



ANTAL HOSPITALITY: - JOB MARKET OVERVIEW

FEBRUARY 2021



INTRODUCTION

Salvatore Fernandez. FIH Managing Partner



After 30 years of experience in the hospitality industry I appreciate the complexity of the market which is a key contributor to the sector. Having been a GM and MD, I clearly understand the demands and pressures of running a successful hospitality business. Attraction, selection, recruitment and retention of key staff are my primary focus as I support my portfolio of carefully selected clients in increasing the profitability of their businesses by employing the right staff. This is why I hope you find this guide both useful and informative and look forward to discussing the findings

Daniel Esplen, BA, MIH Senior Recruiter



Has over 20 years' experience in the hotel industry and has a successful career in operating 4- and 5-star hotels globally. Daniel has owned and operated his own hotel, along with working with international brands and independent operators globally.

Having gained his knowledge from operating luxury hotels, lifestyle brands, independents and big-box operators, Daniel is very well positioned to fully understand the challenges of operating a profitable and successful hospitality business.

He uses his inside knowledge and experience to assist candidates in progressing their careers and ensuring clients hire the best candidates as having the right team in place is critical to success.



www.antal.com/office/baker-street



sfernandez@antal.com



+44 (0) 207 467 2528

Baker Street London UK



METHODOLOGY

This Hospitality job market overview is based on the data received from an online questionnaire, our own database and expert estimations from our experienced consultants. We quote average monthly gross basic salary ranges excluding bonuses.

The majority of respondents fall into the quoted range.

The figures are represented in British pounds for United Kingdom, Euros for European countries and US dollars for the Middle East. A salary data can vary depending on a company's size, type of the business and employee's experience, qualifications and responsibilities.

Success in the hospitality industry is based on the ability of the organisation to attract, retain and motivate superior talent. The most tangible way is to link pay and performance



RECRUITERS' OUTLOOK



COVID-19 has affected every sector across the globe, and the hospitality industry is among the hardest hit. Our research suggests that recovery to pre-COVID-19 levels will take several years.

Travel will return as there is a pent-up demand. But the recovery will likely take longer than other industries, and this will vary across segments.

Business and leisure travel will return at different paces, with domestic leisure travel leading the way first in leisure markets and international travel returning later, with vaccines now being deployed globally some countries and operators are hinting they will require proof of vaccination.

What will happen is distinct shifts in customer expectations especially in flexibility, hygiene and experiences. Business travel will come back slowly and will be different for each business segment as all have embraced the use of technology to cut down travel as this becomes the new normal as companies realise the same results can be achieved with less costs. Conferences and industry events will likely be the last to return therefore hotels that rely on these segments need to diversify for the next 1- 2 years.

Recruiting will continue to be done remotely for the short term with only the C- level roles being invited for face-to-face meetings; visa approvals will take longer and some employees in certain countries maybe have to be selective on nationality due to restrictions caused by COVID-19

In 2021 and beyond the industry will see a continued growth of “cluster roles” as for owners and companies it allows efficiency and savings as demand remains lower than 2019 levels

Now the UK had left the EU this will have an impact on movement of people between the EU and UK this will result in shortages in the UK market as many groups are not set up or are able to meet sponsoring requirements to hire outside of the UK

On the bright side we expect to see demand for roles grow as the industry recovers in the later part of 2021 into 2022 as over 100 million jobs in the hospitality industry were lost in 2020.

Investors and developers are still pushing ahead the growth is most noticeable in Middle East, UAE and Saudi Arabia as it pushes towards its vision 2030, also there is strong development in Africa



EMPLOYERS' OUTLOOK



Petra Deuter is Executive Director, Iconic Luxury Hotels International & Head of Talent Development L+R Hotels.

She has held a number of senior executive and management roles in the airline and hotel sectors over the last 20 years. As Managing Director at Lufthansa at the time of 9/11 and Vice President at Accor during the 2008 financial crisis, she has hard-earned experience of steering a business through challenging situations.

Responding to the crisis with a new style of leadership

When the hotel sector goes back to work, the most urgent need will be to recoup lost income, re-establish cashflow and focus on the quickest returns on investment.

Operating structures will have to be pared down and more efficient. Leaner, more agile leadership with effective change management skills must create imaginative, practical plans to get businesses back on track.

Managers will have to adapt to the new situation with new-found agility. The days of a Hotel Manager shut away in the back office are over. They will need to be multi-faceted: even more present throughout the hotel, taking care of guests and staff, mobilising their teams, coaching/teaching and leading by example.

In this new climate of lower occupancies and reduced income, one role per employee is an unaffordable luxury. Staff will now need to be trained to take on a broader range of disciplines.

Managers should emphasise the positive aspects of this: employees will enjoy more varied work and gain a wider range of experience to help them progress their careers.

Creative, cost-efficient business models will be needed for sales, marketing, revenue management and distribution strategies. Trusted employees should be invited to contribute to management decisions; their perspective 'at the coal face' will help shape your recovery policy and make them feel more involved and valued.

Whilst it may seem counter-intuitive, now is the perfect time to invest in your most talented employees, for example by providing additional online training. In the hotel's new future there will be fewer staff, and employees and leaders alike must be ready to use new skills.

Part of the recovery process must involve making the workplace more attractive and productive. Ensure the work environment is balanced, with genuinely equal opportunities and fair rewards for everyone. Revisit how you evaluate performance; is it an objective and positive system? Failing to address these aspects could lead to your talented employees looking elsewhere.

There is a broad consensus that the travel and tourism industry cannot return to how it was before COVID-19.

The pandemic cannot be ignored or wished away. For hotel employees at all levels, it should be seen as an incentive to develop fresh skills and become more valued and marketable, as multi-functional, hands-on and strategically savvy individuals.

For hotel management, this is the start of a new era: the opportunity to learn from experience and use the freshly gained insight to develop more dynamic, creative, sustainable leadership that is fit for a brave new world.



CHALLENGING POSTIONS TO FILL

CLUSTER
GENERAL
MANAGER
65%

REVENUE
EXPERTS
44%

DIRECTOR
ENGINEERING
42%

EXECUTIVE
HOUSEKEEPER
38%

HEALTH &
WELLNESS
DIRECTOR
37%

HIRING MANAGER TIPS

Move Faster

Candidates are eager to secure a new opportunity. If the hiring process drags on longer than necessary, it's it will likely cause you to lose top talent. The best candidates are often snapped up quickly, so it important to remove roadblocks that hold your hiring process up.

Job Descriptions

It is important to keep job descriptions up to date, as you are likely to miss out on attracting the ideal candidates if your current job description doesn't reflect the role today jobs evolve and change and this defiantly the case today think new owners' expectations, covid19, green initiatives, technology etc.

Focus on Passive Talent

Sometimes your next great hire isn't actually looking for a job. Passive talent is currently employed, but willing to change jobs if the right opportunity comes along this where a good recruiter such as Antal International can assist.

Hire for Cultural Fit

Often a key part is overlooked, once a candidate is identified that ticks all the boxes it's very important that you and they have the right fit for your organizations culture, otherwise this can become an issue down the road.

Decline Quickly

This year when recruiting for roles, you will likely get 100's of applications, nobody likes to have false hope, so it's important to decline applicants as quickly as possible. Remember many candidates can also be your customers so protecting your image is important. ATS can assist but in hospitality you may miss out on a great candidate just because they don't have all the key words on their CV. At Antal Hospitality we don't use ATS we review all candidate's CV's to ensure an ideal candidate is not overlooked, we then reply to all candidates that apply thus protecting your brand.



EMPLOYEES' OUTLOOK



Dubai like other cities has had a very challenging year in 2020, but we did finish with 71% occupancy in December, however the increased growth in new properties especially in the 5 and 4 star segment is a concern as demand is a lot lower than 2019 and we are seeing low ADR's due to the increased supply and competitive market. We, and other hotel groups, face the reality of oversupply. In 2021 we are realigning our strategies to meet the new reality and increased demand from owners and creating even better guest experiences and offerings.

CEO, 5* Hotel, Dubai, UAE

The European hotel market has taken a huge hit in 2020 and this continues into 2021 with restrictions and ski resorts being shut is adding to the pressure. The industry is seeing growth in development across Europe with the acquisition of smaller hotels by groups and in investment from overseas. Many properties are having to adapt and explore new markets and revenue opportunities.

Country Manager Italy 4* Hotel Group

We like many others we have focused on Hygiene & Cleanliness and have had to adjust to a change in business mix, along with exploring new segments and customer preferences for example catering to more of a domestic market. We are now focused on developing new guest experiences that fit the new "norm" such as wellness and healthy lifestyles and the further development of outdoor spaces

General Manager 5* Hotel Asia



WHY ARE PEOPLE CHANGING ROLES ?

The hospitality industry in 2021 and beyond will see people change roles as different sectors recover at different paces, burn out also will be a factor (2020 was one of the toughest years), employees also may no longer be aligned with the new goals and direction.



- New challenge/more interesting work 80% (+ 5%)
- Career development 65% (-7%)
- Better work/life balance 70% (flat)
- Higher salary 65% (+8%)
- Job security 60% (+5%)
- More responsibility 51% (Flat)
- Better location/easier commute 49% (+10%)

- Improve relationship with senior manager 40% (flat)
- Role requirements has changed 37% (new)
- Benefits package 36% (+3%)
- Better location/easier commute 45% (+12%)
- Bonus potential 30% (+5%)
- End of contract 15% (+5%)
- Redundancy 25% (+20%)
- Relocation 1% (-2%)
- Better training 2% (flat)



BENEFITS IN HOSPITALITY

- Annual bonus scheme 85% (flat)
- Pension 75% (flat)
- Private Health Insurance 75% (+5%)
- Accommodation/allowances 30% (+3%)
- Complimentary Parking / Travel 25% (+5%)
- Fitness Club/Access 18% (+5%)
- Other 10% (+3%)



SUMMARY

Keeping the team happy and engaged is one of the key factors in ensuring the best employees remain part of your organization.

Everybody is motivated by different factors, and we are seeing an increase in the hospitality sector for better work / life balances and a wide range of benefit being offered from pension plans, gym memberships, family healthcare plans and company cars, to life insurance, discounted shopping vouchers and even childcare provision, additional benefits can make a role more appealing, in the future employees will look for opportunities where they can select their benefits from a list customising their benefits to meet their needs and wants.



SALARY OVERVIEW

In these unprecedented times salaries have been affected globally, with many people on different furlough schemes depending on the country and for more senior management roles temporary reductions in salaries are continuing into 2021 with some people seeing as high as 50% reductions in salaries.

Some smaller operators have just started to lower salaries on offer for new hires, however we are pleased to report we not seeing this as a trend yet.

Salaries in this survey do take in account COVID19 but however do not show temporary reductions in salary due to agreed reductions or furlough.



	United Kingdom	France	Spain	Germany	Italy	Greece	MENA	Caribbean	Latin America
Job Title	Annual Average Salary (Gross) minimum								
General Manager	£161,600	€ 140,000	€ 125,000	€ 161,200	€ 139,380	€ 128,750	\$170,000	\$120,000	\$97,500
EAM/Resident Manager/Hotel Manager	£75,600	€ 81,600	€ 74,750	€ 96,900	€ 81,600	€ 59,400	\$91,800	\$70,000	\$69,000
Job Title	United Kingdom	France	Spain	Germany	Italy	Greece	MENA	Caribbean	Latin America
Job Title	Annual Average Salary (Gross) minimum								
Food & Beverage - Kitchen									
Director of Food & Beverage	£71,400	€ 75,000	€ 71,250	€ 73,000	€ 59,400	€ 57,600	\$61,200	\$66,300	\$60,874
Executive Chef	£71,250	€ 74,750	€ 61,600	€ 74,120	€ 65,400	€ 59,950	\$70,200	\$68,750	\$59,500
Executive Sous Chef	£51,000	€ 48,350	€ 39,220	€ 50,225	€ 42,500	€ 49,250	\$46,850	\$49,750	\$43,750
Front Office									
Director of Rooms Operations	£68,340	€ 56,100	€ 62,220	€ 61,200	€ 60,180	€ 54,060	\$66,300	\$52,000	\$45,000
Front Office Manager	£40,800	€ 51,000	€ 42,840	€ 45,900	€ 41,820	€ 38,760	\$35,700	\$30,000	\$30,200
Night Manager	£29,580	€ 33,660	€ 28,560	€ 35,700	€ 30,600	€ 30,600	\$22,440	\$22,000	\$18,000
Housekeeping									
Executive Housekeeper	£44,850	€ 45,900	€ 40,800	€ 45,900	€ 43,860	€ 41,820	\$35,700	\$30,100	\$28,500
Human Resources									
Director of HR	£77,520	€ 71,400	€ 61,200	€ 70,380	€ 60,180	€ 59,160	\$64,260	\$52,250	\$55,500
Training Manager	£43,860	€ 38,760	€ 30,600	€ 35,700	€ 36,720	€ 35,700	\$33,660	\$30,000	\$32,000
HR Manager	£48,960	€ 45,900	€ 45,900	€ 48,960	€ 51,000	€ 45,900	\$41,820	\$32,000	\$36,000
Accounting									
Director of Finance	£81,600	€ 66,300	€ 64,260	€ 71,400	€ 60,180	€ 56,100	\$72,420	\$65,000	\$60,000
Financial Controller	£38,760	€ 41,820	€ 35,700	€ 40,800	€ 37,740	€ 39,780	\$39,780	\$33,150	\$33,000
Engineering									
Director of Engineering	£52,020	€ 59,160	€ 45,900	€ 51,000	€ 54,060	€ 51,000	\$75,000	\$48,000	\$59,350
Chief Engineer	£43,860	€ 40,800	€ 40,800	€ 45,900	€ 48,960	€ 45,900	\$48,500	\$40,000	\$42,000
Sales & Marketing									
Commercial Director	£79,350	€ 83,640	€ 69,600	€ 87,000	€ 80,050	€ 75,000	€ 71,400	\$60,800	\$58,350
Director of Sales	£55,600	€ 53,000	€ 51,000	€ 59,160	€ 62,220	€ 71,400	\$45,900	\$40,000	\$79,325
Director of Marketing	£48,000	€ 44,000	€ 47,250	€ 51,350	€ 54,000	€ 66,300	\$48,750	\$41,500	\$77,581
Health & Wellness									
Director of Health and Wellness	£73,600	€ 75,600	€ 74,750	€ 78,550	€ 81,600	€ 59,400	\$89,000	\$69,500	\$65,000
Spa Manager	£38,000	€ 41,200	€ 45,000	€ 45,900	€ 51,000	€ 49,500	\$41,000	\$31,000	\$34,000



ACKNOWLEDGEMENTS

Thank you to all those who spent time in helping by completing our survey and providing comments

We appreciate your support and hope you found the market trends we revealed to be interesting and helpful

DISCLAIMER

This research was carried out by means of an electronic questionnaire and supplemented with data and market information that Antal International have access to. The results are provided as generic market information only. We do not make any warranties regarding the use, validity, accuracy or reliability of the results and information obtained. We will not be liable for any damages of any kind arising out of or relating to use of this information.



www.antal.com/office/baker-street



sfernandez@antal.com



+44 (0) 207 467 2528

Baker Street London UK

