

Far East Compensation Report

SEPTEMBER 2026

Thanks Renard
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HOTEL



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SEARCH CONSULTANTS

THE PURPOSE OF OUR 2026 FAR EAST ASIA COMPENSATION REPORT



The contemporary employment landscape in 2026 once again demonstrates the need for both employers and employees to access professional tools that enable them to objectively evaluate compensation and hiring decisions. To support this need, we are pleased to present our 2026 Far East Asia Renard Compensation Report, which we hope you will find both informative and insightful.

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 internationally recognized Annual Global Hospitality Salary Survey. We provide this report on a complimentary basis because we firmly believe that “an educated client and applicant is our best partner!”

This study of compensation throughout the regions in Far East Asia enables organizations to objectively compare and benchmark their compensation strategies.

Historically, our compensation report was prepared using average or median salary figures. Since 2022, however, we have adopted a salary “range” format. This is due to ongoing competition and the lack of available talent in the workforce. The hiring market can be compared to a fish market: you ask for 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 presented in this report is based on hiring transactions that occurred during the last 12 months, primarily between August 1, 2025, and August 1, 2026. Due to ongoing geopolitical challenges, hiring patterns have remained highly unpredictable, with compensation varying significantly between organizations and positions. As a result, we have presented salary ranges that, to the best of our knowledge, reflect the compensation offered and accepted during this period.

SOURCE OF DATA COMPENSATION IN RANGES

The compensation data contained within our 2026 Far East Asia Salary Survey has been compiled from the following sources:

- Global Compensation Survey is our company’s major project for 2026. This report represents the culmination of hundreds of hours of research and analysis that began with the initial planning stages in August 2022. Our researchers approach this project with great care, rigorously verifying all information received and carefully questioning any data that appears inconsistent or inaccurate.
- The findings in our 2026 report are based on comprehensive analysis drawn from Renard International’s proprietary candidate database, supplemented by our extensive global network of industry contacts. Additional information was gathered through written responses to our worldwide compensation survey distributed to hospitality executives in more than 50 countries.
- Due to the lingering effects of COVID-19 in certain regions, response rates were lower than in previous years.
- Data was also taken from thousands of resumes received each month from Renard International offices and consultants worldwide. These resumes provide written confirmation of candidates’ current compensation packages, including salary, bonuses, benefits, and other remuneration, while also identifying desired compensation, preferred locations, and targeted career opportunities.
- From August 2022 to this point in 2026, Renard International consultants successfully completed executive search

assignments in more than 45 countries, recruiting positions ranging from Executive Chefs to Chief Executive Officers for major international hotel and casino groups. Today, we proudly serve clients in countries that did not even exist when Renard International was founded 56 years ago. This extensive global experience has also contributed to the findings presented in this report.

The salary ranges presented in this guide are based on information compiled from the sources above, as well as the following:

1. Company-specific career websites, including Hilton, IHG, Four Seasons, Marriott, Accor, Minor, Ascott, LHW, and others.
2. Renard International’s proprietary applicant tracking system, Deskflow.
3. Public employment platforms such as LinkedIn, Indeed, and similar job boards.
4. Compensation data derived from Renard International’s own executive placements and long-standing client partnerships.

Note: Compensation offers may vary due to several factors, including:

- A. Urgent need
- B. Benefits specific to a company
- C. Bonuses specific to a location
- D. Company size
- E. Educational requirements
- F. Specific talent or work experience required
- G. Currency exchange

FAR EAST ASIA SALARY SURVEY 2026 OBSERVATIONS AND COMMENTARIES:

The Far East Salary Survey for 2026 can only be compared to compensation in the doldrums. There have been no major fluctuations from 2025 to 2026, as you will see from the comparisons we have made across the surveys.

China is the driving force in Southeast Asia, and after COVID, there has been more local trade and tourist in country businesses in China than international visitors. The exception is Hong Kong, where the hospitality business and revenues have continued to increase year-on-year, rising approximately 10% from 2025 to now; although, tourism in Hong Kong accounts for only 40% of GNP.

Hotel occupancies in China after COVID were driven far more by local business and less by international business. As a result, owners, even with management contracts in place, began recommending local candidates who had been understudies to foreign department heads and General Managers. These locally born executives would accept local salaries and benefits, as opposed to expatriate compensation, which was usually based on net U.S. salaries.

The result is that many expatriates have left China for other parts of Southeast Asia and around the world.

We must remember that COVID sent many talented individuals back to their home countries since, if nothing else, the COVID era showed us that we are not invincible and that, at times, family must be considered before career.

Despite relatively stagnant compensation levels, hotel development in China remains extremely active. As of the second quarter of 2026, China's hotel construction pipeline included 3,588 projects representing more than 632,000



rooms, with approximately 1,131 new hotels forecast to open by year-end. This continued expansion, particularly within the upper-midscale, upscale and luxury sectors, should continue to create opportunities for General Managers and senior executives. At the same time, operating performance remains mixed, with softer domestic demand placing pressure on occupancy and RevPAR; however, China's expanded visa-free policies are contributing to stronger international visitation, particularly benefiting premium and luxury hotels in major gateway cities.

At the same time, due to the current crisis in the Middle East, many Southeast Asian nationals, as well as those who had previously worked in Southeast Asia before moving to the Middle East to enjoy better opportunities and higher income after

COVID, have now been dismissed due to the closure of many hotels in the region.

As a result, many have returned to Southeast Asia and, because they were available quickly as they were - in many cases - dismissed immediately so they accepted compensation without negotiation. Due to the unprecedented closure of hotels and projects, they had little choice to reject any offers. As such, employers were able to dictate salaries, benefits, and other compensation terms which they would normally would have rejected.

One change after COVID is that occupancies have remained lower and, as a result, some benefits previously offered to expatriates have been reduced or eliminated in many parts of Southeast Asia. Schooling, for example, is now generally a no-no unless the individual is in a very senior role or working with a branded operator who can demand full expatriate benefits for their senior executives.

We do not expect to see much modification and/or increases in compensation over the next 12 months.

2026 FAR EAST SALARY SURVEY - NORTH ASIA / GREATER CHINA

Singapore | Korea | Hong Kong | Taiwan | Macau | People's Republic Of China | Deluxe 4-5 Star International Hotels |
USD 500 Average Room Rate:

POSITION	2025 SALARY RANGE	2026 AI SALARY RANGE (CLAUDE)	2026 YEARLY SALARY RANGE RENARD INTERNATIONAL
General Manager	193.2 - 334.9	201.4 - 349.1	220.8 - 415.1
Resident Manager ⁺ / Hotel Manager	75.2 - 99.7	78.4 - 103.9	80.1 - 122.3
Rooms Division Manager	64.5 - 78	67.2 - 81.3	69 - 84.4
Front Office Manager	66.6 - 68.7	69.4 - 71.6	69.8 - 75
Executive Housekeeper	75.9 - 85.3	79.1 - 88.9	82.8 - 92.7
Chief Engineer	80.5 - 102.4	83.9 - 106.8	85 - 111.2
Laundry Manager	45.5 - 52.8	47.4 - 55.0	48.5 - 59.9
Food & Beverage Director ⁺⁺	84 - 118.7	87.6 - 123.7	92.2 - 147
Resident Manager (Fine Dining Room)	52.2 - 59.4	54.4 - 61.9	54.5 - 62.3
Catering Manager (Sales)	44.7 - 56.2	46.6 - 58.6	47.9 - 60.1
Banquet Manager (Operations) [^]	44.7 - 58.4	46.6 - 60.9	47.8 - 63.4
Executive Chef	93.9 - 138.2	97.9 - 144.1	98.3 - 152.9
Gourmet Restaurant Chef	76.3 - 94.5	79.5 - 98.5	80.2 - 109.8
Executive Sous Chef	60.9 - 75.6	63.5 - 78.8	66.3 - 82.4
Italian Chef	74.5 - 84	77.7 - 87.6	79 - 93.9
Pastry Chef	72.5 - 86.4	75.6 - 90.1	77.1 - 90.9
Controller	83.2 - 98.4	86.7 - 102.6	90 - 115.5
Personnel & Training Manager	72.1 - 81.5	75.2 - 85.0	79.9 - 91.2
Sales & Marketing Director	102.9 - 155	107.3 - 161.6	122 - 179.5
Sales Manager (No. 2)	60.3 - 73.8	62.9 - 76.9	63.8 - 81.2
Revenue Manager	50.6 - 54.9	52.8 - 57.2	54.9 - 62.4
IT Manager	65.7 - 76.3	68.5 - 79.5	68.5 - 79.9
Social Media Director H	42 - 46.2	43.8 - 48.2	44.3 - 52.1
Director Of Sustainability	New Role*	92.0 - 145.0	87.8 - 146.3

***New Role:** AI 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.

2026 figures are formulated benchmarking estimates in USD '000, built from Renard's 2024 ranges and current 2025-2026 marker salary-budget/talent-pressure indicators.

2026 FAR EAST SALARY SURVEY - SOUTHEAST ASIA

Philippines | Thailand | Malaysia | Indonesia | Vietnam | Deluxe 4-5 Star International Hotels |
Minimum yearly room rate USD \$400

POSITION	2025 SALARY RANGE	2026 AI SALARY RANGE (CLAUDE)	2026 YEARLY SALARY RANGE RENARD INTERNATIONAL
General Manager	165.1 - 251.3	174.2 - 265.1	177 - 291
Resident Manager ⁺ / Hotel Manager ^{**}	74.2 - 111.3	78.3 - 117.4	80.4 - 127.9
Rooms Division Manager	62.9 - 71.7	66.4 - 75.6	69 - 81,100
Front Office Manager	50.6 - 71.7	53.4 - 75.6	56.9 - 83.1
Executive Housekeeper	67.2 - 85.2	70.9 - 89.9	73 - 93.1
Chief Engineer	76 - 94.9	80.2 - 100.1	80.2 - 111
Laundry Manager	42 - 55.1	44.3 - 58.1	43 - 60.6
Food & Beverage Director ⁺⁺	85.2 - 134.2	89.9 - 141.6	93 - 161.1
Resident Manager (Fine Dining Room)	51.9 - 65.7	54.8 - 69.3	55.3 - 72.4
Catering Manager (Sales)	44.3 - 57.9	46.7 - 61.1	47.6 - 66.3
Banquet Manager (Operations) [^]	44.3 - 54.9	46.7 - 57.9	46 - 58.9
Executive Chef	87.7 - 145.5	92.5 - 153.5	94.7 - 173.2
Gourmet Restaurant Chef	76.3 - 84.8	80.5 - 89.5	84.8 - 94.8
Executive Sous Chef	52.6 - 65.7	55.5 - 69	58.9 - 73.4
Italian Chef	61.5 - 76.3	64.9 - 80.5	66.2 - 86.4
Pastry Chef	52.3 - 76.3	55.2 - 80.5	58 - 84.1
Comptroller	66.2 - 89.2	69.8 - 94.1	72.3 - 98.9
Personnel & Training Manager	65.7 - 82	69.3 - 86.5	71.6 - 89
Sales & Marketing Director	93.7 - 148.2	98.9 - 156.4	99.5 - 173.7
Sales Manager (No. 2)	55.9 - 63.3	59.0 - 66.8	60.2 - 72.9
Revenue Manager	39.6 - 56.5	41.8 - 59.6	44 - 61.7
IT Manager	47.5 - 58	49.9 - 61.2	51.3 - 61.2
Social Media Director H	38.3 - 51	40.4 - 53.8	40.8 - 56.1
Director Of Sustainability	New Role*	78.0 - 125.0	77.5 - 118

***New Role:** The 2026 figures are benchmarked estimates presented in U.S. dollars. They are based on Renard International's 2024 salary ranges and adjusted using current 2024-2026 salary-budget trends, market conditions and talent-demand indicators. Some year-over-year changes may reflect fluctuations between the U.S. dollar and local currencies at the time the survey was prepared. All figures represent gross base salaries and do not include benefits, gratuities, bonuses, stock or share options, and other forms of additional compensation.

2026 figures are formulated benchmarking estimates in USD '000, built from Renard's 2024 ranges and current 2025-2026 marker salary-budget/talent-pressure indicators.

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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