

# **2016 HOTEL AND GAMING COMPENSATION REPORT**



## **INTRODUCTION SOURCE OF INFORMATION**

Our 2016 Compensation Surveys were revised in September 2016. The outcomes were accumulated from a comprehensive information analysis extracted from Renard International's own database of 45,000 candidates and supplemental 15,000 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 confirm in writing individuals current remuneration, benefits, bonuses, etc.

They also signpost desired salary, benefits, preferred location and ideal role.

We also take into consideration the information which has been shared with us in confidence by Clients, when they retain Renard for executive searches.

In 2015 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 46 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.

# FAR EAST SALARY SCALE 2016

Revised in September 2016

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\$210**  
Salaries Net of Income Tax (excluding Hong Kong and Macau)  
**300 Rooms - 600 Rooms** 4-5 Star International Rated Hotels

Sector I Positions	*Lowest Reported Jan 2015 - Jan 2016	Highest Reported Jan 2015 - Jan 2016	Average of February 2016	Average % Change Jan 2010 - Feb. 2016
General Manager	115	500 <sup>E</sup>	126	+43.4%
Resident Manager <sup>+</sup>	58	125	68	+23.4%
Rooms Division Manager	53.5	95	61	+25.9%
Front Office Manager	43.1	88	49	+23.9%
Executive Housekeeper	55	135 <sup>K</sup>	65	+32.1%
Chief Engineer	62	125	72	+24%
Laundry Manager	36	62	45.9	+13%
Food & Beverage Director <sup>++</sup>	65	145 <sup>L</sup>	73	+29.4%
Restaurant Manager (Fine Dining Room)	40	59.8	52	+14.3%
Catering Manager (Sales)	37.8	52	46	+9.9%
Banquet Manager (Operations) <sup>^</sup>	38.5	63	46	+17.9%
Executive Chef	64.9	155	86	+21.2%
Gourmet Restaurant Chef	55.5	A 130 <sup>L</sup>	71	+19.5%
Executive Sous Chef	47	75 <sup>L</sup>	55	+12.5%
Italian Chef	62.6	125 <sup>L</sup>	70	+23%
Pastry Chef	58.2	115 <sup>L</sup>	63.6	+21.4%
Comptroller	62	135	70	+25.3%
Personnel & Training Manager	60	85.9	67.3	+20%
Sales & Marketing Director	80	193 <sup>L</sup>	93	+28.3%
Sales Manager (No. 2)	47	75.5	60	+17.8%
Revenue Manager	40	65.8	49	+9.2%
IT Manager	36	85 <sup>L</sup>	59	+10.4%
Social Media Director <sup>H</sup>	29.5	70 <sup>L</sup>	37.4	+26.1% <sup>XX</sup>

• Some base salaries are inclusive of benefits including housing and transportation allowance.

<sup>^</sup> 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.

<sup>E</sup> Managing single unit with title GM, with responsibilities over other hotels. No increase in 2016 as 2 year contract finalized.

<sup>y</sup> Macau non casino hotel

<sup>k</sup> 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)

<sup>L</sup> Casino environment

**Note:** Some increase due solely to currency exchange

**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.

<sup>H</sup> New role, no historical data

**Comments** (Study conducted October 2014; formulated in February 2015):

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

<sup>A</sup> Stand-alone restaurant associated with a hotel

<sup>M</sup> 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.

# 2016 FAR EAST SALARY SCALE

Revised in September 2016

These salary scales are for Philippines, Thailand, Singapore, 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

Annual Salary, US\$(1000s)

Positions	Lowest Reported Jan 2015 - Jan 2016	Highest Reported Jan 2015 - Jan 2016	Average of Jan 2015 - Sept 2016	Average % Change 2011 - Jan 2016
General Manager	92	<sup>L</sup> 550	125	+25%
Resident Manager <sup>+</sup>	56	<sup>L</sup> 175	67	+17%
Rooms Division Manager	48	86	60	+14%
Front Office Manager	36	72	54	+14%
Executive Housekeeper	48	82	65	+27.5%
Chief Engineer	64	110	73	+16.3%
Laundry Manager	32	55	44	+10%
Food & Beverage Director <sup>++</sup>	63	125	<b>78</b>	+30.1%
Restaurant Manager (Fine Dining Room)	39	65	50	+22.2%
Catering Manager (Sales)	35	56	48	+13.3%
Banquet Manager (Operations) <sup>^</sup>	33	58	45	+20%
Executive Chef	66.5	195	<b>82</b>	+19.9%
Gourmet Restaurant Chef	54	90	<b>69.8</b>	+28%
Executive Sous Chef	41.8	68	49.5	+22.3%
Italian Chef	48.5	86	60.1	+34.8%
Pastry Chef	46.4	72	48	+22.6%
Comptroller	52	85	<b>68.5</b>	+24.6%
Personnel & Training Manager	45	75	58.8	+28.3%
Sales & Marketing Director	69	125	<b>93</b>	+39.9%
Sales Manager (No. 2)	43.4	75	57	+15.6%
Revenue Manager	36	53	42	+8.9%
IT Manager	38	60	42	+8.5%
Social Media Director <sup>H</sup>	25	75	<b>37</b>	+5% <sup>XX</sup>

**Notes:** Survey reviewed in February 2016. Revised in September 2016

Some increase solely due to currency exchange

Top salaries in this region are in Philippines

J Some base salaries are inclusive of benefits including housing and transportation allowance

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**.

## J Benefit Program Survey.

For the 7th 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.

<sup>^</sup> Gratuities, which are an important part of the income in banquets, are not included but have increased substantially in the last 3 years.

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

**Overview:** 2015-2016 was the first year where there was little or no substantial increase over previous year.

# 2016 CARIBBEAN SALARY SURVEY

Revised in September 2016

Positions	Lowest received International Career Expert		Highest received International Career Expert		Average International Career Expert	
	2011	2016	2010	2016	2011	2016
General Manager	73	98	³315**	4550	95.4	131
Resident Manager +	58	61	³134	160	60	67
Rooms Division Manager	48	45	66.5	³85	49.5	54.5
Front Office Manager	39	36.9	55	³68	43	48
Executive Housekeeper	41	45	72	105	49	65
Chief Engineer	48	48	³115	215	60	³75
Laundry Manager	Local Hires		Local Hires		Local Hires	
Food & Beverage Director ++	48	49	80	³118	62	³68.5
Oriental Chef in Chinese	No Info		No Info	481.5	No Info	62
Social Network MSR	No Info		No Info	70.5	No Info	48
Restaurant Manager * (Fine Dining Room)	36	36	51.5	55	43.9	46
Catering Manager (Sales) *	31•	32	56•	63	38•	44
Banquet Manager (Operations) *	31•	32	36•	48.5	36•	37
Executive Chef	48	52	105	³135	58	64.5
Gourmet Restaurant Chef	37	44	84	105	45	54.1
Executive Sous Chef	35	36.9	60	60	46.8	48.7
Italian Chef	38	42	76.1	88	50	54.6
Pastry Chef	37.3	36.5	78	80	48.1	51
Comptroller / Director of Finance	48.5	54	98	4220	68	81
Human Resources & Training Manager	46.1	44.1	76	95	48.5	54.8
Sales & Marketing Director	48	58	³101	4159	64	79
Sales Manager (No. 2) or Dir. of Sales	34	36.2	60	475	39	48
Revenue Manager	35.2	35	55	63	41	44.3
IT Manager	35.6	36	54	60	44	46.4

\*\* 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 Bahamar. Salaries in Bahamas are "stand-alone" as these large properties in Nassau offer very unique career opportunities and salaries. Bahamas is difficult to get a work visas in and cost of living is very high.

+ 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 restriction.

\* No opening of Bahamas has will have magor effect on this servey for 2017

**Note:** 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, these local professionals are paid the same salaries, 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 "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.



## 2016 EAST & WEST COAST USA SALARY SURVEY+ Revised in September 2016

This survey is for Deluxe Hotels with a Minimum Average Room Rate of **US\$225** (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 - 2016 Lowest figure received	2015 - 2016 Highest figure received	Jan 2015 - Sept 2016 Average
<b>VP Operation</b> supervising a maximum of 15 properties (No more than 4000 rooms) with major brand or franchise	<b>235</b>	<b>515</b>	<b>355</b>
<b>VP Human Resources</b> supervising a maximum of 15 properties (No more than 4000 rooms) with major brand or franchise	<b>175</b>	<b>370</b>	<b>270</b>
<b>VP Sales &amp; Marketings</b> supervising a maximum of 15 properties (No more than 4000 rooms) with major brand or franchise	<b>210</b>	<b>400</b>	<b>285</b>
<b>GM/VP</b> based at one hotel overlooking up to 5 hotels	<b>180</b>	<b>425</b>	<b>276</b>
<b>VP Finance</b> supervising a maximum of 15 properties (No more than 4000 rooms) with major brand or franchise	<b>200</b>	<b>329</b>	<b>266</b>
<b>General Manager</b>	<b>150</b>	<b>445*</b>	<b>221</b>
<b>Resident / Hotel Manager</b>	<b>88</b>	<b>210</b>	<b>135</b>
<b>Rooms Division Manager</b>	<b>70</b>	<b>138</b>	<b>92</b>
<b>Front Office Manager</b>	<b>65.5</b>	<b>96.9</b>	<b>79</b>
<b>Executive Housekeeper</b>	<b>65</b>	<b>165</b>	<b>88.1</b>
<b>Chief Engineer</b>	<b>75.5</b>	<b>175</b>	<b>95</b>
<b>Revenue Manager</b>	<b>40</b>	<b>88.9</b>	<b>61</b>
<b>Food &amp; Beverage Director</b>	<b>74</b>	<b>281</b>	<b>123</b>
<b>Restaurant Manager</b> (Fine Dining Room)	<b>49</b>	<b>96</b>	<b>64</b>
<b>Catering Manager</b> (Sales)	<b>45</b>	<b>110</b>	<b>67</b>
<b>Banquet Manager</b> (Operations)	<b>46</b>	<b>105***</b>	<b>62</b>
<b>Executive Chef</b>	<b>64</b>	<b>201</b>	<b>107.9</b>
<b>Gourmet Restaurant Chef</b>	<b>61.5</b>	<b>**150</b>	<b>99.6</b>
<b>Executive Sous Chef</b>	<b>63</b>	<b>95</b>	<b>82</b>
<b>Financial Comptroller</b>	<b>72</b>	<b>185</b>	<b>125</b>
<b>Human Resources &amp; Training Manager / Director</b>	<b>62</b>	<b>125</b>	<b>90.6</b>
<b>Sales &amp; Marketing Director</b>	<b>79</b>	<b>225</b>	<b>136</b>
<b>Sales Manager</b> (No. 2) or <b>Dir. of Sales</b>	<b>68</b>	<b>† 121</b>	<b>74</b>
<b>Social Media Director</b>	<b>35+</b>	<b>70+</b>	<b>53+</b>

\* 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.

† Only 3rd year on our survey list.

‡ 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 models. 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 5%. These are approximate numbers for this survey. If you wish more specific numbers, please request for detailed area data.

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 in the North East, the North West states.

# UAE 2016 SALARY SURVEY

Revised in October 16th 2016

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\$200+

Positions	Average Salary September 2011 ▼ December 2015 350+ Rooms	% Change September 2011 ▼ December 2015 5 years review	Average February 2015 ▼ September 2016 One year	Highest Reported February 2016
<b>General Manager</b>	<sup>5</sup> \$125,000	+44%	<sup>5</sup> \$130,200	<sup>5</sup> \$550,000
<b>Resident Manager</b> (could also be Director of Operations or Hotel Manager)	\$80,000	+21.50%	\$83,000	<sup>10</sup> \$160,000 <sup>8</sup>
<b>Exec. Asst Manager</b> (could also be EAM F&B/Rooms or deputize as GM)	\$69,300	+33.50%	\$72,000	<sup>10</sup> \$148,900
<b>Director of Finance</b>	\$69,100	+28.00%	\$71,000	<sup>10</sup> \$139,500
<b>Director of Rooms</b> (Rooms Division Manager)	\$60,000	+34.00%	\$70,000	<sup>10</sup> \$125,000
<b>Director of Housekeeping</b>	\$54,000	+28.00%	\$56,000	\$101,000
<b>Director of Food &amp; Beverage</b>	\$63,300	+49.80%	\$69,600	<sup>7</sup> \$175,000
<b>Executive Chef</b>	\$64,100	+31%	\$65,000	<sup>10</sup> \$155,000
<b>Director of Catering/C&amp;B</b>	\$45,000	+15%	\$43,000	\$70,000
<b>Director of Sales &amp; Marketing</b>	\$79,000	+45.80%	\$79,000	<sup>10</sup> \$198,000
<b>Director of Engineer</b>	\$68,400	+36.10%	\$70,000	<sup>10</sup> \$148,000
<b>Director of IT</b>	\$40,000	+15%	\$42,000	\$60,000
<b>Director of Human Resource</b>	\$49,100	+42%	\$54,000	\$115,000
<b>Director of Revenue</b>	\$38,000	+10%	\$39,000	\$65,700
<b>Director of Social Media</b>	Not available	<sup>6*</sup> +1.00%	\$40,000	\$70,000
<b>Pasty Chef</b>	NIL	NIL	\$40,000	<sup>10</sup> \$69,900
<b>Italian Chef</b>	NIL	NIL	\$44,900	<sup>10</sup> \$88,500
<b>Asian Chef</b>	NIL	NIL	\$37,800	<sup>10</sup> \$119,800 <sup>9</sup>

**N.B** - The UAE hiring picture is "flat line". No massive salary increases except for new hires and specialty operations. The UAE allows employees to move from one employer to another therefore more incestuous recruitment with little increases except for cost of living offered.

The region continues to draw largely European and Asian Senior Managers, with Rank and 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 informant respondents are from the top 30, 4- and 5-star hotels in UAE. It includes all expatriates including India, Philippines, Switzerland, Europe, North America, etc. Bonuses vary from 1 to 2 months, some up to 40% of base salary.

<sup>5</sup> Sometimes base incomes which is always net of taxes includes the housing allowance.

<sup>6\*</sup> 3 year review only.

\* General Manager title and responsibilities only. There is a General Manager/Vice President in Dubai earning almost US\$ 550,000 annual salary, same as 2015 with a difference in exchange rate.

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

\*\*\* Most repeated comments were that cost of living increases, especially housing have caused uneasiness; an issue from employers' and employees' perspective in negotiating new contracts or extensions and the high cost of schooling (a 16% increase in 2015 to 2016).

\*\*\*\* Single Unit

<sup>\*7</sup> In this situation, F&B outlets produce more revenue than rooms by far! This individual was previously holding a corporate role in Europe.

<sup>\*8</sup> This is hotel manager reporting to VP position of the company, independent luxury brand.

<sup>9</sup> Michelin star Cantonese chef (brought his entire kitchen team with him).

<sup>10</sup> Difference in currency exchange.

**\*LONDON & UK AVERAGE SALARY SCALE** Salary Inflation From 2011-2016

Positions	London Area Only 75-300 Rooms		UK (Excluding London) 75-300 Rooms	
	Study Completed 16 Feb. 20 Comparison Change 2011-2016	Study Formulated Feb. 2016 - Average 2015	Study Completed Feb. 2016 Comparison Change 2011-2016	Study Formulated Feb. 2016 - Average 2015
General Manager	88.2	119	60	98
Exec / Assistant Manager / Resident	48	96.8	39	82
Rooms Division Manager	36	77.1	32	61
Front Office Manager	28.3	46.3	25.5	38
Executive Housekeeper	38.9	51.8	36	39.3
Chief Engineer	43.7	61.1	39.9	56
Food & Beverage Director	49.8	72	44	64.6
Maître d'hôtel Fine Dining	31	39	29	33
Catering Manager	33	37.8	29	32
Banquet Manager	33	45	30	40
Executive Chef	49.6	78	44.3	65.9
Gourmet Restaurant Chef	39.5	46.2	32.1	41
Executive Sous Chef	38.4	47.9	32	45
Pastry Chef	37.1	49	30	45
Comptroller	48	64	40	52
Personal Manager	36	48.2	31	42
Sales & Marketing Director	54.4	88.3	46.1	69.8
Revenue Manager	32	40.9	27	36
IT Manager	35	35	28	31
Social Media Director	N/A	36.6	N/A	29.2
Security Director	25.5	35.8	22.2	26

**Note:** This chart is for 4 and 5 star international standard hotels only, including major brands and trophy hotels. Basic salary in English Pounds Gross.

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 from 2015.



### Chart of Average Gross Sales (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	210,000	235,000	230,000
Resident Mgr/Hotel Mgr/EAM F&B	120,000	134,000	122,000
F & B Director	105,000	115,000	110,000
Rooms Division Manager	90,000	100,000	95,000
Executive Chef	100,000	125,000	110,000
Executive Housekeeper	85,000	92,000	86,000
Director of Finance	115,000	125,000	120,000
Director of HR	93,000	100,000	96,000

## WORLDWIDE SPA SURVEY 2016

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 2011 to 2016, Renard International's poll showed that when spas are operating in conjunction with a hotel, they represented 12.2% of sales. (See Renard Spa Dictionary of all terms used in spa treatments at [www.renardnewsletter.com](http://www.renardnewsletter.com) in the article archives)

### 2016 INDUSTRY SALARY SURVEY IN USA \$ (000'S)

#### DAY SPA - HOTEL RESORT SPA

Position	Day Spa				Hotel/Resort Spa			
	Canada USA		International		USA Canada		International	
	2006	2016 <sup>5</sup>	2006	2016 <sup>5</sup>	2006	2016 <sup>5</sup>	2006	2016 <sup>5</sup>
VP Spa Director Single Unit Manager Only	No data	\$90-125	\$70-90	\$90-130	\$52-82	\$60-85	\$50-70 <sup>2</sup>	\$65-90 <sup>2</sup>
Spa Director/Manager (Sometimes a #2)	\$20-33/hr \$50-60K/yr	N/A <sup>3</sup>	34-42K/yr	36-43K/yr	\$38-48	\$40-55	\$34-45/yr <sup>2</sup>	\$36-48 <sup>2</sup>
Licensed Massage Therapist	\$11-21/hr	\$15-25 <sup>3</sup>	As country salary policy dictates (Europe is higher than Asia, etc.)		\$15-22/hr	\$15-30 <sup>1</sup>	As country salary policy dictates (Europe is higher than Asia, etc.)	
Reflexologist	hourly	hourly <sup>1</sup>	hourly <sup>3</sup>	hourly <sup>3</sup>	hourly	hourly+		
Kinesiologist	hourly	hourly <sup>1</sup>	hourly <sup>3</sup>	hourly <sup>3</sup>	hourly	hourly+	hourly <sup>3</sup>	hourly <sup>3</sup>
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 <sup>2</sup>	\$48-65 <sup>2</sup>
Aestheticians	hourly	hourly <sup>3</sup>	As country policy dictates		\$15-20/hr	\$20-25 <sup>3</sup>	As country policy dictates	

- Note:**
- 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.
  - <sup>1</sup> Hourly gross
  - <sup>2</sup> Expatriate benefits apply
  - <sup>3</sup> Hourly plus some expatriate benefits
  - <sup>4</sup> Self Managed, not outsourced or franchised to a spa management company
  - <sup>5</sup> 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 2016

## 2016 INDUSTRY SALARY SURVEY IN USA \$ (000'S) MULTI-UNIT POSITIONS

Position	Multi-Unit Positions			
	Canada USA		International	
	2006	2016 <sup>5</sup>	2006	2016 <sup>5</sup>
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 <sup>3</sup>
Reflexologist	hourly	hourly	hourly <sup>3</sup>	hourly <sup>3</sup>
Kinesiologist	\$36-45	\$36-50	\$23-25 <sup>3</sup>	\$29-50 <sup>3</sup>
Clinical Nutrition Manager	\$50-60	usually outside consultant	usually outside consultant	usually outside consultant
Executive Chef <sup>2</sup> (more than one unit)	\$60-110	\$65-150	\$40-61 <sup>2</sup>	\$52-80 <sup>2</sup>
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.

**Note:** 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.

<sup>3</sup> Hourly gross

<sup>3</sup> Expatriate benefits apply

<sup>3</sup> Hourly plus some expatriate benefits

<sup>4</sup> Self Managed Spa, not outsourced or franchised to a spa management company

<sup>5</sup> 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.

## 2016 INDUSTRY SALARY SURVEY IN USA \$ (000'S) DESTINATION SPA

Position	Destination Spa			
	Canada USA		International	
	2006	2016 <sup>5</sup>	2006	2016 <sup>5</sup>
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 <sup>3</sup>	Hourly based on location <sup>3</sup>
Kinesiologist	\$25-31	\$28-39	\$20-25 <sup>3</sup>	\$24-40 <sup>3</sup>
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.

<sup>1</sup> Hourly gross

<sup>2</sup> Expatriate benefits apply

<sup>3</sup> Hourly some expatriate benefits

<sup>4</sup> Self Managed, not outsourced or franchised to a spa management company

<sup>5</sup> 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.

# RENARD INTERNATIONAL HOSPITALITY SEARCH CONSULTANTS\*



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