2014 INDUSTRY SALARY SURVEY IN USA \$ (000's)

			DAY SPA - HO	TEL RESORT SP	Α			
Position	Day Spa				Hotel/Resort Spa			
	Canada USA		International		USA Canada		International	
	2005	2014 ⁵	2005	2014 ⁵	2005	2014 ⁵	2005	2014 ⁵
VP Spa Director Single Unit Manager Only	N/A	\$90-125	\$70-90	\$90-130 ²	\$52-82	\$60-85	\$50-70	\$65-90
Spa Director / Manager (Sometimes a #2)	\$20-33 / hr \$50-60K / yr	N/A ³	34-42K / yr		\$38-48	\$40-55	\$34-45 / yr	\$36-48
Licensed Massage Therapist	\$11-21 / hr	\$15-25 ³	As country salary policy dictates (Europe is higher than Asia, etc.)		\$15-22 / hr	\$15-30 ¹	As country salary policy dictates (Europe higher than Asia, etc.)	As country salary policy dictates (Europe is higher than Asia, etc.)
Reflexologist	hourly	hourly ¹	hourly ³	hourly ³	hourly	hourly+		
Kinesiologist	hourly	hourly ¹	hourly ³	hourly ³	hourly	hourly+	hourly ³	hourly ³
Clinical Nutrition Manager	\$36-48K / yr	\$35-49						
Chef ²	\$15-20 / hr	\$25-30	\$30-36	Average \$36-45 / year	\$60-120K / yr	\$75-90	\$36-50	\$48-65
Aestheticians	hourly	hourly ³	As country policy dictates	hourly ³	\$15-20 / hr	\$20-25+	As country policy dictates	As country policy dictates ³
			policy dictates				policy dictates	policy dictates ³

Note:

- International expatriate roles, always includes tax free salary + accommodation.

- Canada and U.S.A. are gross salaries. No expatriate benefits except sometimes an allowance for cell phone, health program, meals on duty, and sometimes travel allowance. There is a huge variance in executive chef salary, depending on the duality of the spa, and whether it is a day or overnight spa.

¹ Hourly gross

² Expatriate benefits apply

³ Hourly plus some expatriate benefits

⁴ Self Managed, not outsourced or franchised to a spa management company

⁵ The lowest figure of each range in the column is the average of all compensation data received. The highest figure of each range in the column is the highest salary figure reported to us.

2014 INDUSTRY SALARY SURVEY IN USA \$ (000's) MULTI-UNIT POSITIONS

Position		Multi-Unit Positio	ns		
	USA		Intern	ational	
	Ca	anada			
	2005	2014 ⁵	2005	2014 ⁵	
VP Spa Director 2 or more units	95-105	100-155	100-125	120-175	
Spa Director Single Unit	\$80-110	\$80-125	\$76-88	\$80-150	
Management Only					
Spa Director / Manager (Number		NOT AF	PLICABLE		
2 in Spa)					
Licensed Massage Therapist	\$22-38K / yr	\$25-40	No Information	\$30-48 ³ plus	
			Available	gratuties	
Reflexologist	hourly	hourly	hourly ³	hourly ³	
Kinesiologist	\$36-44	\$36-48	\$23-25	\$29-49	
Clinical Nutrition Manager	\$50-60	\$50-66	usually outside	usually outside	
			consultant	consultant	
Executive Chef ² (more than one	\$60-111K / yr	\$65-145	\$40-61 ²	\$48-77 ²	
unit)					
Aestheticians	\$15-25 / hr	As company	As company	As company	
		policy dictates	policy dictates	policy dictates	

Notes:

-These are average salaries and include in our calculation all spa types i.e. Day, Destination etc.

- International expatriate roles, always includes tax free salary + accommodation.

- Canada and U.S.A. are gross salaries. No expatriate benefits except sometimes an allowance for cell phone, health programs, insurance, meals on duty, and sometimes travel allowance.

Note: There is a huge variance in this executive chef salary, depending on the duality of the spa, and whether it is a day or overnight spa.

¹ Hourly gross

² Expatriate benefits apply

³ Hourly plus some expatriate benefits

⁴ Self Managed Spa, not outsourced or franchised to a spa management company

⁵ The lowest figure of each range in the column is the average of all compensation data received. The highest figure of each range in the column is the highest salary figure reported to us.

2014 INDUSTRY SALARY SURVEY IN USA \$ (000's) DESTINATION SPA

Position		Destination Spa		
	Canada USA		Interna	ational
	2005	2014 ⁵	2005	2014 ⁵
Spa Director Single Unit Management Only	\$73-85	\$75-100	\$73-80	\$75-95
Spa Director / Manager (Number 2 in Spa)	\$39-50	\$48-60	\$36-48	\$40-60
Licensed Massage Therapist	\$15-24 hr	Hourly based on location	As country salary policy dictates (Europe higher than Asia, etc.)	Hourly based on location
Reflexologist	hourly	hourly	Hourly based on location ³	Hourly based on location ³
Kinesiologist	\$25-31	\$28-39	\$20-24 ³	\$24-36 ³
Clinical Nutrition Manager	\$42-50	\$43-60	usually outside consultant	usually outside consultant
Executive Chef ² Single Unit (one or two outlets only)	\$60-100K / yr	\$60-100	\$36-48 ²	\$44-60 ²
Aestheticians	\$15-20 / hr	Hourly based on location	As country policy dictates	Hourly based on location

Notes:

- International expatriate roles, always includes tax free salary + accommodation.

- Canada and U.S.A. are gross salaries. No expatriate benefits except sometimes an allowance for cell phone, health program, meals on duty, and sometimes travel allowance. There is a huge variance in executive chef salary, depending on the duality of the spa, and whether it is a day or overnight spa. Note:

¹ Hourly gross

² Expatriate benefits apply

³ Hourly plus some expatriate benefits

⁴ Self Managed, not outsourced or franchised to a spa management company

⁵ The lowest figure of each range in the column is the average of all compensation data received. The highest figure of each range in the column is the highest salary figure reported to us.