

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.

U.A.E. Salary Survey 2009 - 2010
(Completed April 14, 2010)

Median 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\$190+

Positions	Median Salary	Median Salary	Median Salary	Median Salary	% Change	Highest Noted	Highest Noted	Highest Noted
	Sept. 2007	Sept. 2008	April 2009	April 2009		Sept. 2007	Sept. 2008	April 2009
	Sept. 2008 350+ Rooms	Apr. 2009 350+ Rooms	Sept. 2009 350+ Rooms	March 2010 350+ Rooms		Sept. 2008	Apr. 2009	April 2010
General Manager	\$98,000	\$108,000	\$109,000	\$115,000	+17.35%	\$275,000**	\$326,000 **	\$348,000
<p><u>Remarks 2008</u> More clients are hiring General Managers with non-Middle East exposure; the preference is candidates with Asian experience. Most being hired are still from the UK or Continental Europe.</p> <p><u>Remarks 2009</u> Some financial loss (lower salaries offered) to established GM in this category and new hires are also paid less, but with reduced housing and living costs - in the UAE – you take home more money at the end of the month.</p>	<p><u>Remarks 2010</u> In the last three months we have had an enormous amount of requests for General Managers for 4* and Independent Hotels. Interestingly enough these requests specifically wanted 3* & 4* GM's and not 5* GM's. The client's comment is 5* GM's may not understand their product. It seems many major luxury hotel groups have an excess of General Managers and many are awaiting new assignments.</p>							
Resident Manager	\$78,800	\$80,500	\$76,500	\$81,000	+2.79%	\$125,000	\$110,000	\$126,000
<p><u>Remarks 2008</u> The description for this position changes like the days of the week. We are asked for Hotel Managers, EAM's, Directors of Operations - all are for the same responsibility. Some people believe that by changing the titles it will entice overqualified people to accept a lower position or a way of persuading someone to join the company without paying a higher salary.</p> <p><u>Remarks 2009</u> This is a dangerous role – as this position is being replaced by a GM & 2 EAM's – Reporting line.</p>	<p><u>Remarks 2010</u> In the last 6 months there has been an increase in the promotion of Residents to GM's; but not within the same organizations. We feel that some independent groups are most likely to take a risk on a non experienced General Manager; who are a bit younger and eager to prove themselves and yes a little less expensive. Resident Manager is still the most volatile post; when the recessions hit they are most likely to be the first retrenched.</p>							
Exec. Asst Manager (could be EAM F&B/Rooms or deputize as GM)	\$58,500	\$63,000	\$65,800	\$66,000	+12.82%	\$92,000	\$96,000	\$120,000
<p><u>Remarks 2008</u> We see this position more and more being offered to F&B Directors who want to move up one step, but who have not yet trained in Rooms, Sales or Finance Departments.</p> <p><u>Remarks 2009</u> Most likely to replace RM role in some hotels. There is more demand for EAM/Rooms with strong Housekeeping and sales than EAM/F&B.</p>	<p><u>Remarks 2010</u> When Resident Managers were released in the financial crisis it was a great opportunity for executive assistants (F&B or Rooms etc.) to work as #2. Many have used this opportunity to their advantage and are now Resident Managers.</p>							
Director of Finance	\$55,000	\$60,000	\$61,000	\$62,000	+12.73%	\$84,500	\$88,300	\$92,000
<p><u>Remarks 2008</u> This position either goes to those who speak Arabic, or those trained in International Hotel Companies. In 2007 the majority of hires were non-Europeans who spoke Arabic.</p> <p><u>Remarks 2009</u> Safe post but you must watch your costs & need to be (aggressive cost manager) to save your post and make you an irreplaceable ally to the GM.</p>	<p><u>Remarks 2010</u> This position has greatest amount of pressure; since in a recession the Dir. of Finance is expected to consult the owners and GM's on the most economical and most profitable way to run the hotel operation. Operations Controllers are now most desired.</p>							
Director of Rooms (Rooms Division Manager)	\$48,900	\$55,000	\$55,000	\$58,000	+18.61%	\$76,000	\$76,000	\$82,000
<p><u>Remarks 2008</u> With shortage in this area and with the costs increasing, more front office managers are given the opportunity to move up to Director of Rooms, especially if they speak Arabic. However they still report to resident managers who also have rooms background.</p> <p><u>Remarks 2009</u> May eventually replace EAM/Rooms in smaller hotels</p>	<p><u>Remarks 2010</u> this is an exceptionally important role due to tight occupancies in the region and so a lot of movement and rooms division managers are currently in demand.</p>							
Director of Housekeeping	\$44,000	\$49,300	\$51,300	\$50,100	+13.86%	\$84,000	\$86,800	\$90,000
<p><u>Remarks 2008</u> If the truth be known, the average age of the housekeepers in our Industry is now reaching 50 +. This we believe is positive as many of the staff are younger and look at those housekeepers from a paternal aspect.</p> <p><u>Remarks 2009</u> There is still a major shortage of good housekeepers. Salaries are still going up.</p>	<p><u>Remarks 2010</u> Over the last six months we have been retained for several important roles. In our research we have seen many of the best housekeepers who have come from Asia return leaving a major gap in the market in the Middle East.</p>							
Director of Food & Beverage ***	\$48,000	\$58,000	\$61,000	\$60,000	+25.00%	\$148,500	\$148,500	\$148,500
<p><u>Remarks 2008</u> Creativity is the "buzz" word, since many UAE hotels who have upwards of 6 F&B Outlets with International Cuisines, need some innovative help in order to stand out from the rest.</p> <p><u>Remarks 2009</u> There are still only few good ones on the market – so they still call the shots regarding salaries.</p>	<p><u>Remarks 2010</u> Strangely enough there is a huge need for F&B Directors. Normally when occupancies are low F&B is down. For some reason over the last six months there have been substantial hires, transfers and promotions; even with rooms business being down; F&B is still very active.</p>							
Executive Chef	\$50,100	\$57,500	\$60,000	\$58,000	+15.77%	\$91,000	\$109,500	\$109,500

<p><u>Remarks 2008</u> We find diversity here, since some culinary teams are either increasing by 15% or others are reducing their culinary staff. Therefore, Executive Chefs now must either be more hands-on if the team is getting smaller, or better administrators if the team is growing larger.</p> <p><u>Remarks 2009</u> There are more available on the market now than last year, but the majority want better family friendly environment so many clients now prefer candidates who are single to save on schooling and housing costs.</p>	<p><u>Remarks 2010</u> The "buzz" word used in job descriptions recently is; "classy and innovative" with good people skills and Asian/Fusion Cuisine experience.</p>
<p>Director of Catering / C&I</p> <p><u>Remarks 2008</u> Candidates with local catering experience and knowledge of Arabic are still the "Kings" in this market.</p> <p><u>Remarks 2009</u> Local experience needed. A good one with local knowledge has more value than their weight in gold.</p>	<p><u>Remarks 2010</u> Over years an Arabic speaker is still "king" in the market, and the more local knowledge the more valued they are.</p>
<p>Director of Sales & Marketing</p> <p><u>Remarks 2008</u> Some clients seek "Marketing experience", even if it is not from hotels. They believe these marketing gurus know how is necessary in order to find new international sources of revenue and room business. While other clients demand local sales experience to ensure total local penetration as they are confident local market will fill their property.</p> <p><u>Remarks 2009</u> Most pressurized role – you produce or get replaced. Saying that, remuneration in this level has gone up as unskilled and amateurs are quickly discovered and replaced.</p>	<p><u>Remarks 2010</u> There is not a more challengeable role in a difficult market than Sales & Marketing. The pressure is on from day one to fill the rooms. In previous years, Directors of Sales & Marketing were order takers; now they must come from a reputable sales and marketing driven organization; college educated, with marketing and branding as well as sales experience preferred.</p>
<p>Director of Engineer</p> <p><u>Remarks 2008</u> With more sophisticated new equipment for energy saving etc., combined with complex computerization, the engineering role is becoming no longer "maintenance & boiler operations", but now more a "University trained sophisticated engineer" who demand more money and respect.</p> <p><u>Remarks 2009</u> You must know energy conservation and think "Green". Salaries are increasing in this profession as well.</p>	<p><u>Remarks 2010</u> Most UAE hotels are now open and now there are many conversions taking place from one brand to another or from Apartments to Hotels. A more mature chief engineer with renovations and hotel maintenance background is being recruited. Of course, everyone still would like a University trained sophisticated engineer who thinks "Green".</p>
<p>Director of IT</p> <p><u>Remarks 2008</u> IT Directors need to update existing equipment which is prompting search for more experienced and educated IT executives.</p> <p><u>Remarks 2009</u> Watch out! You can be replaced by on-call consultants.</p>	<p><u>Remarks 2010</u> If you still have your job and were not replaced by on-call consultants, it is because you are very talented and updated in your IT skills.</p>
<p>Director of Human Resource</p> <p><u>Remarks 2008</u> With competition and a more difficult hiring environment, many more HR Directors are foreign and more senior in experience and so salaries have increased quickly. Training Manager's salaries have also increased by over 16%.</p> <p><u>Remarks 2009</u> Tough role – head executioner recently. This is a very important responsibility especially when you have tried to manage people coming and going – good ones are usually underpaid.</p>	<p><u>Remarks 2010</u> When the market becomes tougher and people can move from hotel to hotel clients believe local experience is paramount in any search for a Director of HR.</p>
<p>Director of Revenue</p> <p><u>Remarks 2008</u> As more and more Revenue Managers are trained from within the hotels themselves, there is less need to go outside and salaries are basically flat.</p> <p><u>Remarks 2009</u> A huge responsibility for those in this role especially those junior executives with little revenue experience or history of recession management.</p>	<p><u>Remarks 2010</u> when the hotels were full a Revenue Manager's job was easy. Now everyone is fighting for the last scrap of business. A Revenue Manager must be more creative and know his/her role very, very well.</p>
<p>Director of Security</p> <p><u>Remarks 2008</u> A new category which is now very much in demand</p> <p><u>Remarks 2009</u> No study done</p>	<p><u>Remarks 2010</u> As Dubai grows as a City, issues arise and a Director of Security must understand both local customs and international security policies.</p>

Overall View Point - The region continues to draw largely European and Asian Senior Managers, with Rank & 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 informants respondents are from only the top 25, 5-stars hotels in UAE and it includes all expatriates including India, Philippines, Switzerland, Europe etc. Bonuses varies respondent said they paid from 1 to 2 months up to 40% of base salary as we have been advised.

* General Manager title and responsibilities only. There is one General Manager/Vice President in Dubai earning almost US\$ 450,000 annual salary.

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

*** Most repeated comments were that cost of living increases, especially housing has caused uneasiness. An issue from employers' and employees' prospective in negotiating new contracts or extensions.

**** Single Unit

^ Overseas single unit, has corporate title

Updated Mar 27, 2010

Information polled from top 30 Hotels in United Arab Emirates and job searches given to Renard International from major UAE companies from August 1, 2009 to March 31, 2010. These are base income only, no benefits included.