



2015 INTERNATIONAL MANAGEMENT SURVEYS

REVISED OCTOBER 2015



INTRODUCTION / SOURCE OF INFORMATION

Review was completed in February 2015 and revised in October 2015. The 2015 Salary Review was compiled in February 2015 from many different sources, including: 1. Written replies to the Global Survey we sent to executives in over 50 countries. 2. Thousands of Resumes received monthly by Renard offices and consultants worldwide all of whom confirm in writing, his/her current remuneration, benefits and bonuses. They also indicate desired salaries, preferred location and positions and the salary information. We also take in consideration the information shared with us by clients when they retain Renard International on job searches. In January 2015, by completing an important assignment in Mongolia, Renard International has now completed a search in practically every country in the world. In 2014, Renard Search Consultants worked on assignments in over 55 countries, from culinary level to COO of hotels and restaurant companies. We have now assisted clients in countries that when we commenced business in 1970, were non-existent.

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 calculated using data from mid-range to extremes.

 **RENARD INTERNATIONAL
HOSPITALITY SEARCH
CONSULTANTS**





Stephen J. Renard
STEPHEN J. RENARD
President

INTRODUCTION

Join us as we at Renard International celebrates our 45th anniversary in 2015.

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 International 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.



The Strength of Experience.

OUR PEOPLE

Specialists who know your industry

Renard International is comprised of talented hospitality professionals who make it their business to stay well-informed on current trends and practices. Renard International invests considerably in 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.



The staff for this world class hotel was provided by Renard International Hospitality Search Consultants

CONFIDENCE & CONFIDENTIALITY, RESOURCES & EXPERTISE

- Confidentiality remains fundamental and we have a proven ability to protect 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 resource and expertise utilized in the selection process represents a significant saving to the clients in both cost and time.



AROUND THE HIRING WORLD - OCTOBER 2015

SEE INTERNATIONAL SALARY SURVEYS AT WWW.RENARDNEWSLETTER.COM



USA

Other than New York, which has seen a huge increase in inventory and so a drop in rate and occupancy, most other major USA metropolis's has seen increases in occupancy and revenues. More 4-5 star Hotels have opened, including some super luxury brands based on recent demand. Things look good for applicants with Ritz, Four Seasons or similar, on their resumes in all categories, especially GM and Sales & Marketing.



SCANDANAVIA

Self sufficient Business model. Great occupancies from local business, little foreign hiring as high taxes do not excite expats. Those who like the lifestyle speak the languages and enjoy their outstanding social benefits do best.



SE ASIA

Just keeps rolling along! The perfect storm of casinos, local business and no real political issues or wars, help this region continue to strive hiring wise. The most desired people speak Mandarin or have "Michelin star" on their resumes. Schooling is awfully expensive which deters family hires.



CHINA

Slow down is not so slow. Growth is still faster than most world countries and new Hotels open daily. Mandarin speakers are in demand here as well. There are unlimited careers in primary and secondary cities for non-Mandarin speaking expats (especially Beijing) but Chinese citizens with hotel experience, especially with work history outside of China are the "Toast of the town".



CARIBBEAN

Expansion, new builds, bankruptcies, hiring and de-hiring. Everyone talked about how the new luxury resort Bahamar would change the hiring landscape and raise salaries in all of the Caribbean, but closed before even opening and thus has been a disappointment for the region's reputation. Hiring and competition is bustling on the other islands, especially for Carecom citizens and those with hands-on and Caribbean experience in the GM, Chef and F&B category...International schooling is still a challenge for children over 12 years old.



AFRICA

Even terrorism and Ebola cannot stop growth. Not every African country has been affected, but perception in many cases is reality. Many global brands pipelines continue to expand in Nigeria, Kenya, Algeria, Morocco etc. - French or Arabic speaking Europeans executives are in high demand. One African city has now become the most expensive place to live on our planet.



BRAZIL

After the party is over, will people still visit? Rebounding in 2015, as the downward business blip of 2011-2014 is over. New hotel builds and better financial results are prompting expat hires. I know that India is not on everyone's radar; however, you can achieve the best guest experience anywhere given the dedication and unlimited workforce. European Culinary and sr management careers are consistently available.



CANADA

Lower oil prices mean lower occupancies and less development in Alberta. Unless room rates can be increased, we will only see condominium funded hotels, mid-range limited service, and boutique style individually owned Hotels & Resorts. Casino expansion has offered USA trained casino executive opportunities to experience the Canadian lifestyle.



CUBA

Watch for the US invasion. Cuba when it opens to the world, will add an island twelve times larger than Puerto Rico, a very hungry population to earn US dollars. This will have a financial detrimental effect on the Caribbean hotels for sure. But it will not happen for at least 5 years. So far all-inclusive concept properties dominate the island.



FRANCE

Profit is down, occupancy is up. France has had an outstanding year in 2015, but hiring is slow because of high cost of staff and strong unions. There are executive roles available, but companies prefer home grown French nationals first.



INDIA

Rates are down/business up. In 2015 the downward blip of 2014 is history. New builds and better financial results are prompting some offshore executive hires. India has now recognized they have excellent Indian hoteliers around the world and many are being persuaded to return.



MACAU

Business is constant, but no real increase in occupancy. Macau in 2015 again surpassed gambling revenues of Las Vegas. Even with some companies having the non-hire policy. Casino expansions and openings are still continuing. Macau's targeted market is generally China whose travelers are now more sophisticated and are looking for top-end hotels. There is a constant need for Michelin star culinarians and Mandarin speaking casino management.



MALDIVES/MAURITIUS/SEYCHELLES

Small budgets for small hotels. Business is good, but staffing is still hard to find, as talented people have choices. Small islands are not for long term, especially for families. These locations are best suited for those starting out or singles who want the nice weather. Vacancies in all categories are available to interested parties.



MEXICO, LATIN AMERICA AND DOMINICAN REPUBLIC

The All-inclusive concept is still no.1 as guests are happy to pay the one price for everything. Companies like Karisma, Dreams, Sandals etc., are raising the bar in 5 star luxury; making this concept one to be feared by full-service operators, all through the Caribbean.



MIDDLE EAST

UAE, KSA, Oman, Qatar vs. the rest. Development abounds in 2015. The UAE, Saudi and Qatar lead the way; with the attitude whatever it costs we will pay. 200 more Hotels are expected to open in the region by 2020; especially in Dubai for the Worlds Fair. UAE pays higher than the rest, but the cost of living is also very expensive as well. Executives who speak Arabic or those with Asian and European experience are always welcome hires. Recently, Asian Cooks and Chefs have been the flavour of the month.



PHILIPPINES

The saving grace is Casinos. Philippine casinos which have been centered in major metropolitan areas continue to hire top-level international talent, especially American trained casino people. Even some Philippine occupancy levels, not experienced in years, because of fair room rates and high demand. So expect an increase in demand for F&B and room executives soon.



RUSSIA

With their involvement in Ukraine and Syria nothing hurts business more than political battles. Russia is currently not in the hiring mood. But, business remains solid in the major cities, however, only a few expatriates are being bought and much of the business and hiring is locally driven... Russia is a seller of staff and not a Buyer these days.



UNITED KINGDOM

Profits are picking up, but real-estate and costs of living are as well. Many staff are moving outside of the major hubs due to rent increases, European culinarians and educated sales people are nowhere to be found. Business is booming, real-estate and living costs are up too...so room rates must go higher.



WESTERN EUROPE + GERMANY

Stability, self growth. Immigrants plus the financial crisis have not dampened Germany's need for German speaking experienced executives, in all mid-management categories. Germany continues to hire while Greece, Spain, Portugal and the other European countries are addressing their financial woes. Local hires abound only when hotels need staff to offer guests the levels of service they expect.

FAR EAST SALARY SCALE 2015*

Revised in October 2015

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 (excluding Japan, Hong Kong and Macau)
300 Rooms - 600 Rooms 4-5 Star International Rated Hotels

Positions	*Lowest Reported Jan 2014 - Oct 2015	Highest Reported 2014 - 2015	Average of Oct 2015	Average % Change Jan 2010 - Oct 2015
General Manager	111	500 ^E	130	+43.1%
Resident Manager +	57.5	115	67	+22.3%
Rooms Division Manager	52	94	60	+25.6%
Front Office Manager	41	85	50	+23.8%
Executive Housekeeper	54	125 ^K	63.1	+30.1%
Chief Engineer	62	115	70.5	+22.8%
Laundry Manager	35	63	48	+12.7%
Food & Beverage Director ++	64	140 ^L	73.3	+26.1%
Restaurant Manager (Fine Dining Room)	40	60	50	+12%
Catering Manager (Sales)	37	52	46.5	+9.3%
Banquet Manager (Operations) ^	38.5	63	46.6	+17.9%
Executive Chef	64	154	85	+18.3%
Gourmet Restaurant Chef	54.5	A 130 ^L	72	+18%
Executive Sous Chef	48	75 ^L	55.1	+12%
Italian Chef	61	121 ^L	69.3	+22.9%
Pastry Chef	57	109 ^L	62	+21.1%
Comptroller	62	135	70	+24.3%
Personnel & Training Manager	60	84	67	+19%
Sales & Marketing Director	78	185 ^L	90.3	+26.6%
Sales Manager (No. 2)	46.8	75	50.9	+15.95%
Revenue Manager	40.1	65	49	+8.35%
IT Manager	36.9	85 ^L	60	+10.3%
Social Media Director ^H	32.4	75 ^L	39	+27.8% ^{XX}

* Numbered in **Bold** print are revisions since initial publication in February 2015

J Some base salaries are inclusive of benefits including housing and transportation allowance

^ 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

* 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. No increase in 2015 as 2nd year of contract

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

Note: Some increase due solely to currency exchange

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 October 2014; formulated in February 2015):

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 Hong Kong and Macau only, local and expatriate salaries were polled as equal

A Stand-alone restaurant associated with a hotel

M Some regional responsibilities but still maintain single unit responsibilities

Note: Japan for the 5th year in the row, pays the lowest salary of the groups polled. The largest increases in compensation occurred for Mandarin speaking middle & senior executives in China.

* In some cases base salary have not increased significantly not at all. But benefits which are not Taxable have increased.



2015 FAR EAST SALARY SCALE*

Revised in October 2015

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\$175**
Salaries Net of Income Tax

300 Rooms - 500 Rooms 4-5 star International Rated Hotels

Annual Salary, US\$(1000s)

Positions	Lowest Reported Jan 2014 - Oct 2015	Highest Reported Jan 2014 - Oct 2015	Average of Jan 2014 - Oct 2015	Average % Change 2010 - Oct 2015
General Manager	108	^L 550	125	+25%
Resident Manager +	56.5	^L 175	67.5	+17.2%
Rooms Division Manager	47	85	60	+14.1%
Front Office Manager	40	70.9	52	+13.3%
Executive Housekeeper	48	80.5	60.3	+26.6%
Chief Engineer	61	105	73	+15.8%
Laundry Manager	31.5	54	45	+10.1%
Food & Beverage Director ++	64.5	115	76.1	+29.9%
Restaurant Manager (Fine Dining Room)	39.8	65	49.8	+22%
Catering Manager (Sales)	35	56.9	47	+13%
Banquet Manager (Operations) ^	33	58	45	+21.1%
Executive Chef	65.5	175	80	+18.3%
Gourmet Restaurant Chef	52.1	88	69	+27.8%
Executive Sous Chef	40	68.4	49	+22.2%
Italian Chef	48	85.1	59.8	+34.3%
Pastry Chef	45	70	46.5	+22.1%
Comptroller	51	86	68.5	+24.7%
Personnel & Training Manager	44	75	57.3	+28.1%
Sales & Marketing Director	67.8	118	92.2	+37.7%
Sales Manager (No. 2)	43	75	58	+15.5%
Revenue Manager	36.6	52.3	44.4	+8.9%
IT Manager	39	60.1	43.6	+8.5%
Social Media Director ^H	24	80	38	+5.5% ^{xx}

* Numbered in **Bold** print are revisions since initial publication in February 2015

J Some base salaries are inclusive of benefits including housing and transportation allowance

L Casino environment. No change as 2nd year of 2 years contract

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.

** Multi-unit 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.

Note: Some increase due solely to currency exchange

Comments

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**.

J Benefit Program Survey.

For the 6th year in a row Thailand's salaries are "world average" meaning an expatriate in Thailand earns the average of any country where many hotels are expatriate managed. Thailand has the lowest cost of living in South East Asian countries where expatriates are generally hired.

^A 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.

* In some cases base salary have not increased. But benefits which are not Taxable have increased.



U.A.E. SALARY SURVEY 2015

Average 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\$200+

Positions	Average Salary September 2010 ▼ December 2015 350+ Rooms	% Change September 2010 ▼ December 2015 5 years review	Average March 2014 ▼ March 2015 One year	Highest Reported March 2014
General Manager	⁵ \$124,000	+43.5%	⁵ \$124,800	⁵ \$540,000
Resident Manager (could also be Director of Operations or Hotel Manager)	\$81,000	+20.10%	\$84,100	⁸ \$156,800
Exec. Asst Manager (could also be EAM F&B/Rooms or deputize as GM)	\$68,100	+29.50%	\$72,100	\$143,900
Director of Finance	\$66,100	+26.00%	\$68,800	\$136,400
Director of Rooms (Rooms Division Manager)	\$58,800	+31.00%	\$70,000	\$121,000
Director of Housekeeping	\$52,000	+25.00%	\$54,000	\$95,300
Director of Food & Beverage	\$62,100	+46.80%	\$66,000	⁷ \$176,400
Executive Chef	\$62,500	+26.20%	\$62,900	\$150,000
Director of Catering/C&B	\$45,000	+14.70%	\$43,000	\$72,000
Director of Sales & Marketing	\$75,000	+39.00%	\$74,500	\$193,000
Director of Engineer	\$67,500	+33.20%	\$70,200	\$145,000
Director of IT	\$40,900	+15.15%	\$42,950	\$67,600
Director of Human Resource	\$48,100	+40.30%	\$52,000	\$107,000
Director of Revenue	\$38,500	+9.50%	\$39,000	\$66,700
Director of Social Media	Not available	⁶ +1.00%	\$44,300	\$71,500
Pasty Chef	NIL	NIL	\$39,800	\$68,600
Italian Chef	NIL	NIL	\$42,100	\$84,400
Asian Chef	NIL	NIL	\$36,800	\$111,500 ⁹

Overall View - 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, North America etc. Bonuses varies respondent said they paid from 1 to 2 months some up to 40% of base salary as we have been advised.

⁵ Sometimes base incomes which is always net of taxes includes the housing allowance.

⁶* 3 year review only.

* 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' perspective in negotiating new contracts or extensions and the High cost of schooling 15% increase in 2014 to 2015.

**** Single Unit

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 pos. of the company, independent luxury brand.

⁹ Michelin star Cantonese chef (brought his entire kitchen team with him).



*LONDON & UK AVERAGE SALARY SCALE Salary Inflation From 2010-2015

Positions	London Area Only 75-350 Rooms		UK (Excluding London) 75-350 Rooms	
	Study Completed June 2010 Information Received in 2009	Study Formulated Feb. 2015	Study Completed June 2010 Information Received in 2009	Study Formulated Feb. 2015
General Manager	87	196	58	94
Exec / Assistant Manager / Resident	47	95.1	37	81.5
Rooms Division Manager	36	76.5	30	60.9
Front Office Manager	27	44	24	36.6
Executive Housekeeper	38	52	32	36.9
Chief Engineer	42	61	36	54.4
Food & Beverage Director	47	72	41	62
Maitre d'hôtel Fine Dining	30	39	26	32.8
Catering Manager	32	38	28	32
Banquet Manager	32	44.5	28	39.9
Executive Chef	47	77.2	40	64
Gourmet Restaurant Chef	35	46.1	28	39.7
Executive Sous Chef	37	47	30	44.3
Pastry Chef	35	48	28	44
Comptroller	45	62	38	49
Personal Manager	33	48	30	40.1
Sales & Marketing Director	50	83.4	42	64
Revenue Manager	31	41	27	34
IT Manager	35	35	28	30
Social Media Director	N/A	35	N/A	28
Security Director	24	32.3	20	25

Note: This chart is for 4 and 5 star international standard hotels only, including major brands and trophy hotels. Basic salary in English Pounds Gross.

Although the real estate market in the UK has rebounded, there has been no major new builds open recently, several are predicted in the near future. The hotels still suffer from a shortage of middle management category staff especially culinary, sales and room executives.



CARIBBEAN SURVEY

Revised in October 2015

Positions	Lowest received International Career Expert		Highest received International Career Expert		Average International Career Expert	
	2010	2015	2010	2015	2010	2015
General Manager	71	92	311**	425	95	121
Resident Manager +	53	58	1345	160	59	66
Rooms Division Manager	45	44	66	81	49	54
Front Office Manager	36.8	36.1	55	65	42	47.6
Executive Housekeeper	40	44	72	101	49	62
Chief Engineer	48	48	111	215	60	69
Laundry Manager	Local Hires		Local Hires		Local Hires	
Food & Beverage Director ++	47	49	80	111	60	66.5
Oriental Chef in Chinese	No Info		No Info	41.5	No Info	62
Social Network MSR	No Info		No Info	75.5	No Info	48.1
Restaurant Manager * (Fine Dining Room)	35	36	50	54	43	44
Catering Manager (Sales) *	30•	32	56•	61.9	38•	43.6
Banquet Manager (Operations) *	30•	32	36•	48	36•	36.5
Executive Chef	48	48	100	125	57	63
Gourmet Restaurant Chef	36.5	41	82	100	43	52
Executive Sous Chef	34.5	36	58.5	60	46	48
Italian Chef	37.8	40	76	86	48	54.5
Pastry Chef	36	36	75	79	48	49
Comptroller	48	52	97	220	68	76.9
Human Resources & Training Manager	44	44	76	92	48.5	54
Sales & Marketing Director	48	56	95	151	59	72
Sales Manager (No. 2) or Dir. of Sales	34	36	60	71	39	49
Revenue Manager	34	36	56	63	41	44
IT Manager	35	37	54	60	44	46

** Most resorts in Caribbean are small and have less than 200 rooms except in Bahamas where some go up to 2000 rooms like Atlantis and Bahamar. Salaries in Bahamas are "stand-alone" as these large properties in Nassau offer very unique career opportunities and salaries. Bahamas is difficult to get a work visas in and cost of living is very high.

+ Sometimes can be called EAM/Rooms or EAM/F&B deputizes for GM.

• Gratuities not included.

~ Most local hires instead of expat hires due to visa restriction.

Note: This survey is for generally expatriate-paid jobs. Most Caribbean islands hire expats for a variety of roles in the luxury brands. Still many islands due to work visa restrictions will offer these same roles to qualified

local residents. Therefore, these local professionals are paid the same salaries, but not always with the same benefits as expatriate employees. Locals pay tax where applicable; as expatriates have taxes paid for them. Expatriates can always also be hired where the island has not enough local workers available to fill hotel or restaurant management needs.

The higher salaries (highest reported) are generally from "very high end" Leading Hotels of the World" or "Trophy Resorts". Some of these have less than 50 keys and an average room of over \$1000/night. Strangely enough, the higher the room rate did not always equate to higher salaries for staff. In some cases, they were on the bottom of the salaries paid. The survey was complicated as independent privately owned resorts pay salaries as to what they "feel like" without concern for budgets or any salary ranges. Private owners who run resorts themselves do not disclose their true salaries or funds they take personally or from the operation either.



2015 EAST & WEST COAST USA SALARY SURVEY+

March, 2015

This survey is for Deluxe Hotels with a Minimum Average Room Rate of **US\$225** (In San Francisco & NYC area.) Salaries are considered gross (with no deductions) in USA Dollars (Annual Salary 'USA 1000s'). Only base salaries shown. No benefits, bonuses or stock options etc are not included.

This survey is carried out on hotels with **up to 800 Rooms** and have **4 or 5 Diamonds** (USA Ratings).

This Salary Guide is produced in an **average format** where all information is totaled and divided by the number of replies.

Positions	2015 Lowest figure received	2015 Highest figure received	Jun 2014 Average Jun 2015
VP Operation supervising a maximum of 10 properties (No more than 4000 rooms) with major brand or franchise	235	492	353
VP Human Resources supervising a maximum of 10 properties (No more than 4000 rooms) with major brand or franchise	175	335	266
VP Sales & Marketings supervising a maximum of 10 properties (No more than 4000 rooms) with major brand or franchise	200	390	279
GM/VP based at one hotel overlooking up to 5 hotels	180	380	271
VP Finance supervising a maximum of 10 properties (No more than 4000 rooms) with major brand or franchise	195	32	263
General Manager	150	415*	216
Resident / Hotel Manager	85	200	125
Rooms Division Manager	70	135	90.8
Front Office Manager	65	96	78
Executive Housekeeper	64	164	86.5
Chief Engineer	75	172	94
Revenue Manager	39	88	60.2
Food & Beverage Director	72	260	118
Restaurant Manager (Fine Dining Room)	48	95	62.3
Catering Manager (Sales)	45	110	66.7
Banquet Manager (Operations)	46	105***	60.9
Executive Chef	62.5	175	104.6
Gourmet Restaurant Chef	60	**142	98.2
Executive Sous Chef	62.1	95	80.4
Financial Comptroller	69.8	179	115
Human Resources & Training Manager / Director	62	125	89.7
Sales & Marketing Director	75	201	125
Sales Manager (No. 2) or Dir. of Sales	67.8	† 111	73.3
Social Media Director	37 +	70+	+54

* This was for a hotel with components of a residence building and huge catering facilities hotel.

** This was outsourced Michelin star standard hotel restaurant.

*** Major banquets.

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

+ Only 3rd year on our survey list.

† This was a sales manager MICE and total package includes incentives reached over 200K.

This salary survey was conducted using NYC and San Francisco as models, in conjunction with searches we were retained to complete in North East United States, being Boston and Miami. For the West Coast we included Los Angeles and San Diego.

Salaries for other areas in the USA are less than New York and San Francisco. Please use as a basic guide Chicago minus 11%, Midwest States minus 22%, Southern California (except San Diego) minus 20%, Southeast US (except Miami) minus 18% and Hawaii a plus 5%. These are approximate numbers for this survey. If you wish more specific numbers, please request for detailed data.

New York and San Francisco still have challenges in finding middle and lower level staffs due to high living costs in both cities. Salaries and opportunities are lowest in South East USA except Miami and Middle West states. Best opportunities are available in the North East, the North West states and major region.



WORLDWIDE SPA SURVEY 2015

INTRODUCTION

THE GROWTH OF SPAS AS PROFIT CENTRES

"Making guests feel at home" has long been one of the missions of hoteliers worldwide. Early on, this simply meant offering a clean room with a comfortable bed. Yet, as home amenities and lifestyles have changed, hotels have reacted by adding to their facilities and services. Air conditioning, remote control television, and internet access are now all examples of household trends that have become commonplace in hotels.

Profitable Operations

Historically, spa operations were treated by management as similar to other revenue departments like food and beverage or telephone. These departments were simply perceived to be amenities needed to attract guests to the hotel. As long as these departments broke even, or didn't lose too much money, their ability to increase occupancy was deemed sufficient justification for their existence. However, in recent years, hotel spas have followed the path of the other operating departments and transformed from support facilities to profit centers.

From 2010 to 2015, Renard International's poll showed that when spas are operating in conjunction with a hotel, they represented 11.6% of sales.

2015 INDUSTRY SALARY SURVEY IN USA \$ (000'S)

DAY SPA - HOTEL RESORT SPA

Position	Day Spa				Hotel/Resort Spa			
	Canada USA		International		USA Canada		International	
	2005	2015 ⁵	2005	2015 ⁵	2005	2015 ⁵	2005	2015 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 is 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/yr	\$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

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.

WORLDWIDE SPA SURVEY 2015

2015 INDUSTRY SALARY SURVEY IN USA \$ (000'S) MULTI-UNIT POSITIONS

Position	Multi-Unit Positions			
	Canada USA		International	
	2005	2015 ⁵	2005	2015 ⁵
VP Spa Director 2 or more units	95-105	100-155	100-125	20-175
Spa Director Single Unit Management Only	\$80-110	\$80-125	\$76-88	\$80-150
Spa Director/Manager (Number 2 in Spa)	NOT APPLICABLE		NOT APPLICABLE	
Licensed Massage Therapist\$22-38K/yr	\$25-40	No Information Available	\$30-48 ³ plus gratuities	
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	consultant usually	outside consultant
Executive Chef ² (more than one unit)	\$60-111K/yr	\$65-145	\$40-61 ²	\$48-77 ²
Aestheticians	\$15-25/hr	As company policy dictates	As company policy dictates	As company 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.
- ³ Hourly gross
³ 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.

2015 INDUSTRY SALARY SURVEY IN USA \$ (000'S) DESTINATION SPA

Position	Destination Spa			
	Canada USA		International	
	2005	2015 ⁵	2005	2015 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	\$36-482	\$44-602
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
- 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.



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