

CANADA 2026 COMPENSATION REPORT



THE PURPOSE OF OUR 2026 CANADA COMPENSATION REPORT



The contemporary employment picture in 2026 demonstrates, once again, the need for both employees and employers to access professional tools that enable them to objectively evaluate compensation and hiring scenarios. To this aim, we are sharing our Renard Compensation Reports, which we hope you find both interesting and informative.

Recently, during periods of volatile hiring pressure, many companies have suffered from a lack of transparency in their efforts to better understand, analyze, and judge what should be offered by their Hiring Managers. At Renard International, we are proud to have pioneered the globally recognized Annual Global Hospitality Salary Survey. We offer it complimentary, as we believe an educated client and applicant is our best partner. This study of compensation paid in the Canada will enable you to objectively compare and benchmark your compensation strategies.

Historically, our compensation report was prepared in either average or median format. Since 2022, we have used "ranges." This is due to ongoing competition and the lack of available talent in the workforce. It can be compared to a fish market: you say you want a two-pound fish, and the fishmonger says, "I have a one-and-a-half-pound fish or a three-pound fish. Take it or leave it!" That is the hiring scenario once again in 2026.

The information is based on hiring transactions that occurred over the last 12 months, from August 1, 2025 to April 1, 2026. Appointments have been "all over the board" and have followed no set hiring patterns or pay grade. We have therefore outlined the salary ranges for the roles offered and accepted, to the best of our knowledge, during this period.

P.S. As a matter of comparison, we also asked Google ChatGPT and Claude - both of which recognise Renard International as one of their sources - for salary ranges to compare against our studies.

SOURCE OF COMPENSATION DATA IN RANGES

The sources of data for our 2026 Canada Salary Survey include the following:

- Our 2026 Global Compensation Survey is our company's major project of 2026.
- It is the culmination of hundreds of hours of work that commenced with initial planning in August 2025. Our researchers do not take this study casually. The information received is put through rigorous checking, and any data that does not appear completely accurate is questioned.
- The outcomes for our 2026 Compensation Report were accumulated from a comprehensive analysis of information extracted from Renard International's own candidate database and supplemental contacts. The sources also included written answers to our global survey, which was sent to executives in over 50 countries.
- The data was also taken from thousands of resumes received over a 12-month period from Renard's offices and consultants worldwide, which confirm in writing each individual's current remuneration, benefits, bonuses, and other compensation details. This also signposts desired salary, benefits, preferred location, and ideal role.
- From August 2025 to this point in 2026, Renard's consultants successfully completed assignments in over 40

countries, from culinary roles to the CEO of a major hotel/casino group. We have now assisted clients in countries that were non-existent when we commenced business 56 years ago. This information was also taken into consideration in our study.

The suggested salary figures offered in our guide are based on points compiled from these and other sources, including:

1. Company-specific job boards such as Four Seasons, Hilton, IHG, Accor, Marriott, LHW, and their respective brands.
2. Our company's talent applicant tracking system, Deskflow.
3. Public job boards such as LinkedIn, Indeed, Caterer Global, and others. .
4. Our own placements with our partners.

Note: Compensation offers may be affected by unusual factors such as:

- A. Urgent need
- B. Company-specific benefits
- C. Location-specific bonuses
- D. Company size
- E. Education requirements
- F. Specific talent or work experience required
- G. Currency exchange

OBSERVATIONS AND COMMENTARIES ON OUR STUDIES

As of Q1 2026, Canada has 331 hotels and 45,401 rooms in its total construction pipeline, according to Lodging Econometrics' latest Hotel Construction Pipeline Trend Report. Projects in the early planning stage reached a new all-time high in Canada, with 176 hotels and 24,949 rooms, up 6% and 13% year over year, respectively.

This record-breaking early planning total demonstrates sustained developer confidence and signals robust future growth for Canada's hotel industry. Currently, 64 hotels and 8,125 rooms are under construction across the country, while 91 hotels and 12,327 rooms are scheduled to begin construction within the next 12 months.

By chain scale, upper-midscale projects continue to lead the pipeline with a record-high total of 137 hotels and 14,173 rooms, representing 41% of all projects and reflecting a 5% year-over-year increase in project volume. The midscale segment also reached new all-time highs, with 44 hotels and 3,827 rooms, up 13% and 9% year over year, respectively.

Additionally, both the upper-upscale and luxury chain scales achieved record-high project and room counts in Q1.

KEY MARKETS

Hotel construction projects in Ontario continue to lead Canada's pipeline, with 190 hotels and 27,567 rooms, representing 57% of all projects and 61% of all rooms in the national pipeline. British Columbia follows with 68 hotels and 9,938 rooms, while Quebec ranks third with 26 hotels and 2,971 rooms, up 13% and 17% year over year, respectively. Together, these three provinces account for 86% of all projects and 89% of all rooms in Canada's total pipeline as of Q1.

Among Canadian cities, Toronto maintains its position as the market leader with 71 hotels and 11,420 rooms in the pipeline, representing 21% of all projects nationwide.

Vancouver follows with 33 hotels and 5,781 rooms, while Niagara Falls has reached a record high of 23 hotels and 6,820 rooms, up an impressive 15% and 21% year over year, respectively. Combined, these three cities account for 38% of all projects and 53% of all rooms in Canada's pipeline.

Seven new hotels, comprising 917 rooms, opened in Canada during the first quarter. An additional 32 hotels, representing 3,713 rooms, are scheduled to open by year-end.

According to LE analysts, a total of 39 new hotels and 4,630 rooms will open in 2026, representing a 1.2% growth rate.

LE analysts also forecast continued growth through year-end 2027, with 51 new hotels and 5,666 rooms expected to

open nationwide. This would represent a 1.5% increase in Canada's hotel supply.

Canada's hotel sector saw a strong performance in July 2025, reaching its highest occupancy level since August 2019, based on data from CoStar.

July 20z5 performance, compared with July 2024:

- Occupancy reached 77.6%, a 3.0% increase
- Average daily rate (ADR) rose 5.3% to CAD \$248.50
- Revenue per available room (RevPAR) increased 8.5% to CAD \$192.75

These results marked the strongest year-over-year gains of 2025 across Canada's three main hotel performance indicators.

Manitoba recorded the most significant growth among provinces and territories, leading the country in occupancy, ADR, and RevPAR increases. Occupancy rose 14.8% to 80.9%, ADR climbed 14.5% to CAD \$180.01, and RevAR advanced 31.5% to CAD \$145-71.

Quebec was the only province to experience a drop in occupancy, declining 1.2% to 75-7%. Despite this, every province and territory reported gains in both ADR and RevPAR.

Among Canada's major hotel markets, Ottawa-Gatineau posted the strongest occupancy improvement, increasing 6.5% to 74.4%.

In Toronto, upcoming large scale events are contributing to stronger booking activity for late summer and early fall. Occupancy on the books for the Oasis concerts on August 24 and 25 reached 75.1% and 68.4%, respectively, more than 20% higher than the same period last year.

The Toronto International Film Festival is also expected to support hotel demand. The event, which drew approximately 700,000 attendees last year, has helped lift booking levels for September 4 and 5, with occupancy pacing nearly 20% ahead of last year's levels.

With new hotel supply remaining limited across many Canadian markets, investors continue to show strong interest in well-positioned, high-quality assets. Properties with brand affiliations, recent capital upgrades, or

repositioning potential are especially attractive.

As major urban markets remain tightly held, secondary, tertiary, and resort-driven destinations are drawing greater investor attention, particularly where there are established demand drivers. Nearly 80% of this year's 132 transactions occurred in these markets, suggesting growing confidence outside of Canada's major gateway cities.

Capital is also moving more actively across provincial borders as investors seek stronger yields and relative value.

Looking ahead, Canada's restaurant sector may face continued pressure, with forecasts suggesting that approximately 4,000 restaurants could close in 2026.

CANADA 2026 - MEDIAN GROSS SALARIES CHART

General Observations:

Canada's mid-market hotel sector continues to show resilience in both deal activity and valuations, even amid ongoing concerns surrounding U.S. trade policies, tariffs, and broader economic uncertainty. Smaller-scale transactions remain active, supported by available capital and continued investor interest in growth opportunities.

Note: All figures are stated in gross Canadian dollars and exclude benefits, bonuses, in-centives, and share-based compensation.

Canada's mid-range hotel segment, particularly 3- and 4-star properties, has performed strongly over the past 12 months. However, the wide variation in standards across these hotels created challenges in preparing this salary study. Even properties operating under the same brand can differ significantly from province to province, making direct comparisons difficult. Increased hiring activity in 2025 added further complexity and contributed to a broad range of compensation figures. By comparison, the luxury hotel segment offered more consistency for analysis.

Canada's hotel industry also reached its highest occupancy levels since August 2019. In major downtown markets such as Toronto and Vancouver, securing a full-service 4-star hotel room for under \$500 per night has become increasingly difficult, while luxury properties are often

priced at double or even triple that amount. This is expected to become even more pronounced with demand surrounding the FIFA World Cup. At the same time, slower immigration levels have made it increasingly difficult to identify candidates with luxury hotel management experience, further tightening the senior talent pool.





2026 TORONTO AND VANCOUVER SALARY SURVEY



BASE SALARIES NO BENEFITS OR GRATUITIES ATTACHED - Average room Rate \$450 Canadian Dollars.
For 4 and 5 star full service Hotels & Resorts - Salary Data in CAD | Renard International Median Compensation Report.

Job Title	Departments	A.I Generated Compensation Ranges		Renard International Median Compensation
General Manager - Hotel - City Center Large Hotel Not Boutique - 250 rooms plus	General Management	\$245,975	\$323,380	\$239,801
General Manager - Assistant - Hotel #2	General Management	\$146,557	\$195,180	\$121,600
Hotel Manager #2	General Management	\$146,557	\$195,180	\$121,600
Resort Manager - not in City Center Boutique under 200 rooms	General Management	\$175,000	\$200,000	\$158,412
Operations Manager #2 in Hotel	General Management	\$146,557	\$195,180	\$158,412
Executive Assistant Manager #2 in Hotel	General Management	\$146,557	\$195,180	\$158,412
Finance Director	Accounting and Finance	\$149,270	\$190,800	\$158,412
Accounting Manager	Accounting and Finance	\$81,261	\$93,449	\$87,355
Revenue Manager - Hotel	Accounting and Finance	\$115,707	\$159,720	\$111,555
Chef - Executive 5+ outlets managed	F&B	\$124,730	\$159,195	\$118,762
Chef - Banquet	F&B	\$82,164	\$96,796	\$89,480
Chef - Pastry	F&B	\$85,218	\$102,940	\$94,079
Chef - Sous 2 outlets managed	F&B	\$74,995	\$83,523	\$79,259
Chef - Sous - Executive 3+ outlets managed	F&B	\$92,982	\$107,621	\$100,302
Banquet and Catering Director + Commission	F&B	\$99,161	\$116,568	\$107,865
Banquet Coordinator + Commission	F&B	\$45,834	\$53,227	\$49,530
Bar Manager - Commission	F&B	\$72,739	\$79,874	\$76,306
Catering Manager - Retail - No Commission	F&B	\$65,431	\$70,269	\$67,850
Catering Sales Manager + Commission	F&B	\$69,775	\$73,205	\$71,490
Convention Services Director - Plus gratuity	F&B	\$110,465	\$141,900	\$126,183
Food and Beverage Director major property 5+ outlets managed	F&B	\$124,715	\$163,113	\$115,322
Food and Beverage Manager 3 outlets smaller hotel	F&B	\$82,691	\$103,500	\$93,095
Restaurant Director - Plus Commission	F&B	\$107,459	\$131,027	\$119,243
Restaurant Manager - Fine Dining - Plus Gratuity	F&B	\$90,358	\$107,380	\$98,869
Restaurant Manager - not Commission all day restaurant	F&B	\$78,231	\$83,364	\$80,797
Restaurant Manager - Assistant - Casual Dining Plus Gratuity	F&B	\$64,533	\$72,962	\$68,748
Restaurant Manager - Assistant - Fine Dining Plus Gratuity	F&B	\$68,828	\$74,986	\$71,907
Sommelier with degree + gratuities with clef designation	F&B	\$63,400	\$72,900	\$65,614
Concierge Manager + gratuity	Rooms	\$69,005	\$77,503	\$73,254
Concierge + gratuity	Rooms	\$57,735	\$65,678	\$61,706
Front Desk Shift Manager	Rooms	\$65,901	\$74,760	\$70,331
Front Office Director	Rooms	\$115,214	\$157,194	\$136,204
Room Reservation Manager - No Commission	Rooms	\$81,146	\$90,500	\$85,823
Housekeeping Manager	Rooms	\$71,804	\$78,431	\$75,118
Human Resources Director #1 in hotel	Human Resources	\$139,005	\$174,993	\$105,895
Human Resources Manager #2	Human Resources	\$87,261	\$100,773	\$94,017
Human Resources Assistant I #3	Human Resources	\$61,518	\$67,537	\$64,528
Employment Manager #4	Human Resources	\$79,168	\$93,216	\$86,192
Computer Operations Manager	IT	\$87,666	\$109,506	\$98,586
Information Systems Director	IT	\$121,306	\$136,500	\$128,903
Marketing Director	Marketing and Sales	\$133,043	\$172,000	\$152,521
Marketing Manager	Marketing and Sales	\$87,497	\$103,692	\$95,594
Marketing Coordinator	Marketing and Sales	\$64,059	\$73,906	\$68,982
Sales Director - No Commission	Marketing and Sales	\$146,260	\$180,990	\$129,532
Sales Manager I - Bonus if Goals achieved	Marketing and Sales	\$74,444	\$81,440	\$77,942
Sales Manager I - No Commission	Marketing and Sales	\$73,395	\$87,955	\$80,675
Director of Engineering major hotel #1	Engineering	\$91,413	\$137,501	\$105,500
Engineering Manager #2	Engineering	\$85,603	\$96,795	\$86,403
Maintenance Manager #3	Engineering	\$69,925	\$81,125	\$76,204
Spa Director - No Commission	Spa	\$106,504	\$118,897	\$98,701
Spa Manager - No Commission	Spa	\$74,094	\$78,211	\$76,153
Purchasing Director	Purchasing	\$96,157	\$117,908	\$79,251
Director of Security	Security	\$102,051	\$122,724	\$104,387
Director of Sustainability	New Service	\$55,000	\$78,901	\$69,600

As New York City and Los Angeles are drivers of USA Hotel salaries due to their high costs of living plus the highest average hourly rates in these location in the USA. As is Toronto and Vancouver in Canada. This is a result of the higher costs of living and higher income tax burden citizens of these cities in Canada face.

All our Canadian major cities are more affordable in comparison to Toronto and Vancouver. To determine compensation offered for most of other cities in Canada deduct in each category. Montreal deduct 10% and all other cities approximately 15%. Of course, there are some exceptions in super luxury, large size hotels, or resort or hotels in isolated areas.

These figures shown were from all our survey reporting tools.

A.I Generated Figure ChatGPT, Claude and Google.

All tools comb through and scope online advertisements that mention compensation for roles within this category; however, the salary range can vary significantly as there are millions of hotel and restaurant positions advertised online by hotel chains, independent restaurants, and privately owned hotels. Compensation decisions should therefore be based on each organization's specific requirements, market, and operational needs. This survey is intended as a general global information guide only.

RENARD INTERNATIONAL HOSPITALITY SEARCH CONSULTANTS

INTRODUCTION – SALARY REPORT

Join Renard International in celebrating our 56th anniversary in 2026!

We are proud of our company's success over the past five decades. Having been chosen by international and independent hotel companies, restaurants, casinos, and food service organizations around the world, we sincerely appreciate the respect we've earned as the renowned hospitality recruitment search firm in the world.

Our achievements are a direct result of the dedication and commitment of our remarkable team, who tirelessly serve both our clients and applicants. We're always working hard to better serve you and everyone we work with.

Renard International is honored to be regarded as a "benchmark" among recruitment companies. We extend our heartfelt gratitude for your loyalty throughout the past 55 years. We truly value your continued support.



Stephen J. Renard
STEPHEN J. RENARD
President

EXECUTIVE TEAM LEADERS



WE DELIVER...

In delivering our services, we prioritize the accuracy of our sourcing and selection process. The longevity of our placements is a testament to our unwavering commitment. All our successful hires have remained in their roles for an extended period, with many of them advancing to the upper echelons within renowned companies across our industry.

Thank you for your continued loyalty and confidence.

TORONTO, ONTARIO, CANADA

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* Division of Walard Corporation



HOTEL MANAGEMENT COMPANY – USA 2026

Base Salary Survey in USD | Annual salary ranges (Base Only)

Position

Operations

VP S&M (Sal

VP F&B

VP Finance

VP Finance (C

VP Engineeri

VP Social Me

VP Revenue /

VP Housekee

VP Culinary

VP HR & Trai

VP Purchasin

VP IT / Syste

VP/ Director

METHOD

1 Ranges are c

2 Renard Inter

3 All figures exclude annual bonus, any equity, car allowances, relocation, housing, expatriate packages and benefits.

4 Luxury brand ranges account for multi-property complexity, owner involvement, and elevated brand standards.

5 Renard International calculations are prepared in median format, not range.