

# 2012 UAE & ASIA Salary Survey



By **RENARD INTERNATIONAL**  
**HOSPITALITY SEARCH CONSULTANTS**



**Stephen Renard**  
*President*

Join us as Renard Hospitality Search Consultants celebrates our 42nd anniversary in 2012. We are pleased by the success our company has achieved over these past almost 5 decades. Having received the highest ratings from international and independent Hotel Companies, Restaurants, Casinos and Food Service Organizations alike, we have become one of the most respected Hospitality Search Companies in the world.

Our achievements have been fueled by our dedicated employees; with their constant commitment to our clients and applicants, they continue to strive to refine and improve the services we provide.

Renard Hospitality Search Consultants has been deemed as the "benchmark" of recruitment companies. We are pleased and honored by this recognition.

We thank you for your loyalty and confidence over these years. We very much appreciate it.

**STEPHEN J. RENARD**  
*President*

## OUR PEOPLE

*Specialists who know your industry*

Renard International Hospitality Search Consultants is comprised of talented hospitality professionals who make it their business to stay well-informed on current trends and practices. Renard International Hospitality Search Consultants invests considerable time and expense visiting client properties and applicant workplaces.

The accuracy of our judgement is proven by our enviable success rate. Almost always, our successful placements have remained throughout the contract period, many of them advancing to the top echelons of renowned corporations in the industry.

## CONFIDENCE & CONFIDENTIALTY

- Confidentiality remains fundamental and we have a proven ability to deal on a confidential basis protecting both clients and applicants alike.
- This security is necessary for applicants during the sensitive transition period, when unwanted exposure may endanger their current position. No fee is required from applicants, a factor which serves to attract outstanding individuals from around the world.
- Our resources and expertise utilized in the selection process represents a significant saving to the clients in both cost and time.

## 2012 WORLDWIDE SALARY SURVEY

*Introduction/Source of Information*

The 2012 Salary Review was compiled from many different sources including the thousands of resumes received monthly by Renard's worldwide offices. All of these executives confirm in writing, his/her current salary and desired salary and benefits, as well as preferred location and position.

We also take into consideration the salary information given to us by clients like yourself when you retain us on job searches. In 2011 Renard Hospitality Search Consultants worked on assignments in over 52 countries from the culinary level to the President of hotel and restaurant companies. We assisted clients in countries that when we started business in 1970, did not exist.

Another source of information is our Salary Survey and several studies we recently completed such as **Costs and Issues Involved in Opening a New Hotel Worldwide** and our request for salary data which this year we sent to hotel and food service senior executives worldwide. The information we received includes their company's current salary programs, as well as what they believe the fair income should be; and is compiled and reflected in our study. The previous survey was completed in September 2011 and our current was completed March 2012.

Our Salary Guide is produced in an average format where all information is totaled and divided by the number of replies or Median format which is mid range from extremes.

**This salary review which we produce for the industry or media is meant to be informative only!**

We believe that the extensive research we do before the figures are formulated is one of the largest studies, if not the largest, by any company in our industry.

In 2011 and this year with some unusual political and natural occurrences in the Middle East and Japan, there were surprisingly only a few salary corrections. We hope that this 2012 UAE & Asian Salary Reviews enclosed will provide you with the vital information required to recruit the "super star" you seek. For candidates reviewing their own current job seeking situations they will be apprised of the ranges of income being paid regionally and globally. For an employer you will know what salaries are being paid by your competitor which gives you an "edge" in hiring experienced professionals.

Note: Remember replacement costs are always higher than current salaries as some individuals are currently employed on contracts negotiated up to two years ago.

# U.A.E. SALARY SURVEY 2012

(COMPLETED MARCH 23, 2012)

Median Salaries for Four & Five-Star Hotels Only. Covering Expatriate Positions only throughout the UAE. All Salaries \*Are Tax Free (in 000s US\$) for Hotels with Average Room Rate of US\$190+

Positions	Median Salary September 2007 ▼ March 2011 350+ Rooms	% Change September 2007 ▼ March 2011	Highest Noted September 2007 ▼ March 2011	Median March 2011 ▼ March 2012	Highest Reported 2012
<b>General Manager</b>	<b>\$111,000</b>	<b>+27.55%</b>	<b>\$365,000</b>	<b>\$116,000</b>	<b>\$411,000</b>
<p><b>Remarks 2012</b> The most sought after GMs are now from luxury or limited service hotels. Middle range GMs of 4 star hotels seem to be not as in demand as are either luxury or limited service managers. Limited service relates to Holiday Inn Express, Ibis, etc. models where the hotels' GMs have limited Food &amp; Beverage skills, but have Rooms or Sales experience. The luxury GM come from the top 5 global 5 star brands.</p> <p><b>Remarks 2011</b> They shouldn't rotate General Managers every two years at their contract expiry date my opinion always. This acts as a revolving door increasing salaries and benefits. No one will accept less dollars than what they had previously. It seems that salaries have increased substantially to the tune of almost 30% in the last 4 years.</p>					
<b>Resident Manager</b> (could also have title Director of Operations or Hotel Manager)	<b>\$79,800</b>	<b>+14.31%</b>	<b>\$136,000</b>	<b>\$81,300</b>	<b>\$144,000</b>
<p><b>Remarks 2012</b> There are a lot of great Resident Managers waiting for GM roles in the region, but many never get the opportunity for promotion. Thus, partly due to the fact that many companies prefer to transfer a RM as a GM in another property, as opposed to promoting them within their current property. As well, current GMs tend to want to work longer in their career (60 or plus years GM are common these days as 20 years ago they were not). So, there is less chance for RMs until their superiors retire.</p> <p><b>Remarks 2011</b> Where do General Managers come from? Hopefully from Resident Hotel Managers or EAM's. There is a lack of # 2's in our industry ready for General Manager responsibilities. "The Peter principal" has been very active and many number two's are not yet ready to take on number one responsibility, many need a year more of seasoning.</p>					
<b>Exec. Asst Manager</b> (could be EAM F&B/Rooms or deputize as GM)	<b>\$65,240</b>	<b>+24.62%</b>	<b>\$132,000</b>	<b>\$66,800</b>	<b>\$139,000</b>
<p><b>Remarks 2012</b> This is a transition role for an EAM to be either promoted to an RM in the same company or return as a F&amp;B or Rooms executive in a more luxury brand or in a larger unit. EAM rooms are now being considered to manage limited service hotels or resorts, which are good opportunities in the short term, but when these GMs try to move to a larger or a luxury brand where F&amp;B is important, they lose out.</p> <p><b>Remarks 2011</b> Executive Assistant Managers – we have seen more opportunities open for EAM rooms (some from sales and finance) than EAM F &amp; B. There will always be a debate whether the EAM is an actual title or is it a way to sweeten up and get loyalty from a Rooms Division Manager or Director of Food &amp; Beverage to join or remain with a company. Most companies should cross train Food &amp; Beverage and Rooms Division Managers in the same hotel; so they will see each side of the business.</p>					
<b>Director of Finance</b>	<b>\$60,860</b>	<b>+20.55%</b>	<b>\$92,000</b>	<b>\$61,900</b>	<b>\$106,000</b>
<p><b>Remarks 2012</b> There are many Financial Controllers available who can crunch numbers, but clients now seek those with operation skills who can evaluate performance of the hotels and make recommendations rather than just produce reports.</p> <p><b>Remarks 2011</b> With the growth of hotel industry in the Middle East more and more companies want a specific nationality for their finance role; due to this nationality's ability and affinity for numbers. We have seen more senior finance roles and Hotel Financial Controller roles in the last three months than the last two years why we don't know?</p>					
<b>Director of Rooms</b> (Rooms Division Manager)	<b>\$55,720</b>	<b>+26.18%</b>	<b>\$84,000</b>	<b>\$60,100</b>	<b>\$89,000</b>
<p><b>Remarks 2012</b> There are many Front Office Managers working as Rooms Managers now due to the "Peter" principle. They were promoted when their RDMs left to become EAM or GMs of limited service properties. Some lack experience in one or two of fundamental rooms skills.</p> <p><b>Remarks 2011</b> GM'S seem to be coming from rooms division these days, perhaps in the Middle East it is due to the fact that most locals start on Front Desk and Housekeeping then move up the ladder. Local knowledge and language seems to be a pre requisite in certain countries for General Manager Role.</p>					
<b>Director of Housekeeping</b>	<b>\$49,440</b>	<b>+19.32%</b>	<b>\$90,000</b>	<b>\$50,400</b>	<b>\$91,000</b>
<p><b>Remarks 2012</b> Historically, Executive Housekeepers were European who as they gained more experience became more of a "mother" to their staff and much better at their role. This is rare now as fewer European Housekeepers are available and more are being promoted from within the ranks. So, with less Europeans, more executive Housekeepers are from South or South East Asia.</p> <p><b>Remarks 2011</b> Are in smaller demand. There has not been a high demand in this post recently possibly because of more promotions from within.</p>					
<b>Director of Food &amp; Beverage****</b>	<b>\$58,600</b>	<b>+37.50%</b>	<b>\$162,500</b>	<b>\$60,200</b>	<b>\$166,500</b>
<p><b>Remarks 2012</b> With 43 confirmed new hotels in Abu Dhabi alone, where does a Food &amp; Beverage Director come up with new ideas and concepts to attract hotel guests or outside business? The answer is more are becoming business managers and more hotels are hiring or leasing out to third party restaurant groups.</p> <p><b>Remarks 2011</b> So many more hotels and so many new Japanese, Indian and Italian Restaurants, how do you differentiate between one and the other? Creativity in a Food &amp; Beverage Director is the answer. May be find someone from a Specialty Restaurant Company? Creativity is the buzz word now.</p>					
<b>Executive Chef</b>	<b>\$57,120</b>	<b>+19.76%</b>	<b>\$118,100</b>	<b>\$59,000</b>	<b>\$122,000</b>
<p><b>Remarks 2012</b> With new concepts and third party restaurant management more common, the Executive Chef role is also changing and the desired qualities are for better administrators and trainers or Chef Managers rather than hands on cooks.</p> <p><b>Remarks 2011</b> Stability is the answer to the question of whom to hire. No one wants someone who has had 5 jobs in 6 years.</p>					
<b>Director of Catering/C&amp;B</b>	<b>\$43,660</b>	<b>+11.66%</b>	<b>\$67,000</b>	<b>\$44,000</b>	<b>\$69,000</b>
<p><b>Remarks 2012</b> Same as last year. Arabic speakers with local contacts are in demand and are being offered some rather substantial bonuses based on what functions they can attract from the local market for their hotel.</p> <p><b>Remarks 2011</b> Sales driven Arabic speaking "old pro" catering people who know the market and the people can name their price!</p>					
<b>Director of Sales &amp; Marketing</b>	<b>\$65,340</b>	<b>+25.91%</b>	<b>\$122,000</b>	<b>\$67,800</b>	<b>\$136,000</b>
<p><b>Remarks 2012</b> With new hotels opening and especially with major brand management, the company's very first option is to transfer a DOSM from within the group but from outside of the region, as they know the company policies and procedures. This is "hit and miss" unless the individual has a regional experience or cultural sensitivity to the market. If that person does not, the only "saving grace" may be the current or local sales team, which will back up the DOSM. So good luck to new DOSM in this very competitive market place especially Abu Dhabi.</p> <p><b>Remarks 2011</b> Due to cross over in Europe Middle East and Asia, experienced Director of Sales &amp; Marketing can move laterally or to Asia making it harder to find DOSM in the United Arab Emirates. Europe &amp; Asia has come begging with large pockets and the opportunity to work in your home country which is a big carrot.</p>					

**Overall View Point** - The region continues to draw largely European and Asian Senior Managers, with Rank & File expatriate staff from the developing world.

Standard expatriate benefits include live-in or housing allowance, medical. Bonuses are not included. Salary is guaranteed base income and in most cases with no housing allowance included. This covers the UAE area only. The informants respondents are from the top 25, 4 and 5-stars hotels in UAE. It includes all expatriates including India, Philippines, Switzerland, Europe etc. Bonuses varies respondent said they paid from 1 to 2 months up to 40% of base salary as we have been advised.

\* General Manager title and responsibilities only. There is one General Manager/Vice President in Dubai earning almost US\$ 411,000 annual salary.

\*\* F&B only, no other responsibilities, single unit.

\*\*\* Most repeated comments were that cost of living increases, especially housing has caused uneasiness. An issue from employers' and employees' prospective in negotiating new contracts or extensions.

\*\*\*\* Single Unit  
M From 2009 to 2011

\*7 In this situation, F&B outlets produce more revenue than rooms by far! This individual was previously holding a corporate role in Europe

\*8 This is hotel manager reporting to VP Op of the company, independent luxury brand.

## 2012 FAR EAST SALARY SCALE

These salary scales are for Philippines, Thailand, Singapore, Malaysia, Indonesia and Vietnam.  
This Guide is for Deluxe Hotels with a Minimum Average Room Rate of **US\$170**  
Salaries Net of Income Tax

**300 Rooms - 500 Rooms 4-5 Star International Rated Hotels**

Annual Salary, US\$(1000s)

Positions	Lowest Reported 2011	Highest Reported 2011	Average of 2007 - 2011	Average % Change 2007 - 2011	Highest Reported 2012	Average of 2012
General Manager	80*	A 475****	87.0	+17.90%	B 512	98
Resident Manager +	48	190***	51.8	+13.30%	165	<b>57.5</b>
Rooms Division Manager	42	72	47.4	+11.10%	73.9	54
Front Office Manager	36	60	38.6	+8.30%	64	44.1
Executive Housekeeper	42.5	72	42.8	+21.40%	76.5	52.1
Chief Engineer	48.5	89.9	51.5	+11.80%	92	64
Laundry Manager	28.3	52	35.5	+9.08%	50	42
Food & Beverage Director ++	52	96.8	54.3	+26.85%	98 **	<b>73</b>
Restaurant Manager (Fine Dining Room)	36	60.4	40.8	+18.90%	60	44
Catering Manager (Sales)	33	52.9	38.9	+10.99%	48.5	45
Banquet Manager (Operations) ^	29.1	52.6	36.5	+23.20%	53	43
Executive Chef	52	99	54.7	+9.30%	112	<b>72</b>
Gourmet Restaurant Chef	42.5	79	50.4	+27.40%	76	<b>64</b>
Executive Sous Chef	36	62	41.3	+20.00%	64.9	48
Italian Chef	40.7	76.5	48.1	+36.30%	76.5	54
Pastry Chef	41	64.8	40.0	+19.50%	66.2	44.1
Comptroller	47	76	53.3	+21.20%	79.8	<b>64.5</b>
Personnel & Training Manager	39	72.6	46.3	+37.00%	72.9	55
Sales & Marketing Director	58	132**	64.2	+33.45%	72.8	<b>81</b>
Sales Manager (No. 2)	38	76	48.0	+21.30%	72.3	54
Revenue Manager	39	52	42.8	+7.91%	52	44
IT Manager	36.1	62	40.3	+5.90%	60.5	45
Social Media Director	24	60	n/a	n/a	80	<b>40</b>

Originally prepared in September 2011, revision in April 2012.

Salaries (**bold**) changed since information originally received in January/February 2011, revision shows shortage in these roles in last 8 months.

A Held GM title but had regional responsibility.

B This included all benefits in salary i.e. car, housing allowance etc. Therefore paid tax on entire package because of company policy

\* First time GM.

\*\* Corporate responsibility as well.

\*\* Properties contained over 800 rooms plus auxiliary services.

+ No. 2 in command of the hotel.

++ Sometimes the term is Executive Assistant Manager - F&B, and the position is No. 2 in the hotel due to the size of the property; in which case the food and beverage director's salary as described may be increased 10% to 15% to compensate for a senior title.

**Median** is defined as a number that represents a midpoint between extremes on a scale of valuation. In some cases where one salary was either ridiculously high or low, we removed it as it would have distorted the true median salary range.

**Average** is achieved by totaling all salary information received and dividing by the number of respondents.

**Comments** (Study conducted March - April 2012)

In the Far East most full-service deluxe hotels are larger than anywhere else in the world, except perhaps UAE. The trend here, even in three- and four-star hotels, is toward hotels in excess of 400 rooms. Budget and suite hotel groups (long-term-stay properties) have tripled in last 5 years, especially limited service models like Holiday Inn Express and IBIS Properties.

Expatriates salary survey only.

All are base salaries only, benefits vary from company to company. See our **International Benefit Program Survey**.

For the fifth year in a row Thailand's salaries are "world average" meaning an expatriate in Thailand earns the average of any country where most hotels are expatriate managed. Thailand has the lowest cost of living in South East Asian countries where expatriates are generally hired.

^ Gratuities which are an important part of the income in banquets, they are not included, but those also have increased substantially in last 3 years.

## FAR EAST SALARY SCALE 2012\*

These salary scales are for Japan, Korea, Hong Kong, Taiwan, Macau hotels and casinos) and People's Republic of China.

This Guide is for Deluxe Hotels with a Minimum Average Room Rate of **US\$210**

Salaries Net of Income Tax (including Hong Kong and Macau)

**300 Rooms - 600 Rooms 4-5 Star International Rated Hotels**

Annual Salary, US\$(1000s)

Positions	Lowest Reported 2011/2012	Highest Reported 2011/2012	Average 2012	Average % Change 2007 - 2011
General Manager	98	475 E	<b>122</b>	+36.31%
Resident Manager +	55	110	<b>66</b>	+17.86%
Rooms Division Manager	48	85	55.1	+19.78%
Front Office Manager	40	74	45.5	+18.18%
Executive Housekeeper	48	99 K	<b>58</b>	+20.83%
Chief Engineer	53	93	62.9	+13.54%
Laundry Manager	32	62	40	+8.11%
Food & Beverage Director ++	60	L 119.3	72	+16.13%
Restaurant Manager (Fine Dining Room)	40	56	48.7	+8.22%
Catering Manager (Sales)	39	51	43.9	+7.33%
Banquet Manager (Operations)	38	55	41.8	+12.97%
Executive Chef	62	115	79	+9.57%
Gourmet Restaurant Chef	48	A 100 L	58	+10.90%
Executive Sous Chef	44	72 L	54	+8.00%
Italian Chef	54	99 L	64.5	+15.18%
Pastry Chef	54	86 L	58	+13.73%
Comptroller	56	98	66.4	+16.49%
Personnel & Training Manager	57	82.5	64	+15.73%
Sales & Marketing Director	72	152 L	<b>86.1</b>	+11.82%
Sales Manager (No. 2)	44	72	49	+11.36%
Revenue Manager	45	52.5	47.9	+3.01%
IT Manager	39	82 L	59.1	+6.68%
Social Media Director H	25	72 L	<b>38.3</b>	n/a

Originally prepared in September 2011, revision in April 2012.

Salaries (**bold**) changed since information originally received in January/February 2012, revision of April 2012 shows shortage in these roles in last 4 months

\* Can be referred to as hotel manager or director of operations.

\*\* Sometimes the term is Executive Assistant Manager / F&B, and the position is really No. 2 in the hotel due to the size of the property; in which case the food and beverage director's salary as described may be so high.

E Managing single unit with title GM, but had responsibilities over other hotels in same country

Y Macau non casino hotel

K Post now includes some non Housekeeper responsibilities.

No benefits or bonuses are included in this figure. It is net or base gross (we deduct income applicable taxes to equal to those earning net salaries)

L Casino environment

**Median** is defined as a number that represents a midpoint between extremes on a scale of valuation. In some cases where one salary was either ridiculously high or too low and way out of line, we removed it as it would have distorted the true median salary range.

**Average** is achieved by totaling all salary information received and dividing by the number of respondents.

H New role, no historical data.

**Comments** (Study conducted February 2012):

In the Far East most full-service deluxe hotels are larger than anywhere else in the world except perhaps the UAE. The trend here, is toward hotels in excess of 400 rooms.

\* These are base salaries only, benefits vary from company to company. See International Benefit Program

A Stand-alone restaurant associated with a hotel

M Some regional responsibilities but still maintain single unit responsibilities

**Note:** Japan for the 4th year in the row taking into account the March 2011 tragedy, pays the lowest salary of the groups polled. With the current issues in Japan, in our 2011 survey we forecast a major departure of expatriate from Japan which occurred. The current weakness of US Dollar has had an impact on salaries forcing them upward globally. To no ones surprise, the largest increases in compensation occurred for Mandarin speaking middle & senior executives in China.