



Presented By:



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

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 5-star hotel properties in Moscow and St.-Petersburg. 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 in Moscow and 3 in St.-Petersburg.

Data Analysis

Data is presented in standard percentile format (minimum, 25th percentile, 50th percentile, 75th 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 75th 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 respectively 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.

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

Moscow

Tallinn

Europe:

- Regional Sales

- Vice President Development

Asia: Vice President Development

Middle East: Vice President Development

Mauritius

St. Petersburg

Prague

Berlin

Brussels

London

Athens

Paris

Dubai

To purchase a copy of any of these reports or for further information please do not hesitate to contact:

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Management Team Base Salary

Base Salary					
Position	Minimum	25th Percentile	50th Percentile	75th Percentile	Maximum
Chief Accountant	780 000p.	928 650p.	1 104 000p.	1 696 560p.	2 160 000p.
Chief Engineer	583 200p.	750 000p.	1 380 000p.	2 094 930p.	2 400 000p.
Director Catering	582 064p.	755 716p.	970 800p.	1 214 280p.	1 473 120p.
Director Food & Beverage	720 000p.	912 000p.	1 150 200p.	1 356 000p.	2 586 840p.
Director Human Resources	600 000p.	817 000p.	1 049 600p.	1 339 697p.	1 980 000p.
Director IT	480 000p.	780 551p.	980 000p.	1 060 000p.	2 400 000p.
Director Purchasing	723 971p.	1 141 200p.	1 320 000p.	1 473 120p.	2 510 640p.
Director Sales and Marketing	833 708p.	1 026 000p.	1 272 000p.	1 686 560p.	2 210 640p.
Director Security	518 400p.	700 200p.	900 000p.	1 131 800p.	1 961 880p.
Executive Chef	842 400p.	1 110 000p.	1 465 050p.	1 962 525p.	2 472 000p.
Executive Housekeeper	282 000p.	752 347p.	876 000p.	1 394 280p.	1 560 000p.
Executive Pastry Chef	282 000p.	588 996p.	820 800p.	982 080p.	1 500 000p.
Executive Steward	290 400p.	423 079p.	610 560p.	658 800p.	1 020 000p.
Finance Controller	1 080 000p.	1 502 400p.	1 716 000p.	2 262 000p.	3 780 000p.
Front Office Manager	366 000p.	606 173p.	709 200p.	886 500p.	1 575 480p.
General Manager	2 398 600p.	3 027 513p.	4 034 526p.	5 390 964p.	6 574 464p.
Laundry Manager	405 046p.	448 800p.	453 600p.	573 120p.	756 000p.



Management Team Bonus

Bonus					
Position	Minimum	25th Percentile	50th Percentile	75th Percentile	Maximum
Chief Accountant	36 000p.	74 525p.	90 050p.	188 726p.	648 000p.
Chief Engineer	100 100p.	204 000p.	276 105p.	444 053p.	720 000p.
Director Catering	n/a	n/a	n/a	n/a	n/a
Director Food & Beverage	108 000p.	224 865p.	366 543p.	421 007p.	500 000p.
Director Human Resources	24 000p.	109 475p.	212 351p.	281 700p.	871 200p.
Director IT	70 974p.	80 000p.	80 000p.	90 000p.	720 000p.
Director Purchasing	95 100p.	110 000p.	130 944p.	220 968p.	1 104 681p.
Director Sales and Marketing	87 097p.	135 000p.	220 968p.	379 600p.	972 682p.
Director Security	25 920p.	70 100p.	90 150p.	160 000p.	588 564p.
Executive Chef	100 000p.	190 200p.	385 400p.	406 000p.	519 030p.
Executive Housekeeper	14 100p.	103 250p.	175 164p.	287 100p.	900 000p.
Executive Pastry Chef	12 900p.	15 225p.	70 500p.	193 750p.	400 000p.
Executive Steward	8 400p.	13 500p.	55 200p.	85 000p.	129 600p.
Finance Controller	100 000p.	280 800p.	473 400p.	656 705p.	1 663 200p.
Front Office Manager	18 300p.	48 169p.	59 100p.	180 900p.	236 322p.
General Manager	711 750p.	782 000p.	893 085p.	1 596 542p.	1 952 662p.
Laundry Manager	10 200p.	30 600p.	37 600p.	66 150p.	151 200p.



Management Team Total Cash Compensation

Total Cash Compensation (Base + Bonus)					
Position	Minimum	25th Percentile	50th Percentile	75th Percentile	Maximum
Chief Accountant	816 000p.	1 007 700p.	1 196 000p.	1 807 044p.	2 808 000p.
Chief Engineer	683 300p.	840 000p.	1 656 000p.	2 483 035p.	3 120 000p.
Director Catering	616 548p.	815 187p.	1 004 700p.	1 269 522p.	1 694 088p.
Director Food & Beverage	828 000p.	1 004 400p.	1 495 260p.	1 822 000p.	2 974 866p.
Director Human Resources	624 000p.	1 007 100p.	1 239 600p.	1 563 122p.	2 851 200p.
Director IT	480 000p.	853 781p.	1 060 000p.	1 147 500p.	3 120 000p.
Director Purchasing	854 915p.	1 236 300p.	1 430 000p.	1 694 088p.	3 615 321p.
Director Sales and Marketing	920 805p.	1 215 600p.	1 694 088p.	1 911 000p.	3 183 322p.
Director Security	544 320p.	823 550p.	900 000p.	1 221 950p.	2 550 444p.
Executive Chef	972 400p.	1 285 000p.	1 924 565p.	2 398 283p.	2 842 800p.
Executive Housekeeper	296 100p.	909 937p.	1 232 400p.	1 720 566p.	2 028 000p.
Executive Pastry Chef	294 900p.	604 996p.	982 080p.	1 220 800p.	1 625 000p.
Executive Steward	303 900p.	429 379p.	645 360p.	762 600p.	1 105 000p.
Finance Controller	1 180 000p.	1 969 900p.	2 028 600p.	2 812 405p.	5 443 200p.
Front Office Manager	384 300p.	703 166p.	807 950p.	977 100p.	1 811 802p.
General Manager	3 174 600p.	3 761 326p.	5 334 526p.	7 245 475p.	7 640 614p.
Laundry Manager	415 246p.	486 200p.	491 400p.	573 120p.	907 200p.

Management Team Cost of Medical Insurance

Cost of Medical Insurance					
Position	Minimum	25th Percentile	50th Percentile	75th Percentile	Maximum
Chief Accountant	10 400p.	18 828p.	23 686p.	28 750p.	30 000p.
Chief Engineer	22 372p.	24 343p.	27 500p.	30 000p.	30 000p.
Director Catering	n/a	n/a	n/a	n/a	n/a
Director Food & Beverage	22 372p.	25 000p.	30 000p.	30 000p.	146 000p.
Director Human Resources	8 000p.	15 235p.	23 824p.	35 000p.	50 000p.
Director IT	10 400p.	15 835p.	23 824p.	35 000p.	50 000p.
Director Purchasing	10 400p.	15 835p.	20 010p.	29 279p.	50 000p.
Director Sales and Marketing	17 647p.	22 372p.	25 000p.	30 000p.	50 000p.
Director Security	10 400p.	17 647p.	25 000p.	30 000p.	30 000p.
Executive Chef	17 647p.	25 000p.	30 000p.	125 000p.	146 000p.
Executive Housekeeper	8 000p.	12 212p.	20 010p.	28 093p.	30 000p.
Executive Pastry Chef	n/a	n/a	n/a	n/a	n/a
Executive Steward	8 000p.	10 400p.	17 647p.	22 372p.	30 000p.
Finance Controller	17 647p.	30 000p.	50 000p.	125 000p.	170 000p.
Front Office Manager	8 000p.	12 212p.	20 010p.	28 093p.	30 000p.
General Manager	30 000p.	75 000p.	125 000p.	292 000p.	319 500p.
Laundry Manager	10 400p.	15 835p.	20 010p.	24 279p.	30 000p.



Management Team Meal Allowance

Meal Allowance					
Position	Minimum	25th Percentile	50th Percentile	75th Percentile	Maximum
Chief Accountant	18 000p.	34 200p.	42 300p.	46 250p.	50 000p.
Chief Engineer	n/a	n/a	n/a	n/a	n/a
Director Catering	n/a	n/a	n/a	n/a	n/a
Director Food & Beverage	n/a	n/a	n/a	n/a	n/a
Director Human Resources	n/a	n/a	n/a	n/a	n/a
Director IT	n/a	n/a	n/a	n/a	n/a
Director Purchasing	22 000p.	35 200p.	42 300p.	46 250p.	50 000p.
Director Sales and Marketing	18 000p.	21 000p.	30 800p.	40 950p.	45 000p.
Director Security	n/a	n/a	n/a	n/a	n/a
Executive Chef	n/a	n/a	n/a	n/a	n/a
Executive Housekeeper	18 000p.	22 000p.	39 600p.	45 000p.	50 000p.
Executive Pastry Chef	18 000p.	22 000p.	39 600p.	45 000p.	50 000p.
Executive Steward	18 000p.	22 000p.	39 600p.	45 000p.	50 000p.
Finance Controller	18 000p.	21 000p.	30 800p.	40 950p.	45 000p.
Front Office Manager	18 000p.	22 000p.	39 600p.	45 000p.	50 000p.
General Manager	n/a	n/a	n/a	n/a	n/a
Laundry Manager	22 000p.	35 200p.	42 300p.	46 250p.	50 000p.



Management Team Total Employment Cost

Total Employment Cost					
Position	Minimum	25th Percentile	50th Percentile	75th Percentile	Maximum
Chief Accountant	859 000p.	1 052 900p.	1 258 647p.	1 838 030p.	2 838 000p.
Chief Engineer	726 300p.	855 000p.	1 723 563p.	2 554 021p.	3 150 000p.
Director Catering	638 548p.	867 672p.	1 061 024p.	1 322 515p.	1 756 060p.
Director Food & Beverage	871 000p.	1 211 278p.	1 817 000p.	1 968 730p.	3 036 838p.
Director Human Resources	650 000p.	1 014 600p.	1 285 924p.	1 595 284p.	2 901 200p.
Director IT	480 000p.	885 943p.	1 106 324p.	1 200 300p.	3 170 000p.
Director Purchasing	876 915p.	1 298 947p.	1 490 400p.	1 756 060p.	3 665 321p.
Director Sales and Marketing	942 805p.	1 237 100p.	1 756 060p.	1 957 324p.	3 233 322p.
Director Security	587 320p.	840 000p.	927 500p.	1 268 274p.	2 580 444p.
Executive Chef	1 015 400p.	1 328 912p.	2 107 361p.	2 724 266p.	3 077 900p.
Executive Housekeeper	322 100p.	960 287p.	1 264 024p.	1 774 545p.	2 058 000p.
Executive Pastry Chef	320 900p.	626 996p.	1 044 052p.	1 265 800p.	2 405 400p.
Executive Steward	329 900p.	461 372p.	707 670p.	800 762p.	1 165 400p.
Finance Controller	1 210 000p.	2 020 424p.	2 201 000p.	3 320 155p.	5 493 200p.
Front Office Manager	410 300p.	753 966p.	839 274p.	1 007 100p.	1 873 774p.
General Manager	4 095 100p.	4 756 852p.	6 502 875p.	7 599 050p.	10 705 258p.
Laundry Manager	437 246p.	548 847p.	551 800p.	635 092p.	937 200p.

Management Team Expatriate/Local

Status		
Position	Expatriate	Local
Chief Accountant	0%	100%
Chief Engineer	25%	75%
Director Catering	0%	100%
Director Food & Beverage	37.5%	62.5%
Director Human Resources	0%	100%
Director IT	0%	100%
Director Purchasing	0%	100%
Director Sales and Marketing	0%	100%
Director Security	0%	100%
Executive Chef	62.5%	37.5%
Executive Housekeeper	0%	100%
Executive Pastry Chef	50%	50%
Executive Steward	0%	100%
Finance Controller	25%	75%
Front Office Manager	0%	100%
General Manager	87.5%	12.5%
Laundry Manager	0%	100%

- 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: 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



Non Management Employee Base Salary

Base Salary					
Position	Minimum	25th Percentile	50th Percentile	75th Percentile	Maximum
<u>Administration</u>					
Secretary	158 750p.	247 500p.	372 000p.	440 280p.	780 000p.
<u>Finance & Accounting</u>					
Asst Financial Controller	476 000p.	756 000p.	1 178 520p.	1 260 000p.	2 160 000p.
Asst Chief Accountant	384 000p.	538 000p.	624 000p.	703 800p.	1 800 000p.
Accountant	229 750p.	244 500p.	378 000p.	405 000p.	573 120p.
<u>HR</u>					
Training Manager	318 000p.	448 000p.	475 200p.	774 000p.	900 000p.
HR Manager	294 000p.	303 000p.	350 750p.	619 375p.	864 000p.
<u>Engineering</u>					
Asst Chief Engineer	325 200p.	420 840p.	582 000p.	699 900p.	1 122 000p.
Engineer	183 500p.	258 900p.	286 680p.	301 500p.	360 000p.
Technician	170 330p.	196 000p.	200 400p.	230 640p.	294 000p.
<u>IT</u>					
System Administrator	300 000p.	411 600p.	444 000p.	499 200p.	780 000p.
<u>Purchasing</u>					
Specialist	216 000p.	278 680p.	348 000p.	380 000p.	410 400p.
<u>Sales</u>					
Senior Sales Manager	307 200p.	544 800p.	589 200p.	780 000p.	1 140 000p.
Sales Manager	246 000p.	339 000p.	449 280p.	555 000p.	852 000p.
<u>Front Desk</u>					
Reservation Manager	324 000p.	525 375p.	600 000p.	726 000p.	736 560p.
Receptionist	146 000p.	207 300p.	226 000p.	240 000p.	309 360p.
Telephone Operator	102 800p.	167 400p.	200 000p.	216 000p.	240 000p.
Bellman	105 600p.	129 000p.	143 880p.	148 000p.	163 200p.
Concierge	168 000p.	194 400p.	228 000p.	252 000p.	279 840p.
<u>Housekeeping</u>					
Asst Executive Housekeeper	208 600p.	234 750p.	288 000p.	543 960p.	684 000p.
Supervisor	168 000p.	216 600p.	257 880p.	270 000p.	430 000p.
Housekeeper	135 000p.	166 650p.	202 860p.	211 500p.	240 000p.
<u>Laundry</u>					
Supervisor	184 500p.	219 600p.	252 000p.	261 360p.	336 000p.
Laundry Attendant	126 000p.	162 500p.	192 000p.	204 660p.	216 000p.
<u>Catering</u>					
Catering Sales Manager	246 000p.	334 400p.	417 360p.	477 600p.	804 000p.



Non Management Employee Base Salary

<u>Banquets</u>	Minimum	25th Percentile	50th Percentile	75th Percentile	Maximum
Banquet Captain	204 000p.	205 320p.	276 000p.	300 000p.	307 200p.
<u>Food & Beverage</u>					
Asst Dir F&B	360 000p.	384 000p.	660 000p.	963 600p.	1 200 000p.
Restaurant Manager	274 330p.	295 000p.	352 020p.	435 000p.	882 000p.
Supervisor	129 580p.	217 800p.	233 280p.	267 000p.	300 000p.
Hostess	123 670p.	145 200p.	174 000p.	184 820p.	228 000p.
Waiter	106 370p.	127 500p.	147 000p.	175 410p.	210 000p.
Barman	105 670p.	159 000p.	182 600p.	195 330p.	206 400p.
Executive Sous Chef	420 000p.	515 250p.	576 900p.	688 500p.	1 200 000p.
Cook	169 807p.	191 700p.	202 000p.	217 200p.	257 760p.
Steward	140 400p.	149 680p.	164 400p.	210 660p.	228 000p.

Non Management Employee Bonus

Bonus					
Position	Minimum	25th Percentile	50th Percentile	75th Percentile	Maximum
<u>Administration</u>					
Secretary	15 875p.	17 100p.	19 900p.	53 750p.	108 000p.
<u>Finance & Accounting</u>					
Asst Financial Controller	47 600p.	90 650p.	109 200p.	193 050p.	432 000p.
Asst Chief Accountant	16 200p.	52 000p.	53 600p.	60 000p.	360 000p.
Accountant	12 300p.	19 800p.	22 975p.	30 000p.	35 000p.
<u>HR</u>					
Training Manager	39 600p.	55 968p.	62 962p.	93 375p.	180 000p.
HR Manager	14 400p.	30 435p.	46 890p.	108 300p.	259 200p.
<u>Engineering</u>					
Asst Chief Engineer	15 060p.	28 200p.	36 000p.	56 100p.	65 000p.
Engineer	10 320p.	13 800p.	18 350p.	25 500p.	30 000p.
Technician	8 460p.	10 665p.	14 217p.	18 900p.	24 500p.
<u>IT</u>					
System Administrator	21 000p.	22 200p.	33 600p.	40 000p.	42 000p.
<u>Purchasing</u>					
Specialist	17 400p.	22 950p.	27 400p.	31 050p.	34 200p.
<u>Sales</u>					
Senior Sales Manager	n/a	n/a	n/a	n/a	n/a
Sales Manager	11 400p.	50 000p.	68 400p.	71 000p.	295 347p.
<u>Front Desk</u>					
Reservation Manager	45 075p.	50 000p.	50 000p.	61 000p.	144 000p.
Receptionist	8 400p.	11 100p.	14 600p.	20 000p.	75 050p.
Telephone Operator	6 600p.	10 280p.	10 800p.	18 000p.	20 800p.
Bellman	4 500p.	6 600p.	11 900p.	12 000p.	56 436p.
Concierge	11 400p.	15 000p.	16 500p.	17 850p.	21 000p.
<u>Housekeeping</u>					
Asst Executive Housekeeper	12 900p.	14 400p.	22 350p.	42 900p.	57 000p.
Supervisor	10 100p.	13 200p.	18 600p.	21 500p.	24 000p.
Housekeeper	6 600p.	10 800p.	13 500p.	20 000p.	36 040p.
<u>Laundry</u>					
Supervisor	8 700p.	16 800p.	18 450p.	20 900p.	21 000p.
Laundry Attendant	5 640p.	10 800p.	14 500p.	15 000p.	17 000p.
<u>Catering</u>					
Catering Sales Manager	11 400p.	27 900p.	36 500p.	46 450p.	67 000p.



Non Management Employee Bonus

<u>Banquets</u>	Minimum	25th Percentile	50th Percentile	75th Percentile	Maximum
Banquet Captain	n/a	n/a	n/a	n/a	n/a
<u>Food & Beverage</u>					
Asst Dir F&B	n/a	n/a	n/a	n/a	n/a
Restaurant Manager	12 600p.	27 433p.	30 000p.	73 500p.	132 000p.
Supervisor	9 600p.	11 400p.	12 958p.	25 000p.	25 000p.
Hostess	7 800p.	11 225p.	15 684p.	40 870p.	106 478p.
Waiter	6 000p.	7 800p.	10 637p.	17 500p.	183 376p.
Barman	8 100p.	8 400p.	10 567p.	16 000p.	105 387p.
Executive Sous Chef	25 000p.	33 000p.	44 100p.	64 500p.	100 000p.
Cook	10 200p.	10 480p.	16 981p.	20 000p.	101 190p.
Steward	6 480p.	9 720p.	12 868p.	15 952p.	19 000p.



Non Management Employee Total Cash Compensation

Total Cash Compensation (Base + Bonus)					
Position	Minimum	25th Percentile	50th Percentile	75th Percentile	Maximum
Administration					
Secretary	158 750p.	247 500p.	372 000p.	440 280p.	845 000p.
Finance & Accounting					
Asst Financial Controller	476 000p.	756 000p.	1 178 520p.	1 365 000p.	2 160 000p.
Asst Chief Accountant	384 000p.	538 000p.	676 000p.	703 800p.	1 800 000p.
Accountant	229 750p.	244 500p.	393 000p.	405 000p.	573 120p.
HR					
Training Manager	318 000p.	448 000p.	475 200p.	838 500p.	900 000p.
HR Manager	294 000p.	303 000p.	350 750p.	662 875p.	864 000p.
Engineering					
Asst Chief Engineer	325 200p.	420 840p.	582 000p.	716 150p.	1 122 000p.
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Technician	170 330p.	196 000p.	200 400p.	230 640p.	318 500p.
IT					
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Purchasing					
Specialist	216 000p.	278 680p.	348 000p.	395 000p.	410 400p.
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Senior Sales Manager	307 200p.	544 800p.	589 200p.	780 000p.	1 235 000p.
Sales Manager	246 000p.	339 000p.	449 280p.	555 000p.	923 000p.
Front Desk					
Reservation Manager	324 000p.	525 375p.	600 000p.	728 280p.	793 000p.
Receptionist	146 000p.	207 300p.	226 000p.	245 000p.	309 360p.
Telephone Operator	102 800p.	167 400p.	200 000p.	225 000p.	240 000p.
Bellman	105 600p.	129 000p.	143 880p.	157 000p.	163 200p.
Concierge	168 000p.	194 400p.	228 000p.	273 000p.	279 840p.
Housekeeping					
Asst Executive Housekeeper	208 600p.	234 750p.	288 000p.	543 960p.	741 000p.
Supervisor	168 000p.	216 600p.	257 880p.	276 000p.	430 000p.
Housekeeper	135 000p.	166 650p.	202 860p.	211 500p.	260 000p.
Laundry					
Supervisor	184 500p.	219 600p.	257 760p.	268 980p.	336 000p.
Laundry Attendant	126 000p.	162 500p.	192 000p.	210 660p.	221 000p.
Catering					
Catering Sales Manager	246 000p.	334 400p.	417 360p.	477 600p.	871 000p.

Non Management Employee Total Cash Compensation

<u>Banquets</u>	Minimum	25th Percentile	50th Percentile	75th Percentile	Maximum
Banquet Captain	204 000p.	205 320p.	299 000p.	300 000p.	307 200p.
<u>Food & Beverage</u>					
Asst Dir F&B	360 000p.	384 000p.	660 000p.	963 600p.	1 300 000p.
Restaurant Manager	274 330p.	295 000p.	352 020p.	435 000p.	955 500p.
Supervisor	129 580p.	217 800p.	233 280p.	267 000p.	325 000p.
Hostess	123 670p.	145 200p.	174 000p.	184 820p.	247 000p.
Waiter	106 370p.	127 500p.	147 000p.	175 410p.	227 500p.
Barman	105 670p.	159 000p.	182 600p.	205 590p.	208 000p.
Executive Sous Chef	420 000p.	515 250p.	576 900p.	704 625p.	1 200 000p.
Cook	169 807p.	191 700p.	202 000p.	221 640p.	260 000p.
Steward	140 400p.	149 680p.	164 400p.	210 660p.	247 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. Human Resources: Assistant Director HR
 - b. IT: Engineer
 - c. Security: Assistant Director of Security, Security Guard
 - d. Sales: Assistant Director of Sales
 - e. Rooms: Assistant Director of Rooms
- 2) For all positions we provided information on in this report:
 - a. Meal Allowance for non-management employees was reported at 9 out of 10 hotels that participated in the Survey;
 - b. Private (non-state) medical Insurance for line-level employees was reported at 9 out of 10 hotels that participated in the Survey.

Lodging Properties Included In The Peer Group

Grand Hotel Europe
Radisson SAS Royal
Renaissance St.-Petersburg
Golden Apple
Marriott Grand
Marriott Tverskaya
Marriott Aurora
Radisson Slavjanskaya
Renaissance Moscow
Ritz-Carlton



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