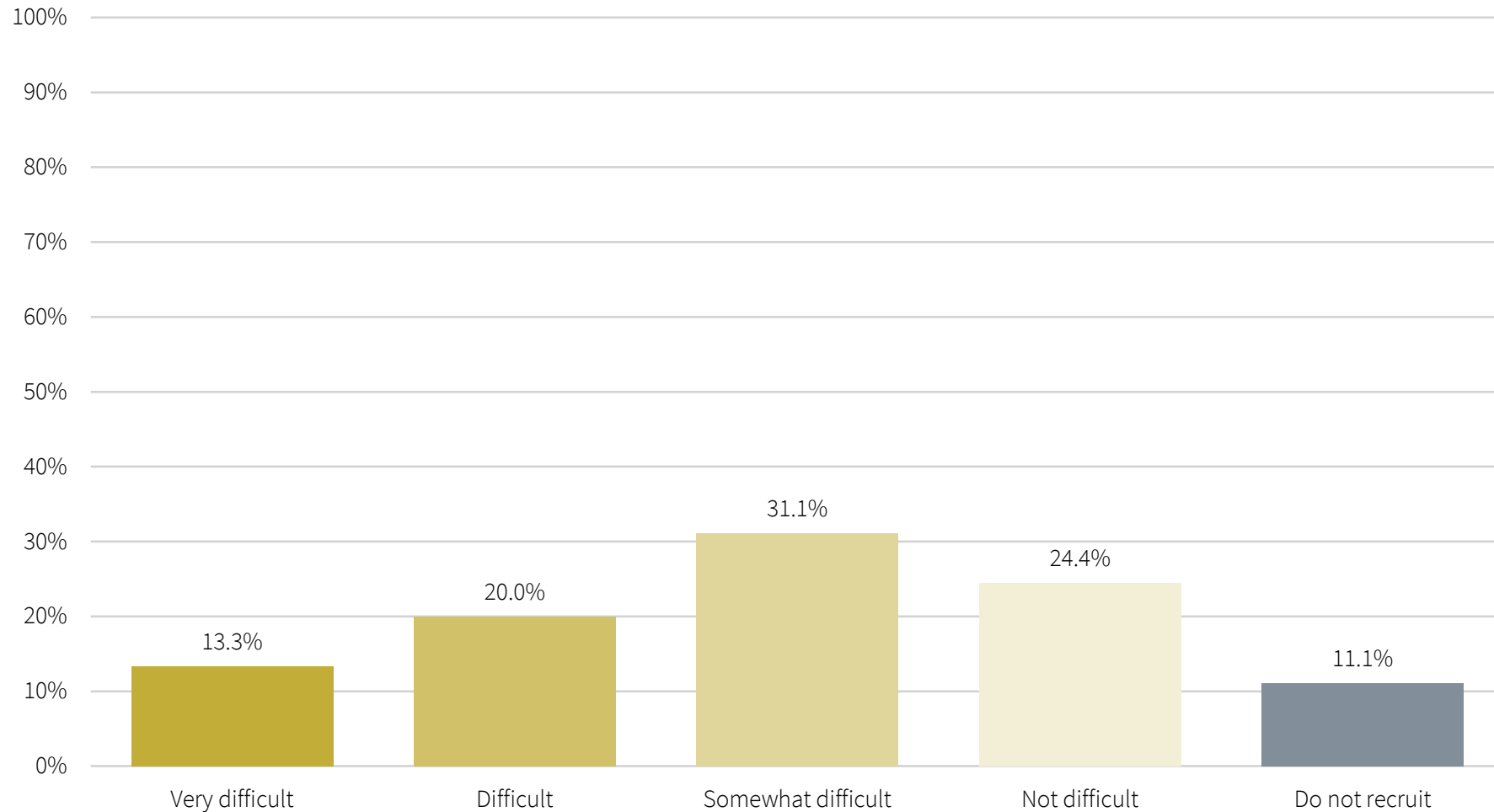
## 23.2. Insufficient employer brand

HR - Overview and Insights



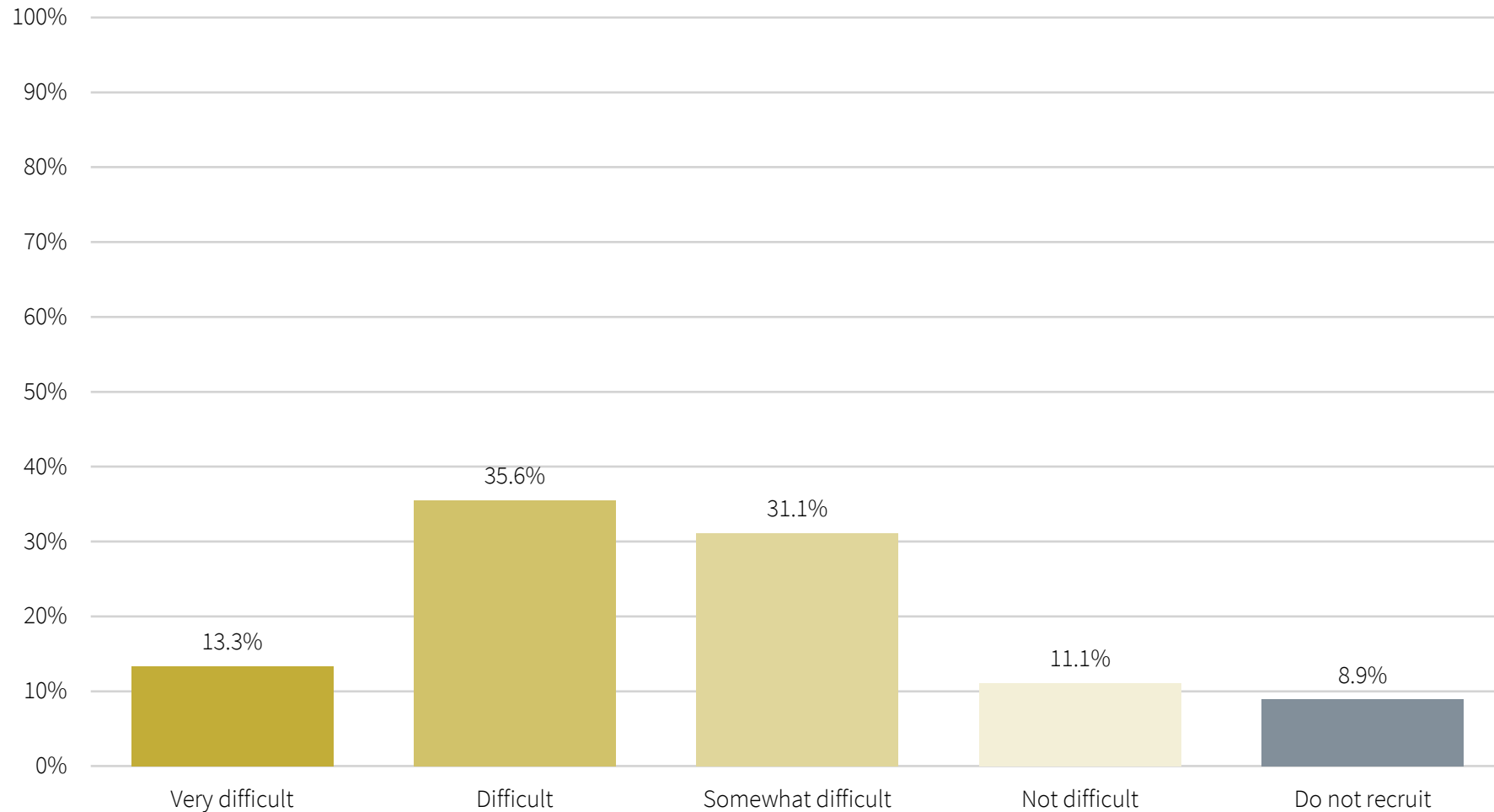
# 23.3. Insufficient English skills

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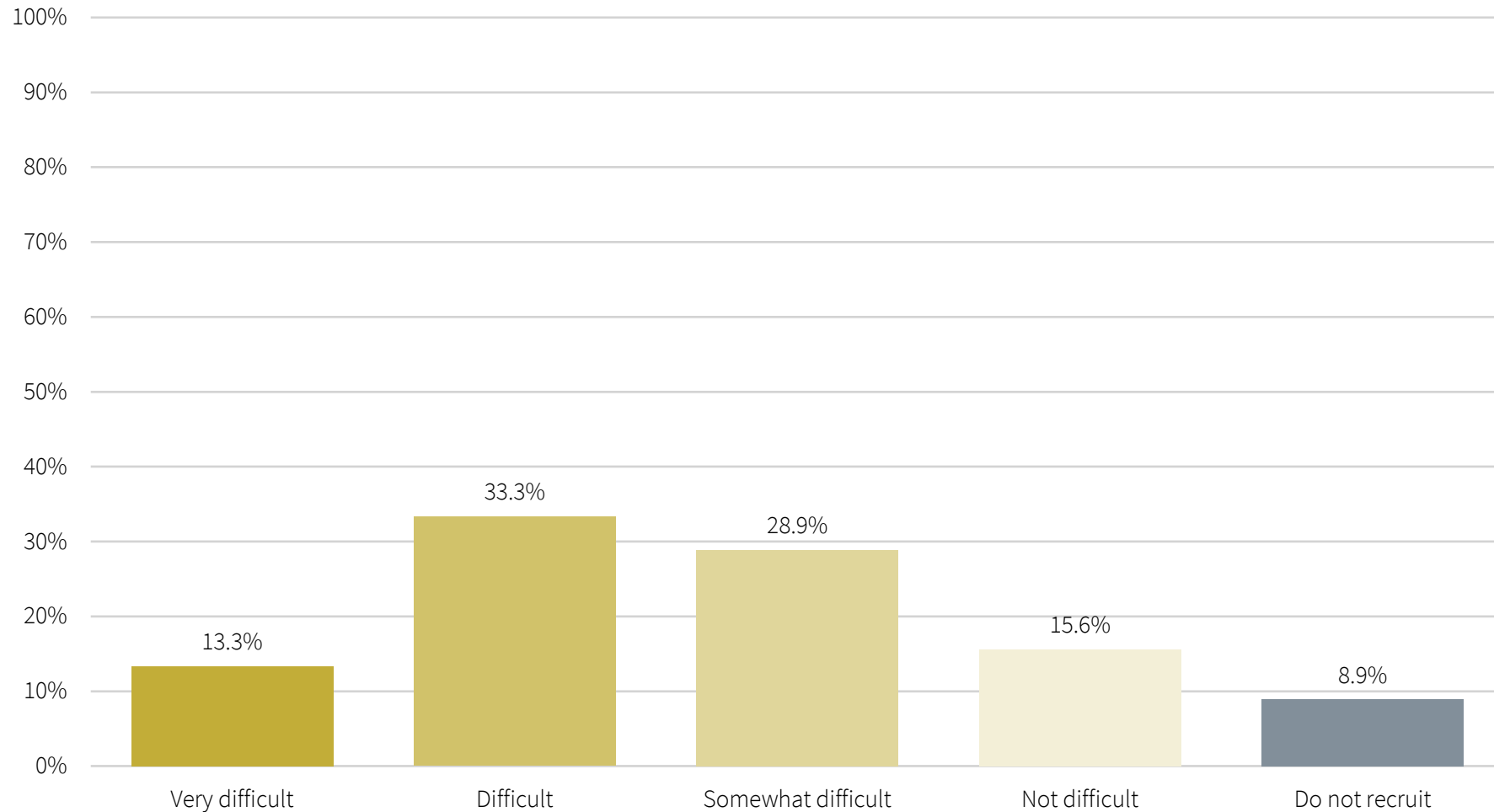
# 23.4. Insufficient professional skills

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# 23.5. Insufficient working experience

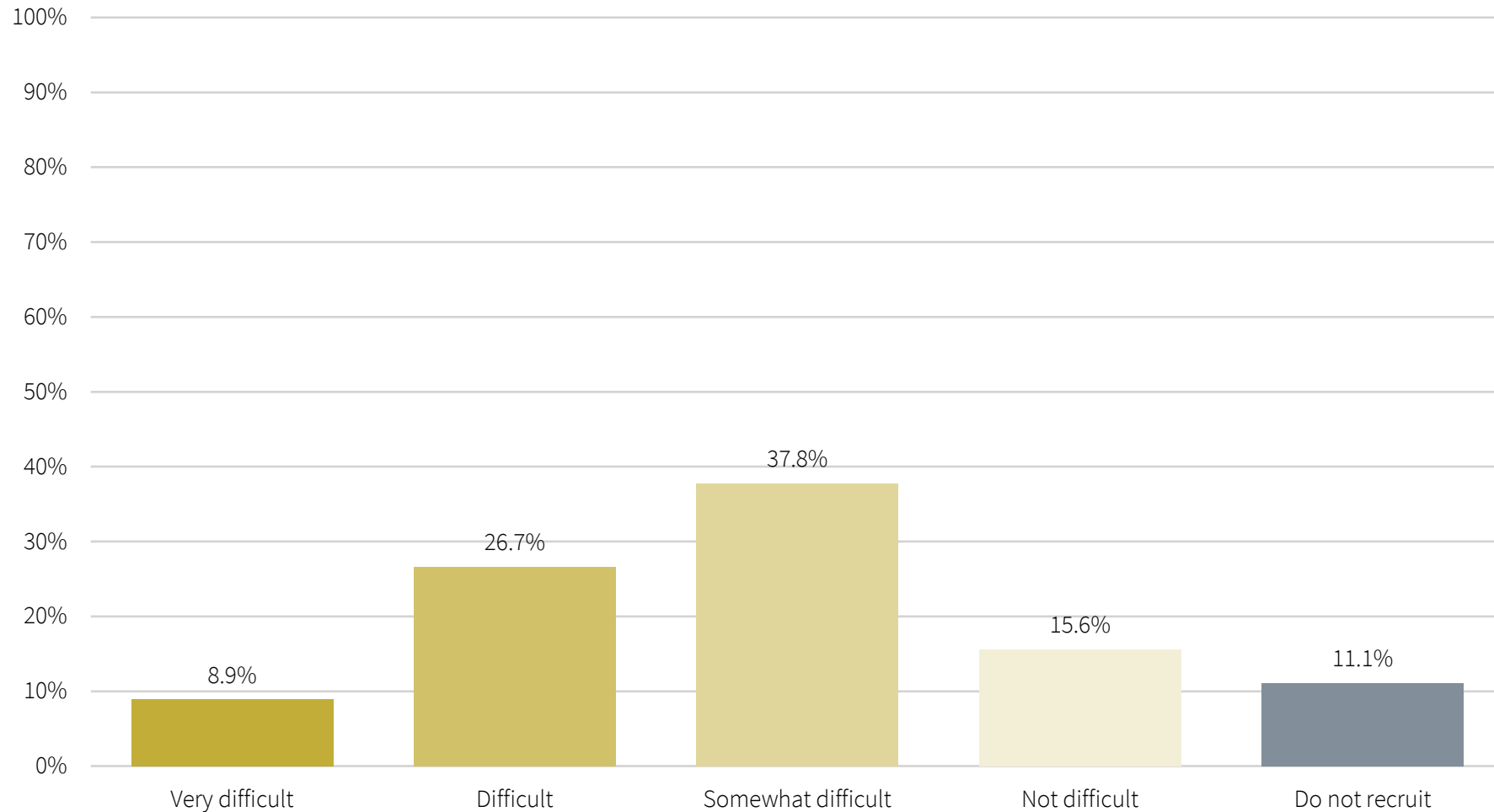
HR - Overview and Insights





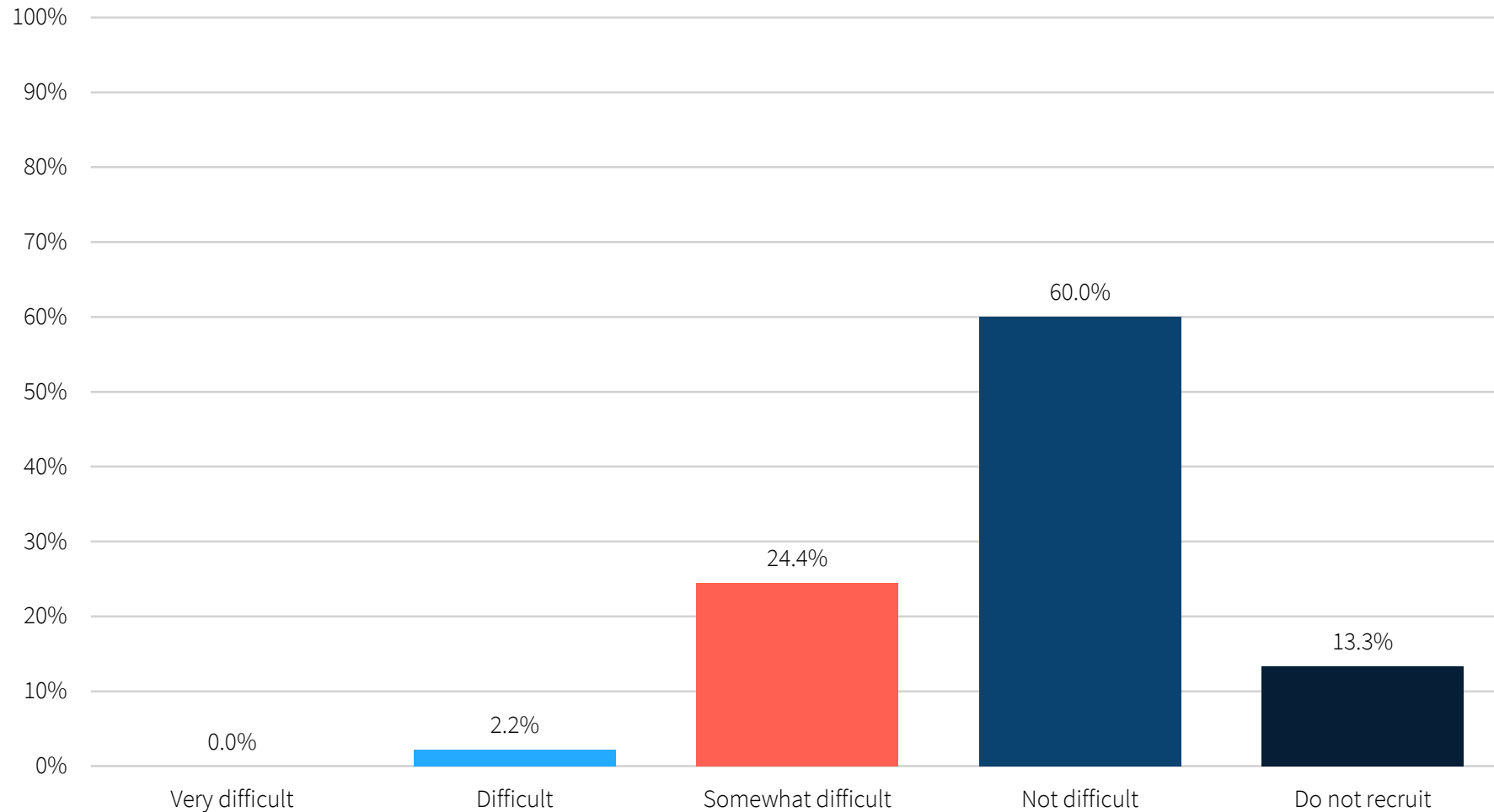
# 23.6. Niche industry

HR - Overview and Insights



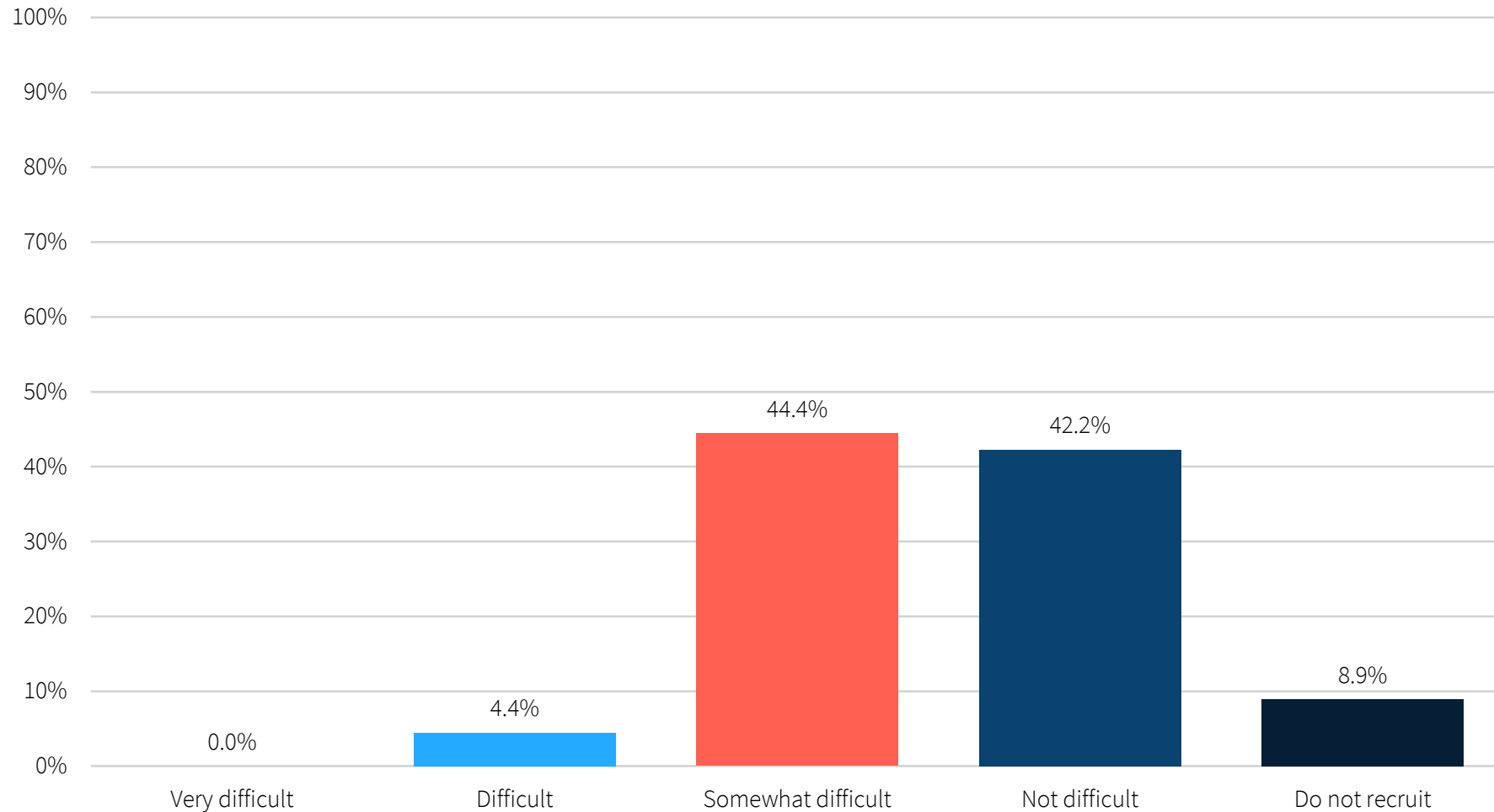
# 23.7. No experience working at a foreign company

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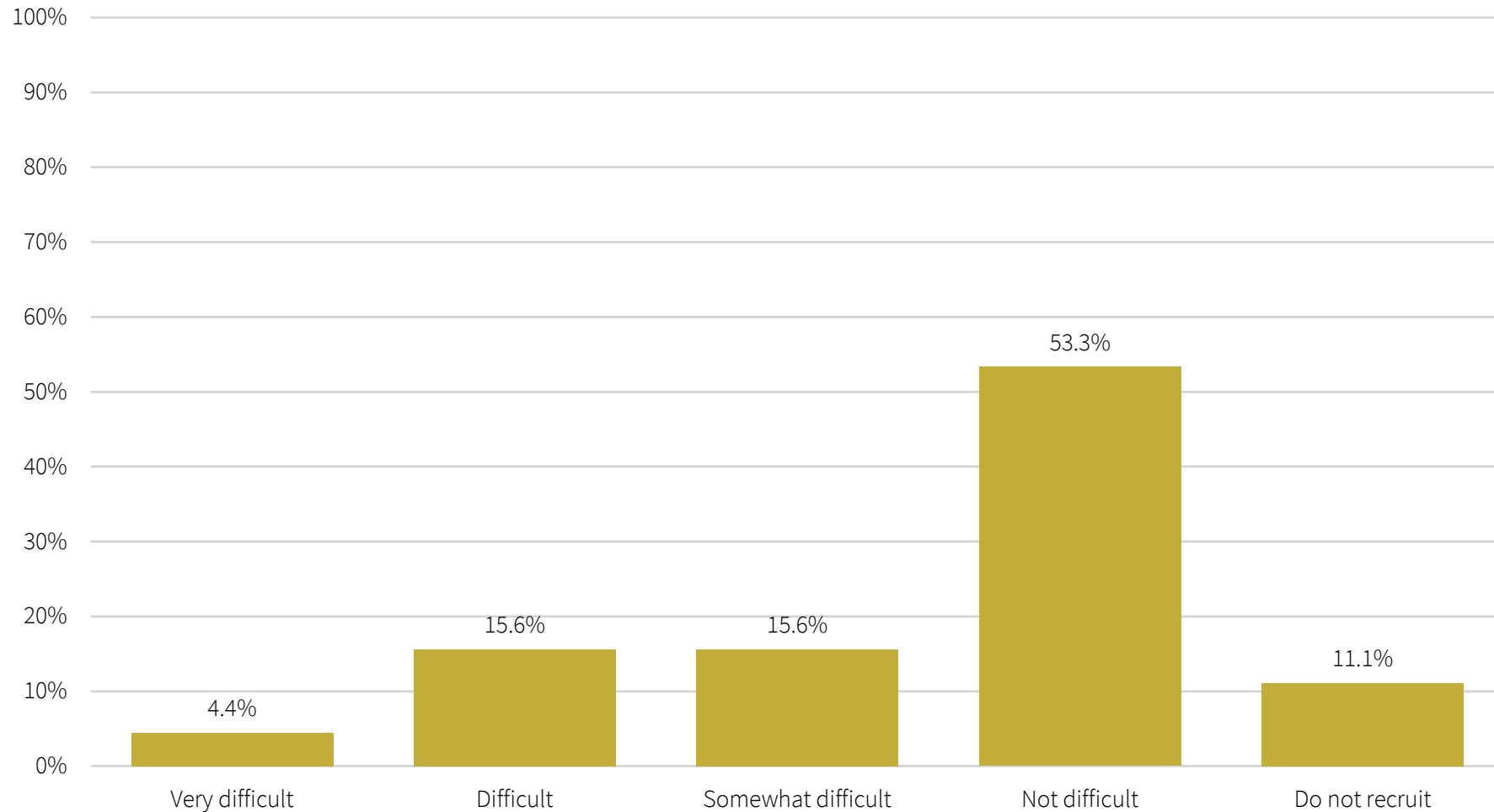
# 23.8. Retaining by the current company

HR - Overview and Insights



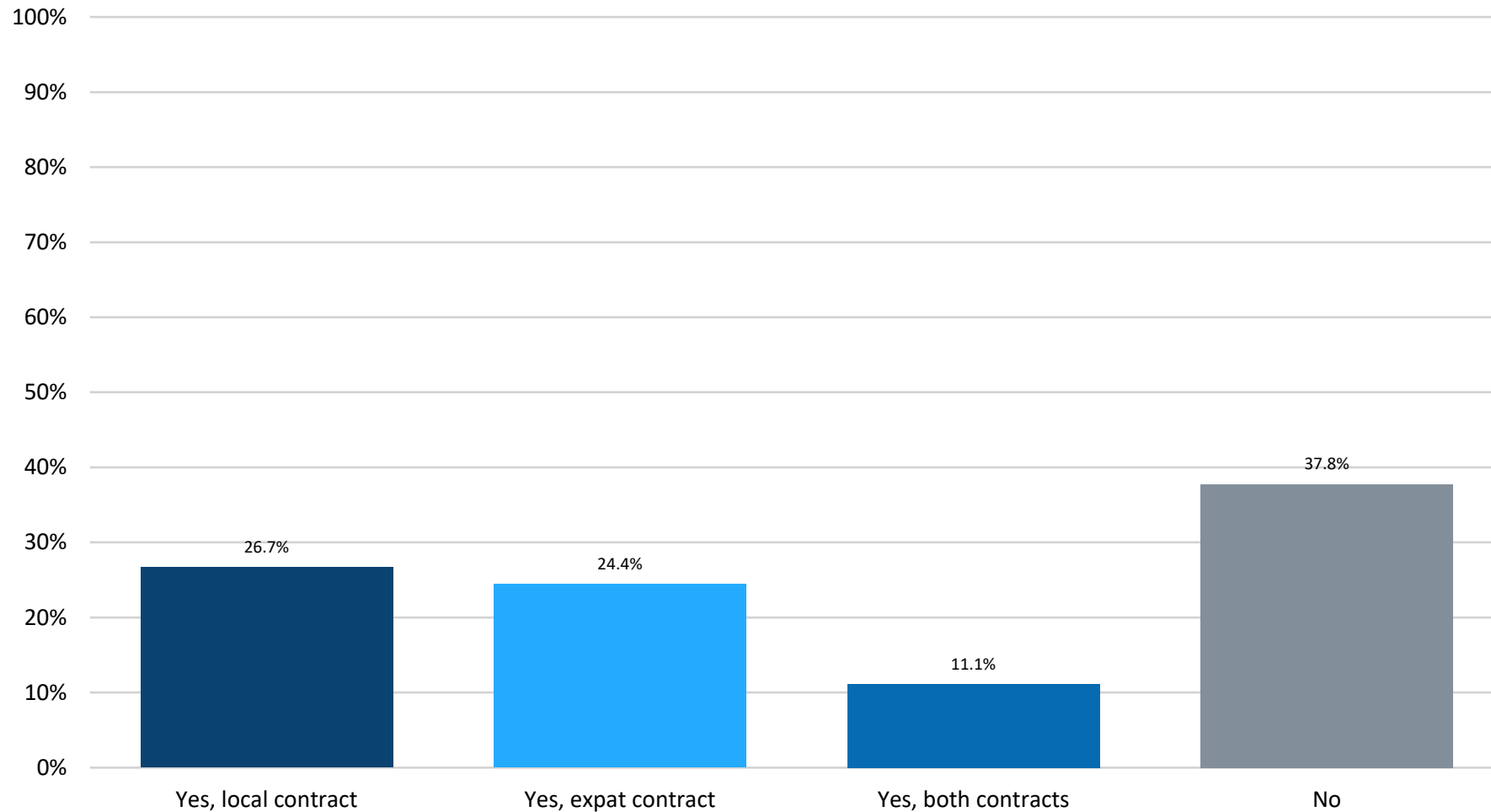
# 23.9. Unfavourable company location

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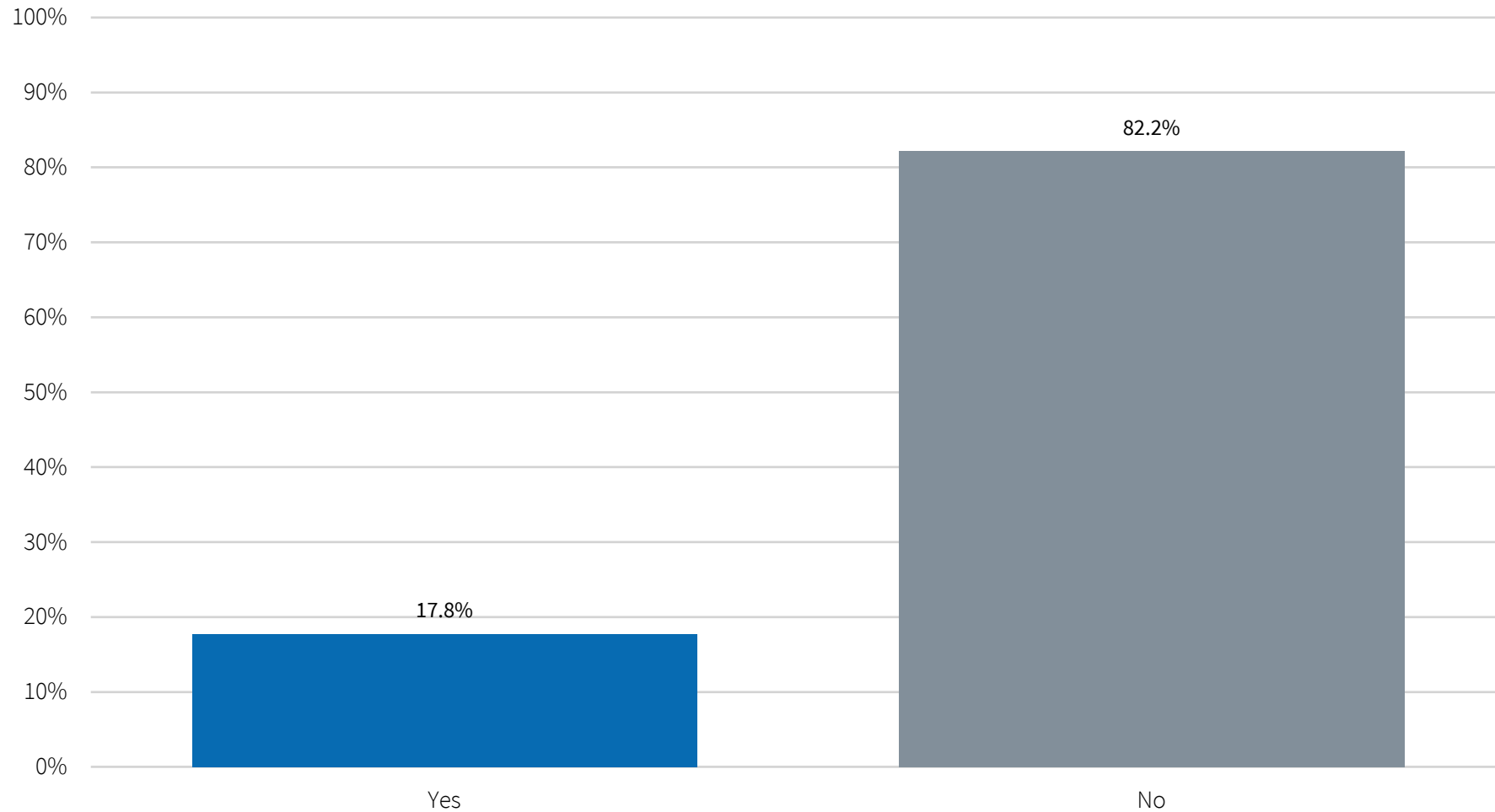
## 24. Do you have foreign nationals working at your company? Locally hired foreigners or expats?

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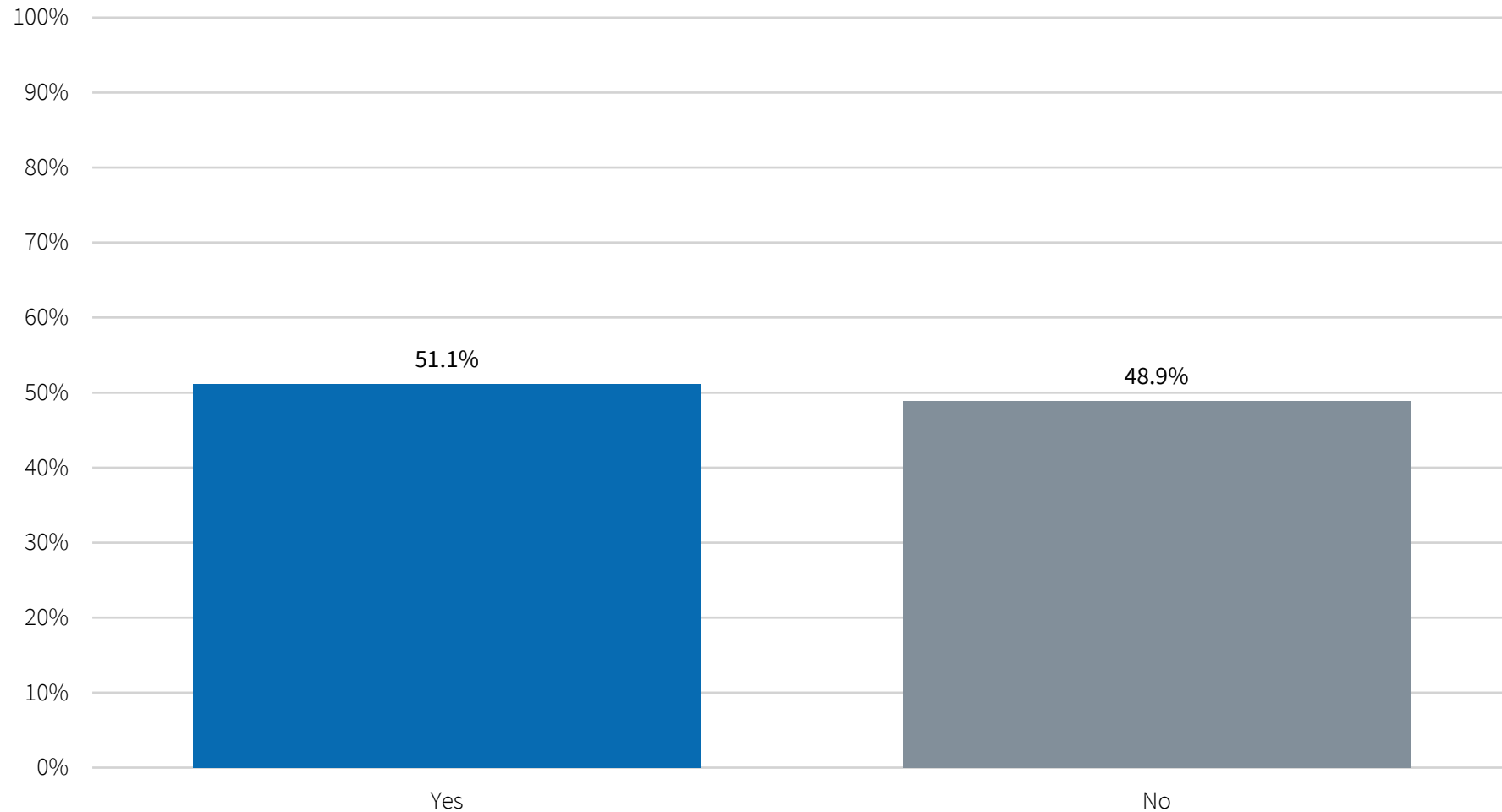
## 25. Did you have any personnel who required a PU letter to return/come to China?

HR - Overview and Insights



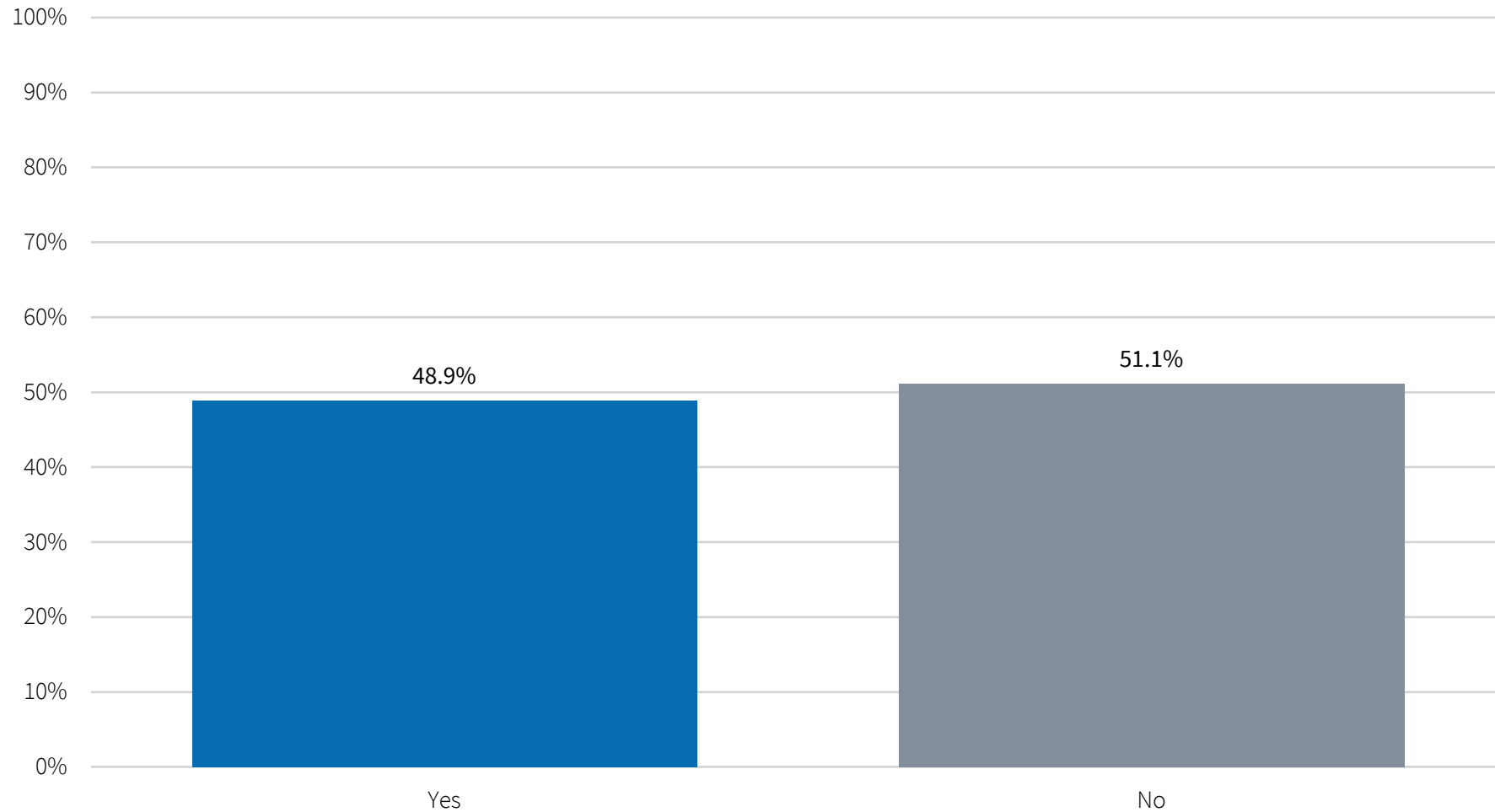
## 26. Does your company experience localisation in management position?

HR - Overview and Insights



# 27. Does your company have regional (APAC) roles based in China?

HR - Overview and Insights



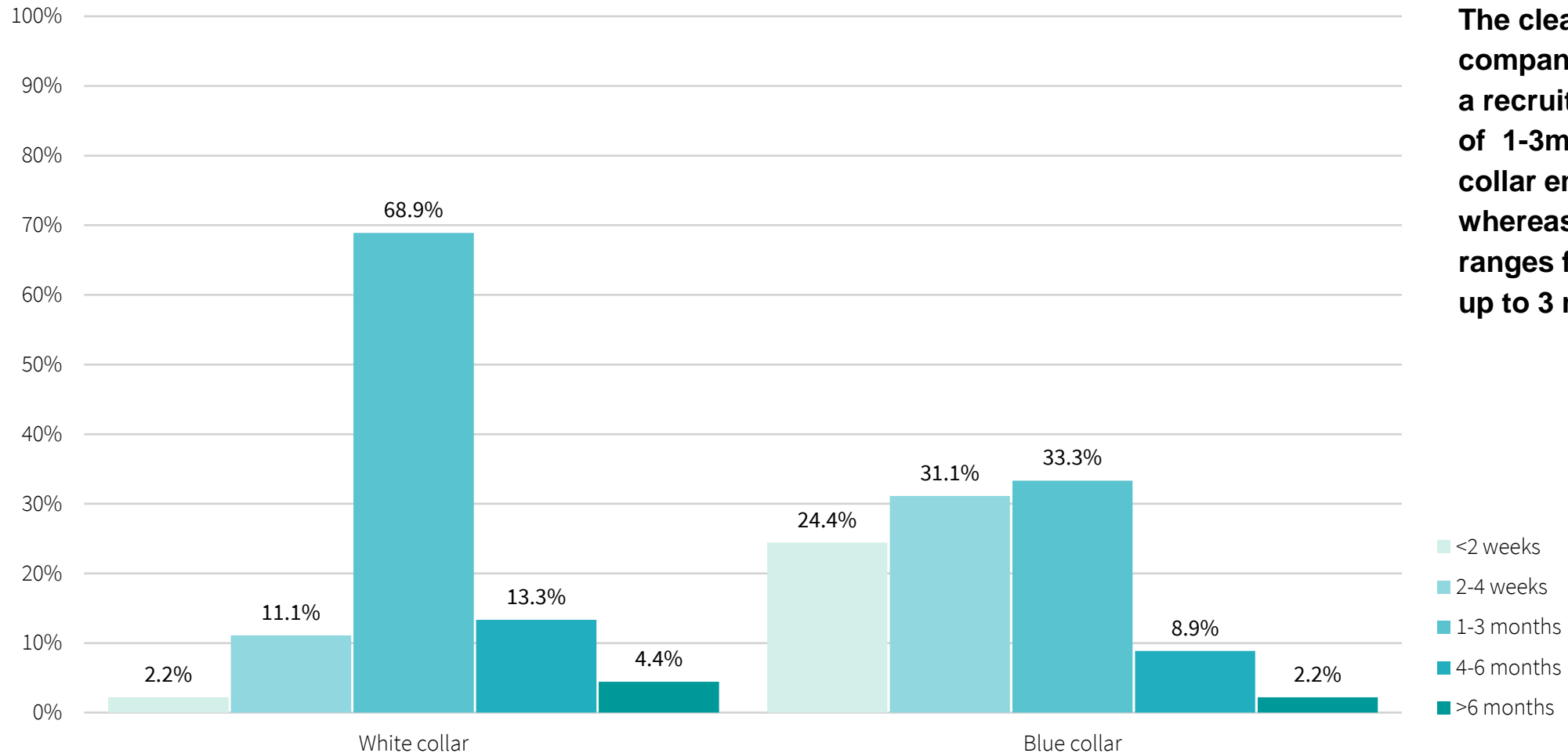


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# Recruitment, Selection, Retention

# 28. How long is your recruiting procedure in general (from search to contract)?

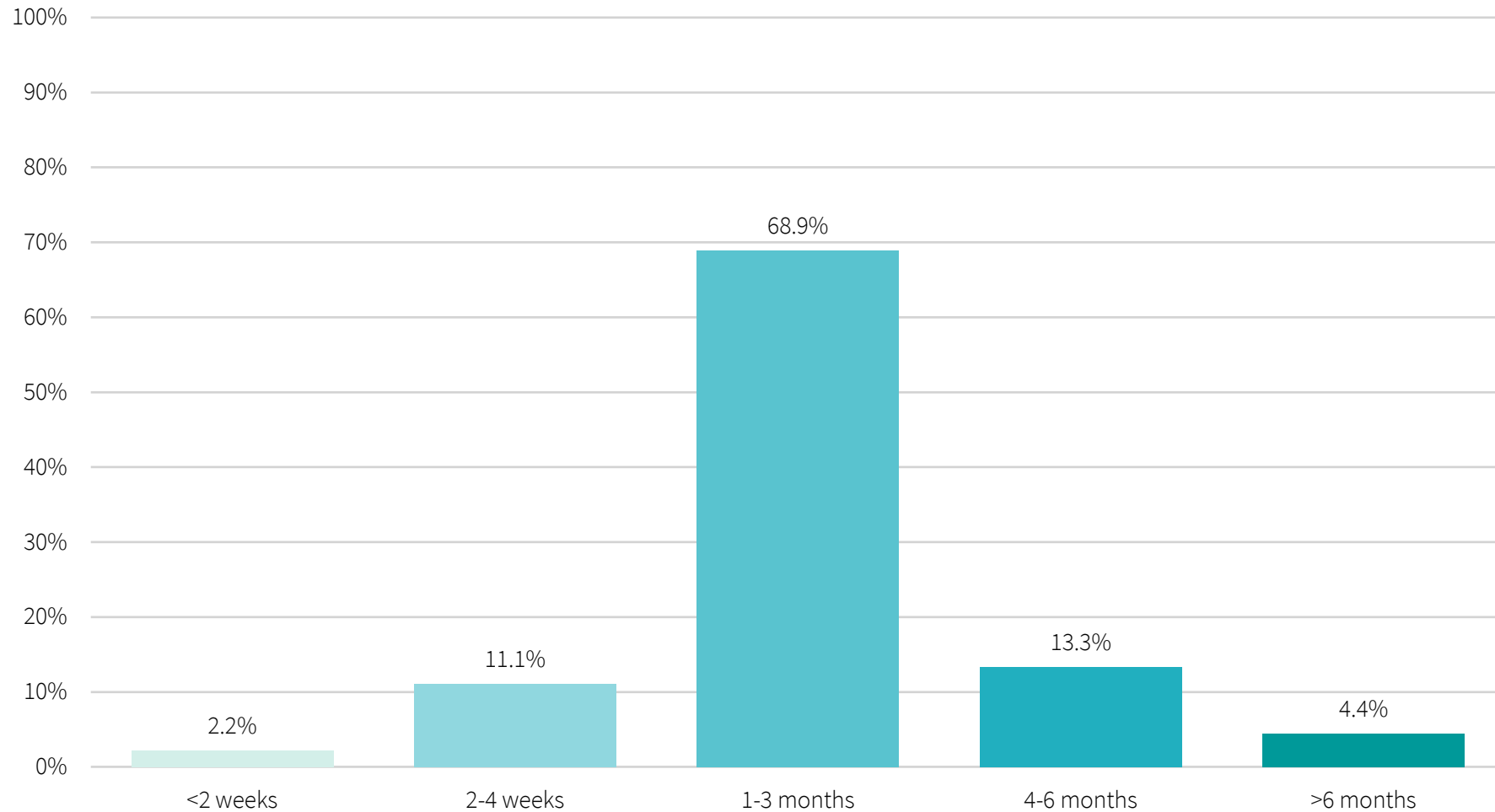
Recruitment, Selection, Retention



**The clear majority of companies experience a recruitment process of 1-3 months for white collar employees, whereas blue collar ranges from 2 weeks up to 3 months.**

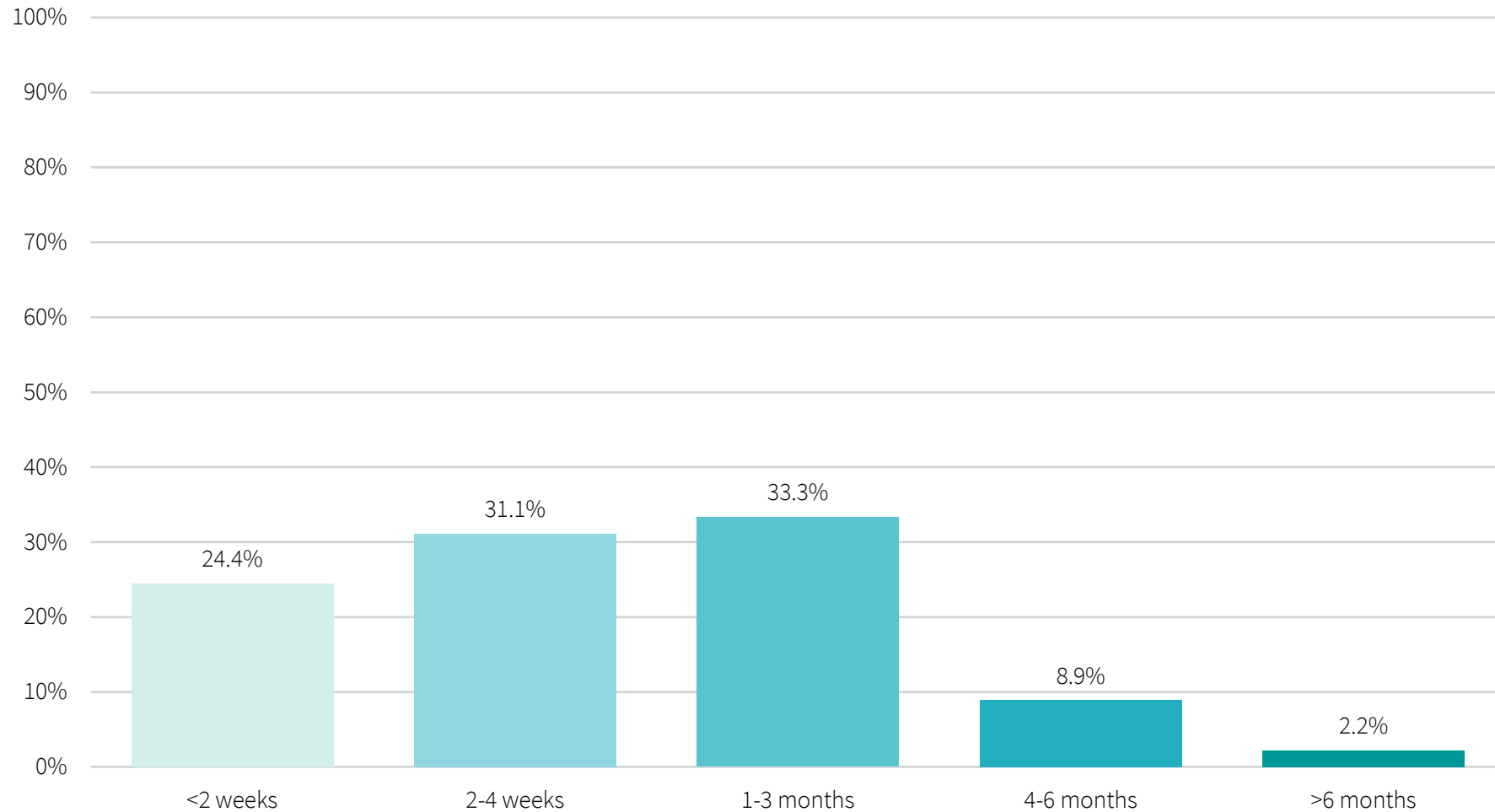
# 28.1. White collar

Recruitment, Selection, Retention



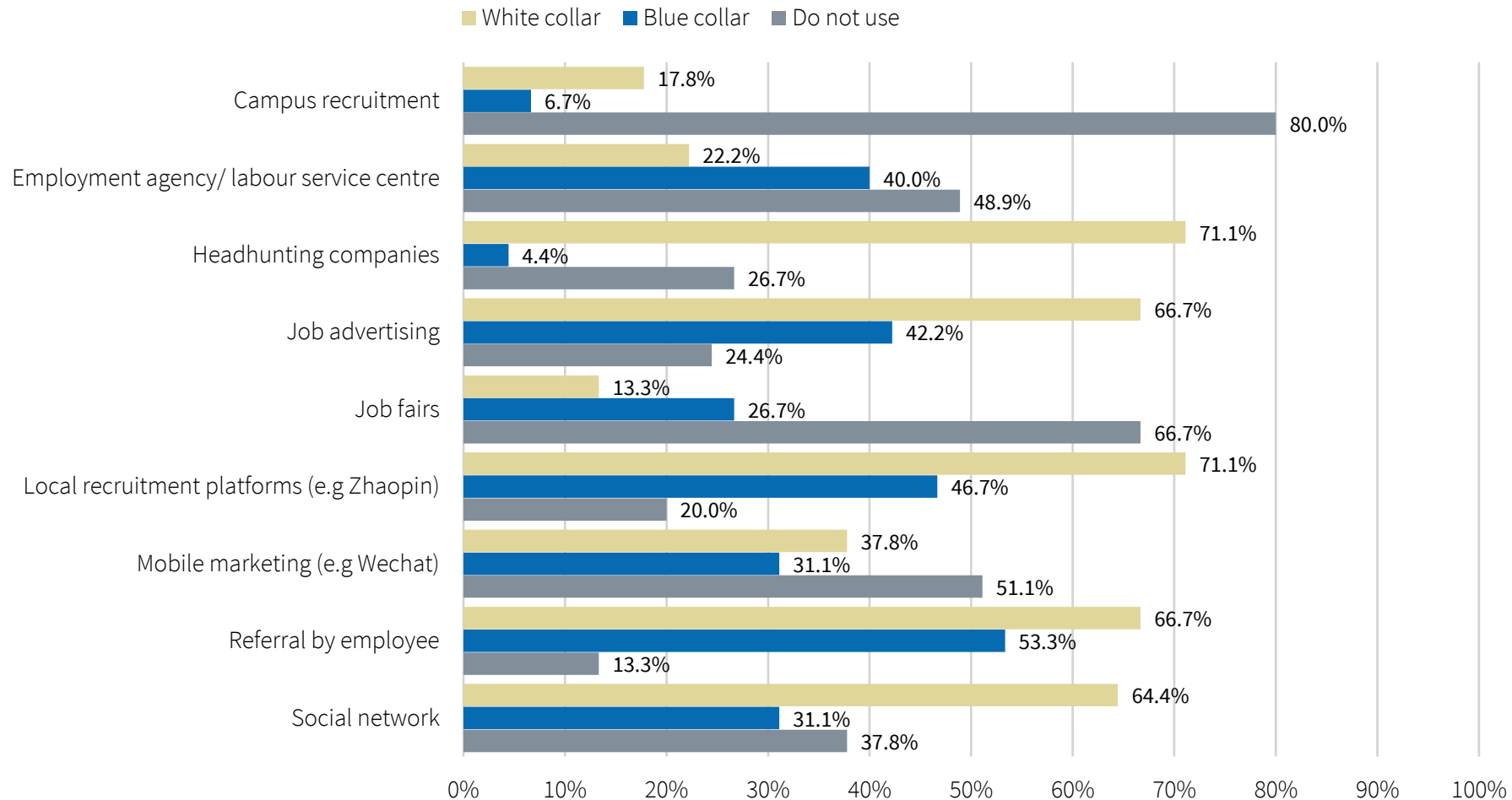
## 28.2. Blue collar

Recruitment, Selection, Retention



# 29. Which recruitment channels do you mainly use in China?

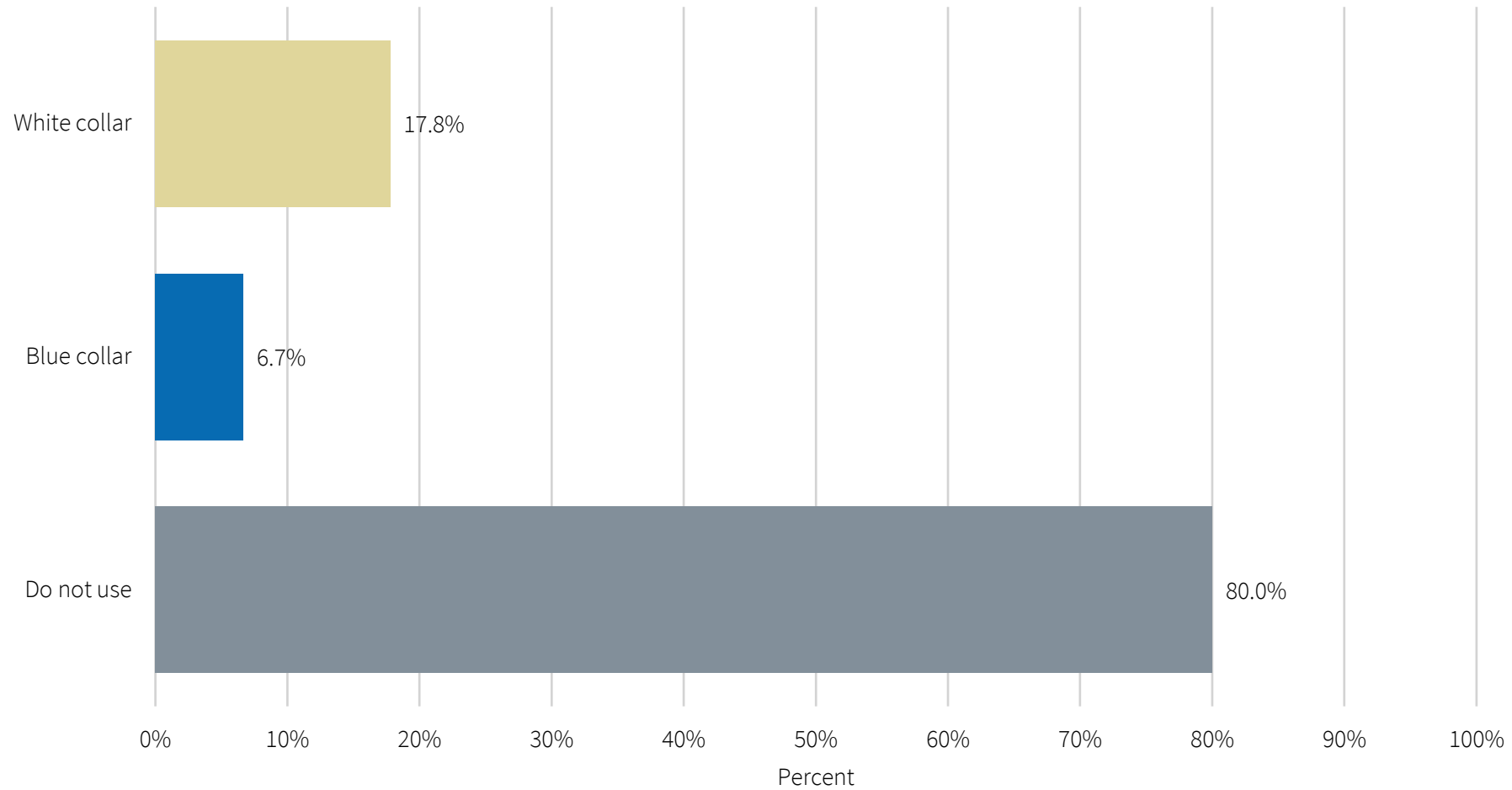
Recruitment, Selection, Retention



**For white collar recruitment, widely used channels are headhunting companies, job advertising, local recruitment platforms and referral, social network; blue collar workers are mostly recruited through labour service centre agencies, job advertising and referrals.**

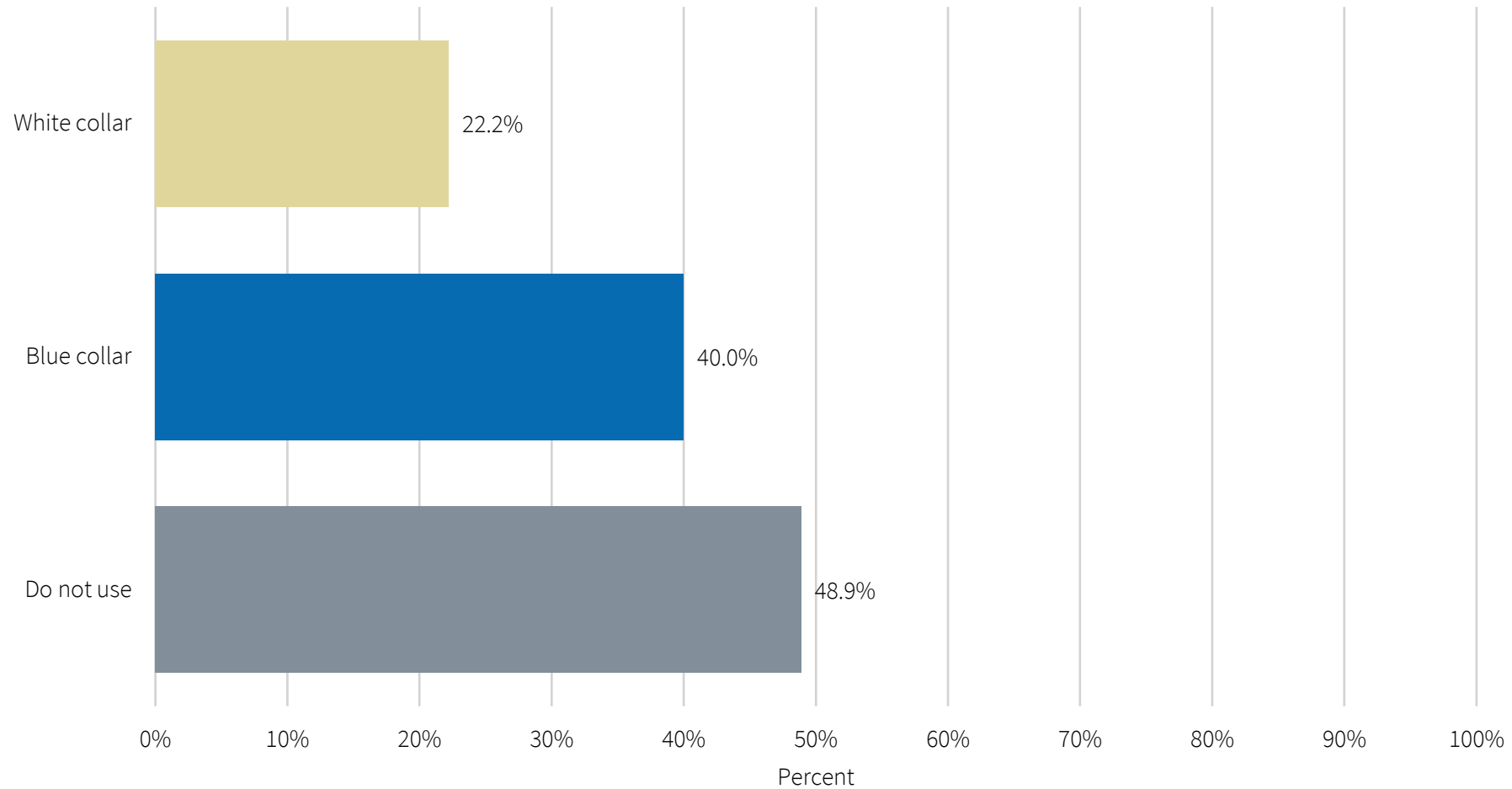
# 29.1. Campus recruitment

Recruitment, Selection, Retention



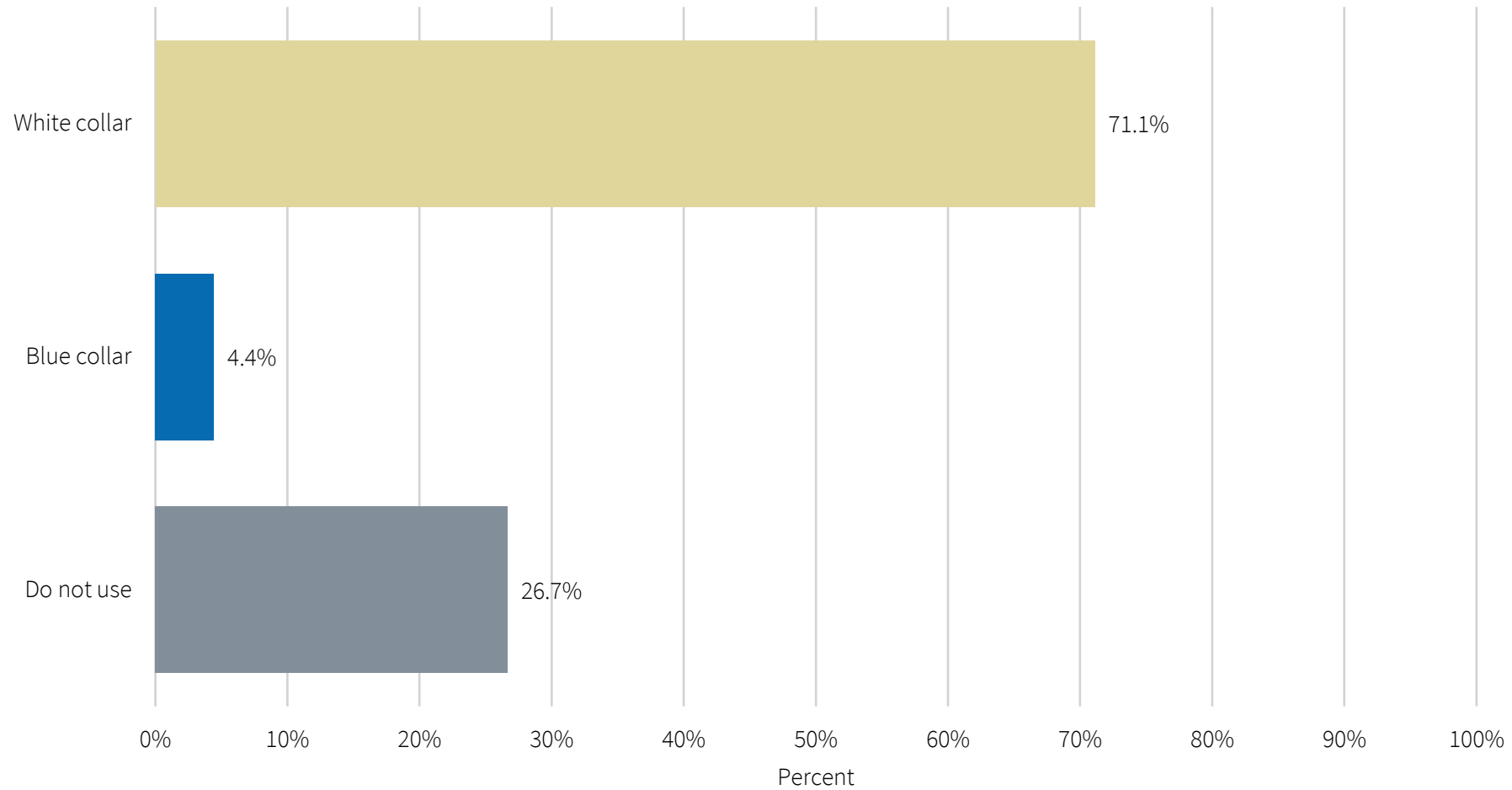
## 29.2. Employment agency/ labour service centre

Recruitment, Selection, Retention



## 29.3. Headhunting companies

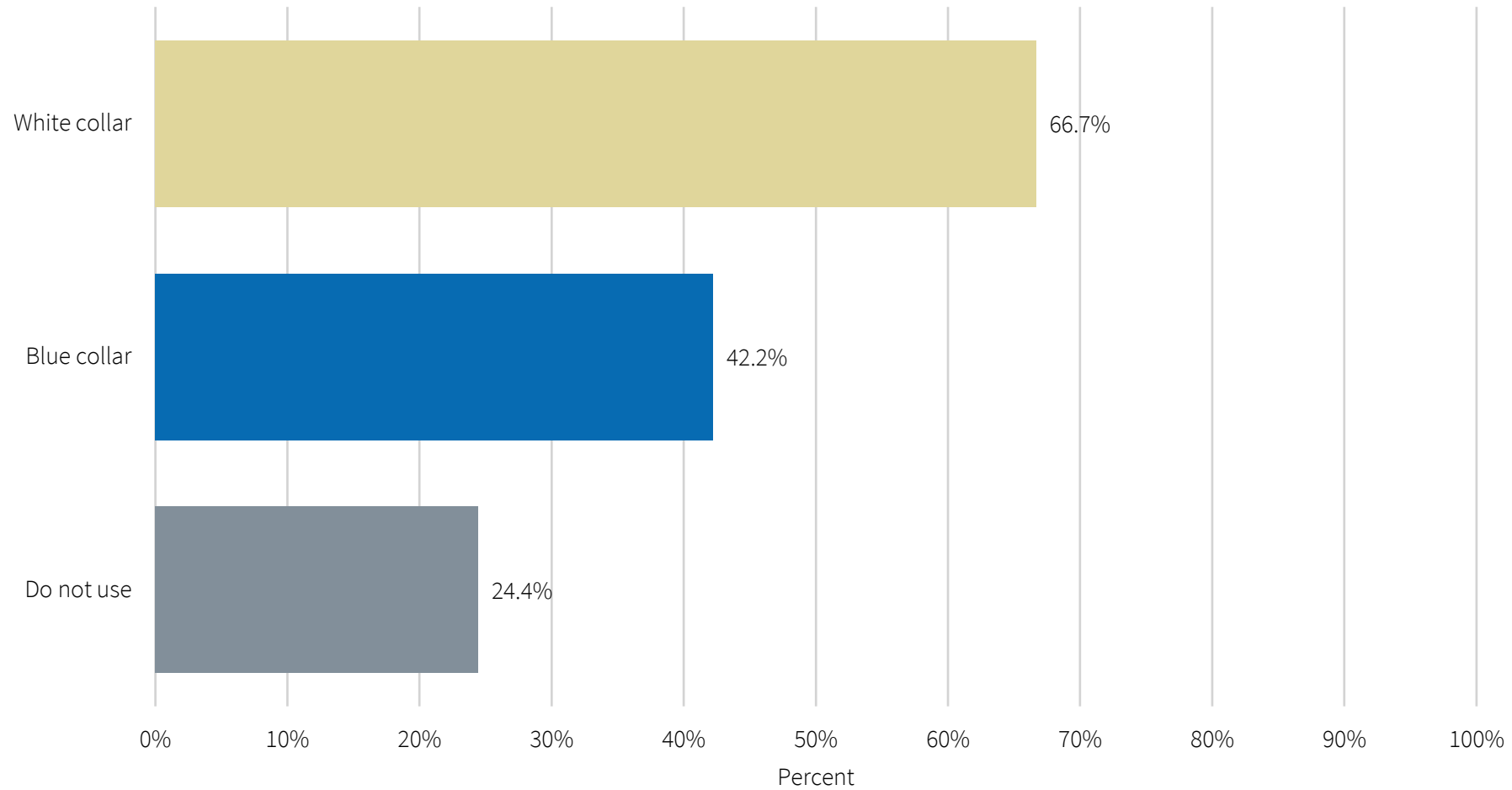
Recruitment, Selection, Retention





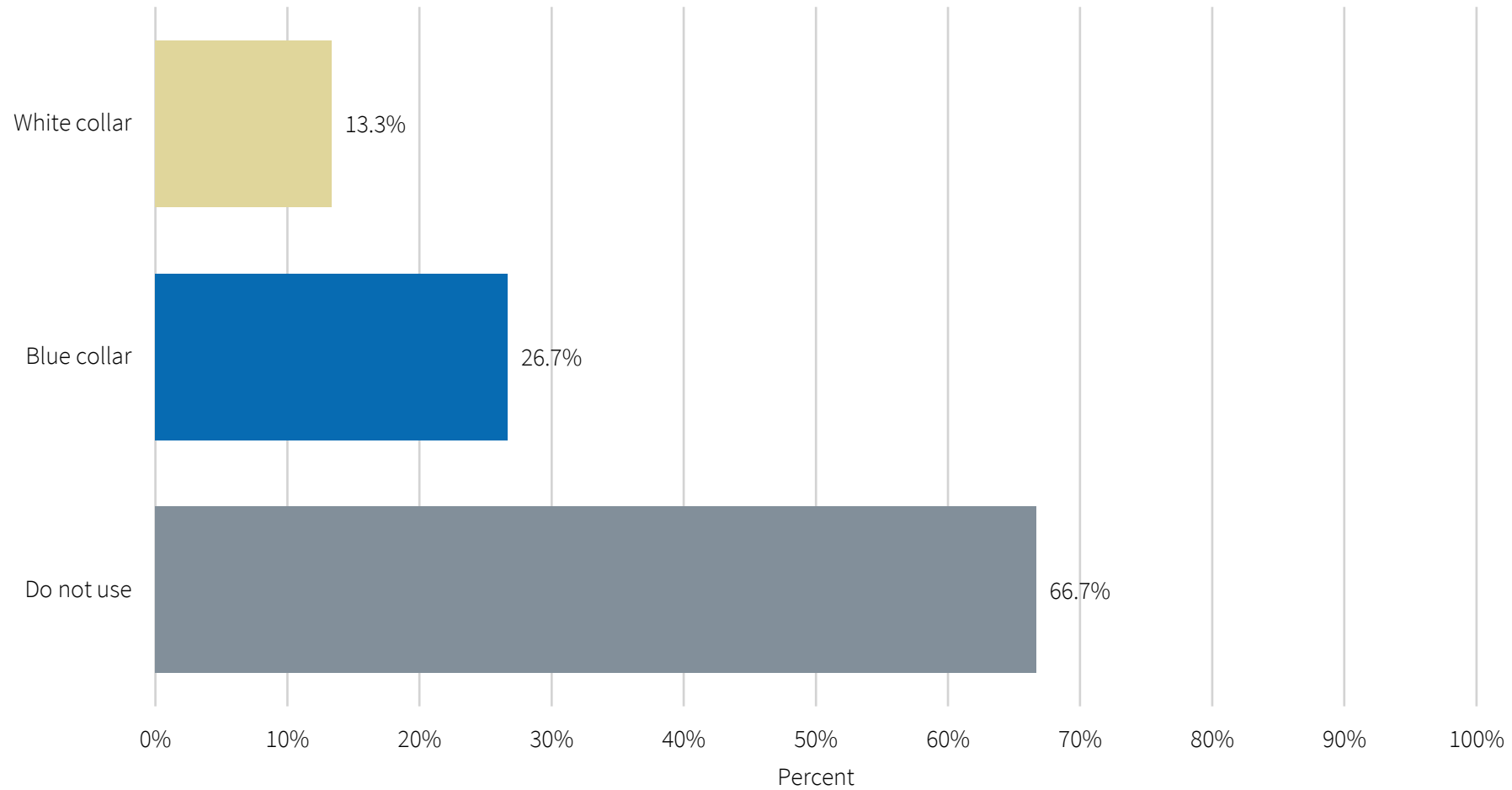
# 29.4. Job advertising

Recruitment, Selection, Retention



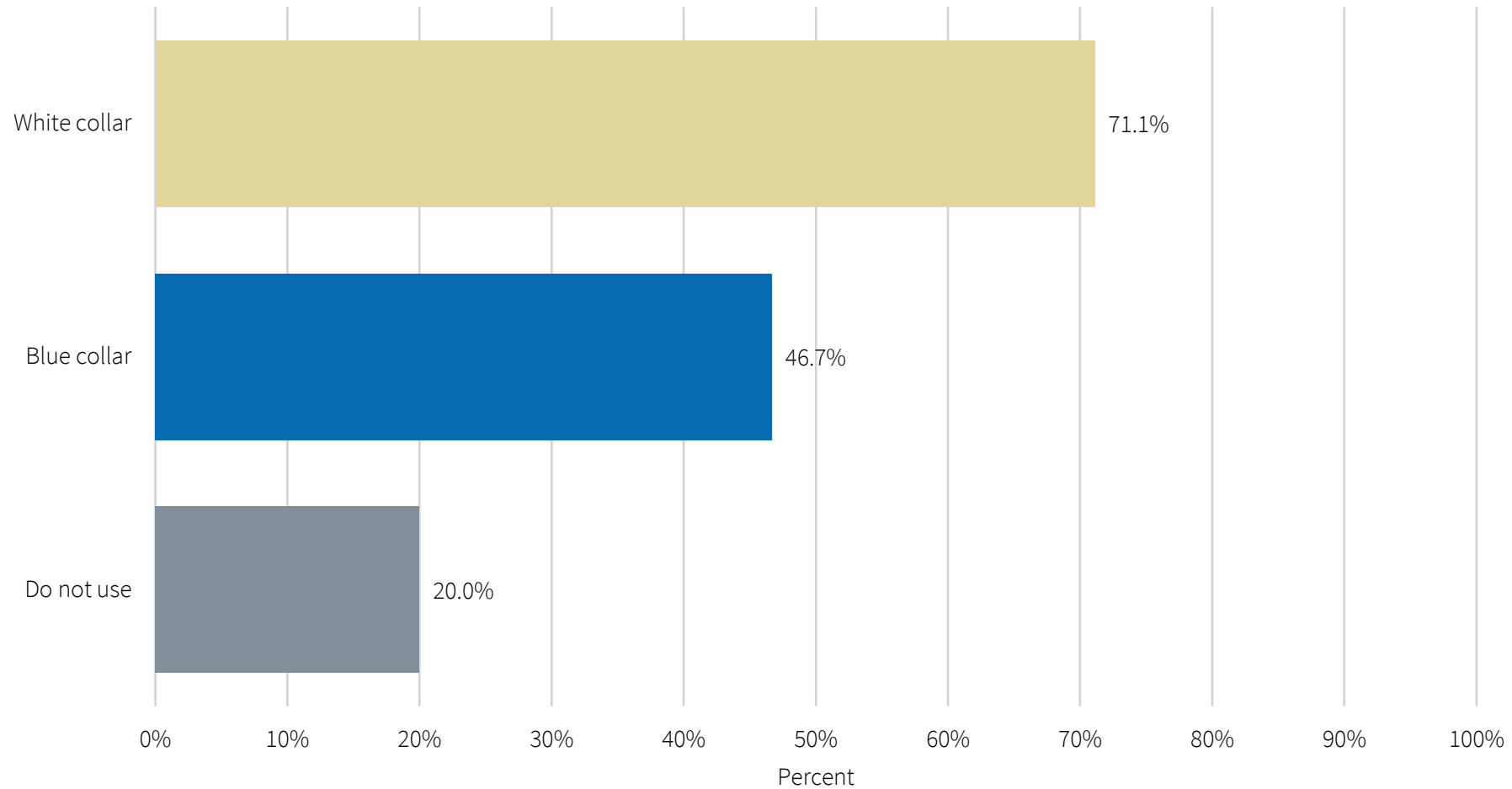
# 29.5. Job fairs

Recruitment, Selection, Retention



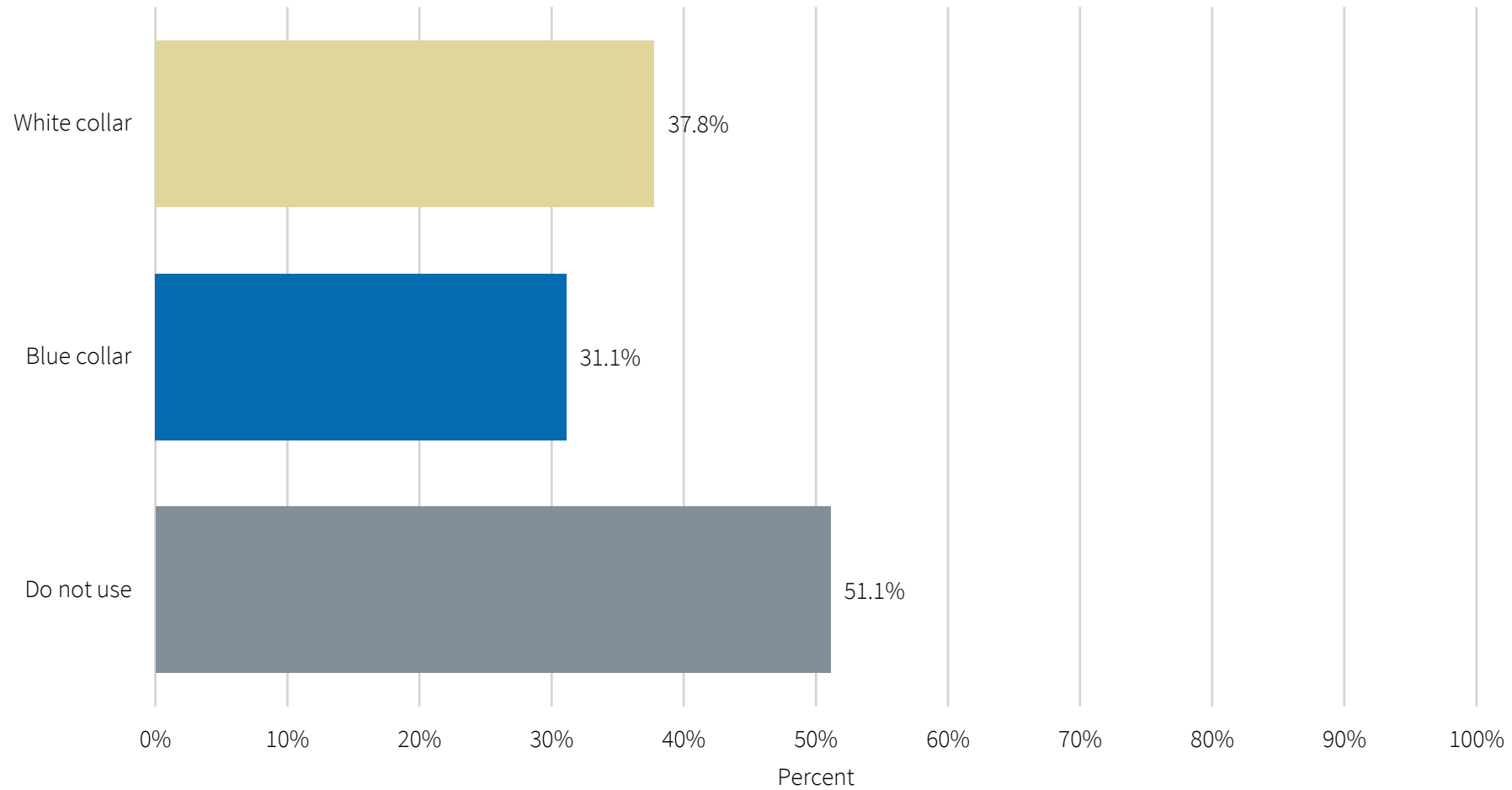
## 29.6. Local recruitment platforms (e.g Zhaopin)

Recruitment, Selection, Retention



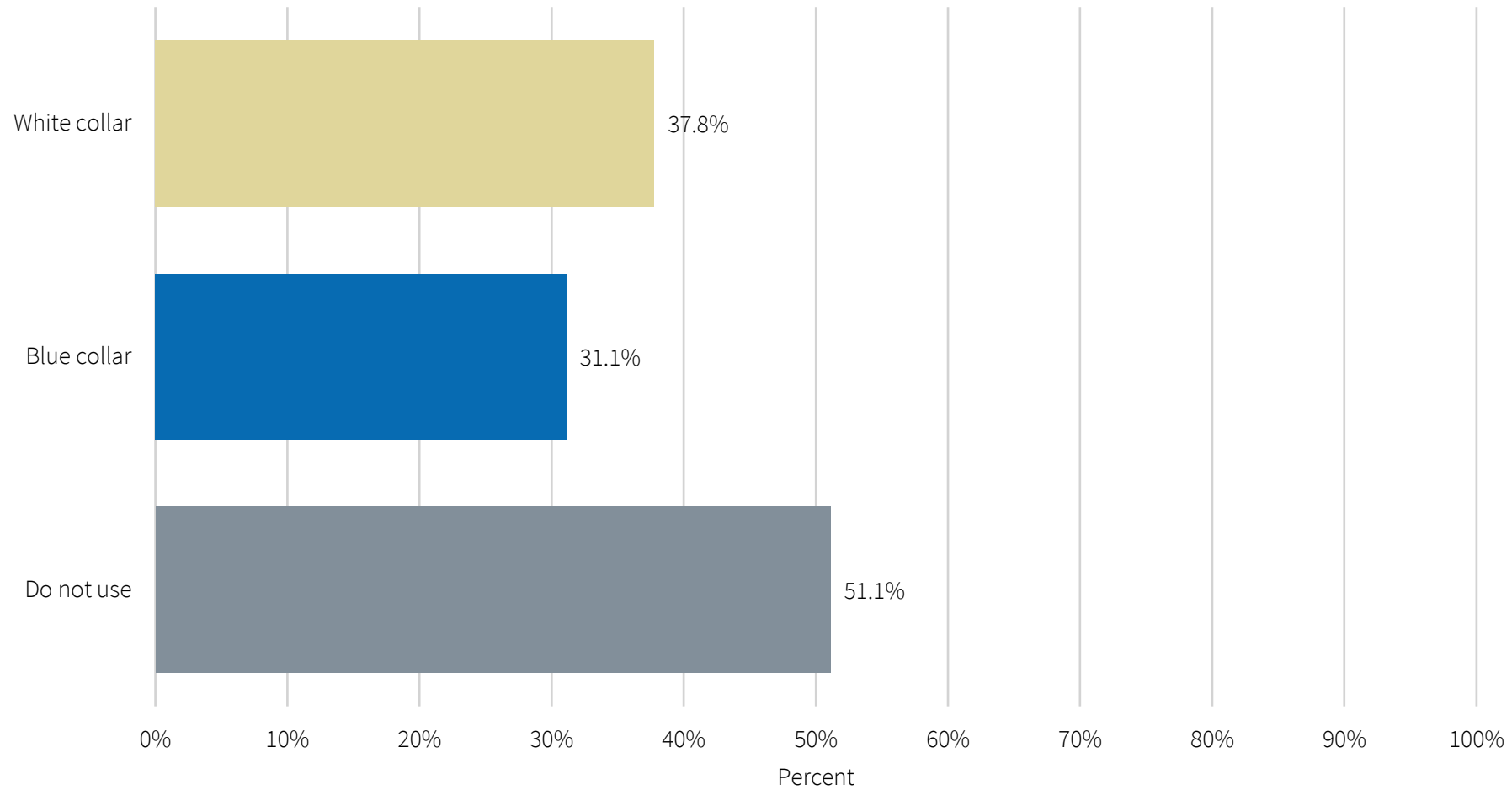
# 29.7. Mobile marketing (e.g Wechat)

Recruitment, Selection, Retention



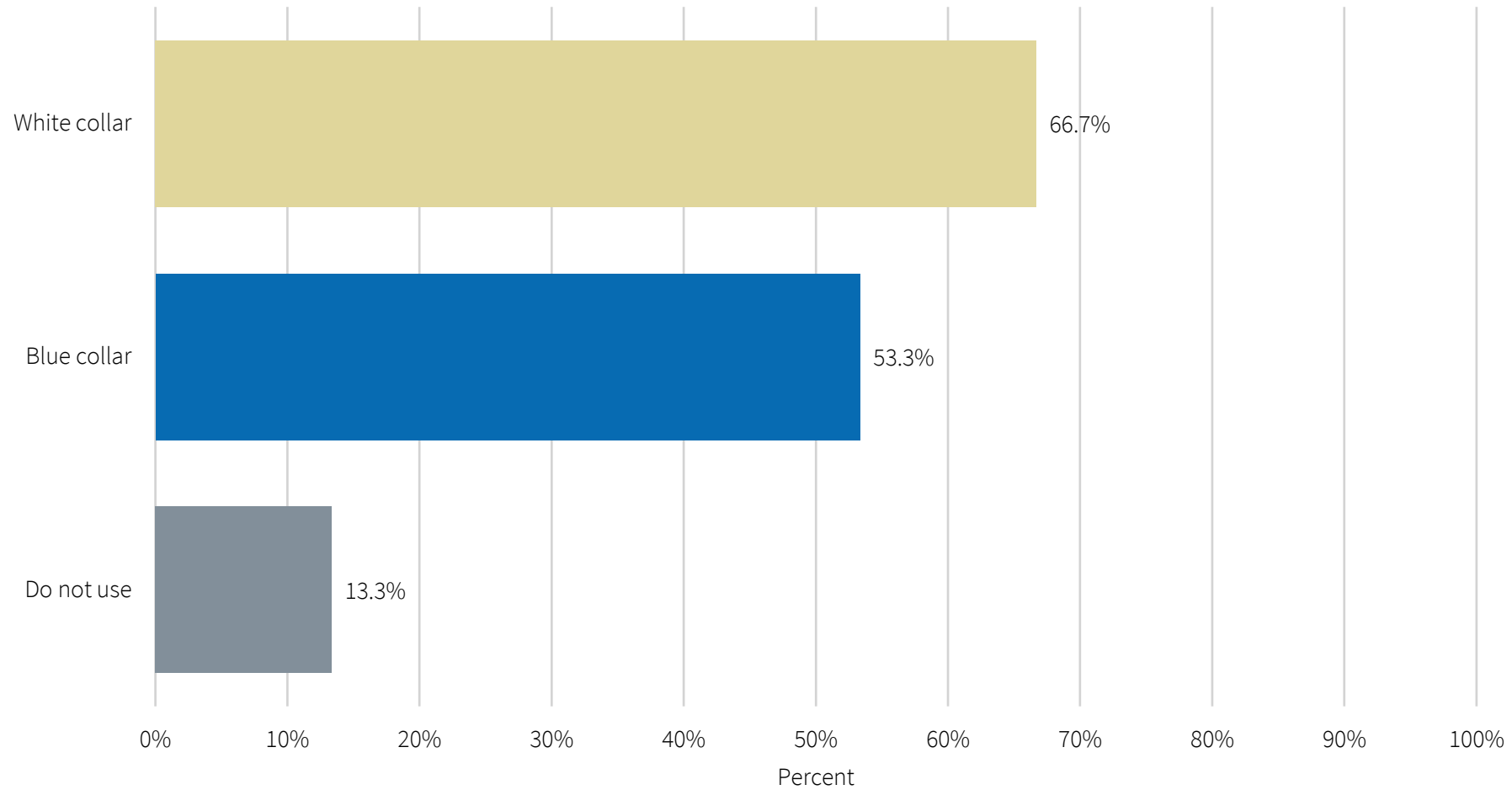
# 29.7. Mobile marketing (e.g Wechat)

Recruitment, Selection, Retention



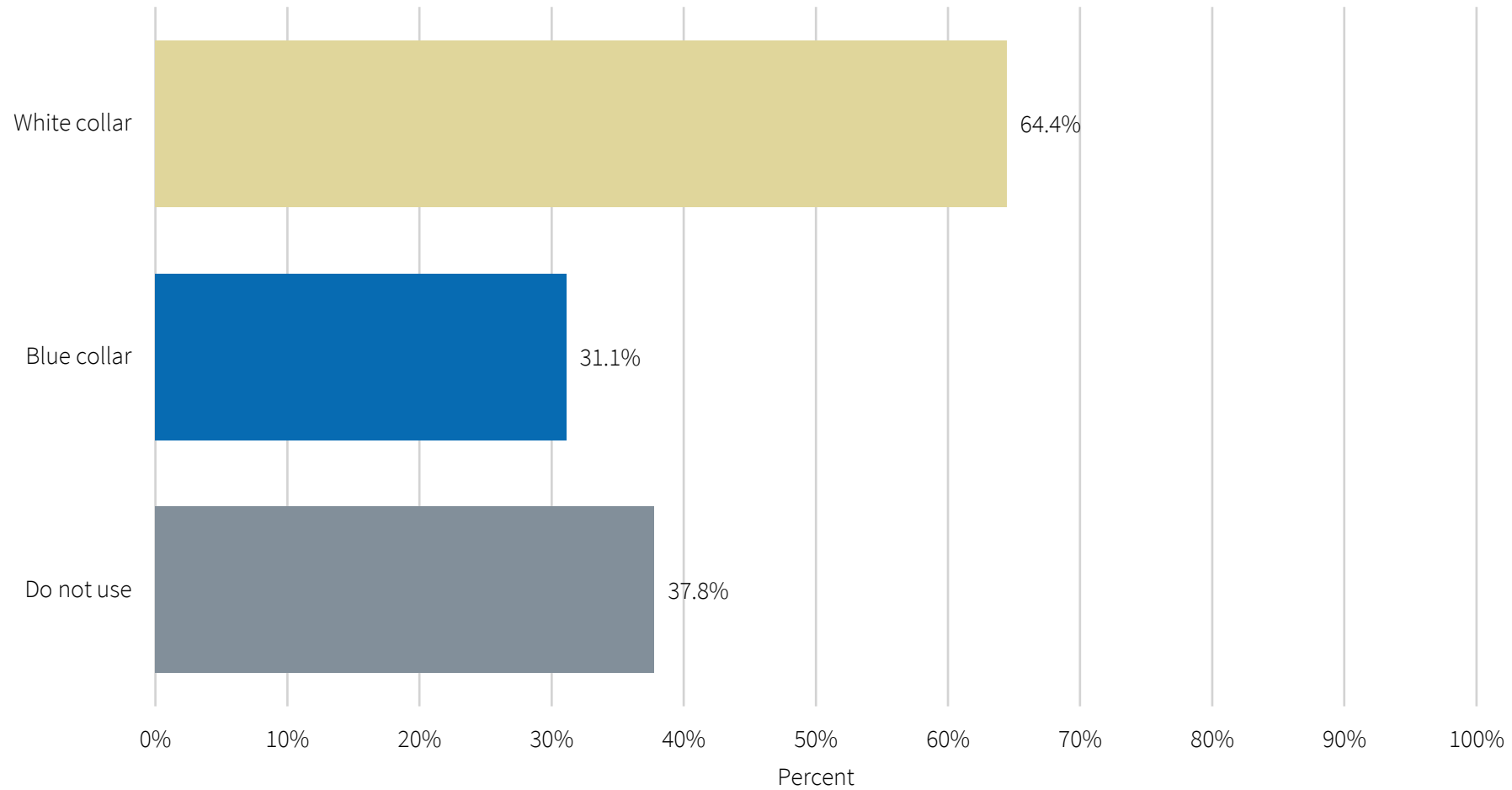
## 29.8. Referral by employee

Recruitment, Selection, Retention



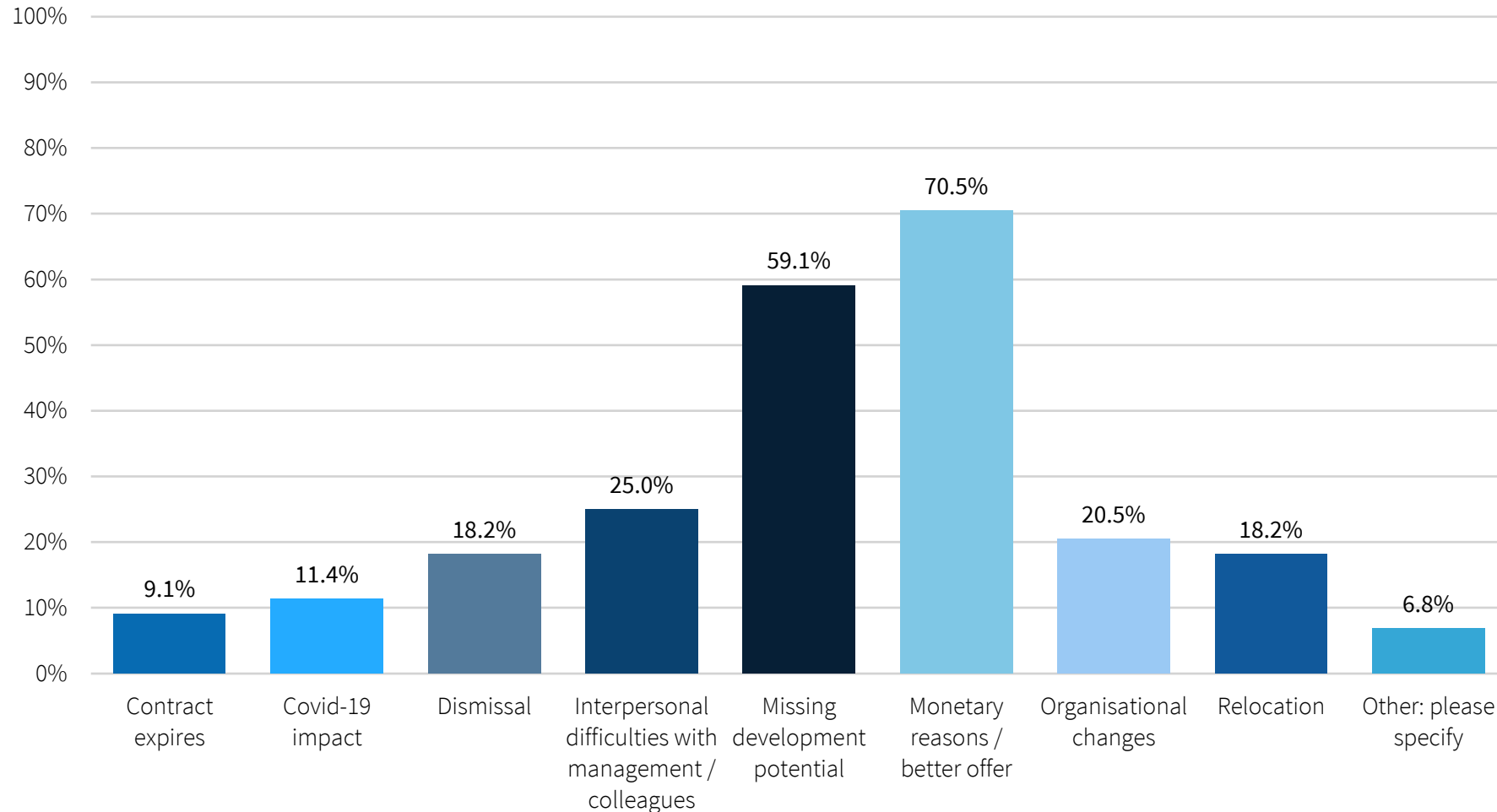
# 29.9. Social network

Recruitment, Selection, Retention



# 30. What are the top 3 reasons for your employees to leave your company?

Recruitment, Selection, Retention

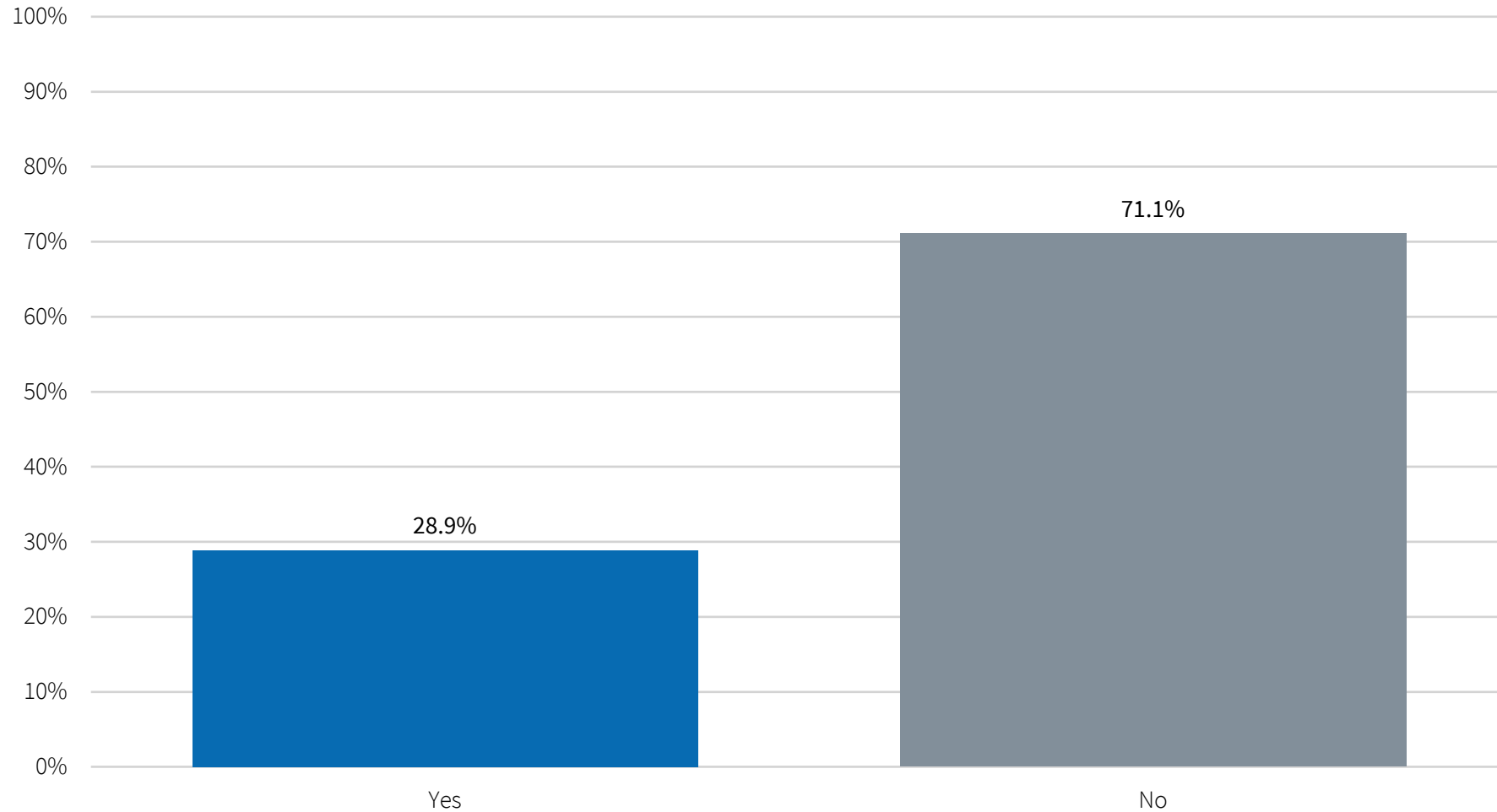


**Employees leaving the companies are stating to having received a better monetary offer or missing development potential as reasons, organisational changes and interpersonal difficulties are also mentioned regularly as influencing factors. (In contrast with the perceived reasons why employees chose the employer at the first place, see 21,)**



# 40. Do you also have special retention strategies for key personnel?

HR- Remuneration, Employee Benefits and Incentives



# 41. Please explain what individual retention strategies your company is using (open ended question)

Recruitment, Selection, Retention

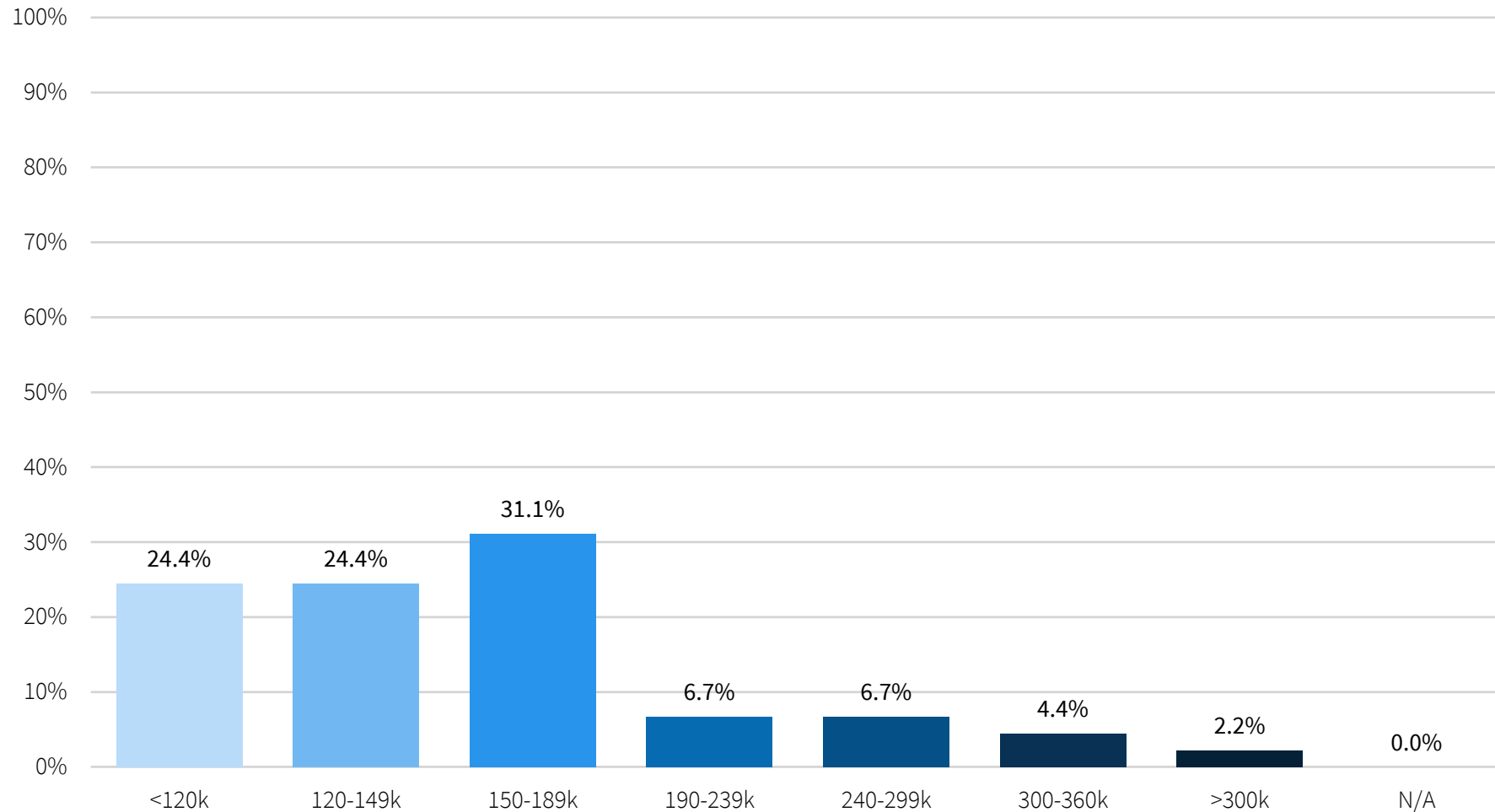
- Extra bonus depends on the yearly performance.
- Only strategy is fair pay and we provide exceptional good balance work life and private.
- internal academy for fast track and specialisation, geographical- and position mobility, career planning, open-door, incentives
- Currently do not have any individual retention plan, but will consider in the future for some programs, like abroad training in head office in Europe; extra medical insurance, good health check program, team building activity, family day, etc.
- No
- Back up plans
- Retention bonus plan
- We don't have special strategies here, but to keep close attention on the key personnel.
- In Covid period, flexible work time is used to make employees feel better.
- Different depending on need from employees and company
- Potential shares in Prorector AB
- Long service award and loyalty bonus
- Retention funds
- Enterprise annuity and LTI program(stock incentive plan) for key personnel.

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# HR - Remuneration, Employee Benefits and Incentives

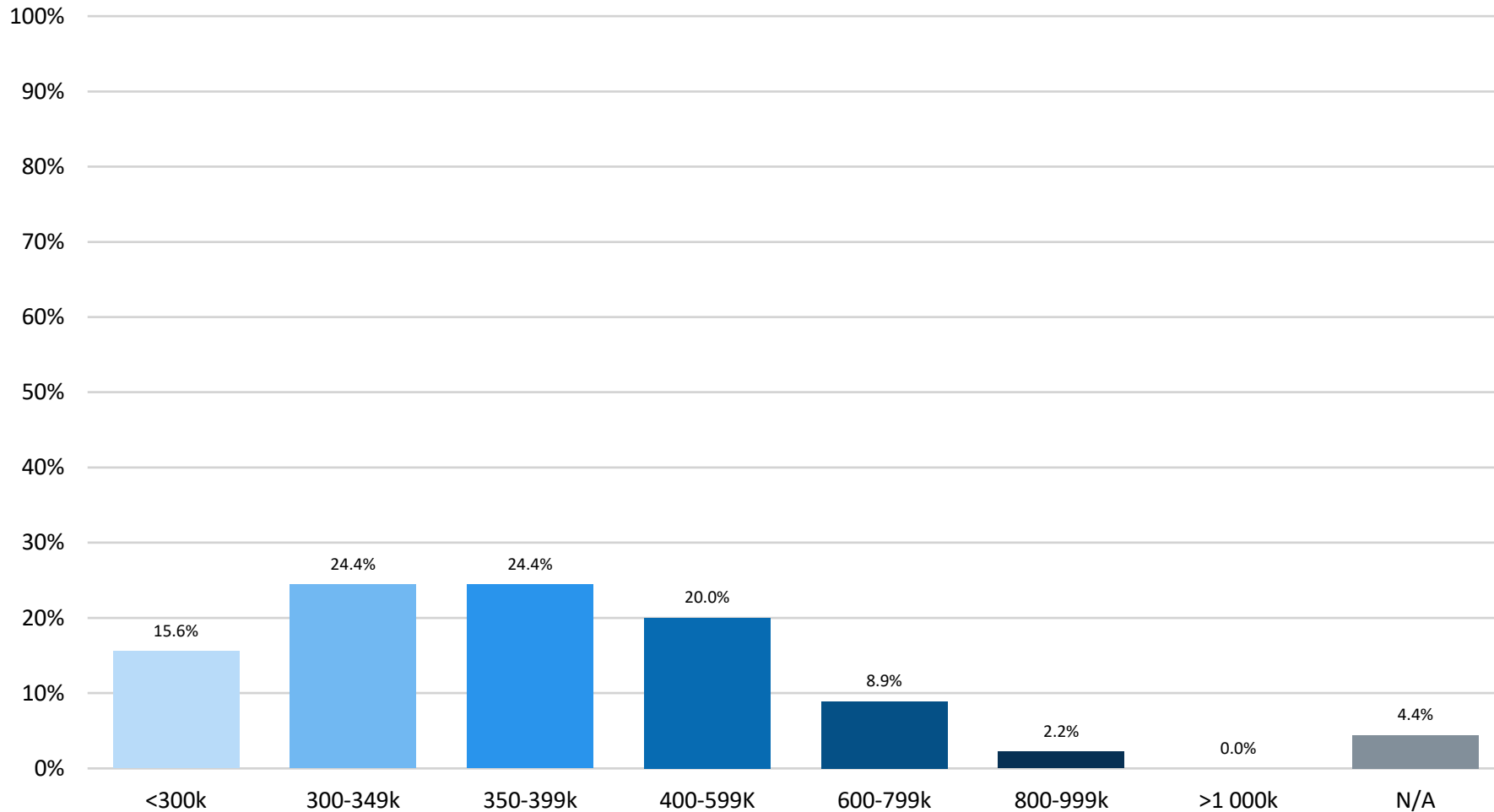
# 31. What is the average salary (CNY) range of your junior and mid-level employees? (e.g. clerk, engineer, supervisor, assistant manager annually in RMB)

HR- Remuneration, Employee Benefits and Incentives



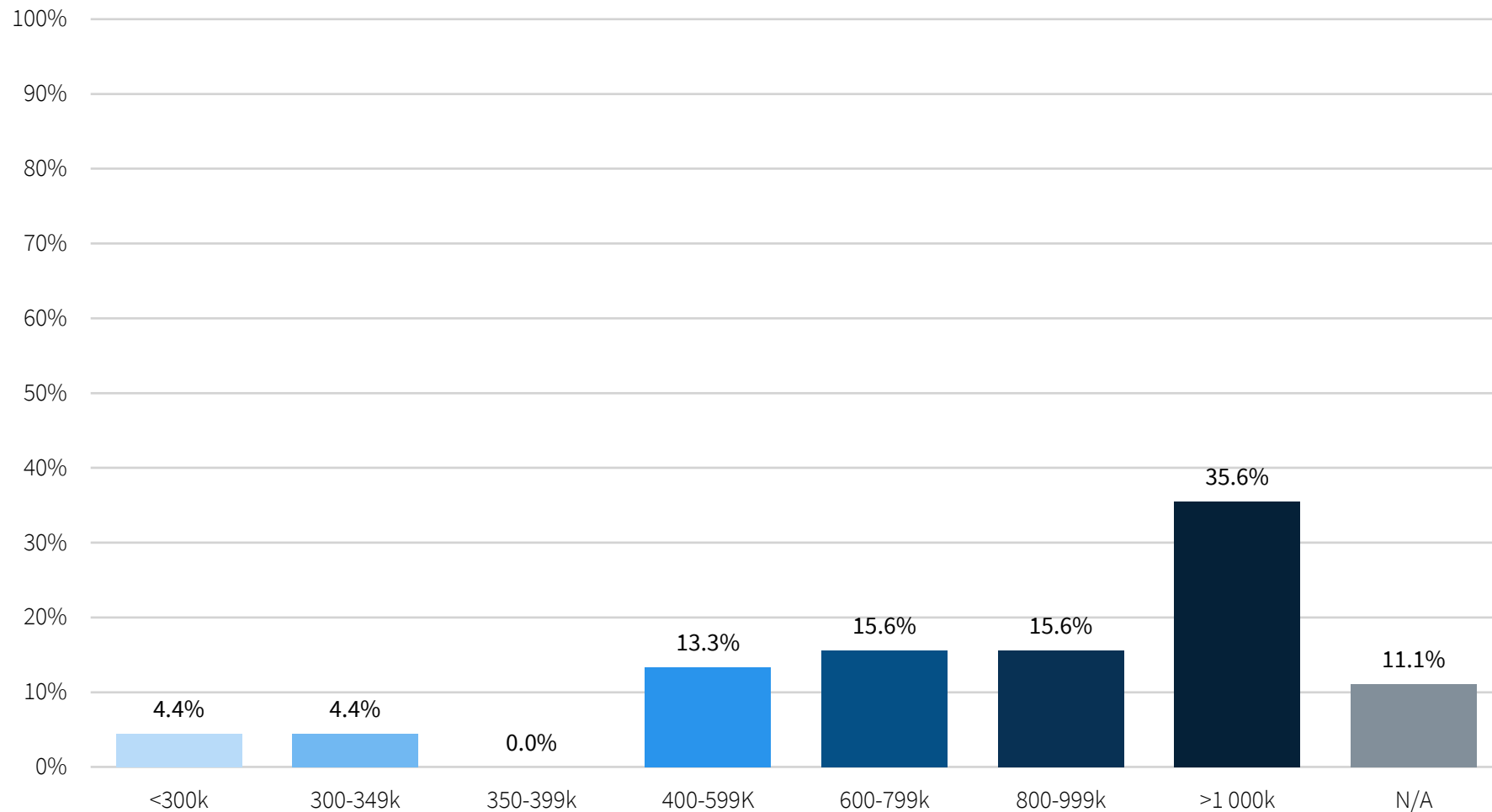
## 32. What is the average salary (CNY) range of your senior employees? (e.g. senior professional, senior manager or above) Note: Definition of salary: (Yearly fixed salary + bonus or commission + welfare subsidy)

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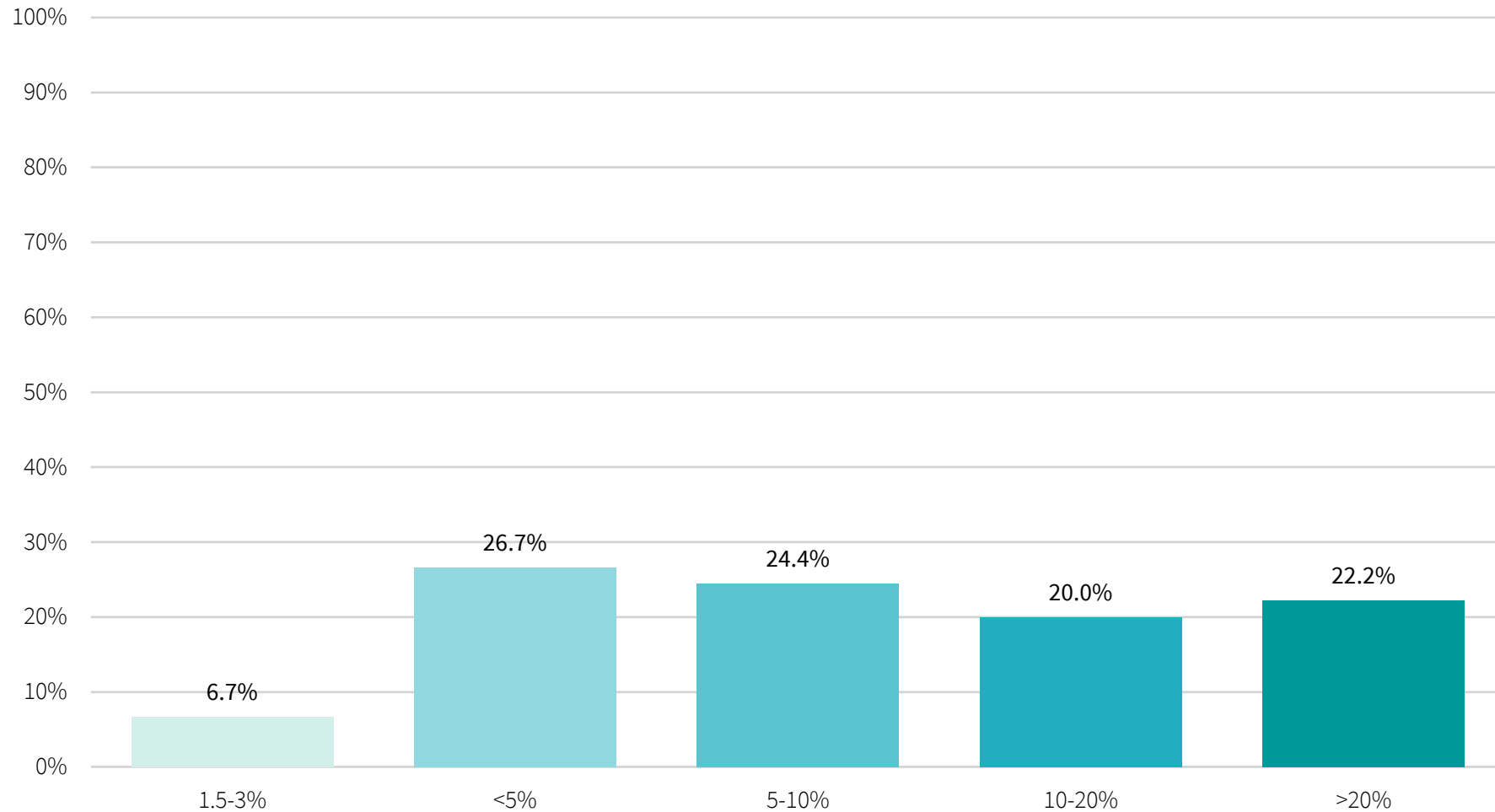
# 33. What is the average salary (CNY) range of key roles also, CxO, General Manager, Managing Director, APAC Senior Executives

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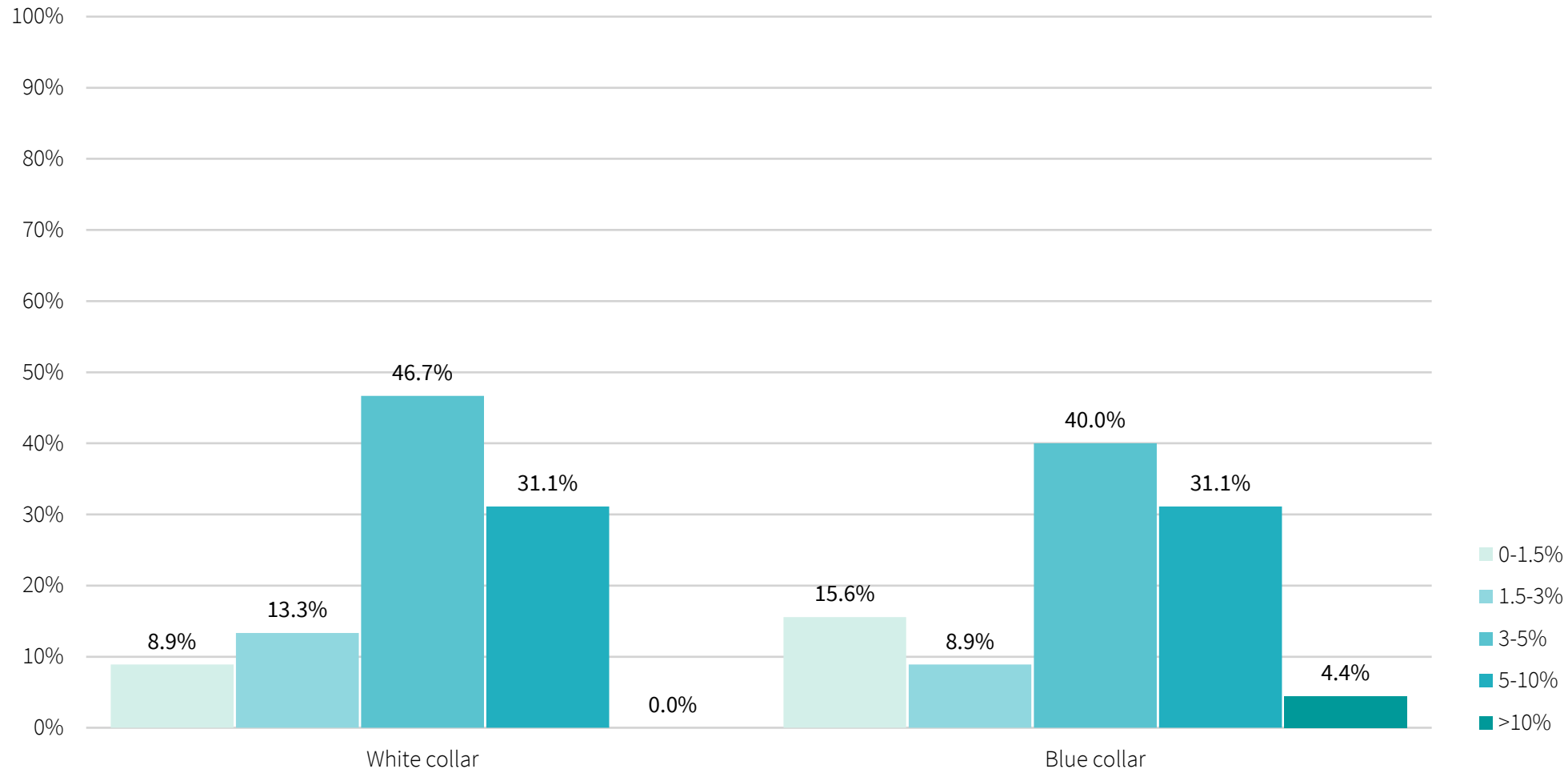
# 34. What is the ratio between fix and variable (bonus) for white-collar employee in average?

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# 36. What salary increase does your company expect for 2022/23 on average?

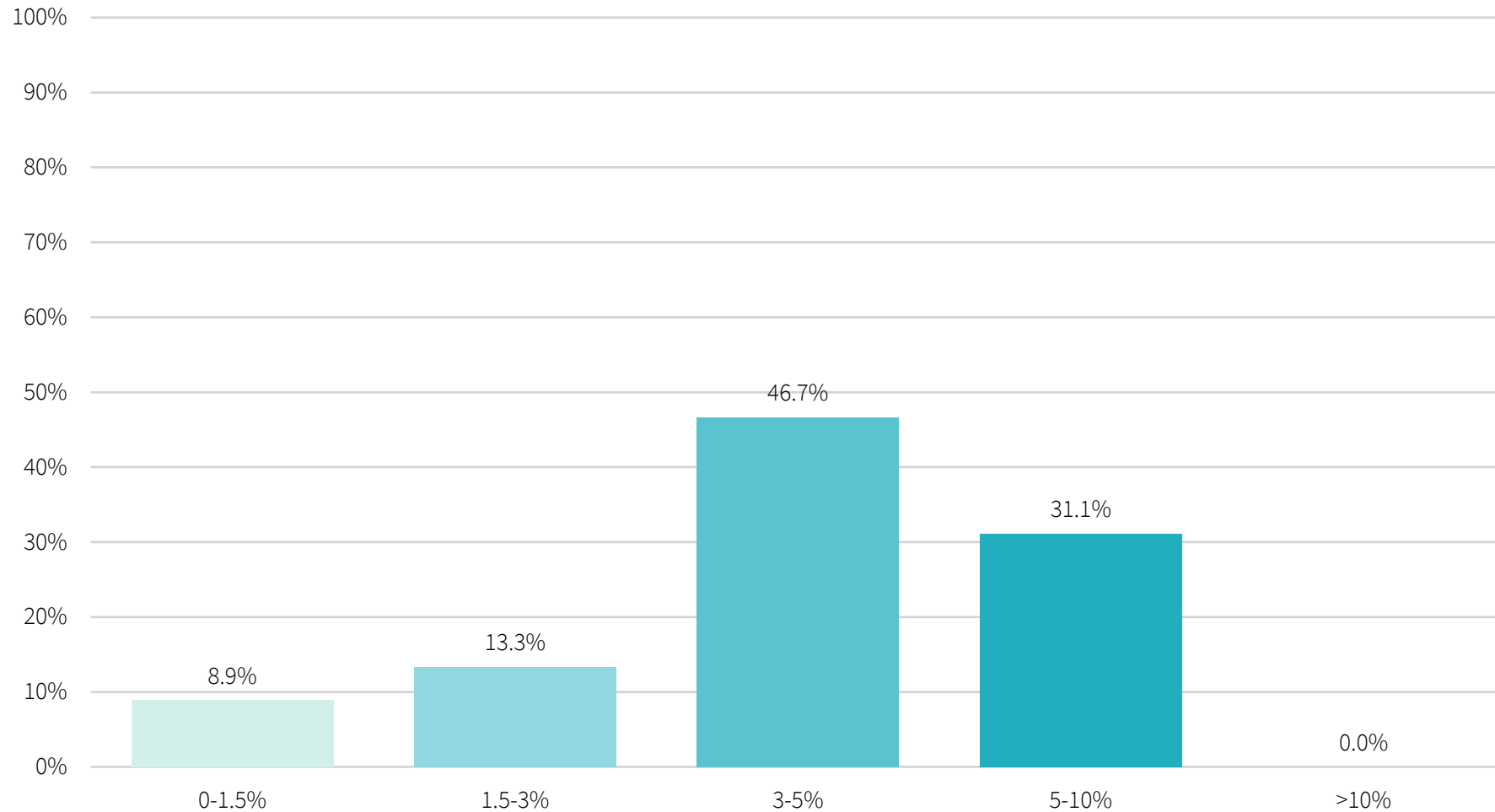
HR- Remuneration, Employee Benefits and Incentives





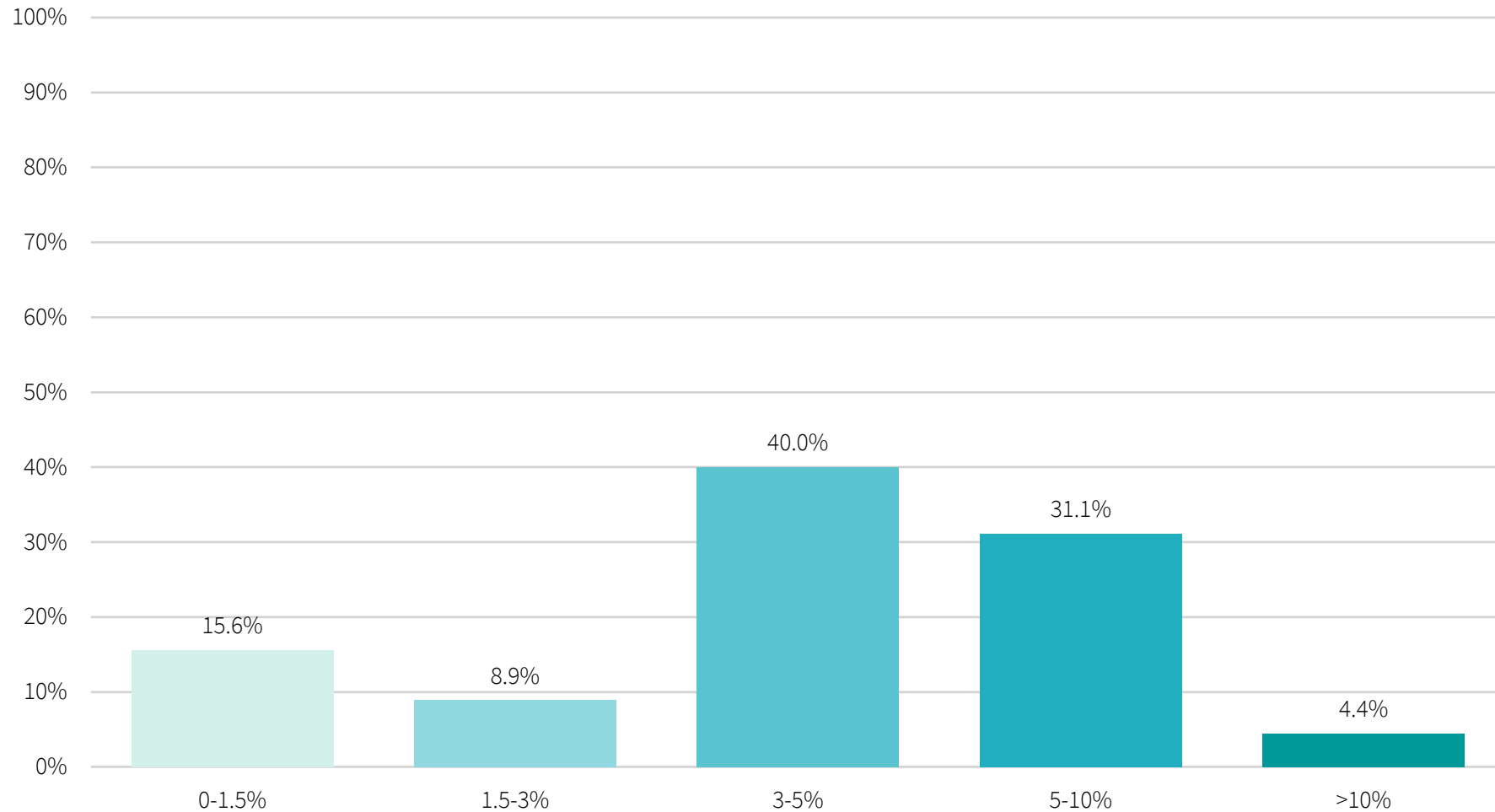
# 36.1. White collar

HR- Remuneration, Employee Benefits and Incentives



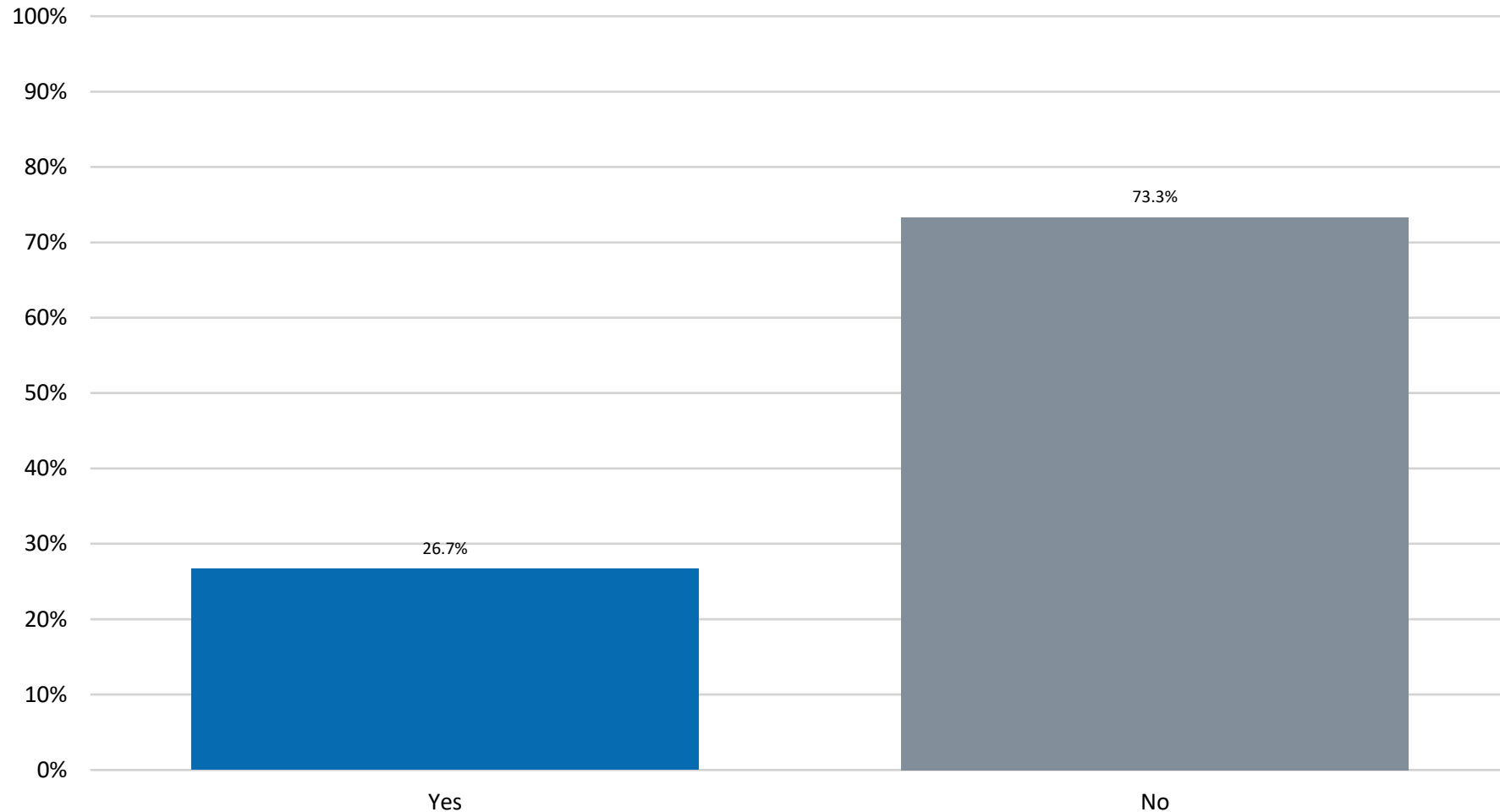
## 36.2. Blue collar

HR- Remuneration, Employee Benefits and Incentives



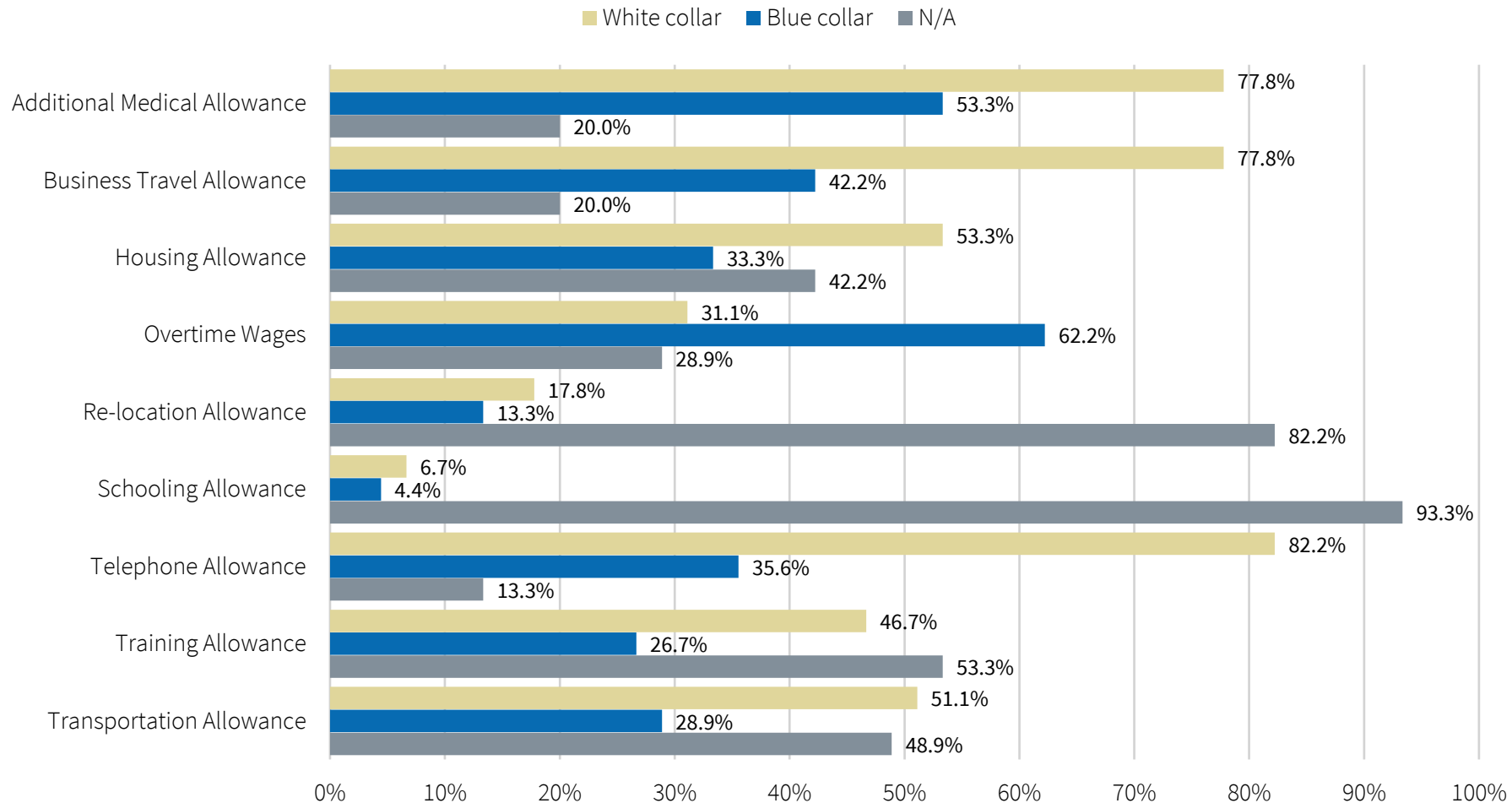
# 37. Has your company considering postponing a salary increase for 2022/23?

HR- Remuneration, Employee Benefits and Incentives



# 38. Please mark the standard benefit plans offered to your employees

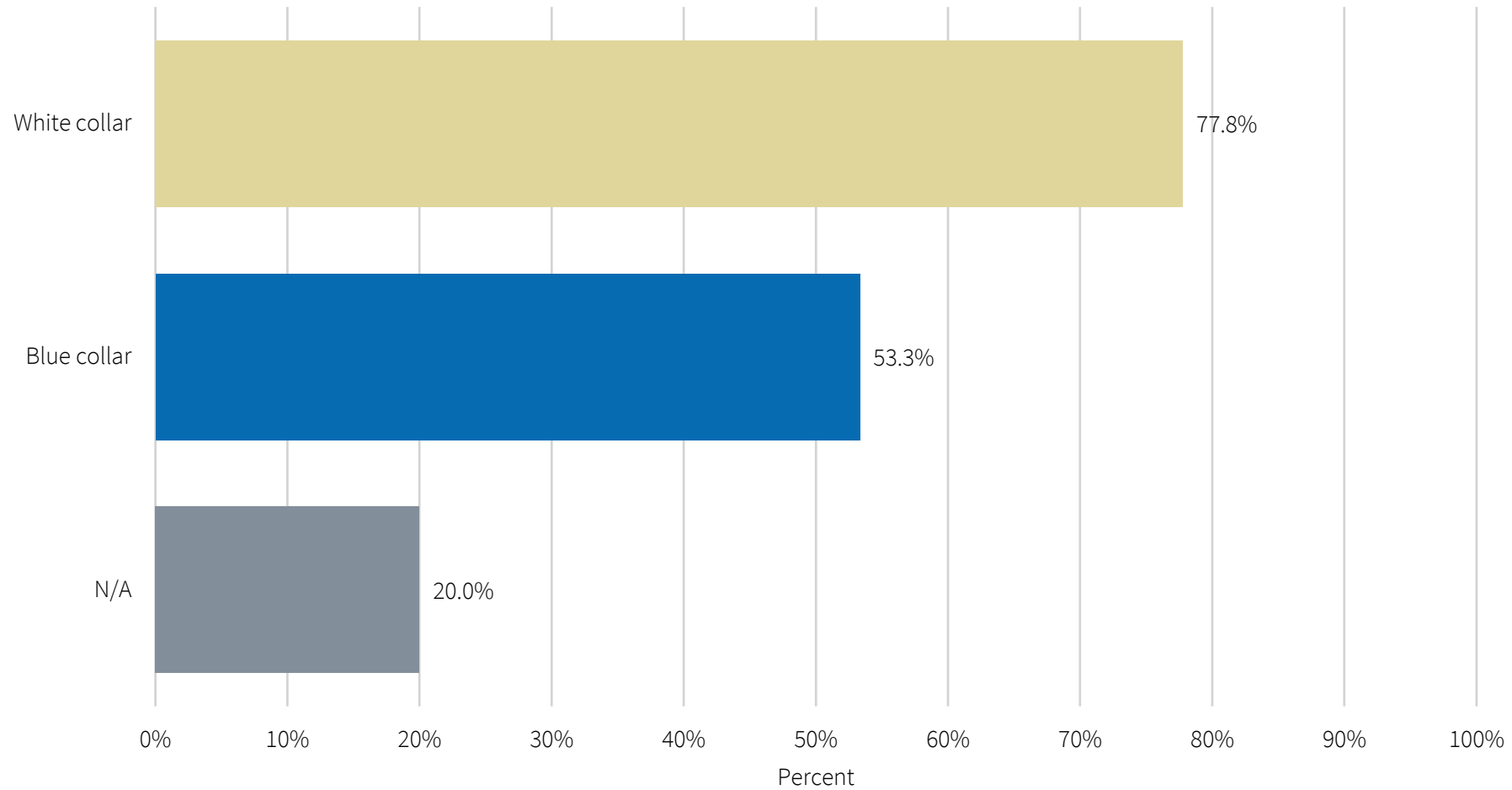
HR- Remuneration, Employee Benefits and Incentives



**Widely offered benefits to white collar employees are medical insurance, business travel allowances, housing allowance, mobile phone; blue collar workers are benefitted mostly by additional medical, overtime pay, telephone allowances, transportation.**

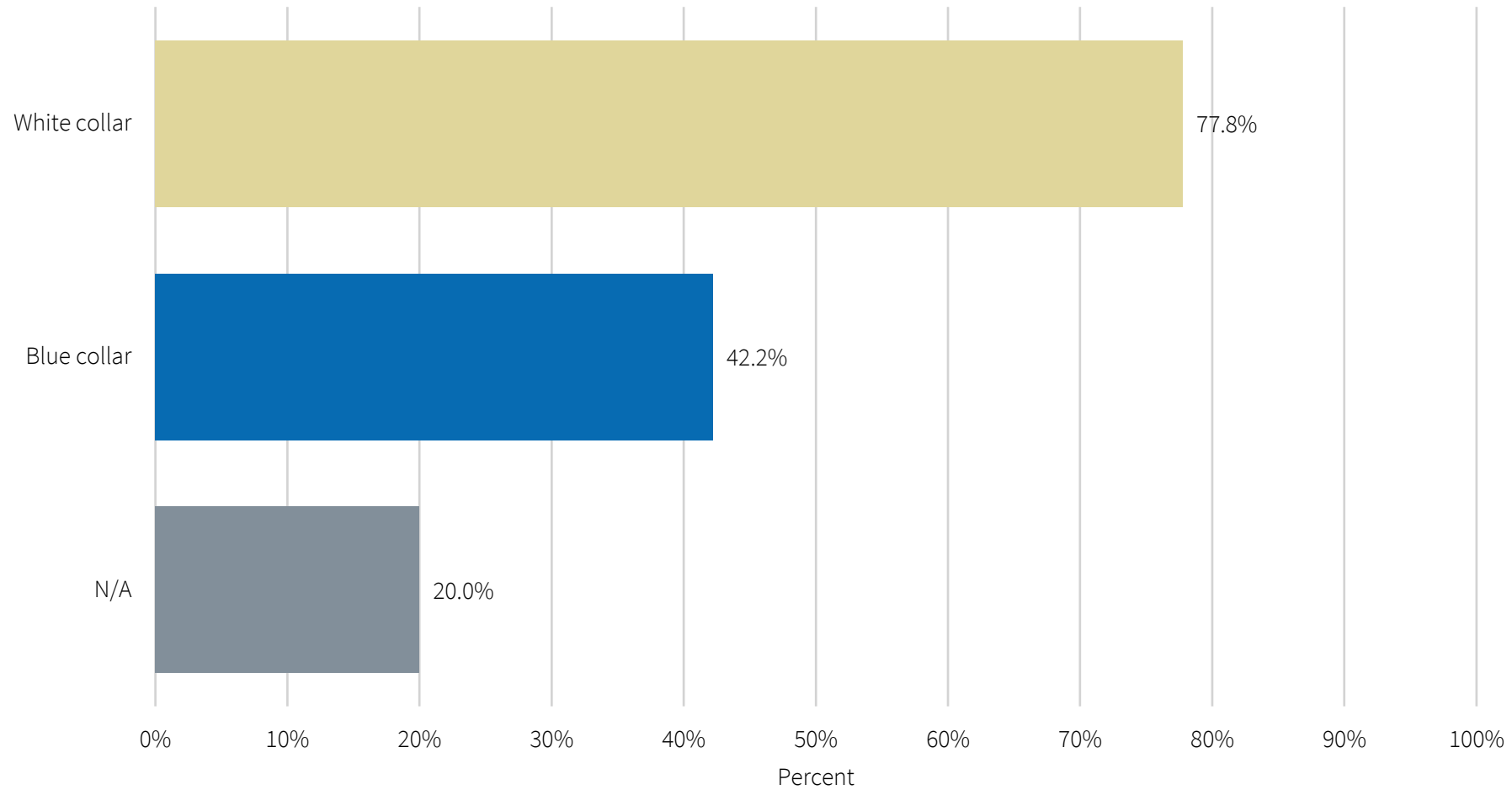
# 38.1. Additional Medical Allowance

HR- Remuneration, Employee Benefits and Incentives



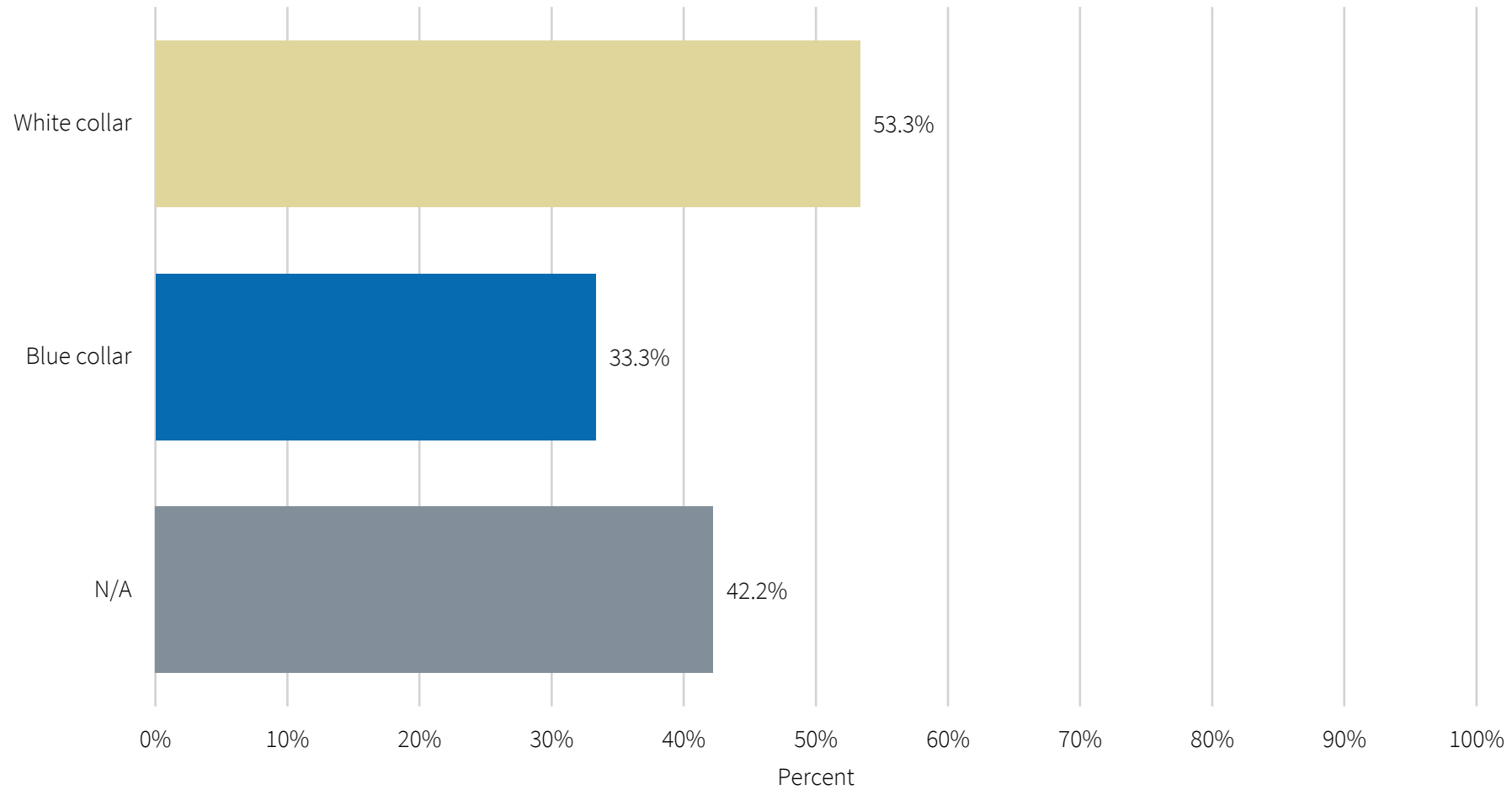
# 38.2. Business Travel Allowance

HR- Remuneration, Employee Benefits and Incentives



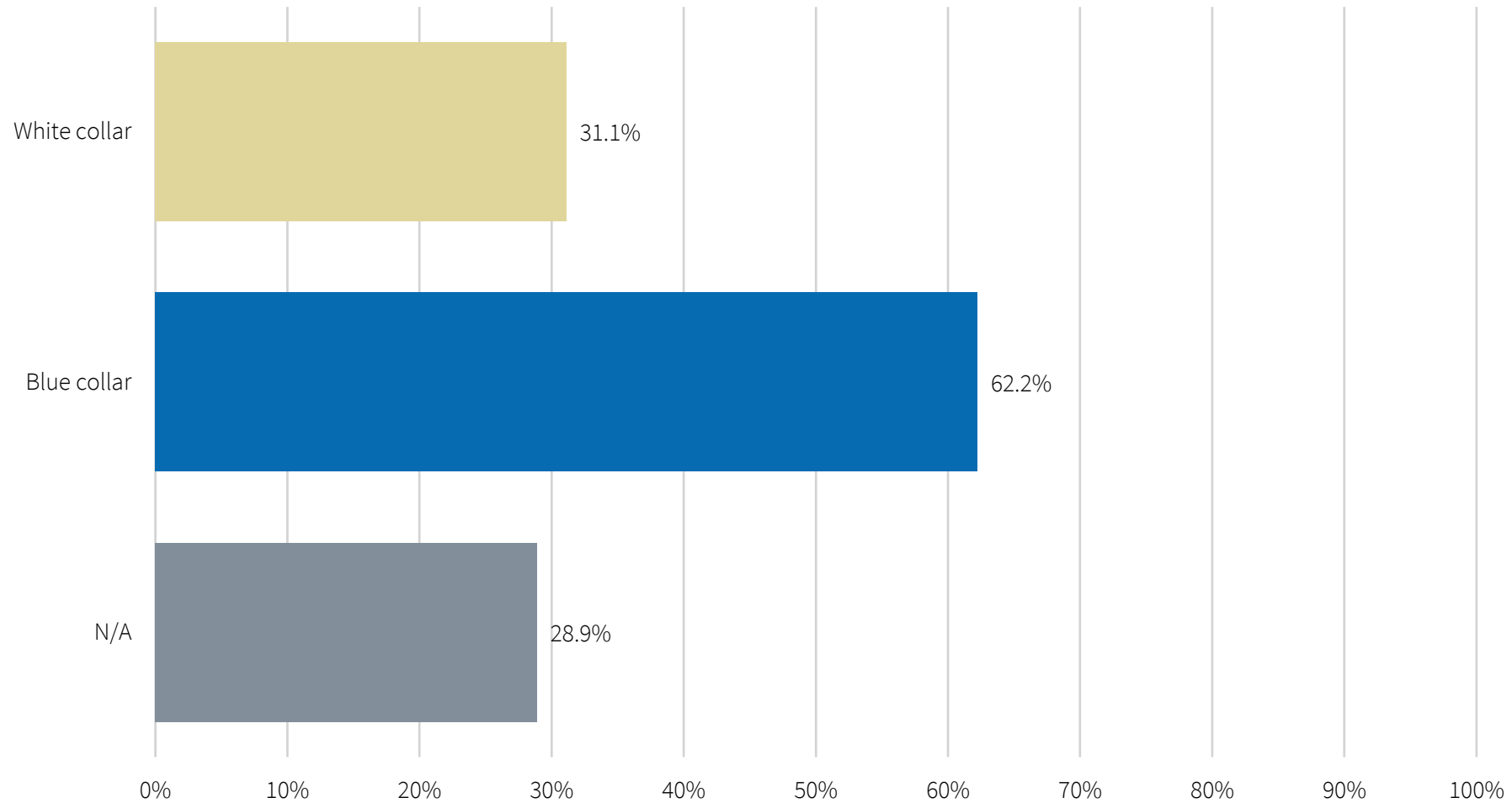
# 38.3. Housing Allowance

HR- Remuneration, Employee Benefits and Incentives



# 38.4. Overtime Wages

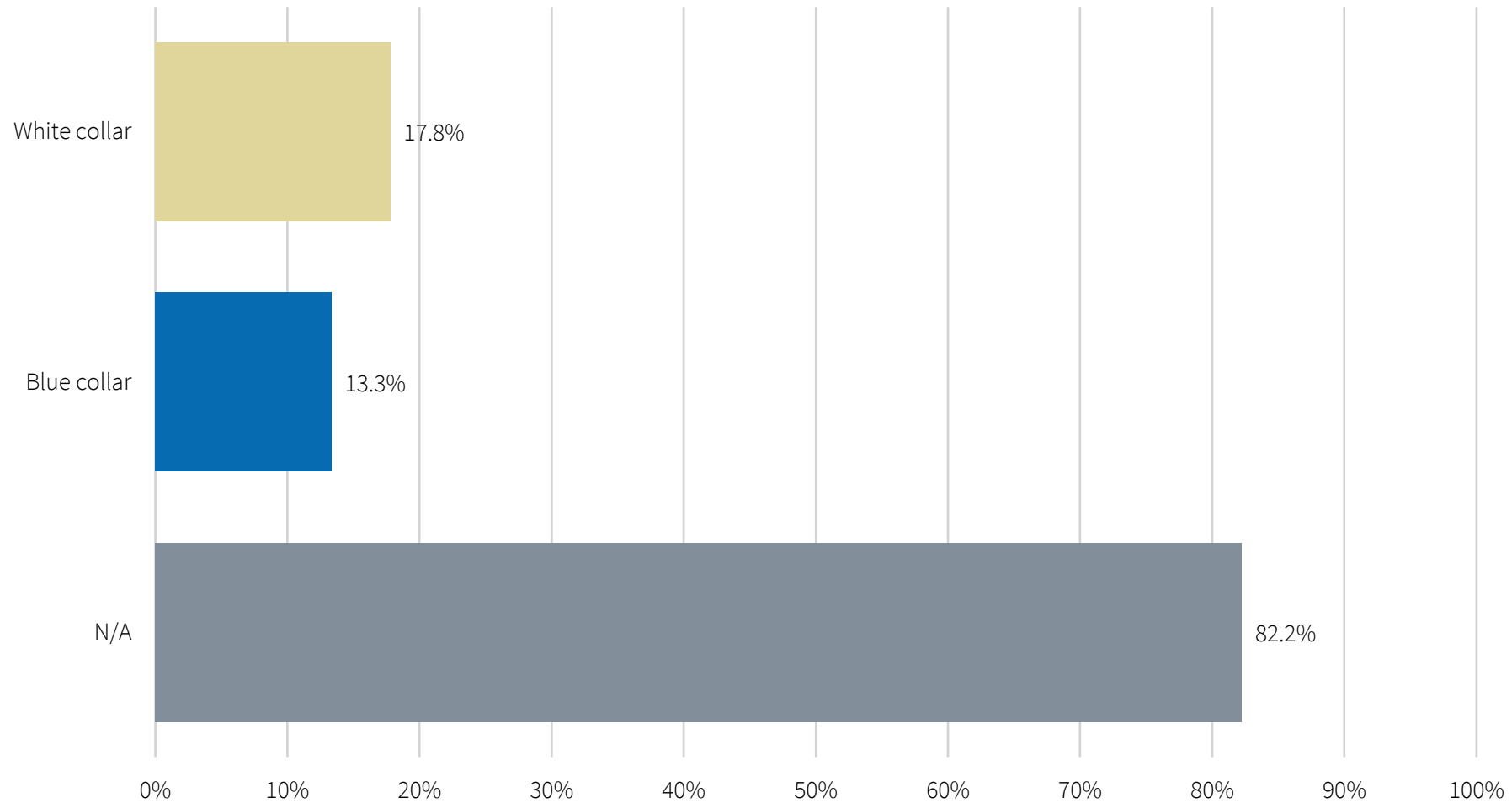
HR- Remuneration, Employee Benefits and Incentives





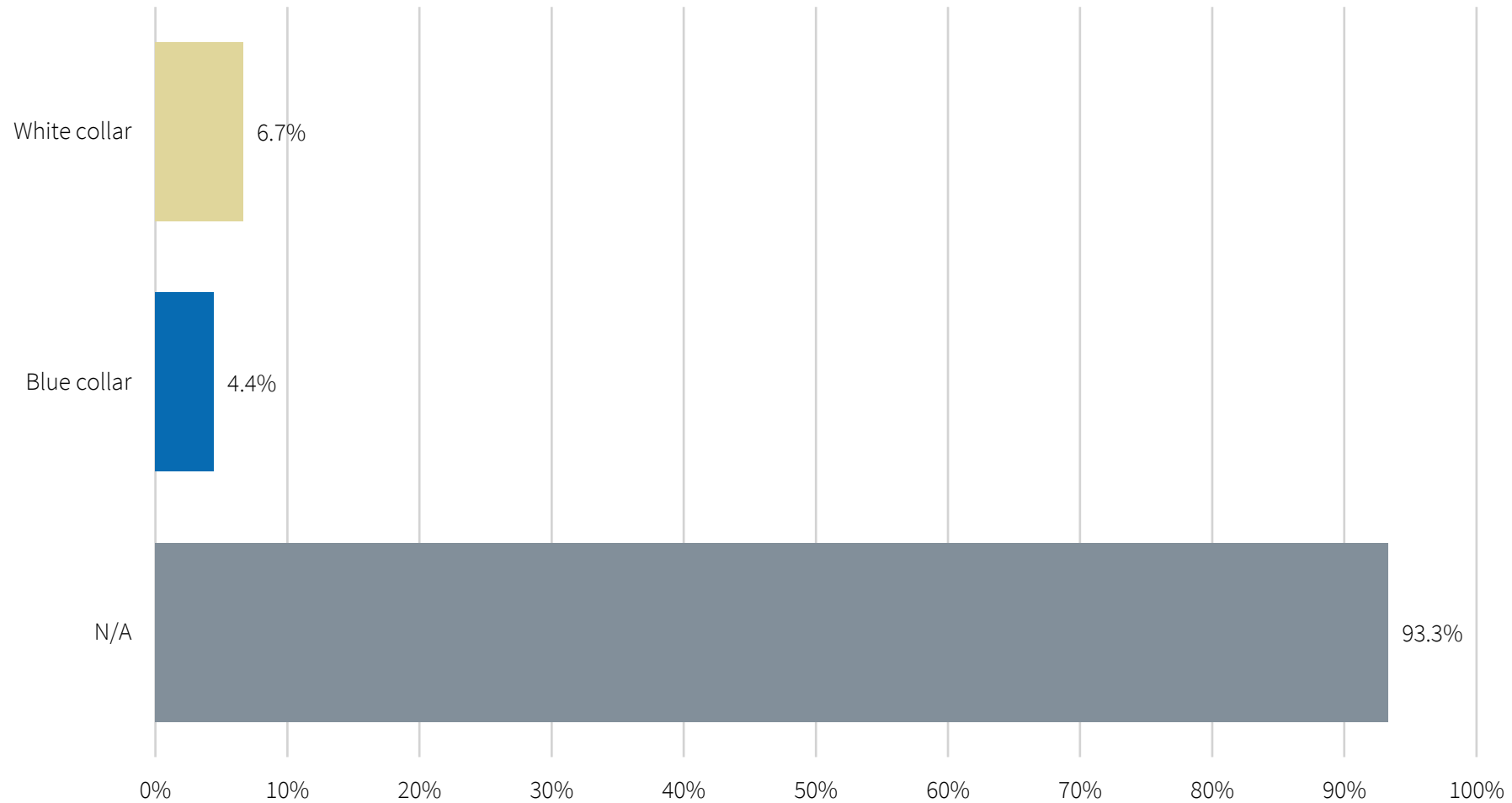
# 38.5. Re-location Allowance

HR- Remuneration, Employee Benefits and Incentives



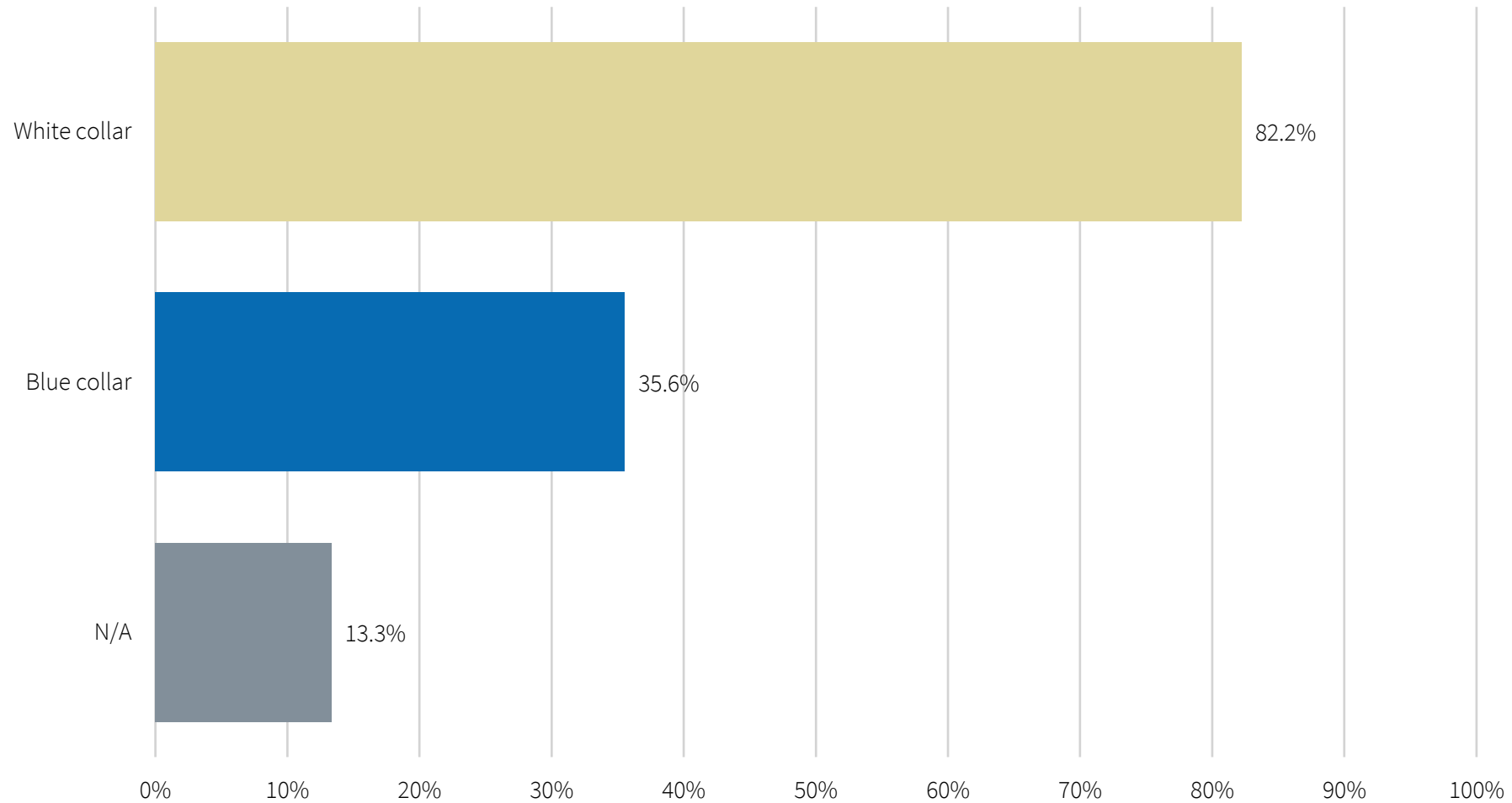
# 38.6. Schooling Allowance

HR- Remuneration, Employee Benefits and Incentives



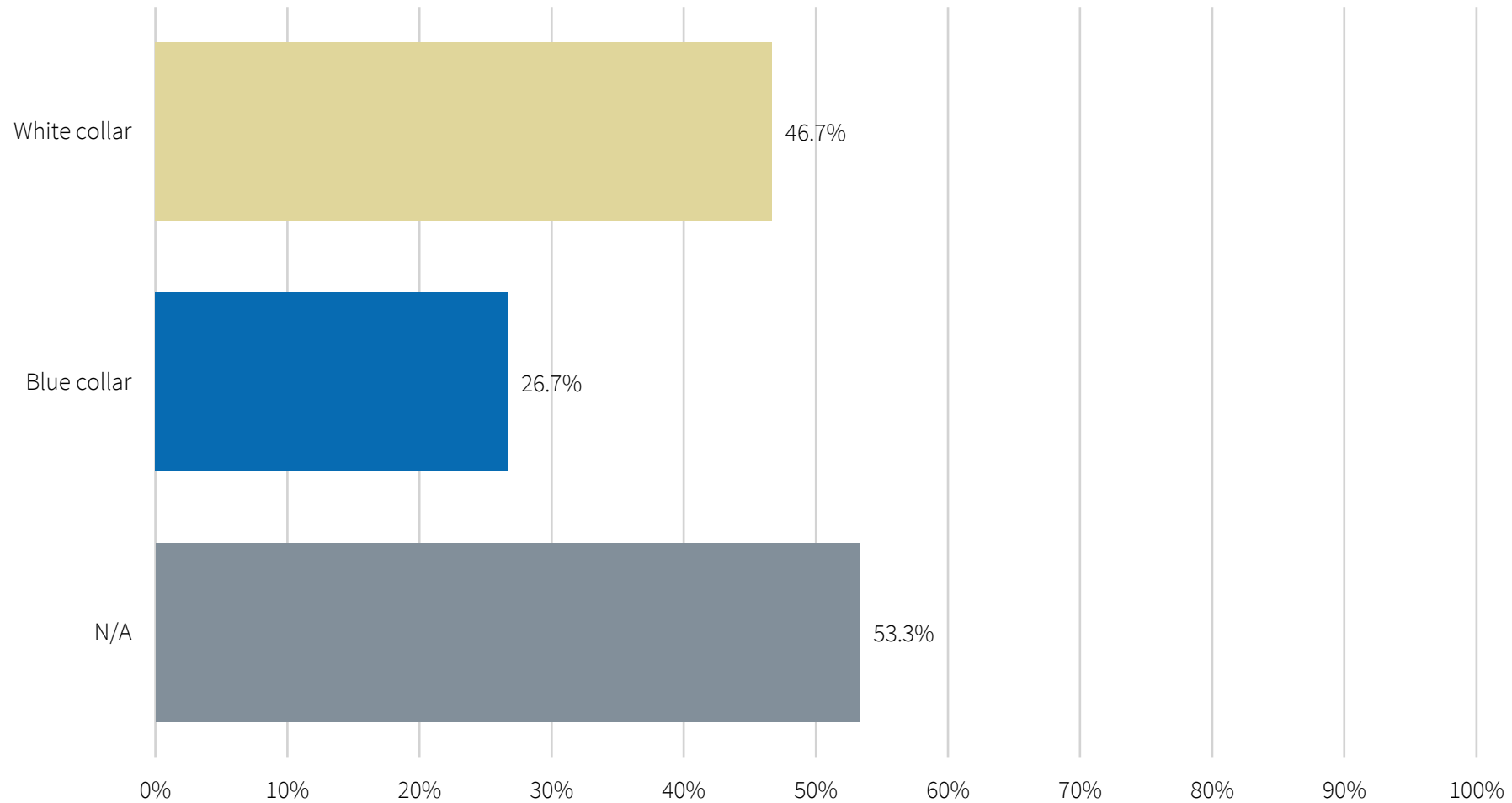
# 38.7. Telephone Allowance

HR- Remuneration, Employee Benefits and Incentives



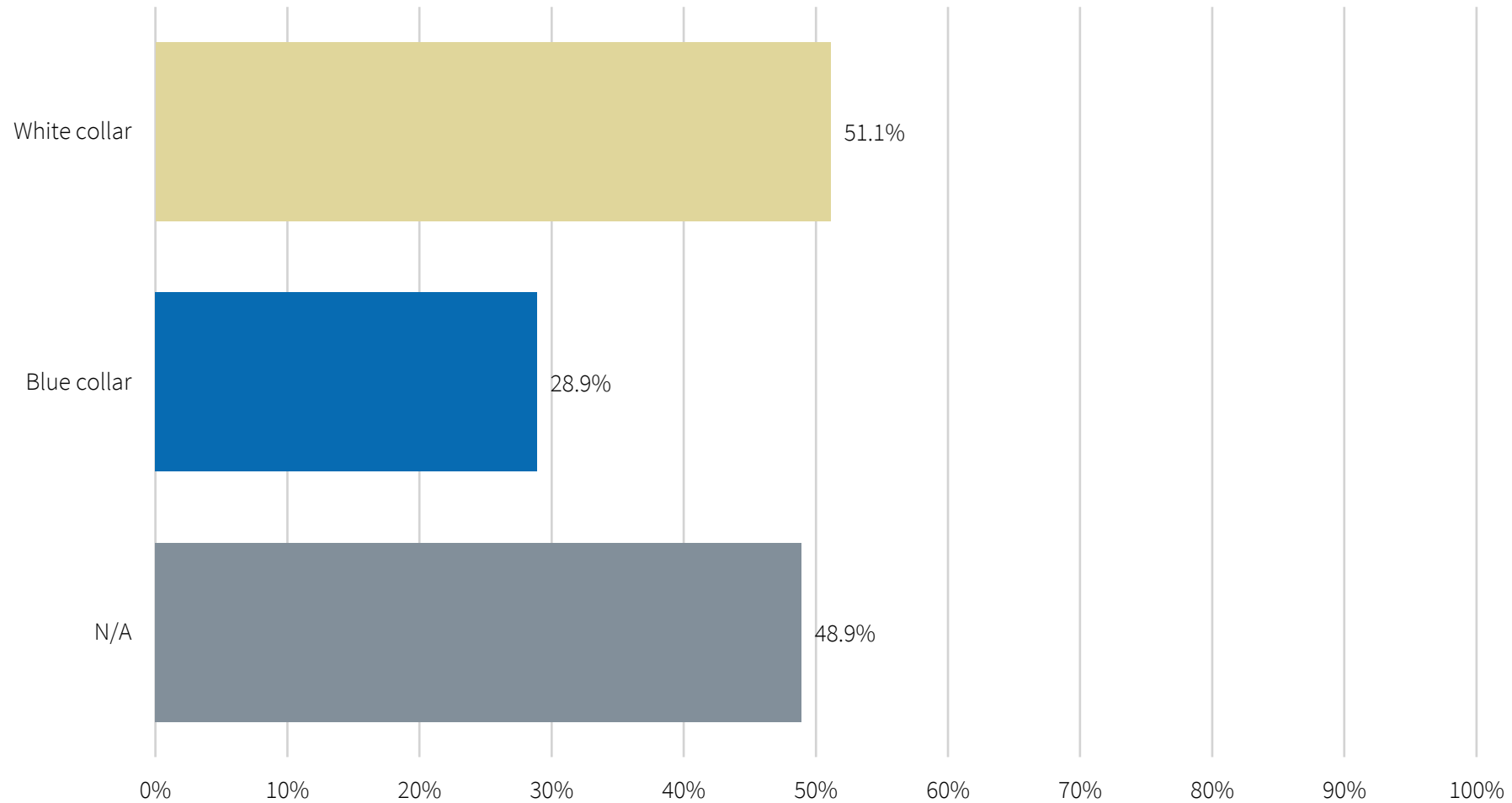
# 38.8. Training Allowance

HR- Remuneration, Employee Benefits and Incentives



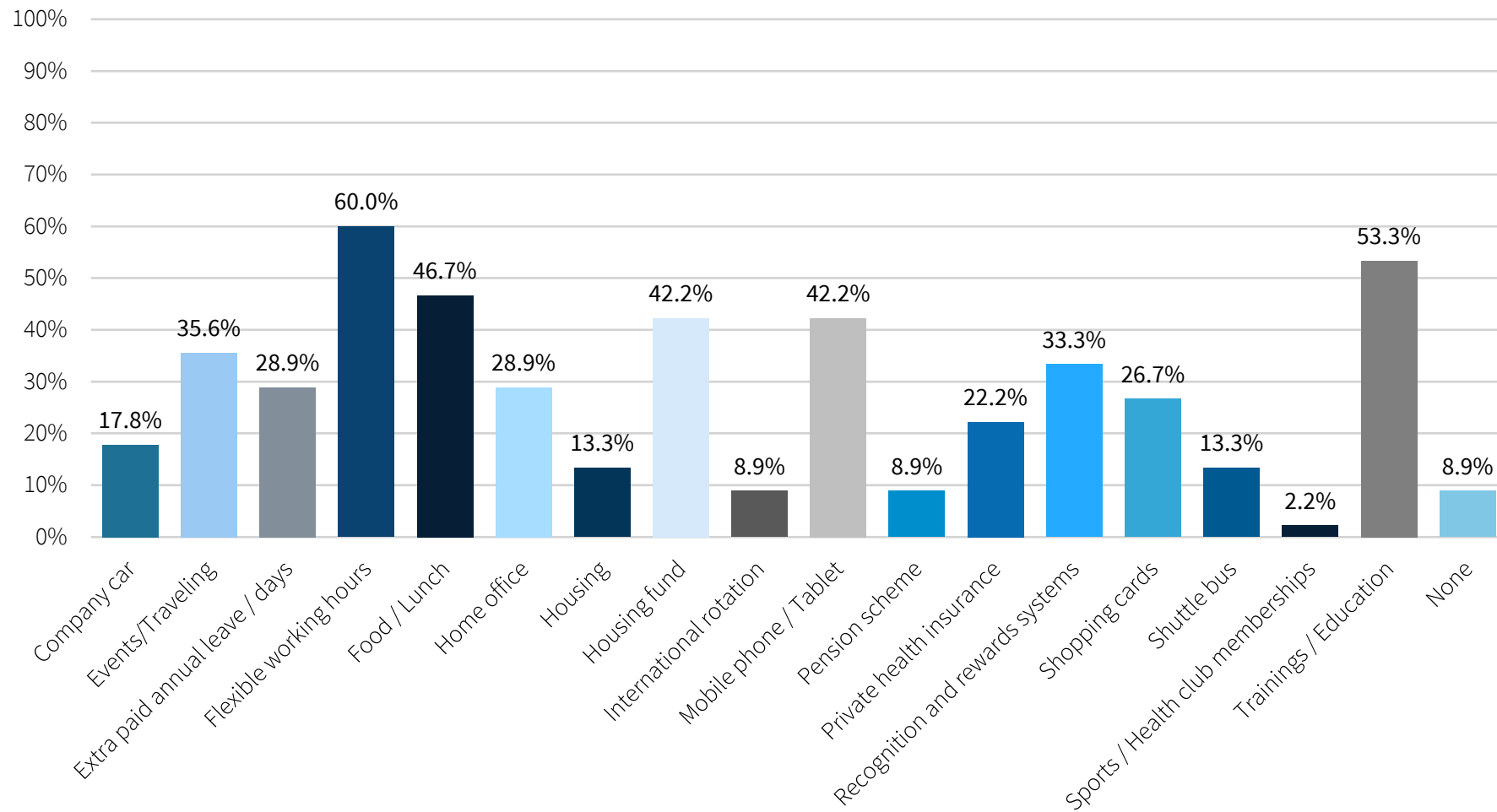
# 38.9. Transportation Allowance

HR- Remuneration, Employee Benefits and Incentives



# 39. Does your company offer extraordinary benefits to retain key personnel? If so, please select all that apply.

HR- Remuneration, Employee Benefits and Incentives



Frequently offered benefits to key personnel are flexible working hours, training and education, meals in factories, housing fund contributions etc. A relatively small number of companies offer benefits such as job rotation, health club memberships, pension scheme; nearly 9% offer no such additional benefits.

**Thank you for your attention!**