

U.A.E. Salary Survey 2012
Revised in October 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	% Change September 2007	Highest Noted September 2007	Median March 2011	Highest Reported
	March 2011 350+ Rooms	March 2011	March 2011	October 2012	2012
General Manager	\$111,000	+27.55%	\$365,000	\$121,000	\$411,000
<u>Remarks 2012</u> 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 & Beverage skills, but have Rooms or Sales experience. The luxury GM come from the top 5 global 5 star brands.	<u>Remarks 2011</u> 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.				
Resident Manager (could also have title Director of Operations or Hotel Manager)	\$79,800	+14.31%	\$136,000	\$82,500	\$144,000
<u>Remarks 2012</u> 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	<u>Remarks 2011</u> 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.				
Exec. Asst Manager (could be EAM F&B/Rooms or deputize as GM)	\$65,240	+24.62%	\$132,000	\$67,000	\$139,000
<u>Remarks 2012</u> This is a transition role for an EAM to be either promoted to an RM in the same company or return as a F&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&B is important, they lose out.	<u>Remarks 2011</u> Executive Assistant Managers – we have seen more opportunities open for EAM rooms (some from sales and finance) than EAM F & 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 & Beverage to join or remain with a company. Most companies should cross train Food & Beverage and Rooms Division Managers in the same hotel; so they will see each side of the business.				
Director of Finance	\$60,860	+20.55%	\$92,000	\$62,109	\$106,000
<u>Remarks 2012</u> 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.	<u>Remarks 2011</u> 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?				
Director of Rooms (Rooms Division Manager)	\$55,720	+26.18%	\$84,000	\$60,000	\$89,000
<u>Remarks 2012</u> 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.	<u>Remarks 2011</u> GM'S seem to be coming more 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.				
Director of Housekeeping	\$49,440	+19.32%	\$90,000	\$51,300	\$91,000
<u>Remarks 2012</u> 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.	<u>Remarks 2011</u> Are in smaller demand. There has not been a high demand in this post recently possibly because of more promotions from within.				
Director of Food & Beverage ***	\$58,600	+37.50%	\$162,500	\$62,150	\$166,500
<u>Remarks 2012</u> With 43 confirmed new hotels in Abu Dhabi alone, where does a Food & 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.	<u>Remarks 2011</u> 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 & Beverage Director is the answer. May be find someone from a Specialty Restaurant Company? Creativity is the buzz word now.				
Executive Chef	\$57,120	+19.76%	\$118,100	\$60,000	\$122,000
<u>Remarks 2012</u> 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.	<u>Remarks 2011</u> Stability is the answer to the question of whom to hire. No one wants someone who has had 5 jobs in 6 years.				
Director of Catering / C&B	\$43,660	+11.66%	\$67,000	\$44,000	\$69,000
<u>Remarks 2012</u> 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.	<u>Remarks 2011</u> Sales driven Arabic speaking "old pro" catering people who know the market and the people can name their price!				
Director of Sales & Marketing	\$65,340	+25.91%	\$122,000	\$69,000	\$136,000
<u>Remarks 2012</u> 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.	<u>Remarks 2011</u> Due to cross over in Europe Middle East and Asia, experienced Director of Sales & Marketing can move laterally or to Asia making it harder to find DOSM in the United Arab Emirates. Europe & Asia has come begging with large pockets and the opportunity to work in your home country which is a big carrot.				
Director of Engineer	\$62,080	+25.00%	\$99,400	\$64,000	\$113,000

<p><u>Remarks 2012</u> Opening Chief Engineers must now be high tech and have an engineering degree. No longer are Chief Engineers expected to fill problems in their properties with gum and guts. Now people seek engineers who carry Ipads and not clipboards.</p>	<p><u>Remarks 2011</u> New hotels raise the level of sophistication needing more HITEC engineers than the old ship board trained ones. Computer technology is looked on more favorably than using chewy gum to fill a hole. There are more senior roles for this level of Educated Engineers than in the past.</p>
<p>Director of IT</p>	<p>\$39,320 +10.56% \$62,500 \$40,000 \$63,000</p>
<p><u>Remarks 2012</u> Same as last year, although a new trend is more companies are using outside consultants, so salaries have not changed.</p>	<p><u>Remarks 2011</u> Not a great deal of change in this market, most companies have one or two so when one leaves they just promote from within.</p>
<p>Director of Human Resource</p>	<p>\$39,320 +31.25% \$84,000 \$48,000 \$99,000</p>
<p><u>Remarks 2012</u> On property HR roles are becoming very local due to the unique hiring challenges in the UAE especially with the huge importance in surfacing talent globally and then keeping them. Arabic language is a plus; but nothing is better than a few years as a HR in the UAE</p>	<p><u>Remarks 2011</u> Surprisingly how much of change is going on in this important area. This is a result of Senior Human Resources Skills being transient worldwide. Some of the mature HR Directors are looking to return to their home country and leave single unit hotels and go to corporate responsibilities. This is leaving a gap for new HR Director coming on the scene. Local experience is mandatory before a HR Director is ready to manage or open a new hotel.</p>
<p>Director of Revenue</p>	<p>\$37,840 +5.69% \$60,000 \$38,900 \$60,000</p>
<p><u>Remarks 2012</u> The Director of Revenue role has stabilized. It used to be a new position where every one needed one. Now every one has one and many corporations have corporate or cluster revenue managers, which oversee on property revenue managers. Therefore, salaries are flat in this role.</p>	<p><u>Remarks 2011</u> This is a very stable position with not a great deal of movement. One or two new hotels have started the musical chairs by taking the number ones from some existing hotels but the number two's have filled in the gap. Therefore there is not a great amount of opportunities in this segment.</p>
<p>Director of Social Media</p>	<p>\$42,600 -5.6% M \$68,900 \$46,000 \$78,900</p>
<p><u>Remarks 2012</u> This is the most important new role since Revenue Managers! Soon this will be a full department as big as a sale team and just as important. The role is also maturing and adding new dimensions and responsibilities daily.</p>	<p><u>Remarks 2011</u> We do not have a history for this role! It has only existed for the last four years. It seems every one wants one, whether they know if they can be successful or make a difference to their company or not. While large and new organizations have been in Social media for sometime, now each hotel and its owners (like in past with Revenue Managers) want one immediately! Even if they do not have a budget or know what they do!</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.