2013 W O R L D W I D E

Introduction/Source of Information

The 2013 Salary Review was compiled in February 2013 (revised in September 2013) from many different sources including the thousands of resumes received monthly by Renard's worldwide offices. All of these executives confirm in writing, his/her current salary and desired salary and benefits, as well as preferred location and position.

We also take into consideration the salary information given to us by clients like yourself when you retain us on job searches. In last year Renard Hospitality Search Consultants worked on assignments in over 52 countries from the culinary level to the President of hotel and restaurant companies. We assisted clients in countries that when we started business in 1970, did not exist.



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2013 EAST & WEST COAST USA SALARY SURVEY+

This survey is for Deluxe Hotels with a Minimum Average Room Rate of US\$225 (In San Francisco & NYC area.) Salaries are considered gross (with no deductions) in USA Dollars (Annual Salary 'USA 1000s'). Only base salaries shown. No benefits, bonuses or stock options etc are included. This survey is carried out on hotels with up to 800 Rooms and have 4 or 5 Diamonds (USA Ratings)

Positions	2013 Lowest figure received	2013 Highest figure received	2013 Average
VP Operation supervising a maximum of 10 properties (No more than 4000 rooms) with major brand or franchise	205	450	325
VP Human Resources supervising a maximum of 10 properties (No more than 4000 rooms) with major brand or franchise	170	340	250
VP Sales & Marketings supervising a maximum of 10 properties (No more than 4000 rooms) with major brand or franchise	189	360	265
GM/VP based at one hotel overlooking up to 5 hotels	165	375	250
VP Finance supervising a maximum of 10 properties (No more than 4000 rooms) with major brand or franchise	180	299	225
General Manager	125	*390	195
Resident / Hotel Manager	85	190	125
Rooms Division Manager	71	130	90
Front Office Manager	65	95	78.5
Executive Housekeeper	66	160	85
Chief Engineer	70	140	93
Revenue Manager	45	83	61.5
Food & Beverage Director	72	195	110
Restaurant Manager (Fine Dining Room)	45	96	61.3
Catering Manager (Sales)	48	111	69.9
Banquet Manager (Operations)	48	97	61.3
Executive Chef	64	162	101
Gourmet Restaurant Chef (Sales)	60	131	96
Executive Sous Chef	58	99	79
Financial Comptroller	61	162	108
Human Resources & Training Manager / Director	60	121	86
Sales & Marketing Director	69	165	111
Sales Manager (No. 2) or Dir. of Sales	66	[™] 101	71.5
Social Media Director	36	81	59 +

This was for a hotel with components of a residence building and huge catering facilities hotel (large than 5). ** This was outsourced Michelin star standard hotel restaurant. *** Maior banauets.

This salary survey was conducted using NYC and San Francisco as models in conjunction with searches we were retained to complete. Salaries for other area of USA are less. Please use as a basic guide: Chicago - 10%, Mid West states - 20%, S California - 15%, S.E. USA - 15% (except Miami which is - 9%, and Hawaii - 13%.

(REVISED AUGUST, 2013)

These are approximate for this survey. If you wish very specific number, please request a more detailed data.

+ Only 3rd years on our survey list.

Average is achieved by totaling all salary information received and dividing by the number of respondents. $^{\intercal}$ $\,$ This was a sales manager MICE and total package includes incentives reached 200K.

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 on the North East and the North West states