

2016/2017 Interim 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.

FAR EAST SALARY SCALE 2017

Revised in February 2017

These salary scales are for Singapore, 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 Hong Kong and Macau) ^{XI}

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

Sector I Positions	*Lowest Reported Jan 2016 - Jan 2017	Highest Reported Jan 2016 - Jan 2017	Average of February 2017	Average % Change Jan 2012 - Jan 2017
General Manager	116	500 ^E	125	+45%
Resident Manager +	60	124	68	+23.1%
Rooms Division Manager	54	95	60	+25.5%
Front Office Manager	43	88	50	+23.8%
Executive Housekeeper	58	135 ^K	66	+33%
Chief Engineer	65	125	74.5	+25.5%
Laundry Manager	35	60	45	+14%
Food & Beverage Director ++	68	145 ^L	75.3	+32.6%
Restaurant Manager (Fine Dining Room)	41	60	50	+15.1%
Catering Manager (Sales)	38	53.5	47	+9.9%
Banquet Manager (Operations) ^	39.5	64.2	46.3	+17.9%
Executive Chef	69.3	161	87.2	+23.6%
Gourmet Restaurant Chef	57	A 130 ^L	72	+24.8%
Executive Sous Chef	48	75 ^L	55	+13%
Italian Chef	63.4	120 ^L	70	+25.2%
Pastry Chef	59.2	120 ^L	64	+24.9%
Comptroller	62	130	72	+24.6%
Personnel & Training Manager	61.1	86	68.6	+21%
Sales & Marketing Director	83.3	195 ^L	95.2	+33.6%
Sales Manager (No. 2)	45	77	59.9	+17.1%
Revenue Manager	42.3	65.5	49.1	+9.6%
IT Manager	38	85 ^L	60.4	+10.9%
Social Media Director ^H	31.4	73 ^L	39.9	+32.3% ^{XX}

- 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.

2017 FAR EAST SALARY SCALE

Revised in February 2017

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 except for Singapore ^{XI}

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

Annual Salary, US\$(1000s)

Positions	Lowest Reported Jan 2016 - Jan 2017	Highest Reported Jan 2016 - Jan 2017	Average of Jan 2016 - Jan 2017	Average % Change Jan 2012 - Jan 2017
General Manager	94.3	^L 560	125.9	+24%
Resident Manager +	55.8	^L 185	68.2	+15%
Rooms Division Manager	48.1	86.3	61.2	+15%
Front Office Manager	35	72.5	54	+16%
Executive Housekeeper	48.5	82	65.4	+28%
Chief Engineer	65.1	115	75.3	+19.6%
Laundry Manager	32	55	43.6	+11.4%
Food & Beverage Director ++	64	128	79.7	+33.7%
Restaurant Manager (Fine Dining Room)	40.1	66	51	+22.5%
Catering Manager (Sales)	35	55	48.2	+13.5%
Banquet Manager (Operations) ^	33	57	44.5	+20%
Executive Chef	67.5	175	84.3	+20.2%
Gourmet Restaurant Chef	56.3	92.3	70.9	+30.6%
Executive Sous Chef	42	65.5	50	+23%
Italian Chef	50	85.9	62.1	+34%
Pastry Chef	47.7	74.3	50	+25%
Comptroller	52.1	85.6	68	+25.3%
Personnel & Training Manager	45.5	76.3	59	+29%
Sales & Marketing Director	70.8	143.2	94.2	+45%
Sales Manager (No. 2)	44	77.1	57.9	+15.9%
Revenue Manager	36.8	54.2	42.3	+9%
IT Manager	40	62.6	42.1	+9.3%
Social Media Director ^H	24.5	77.6	38.1	+11.4%

Notes: Survey reviewed in February 2017

Some increase solely due to currency exchange

Top salaries in this region are in Philippines

- J Some base salaries are inclusive of benefits including housing and transportation allowance
- L Casino environment. Minor increase as 3rd year of open contract
- A Held GM title but had regional responsibility
- B This included all benefits in salary, i.e. a car, housing allowance etc. Therefore paid taxation 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 more 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

In the Far East most full service hotels are larger than anywhere globally, except perhaps UAE. The trend here, even in three and four-star hotels, is 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 7th 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 second lowest cost of living in South East Asian countries where expatriates are hired.

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

* In some cases base salaries have not increased. But benefits, which are not taxable, have increased.

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.

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