



HOTEL, CRUISE LINE AND SPA COMPENSATION REPORT



INTRODUCTION SOURCE OF INFORMATION

The outcomes were accumulated from a comprehensive information analysis extracted from Renard International's own database of 70,000 candidates and supplemental 18,000 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 2018 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 49 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.



Stephen J. Renard
STEPHEN J. RENARD
President

INTRODUCTION

Join Renard International as we celebrate our 49th anniversary in 2019.

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 49 years. We very much appreciate it.



Some of the executive 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.
49th Anniversary

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.

CRUISE LINE SALARY SURVEY

January 2019

For a complete Cruise Line article, salary surveys and comments, please see www.renardnewsletter.com

Position	*Months onboard per year	Daily		Monthly		Annual		**Bonus / Incentive
		Low	High	Low	High	Low	High	
Hotel Director	8	300	430	9,125	13,079	73,000	104,633	20% per annum
F&B Director	8	235	375	6,500	8,300	52,000	66,400	20% per annum
Restaurant Ops Manager	8	200	325	5,570	7,820	44,560	62,560	
Maitre D'	9	165	225	4,520	6,980	40,680	62,820	
Asst Maitre D' – Specialty Restaurant	10	100	150	3,042	4,563	30,417	45,625	
Asst Maitre D'	10	85	110	2,585	3,346	25,854	33,458	
Beverage Manager	9	95	145	2,890	4,410	26,006	39,694	beverage incentive per day worked onboard
Asst Beverage Manager	10	80	90	2,433	2,738	24,333	27,375	beverage incentive per day worked onboard
Cellar Master	10	90	125	2,738	3,802	27,375	38,021	beverage incentive per day worked onboard
Head Bartender	10	Hourly	Hourly	1,700	2,625	17,000	27,800	beverage incentive per day worked onboard
Sanitation Officer	9	Hourly	Hourly	4,870	6,880	43,830	61,920	
Executive Chef	9	200	280	6,083	8,517	54,750	76,650	
2nd Executive Chef	9	155	185	4,715	5,627	42,431	50,644	
Executive Pastry Chef	9	120	160	3,650	4,867	32,850	43,800	
Sous Chef	9	120	160	3,650	4,867	32,850	43,800	
Tournant	9	110	125	3,346	3,802	30,113	34,219	
Executive Housekeeper	9	140	200	4,258	6,083	38,325	54,750	
Asst Housekeeper	9	85	140	2,585	4,258	23,269	38,325	
Laundry Master	10	Hourly	Hourly	2,000	2,618	20,000	25,419	
HR Manager	8	170	190	5,171	5,779	41,367	46,233	
IT Officer	9	120	160	3,800	5,200	34,200	46,800	
Purser	9	160	210	4,867	6,388	43,800	57,488	
Controller	10	85	130	2,585	3,954	25,854	39,542	
Guest Relations Manager	9	140	200	4,258	6,083	38,325	54,750	
Asst Guest Relations Manager	9	115	130	3,498	3,954	31,481	35,588	
Guest Relations Supervisor	10	95	115	2,890	3,498	28,896	34,979	
Marketing/Revenue Manager	9	150	175	4,563	5,323	41,063	47,906	\$1000 per month worked onboard

All figures are in US Dollars

* Historically cruise line employees work from 4 to 10 months on board and 2 months on vacation. Most companies do not pay share leave vacation.

** Other than bonus stipulated in this Graph, bonuses are paid:

- Through gratuity trunk system
- Arbitrary Executive Decision
- Based on several criteria of performance and ship profitability. Some bonus schemes range from 18 to 35% of base earnings.

Note: USA flagged carriers deduct USA taxes while Non-USA flagged ships deduct no taxes from employees

UAE SALARY SURVEY

Revised in January 2019

Average Salaries for **Four & Five Star** Hotels Only.
All Salaries Are Tax Free (in 000s US\$) for Hotels with Average Room Rate of Minimum **US\$200+**

Positions	Average Salary September 2013 ▼ January 2019 Approx. 250 Rooms or larger 5 years study	% Change September 2013 ▼ January 2019 5 years review	Current Average February 2017 ▼ January 2019 One year study	Current Highest Reported January 2017 ▼ January 2019 Current Information
General Manager	\$125,000	+29%	\$131,400	¹ \$495,000
Resident Manager (could also be Director of Operations or Hotel Manager)	\$77,000	+20%	\$81,100	³ \$163,000
Exec. Asst Manager (could also be EAM F&B/Rooms or deputize as GM)	\$68,000	+31.50%	\$71,000	\$151,000
Director of Finance	\$68,500	+30%	\$73,800	\$145,500
Director of Rooms (Rooms Division Manager)	\$60,100	+34%	\$71,000	\$135,000
Director of Housekeeping	\$53,500	+28%	\$58,500	\$104,000
Director of Food & Beverage	\$66,000	+41%	\$70,100	² \$170,000
Executive Chef	\$65,500	+35%	\$67,900	\$175,000
Director of Catering/C&B	\$48,000	+14%	\$43,000	\$71,000
Director of Sales & Marketing	\$83,000	+49.50%	\$85,000	\$205,000
Director of Engineer	\$70,000	+38.5%	\$71,000	\$155,000
Director of IT	\$40,500	+16.5%	\$42,100	\$63,000
Director of Human Resource	\$49,500	+40%	\$55,000	\$126,000
Director of Revenue	\$38,000	+15%	\$40,300	\$70,000
Director of Social Media	\$33,700	+11%	\$39,500	\$70,500
Pastry Chef	33,000	+22%	\$44,500	\$84,500
Italian Chef	36,900	+30.1%	\$48,500	\$90,500
Asian Chef – Chinese / Japanese	43,600	+33.4%	\$48,000	⁴ \$132,000 ⁵ \$125,000

Since 2018, the UAE hiring has "flat lined". Even with many new openings, the average percentage increase in salaries across the board in the last 3 years has been 7%. Hiring has continued aggressively but with no massive salary increases except for some specialty operations. The UAE allows employees to move from one employer to another; this has resulted in more neighbour to neighbour recruitment with little increases except for cost of living increments. We have seen cost of living increase by 25% in the last 3 years, led by housing which has increased 7% per year. The region continues to draw largely European and Asian Senior Managers, with Rank and File expatriate staff from the developing world. The informant respondents are from the top 40, 4 and 5-star hotels in UAE. It includes all expatriates including India, Philippines, Switzerland, Europe, North America, etc.

Since 95% of employees in the UAE are expats, the standard benefits include live-in or housing allowance and medical. Many salary packages are now all inclusive therefore including housing, transportation, schooling and all other allowances. Bonuses are not included, they can vary from 1 to 2 months, some up to 40% of base salary at major luxury brands.

Most repeated comments were that the cost of living increases, especially housing which has caused uneasiness, is an issue from employers' and employees' perspective in negotiating new contracts or extensions alongside the high cost of schooling (an 18% increase in 2017-2019).

+ Average room rates for 2017-2019 have not increased but decreased slightly except for super luxury brands and trophy hotels

- 1 General Manager title and responsibilities only. There was a General Manager/Vice President in Dubai earning almost US\$ 550,000 annual salary in 2016, but who recently left their role.
- 2 In this situation, F&B outlets produce more revenue than rooms by far! This individual was previously holding a corporate role in Europe.
- 3 This is hotel manager reporting to VP position of the company, independent luxury brand.
- 4 Michelin star Cantonese chef (brought his entire kitchen team with him).
- 5 Celebrity Japanese Chef – outsourced restaurant.

HONG KONG CORPORATE OFFICE COMPENSATION EVALUATION

Positioning in the South East Asia Market Place

Hong Kong is one of the premiere desired destinations for both lifestyle and business, not only in Asia but globally. As a result, the expenditures to do business is reflected in its high costs to hire and support a senior executive's lifestyle. When we completed our study, we compared the expected compensation of corporate senior executives in Hong Kong to other regions, not only in South East Asia but in other major world capitals.

In a recent study Forbes published, (The Economist Intelligence Unit Worldwide Cost of Living Survey), Singapore was voted the most expensive city in the world. They compared the price of 150 items in 133 different cities using New York City as a benchmark. Singapore's score of 116 was 16% more expensive than New York City and Hong Kong's score was of 115, making it "almost" the most expensive city to live in the world.

Therefore, "costs to company" to support and hire a corporate executive in Hong Kong and "keep them whole" (which means allow them to live the same way of life as they were prior to joining a Hong Kong organization) may be the highest price tag in all the hotel industry!



Job Descriptions

See full Job Descriptions for searches Renard

International was retained to complete in 2017 to January 2019; CEO/President, Vice President of Operations, Vice President of Sales & Marketing, Vice President of Food and Beverage as well as CFO/Vice President of Finance at www.renardnewsletter.com

These job description were prepared for retained executive searches in Hong Kong South East Asia, Austrian and the Pacific region in the last 12 months and are appropriate for this study.

Comparative Hotel Groups Considered for this Report in the Hong Kong Region

- Four Seasons
- Harbour Plaza
- InterContinental Hotel Group
- Langham / Eaton
- Mandarin Oriental
- Pan Pacific Hotels
- Peninsula
- Rosewood / New World / Millennium & Copthorne / Artus / Penta
- Shangri-La / Kerry / Traders / Jen
- Smaller groups including: Shama-Onyx / Lanson / Ovolo
- Sino / Fullerton
- Wharf / Marco Polo / Niccolo



Note: There are autonomous regional offices of Hyatt, Marriott, IHG and Hilton but due to complexity of their reporting lines and number of units, they have not been included.

Compensation Review – Base Income & Benefits Inclusions

Based on our review of the compensation data collected

2017 - January 2019

* CEO / President		
Lowest Reported/Known \$350,400	Highest Reported/Known \$950,200	Mean \$437,500
* VP Operations		
Lowest Reported/Known \$175,500	Highest Reported/Known \$472,100	Mean \$314,300
* VP Sales & Marketing		
Lowest Reported/Known \$185,500	Highest Reported/Known \$303,100	Mean \$251,000
* VP Food & Beverage		
Lowest Reported/Known \$126,800	Highest Reported/Known \$211,300	Mean \$147,100
* CFO / VP Finance		
Lowest Reported/Known \$175,600	Highest Reported/Known \$331,700	Mean \$250,900
* VP Human Resources		
Lowest Reported/Known \$131,200	Highest Reported/Known \$206,400	Mean \$152,600

* These are basic income salaries only and are gross. Benefits i.e. housing, insurance, shares, share options or phantom shares, bonuses, retirement programs and other taxable benefits are often included and can double or triple the total cost to company for these employees.

Notes:

- These figures have been “rounded off” to protect the privacy of the individuals whom are earning these salaries and the confidentiality promised to them.
- In respect to advantages a Cantonese speaker might have: when we queried clients on their preferences they said that obviously a local candidate would be their first choice but when it came to hiring, expats were paid more.

Additional benefits may include:

- | | | |
|---|---|---|
| <ul style="list-style-type: none"> • Housing allowance or housing for family • Car provided or allowance • Membership in a private club • Dining out allowance • Meals and beverages for self & family • Use of hotel facilities for self & family • Free professional advice/income tax | <ul style="list-style-type: none"> • Paid vacation from two to six weeks • Clothing and dry cleaning allowance • Other personal benefits • Pension plan • Retirement Plan or contributions to a Registered Retirement Plan • Life/medical/dental/disability insurance | <ul style="list-style-type: none"> • Bonuses • Profit sharing, shares, share options or phantom shares • Ownership opportunities • Schooling for family in the country of employment or an allowance for higher learning in an offshore university or college |
|---|---|---|

Note: Some hotel groups offer all these benefits while others offer just a few.

FAR EAST SALARY SCALE

Revised in March 2019

These salary scales are for Philippines, Thailand, Malaysia, Indonesia and Vietnam.
This Guide is for Deluxe Hotels with a Minimum Average Room Rate of **US\$200**
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 2019	Highest Reported Jan 2016 - Jan 2019	Average Jan 2018 - Jan 2019	Average % Change Jan 2013 - Jan 2019
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 January 2019

Some increase solely due to currency exchange

Top salaries in this region are in Philippines

H This is a relatively new role so salaries are scattered

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**.**Benefit Program Survey.**

For the 8th 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.

^A Gratuities, which are an important part of the income in banquets, are not included but have increased substantially in the last 2 years.

In some cases base salary have not increased. But benefits which are not taxable have increased.

Overview: In 2016-2019 we saw little or no substantial increase over previous year. In fact, some salaries and averages declined; this was the first time in 10 years.^{XI} Sometimes accommodation allowance & other benefits are included in the salary

FAR EAST SALARY SCALE

Revised March 2019

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\$225**
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 2019	Highest Reported Jan 2016 - Jan 2019	Average Jan 2018 - Jan 2019	Average % Change Jan 2013 - Jan 2019
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	130 ^A	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.

^A 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 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 2016-2018 we saw little or no substantial increase over previous year. In fact, some salaries and averages declined; this was the first time in 10 years.

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 in January 2019):

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.



CANADA



Chart of Average Gross Salaries (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	222,000	250,000	243,000
Resident Mgr/Hotel Mgr/EAM F&B	120,000	140,000	127,000
F & B Director	114,000	120,000	113,000
Rooms Division Manager	93,000	102,500	98,100
Executive Chef	102,000	128,100	113,400
Executive Housekeeper	86,500	95,100	89,900
Director of Finance	120,000	127,000	126,000
Director of HR	93,000	101,800	99,400

WORLDWIDE SPA SURVEY

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 2013 to 2019, Renard International's poll showed that when spas are operating in conjunction with a hotel, they represented 11.1% of sales. (See Renard Spa Dictionary of all terms used in spa treatments at www.renardnewsletter.com in the article archives)

INDUSTRY SALARY SURVEY IN USA \$ (000'S) DAY SPA & HOTEL RESORT SPA

Position	Day Spa				Hotel/Resort Spa			
	Canada USA		International		USA Canada		International	
	2008	2018 ⁵	2008	2018 ⁵	2008	2018 ⁵	2008	2018 ⁵
10 year change								
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	

Notes:

- 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

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

Position	Canada USA		International	
	2013	2018 ⁵	2013	2018 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 (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.
 - 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.
- 2 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.

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

Position	Canada USA		International	
	2013	2018 ⁵	2013	2018 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.

CARIBBEAN SALARY SURVEY

Revised in January 2019

Positions	Lowest data received International Career Expert		Highest data received International Career Expert		Average Compensation paid International Career Expert	
	2012	2018	2012	2018	2012	2018
General Manager	75	98	³ 325**	4550	96	139
Resident Manager +	58	64	³ 130	160	60	68.5
Rooms Division Manager	48.5	48	67	385	50	55
Front Office Manager	40	38.1	55	³ 70	44	50
Executive Housekeeper	42	47	72	105	50	68
Chief Engineer	49	52	³ 110	210	60	³ 75
Laundry Manager ~	Local Hires		Local Hires		Local Hires	
Food & Beverage Director	48	54	80	³ 125	65	³ 71.3
Oriental Chef - Chinese	No Info	48.1	No Info	485	No Info	65
Social Network Manager	No Info	26.8	No Info	65	No Info	47
Restaurant Manager (Fine Dining Room)	37	38	50	55	45	48
Catering Manager (Sales)	32•	34	56•	65	38•	45.1
Banquet Manager (Operations)	32•	34.5	36•	50	36•	38.4
Executive Chef	50	56.9	105	³ 145	60	66.5
Gourmet Restaurant Chef	38	48	85	111	48	58.7
Executive Sous Chef	36	39.9	60	60	47.2	50.2
Italian Chef	38.5	44	77	90	50	58.3
Pastry Chef	38	39.4	78	85	49	52
Comptroller / Director of Finance	52	58	99	⁴ 225	70	83
Human Resources & Training Manager	46.1	48.5	75	98	49.9	56.8
Sales & Marketing Director	52	61	³ 100	⁴ 160	65.6	85.3
Sales Manager (No. 2) or Dir. of Sales	34	38	60	⁴ 75	41	52
Revenue Manager	36	38	55	62	42.6	47.9
IT Manager	36	39	55	61	45	47.4

Notes & Comments

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, some local professionals are paid the same salaries as expatriates, 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 casino hotels or "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.

** 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 soon to open Bahamar. Salaries in Bahamas are "stand-alone" as these large properties in Nassau offer very unique career opportunities and salaries. Visas in the Bahamas are difficult and the cost of living is very high as opposed to other islands whose visa restrictions are less stringent.

+ 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 restrictions.

**BAHAMAS SALARY SURVEY***

Revised in January 2019



Positions	Average Salary Range: Hotel, Resort or All-Inclusive Resort	Average Salary Range: Casinos, Trophy Hotels & Clubs
General Manager	120,000 – 160,000 / year	190,000 – 255,000 / year
Resort Manager / Hotel Manager / Resident Manager	85,000 – 135,000 / year	150,000 – 175,000 / year
Director of Food & Beverage	4,000 – 5,000 / month	8,000 – 8,500 / month
Food & Beverage Supervisor / Manager	2,500 – 3,000 / month	3,500 – 4,500 / month
Banquet Specialist	3,000 – 4,000 / month	3,600 – 4,900 / month
Bar Manager	Hourly + tips	Hourly + tips
Executive Chef	5,000 – 6,000 / month	10,000 – 12,500 / month
Sous Chef	2,500 – 4,000 / month	6,000 – 7,000 / month
Sushi Chef (Japanese)	4,500 / month	6,000 – 6,500 / month
Sushi Chef (Non-Japanese)	2,500 – 3,300 / month	3,500 – 4,000 / month
Accounting Manager	3,500 – 4,500 / month	5,500 – 7,000 / month
Controller	5,000 – 7,500 / month **	7,000 – 8,500 / month **
Storekeepers – Accounting	Hourly	Hourly

All figures are in US Dollars

* These same salaries are offered to local and expatriate candidates. Some expatriates may also be offered a housing allowance. This survey is for the Bahamas only.

** Dependant on degree and certifications

**PERTH, AUSTRALIA MINI SALARY SURVEY**

Average salaries for **Four Star** Hotels with approximately **200-300 rooms** (AUD)

Positions	*Average Annual Salary	Superannuation
General Manager	160,000	9.5 %
Executive Chef	100,000	9.5 %
Director of Sales	110,000	9.5 %
Sales Manager	70,000	9.5 %
Front Office Manager	70,000	9.5 %

All figures are in Australian Dollars

* These are base salary only – benefits and bonuses to be added.

This mini study highlights the salaries offered in Australia where taxation on income over \$100,000 AUD can reach 37%

LONDON & UK AVERAGE SALARY SCALE

Study Revised January 2019

Information received Jan-Sep 2018
Salary in £ British Pounds

Positions	London Area Only 100-300 Rooms		UK (Excluding London) 100-300 Rooms	
	Comparison Change 5 yr. Average 2013-2018	Average in 2018	Comparison Change 5 yr. Average 2013-2018	Average in 2018
General Manager	96,800	131,500	78,000	103,900
EAM / Resident Manager	51,000	100,300	46,300	80,500
Rooms Division Manager	48,000	79,000	40,200	63,000
Front Office Manager	31,000	48,000	28,800	41,100
Executive Housekeeper	41,900	54,300	39,000	44,800
Chief Engineer	46,000	64,100	43,000	59,500
Food & Beverage Director	54,000	75,000	48,000	65,900
Maître d'Hôtel Fine Dining	32,000	40,000	32,000	36,000
Catering Manager	33,900	39,100	32,000	35,000
Banquet Manager	32,900	48,000	32,000	44,000
Executive Chef	54,000	82,200	48,700	68,000
Gourmet Restaurant Chef	43,000	50,200	36,700	48,600
Executive Sous Chef	41,000	48,000	36,000	49,500
Pastry Chef	39,000	52,000	32,000	48,300
Comptroller	52,000	67,000	44,000	59,000
Personnel Manager (HR)	39,000	49,000	33,000	46,000
Sales & Marketing Director	60,000	92,000	49,900	72,800
Revenue Manager	33,000	42,000	29,900	38,400
IT Manager	36,000	37,000	33,000	37,800
Social Media Director	N/A	38,000	N/A	36,100
Security Director	26,000	36,000	25,000	29,000

*All figures are in £ British Pound Sterling***Notes:** This chart is for 4 and 5 star international standard hotels only, including major brands and trophy hotels. Basic gross salary.

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 in 2018. Brexit will affect currency exchange and salaries; Just how much? We do not know.

EAST & WEST COAST USA SALARY SURVEY

This survey is for Deluxe Hotels with a Minimum Average Room Rate of **US\$300** (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 - January 2019 Lowest figure received	2015 - January 2019 Highest figure received	January 2016 - January 2019 Average
VP Operations (supervising a maximum of 15 properties, no more than 4000 rooms, with major brand or franchise)	245	525	375
VP Human Resources (supervising a maximum of 15 properties, no more than 4000 rooms, with major brand or franchise)	185	375	275.4
VP Sales & Marketings (supervising a maximum of 15 properties, no more than 4000 rooms, with major brand or franchise)	225	400	286
GM/VP (based at one hotel overlooking up to 5 hotels)	200	445	279.1
VP Finance (supervising a maximum of 15 properties, no more than 4000 rooms, with major brand or franchise)	225	333.8	265
General Manager	165	455*	220
Resident / Hotel Manager	90	225	138.3
Rooms Division Manager	70	143.1	92.1
Front Office Manager	65	97	80
Executive Housekeeper	65	165	88
Chief Engineer	78	175	95.7
Revenue Manager	48	96.5	61.9
Food & Beverage Director	75	285	120
Restaurant Manager (Fine Dining Room)	48	96	63.9
Catering Manager (Sales)	45	110	67.5
Banquet Manager (Operations)	46	105***	62.8
Executive Chef	65.3	215.9	108
Gourmet Restaurant Chef	63.5	150**	99.5
Executive Sous Chef	62.9	95	80.8
Financial Comptroller	72.5	185	127.3
Human Resources & Training Manager / Director	64.1	125	91
Sales & Marketing Director	80.4	236	140.2
Sales Manager (No. 2) or Dir. of Sales	68	† 121	75
Social Media Director	35+	75+	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.

† 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 competitive sets.

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 10%. These are approximate numbers for this study. If you wish more specific numbers, please request for detailed area data.

New York and San Francisco historically 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 and the North West states.

Las Vegas and other gaming venues are discussed in our gaming study.

RENARD INTERNATIONAL HOSPITALITY SEARCH CONSULTANTS*



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