

SALARY SURVEY REPORT

2023 | Hospitality

Gecko Hospitality

Dear Friends and Colleagues,

As we close the books on an unprecedented year, Gecko Hospitality is proud to present our 7th annual hospitality management salary report. Our survey has collected data from over 2,500 salaried hospitality management professionals across the United States and Canada between January and December of 2022.

This extensive survey encompasses popular job titles in the restaurant and hospitality industries, covering topics such as gender, geography, turnover rate, and salary increases. We strive to provide definitive insights that inform decisions about salaries for positions within these industries.

Throughout this challenging year, our industry has shown incredible resilience and ingenuity. Despite rumors of a potential recession swirling in the background, we have seen record-breaking sales and occupancy numbers across many sectors of the hospitality industry. This strong performance can be attributed to great leadership making an effort to improve managers' lives with better scheduling and quality of life initiatives such as emphasizing time spent with family. It's more important than ever before to strive for a balance between work and family life. That's why we're always searching for ways to help businesses stay competitive while also providing their staff with meaningful time off opportunities. By taking into account employees' personal needs, companies can become even more successful over time through increased productivity and job satisfaction.

At Gecko Hospitality, we are proud to provide up-to-date reports on the latest trends so that organizations can make informed decisions for their teams regarding wages, benefits packages, and compensation rates that reflect current market conditions. It is our goal to equip you with all the necessary tools needed to fill vital roles within the hospitality industry while providing key stakeholders with reliable information they can trust.

Our salary survey offers valuable insights into current compensation trends in the hospitality industry, giving you an up-to-date understanding of what it takes to attract and retain top talent. We hope that our survey will be a beneficial resource for your future hiring and management decisions. Thank you for your partnership and support – together, we can create an even brighter future for the hospitality industry!

Respectfully,

Robert Krzak
President
Gecko Hospitality

CLASSIFICATION DEFINITIONS

Catering Company

Catering companies are often hired for anniversaries & special events, birthday parties, wedding receptions, business holiday events, as well as many other events. They are often responsible for many aspects of the event planning which includes (but is not limited to): menu design and preparation, cuisine creation and presentation, plate and dinnerware rentals, and arranging appropriate pre-event, event, and clean-up crew staffing.

Conference Center

A conference center is a large building that is designed to hold a convention, where individuals and groups gather to promote and share common interests. Convention centers typically offer sufficient floor area to accommodate several thousand attendees. Conference centers often consist of one main hall and a number of smaller lecture rooms and dining facilities.

Country Club

Country clubs are usually privately owned or associated with communities or golf clubs, often with memberships, that generally offer both recreational activities and dining and entertainment facilities. Examples of country clubs we work with: Boca West Country Club, Westwood Golf Club & Briar Ridge County Club.

Cruise Line

Cruiselines operate cruise ships on oceans or rivers and usually carry passengers who are vacationing. They typically embark on round-trip voyages to various ports-of-call where passengers may go on excursions and Experience the local area. Consisting of restaurants, bars, casinos, event spaces and more, cruiselines offer many amenities for passengers.

Hotel

Hotels provide accommodations on a short-term basis as well as meals and other services to travelers and tourists. Facilities and amenities inside a hotel may range from modest, small rooms and basic guest services to larger, higher priced suites with additional amenities. Some of the many types of hotels include, Extended stay, full service, boutique, select service, Luxury, midscale and upscale.

Private Estate

Private estates are primarily owned by one owner whose property is large enough for multiple buildings and staff.

Resort

Resorts offer relaxation and/or recreation to vacation goers and travelers and provides most amenities on site including (but not limited to) food, beverages (including alcohol), lodging, sports, entertainment & shopping. Some resorts may include excursion type options and even beaches/pools for swimming.

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BREAKDOWN OF CANDIDATES

244

Hospitality Candidates Surveyed

GENDER

Female

Male 158

POSITIONS

(candidates surveyed in each position)

Female	
Area Store Manager	1
Assistant Controller	1
Assistant Director of Front Office	1
Assistant General Manager	1
Assistant Human Resource Director	1
Catering Sales Manager	1
Chief Financial Officer	1
Conference Planning Manager	1
Controller	3
Corporate Retail Experience Manager	1
Director of Hospitality	1
Director of Human Resources	1
Director of Operations	1
Director of Sales	12
Director of Sales and Marketing	4
Executive Chef	1
Facilities Manager	1
Food & Beverage Retail Manager	1
Food and Beverage Director	1
Front Office Manager	5
General Manager	17
-	

Male	
Accounting Coordinator	1
Activities Manager	1
Area Coach	1
Area Director	3
Assistant Concierge Manager	1
Assistant Director of Front Office	1
Assistant Director of Sales	1
Assistant General Manager	4
Beverage and Operations Manager	1
Chef	3
Chef de Cuisine	1
Chief Engineer	5
Club Manager	1
Controller	2
Corporate Food and Beverage Mgr	1
Director of Club Services	1
Director of Culinary	1
Director of Engineering	5
Director of Finance	2
Director of Food and Beverage	8
Director of Housekeeping	1
Director of Outlets	1

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POSITIONS

(candidates surveyed in each position)

Female	
Hotel General Manager	6
Hotel Operations Manager	1
Hourly Supervisor	1
Housekeeping Manager	2
Human Resource Director	2
Human Resource Manager	1
Manager of Membership and Sales	1
National Sales Account Manager	1
Overnight Resort Manager	1
Restaurant Manager	1
Sales Coordinator	1
Sales Manager	9
Shift Supervisor	1
Sous Chef	1

Male	
Director of Sales	4
District / Multi-Unit Manager	1
Events & Sales Manager	1
Executive Assistant	1
Executive Chef	28
Executive Housekeeper	1
Fitness Director	1
Food and Beverage Director	4
Food and Beverage Manager	8
Front Office Manager	1
General Manager	24
General Manager / COO	1
Golf Operations Manager	1
Grocery Manager	1
Hotel Executive Chef	1
Hotel General Manager	3
Hotel Manager	2
Hotel Restaurant General Manager	1
Housekeeping Manager	2
Human Resource Director	2
Irrigation Tech	1
Kitchen Manager	1
Restaurant Manager	8
Sales Manager	1
Sous Chef	11
Sushi Chef	1
Talent Acquisition Manager	1

AVERAGE STARTING SALARIES

Classifications	Female
Area Store Manager	\$70,000
Assistant Controller	\$60,000
Assistant Director of Front Office	\$76,000
Assistant General Manager	\$100,000
Assistant Human Resource Director	\$95,000
Catering Sales Manager	\$85,000
Chief Financial Officer	\$205,000
Conference Planning Manager	\$60,000
Controller	\$86,666
Corporate Retail Experience Manager	\$120,000
Director of Hospitality	\$80,000
Director of Human Resources	\$150,000
Director of Operations	\$100,000
Director of Sales	\$82,083
Director of Sales and Marketing	\$123,750
Executive Chef	\$100,000
Facilities Manager	\$90,000
Food & Beverage Retail Manager	\$72,000
Food and Beverage Director	\$105,000
Front Office Manager	\$49,640
General Manager	\$78,117

Accounting Coordinator Activities Manager \$65,000 Area Coach \$95,000 Area Director \$110,000 Assistant Concierge Manager \$65,405 Assistant Director of Front Office \$90,000 Assistant Director of Sales \$73,838 Assistant General Manager \$60,875 Beverage and Operations Manager \$60,000 Chef \$88,333 Chef de Cuisine \$75,000 Chief Engineer \$61,048 Club Manager \$60,000 Controller \$102,500 Corporate Food and Beverage Mgr Director of Club Services \$150,000 Director of Finance \$130,000 Director of Food and Beverage \$70,000 Director of Housekeeping \$70,000 Director of Outlets \$85,000	Classifications	Male
Area Coach Area Director Assistant Concierge Manager Assistant Director of Front Office Assistant Director of Sales Assistant General Manager Seo,000 Chef Severage and Operations Manager Chef de Cuisine Chef de Cuisine Club Manager Club Manager Controller Corporate Food and Beverage Mgr Director of Culinary Director of Engineering Director of Food and Beverage Sino,000 Director of Housekeeping Sino,000	Accounting Coordinator	\$41,600
Area Director Assistant Concierge Manager Assistant Director of Front Office Assistant Director of Sales Assistant General Manager Beverage and Operations Manager Chef Sales Sa	Activities Manager	\$65,000
Assistant Concierge Manager Assistant Director of Front Office Assistant Director of Sales Assistant General Manager Beverage and Operations Manager Chef \$88,333 Chef de Cuisine \$75,000 Chief Engineer \$61,048 Club Manager \$60,000 Controller \$102,500 Corporate Food and Beverage Mgr Director of Club Services Director of Engineering \$96,000 Director of Finance \$130,000 Director of Food and Beverage \$100,000 Director of Food and Beverage \$100,000 Sirector of Housekeeping \$70,000	Area Coach	\$95,000
Assistant Director of Front Office Assistant Director of Sales Assistant General Manager Beverage and Operations Manager Chef \$88,333 Chef de Cuisine \$75,000 Chief Engineer \$61,048 Club Manager \$60,000 Controller \$102,500 Corporate Food and Beverage Mgr Director of Club Services Director of Engineering \$96,000 Director of Finance \$130,000 Director of Food and Beverage \$100,000 Director of Food and Beverage \$100,000 \$100,000 \$100,000 \$100,000 \$100,000 \$100,000 \$100,000 \$100,000	Area Director	\$110,000
Assistant Director of Sales Assistant General Manager Beverage and Operations Manager Chef \$88,333 Chef de Cuisine \$75,000 Chief Engineer \$60,000 Chief Engineer \$61,048 Club Manager \$60,000 Controller \$102,500 Corporate Food and Beverage Mgr Director of Club Services \$150,000 Director of Engineering \$96,000 Director of Finance \$130,000 Director of Food and Beverage \$100,000 Director of Housekeeping \$70,000	Assistant Concierge Manager	\$65,405
Assistant General Manager \$60,875 Beverage and Operations Manager \$60,000 Chef \$88,333 Chef de Cuisine \$75,000 Chief Engineer \$61,048 Club Manager \$60,000 Controller \$102,500 Corporate Food and Beverage Mgr \$60,000 Director of Club Services \$150,000 Director of Engineering \$96,000 Director of Finance \$130,000 Director of Food and Beverage \$100,000 Director of Housekeeping \$70,000	Assistant Director of Front Office	\$90,000
Beverage and Operations Manager Chef \$88,333 Chef de Cuisine \$75,000 Chief Engineer \$61,048 Club Manager \$60,000 Controller \$102,500 Corporate Food and Beverage Mgr \$60,000 Director of Club Services \$150,000 Director of Engineering \$96,000 Director of Finance \$130,000 Director of Food and Beverage \$100,000 Director of Housekeeping \$70,000	Assistant Director of Sales	\$73,838
Chef \$88,333 Chef de Cuisine \$75,000 Chief Engineer \$61,048 Club Manager \$60,000 Controller \$102,500 Corporate Food and Beverage Mgr \$60,000 Director of Club Services \$150,000 Director of Culinary \$100,000 Director of Engineering \$96,000 Director of Finance \$130,000 Director of Food and Beverage \$100,000 Director of Housekeeping \$70,000	Assistant General Manager	\$60,875
Chef de Cuisine \$75,000 Chief Engineer \$61,048 Club Manager \$60,000 Controller \$102,500 Corporate Food and Beverage Mgr \$60,000 Director of Club Services \$150,000 Director of Culinary \$100,000 Director of Engineering \$96,000 Director of Finance \$130,000 Director of Food and Beverage \$100,000 Director of Housekeeping \$70,000	Beverage and Operations Manager	\$60,000
Chief Engineer \$61,048 Club Manager \$60,000 Controller \$102,500 Corporate Food and Beverage Mgr \$60,000 Director of Club Services \$150,000 Director of Culinary \$100,000 Director of Engineering \$96,000 Director of Finance \$130,000 Director of Food and Beverage \$100,000 Director of Housekeeping \$70,000	Chef	\$88,333
Club Manager \$60,000 Controller \$102,500 Corporate Food and Beverage Mgr \$60,000 Director of Club Services \$150,000 Director of Culinary \$100,000 Director of Engineering \$96,000 Director of Finance \$130,000 Director of Food and Beverage \$100,000 Director of Housekeeping \$70,000	Chef de Cuisine	\$75,000
Controller \$102,500 Corporate Food and Beverage Mgr \$60,000 Director of Club Services \$150,000 Director of Culinary \$100,000 Director of Engineering \$96,000 Director of Finance \$130,000 Director of Food and Beverage \$100,000 Director of Housekeeping \$70,000	Chief Engineer	\$61,048
Corporate Food and Beverage Mgr \$60,000 Director of Club Services \$150,000 Director of Culinary \$100,000 Director of Engineering \$96,000 Director of Finance \$130,000 Director of Food and Beverage \$100,000 Director of Housekeeping \$70,000	Club Manager	\$60,000
Director of Club Services \$150,000 Director of Culinary \$100,000 Director of Engineering \$96,000 Director of Finance \$130,000 Director of Food and Beverage \$100,000 Director of Housekeeping \$70,000	Controller	\$102,500
Director of Culinary \$100,000 Director of Engineering \$96,000 Director of Finance \$130,000 Director of Food and Beverage \$100,000 Director of Housekeeping \$70,000	Corporate Food and Beverage Mgr	\$60,000
Director of Engineering\$96,000Director of Finance\$130,000Director of Food and Beverage\$100,000Director of Housekeeping\$70,000	Director of Club Services	\$150,000
Director of Finance\$130,000Director of Food and Beverage\$100,000Director of Housekeeping\$70,000	Director of Culinary	\$100,000
Director of Food and Beverage \$100,000 Director of Housekeeping \$70,000	Director of Engineering	\$96,000
Director of Housekeeping \$70,000	Director of Finance	\$130,000
	Director of Food and Beverage	\$100,000
Director of Outlets \$85,000	Director of Housekeeping	\$70,000
	Director of Outlets	\$85,000

AVERAGE STARTING SALARIES

Classifications	Female
Hotel General Manager	\$75,666
Hotel Operations Manager	\$55,000
Hourly Supervisor	\$37,440
Housekeeping Manager	\$45,380
Human Resource Director	\$117,500
Human Resource Manager	\$75,000
Manager of Membership and Sales	\$100,000
National Sales Account Manager	\$80,000
Overnight Resort Manager	\$69,000
Restaurant Manager	\$62,500
Sales Coordinator	\$47,840
Sales Manager	\$75,333
Shift Supervisor	\$40,040
Sous Chef	\$34,400

Classifications	Male
Director of Sales	\$81,250
District / Multi-Unit Manager	\$89,999
Events & Sales Manager	\$55,000
Executive Assistant	\$65,000
Executive Chef	\$87,018
Executive Housekeeper	\$80,000
Fitness Director	\$70,000
Food and Beverage Director	\$89,875
Food and Beverage Manager	\$66,000
Front Office Manager	\$55,000
General Manager	\$91,266
General Manager / COO	\$150,000
Golf Operations Manager	\$65,000
Grocery Manager	\$80,000
Hotel Executive Chef	\$75,000
Hotel General Manager	\$70,000
Hotel Manager	\$123,750
Hotel Restaurant General Manager	\$60,000
Housekeeping Manager	\$69,000
Human Resource Director	\$112,500
Irrigation Tech	\$52,000
Kitchen Manager	\$50,000
Restaurant Manager	\$66,812
Sales Manager	\$85,000
Sous Chef	\$73,363
Sushi Chef	\$70,720
Talent Acquisition Manager	\$97,000
	1 - 1/0 0 0

HOSPITALITY DIVISION

Average Starting Salaries - Female

Area Store Manager		Corporate Retail Experience Manage	
Resort	\$70,000	Private Club	\$120,000
Assistant Controller		Director of Hospitality	7
Hotel - Limited / Select Service	\$60,000	Resort	\$80,000
Assistant Director Of	Director Of Front Office Director of Human Resources		sources
Resort	\$76,000	Hotel - Luxury	\$150,000
Assistant General Ma	nnager	Director of Operations	
Hotel - Full Service	\$100,000	Hotel - Full Service	\$100,000
Assistant Human Res	source Director	Director of Sales	
Resort	\$95,000	Hotel - Extended Stay	\$71,666
_	1 /	Hotel - Full Service	\$80,000
Catering Sales Manag	oer	Hotel - Boutique	\$100,000
Hotel - Full Service	\$85,000	Hotel - Limited / Select Service	\$73,333
		Hotel - Midscale	\$90,000
Chief Financial Office	er	Resort	\$100,000
Hotel - Boutique	\$205,000	_	
		Director of Sales and I	Marketing
Conference Planning	Manager	Hotel - Boutique	\$115,000
Hotel - Full Service	\$60,000	Hotel - Upscale	\$150,000
Controller		Executive Chef	
Hotel - Full Service	\$100,000	Private Club	\$100,000
Hotel - Boutique	\$80,000		

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HOSPITALITY DIVISION

Average Starting Salaries - Female

Facilities Manager		Hotel General Manage	er
Private Estate	\$90,000	Hotel - Economy	\$65,000
		Hotel - Extended Stay	\$75,000
Food & Beverage Retai	l Manager	Hotel - Full Service	\$86,500
Hotel - Upscale	\$72,000	Hotel - Limited / Select Service	\$66,000
Food and Beverage Dir	rector	Hotel - Midscale	\$75,000
Private Club	\$105,000	Hotel Operations Mar	nager
		Hotel - Upscale	\$55,000
Front Office Manager		_	
Hotel - Economy	\$31,200	Hourly Supervisor	
Hotel - Full Service	\$45,000	Resort	\$37,440
Hotel - Midscale	\$50,500	_	, ,
Hotel - Upscale	\$71,000	Housekeeping Manage	er
		Bed & Breakfast	\$45,000
General Manager		Private Estate	\$45,760
Private Club	\$97,500	<u> </u>	
Hotel - Economy	\$85,000	Human Resource Dire	ector
Hotel - Extended Stay	\$61,250	Hotel - Full Service	\$115,000
Hotel - Full Service	\$125,000	Resort	\$120,000
Hotel - Limited / Select Service	\$69,400	Human Resource Man	nager
Hotel - Midscale	\$70,000	Hotel - Boutique	\$75,000
Corporate	\$91,000		\$73,000
Private Estate	\$100,000	Manager of Members	hip and Sales
		Hotel - Boutique	\$100,000
			·

HOSPITALITY DIVISION

Average Starting Salaries - Female

Hotel - Full Service	\$80,000
Overnight Resort Man	ager
Resort	\$69,000
Restaurant Manager	
Private Club	\$62,500
Sales Coordinator	
Hotel - Full Service	\$47,840
Sales Manager	
Hotel - Full Service	\$80,000
Hotel - Boutique	\$66,000
Hotel - Luxury	\$90,000
Hotel - Midscale	\$62,000
Hotel - Upscale	\$90,000
Resort	\$50,000
Shift Supervisor	
Resort	\$40,040
Sous Chef	



HOSPITALITY DIVISION

Average Starting Salaries - Male

Accounting Coordina	tor	Beverage and Operations Manager		
Hotel - Full Service	\$41,600	Hotel - Boutique	\$60,000	
Activities Manager		Chef		
Resort	\$65,000	Hotel - Full Service	\$65,000	
_	. ,	Resort	\$100,000	
Area Coach			. ,	
Hotel - Boutique	\$95,000	Chef de Cuisine		
		Private Club	\$75,000	
Area Director				
Hotel - Full Service \$155,000		Chief Engineer		
Hotel - Limited /	\$90,000	Hotel - Full Service	\$90,000	
Select Service	<u> </u>	Hotel - Limited /	\$72,500	
Hotel - Midscale	\$85,000	Select Service		
		Private Estate	\$89,120	
Assistant Concierge l		Club Manadan		
Hotel - Luxury	\$65,405	Club Manager	***	
	7	Private Club	\$60,000	
Assistant Director of				
Hotel - Full Service	\$90,000	Controller		
		Private Club	\$70,000	
Assistant Director of	Sales	Hotel - Upscale	\$135,000	
Event Dining	\$73,837			
		Corporate Food and Beverage Mgr		
Assistant General Ma		— Hotel - Full Service	\$60,000	
Hotel - Full Service	\$66,750	_	. ,	
Hotel - Limited / Select Service	\$50,000			

HOSPITALITY DIVISION

Average Starting Salaries - Male

Duinata Clark	¢150 000	Hatal Fritandad Star	\$75,000	
Private Club	\$150,000	Hotel - Extended Stay	\$75,000	
		Hotel - Full Service	\$95,000	
Director of Culinary		Hotel - Limited / Select Service	\$65,000	
Private Club	\$100,000	Hotel - Upscale	\$90,000	
Director of Engineeri	ng			
Private Club	\$105,000	District / Multi-Unit M		
Hotel - Full Service	\$100,000	Hotel - Extended Stay	\$89,999	
Hotel - Boutique	\$125,000			
Resort	\$80,000	Events & Sales Manage		
		Event Dining	\$55,000	
Director of Finance		— Danida Amintant		
Hotel - Full Service \$140,000		Executive Assistant		
Hotel - Boutique	\$120,000	Hotel - Full Service	\$65,000	
		Executive Chef		
Director of Food and	Beverage	Casino	\$122,500	
Private Club	\$70,000	Private Club	\$67,857	
Hotel - Full Service	\$106,750	Hotel - Boutique	\$99,250	
Hotel - Luxury	\$163,000	Hotel - Limited / Select Service	\$95,000	
		Hotel - Upscale	\$91,000	
Director of Housekee	ping	Resort	\$85,714	
Hotel - Full Service	\$70,000			
		Executive Housekeepe	r	
Director of Outlets		Resort	\$80,000	
Hotel - Luxury	\$85,000	_	- ,	
		Fitness Director		

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HOSPITALITY DIVISION

Average Starting Salaries - Male

Food and Beverage Director		Golf Operations Manager		
Private Club	Private Club \$72,500		\$65,000	
Hotel - Boutique	\$100,000			
Resort	\$93,500	Grocery Manager		
		Hotel - Midscale	\$80,000	
Food and Beverage Ma	nager			
Private Club	\$62,000	Hotel Executive Chef		
Hotel - Full Service	\$70,000	Hotel - Full Service	\$75,000	
Hotel - Boutique	\$70,000	_		
		Hotel General Manage	er	
Front Office Manager		Hotel - Extended Stay	\$65,000	
Hotel - Midscale	\$55,000	Hotel - Limited / Select Service	\$80,000	
General Manager				
Private Club	\$72,800	Hotel Manager		
Hotel - Extended Stay	\$65,400	Resort	\$123,750	
Hotel - Full Service	\$120,000			
Hotel - Boutique	\$116,666	Hotel Restaurant General Manager		
Hotel - Limited / Select Service	\$67,500	Hotel - Full Service	\$60,000	
Hotel - Midscale	\$87,500	Housekeeping Manager		
Hotel - Upscale	\$155,000	Hotel - Full Service	\$75,000	
Resort	\$80,000	Hotel - Boutique	\$63,000	
Association	\$75,000		• /	
		Human Resource Director		
General Manager / Co	00	Hotel - Upscale	\$145,000	
Private Club	\$150,000	Resort	\$80,000	

HOSPITALITY DIVISION

Average Starting Salaries - Male

Private Estate	\$52,000
Kitchen Manager	
Hotel - Boutique	\$50,000
Restaurant Manager	
Private Club	\$60,000
Hotel - Full Service	\$90,000
Hotel - Boutique	\$60,000
Hotel - Upscale	\$80,000
Resort	\$61,125
Hotel - Extended Stay	\$85,000
Sous Chef	
Private Club	\$75,000
Hotel - Full Service	\$65,000
Resort	\$75,333
Sushi Chef	
Private Club	\$70,720
Talent Acquisition Ma	nager
Private Club	\$97,000
rivate Ciub	\$9 <i>1</i> ,000



THE FOLLOWING DEPICTS **MANAGERS WHO RECEIVED** A SALARY INCREASE WHEN **ACCEPTING A MANAGEMENT POSITION WITH A NEW COMPANY**

Gender

Female

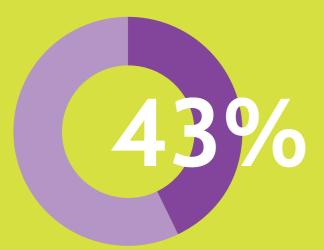
Managers received a salary increase

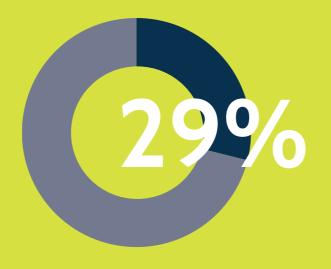
Male

46

Managers received a salary increase

158





AVERAGE RAISE PER CLASSIFICATION

Classifications	Female
Hotel - Economy	\$5,000
Hotel - Extended Stay	\$9,000
Hotel - Full Service	\$10,750
Hotel - Boutique	\$13,857
Hotel - Limited / Select Service	\$8,500
Hotel - Luxury	\$13,500
Hotel - Midscale	\$6,000
Hotel - Upscale	\$15,000
Private Club	\$11,400
Private Estate	\$20,000
Resort	\$7,270

Classifications	Male
Association	\$7,000
Casino	\$10,000
Hotel - Full Service	\$12,666
Hotel - Boutique	\$9,777
Hotel - Luxury	\$8,000
Hotel - Midscale	\$8,000
Hotel - Upscale	\$9,000
Private Club	\$7,090
Private Estate	\$10,000
Resort	\$11,500



TOP 10 REASONS MANAGERS LEFT THEIR EMPLOYER AND HOW MANY RECEIVED A RAISE WITH THEIR NEW EMPLOYER

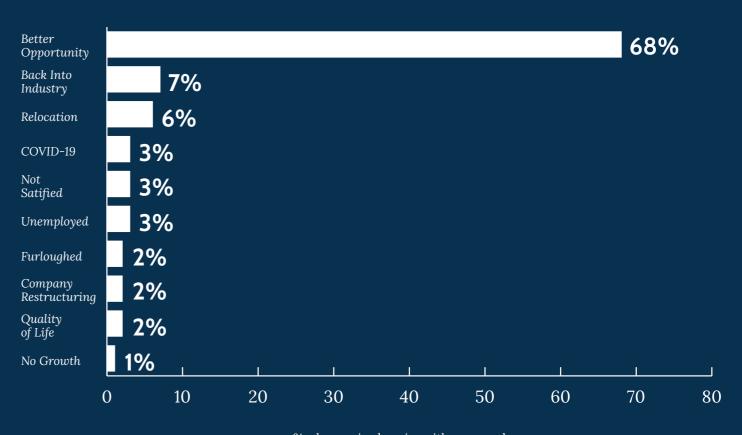
Female | % Received

Better 64% Opportunity 8% Relocation Back Into Indsutry Not Satisfied Quality of Life 3.5% No Growth 2% Unemployed **Business** 1% Closed 1% COVID-19 **Furloughed** 10 20 30 40 50 60 70 80 0

% who received a raise with new employer

TOP 10 REASONS MANAGERS LEFT THEIR EMPLOYER AND HOW MANY RECEIVED A RAISE WITH THEIR NEW EMPLOYER

Male | % Received



Overall

% who received a raise with new employer

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INDUSTRY EXPERIENCE

Female and Male

Classifications	Years in Business	Jobs in last 5 years
Accounting Coordinator	16	2
Activities Manager	15	2
Area Coach	9	4
Area Director	15	2
Area Store Manager	11.5	2.6
Assistant Concierge Manager	7	3
Assistant Controller	25	1
Assistant Director of Front Office	12	2.5
Assistant Director of Sales	6.5	3
Assistant General Manager	14	2.4
Assistant Human Resource Director	15	4
Beverage and Operations Manager	5	2
Catering Sales Manager	15	1
Chef	17	3
Chef de Cuisine	22	2
Chief Engineer	8	3
Chief Financial Officer	33	1
Club Manager	4	2
Conference Planning Manager	5	4
Controller	11	3
Corporate Food and Beverage Mgr	5	2
Corporate Retail Experience Manager	17	2
Director of Club Services	24	2

INDUSTRY EXPERIENCE

Female and Male

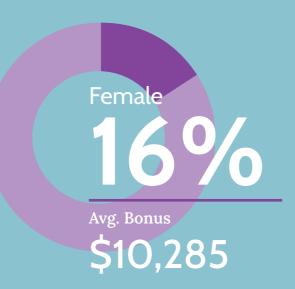
Classifications	Years in Business	Jobs in last 5 years
Director of Culinary	18	2
Director of Engineering	12	2.4
Director of Finance	20	3.5
Director of Food and Beverage	19	1.6
Director of Hospitality	6	3
Director of Housekeeping	20	3
Director of Human Resources	1	3
Director of Operations	10	3
Director of Outlets	12	3
Director of Sales	15	2.9
Director of Sales and Marketing	22	2.5
District / Multi-Unit Manager	24	1
Events & Sales Manager	4	3
Executive Assistant	0	2
Executive Chef	22	2.8
Executive Housekeeper	20	3
Facilities Manager	9	3
Fitness Director	0	2
Food & Beverage Retail Manager	14	5
Food and Beverage Director	15	1.8
Food and Beverage Manager	18	2.4
Front Office Manager	6.5	3
General Manager	16.5	2.5
General Manager / COO	28	1
Golf Operations Manager	20	2

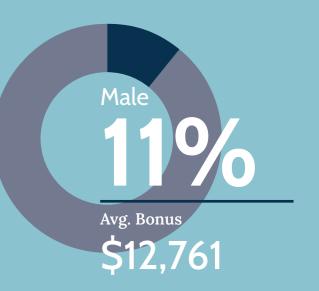
INDUSTRY EXPERIENCE

Female and Male

Classifications	Years in Business	Jobs in last 5 years
Grocery Manager	15	2
Hotel Executive Chef	15	2
Hotel General Manager	12	3.7
Hotel Manager	12	1.5
Hotel Operations Manager	22	2
Hotel Restaurant General Manager	0	4
Hourly Supervisor	3	1
Housekeeping Manager	18	2.3
Human Resource Director	10.5	2
Human Resource Manager	18	1
Irrigation Tech	0	2
Kitchen Manager	4	1
Manager of Membership and Sales	9	2
National Sales Account Manager	10	3
Overnight Resort Manager	7.5	5
Restaurant Manager	21	2.3
Sales Coordinator	10	2
Sales Manager	14	2.8
Shift Supervisor	3	1
Sous Chef	15	3
Sushi Chef	10	4
Talent Acquisition Manager	12	3

PERCENTAGE OF MANAGERS RECEIVING BONUSES FROM PREVIOUS EMPLOYER







DEGREE OR NO DEGREE: YOU MAKE THE CALL!

Some Classifications 2 Year 4 Year Military Post HS None Masters **Education** Accounting 100% Coordinator Activities Manager 100% Area Coach 100% Area Director 100% • 100% Area Store Manager • **Assistant Concierge** 100% Manager Assistant Controller 100% • **Assistant Director** 50% 50% Of Front Office **Assistant Director** 100% of Sales Assistant General 25% 75% Manager Assistant Human 100% Resource Director Beverage and 100% Operations Manager Catering Sales 100% Manager Chef 33% 67% 100% Chef de Cuisine • Chief Engineer 40% 60% Chief Financial 100% Officer Club Manager 100% • Conference 100% Planning Manager

DEGREE OR NO DEGREE: YOU MAKE THE CALL!

Classifications	2 Year	4 Year	None	Masters	Military	Some Post HS Education
Controller	•	80%	•	•	20%	•
Corporate Food and Beverage Mgr	•	100%	•	•	•	•
Corporate Retail Experience Manager	100%	•	•	•	•	•
Director of Club Services	•	•	100%	•	•	•
Director of Culinary	100%	•	•	•	•	•
Director of Engineering	•	20%	80%	•	•	•
Director of Finance	•	100%	•	•	•	•
Director of Food and Beverage	38%	50%	12%	•	•	•
Director of Hospitality	•	100%	•	•	•	•
Director of Housekeeping	100%	•	•	•	•	•
Director of Human Resources	•	•	•	100%	•	•
Director of Operations	100%	•	•	•	•	•
Director of Outlets	•	•	100%	•	•	•
Director of Sales	19%	38%	31%	12%	•	•
Director of Sales and Marketing	•	75%	25%	•	•	•
District / Multi- Unit Manager	•	100%	•	•	•	•
Events & Sales Manager	•	•	100%	•	•	•
Executive Assistant	•	100%	•	•	•	•

DEGREE OR NO DEGREE: YOU MAKE THE CALL!

Classifications	2 Year	4 Year	None	Masters	Military	Some Post HS Education
Executive Chef	48%	21%	7%	•	21%	3%
Executive Housekeeper	•	•	•	100%	•	•
Facilities Manager	•	100%	•	•	•	•
Fitness Director	•	•	•	100%	•	•
Food & Beverage Retail Manager	•	•	100%	•	•	•
Food and Beverage Director	20%	60%	20%	•	•	•
Food and Beverage Manager	63%	25%	12%	•	•	•
Front Office Manager	50%	33%	17%	•	•	•
General Manager	13%	44%	29%	10%	2%	2%
General Manager / COO	•	100%	•	•	•	•
Golf Operations Manager	100%	•	•	•	•	•
Grocery Manager	•	100%	•	•	•	•
Hotel Executive Chef	•	•	100%	•	•	•
Hotel General Manager	33%	56%	11%	•	•	•
Hotel Manager	•	100%	•	•	•	•
Hotel Operations Manager	•	•	100%	•	•	•

DEGREE OR NO DEGREE: YOU MAKE THE CALL!

Classifications	2 Year	4 Year	None	Masters	Military	Some Post HS Education
Hotel Restaurant General Manager	•	•	100%	•	•	•
Hourly Supervisor	•	•	100%	•	•	•
Housekeeping Manager	•	50%	25%	25%	•	•
Human Resource Director	•	75%	•	25%	•	•
Human Resource Manager	•	100%	•	•	•	•
Irrigation Tech	•	100%	•	•	•	•
Kitchen Manager	•	•	100%	•	•	•
Manager of Membership and Sales	•	100%	•	•	•	•
National Sales Account Manager	•	100%	•	•	•	•
Overnight Resort Manager	•	•	100%	•	•	•
Restaurant Manager	22%	67%	11%	•	•	•
Sales Coordinator	•	100%	•	•	•	•
Sales Manager	20%	60%	10%	•	10%	•
Shift Supervisor	•	•	100%	•	•	•
Sous Chef	50%	33%	17%	•	•	•
Sushi Chef	100%	•	•	•	•	•
Talent Acquisition Manager	•	100%	•	•	•	•

SOUTHWEST REGIONAL BREAKOUT

The Southwest consists of the following states:

Arizona, New Mexico, Oklahoma & Texas

Overall Average for the Southwest Region

	Female	Male
Private Club	•	\$70,900
Resort	\$56,680	\$72,500
Hotel - Boutique	•	\$107,750
Hotel - Midscale	\$90,000	\$71,875
Private Estate	\$90,000	•
Hotel - Extended Stay	\$60,000	\$76,249
Hotel - Limited / Select Service	\$80,000	•
Hotel - Full Service	\$45,000	\$81,666



Hospitality Division

Breakdown by Job Title and Classification

Classifications	Female	Male	Classifications	Female	Male
Controller			Executive Chef		
Private Club	•	\$70,000	Private Club	•	\$87,000
			Hotel - Boutique	•	\$95,500
Director of Engine	ering		Hotel - Full Service	•	\$75,000
Resort	•	\$80,000			
			Facilities Manager		
Director of Finance	:		Private Estate	\$90,000	•
Hotel - Boutique	•	\$120,000		-	
	_		Fitness Director		
Director of Food &	Beverage		Private Club	•	\$70,000
Private Club	•	\$62,500		-	
	_	Front Office Mana		er	
Director of Hospita	lity		Hotel - Full Service	\$45,000	•
Resort	\$80,000	•			
	_		Golf Operations Ma	nager	
Director of Sales			Private Club	•	\$65,000
Hotel - Midscale	\$90,000	•			
Hotel - Full Service	•	\$95,000	Grocery Manager		
			Hotel - Midscale	•	\$80,000
District / Multi-Un	it Manager				
Hotel - Extended Stay	•	\$89,999	Hotel General Mana	ager	
			Hotel - Extended Stay	\$60,000	\$62,500

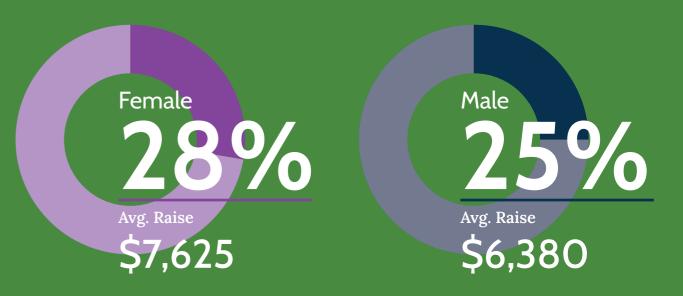


Hospitality Division

Breakdown by Job Title and Classification

Classifications	Female	Male
Hotel - Limited / Select Service	\$80,000	•
Hotel Operations M	lanager	
Hotel - Upscale	•	\$55,000
Housekeeping Man	ager	
Hotel - Full Service	•	\$75,000
Irrigation Tech		
Private Estate	•	\$52,000
Sales Manager		
Resort	\$50,000	•
Shift Supervisor		
Resort	\$40,040	•
Sous Chef		
Private Club	\$34,400	•
Resort	•	\$65,000

Received Raises



Received Bonuses



SOUTHEAST REGIONAL BREAKOUT

The Southeast consists of the following states:

Alabama, Arkansas, Florida, Kentucky, Louisiana, Mississippi, Georgia, South Carolina, Tennessee & West Virginia

Overall Average for the Southeast Region

	Female	Male
Hotel - Extended Stay	\$60,000	•
Hotel - Full Service	\$96,000	\$65,000
Hotel - Lifestyle/ Boutique	•	\$60,000
Private Estate	\$72,880	\$58,240
Resort	•	\$81,833
Private Club	\$110,000	\$103,000



Hospitality Division

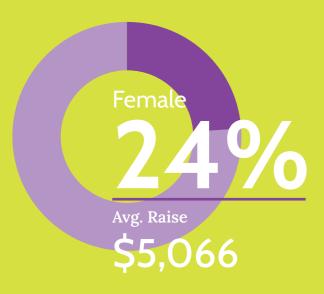
Resort

Breakdown by Job Title and Classification

Classifications	Female	Male	Classifications	Female	Male
Activities Manager			General Manager		
Private Club	•	\$65,000	Private Club	\$110,000	\$125,000
			Hotel - Boutique	\$60,000	\$80,000
Chief Engineer			Private Estate	\$100,000	•
Private Estate	•	\$58,240			
			Housekeeping Man	ager	
Controller			Private Estate	\$45,760	•
Hotel - Full Service	\$100,000	•			
			Hotel General Man	ager	
Director of Food & I	Beverage		Hotel - Full Service	•	\$88,000
Private Club	•	\$85,000			
Resort	•	\$72,000	Restaurant Manager		
			Private Club	\$75,000	•
Director of Operation	ons		Hotel - Boutique	•	\$60,000
Hotel - Full Service	\$100,000	•	Resort	•	\$52,000
Executive Assistant			Sous Chef		
Hotel - Full Service	•	\$65,000	Private Club	•	\$75,000
			Resort	•	\$65,000
Executive Chef					
Private Club	•	\$105,000			

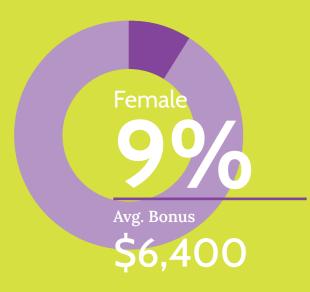
\$100,666

Received Raises





Received Bonuses





NORTHEAST REGIONAL BREAKOUT

The Northeast consists of the following states:

Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island & Vermont

Overall Average for the Northeast Region

	Female	Male
Hotel - Boutique	\$118,750	\$75,000
Hotel - Limited / Select Service	\$77,500	•
Private Club	\$102,500	\$97,416
Hotel - Full Service	•	\$138,333
Resort	•	\$130,000



Hospitality Division

Breakdown by Job Title and Classification

Female	Male	Classifications	Female	Male
		Executive Chef		
•	\$155,000	Private Club	\$100,000	\$80,000
		Hotel - Boutique	•	\$85,000
•	\$75,000	Executive Houseke	eper	
		Resort	•	\$80,000
cer				
\$205,000	•	Food and Beverage	Director	
		Private Club	\$105,000	\$72,500
perience M	anager			
•	\$120,000	Food and Beverage	Manager	
•	\$140,000	Hotel - Boutique	•	\$70,000
		General Manager		
\$80,000	•	Hotel - Economy	\$85,000	•
\$80,000	•	Hotel - Full Service	\$125,000	\$120,000
400,000		Hotel - Limited / Select Service	\$75,000	•
Marketing		Private Club	•	\$65,000
\$115,000	•	Hotel - Boutique	•	\$80,000
	\$205,000 perience M \$80,000 \$80,000	• \$155,000 eer \$205,000 perience Manager • \$120,000 • \$140,000 \$80,000 • \$80,000 • \$Marketing	Executive Chef Private Club Hotel - Boutique • \$75,000 Executive Housekee Resort Food and Beverage Private Club Private Club Food and Beverage Private Club Food and Beverage Private Club Food and Beverage Hotel - Boutique General Manager \$80,000 Hotel - Economy Hotel - Full Service Hotel - Limited / Select Service Private Club	Executive Chef Private Club \$100,000 Hotel - Boutique * \$75,000 Executive Housekeeper Resort Private Club \$105,000 Private Club \$105,000

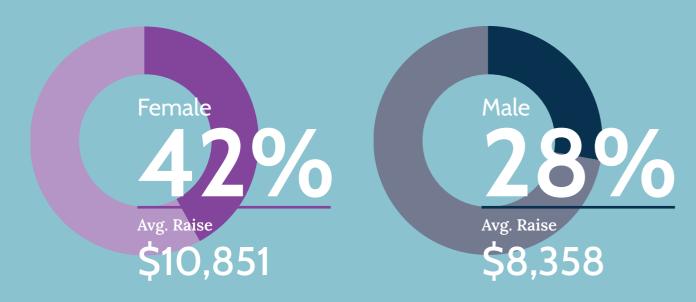
Hospitality Division

Breakdown by Job Title and Classification

Classifications	Female	Male
Hotel Manager		
Resort	•	\$180,000
Human Resource M	lanager	
Hotel - Boutique	\$75,000	•
Talent Acquisition	Manager	
Private Club	•	\$97,000
Sales Manager		
Hotel - Full Service	\$85,000	•
Sous Chef		
Private Club	•	\$75,000



Received Raises



Received Bonuses



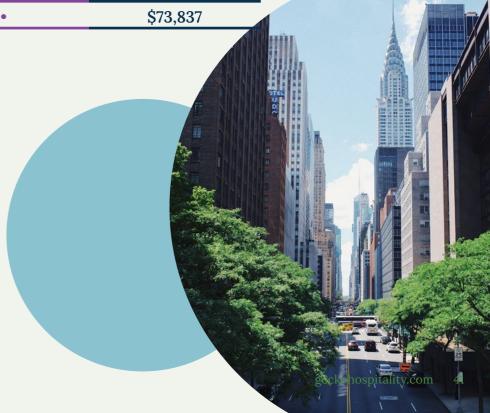
MID-ATLANTIC REGIONAL BREAKOUT

The Mid-Atlantic consists of the following states:

Delaware, Maryland, New Jersey, New York, North Carolina, Pennsylvania & Virginia

Overall Average for the Mid-Atlantic Regional Region

	Female	Male
Hotel - Full Service	\$73,333	\$69,125
Hotel - Boutique	\$86,666	\$102,000
Hotel - Limited/Select	\$62,666	\$73,750
Hotel - Luxury	\$150,000	•
Hotel - Midscale	\$62,333	\$78,750
Hotel - Upscale	\$80,500	\$90,666
Private Estate	•	\$120,000
Resort	\$68,720	\$70,000
Private Club	\$73,750	\$115,000
Catering Company	•	\$73,837



Hospitality Division

Breakdown by Job Title and Classification

Classifications	Female	Male	Classifications	Female	Male
Area Coach			Controller		
Hotel - Boutique	•	\$95,000	Hotel - Boutique	\$80,000	•
Area Director			Director of Club Ser	rvices	
Hotel - Limited/Select	•	\$90,000	Private Club	•	\$150,000
Hotel - Midscale	•	\$85,000			
			Director of Food & I	Beverage	
Assistant Director o	f Sales		Hotel - Full Service	•	\$67,000
Catering Company	•	\$73,837	Hotel - Boutique	•	\$100,000
Assistant General M	anager		Director of HR		
Hotel - Limited/Select	•	\$50,000	Hotel - Luxury	\$150,000	\$80,000
Beverage and Opera	tions Man	ager	Director of Houseke	eeping	
Hotel - Boutique	•	\$60,000	Hotel - Full Service	•	\$70,000
Chef			Director of Sales		
Hotel - Full Service	•	\$65,000	Hotel - Full Service	\$60,000	\$65,000
			Hotel - Boutique	\$70,000	•
Chief Engineer			Resort	\$100,000	\$90,000
Hotel - Limited/Select	•	\$72,500			
Private Estate	•	\$120,000	Executive Chef		
			Hotel - Limited/Select	•	\$95,000
Club Manager			Private Club	•	\$80,000
Hotel - Boutique	•	\$60,000	Hotel - Upscale	•	\$91,000
			Resort	•	\$65,000

Hospitality Division

Breakdown by Job Title and Classification

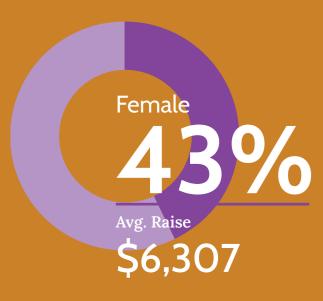
Classifications	Female	Male	Classifications	Female	Male
F&B Manager			Manager of Memb	ership & Sale	S
Hotel - Full Service	•	\$60,000	Hotel - Boutique	\$100,000	•
Front Office Manage	er		Sales Manager		
Hotel - Midscale	\$55,000	\$55,000	Hotel - Full Service	\$80,000	•
Hotel - Upscale	\$71,000	•	Hotel - Midscale	\$90,000	•
			Hotel - Upscale	\$90,000	•
General Manager					
Hotel - Limited/Select	\$55,000	\$65,000	Restaurant Manag	er	
Private Club	\$85,000	\$65,000	Private Club	\$62,500	\$90,000
Hotel - Midscale	\$70,000	\$87,500			
Hotel - Boutique	•	\$150,000	Sous Chef		
			Hotel - Full Service	•	\$65,000
Hotel General Mana	iger				
Hotel - Limited/Select	\$66,000	\$80,000			
Hourly Supervisor					
Resort	\$37,440	•			
Housekeeping Mana	ager				
Hotel - Boutique	\$45,000	\$63,000			
Kitchen Manager					

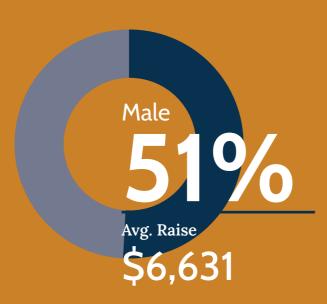
\$50,000

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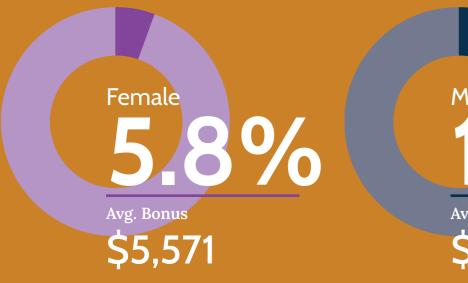
Hotel - Boutique

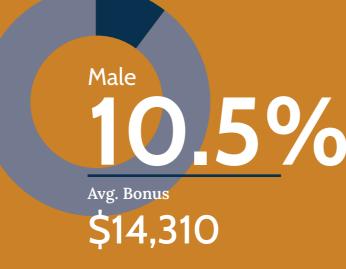
Received Raises





Received Bonuses





MIDWEST REGIONAL BREAKOUT

The Midwest consists of the following states:

Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, & Wisconsin

Overall Average for the Midwest Region

	Female	Male
Hotel - Economy	\$31,200	•
Hotel - Extended Stay	\$70,000	\$75,000
Hotel - Full Service	\$100,000	\$81,356
Hotel - Limited/Select	\$82,000	\$70,000
Hotel - Luxury	•	\$85,000
Hotel - Midscale	\$72,500	•
Hotel - Upscale	•	\$80,000
Country Club	•	\$60,000



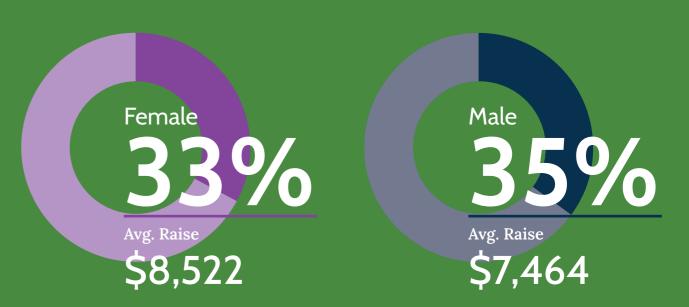
Midwest

Hospitality Division

Breakdown by Job Title and Classification

Classifications	Female	Male	Classifications	Female	Male
Accounting Coordinator		F&B Manager			
Hotel - Full Service	•	\$41,600	Hotel - Full Service	•	\$75,000
Assistant Director of Front Office			Front Office Manage	er	
Hotel - Full Service	•	\$90,000	Hotel - Economy	\$31,200	•
Assistant General N	lanager		General Manager		
Hotel - Full Service	•	\$66,750	Private Club	•	\$53,400
			Association	•	\$75,000
Corporate F&B Opti	mization M	anager			
Hotel - Full Service	•	\$60,000	Hotel General Manager		
			Hotel - Full Service	\$73,400	\$120,000
Director of Food & I	Beverage		Hotel - Limited/Select	\$82,000	\$70,000
Hotel - Full Service	•	\$137,500	Hotel - Midscale	\$72,500	•
Director of Outlets			Restaurant General Manager		
Hotel - Luxury	•	\$85,000	Hotel - Full Service	•	\$60,000
Director of Sales			Restaurant Manager	r	
Hotel - Extended Stay	\$70,000	\$75,000	Hotel - Upscale	•	\$80,000
Hotel - Full Service	\$100,000	•			

Received Raises



Received Bonuses



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PACIFIC NORTHWEST REGIONAL BREAKOUT

The Pacific Northwest consists of the following states:

Alaska, California, Hawaii, Oregon, & Washington

Overall Average for the Pacific Northwest Region

	Female	Male
Private Club	•	\$87,860
Hotel - Extended Stay	\$60,000	\$74,500
Hotel - Boutique	\$120,000	\$117,500
Hotel - Upscale	\$111,000	\$145,000
Hotel - Full Service	\$100,000	\$91,666
Resort	\$73,000	\$92,500
Hotel - Luxury	•	\$114,202



Hospitality Division

Breakdown by Job Title and Classification

Classifications	Female	Male	Classifications	Female	Male
Area Store Manage	r		Director of Sales		
Resort	\$70,000	•	Hotel - Boutique	\$120,000	•
Assistant Concierg	e Manager		Director of Sales &	Marketing	
Hotel - Luxury	•	\$65,405	Hotel - Upscale	\$150,000	•
Assistant Director	of Front Off	ice	Director of Food & I	Beverage	
Resort	\$76,000	•	Hotel - Full Service	•	\$85,000
			Hotel - Luxury	•	\$163,000
Catering Sales Man	ager				
Hotel - Full Service	\$85,000	•	Executive Chef		
			Hotel - Boutique	•	\$100,000
Chef			Resort	•	\$180,000
Resort	•	\$100,000			
			Food & Beverage Re	tail Manage	er
Chief Engineer			Hotel - Upscale	\$72,000	•
Hotel - Full Service	•	\$90,000			
			General Manager		
Controller			Hotel - Extended Stay	\$60,000	\$64,000
Hotel - Upscale	•	\$135,000	Hotel - Boutique	•	\$120,000
			Hotel - Upscale	•	\$155,000
Director of Engine	ering		Resort	•	\$80,000
Hotel - Full Service	•	\$100,000			
Hotel - Boutique	•	\$125,000	Hotel Manager		
Private Club	•	\$105,000	Resort	•	\$67,500

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Hospitality Division

Breakdown by Job Title and Classification

Classifications	Female	Male			
Human Resource Director					
Hotel - Full Service	\$115,000	•			
Hotel - Upscale	•	\$145,000			
Restaurant Manager	r				
Resort	•	\$37,500			
Sales Manager					
Hotel - Luxury	\$90,000	•			
Hotel - Extended Stay	•	\$85,000			
Sous Chef					
Resort	•	\$90,000			
Sushi Chef					
Private Club	•	\$70,720			

Received Raises

Female 5.2% Avg. Raise \$9,000





ROCKY MOUNTAIN REGIONAL BREAKOUT

The Rocky Mountain consists of the following states:

Colorado, Idaho, Montana, Nevada, Utah, & Wyoming

Overall Average for the Rocky Mountain Region

	Female	Male
Healthcare / Senior Living	•	\$85,000
Resort	\$94,667	\$103,125
Private Club	•	\$80,750
Hotel	\$70,426	\$74,500
Casino	•	\$122,500
Hotel - Boutique	•	\$120,000



Hospitality Division

Breakdown by Job Title and Classification

Classifications	Female	Male	Classifications	Female	Male
Assistant General Manager			Food and Beverage Director		
Hotel - Full Service	\$100,000	•	Resort	•	\$115,000
Assistant Human Resource Director			Food and Beverage Manager		
Resort	\$95,000	•	Private Club	•	\$61,500
Chef			Front Office Manager		
Resort	•	\$100,000	Hotel - Midscale	\$46,000	•
Conference Planning Manager			General Manager		
Hotel - Full Service	\$60,000	•	Hotel - Extended Stay	•	\$73,000
Director of Culinary			Hotel General Manager		
Private Club	•	\$100,000	Hotel - Economy	\$65,000	•
			Hotel - Full Service	\$85,000	•
Director of Sales			Hotel - Extended Stay	•	\$65,000
Hotel - Extended Stay	\$75,000	•			
			Human Resource Director		
Executive Chef			Resort	\$120,000	•
Hotel - Boutique	•	\$107,500			
Resort	•	\$107,500	National Sales Acco	unt Manage	er
Casino	•	\$122,500	Hospitality	\$80,000	•

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Hospitality Division

Breakdown by Job Title and Classification

Classifications	Female	Male
Overnight Resort N	Manager	
Resort	\$69,000	•
Restaurant Manage	er	
Resort	•	\$90,000
Sales Coordinator		
Hotel - Full Service	\$47,840	•
Sales Manager		
Hotel - Full Service	\$75,000	•
Sous Chef		
Hospitality	•	\$71,000

Received Raises



Received Bonuses

