2013 WORLDWIDE

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.



Our Salary Guide is produced in an average format where all information is totaled and divided by the number of replies or **Median format** which is mid-range from extremes.

This salary review which we produce for the industry and media 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. We hope that this 2013 Salary Reviews enclosed will provide you with the vital information required to recruit the "super star" you seek. For candidates reviewing their own current job seeking situations they will be apprised of the ranges of income being paid regionally and globally. For an employer you will know what salaries are being paid by your competitor which gives you an "edge" in hiring experienced professionals.



U.A.E. SALARY SURVEY 2013

(REVISED SEPT., 2013)

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\$190+

Positions Changed since March 2013. Reflected in RED with a Star.	Average Salary September 2007 ▼ March 2013 350+ Rooms	% Change September 2007 ▼ March 2013 5 year review	Average March 2012 ▼ Sept. 2013	Highest Reported Sept. 2013
General Manager	\$118,000	+34.66%	†\$125,000	\$462,000
Resident Manager (could also have title Director of Operations or Hotel Manager)	\$79,900	+18.31%	\$81,100	·8 \$152,000
Exec. Asst Manager (could be EAM F&B/Rooms or deputize as GM)	\$66,600	+25.1%	\$66,500	\$136,000
Director of Finance	\$63,400	+23.50%	†\$65,000	\$109,000
Director of Rooms (Rooms Division Manager)	\$58,000	+27.95%	\$60,500	\$96,000
Director of Housekeeping	\$50,200	+20.15%	\$52,300	\$92,100
Director of Food & Beverage	\$59,900	+40.10%	†\$64,450	·7 \$175,000
Executive Chef	\$58,100	+21.85%	†\$62,500	\$130,000
Director of Catering/C&B	\$44,100	+13.00%	\$42,900	\$69,000
Director of Sales & Marketing	\$71,300	+29.76%	\$71,800	\$155,000
Director of Engineer	\$64,400	+27.40%	\$67,000	\$115,000
Director of IT	\$40,000	+13.90%	\$40,000	\$62,000
Director of Human Resource	\$41,900	+33.35%	\$48,900	\$96,000
Director of Revenue	\$38,000	+7.75%	\$38.500	\$66,300
Director of Social Media	\$40,100	6· +1.00%M	\$44,900	\$72,100

Overall View - The region continues to draw largely European and Asian Senior Managers, with Rank & File expatriate staff from the

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 the top 25, 4 and 5-stars hotels in UAE. 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.

^{6* 3} year review only.

Red indicated change since March of 2013.

General Manager title and responsibilities only. There is one General Manager/Vice President in Dubai earning almost US\$ 411,000 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 and the High cost of schoolig 15% increase in 2012.

M From 2009 to 2011

^{*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 Op of the company, independent luxury brand.