

2016 HOTEL AND GAMING COMPENSATION REPORT



INTRODUCTION SOURCE OF INFORMATION

Our 2016 Compensation Surveys were revised in September 2016. 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 confirm in writing individuals current remuneration, benefits, bonuses, etc.

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

We also take into consideration the information which has been shared with us in confidence by Clients, when they retain Renard for executive searches.

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 46 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.



CANADA

Revised in October 2016



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	235,000	230,000
Resident Mgr/Hotel Mgr/EAM F&B	120,000	134,000	122,000
F & B Director	105,000	115,000	110,000
Rooms Division Manager	90,000	100,000	95,000
Executive Chef	100,000	125,000	110,000
Executive Housekeeper	85,000	92,000	86,000
Director of Finance	115,000	125,000	120,000
Director of HR	93,000	100,000	96,000

WORLDWIDE SPA SURVEY 2016

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 the last ten years, hotel spas have followed the path of the other operating departments and transformed from support facilities to profit centers.

From 2011 to 2016, Renard International's poll showed that when spas are operating in conjunction with a hotel, they represented 12.2% of sales. (See Renard Spa Dictionary of all terms used in spa treatments at www.renardnewsletter.com in the article archives)

2016 INDUSTRY SALARY SURVEY IN USA \$ (000'S)

DAY SPA - HOTEL RESORT SPA

Position	Day Spa				Hotel/Resort Spa			
	Canada USA		International		USA Canada		International	
	2006	2016 ⁵	2006	2016 ⁵	2006	2016 ⁵	2006	2016 ⁵
VP Spa Director Single Unit Manager Only	No data	\$90-125	\$70-90	\$90-130	\$52-82	\$60-85	\$50-70 ²	\$65-90 ²
Spa Director/Manager (Sometimes a #2)	\$20-33/hr \$50-60K/yr	N/A ³	34-42K/yr	36-43K/yr	\$38-48	\$40-55	\$34-45/yr ²	\$36-48 ²
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.)	
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	\$40-45	\$42-49				
Chef	\$15-20/hr	\$25-30/hr	\$30-36	Average \$36-45/yr	\$60-120K/yr	\$75-90	\$36-50 ²	\$48-65 ²
Aestheticians	hourly	hourly ³	As country policy dictates		\$15-20/hr	\$20-25 ³	As country policy dictates	

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 2016

2016 INDUSTRY SALARY SURVEY IN USA \$ (000'S) MULTI-UNIT POSITIONS

Position	Multi-Unit Positions			
	Canada USA		International	
	2006	2016 ⁵	2006	2016 ⁵
VP Spa Director 2 or more units	\$95-105	\$100-155	\$100-125	\$120-175
Spa Director Single Unit Management Only	\$80-110	\$80-125	\$76-90	\$80-150
Spa Director/Manager (Number 2 in Spa)	NOT APPLICABLE	\$50-75	NOT APPLICABLE	\$48-72
Licensed Massage Therapist	No Information Available	hourly	No Information Available	hourly ³
Reflexologist	hourly	hourly	hourly ³	hourly ³
Kinesiologist	\$36-45	\$36-50	\$23-25 ³	\$29-50 ³
Clinical Nutrition Manager	\$50-60	usually outside consultant	usually outside consultant	usually outside consultant
Executive Chef ² (more than one unit)	\$60-110	\$65-150	\$40-61 ²	\$52-80 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 travel.

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.

2016 INDUSTRY SALARY SURVEY IN USA \$ (000'S) DESTINATION SPA

Position	Destination Spa			
	Canada USA		International	
	2006	2016 ⁵	2006	2016 ⁵
Spa Director Single Unit Management Only	\$73-85	\$75-100	\$73-80	\$75-100
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	\$20-25 ³	\$24-40 ³
Clinical Nutrition Manager	\$42-50	\$43-60	usually outside consultant	usually outside consultant
Executive Chef Single Unit (one or two outlets only)	\$52-80	\$60-100	\$36-52	\$48-72
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 USA are gross salaries. No expatriate benefits except sometimes an allowance for cell phone, health program, meals on duty, and sometimes travel allowance.

¹ Hourly gross

² Expatriate benefits apply

³ Hourly 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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The Renard Report

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*International Salary Surveys

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