

BANKING &  
FINANCIAL  
SERVICES  
SALARY GUIDE  
**2011**  
SHANGHAI



# SALARY INFORMATION

## BANKING & FINANCIAL SERVICES

|  |                     | SHANGHAI                  |
|--|---------------------|---------------------------|
|  | YEARS OF EXPERIENCE | RMB<br>ANNUAL BASE SALARY |
| <b>CONSUMER BANKING</b>                          |                     |                           |
| PERSONAL BANKING / RELATIONSHIP MANAGEMENT       |                     |                           |
| Associate  | 3 – 5               | 150,000 – 300,000         |
| Assistant Vice President                         | 6 – 10              | 300,000 – 500,000         |
| Vice President                                   | 11+                 | 500,000+                  |
| WEALTH MANAGEMENT – SALES                        |                     |                           |
| Associate  | 3 – 5               | 80,000 – 200,000          |
| Assistant Vice President                         | 6 – 10              | 200,000 – 350,000         |
| Vice President                                   | 11+                 | 350,000+                  |
| PRODUCT MANAGEMENT / MARKETING                   |                     |                           |
| Associate  | 3 – 5               | 180,000 – 300,000         |
| Assistant Vice President                         | 6 – 10              | 300,000 – 450,000         |
| Vice President                                   | 11+                 | 450,000+                  |
| CREDIT RISK – SECURED / UNSECURED                |                     |                           |
| Associate  | 3 – 5               | 180,000 – 300,000         |
| Assistant Vice President                         | 6 – 10              | 300,000 – 450,000         |
| Vice President                                   | 11+                 | 400,000 – 600,000         |
| OPERATIONS                                       |                     |                           |
| Associate  | 3 – 5               | 100,000 – 180,000         |
| Assistant Vice President                         | 6 – 8               | 200,000 – 360,000         |
| Vice President                                   | 11+                 | 360,000+                  |
| <b>CORPORATE BANKING</b>                         |                     |                           |
| CASH MANAGEMENT – PRODUCT MANAGEMENT / MARKETING |                     |                           |
| Associate  | 3 – 5               | 200,000 – 360,000         |
| Assistant Vice President                         | 6 – 10              | 300,000 – 450,000         |
| Vice President                                   | 11+                 | 400,000 – 600,000         |
| CASH MANAGEMENT – SALES                          |                     |                           |
| Associate  | 3 – 5               | 200,000 – 350,000         |
| Assistant Vice President                         | 6 – 10              | 350,000 – 500,000         |
| Vice President                                   | 11+                 | 450,000 – 700,000         |

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| <b>TRADE FINANCE – PRODUCT MANAGEMENT / MARKETING</b>             |                     |                           |
| Associate   | 3 – 5               | 200,000 – 350,000         |
| Assistant Vice President  | 6 – 10              | 300,000 – 600,000         |
| Vice President  | 11+                 | 500,000 – 900,000         |
| <b>TRADE FINANCE – SALES</b>                                      |                     |                           |
| Associate   | 3 – 5               | 180,000 – 300,000         |
| Assistant Vice President  | 6 – 10              | 300,000 – 450,000         |
| Vice President  | 11+                 | 480,000 – 700,000         |
| Director / Sales Vice President                                   | 10+                 | 840,000 – 1.2M            |
| <b>CORPORATE – RM</b>   |                     |                           |
| Manager   | 3 – 5               | 180,000 – 300,000         |
| Assistant Vice President  | 5 – 8               | 300,000 – 480,000         |
| Vice President  | 8 – 12              | 480,000 – 720,000         |
| Director / Sales Vice President                                   | 10+                 | 720,000 – 1.4M            |
| <b>CORPORATE – CREDIT RISK</b>                                    |                     |                           |
| Associate   | 3 – 4               | 200,000 – 350,000         |
| Assistant Vice President  | 5 – 8               | 300,000 – 550,000         |
| Vice President (and above)  | 8+                  | 500,000 – 1.2M            |
| <b>TREASURY SALES / GLOBAL MARKETS SALES / FIXED INCOME SALES</b> |                     |                           |
| Manager   | 3 – 5               | 200,000 – 300,000         |
| Assistant Vice President  | 6 – 8               | 360,000 – 600,000         |
| Vice President (and above)  | 8 – 10              | 600,000 – 800,000         |
| Director  | 10+                 | 800,000 – 1.5M            |
| <b>INVESTMENT BANKING AND GLOBAL MARKETS</b>                      |                     |                           |
| <b>FRONT OFFICE – CORPORATE FINANCE</b>                           |                     |                           |
| Analyst   | 1 – 3               | 200,000 – 360,000         |
| Associate   | 4 – 6               | 300,000 – 500,000         |
| Vice President  | 7 – 10              | 500,000 – 1.2M            |
| Director  | 10 – 15             | 1.2M – 1.8M               |
| Managing Director   | 16+                 | 1.6M – 2M                 |

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| <b>FRONT OFFICE – EQUITY RESEARCH</b>                            |                     |                           |
| Analyst  | 1 – 3               | 200,000 – 360,000         |
| Associate  | 4 – 5               | 360,000 – 550,000         |
| Associate Vice President   | 6 – 10              | 500,000 – 750,000         |
| Vice President   | 5 – 8               | 700,000 – 1M              |
| Director   | 7 – 12+             | 1M – 1.7M                 |
| Managing Director  | 13+                 | 1.5M – 2M                 |
| <b>FRONT OFFICE – DEBT CAPITAL MARKETS</b>                       |                     |                           |
| Analyst  | 1 – 3               | 200,000 – 300,000         |
| Associate  | 4 – 5               | 300,000 – 500,000         |
| Associate Vice President   | 6 – 10              | 700,000 – 900,000         |
| Vice President   | 10+                 | 1M – 1.5M                 |
| Director   | 10 – 15             | 1.5M – 3M                 |
| <b>MIDDLE OFFICE, BACK OFFICE AND FINANCE / ACCOUNTING ROLES</b> |                     |                           |
| <b>MIDDLE / BACK OFFICE – MARKET RISK</b>                        |                     |                           |
| Associate  | 2 – 4               | 250,000 – 350,000         |
| Assistant Vice President   | 5 – 8               | 350,000 – 500,000         |
| Vice President (and above)                                       | 7+                  | 500,000 – 1.2M            |
| <b>MIDDLE / BACK OFFICE – COUNTERPARTY / CREDIT RISK</b>         |                     |                           |
| Associate  | 2 – 4               | 250,000 – 400,000         |
| Assistant Vice President   | 5 – 8               | 300,000 – 550,000         |
| Vice President (and above)                                       | 9+                  | 550,000 – 1M              |
| <b>MIDDLE / BACK OFFICE – OPERATIONS RISK</b>                    |                     |                           |
| Associate  | 2 – 4               | 180,000 – 300,000         |
| Assistant Vice President   | 5 – 8               | 300,000 – 450,000         |
| Vice President (and above)                                       | 8+                  | 450,000 – 1M              |
| <b>MIDDLE / BACK OFFICE – COMPLIANCE</b>                         |                     |                           |
| Associate  | 2 – 4               | 180,000 – 350,000         |
| Assistant Vice President   | 5 – 8               | 300,000 – 600,000         |
| Vice President (and above)                                       | 8+                  | 550,000 – 1.2M            |

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| <b>BACK OFFICE – OPERATIONS</b>                |                     |                           |
| Associate                                      | 2 – 4               | 125,000 – 250,000         |
| Assistant Vice President                       | 5 – 8               | 200,000 – 450,000         |
| Vice President (and above)                     | 8+                  | 420,000 – 1M              |
| <b>INTERNAL AUDIT</b>                          |                     |                           |
| Associate                                      | 2 – 4               | 180,000 – 350,000         |
| Assistant Vice President                       | 5 – 8               | 300,000 – 500,000         |
| Vice President (and above)                     | 8+                  | 450,000 – 800,000         |
| <b>FINANCIAL CONTROL / FINANCIAL REPORTING</b> |                     |                           |
| Associate                                      | 3 – 5               | 200,000 – 300,000         |
| Assistant Vice President                       | 6 – 10              | 350,000 – 500,000         |
| Vice President (and above)                     | 11+                 | 450,000 – 700,000         |
| <b>MANAGEMENT REPORTING</b>                    |                     |                           |
| Associate                                      | 3 – 5               | 150,000 – 250,000         |
| Assistant Vice President                       | 6 – 10              | 200,000 – 250,000         |
| Vice President (and above)                     | 11+                 | 300,000 – 600,000         |

Methodology: This salary information was compiled using the market knowledge of our experienced practice leaders in each industry sector.

All salary ranges are represented in terms of total annual base salary, excluding discretionary bonuses, stock options, shares or other variable incentives as of January 2011. These are indicative market ranges and are dependent on variable factors, including but not limited to experience level, market conditions, company size, industry sector and job scope.

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**BEIJING**  
TEL: (86) 10 8580 8080

**HONG KONG**  
TEL: (852) 2528 1191

**SHANGHAI**  
TEL: (86) 21 2321 7888

**SINGAPORE**  
TEL: (65) 6339 0355

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