Average Gross Salaries Chart (Including Some Benefits, Excluding Bonus) for Senior Management in the Luxury Segment: Ritz, Four Seasons, Shangri-La and Selected Independent and Trophy Hotels

|  | 2019 - COVID HICHEST REPORTED |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Positions/City | Montréal | Toronto | Vancouver | Canada Wide |  |
| General Manager | 222,000 | 250,000 | 243,000 | 185-245 | 185-260 |
| Resident Mgr/Hotel Mgr/EAM F\&B | 120,000 | 140,000 | 127,000 | 90-130 | 90-132 |
| F \& B Director | 114,000 | 120,000 | 113,000 | 95-125 | 95-125 |
| Rooms Division Manager | 93,000 | 102,500 | 98,100 | 80-101 | 80-105 |
| Executive Chef | 102,000 | 128,100 | 113,400 | 88-105 | 85-135 |
| Executive Housekeeper | 86,500 | 95,100 | 89,900 | 72-85 | 72-90 |
| Director of Finance | 120,000 | 127,000 | 126,000 | 30-125 | 80-135 |
| Director of HR | 93,000 | 101,800 | 99,400 | 72.90 | 72-112 |
| Director of Sales and Marketing | Added to 2023 Survey |  |  |  | 72-135 |
| Chief Engineer | Added to 2023 Survey |  |  |  | 75-98.3 |
| Financal Comptroller | Added to 2023 Survey |  |  |  | 75-98.3 |
| Revenue Manager | Added to 2023 Survey |  |  |  | 58-66.1 |
| Social Network Director | Added to 2023 Survey |  |  |  | 40-52 |
| Executive Chef/Banquet Chef | Added to 2023 Survey |  |  |  | 73-89.8 |

While Canada's mid-range hotels ( $3-4$ stars) have shown impressive performance above 2019 rates and occupancies, the varying standards among them posed a challenge for conducting a salary. Even within the same brand flag, comparing one 4 -star hotel to another proved difficult. The complexity was further compounded by a lower volume of transactions, leading to a wide range of compensation figures. In contrast, the luxury segment provided a more consistent dataset for our study.
A recent report underscores the resilience of Canada's mid-market in terms of deals and valuations, despite concerns over rising interest rates and recessionary trends. The mid-market is anticipated to sustain its robust deal activity, fueled by available capital and promising growth opportunities in smaller-scale transactions.
CoStar's August 2023 data reveals that Canada's hotel industry achieved its highest occupancy level since August 2019. CoStar, a prominent provider of online real estate marketplaces, information and analytics in the property sector, offers valuable insights into market trends.

## Noted:

Key Figures for August 2023 (Percentage change from August 2022):
Occupancy: $77.4 \%$ (+1.4\%)
Average Daily Rate (ADR): CAD226.04 (+5.8\%)
Revenue per Available Room (RevPAR): CAD174.87 (+7.2\%)
"While year-over-year growth has moderated since earlier this year, the performance improvement in August 2023 remains a considerable achievement against stronger metrics from last summer's 'revenge travel' period."


