

2010 Worldwide Salary Survey

Introduction/Source of Information

The 2010 Salary Review was compiled 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, 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. From September 2009 to April 2010 Renard Hospitality Search Consultants worked on assignments in over 52 countries from the culinary level to the President of hotel and restaurant companies. We worked in countries that when we started business in 1970, did not exist.

Another source of information is our Salary Survey and several studies such as **Costs and Issues Involved in Opening a New Hotel Worldwide** (http://www.renardnewsletter.com/costs_oct2008.html) and **What Have We Learned from This Crisis** (available on request) which this year we sent to almost 40,000 hotel and food service senior executives worldwide. This is the largest polling of hospitality executives for this type of survey ever done. The information we received includes their company's current salary programs, as well as what they believe the fair income should be and is compiled and reflected in our study.

Our Salary Guide is produced in an average format. Average salaries are mid-ranged.

This salary review which we produce for the industry is meant to be informative only!

We believe that the extensive research we do before the figures are formulated is one of the largest studies, if not the largest, by any company in our industry.

Even in this year of some salary corrections, we hope that this 2010 UAE & Asian Salary Reviews enclosed will provide you with the vital information required to recruit the "super star" you seek and for candidates reviewing their own current job seeking situations they will be apprised of the ranges of income being paid worldwide. For an employer you will know what salaries are being paid by your competitor which gives you an "edge" in hiring experienced professionals.

Remember replacement costs are always higher than current salaries as some individuals are currently employed on contracts negotiated up to two years ago.

Far East Salary Scale*

These salary scales are for Philippines, Thailand, Singapore(Ave. Tax: 20%), 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

Positions	Lowest Reported 2007	Lowest Reported 2008	Lowest Reported 2009	Lowest Reported 2010	Highest Reported 2007	Highest Reported 2008	Highest Reported 2009	Highest Reported 2010	Average 2007	Average 2008	Average 2009	Average 2010	Average % Change 2007 - 2010
General Manager	70	75	75		196**	211**	255		81	85.5	88	93.6	+15.56%
Resident Manager +	45	47	45		72	78	78		49	52	52	54	+10.20%
Rooms Division Manager	39	39.5	40		49	60	62		44.5	48.3	48	48.9	+9.89%
Front Office Manager	33	36	35		48	52	52.5		37.1	39.8	38	39.3	+5.93%
Executive Housekeeper	36	36	39		54	68	68.9		38.4	42	44.6	46	+19.79%
Chief Engineer	43	46	48		73	78	82.9		49	51	52	54	+10.20%
Laundry Manager	27.9	28	26		47	48	49		35	36	36	35	+0.00%
Food & Beverage Director ++	47	52	48		77	84	96		49.9	53.1	54	60	+20.24%
Restaurant Manager (Fine Dining Room)	33.9	36	36		49.3	56	56		38	40	41	44	+15.79%
Catering Manager (Sales)	32	33	34		48.1	52	53		37	38	39.5	41	+10.81%
Banquet Manager (Operations)	27.2	28	28		48.3	50	52		35	36	37	38	+8.57%
Executive Chef	45	48.4	49		92	94	111		49.9	53	56	60	+20.24%
Gourmet Restaurant Chef	38	42	43		58	62	66		46	48.9	52	54.5	+18.48%
Executive Sous Chef	35	36	35		50	53	54		38	41	42	44	+15.79%
Italian Chef	36	39	40		49.5	69	79		40.3	48	49.9	54.1	+34.24%
Pastry Chef	36	39.7	36		52	62	63.3		37	39	40	44	+18.92%
Comptroller	38	44	47		66	79	82.1		48.9	52	54.3	58	+18.61%
Personnel & Training Manager	35	39	38		60	76***	81***		38	47	48.2	52	+36.84%
Sales & Marketing Director	46.9	60	60		105***	120***	146***		56.9	60.8	66.9	72	+26.54%
Sales Manager (No. 2)	36	37	36		73	74	72		44	48	49.4	50.4	+14.55%
Revenue Manager	36	38	38		52	52	52		40.3	44	44	43	+6.70%
IT Manager	34	36	36.3		60.9	62	62		40.7	40	39.6	41	+0.74%

Annual Salary, US\$(1000s)

** Corporate responsibility as well. GM/VP same person as 2007

+ No. 2 in command of the hotel

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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 senior title.

Average 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 average salary range.

Comments (Study conducted March/April 2010)

In the Far East most full-service deluxe hotels are larger than anywhere else in the world. The trend here, even in three- and four- star hotels, is toward hotels in excess of 400 rooms. Budget and suite hotel groups(long-term-stay properties) have tripled in last 5 years.

- Expatriates salary survey only.
- * All are base salaries only, benefits vary from company to company. See International Benefit Program
- *** luxury large single unit independent group

For the fourth year in a row Thailand's salaries are "world average" meaning an expatriate in Thailand earns the average of any country where most hotels are expatriate managed. Thailand is in the category of the smallest cost of living in countries where expatriates are generally hired.

Far East Salary Scale*

These salary scales are for Japan, 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 (except Hong Kong and Macau)

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

Positions	Lowest Reported 2007	Lowest Reported 2008	Lowest Reported 2009	Lowest Reported 2010	Highest Reported 2007	Highest Reported 2008	Highest Reported 2009	Highest Reported 2010	Average 2007	Average 2008	Average 2009	Average 2010	Average % Change 2007-2010
General Manager	74	75	85	96	221***	290***	335 B	305	89.5	96	99	109	+21.79%
Resident Manager + Rooms Division Manager	49	48	49	54	85	100	100	100	56	60	62	64.5	+15.18%
Front Office Manager	35	38	38	38.6	53	70	70	69	38.5	44	44	45	+16.88%
Executive Housekeeper	39	45	46	48.1	72	130 y	135 y	136 k	48	52.5	54	56	+16.67%
Chief Engineer	48	48	49.7	52.9	79.9	86.1	87	88.5	55.4	59	60	62	+11.91%
Laundry Manager	32	32	32.1	33	54.1	56	58	58	37	38	36	39.3	+6.22%
Food & Beverage Director ++	54	56.3	59	60	95	95	111	108	62	65	66.3	69	+11.29%
Restaurant Manager (Fine Dining Room)	39	39.9	40	40	54	54	53.9	54.7	45	46	48	49	+8.89%

Catering Manager (Sales)	36.8	37	37	38	50	50	50	52	40.9	43	43	44	+7.58%
Banquet Manager (Operations)	32.5	36	35.5	36.3	49	54	53.8	58	37	40	39.3	42	+13.51%
Executive Chef	58	60	60	60	94	98	101	121 L	72.1	73.4	76	78.8	+9.29%
Gourmet Restaurant Chef	48	50	48	48	59	72.4	79.1	87 L	52.3	54	54.1	55.9	+6.88%
Executive Sous Chef	42.9	43	42	43	54	59	62	64 L	50	51	52	52	+4.00%
Italian Chef	48.3	49	52.9	54	81.7*+	86*+	89*+	90 L	56	58	62	64	+14.29%
Pastry Chef	48	49.8	50.3	52	66	76	77	81 L	51	52	54	56.1	+10.00%
Comptroller	49	52	52.1	54.5	68	82****	89	92	57	62	66	67	+17.54%
Personnel & Training Manager	49.9	52	53	56	64	78	82	82.5	55.3	58	60	62	+12.12%
Sales & Marketing Director	65	65	72	70	147**0	152	166	172 L	77	78	83.8	85	+10.39%
Sales Manager (No. 2)	39.6	43	44	42	75	75	74	72	44	48	48.1	49	+11.36%
Revenue Manager	44.9	44.9	44	44	52	52	53	54	46.5	48	46	48	+3.23%
IT Manager	37	38	37	38	62	66	68	81 L	55.4	57	56	59	+6.50%

Annual Salary, US\$(1000s)

- + No. 2 in command of the hotel could be called EAM, Director of Operations or Hotel Manager title.
 - O We did not include highest report in this average or it would distort the result
 - ++ Sometimes the term is Executive Assistant Manager / F&B, and the position is really 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 so high.
 - **** Managing single unit, but had responsibilities over other hotels in same country
 - 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
 - B This individual's contract ended Fall 2009.
- Average** is defined as a number that represents a midpoint between extremes on a scale of valuation. In some cases where one salary was either unsensibly high or too low way out of line, we removed it as it would have distorted the true average salary range.

Comments (Study conducted March/April 2010):

In the Far East most full-service deluxe hotels are larger than anywhere else in the world. The trend here, is toward hotels in excess of 400 rooms.

* These are base salaries only, benefits vary from company to company. See International Benefit Program
For Hong Kong and Macau only, local and expatriate salaries were polled as equal

*+ Stand-alone restaurant associated with hotel
**o some regional responsibilities but still maintain single unit responsibilities

Note: Japan interestingly enough for the 3rd year in the row, pays the lowest salary of the groups polled. The weakness of US Dollar in 2010 has had an impact of salaries forcing them upward