

2016 INTERNATIONAL MANAGEMENT SURVEYS



INTRODUCTION SOURCE OF INFORMATION

The 2016 Renard International Salary review was finalized in February 2016 using a variety of sources. The outcomes were accumulated from a comprehensive attitudinal analysis extracted from Renard International's own database of 45,000 candidates and supplemental 15,000 contacts. The sources also include, written answers to our global survey sent to Executives in over 50 countries. The information was also taken from thousands of resumes received monthly by Renard offices and Consultants worldwide, which confirm in writing individuals current remuneration, benefits, bonuses.

They also signpost desired salary information, 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.

After completing an important assignment in Mongolia, Renard International has now completed a search in every major nation worldwide.

In 2015 alone, Renard Consultants worked on assignments in over 40 countries from Culinary to the CEO of major Hotels and Restaurants. We have now assisted Clients in nations that were non-existent when we commenced business 46 years ago.

Our Salary surveys 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.





Stephen J. Renard
STEPHEN J. RENARD
President

INTRODUCTION

Join Renard International as we celebrate our 46th anniversary in 2016.

We are proud of our company's success over these past five decades. Having received the highest ratings from international and independent hotel companies, restaurants, casinos and food service organizations, we have become one of the most respected hospitality search companies in the world.

Our employees have fueled our achievements, with their dedication and commitment to both our clients and our applicants. These employees constantly strive to refine and improve the services we provide.

Renard International has been deemed the "benchmark" of recruitment companies. We are pleased and honored by this recognition.

We thank you for your loyalty and confidence over these last 46 years. We very much appreciate it.



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

OUR PEOPLE

Specialists who know your industry.

Renard International is comprised of talented hospitality professionals who make it their business to stay well-informed of current trends and practices. We invest considerable time and resources into visiting client properties and applicant workplaces.

The accuracy of our selection process is backed up by our strong success rate. Almost all of our successful placements have remained throughout their contract period, many of them advancing to the upper echelons of renowned corporations in the industry.



The Strength of Experience.

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 attracts outstanding individuals from around the world.
- By utilizing our resources and expertise, clients save significant time and money throughout the selection process.

AROUND THE HIRING WORLD - OCTOBER 2016

SEE INTERNATIONAL SALARY SURVEYS AT WWW.RENARDNEWSLETTER.COM



USA

In 2006, New York had 72,600 rooms and in 2015, 115,000 rooms. That's almost a 60% increase in less than a decade! The strong US economy and lower unemployment numbers have buoyed the hotel industry across the board, especially New York City. Things look good for applicants with Ritz, Four Seasons or similar backgrounds on their resumes in all categories, especially GM and Sales & Marketing Executives.



SCANDINAVIA/NORTHERN EUROPE

Solid business among themselves. The accommodation business is rolling along with high occupancies with little foreign hiring, as high taxes are not appealing to expatriates. Non-financially driven executives

and those who are sales-driven or speak the local languages do best. Returning residents are always welcome as there are many jobs available.



SE ASIA

With visitor numbers soaring in Myanmar; Asian, European and USA based hotel brands are all signing deals for Yangon and Mandalay, with Singapore in the lead as a rapidly expanding and emerging country.

Strong local business and no real political issues help this region continue to strive hiring wise, but casino environments, except for the Philippines, have lost ground. The most desired people speak Mandarin or have "Michelin Star" on their resumes. Schooling is expensive which deters family hires. Local DOSM and creative F & B candidates are needed.



CHINA

China hotels a lot of responsibility for the weaker global market and China's manufacturing jobs in some industries are in contraction. Saying that, the hotel industry is still buoyant and above expectations in many

locations, mostly secondary cities. Primary cities such as Shanghai and Beijing are suffering from over building and weather pollution related issues. Mandarin speakers have many opportunities in primary and secondary cities. Chinese citizens with hotel experience, especially with experience outside of China, are the "toast of the town". If you are willing to go to secondary cities and either have Asian or "Michelin" credentials on your resume you'll have no problem finding great career options with top luxury brands.



CARIBBEAN

Expansion, new builds, bankruptcies, hiring and de-hiring.

Cuba! Cuba! The onslaught is on; everyone wants to plant their flag.

After the debacle at Bahamar in the Bahamas, the development light is shining bright for Cuba; on island oasis only 12 miles from Miami. Everyone talked about how the new luxury resort Bahamar would change the hiring landscape and raise Caribbean salaries but it ended up sending all their super star hires home.

Hiring and competition is bustling for Carecom citizens and those with hands-on Caribbean experience in GM, DOSM, Chef and F&B categories. International schooling is still a challenge for children over 12 years old.



AFRICA

Even terrorism and Ebola cannot stop growth. Africa has overcome the challenges it faced in 2014 and 2015. In 2014

it was not the best year, with the Ebola epidemic driving down visitors and development. 2015 was a better year, but terrorism shattered the glass and hurt development and hiring. Not every African country has been affected, but perception is reality. Business is still marching up the hill in Morocco, Algeria and South Africa. Many global brands pipelines continue to expand and French or Arabic speaking European executives are needed. One African city has even become the most expensive place to live on our planet (for those that are curious, the city is Luanda, Angola)



BRAZIL/SOUTH AMERICA

Infrastructure investments have provided regional opportunities. The South America region grew 15% in 2015 over 2014, with the upcoming Olympics and reasonable peace and stability in the region, hotel investment monies are available. New hotel builds and better financial results are prompting some but few, expat hires. Local and South American nationals (especially Spanish or Portuguese speaker) are the main stay of recruitment in the region.



CANADA

A new government is trying to find its way with low commodities prices.

Oil's collapse has destroyed the occupancy and much of the hospitality industry in Alberta which lives or dies on oil. This downturn in Alberta has

long range effects on the rest of the Hotel Industry in Canada as Canada has only 35 million people. We are now seeing mainly condominium funded hotels, mid-range limited service and boutique style individually owned hotels and resorts in development. Casino expansion has offered USA trained casino executives the opportunity to experience the Canadian lifestyle. There is a major shortage, in all categories of senior - level Canadians that have international and luxury hotel experiences.



FRANCE

France had a roller coaster year in 2015. Occupancy went up, then profits went down. After the terrorist action in Paris, hiring has slowed down considerably. The high cost of staff (due to the strong unions) makes hiring

very expensive. There are a few executive roles available with multinational hotel companies, however most groups prefer to hire French nationals only.



INDIA

Business up. Rates down. Why? The country rebounded in 2015; new hotel builds and improving financial results are prompting new hires. However, the increase in rooms available has led to greater competition and lower overall rates. European culinary and senior management opportunities are consistently available for expatriates. Recently, outstanding internationally trained Indian nationals have been persuaded to return home by attractive expat style packages.



MACAU

Flat, but very profitable. In 2015, Macau again surpassed the gambling revenues of Las Vegas. But Macau is entering a slowdown as new casino expansions are put on hold due to scary political winds from

China! There is a constant need for Michelin Star culinarians, Mandarin-speaking management and, like the rest of the world, USA casino-trained executives.



MALDIVES/MAURITIUS/SEYCHELLES

Small hotels, small budgets. Staffing is always hard to find; this hospitality segment experiences the "cruise line effect" where staff complete their contract, only to return unless on holiday. Talented people have choices and small islands are not for the long-term, especially for families or people waiting families. These locations are best for young aspiring executives who want to receive their first big title. These smaller resorts cannot compete with major city or larger resorts salary wise either. 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 under the sun. Companies like Paradisus, Karisma, Dreams, Sandals etc. are raising the expectations in 5 star luxury Resorts; making this concept one to be feared globally if the concept were successfully recreated around the world.



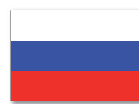
MIDDLE EAST

Occupancy rates down across the Middle East Hotels. In the Middle East hotel occupancy dropped overall to 67% in 2015 along with a lower ADR. In the UAE, the freedom to poach from your neighbour results in more incestuous recruitment rather than offshore hiring. 200 additional hotels are expected to open in the Emirates by 2020; in anticipation of the Worlds Fair. The UAE still pays higher salaries than the rest, but the cost of living is very expensive as well. Executives who speak Arabic or those with Asian and European experience are always welcome hires. Recently, Asian cooks and Michelin chefs have been the flavour of the month.



PHILIPPINES

Thank God for casinos! The Philippine casinos, unlike other casinos in Asia, have shown a marked increase in 2015. Recent hiring seems confined to culinary, engineers or EAM/F&B professionals as locally-trained hoteliers are capable in most other vacancies. Casino executives with USA or Macau experience are in very high demand.



RUSSIA

Ukraine = Ruble Sinking. Nothing hurts business worse than a political battle. Russia is not currently in the hiring mood. Business remains solid in the major cities, however only a few expats are being hired and many are leaving as they are either unaffordable or will not accept a salary decrease as the weakening ruble makes expats awfully expensive. A decrease in international visitors also decreases the need for expats.



UNITED KINGDOM

London occupancy continues to reach for the stars; seasonally in the high 80% with overall 2015 occupancies at 76% in the UK. Many staff are moving outside of the major hubs due to rent increases; European culinarians and Sales and Marketing people are nowhere to be found.



EUROPE/UK

Although Europe continues to look better on an economic front, especially in the hotel industry, the strain of the refugee crisis may take some time to digest. On a longer term, the refugee influx will have a positive effect as many will have a positive contribution to the economy. In the short term, the disruption to the government's finances from hospitality projects to help refugees is affecting hotel development and occupancies.

Regarding the salary levels, a General Manager in the U.K. makes an average of about 200K £ per annum gross including value of benefits, versus his colleagues in France (140K €), Spain (125K €), Germany (155K €), and Italy (138K €).

A big difference is also apparent in all other management levels i.e. a Director of Finance in the U.K. averages about 100K £ annually whereas elsewhere in Europe the average is 59K-70K €.

FAR EAST SALARY SCALE 2016

Revised in February 2016

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

Sector I Positions	*Lowest Reported Jan 2015 - Jan 2016	Highest Reported Jan 2015 - Jan 2016	Average of February 2016	Average % Change Jan 2010 - Feb. 2016
General Manager	115	500 ^E	130.9	+43.4%
Resident Manager ⁺	58	125	68	+23.4%
Rooms Division Manager	53.5	95	61	+25.9%
Front Office Manager	43.1	88	49	+23.9%
Executive Housekeeper	55	135 ^K	64.4	+32.1%
Chief Engineer	62	125	72	+24%
Laundry Manager	36	62	45.9	+13%
Food & Beverage Director ⁺⁺	65	145 ^L	74.1	+29.4%
Restaurant Manager (Fine Dining Room)	40	59.8	52	+14.3%
Catering Manager (Sales)	37.8	52	46	+9.9%
Banquet Manager (Operations) [^]	38.5	63	46	+17.9%
Executive Chef	64.9	155	86	+21.2%
Gourmet Restaurant Chef	55.5	A 130 ^L	71.5	+19.5%
Executive Sous Chef	47	75 ^L	55	+12.5%
Italian Chef	62.6	125 ^L	70	+23%
Pastry Chef	58.2	115 ^L	63.6	+21.4%
Comptroller	62	135	70	+25.3%
Personnel & Training Manager	60	85.9	67.3	+20%
Sales & Marketing Director	80	193 ^L	92.2	+28.3%
Sales Manager (No. 2)	47	75.5	60	+17.8%
Revenue Manager	40	65.8	49	+9.2%
IT Manager	36	85 ^L	59	+10.4%
Social Media Director ^H	29.5	70 ^L	37.4	+26.1% ^{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

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 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 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.

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

2016 FAR EAST SALARY SCALE

Revised in February 2016

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 2015 - Jan 2016	Highest Reported Jan 2015 - Jan 2016	Average of Jan 2015 - Jan 2016	Average % Change 2011 - Jan 2016
General Manager	92	^L 550	125	+25%
Resident Manager ⁺	56	^L 175	67	+17%
Rooms Division Manager	48	86	60	+14%
Front Office Manager	36	72	54	+14%
Executive Housekeeper	48	82	64	+27.5%
Chief Engineer	64	110	73	+16.3%
Laundry Manager	32	55	44	+10%
Food & Beverage Director ⁺⁺	63	125	78	+30.1%
Restaurant Manager (Fine Dining Room)	39	65	50	+22.2%
Catering Manager (Sales)	35	56	48	+13.3%
Banquet Manager (Operations) [^]	33	58	45	+20%
Executive Chef	66.5	195	82	+19.9%
Gourmet Restaurant Chef	54	90	69.8	+28%
Executive Sous Chef	41.8	68	49.5	+22.3%
Italian Chef	48.5	86	60.1	+34.8%
Pastry Chef	46.4	72	48	+22.6%
Comptroller	52	85	68.5	+24.6%
Personnel & Training Manager	45	75	58.8	+28.3%
Sales & Marketing Director	69	125	94	+39.9%
Sales Manager (No. 2)	43.4	75	57	+15.6%
Revenue Manager	36	53	44	+8.9%
IT Manager	38	60	42	+8.5%
Social Media Director ^H	25	75	36.9	+5% ^{XX}

Notes: Survey reviewed in February 2016

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 salary have not increased. But benefits which are not taxable have increased.

Overview: 2015-2016 was the first year where there was little or no substantial increase over previous year.

U.A.E. SALARY SURVEY 2016

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 2011 ▼ December 2015 350+ Rooms	% Change September 2011 ▼ December 2015 5 years review	Average February 2015 ▼ February 2016 One year	Highest Reported February 2016
General Manager	⁵ \$125,000	+44%	⁵ \$130,200	⁵ \$550,000
Resident Manager (could also be Director of Operations or Hotel Manager)	\$80,000	+21.50%	\$85,000	¹⁰ \$160,000 ⁸
Exec. Asst Manager (could also be EAM F&B/Rooms or deputize as GM)	\$69,300	+33.50%	\$74,000	¹⁰ \$148,900
Director of Finance	\$69,100	+28.00%	\$70,000	¹⁰ \$139,500
Director of Rooms (Rooms Division Manager)	\$60,000	+34.00%	\$70,000	¹⁰ \$125,000
Director of Housekeeping	\$54,000	+28.00%	\$56,000	\$101,000
Director of Food & Beverage	\$63,300	+49.80%	\$69,600	⁷ \$175,000
Executive Chef	\$64,100	+31%	\$65,900	¹⁰ \$155,000
Director of Catering/C&B	\$45,000	+15%	\$43,000	\$70,000
Director of Sales & Marketing	\$79,000	+45.80%	\$77,800	¹⁰ \$198,000
Director of Engineer	\$68,400	+36.10%	\$70,000	¹⁰ \$148,000
Director of IT	\$40,000	+15%	\$42,000	\$60,000
Director of Human Resource	\$49,100	+42%	\$54,000	\$115,000
Director of Revenue	\$38,000	+10%	\$39,000	\$65,700
Director of Social Media	Not available	^{6*} +1.00%	\$43,100	\$70,000
Pasty Chef	NIL	NIL	\$40,000	¹⁰ \$69,900
Italian Chef	NIL	NIL	\$44,900	¹⁰ \$88,500
Asian Chef	NIL	NIL	\$37,800	¹⁰ \$119,800 ⁹

N.B - The UAE hiring picture is "flat line". No massive salary increases except for new hires and specialty operations. The UAE allows employees to move from one employer to another therefore more incestuous recruitment with little increases except for cost of living offered.

The region continues to draw largely European and Asian Senior Managers, with Rank and 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 informant respondents are from the top 30, 4- and 5-star hotels in UAE. It includes all expatriates including India, Philippines, Switzerland, Europe, North America, etc. Bonuses vary from 1 to 2 months, some up to 40% of base salary.

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 a General Manager/Vice President in Dubai earning almost US\$ 550,000 annual salary, same as 2015 with a difference in exchange rate.

** F&B only, no other responsibilities, single unit.

*** Most repeated comments were that cost of living increases, especially housing have caused uneasiness; an issue from employers' and employees' perspective in negotiating new contracts or extensions and the high cost of schooling (a 16% increase in 2015 to 2016).

**** 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 position of the company, independent luxury brand.

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

¹⁰ Difference in currency exchange.

2016 EAST & WEST COAST USA SALARY SURVEY+

This survey is for Deluxe Hotels with a Minimum Average Room Rate of **US\$225** (For San Francisco & NYC area.) Salaries are considered gross (with no deductions) in USA Dollars (Annual Salary 'USA 1000s'). Only base salaries shown. 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 - 2016 Lowest figure received	2015 - 2016 Highest figure received	Jan 2015 - Jan 2016 Average
VP Operation supervising a maximum of 15 properties (No more than 4000 rooms) with major brand or franchise	235	515	355
VP Human Resources supervising a maximum of 15 properties (No more than 4000 rooms) with major brand or franchise	175	370	270
VP Sales & Marketings supervising a maximum of 15 properties (No more than 4000 rooms) with major brand or franchise	210	400	280
GM/VP based at one hotel overlooking up to 5 hotels	180	425	276
VP Finance supervising a maximum of 15 properties (No more than 4000 rooms) with major brand or franchise	200	329	264
General Manager	150	445*	221
Resident / Hotel Manager	88	210	135
Rooms Division Manager	70	138	92
Front Office Manager	65.5	96.9	79
Executive Housekeeper	65	165	88.1
Chief Engineer	75.5	175	95
Revenue Manager	40	88.9	62.4
Food & Beverage Director	74	281	123
Restaurant Manager (Fine Dining Room)	49	96	64
Catering Manager (Sales)	45	110	67
Banquet Manager (Operations)	46	105***	62
Executive Chef	64	201	107.9
Gourmet Restaurant Chef	61.5	**150	99.6
Executive Sous Chef	63	95	82
Financial Comptroller	72	185	125
Human Resources & Training Manager / Director	62	125	90.6
Sales & Marketing Director	79	225	130
Sales Manager (No. 2) or Dir. of Sales	68	† 121	74
Social Media Director	35+	70+	53+

* 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, San Francisco, Chicago, Boston, Miami, and Los Angeles as models. For the West Coast we also included 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 9%, Midwest States minus 20%, Southern California (except San Diego) minus 15%, Southeast US (except Miami) minus 18% and Hawaii plus 5%. These are approximate numbers for this survey. If you wish more specific numbers, please request for detailed area 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.

2016 CARIBBEAN SALARY SURVEY

Revised in February 2016

Positions	Lowest received International Career Expert		Highest received International Career Expert		Average International Career Expert	
	2011	2016	2010	2016	2011	2016
General Manager	73	98	³315**	4550	95.4	126
Resident Manager +	58	61	³134	160	60	67
Rooms Division Manager	48	45	66.5	³85	49.5	54.5
Front Office Manager	39	36.9	55	³68	43	47.1
Executive Housekeeper	41	45	72	105	49	64
Chief Engineer	48	48	³115	215	60	³72
Laundry Manager	Local Hires		Local Hires		Local Hires	
Food & Beverage Director ++	48	49	80	³118	62	³68.5
Oriental Chef in Chinese	No Info		No Info	481.5	No Info	62
Social Network MSR	No Info		No Info	70.5	No Info	48
Restaurant Manager * (Fine Dining Room)	36	36	51.5	55	43.9	46
Catering Manager (Sales) *	31•	32	56•	63	38•	44
Banquet Manager (Operations) *	31•	32	36•	48.5	36•	37
Executive Chef	48	52	105	³135	58	64.5
Gourmet Restaurant Chef	37	44	84	105	45	54.1
Executive Sous Chef	35	36.9	60	60	46.8	48.7
Italian Chef	38	42	76.1	88	50	54.6
Pastry Chef	37.3	36.5	78	80	48.1	51
Comptroller	48.5	54	98	4220	68	77
Human Resources & Training Manager	46.1	44.1	76	95	48.5	54.8
Sales & Marketing Director	48	58	³101	4159	64	76
Sales Manager (No. 2) or Dir. of Sales	34	36.2	60	475	39	48
Revenue Manager	35.2	35	55	63	41	44.3
IT Manager	35.6	36	54	60	44	46.4

** 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.

***LONDON & UK AVERAGE SALARY SCALE** Salary Inflation From 2011-2016

Positions	London Area Only 75-300 Rooms		UK (Excluding London) 75-300 Rooms	
	Study Completed 16 Feb. 20 Comparison Change 2011-2016	Study Formulated Feb. 2016 - Average 2015	Study Completed Feb. 2016 Comparison Change 2011-2016	Study Formulated Feb. 2016 - Average 2015
General Manager	88.2	119	60	98
Exec / Assistant Manager / Resident	48	96.8	39	82
Rooms Division Manager	36	77.1	32	61
Front Office Manager	28.3	46.3	25.5	38
Executive Housekeeper	38.9	51.8	36	39.3
Chief Engineer	43.7	61.1	39.9	56
Food & Beverage Director	49.8	72	44	64.6
Maître d'hôtel Fine Dining	31	39	29	33
Catering Manager	33	37.8	29	32
Banquet Manager	33	45	30	40
Executive Chef	49.6	78	44.3	65.9
Gourmet Restaurant Chef	39.5	46.2	32.1	41
Executive Sous Chef	38.4	47.9	32	45
Pastry Chef	37.1	49	30	45
Comptroller	48	64	40	52
Personal Manager	36	48.2	31	42
Sales & Marketing Director	54.4	88.3	46.1	69.8
Revenue Manager	32	40.9	27	36
IT Manager	35	35	28	31
Social Media Director	N/A	36.6	N/A	29.2
Security Director	25.5	35.8	22.2	26

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.

The hotels still suffer from a shortage of middle management category staff especially culinary, sales and room executives. Some salary increases due to currency exchange differences from 2015.

WORLDWIDE SPA SURVEY 2016

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 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	
*10 year change	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.)	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	hourly ³	\$15-20/hr	\$20-25 ³	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 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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