

2016/2017 Interim Canadian Hotel and Gaming Compensation Report



INTRODUCTION SOURCE OF INFORMATION

Some of our 2017 Compensation Surveys were revised in February 2017, others will be completed by April 2017. The outcomes were accumulated from a comprehensive information analysis extracted from Renard International's own database of 45,000 candidates and supplemental 15,000 contacts. The sources also included written answers to our global survey sent to Executives in over 50 countries.

The data was also taken from thousands of resumes received monthly by Renard offices and Consultants worldwide, which confirms in writing individuals current remuneration, benefits, bonuses, etc.

They also signpost desired salary, benefits, preferred location and ideal role.

Some of the salary ranges in this guide are based on actual transactions between employers and employees of Renard International and represent a true reflection of the job marketplace.

In 2015 alone, Renard Consultants successfully completed assignments in over 40 countries from Culinary to the CEO of a major Hotel/Casino Group. We have now assisted Clients in nations that were non-existent when we commenced business 47 years ago.

Our Remuneration Reviews are produced using an **average format** in which the information is totaled and divided by the number of replies, or, in a **median format**, which is calculated using data mid-range to extremes.

We hope this guide will serve as a useful tool for your talent compensation planning



CANADA

Revised in February 2017



Chart of Average Gross Sales (No Benefits) for Senior Management – Luxury Segment I.e. Ritz, Four Seasons, Trump, Shangri-La, and Select independent and Trophy Hotels

Positions/City	Montréal	Toronto	Vancouver
General Manager	210,000	245,000	235,000
Resident Mgr/Hotel Mgr/EAM F&B	120,000	135,000	125,000
F & B Director	111,000	115,000	110,000
Rooms Division Manager	90,000	100,500	95,000
Executive Chef	101,000	128,000	112,000
Executive Housekeeper	84,000	93,000	88,000
Director of Finance	116,000	125,000	120,000
Director of HR	94,000	100,000	96,500

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

^ Gratuities, which are important part of the income in banquets, are not included; some have increased substantially in the last 6 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 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 high.

E Managing single unit with title GM, with responsibilities over other hotels. No increase in 2016 as 2 year contract finalized.

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

XI Sometimes accommodation allowance & other benefits are included in the salary

Note: Some increase due solely to currency exchange

Overview: In 2016-2017 we saw little or no substantial increase over previous year. In fact, some salaries and averages declined; this was the first time in a decade.

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 and dividing by the number of respondents.

H New role, no historical data

Comments (Study conducted October 2016; formulated in February 2017):

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 and Malaysia are tied and pay the lowest salaries of the groups polled. The largest increases in compensation occurred for Mandarin speaking middle and senior executives in China.