



HOSPITALITY COMPENSATION EXCHANGE

*Presented By:*



**Compensation Review of Four Star Hotels  
In Moscow and St.-Petersburg**



Presented by:  
**HVS Executive Search**

[www.hvs-executivesearch.com/CompensationConsulting](http://www.hvs-executivesearch.com/CompensationConsulting)

Welcome to the HCE Hospitality Compensation Exchange®, the hotel industry's most comprehensive guide to salaries and benefits. We have created the HCE to provide hotel owners and operators with current and credible information concerning salary, bonus and employee benefit trends.

### Overview & Methodology

HVS Executive Search is widely recognized as a leader in providing human resource consulting to the hospitality industry. Core competencies of the firm include retained executive search, compensation management, and corporate governance counseling. Supporting the firm's compensation consulting practice is the HCE Hospitality Compensation Exchange®. The HCE is the most comprehensive survey of the hotel industry and encompasses data from 5000 hotels and 160 companies.

### Scope of Project

In April 2008 HVS has conducted a survey of salary packages awarded to members of management team and non-management employees at 4-star hotel properties in Moscow. The survey solicited data which covered, for management positions: salary, bonuses, total compensation, accommodation allowance, car allowance, travel allowance, cost of medical insurance, meal allowance, and any other additional allowances; for non-management employees: salary, bonuses, total cash compensation, cost of medical insurance, and meal allowance. HVS' research included specific data from 7 hotels.

### Data Analysis

Data is presented in standard percentile format (minimum, 25<sup>th</sup> percentile, 50<sup>th</sup> percentile, 75<sup>th</sup> percentile, and maximum). A percentile is a measure of location in a distribution of numbers that defines the value below, which a given percentage of the data fall. For example, the 75<sup>th</sup> percentile is the point below which 75 percent of the data fall. The minimum and maximum represent the smallest and largest data points for each of the compensation components. We prefer the percentile format, as it is a better reflection of real compensation levels and is less susceptible to statistical outliers. All data is presented in Russian Rubles and in Gross format, annual values.

HVS respectfully submits its findings,

With kindest regards,  
HVS Executive Search

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**Hospitality Compensation Exchange®**

The HCE Hospitality Compensation Exchange® is the largest industry forum for the exchange of compensation and benefit information. Annual HCE Surveys are conducted for the hotel, casino, restaurant and retail industries and encompass corporate and property-level positions. Furthermore, clients have access to more focused reports and services.

**HCE Annual Retainer**

HVS has successfully partnered with companies to provide an “independent” prospective concerning the link between executive rewards and operational/strategic results, stakeholder interests and overall economic enhancement of the organization. Projects include but are not limited to Executive Compensation Reviews, Incentive Program Design and Implementation, Governmental and Regulatory requirements and Compensation Committee Design & Make Up.

**HCE Annual Report**

HCE Annual Reports contain an executive summary of the national HCE survey data. The data is categorized by suitable industry criteria. Restaurant, Retail, Lodging and Gaming Annual Reports are available for both corporate and property level positions.

**HCE Select**

HCE Select generates criteria-specific reports based on data from the national survey. Users can determine their own query parameters for an HCE Select Report. The HCE Select program allows for numerous parameters to be considered simultaneously.

**HCE Custom**

HCE Custom creates client-defined reports from newly gathered data. HCE Custom gives clients access to information not collected in the national HCE surveys. Custom surveys are designed to consider an unlimited number of parameters, positions and questions. It is specifically targeted to competitive companies. This ground-up approach results in a fully customized report.

**Participating in the HCE**

There is no charge to become a participant in the HCE Hospitality Compensation Exchange®. HCE participants are eligible to receive discounts on HCE services. As confidentiality is the cornerstone of our business, protecting the reputation and data integrity of the participants is of critical importance. To that end, we only provide results in aggregate format.



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*HVS Executive Search has recently conducted salary and benefits surveys in the following European markets:*

Moscow

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Europe:

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- Vice President Development

Asia: Vice President Development

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Mauritius

St. Petersburg

Prague

Berlin

Brussels

London

Athens

Paris

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## Management Team Base Salary and Bonus

Base Salary					
Position	Minimum	25th Percentile	50th Percentile	75th Percentile	Maximum
Chief Engineer	780 000p.	780 000p.	876 720p.	1 154 787p.	1 698 828p.
Director Food & Beverage	684 000p.	1 188 000p.	1 344 000p.	1 557 132p.	1 620 000p.
Director Human Resources	960 000p.	1 032 000p.	1 080 000p.	1 168 200p.	1 712 844p.
Director Purchasing	300 000p.	588 000p.	688 806p.	730 209p.	840 000p.
Director Sales and Marketing	900 000p.	1 080 000p.	1 080 000p.	1 419 948p.	1 620 000p.
Executive Chef	744 000p.	1 266 000p.	1 498 566p.	1 757 099p.	2 357 000p.
Executive Housekeeper	619 296p.	792 000p.	840 000p.	900 000p.	973 440p.
Finance Controller	900 000p.	1 020 000p.	1 168 200p.	1 400 000p.	2 077 260p.
Front Office Manager	600 000p.	699 900p.	804 000p.	837 000p.	1 419 948p.
General Manager	1 080 000p.	1 683 108p.	2 142 072p.	2 493 750p.	2 775 000p.

Bonus					
Position	Minimum	25th Percentile	50th Percentile	75th Percentile	Maximum
Chief Engineer	n/a	n/a	n/a	n/a	n/a
Director Food & Beverage	135 000p.	208 927p.	235 585p.	288 200p.	440 000p.
Director Human Resources	80 000p.	195 230p.	245 283p.	280 195p.	350 000p.
Director Purchasing	n/a	n/a	n/a	n/a	n/a
Director Sales and Marketing	n/a	n/a	n/a	n/a	n/a
Executive Chef	n/a	n/a	n/a	n/a	n/a
Executive Housekeeper	92 894p.	169 240p.	216 144p.	245 700p.	270 000p.
Finance Controller	120 000p.	205 230p.	269 820p.	307 397p.	311 589p.
Front Office Manager	65 000p.	165 600p.	180 000p.	201 960p.	212 992p.
General Manager	n/a	n/a	n/a	n/a	n/a



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## Management Team Total Cash Compensation & Cost of Medical Insurance

<b>Total Cash Compensation (Base + Bonus)</b>					
<b>Position</b>	<b>Minimum</b>	<b>25th Percentile</b>	<b>50th Percentile</b>	<b>75th Percentile</b>	<b>Maximum</b>
Chief Engineer	780 000p.	828 750p.	1 006 564p.	1 364 509p.	1 953 652p.
Director Food & Beverage	684 000p.	1 425 600p.	1 755 000p.	1 784 000p.	1 790 702p.
Director Human Resources	1 032 000p.	1 040 000p.	1 401 840p.	1 430 000p.	1 969 771p.
Director Purchasing	325 000p.	679 490p.	809 227p.	825 600p.	840 000p.
Director Sales and Marketing	900 000p.	1 080 000p.	1 170 000p.	1 632 940p.	2 000 000p.
Executive Chef	744 000p.	1 356 000p.	1 675 351p.	2 032 276p.	2 757 000p.
Executive Housekeeper	712 190p.	840 000p.	1 029 600p.	1 168 128p.	1 170 000p.
Finance Controller	900 000p.	1 326 000p.	1 401 840p.	1 520 000p.	2 388 849p.
Front Office Manager	780 000p.	841 250p.	860 080p.	963 990p.	1 632 940p.
General Manager	1 080 000p.	1 895 074p.	2 383 383p.	2 699 250p.	2 997 000p.

<b>Cost of Medical Insurance</b>					
<b>Position</b>	<b>Minimum</b>	<b>25th Percentile</b>	<b>50th Percentile</b>	<b>75th Percentile</b>	<b>Maximum</b>
Chief Engineer	n/a	n/a	n/a	n/a	n/a
Director Food & Beverage	28 398p.	29 600p.	30 000p.	30 000p.	30 000p.
Director Human Resources	28 398p.	29 600p.	30 000p.	41 015p.	74 060p.
Director Purchasing	n/a	n/a	n/a	n/a	n/a
Director Sales and Marketing	28 398p.	29 600p.	30 000p.	35 000p.	50 000p.
Executive Chef	n/a	n/a	n/a	n/a	n/a
Executive Housekeeper	28 398p.	29 600p.	30 000p.	41 015p.	74 060p.
Finance Controller	28 398p.	29 600p.	45 000p.	63 515p.	74 060p.
Front Office Manager	28 398p.	29 600p.	30 000p.	41 015p.	74 060p.
General Manager	n/a	n/a	n/a	n/a	n/a



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## Management Team Total Employment Cost

<b>Total Employment Cost</b>					
<b>Position</b>	<b>Minimum</b>	<b>25th Percentile</b>	<b>50th Percentile</b>	<b>75th Percentile</b>	<b>Maximum</b>
Chief Engineer	885 000p.	1 018 799p.	1 164 618p.	1 437 792p.	1 953 652p.
Director Food & Beverage	712 398p.	1 455 600p.	1 790 702p.	1 846 000p.	1 875 000p.
Director Human Resources	1 060 398p.	1 130 000p.	1 492 000p.	1 499 550p.	1 969 771p.
Director Purchasing	375 000p.	691 990p.	833 026p.	880 926p.	918 510p.
Director Sales and Marketing	928 398p.	1 130 000p.	1 310 000p.	1 632 940p.	2 062 000p.
Executive Chef	772 398p.	1 430 600p.	1 720 351p.	2 190 276p.	3 389 000p.
Executive Housekeeper	712 190p.	868 398p.	1 059 600p.	1 232 000p.	1 265 838p.
Finance Controller	928 398p.	1 388 000p.	1 499 550p.	1 690 000p.	2 388 849p.
Front Office Manager	842 000p.	872 549p.	895 080p.	1 044 773p.	1 632 940p.
General Manager	1 108 398p.	1 902 174p.	2 633 383p.	3 351 750p.	4 107 000p.

## Management Team Expatriate/Local

<b>Status</b>		
<b>Position</b>	<b>Expatriate</b>	<b>Local</b>
Chief Engineer	0%	100%
Director Food & Beverage	16%	83%
Director Human Resources	0%	100%
Director Purchasing	0%	100%
Director Sales and Marketing	0%	100%
Executive Chef	50%	50%
Executive Housekeeper	0%	100%
Finance Controller	0%	100%
Front Office Manager	0%	100%
General Manager	50%	50%

- 1) We surveyed the following management positions: Director HR, Director Purchasing, Executive Steward, Executive Pastry Chef, Executive Chef, Director F&B, Director Security, Laundry Manager, Chief Engineer, Executive Housekeeper, Front Office Manager, Director Rooms, Chief Accountant, Director of Catering, Director of Sales and Marketing, Director IT, Financial Controller, Assistant General Manager, General Manager, Regional General Manager.
  - a. On the following positions we didn't receive enough data from the survey respondents to be able to provide any salary information: Executive Steward, Executive Pastry Chef, Director Security, Laundry Manager, Chief Accountant, Director of Catering, Director IT, Assistant General Manager, Director Rooms, and Regional General Manager.
- 2) We didn't receive enough data points on any management position to be able to report the cost of the following benefits: Accommodation, Travel Allowance, Car Allowance, Meal Allowance



## Non Management Employee Base Salary

<b>Base Salary</b>					
Position	Minimum	25th Percentile	50th Percentile	75th Percentile	Maximum
<b>Administration</b>					
Secretary	208 800p.	279 000p.	331 188p.	354 594p.	396 000p.
<b>Finance &amp; Accounting</b>					
Accountant	288 000p.	342 000p.	360 000p.	366 528p.	386 112p.
<b>HR</b>					
Asst Director HR	360 000p.	504 000p.	636 000p.	836 544p.	1 186 176p.
Training Manager	432 000p.	540 000p.	540 000p.	609 960p.	800 000p.
HR Manager	420 000p.	440 856p.	459 000p.	540 000p.	1 080 000p.
<b>Engineering</b>					
Asst Chief Engineer	360 000p.	512 100p.	587 400p.	705 000p.	870 060p.
Engineer	276 000p.	358 800p.	420 000p.	420 000p.	776 844p.
Technician	228 000p.	237 600p.	300 000p.	300 000p.	338 376p.
<b>IT</b>					
System Administrator	360 000p.	447 750p.	499 500p.	592 470p.	726 000p.
Engineer	324 000p.	411 606p.	460 404p.	525 000p.	660 000p.
<b>Purchasing</b>					
Specialist	300 000p.	306 000p.	390 000p.	550 000p.	552 948p.
<b>Sales</b>					
Asst Director Sales	594 000p.	688 500p.	735 000p.	917 487p.	1 419 948p.
Senior Sales Manager	528 000p.	540 000p.	547 200p.	588 600p.	776 844p.
Sales Manager	393 600p.	480 000p.	490 000p.	511 100p.	693 612p.
<b>Front Desk</b>					
Reservation Manager	312 000p.	430 200p.	567 000p.	598 500p.	619 296p.
Receptionist	219 600p.	269 091p.	298 302p.	345 000p.	360 000p.
Telephone Operator	199 920p.	222 000p.	245 100p.	261 540p.	360 000p.
Bellman	120 060p.	160 691p.	171 081p.	195 000p.	300 000p.
<b>Housekeeping</b>					
Asst Executive Housekeeper	396 000p.	482 400p.	513 000p.	540 924p.	619 296p.
Supervisor	240 120p.	266 400p.	292 302p.	344 151p.	400 000p.
Housekeeper	168 000p.	182 250p.	228 000p.	240 000p.	265 320p.
<b>Laundry</b>					
Supervisor	259 524p.	270 000p.	300 000p.	396 000p.	619 296p.
Laundry Attendant	168 000p.	180 000p.	224 334p.	228 000p.	240 000p.



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## Non Management Employee Base Salary

Catering	Minimum	25th Percentile	50th Percentile	75th Percentile	Maximum
Catering Sales Manager	277 200p.	364 500p.	406 800p.	435 000p.	480 000p.
<b>Banquets</b>					
Banquet Captain	240 000p.	330 000p.	477 000p.	689 118p.	974 472p.
<b>Food &amp; Beverage</b>					
Asst Dir F&B	660 000p.	684 000p.	720 000p.	744 000p.	974 472p.
Restaurant Manager	324 000p.	476 400p.	480 000p.	640 196p.	720 000p.
Supervisor	250 200p.	271 920p.	360 000p.	360 000p.	493 614p.
Hostess	171 000p.	184 950p.	214 800p.	270 000p.	360 000p.
Waiter	151 872p.	176 900p.	211 000p.	223 751p.	240 000p.
Barman	171 000p.	185 063p.	220 000p.	258 990p.	300 000p.
Executive Sous Chef	458 100p.	490 110p.	530 220p.	599 508p.	720 000p.
Cook	198 000p.	199 940p.	241 000p.	324 287p.	360 000p.
Steward	154 800p.	180 021p.	185 280p.	200 619p.	216 000p.



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## Non Management Employee Bonus

<b>Bonus</b>					
Position	Minimum	25th Percentile	50th Percentile	75th Percentile	Maximum
<u>Administration</u>					
Secretary	n/a	n/a	n/a	n/a	n/a
<u>Finance &amp; Accounting</u>					
Accountant	n/a	n/a	n/a	n/a	n/a
<u>HR</u>					
Asst Director HR	n/a	n/a	n/a	n/a	n/a
Training Manager	43 200p.	44 550p.	76 500p.	141 000p.	240 000p.
HR Manager	n/a	n/a	n/a	n/a	n/a
<u>Engineering</u>					
Asst Chief Engineer	25 740p.	44 775p.	53 060p.	59 250p.	72 000p.
Engineer	n/a	n/a	n/a	n/a	n/a
Technician	n/a	n/a	n/a	n/a	n/a
<u>IT</u>					
System Administrator	22 200p.	39 300p.	45 450p.	71 925p.	150 000p.
Engineer	n/a	n/a	n/a	n/a	n/a
<u>Purchasing</u>					
Specialist	n/a	n/a	n/a	n/a	n/a
<u>Sales</u>					
Asst Director Sales	n/a	n/a	n/a	n/a	n/a
Senior Sales Manager	42 000p.	44 250p.	49 500p.	55 500p.	60 000p.
Sales Manager	36 000p.	38 520p.	39 680p.	42 500p.	50 000p.
<u>Front Desk</u>					
Reservation Manager	39 360p.	45 000p.	60 000p.	72 000p.	118 800p.
Receptionist	12 936p.	21 960p.	30 000p.	36 000p.	60 000p.
Telephone Operator	9 996p.	20 499p.	24 510p.	26 265p.	30 000p.
Bellman	6 003p.	13 516p.	18 010p.	21 250p.	25 000p.
<u>Housekeeping</u>					
Asst Executive Housekeeper	n/a	n/a	n/a	n/a	n/a
Supervisor	12 006p.	22 442p.	27 960p.	32 500p.	40 000p.
Housekeeper	8 400p.	14 925p.	18 550p.	21 000p.	24 000p.
<u>Laundry</u>					
Supervisor	n/a	n/a	n/a	n/a	n/a
Laundry Attendant	n/a	n/a	n/a	n/a	n/a



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## Non Management Employee Bonus

Catering	Minimum	25th Percentile	50th Percentile	75th Percentile	Maximum
Catering Sales Manager	n/a	n/a	n/a	n/a	n/a
<u>Banquets</u>					
Banquet Captain	n/a	n/a	n/a	n/a	n/a
<u>Food &amp; Beverage</u>					
Asst Dir F&B	n/a	n/a	n/a	n/a	n/a
Restaurant Manager	40 000p.	46 000p.	60 000p.	77 760p.	95 040p.
Supervisor	13 596p.	22 164p.	27 510p.	30 000p.	30 000p.
Hostess	9 480p.	15 195p.	20 550p.	25 500p.	30 000p.
Waiter	7 594p.	14 589p.	18 460p.	20 000p.	20 000p.
Barman	9 005p.	15 076p.	18 550p.	20 000p.	20 000p.
Executive Sous Chef	26 022p.	26 756p.	36 405p.	59 358p.	100 000p.
Cook	9 996p.	17 349p.	19 900p.	22 500p.	30 000p.
Steward	9 005p.	13 861p.	16 740p.	18 000p.	18 000p.



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## Non Management Employee Total Cash Compensation

Total Cash Compensation (Base + Bonus)					
Position	Minimum	25th Percentile	50th Percentile	75th Percentile	Maximum
<b>Administration</b>					
Secretary	229 680p.	298 500p.	331 188p.	377 094p.	415 800p.
<b>Finance &amp; Accounting</b>					
Accountant	316 800p.	368 784p.	388 056p.	391 500p.	396 000p.
<b>HR</b>					
Asst Director HR	390 000p.	511 500p.	672 000p.	890 544p.	1 186 176p.
Training Manager	475 200p.	585 000p.	609 960p.	648 000p.	1 040 000p.
HR Manager	420 000p.	440 856p.	504 900p.	648 000p.	1 350 000p.
<b>Engineering</b>					
Asst Chief Engineer	360 000p.	545 985p.	638 660p.	772 750p.	870 060p.
Engineer	289 800p.	394 680p.	420 000p.	457 000p.	776 844p.
Technician	239 400p.	261 360p.	300 000p.	325 000p.	338 376p.
<b>IT</b>					
System Administrator	360 000p.	475 875p.	544 950p.	603 720p.	876 000p.
Engineer	356 400p.	419 706p.	480 404p.	555 000p.	660 000p.
<b>Purchasing</b>					
Specialist	325 000p.	336 600p.	390 000p.	552 948p.	650 000p.
<b>Sales</b>					
Asst Director Sales	594 400p.	733 600p.	802 500p.	973 737p.	1 419 948p.
Senior Sales Manager	528 000p.	562 050p.	589 500p.	643 500p.	776 844p.
Sales Manager	432 960p.	488 700p.	517 400p.	542 500p.	693 612p.
<b>Front Desk</b>					
Reservation Manager	312 000p.	470 970p.	602 148p.	649 824p.	712 800p.
Receptionist	241 560p.	278 793p.	298 302p.	367 500p.	396 000p.
Telephone Operator	209 916p.	228 000p.	264 660p.	272 745p.	390 000p.
Bellman	126 063p.	165 677p.	178 110p.	210 000p.	325 000p.
<b>Housekeeping</b>					
Asst Executive Housekeeper	431 000p.	513 155p.	551 430p.	576 564p.	619 296p.
Supervisor	252 126p.	285 840p.	292 302p.	366 651p.	440 000p.
Housekeeper	176 400p.	195 075p.	238 000p.	263 000p.	265 320p.
<b>Laundry</b>					
Supervisor	272 501p.	297 000p.	325 000p.	396 000p.	619 296p.
Laundry Attendant	176 400p.	198 000p.	224 334p.	228 000p.	260 000p.

## Non Management Employee Total Cash Compensation

Catering	Minimum	25th Percentile	50th Percentile	75th Percentile	Maximum
Catering Sales Manager	277 200p.	394 020p.	447 480p.	476 500p.	520 000p.
<b>Banquets</b>					
Banquet Captain	264 000p.	358 500p.	551 400p.	778 218p.	974 472p.
<b>Food &amp; Beverage</b>					
Asst Dir F&B	660 000p.	752 400p.	792 000p.	809 000p.	974 472p.
Restaurant Manager	324 000p.	522 000p.	549 120p.	662 756p.	792 000p.
Supervisor	275 220p.	285 516p.	390 000p.	390 000p.	493 614p.
Hostess	188 100p.	196 335p.	231 540p.	295 500p.	390 000p.
Waiter	159 466p.	194 590p.	221 000p.	223 751p.	260 000p.
Barman	188 100p.	196 817p.	240 000p.	263 990p.	300 000p.
Executive Sous Chef	480 000p.	514 548p.	556 731p.	606 258p.	820 000p.
Cook	202 000p.	211 887p.	249 900p.	324 287p.	390 000p.
Steward	170 280p.	189 436p.	194 238p.	202 500p.	234 000p.

- 1) On the following non-management positions we didn't receive enough data from the survey respondents to be able to provide any salary information:
  - a. Finance & Accounting: Assistant Financial Controller, Assistant Chief Accountant
  - b. Security: Assistant Director of Security, Security Guard
  - c. Rooms: Assistant Director of Rooms
  - d. Front Desk: Concierge
- 2) For all positions we provided information on in this report:
  - a. Meal Allowance for non-management employees was reported at 5 out of 7 hotels that participated in the Survey;
  - b. Private (non-state) medical Insurance for line-level employees was reported at 5 out of 7 hotels that participated in the Survey.

**Lodging Properties Included In The Peer Group**

Holiday Inn Lesnaya  
Holiday Inn Sushevskiy  
Katerina Hotel  
Korston Hotel  
Novotel City Centre  
Novotel Sheremetyevo Airport  
Savoy Hotel



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