



Leger

TOURISM HR CANADA

2023 Canadian Tourism Sector Compensation Study

Tourism **HR**
Canada



RH Tourisme
Canada

Prepared by : Leger
Prepared for: Tourism HR Canada



We would like to acknowledge the time and effort taken by the businesses that supplied the data which made this report possible. We would also like to thank our many partners in the tourism sector who promoted participation in the study to their members.

Tourism HR Canada seeks to improve the quality of the Canadian labour force by providing expert analysis of the latest compensation, labour supply, and productivity data. For more information, visit tourismhr.ca.

The information provided has been treated in the strictest confidence. No organization has been identified in this report.



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Tourism HR Canada is a pan-Canadian organization with a mandate aimed at building a world-leading tourism workforce. It facilitates, coordinates, and enables human resource development activities which support a globally competitive and sustainable industry and foster the development of a dynamic and resilient workforce.

Tourism HR Canada is recognized as a global leader in setting occupational standards, building competency frameworks, developing occupational training and certification programs, conducting research into the tourism labour market, and analyzing the resulting data to plan and implement HR strategies for the industry.

Tourism HR Canada supplies tourism stakeholders with the labour market intelligence they need to plan for and overcome their current and future human resource challenges.

For more information, email research@tourismhr.ca or visit TourismHR.ca.

Canada 

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The opinions and interpretations in this publication are those of the author and do not necessarily reflect those of the Government of Canada.



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PROJECT OVERVIEW

Project Background and Objectives

Tourism HR Canada (THRC) is a not-for-profit that supports Canada's tourism sector by facilitating, coordinating, and enabling HR development activities to ensure a dynamic and resilient workforce. Since its inception, THRC has implemented several Labour Market Intelligence (LMI) initiatives including: gathering principal statistics within tourism; hosting an annual forum/stakeholder consultation; analyzing salary and wage trends; analyzing labour supply projections; creating a Human Resource Module (HRM) that provides comparable and detailed information on jobs in the sector; completing industry/regional-specific studies; and working, in general, to increase research capacity to support other relevant LMI initiatives.

THRC conducted biennial compensation surveys from 2006 to 2012. The 2018-2019 study provided fresh compensation data from tourism employers. In 2022-23, the tourism sector is still in flux, reeling from the past 2 years which have seen major impacts from the COVID-19 pandemic. The tourism sector is interested in understanding the compensation of certain occupations within the sector. The topics covered in this research include:

- An understanding of businesses' gratuity practices, benefits, perquisites, and incentives offered.
- Information on compensation for 15 occupations, including bonus payouts; commission payouts; type of compensation; salary range minimum; salary range maximum; and average salary broken out by region, industry, union status and employment status.
- Determining the level of compensation across four industry groups: Recreation and Entertainment, Accommodations, Food and Beverage Services; and Travel Services.

Occupations Surveyed

Occupation	NOC Codes*	Title of Positions
Light Duty Cleaners	6731	Housekeeper, Room Attendant, Housekeeping Room Attendant, Housekeeping Attendant, Cleaner, Maintenance Worker, Maid, Guest Services, Receptionist
Conference and Event Planners	1226	Sales and Catering Manager, Catering Manager, Event Manager, Server, Program Coordinator
Program Leaders in Recreation, Sport and Fitness	5254	Rescuer, Lifeguard, Fishing Guide, Instructor, Program Manager, Program Coordinator, Coach, Coordinator, Guide
Accommodation Service Manager	0632	Front Office Manager, Manager, General Manager, Guest Service Manager, Front Desk Manager, Assistant Manager, Coordinator, Sales Manager, Program Manager, Guest Services, Front Desk Attendant, Office Manager, Reservation Clerk
Hotel Front Desk Clerks	6525	Front Desk Agent, Receptionist, Guest Service Agent, Front Desk, Guest Service Representative, Guest Services, Hotel Front Desk Clerk, Front Desk Associate, Front Desk Attendant, Customer Service Representative, Reservation Clerk
Food Counter Attendants, Kitchen Helpers, and related support occupations	6711	Assistant Cook, Dishwasher, Cashier, Server, Barista, Kitchen Helper, Food Counter Attendant, Counter Attendant, Host/Hostess, Team Member, Cook, Food Server, Food Service Attendant, Waiter/Waitress, Crew, Kitchen Staff, Breakfast Attendant
Cooks	6322	Cook, Chef, Line Cook, Assistant Cook
Food Service Supervisors	6311	Supervisor, Shift Supervisor, Chef, Food Service Supervisor, General Manager, Manager
Restaurant and Food Service Managers	0631	Manager, General Manager, Restaurant Manager, Kitchen Manager, Assistant Manager, Food and Beverage Manager, Catering Manager
Bartenders	6512	Bartenders
Food and Beverage Servers	6513	Server, Waiters/Waitress, Food and Beverage Server, Counter Attendant, Host/Hostess, Food Server
Maîtres d'hôtel and hosts/hostesses	6511	Host/Hostess
Tour and travel guides	6531	Tour Guide, Heritage Interpreter, Interpretative Guide, Fishing Guide, Guide
Outdoor sport and recreation guides	6532	Fishing Guide, Guide, Instructor, Interpretative Guide
Travel Counsellors	6521	Travel Consultant, Travel Advisor, Travel Counsellor, Travel Agent, Reservation Clerk, Travel Professional, Senior Travel Consultant

* At the time this survey was conducted, revised NOC-2021 codes were not yet in use. As such, these occupations have been classified according to the NOC-2016 system.



Occupation and Salary Collection and Interpretation

The survey was promoted to tourism employers across Canada and was advertised and administered in both English and French. As with all surveys, participation was dependent on people being aware of the survey as well as being available and interested in completing it.

The survey questions were developed by Leger, in collaboration with Tourism HR Canada. The survey instrument identified Tourism HR Canada as the sponsor of the survey, Leger as the independent market research firm conducting the survey, and identified the measures taken to ensure the confidentiality of responses.

Respondents were screened to ensure the sample was limited to organizations that employ tourism workers.

Employers were asked to describe compensation and benefits for the main occupations for which they employ the greatest number of tourism workers. The descriptions included the job titles as well as employment status, union status, benefits and incentives received.

Employers were also asked to provide salary ranges (minimums and maximums) for these occupations, with employers providing this information for up to three levels of occupations where applicable. This means each employer could provide multiple salaries.

Notes on Reading this Report

The numbers presented in this report have been rounded. However, the numbers before rounding were used to calculate the sums presented and might therefore not correspond to the manual addition of these numbers.

Mean numbers have been reported throughout. The mean represents the average of all responses given. Individual granular responses are not reported in isolation to ensure confidentiality.

Tourism is a very diverse sector and is made up of several industries. This survey is inclusive of four of the industries that make up tourism: Accommodation, Food and Beverage Services, Recreation and Entertainment, and Travel Services (excludes Transportation*). The industries have been defined as follows:

- **Accommodations:** includes hotel, motel, B&B, campground, etc.
- **Food and Beverage Services:** includes restaurants, fast food, pubs and bars, etc.
- **Recreation and Entertainment:** includes performing arts, museums, parks, spectator sports, festivals/events, attractions, etc.
- **Travel Services:** includes provision of travel arrangements and/or reservations, group/guided tours, destination marketing, etc.



KEY INSIGHTS

Key Findings

Overall

Findings are similar across the industries. Many of the occupations surveyed are paid hourly versus with an annual salary. Likewise, there is a large proportion of part-time and seasonal positions across the industries. And many of the occupations surveyed are not unionized.

When determining compensation, gratuities were infrequently taken into consideration, outside of Food and Beverage Services where gratuities were more likely to be received and therefore more likely to be considered. Most businesses offer benefits and incentives to employees, and those who are full-time employees are more likely to receive a larger range of benefits and incentives.

Regarding determining compensation, most know where to find information about salaries and compensation. However, many do not know what information would be helpful to develop a compensation strategy. There is an opportunity to educate those interested in developing a compensation strategy on how to do so, what resources to use, and best practices for creating a competitive compensation strategy within the sector.



Key Findings Per Industry Group

Accommodations

Within the Accommodations industry group, full-time employees work on average 36.2-45.2 hours per week, with those who are Program Leaders in Recreation, Sport and Fitness working the longest hours. A larger proportion of Light Duty Cleaners and Hotel Front Desk Clerks are likely to be employed part-time or seasonally. Very few occupations in Accommodations are unionized with only 4% of Light Duty Cleaners and 5% of Hotel Front Desk Clerks indicating they are unionized.

Light Duty Cleaners, Program Leaders in Recreation, Sport, and Fitness, and Hotel Front Desk Clerks are more likely to receive hourly compensation whereas Accommodation Service Managers are more likely to receive annual compensation. Part-time and seasonal employees are less likely to receive gratuities (tips), bonus payouts, or commission payouts. The majority (66%) of Accommodations representatives do not take gratuities into consideration when deciding compensation.

[Accommodations Compensation Breakdown](#)

The benefits offered most in Accommodations are paid vacation days followed by group health/dental insurance. For incentives, employee discounts and flex time are also offered. For occupations that require more internal communication, communication technology such as laptop or cellphone is also an incentive that is provided. Conference Planners have substantially more benefits than other occupations in the Accommodations group which could be due to the occupation predominantly being a salaried role versus an hourly role. Few organizations are planning to offer any additional benefits or incentives in the next few years.

When determining compensation in the Accommodations industry, representatives look to local competitors in their industry first, followed by

government resources such as the Canadian Job Bank. Those in Accommodations are looking for information such as pay scales and industry standards.

Food and Beverage Services

Within the Food and Beverage Services industry group, full-time employees work on average 30.2-41.6 hours per week, with those who are Food Service Supervisors working the longest hours. A larger proportion of Food and Beverage Servers and Food Counter Attendants are likely to be employed part-time or seasonally. Very few occupations in Food and Beverage Services are unionized with only 3% of Food and Beverage Servers indicating they are unionized.

All positions in Food and Beverage Services are more likely to receive hourly compensation than an annual salary. They are also most likely to receive gratuities (tips). Less than a third (29%) of Food and Beverage Services representatives take gratuities into consideration when deciding compensation. Gratuities are most considered for Food and Beverage Servers, followed by Cooks and Food Counter Attendants.

[Food and Beverage Services Compensation Breakdown](#)

The benefits offered most in Food and Beverage Services are paid vacation days. Some occupations report being offered maternity leave/paternity leave and group health/dental insurance. For incentives, employee discounts and flex time are also offered. Few organizations are planning to offer any additional benefits or incentives in the next few years.

When determining compensation in the Food and Beverage Services industry, representatives look predominantly to government resources such as the Canadian Job Bank. Those in Food and Beverage Services are looking for information such as pay scales and online resources.

Key Findings Per Industry Group Continued

Recreation and Entertainment

Within Recreation and Entertainment, full-time employees work on average 34.5-37 hours per week. Those who are Outdoor Sport and Recreational Guides and Program Leaders in Recreation, Sport and Fitness are more likely to be part-time employees. Less than 10% of occupations surveyed are unionized. Of all industry groups surveyed, Recreation and Entertainment had the highest proportion of unionized employees.

Occupations in Recreation and Entertainment are more likely to receive hourly compensation and are less likely to receive gratuities (tips), bonus payouts, or commission payouts. The majority (68%) of Recreation and Entertainment representatives do not take gratuities into consideration when deciding compensation.

[Recreation and Entertainment Compensation Breakdown](#)

The benefits offered most in the Recreation and Entertainment industry are paid vacation days followed by short-term disability, group health /dental insurance, and maternity/paternity leave. For incentives, employee discounts and flex time are also offered. Few organizations are planning to offer any additional benefits or incentives in the next few years.

When determining compensation in the Recreation and Entertainment industry, government resources such as the Canadian Job Bank are predominantly used followed by local competitors in the same industry. Those in Recreation and Entertainment are looking for information such as pay scales, industry standards and government programs.

Travel Services

Within the Travel Services industry group, full-time employees work on average 33.6-38.2 hours per week. Less than 4% of occupations surveyed are unionized.

Occupations in Travel Services are more likely to receive hourly compensation and are less likely to receive gratuities (tips), bonus payouts, or commission payouts. The majority (53%) of Travel Services representatives do not take gratuities into consideration when deciding compensation. Travel Counsellors, of all Travel Services positions surveyed, are more likely to take gratuities into consideration when deciding compensation.

[Travel Services Compensation Breakdown](#)

The benefits offered most in Travel Services are paid vacation days followed by short-term disability, group health /dental insurance, and long-term disability. For incentives, familiarization and flex time are also offered. Few organizations are planning to offer any additional benefits or incentives in the next few years.

When determining compensation in the Travel Services industry, looking at local competitors, regional competitors in the same industry, and government resources such as the Canadian Job Bank are the go-to resources. Those in Travel Services are looking for information such as pay scales, industry standards and government programs.



ACCOMODATIONS

Accommodations

Overall Findings

Mean Number of Employees			
Occupation	Full-Time	Part-Time	Seasonal
Light Duty Cleaners	6	4	4
Conference and Event Planners	3	-	-
Program Leaders in Recreation, Sport and Fitness	2	2	-
Accommodation Service Manager	1	3	2
Hotel Front Desk Clerks	5	3	2

Mean Hours Worked per Week				
Occupation	Full-Time	Part-Time	Seasonal FT	Seasonal PT
Light Duty Cleaners	36.2	18.9	24.3	14.5
Conference and Event Planners	40.1	-	-	-
Program Leaders in Recreation, Sport and Fitness	45.2	17	-	-
Accommodation Service Manager	40.8	30.6	29.3	5.6
Hotel Front Desk Clerks	39.1	19.7	31.8	16.8



Unionization

Only 4% of Light Duty Cleaners and 5% of Hotel Front Desk Clerks are unionized.



Type of Compensation Received

Light Duty Cleaners, Program Leaders in Recreation, Sport, and Fitness, and Hotel Front Desk Clerks are more likely to receive **hourly compensation**.

Accommodation Service Managers are more likely to receive **annual compensation**.



Additional Compensation Received

Part-time and seasonal employees are less likely to receive **gratuities (tips), bonus payouts, or commission payouts**

Q1b: Is this position unionized? Q1c: How many employees in your company are in this position? (Excluding those with zero employees). Q1d: For this position, what are the average number of hours worked per week? Q1e: Does this position receive annual (salary) or hourly compensation? Q1h: Does this position receive gratuities (tips), a bonus payout, or a commission payout?

Base: Accommodations Business Management Representatives

*Caution when interpreting results, small sample size (n<30), base sizes n<5 not shown.

Accommodations

Overall Findings



Mean Hourly Compensation Received

Occupation	Minimum	Average	Maximum	Overtime
Light Duty Cleaners				
Full-time (n=159)	\$18.27	\$19.09	\$20.03	\$22.53 (n=88)
Part-time (n=154)	\$17.50	\$18.55	\$19.74	\$22.74 (n=84)
Seasonal Full-time (n=37)	\$16.84	\$17.37	\$18.18	\$20.74 (n=19*)
Seasonal Part-time (n=33)	\$17.46	\$17.95	\$18.76	\$24.83 (n=19)*
Accommodation Service Manager				
Full-time (n=30)*	\$19.59	\$20.25	\$21.53	\$30.74 (n=11)*
Hotel Front Desk Clerks				
Full-time (n=121)	\$17.64	\$18.60	\$19.74	\$22.63 (n=77)
Part-time (n=102)	\$16.72	\$17.46	\$18.35	\$22.04 (n=69)
Seasonal Full-time (n=13)*	\$17.47	\$18.47	\$19.47	-*
Seasonal Part-time (n=12)*	\$16.47	\$17.59	\$18.82	\$19.50 (n=6)*

Mean Hourly Compensation Received

Occupation	Minimum	Average	Maximum
Program Leaders in Recreation, Sport and Fitness			
Full-time (n=9)*	\$20.23	\$22.03	\$23.78
Part-time (n=8)*	\$19.46	\$21.13	\$22.75

Mean Annual Full-Time Compensation Received

Occupation	Minimum	Average	Maximum
Conference and Event Planners (n=15)*	\$53,046	\$56,518	\$60,948
Accommodation Service Manager (n=36)	\$53,308	\$55,550	\$58,072
Hotel Front Desk Clerks (n=9)*	\$35,420	\$38,030	\$40,640

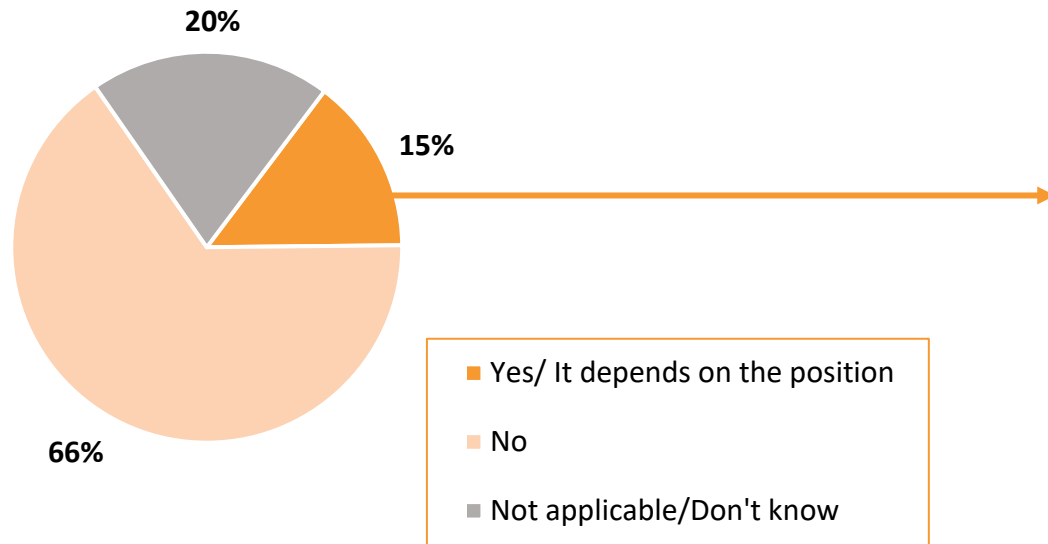
Q1f: What is the annual salary minimum, maximum and average for this position? Q1g: What is the hourly rate minimum, maximum and average for this position? What is the overtime rate for this position? Base: Accommodations Business Management Representatives

*Caution when interpreting results, small sample size (n<30), base sizes n≤5 not shown

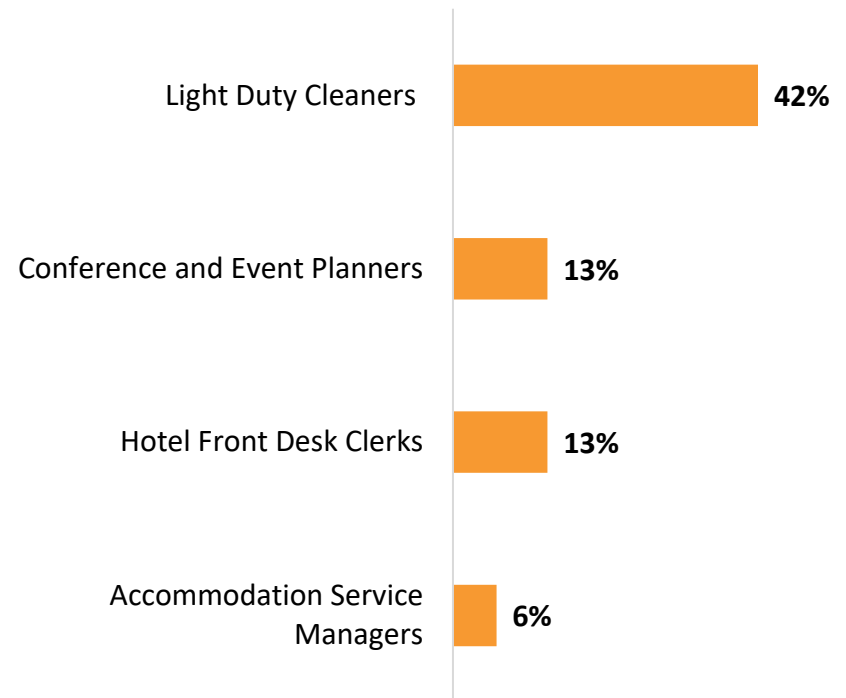
Accommodations

Taking Gratuities into Consideration

Take Gratuities into Consideration when Deciding Compensation



Positions Considered

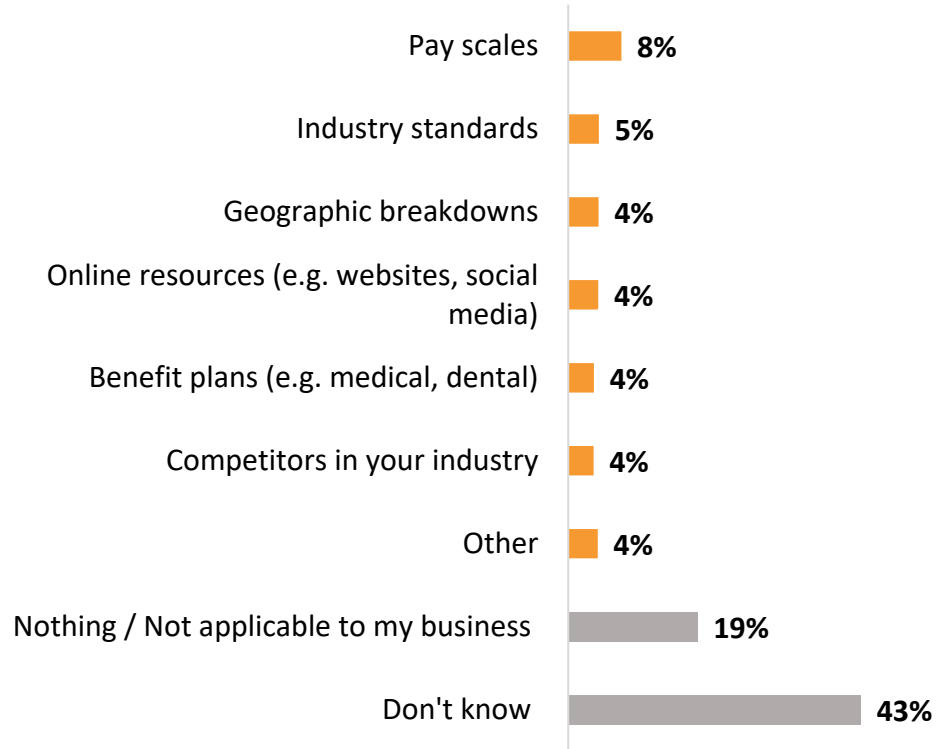


Accommodations

Compensation Information Resources



Information Sources When Determining Compensation Helpful Information and Resources for Developing and Enhancing a Compensation Strategy



Q6. Where do you look for information about compensation, including salary and benefits, for your employees? Responses less than 5% not shown.

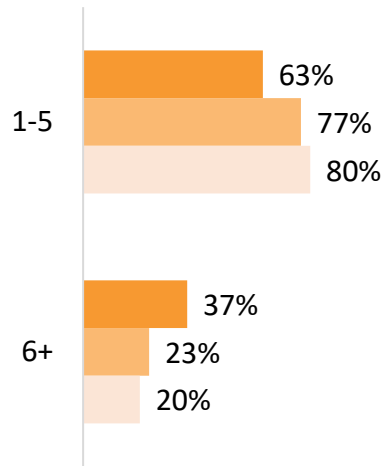
Q7. What information or resources would you find helpful or useful as you are developing and enhancing your compensation strategy? Responses less than 4% not shown.

Base: Accommodations Business Management Representatives (n=407)

Light Duty Cleaner

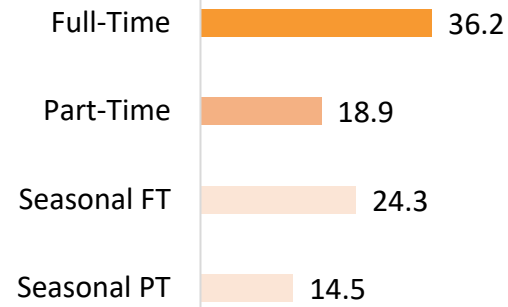
Employee and Compensation Data

Number of Employees

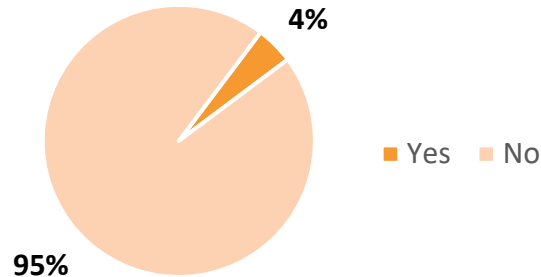


Full-Time (n=174)	Mean: 6
Part-Time (n=164)	Mean: 4
Seasonal (n=54)	Mean: 4

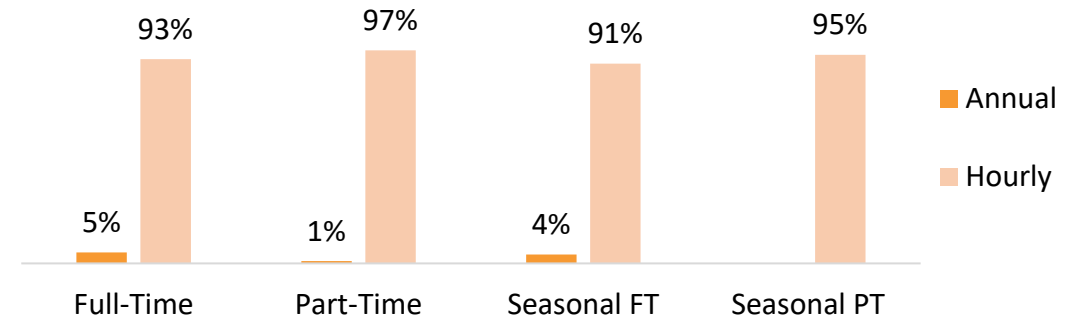
Mean Number of Hours Worked



Unionized



Type of Compensation Received



Additional Compensation Received

	Full-Time (n=173-174)	Part-Time (n=162-164)	Seasonal FT (n=41-53)	Seasonal PT (n=35-53)
Gratuities	41%	37%	44%	43%
Bonus Payout	14%	11%	20%	14%
Commission Payout	<1%	1%	<1%	<1%
None of the above	50%	55%	38%	47%

Q1b: Is this position unionized? Q1c: How many employees in your company are in this position? (Excluding those with zero employees). Q1d: For this position, what are the average number of hours worked per week? Q1e: Does this position receive annual (salary) or hourly compensation? Q1h: Does this position receive gratuities (tips), a bonus payout, or a commission payout?

Base: Accommodations Business Management Representatives (full-time: n=173-174, part-time: n=162-164, seasonal full-time: n=41-53, seasonal part-time: n=35-53)

Don't know responses not shown.

Light Duty Cleaner

Benefits Currently Offered and Planning to Offer

Benefits Currently Offered

	Full-Time (n=169)	Part-Time (n=159)	Seasonal FT (n=41)	Seasonal PT (n=35)
Paid vacation days	72%	57%	65%	63%
Group health / dental insurance (in excess of government plan)	47%	24%	24%	10%
Employee / dependent life / AD&D insurance	36%	16%	20%	10%
Short term disability / sick benefits (STD)	33%	15%	20%	10%
Long term disability (LTD)	26%	11%	13%	15%
Maternity / parental leave (in excess of legislated requirements)	22%	16%	18%	19%
Group RRSP (to which employer contributes)	10%	5%	13%	10%
Registered pension plan	9%	5%	14%	18%
Profit sharing	2%	1%	4%	5%
None of the above	22%	32%	32%	34%

Benefits Planning to Offer

	Full-Time (n=34-93)	Part-Time (n=40-87)	Seasonal FT (n=8-22)*	Seasonal PT (n=8-19)*
Paid vacation days	2%	6%	8%	8%
Group health / dental insurance (in excess of government plan)	6%	8%	14%	15%
Employee / dependent life / AD&D insurance	2%	2%	8%	4%
Short term disability / sick benefits (STD)	3%	2%	9%	4%
Long term disability (LTD)	1%	2%	6%	4%
Maternity / parental leave (in excess of legislated requirements)	2%	3%	7%	4%
Group RRSP (to which employer contributes)	4%	2%	16%	<1%
Registered pension plan	2%	1%	9%	<1%
Profit sharing	1%	1%	3%	-
None of the above	72%	72%	63%	72%

Q2: In addition to salary and wages, which of the following benefits does your organization currently offer to those in the following positions? Base: Accommodations Business Management Representatives

Q2b: In addition to salary and wages, which of the following benefits does your organization plan to offer in the next few years to those in the following positions?

*Caution when interpreting results, small sample size (n<30).

Don't know responses not shown.

Light Duty Cleaner

Incentives Currently Offered and Planning to Offer

Incentives Currently Offered

	Full-Time (n=169)	Part-Time (n=159)	Seasonal FT (n=41)	Seasonal PT (n=35)
Employee discounts / free services (meals, laundry, room/board)	58%	53%	48%	45%
Flex time	34%	30%	29%	21%
On-site amenities (fitness centre, daycare, recreation)	22%	19%	23%	19%
Tickets to events	16%	12%	12%	18%
Job sharing	14%	12%	11%	12%
Familiarization trips	9%	8%	11%	12%
Company car / Mileage allowance	7%	7%	7%	9%
Communications technology (Laptop, Cell phone, PDA)	7%	3%	7%	8%
Association memberships	5%	3%	7%	5%
Telecommuting / home-based	2%	1%	4%	5%
None of the above	23%	27%	32%	34%

Incentives Planning to Offer

	Full-Time (n=43-93)	Part-Time (n=44-87)	Seasonal FT (n=12-22)*	Seasonal PT (n=12-19)*
Employee discounts / free services (meals, laundry, room/board)	4%	6%	15%	16%
Flex time	7%	4%	21%	3%
On-site amenities (fitness centre, daycare, recreation)	6%	4%	8%	4%
Tickets to events	2%	4%	4%	4%
Job sharing	3%	3%	3%	4%
Familiarization trips	1%	<1%	3%	-
Company car / Mileage allowance	1%	1%	3%	4%
Communications technology (Laptop, Cell phone, PDA)	1%	3%	3%	-
Association memberships	1%	1%	3%	4%
Telecommuting / home-based	-	1%	-	-
None of the above	88%	85%	68%	75%

Q3: In addition to salary and wages, which of the following incentives does your organization currently offer in the next few years to those in the following positions? Base: Accommodations Business Management Representatives Q3b: In addition to salary and wages, which of the following incentives does your organization plan to offer in the next few years to those in the following positions?

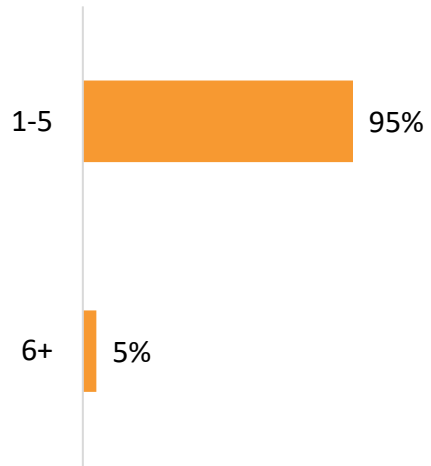
*Caution when interpreting results, small sample size (n<30).

Don't know responses not shown.

Conference and Event Planners

Employee and Compensation Data

Number of Employees*

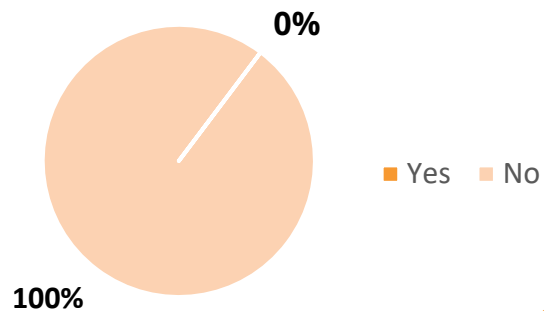


■ Full-Time (n=17) Mean: 3

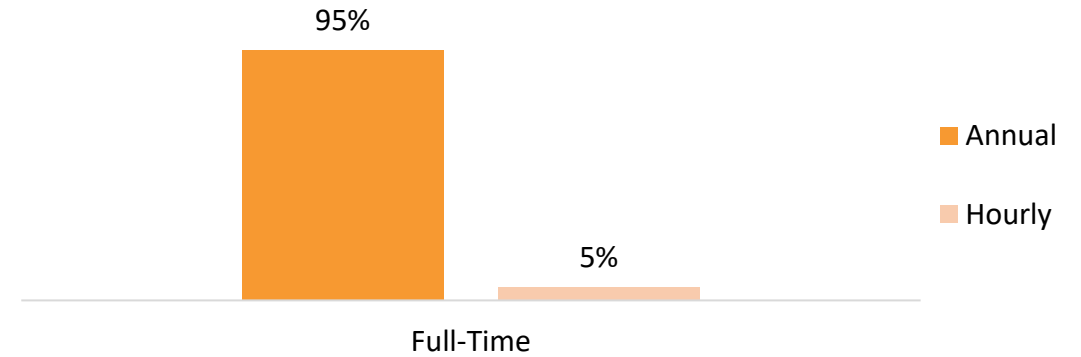
Mean Number of Hours Worked*



Unionized



Type of Compensation Received*



Additional Compensation Received*

	Full-Time* (n=17)
Gratuities	40%
Bonus Payout	54%
Commission Payout	15%
None of the above	22%

Q1b: Is this position unionized? Q1c: How many employees in your company are in this position? (Excluding those with zero employees). Q1d: For this position, what are the average number of hours worked per week? Q1e: Does this position receive annual (salary) or hourly compensation? Q1h: Does this position receive gratuities (tips), a bonus payout, or a commission payout?

Base: Accommodations Business Management Representatives (full-time: n=17)

*Caution when interpreting results, small sample size (n<30), base sizes n<5 not shown.

Don't know responses not shown.

Conference and Event Planners

Benefits Currently Offered and Planning to Offer

Benefits Currently Offered*	
	Full-Time* (n=17)
Paid vacation days	95%
Group health / dental insurance (in excess of government plan)	88%
Employee / dependent life / AD&D insurance	80%
Short term disability / sick benefits (STD)	72%
Long term disability (LTD)	68%
Group RRSP (to which employer contributes)	55%
Maternity / parental leave (in excess of legislated requirements)	20%
Registered pension plan	15%
Profit sharing	-
None of the above	5%

Benefits Planning to Offer*	
	Full-Time* (n=12-13)
Group RRSP (to which employer contributes)	8%
Registered pension plan	<1%
None of the above	69%



Q2: In addition to salary and wages, which of the following benefits does your organization currently offer to those in the following positions? Base: Accommodations Business Management Representatives (full-time: n=17)

Q2b: In addition to salary and wages, which of the following benefits does your organization plan to offer in the next few years to those in the following positions?

*Caution when interpreting results, small sample size (n<30), base sizes n<5 not shown.

Don't know responses not shown.

Conference and Event Planners

Incentives Currently Offered and Planning to Offer

Incentives Currently Offered*

	Full-Time* (n=17)
Employee discounts / free services (meals, laundry, room/board)	80%
Communications technology (Laptop, Cell phone, PDA)	60%
Tickets to events	45%
On-site amenities (fitness centre, daycare, recreation)	35%
Flex time	28%
Company car / Mileage allowance	23%
Association memberships	23%
Familiarization trips	20%
Job sharing	12%
Telecommuting / home-based	8%
None of the above	-

Incentives Planning to Offer*

	Full-Time* (n=5-13)
On-site amenities (fitness centre, daycare, recreation)	<1%
Familiarization trips	5%
Association memberships	<1%
None of the above	95%

Q3: In addition to salary and wages, which of the following incentives does your organization currently offer in the next few years to those in the following positions? Base: Accommodations Business Management Representatives Q3b: In addition to salary and wages, which of the following incentives does your organization plan to offer in the next few years to those in the following positions?

*Caution when interpreting results, small sample size (n<30), base sizes n<5 not shown.

Don't know responses not shown.

Program Leaders and Instructors in Recreation, Sport and Fitness

Employee and Compensation Data

Number of Employees*

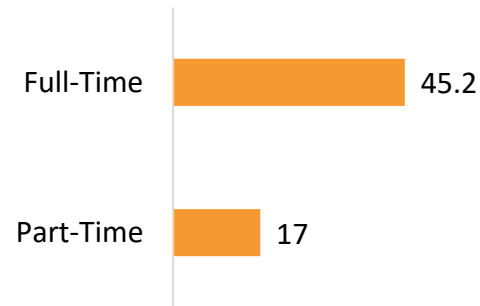


100% of Accommodation companies interviewed have **1-5 program leaders and instructors in recreation, sport, and fitness**

Full Time (n=9)	Mean: 2
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Part Time (n=9)	Mean: 2
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Mean Number of Hours Worked*

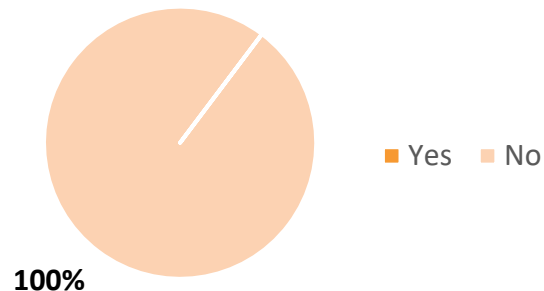


Type of Compensation Received*



100% of full-time and part-time program leaders and instructors in recreation, sport and fitness **receive hourly compensation.**

Unionized



Additional Compensation Received*



100% of full-time and part-time program leaders and instructors in recreation, sport and fitness **do not receive gratuities (tips), bonus payouts, or commission payouts.**

Q1b: Is this position unionized? Q1c: How many employees in your company are in this position? (Excluding those with zero employees). Q1d: For this position, what are the average number of hours worked per week? Q1e: Does this position receive annual (salary) or hourly compensation? Q1h: Does this position receive gratuities (tips), a bonus payout, or a commission payout?

Base: Accommodations Business Management Representatives (full-time: n=9, part-time: n=9)

*Caution when interpreting results, small sample size (n<30), base sizes n<5 not shown.

Don't know responses not shown.

Program Leaders and Instructors in Recreation, Sport and Fitness

Benefits and Incentives Currently Offered



Benefits Currently Offered*

	Full-Time* (n=9)	Part-Time* (n=7)
Paid vacation days	67%	39%
Group health / dental insurance (in excess of government plan)	23%	25%
Employee / dependent life / AD&D insurance	23%	25%
Short term disability / sick benefits (STD)	-	25%
Long term disability (LTD)	-	25%
Maternity / parental leave (in excess of legislated requirements)	-	25%
Group RRSP (to which employer contributes)	-	25%
None of the above	33%	36%

Incentives Currently Offered*

	Full-Time* (n=9)	Part-Time* (n=7)
Employee discounts / free services (meals, laundry, room/board)	77%	75%
On-site amenities (fitness centre, daycare, recreation)	43%	61%
Flex time	43%	64%
Job sharing	36%	39%
Company car / Mileage allowance	20%	25%
Tickets to events	20%	-
None of the above	23%	-

Q2: In addition to salary and wages, which of the following benefits does your organization currently offer to those in the following positions? Q3: In addition to salary and wages, which of the following incentives does your organization currently offer in the next few years to those in the following positions?

Base: Accommodations Business Management Representatives *Caution when interpreting results, small sample size (n<30), base sizes n<5 not shown.

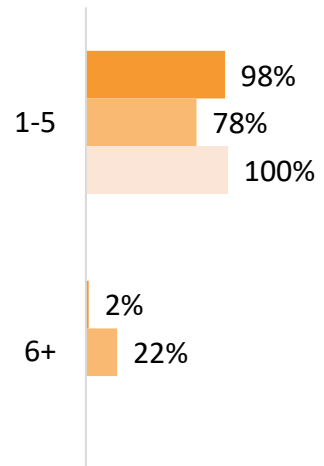
Don't know responses not shown.

Note Q2b and Q3b not shown due to small sample size (n<5).

Accommodation Service Managers

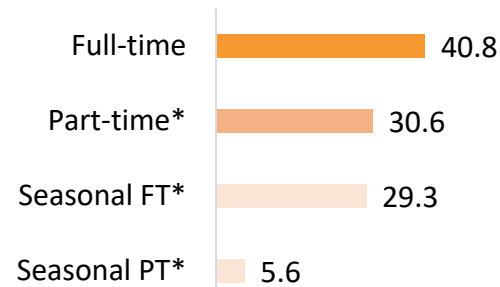
Employee and Compensation Data

Number of Employees

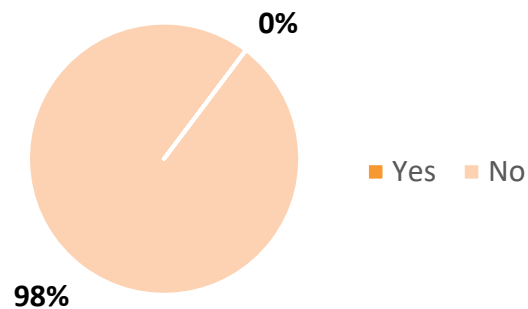


Full-Time (n=76)	Mean: 1
Part-Time (n=6)*	Mean: 3
Seasonal (n=6)*	Mean: 2

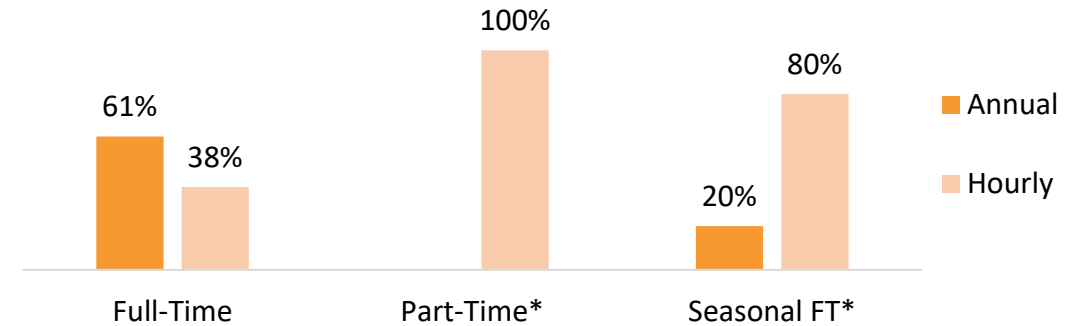
Mean Number of Hours Worked



Unionized



Type of Compensation Received



Additional Compensation Received

	Full-Time (n=76)	Part-Time* (n=6)	Seasonal FT* (n=6)
Gratuities	11%	-	-
Bonus Payout	33%	-	-
Commission Payout	7%	-	-
None of the above	52%	100%	100%

Q1b: Is this position unionized? Q1c: How many employees in your company are in this position? (Excluding those with zero employees). Q1d: For this position, what are the average number of hours worked per week? Q1e: Does this position receive annual (salary) or hourly compensation? Q1h: Does this position receive gratuities (tips), a bonus payout, or a commission payout?

Base: Accommodations Business Management Representatives (full-time: n=76, part-time: n=6, seasonal full-time n=6, seasonal part-time n=6)

*Caution when interpreting results, small sample size (n<30), base sizes n<5 not shown.

Don't know responses not shown.

Accommodation Service Managers

Benefits Currently Offered and Planning to Offer

Benefits Currently Offered

	Full-Time (n=74)	Part-Time* (n=6)	Seasonal FT* (n=6)
Paid vacation days	80%	65%	52%
Group health / dental insurance (in excess of government plan)	62%	57%	-
Employee / dependent life / AD&D insurance	51%	35%	-
Short term disability / sick benefits (STD)	39%	78%	<1%
Long term disability (LTD)	33%	78%	-
Maternity / parental leave (in excess of legislated requirements)	26%	36%	20%
Group RRSP (to which employer contributes)	25%	35%	-
Registered pension plan	18%	-	-
Profit sharing	8%	-	-
None of the above	12%	-	48%

Benefits Planning to Offer

	Full-Time (n=24-38*)
Group health / dental insurance (in excess of government plan)	11%
Employee / dependent life / AD&D insurance	7%
Group RRSP (to which employer contributes)	5%
Maternity / parental leave (in excess of legislated requirements)	4%
Profit sharing	3%
Short term disability / sick benefits (STD)	2%
Long term disability (LTD)	2%
Registered pension plan	2%
None of the above	62%

Q2: In addition to salary and wages, which of the following benefits does your organization currently offer to those in the following positions? Base: Accommodations Business Management Representatives

Q2b: In addition to salary and wages, which of the following benefits does your organization plan to offer in the next few years to those in the following positions?

*Caution when interpreting results, small sample size (n<30), base sizes n<5 not shown.

Don't know responses not shown.

Accommodation Service Managers

Incentives Currently Offered and Planning to Offer

Incentives Currently Offered

	Full-Time (n=74)	Part-Time* (n=6)	Seasonal FT* (n=6)
Employee discounts / free services (meals, laundry, room/board)	65%	42%	20%
Communications technology (Laptop, Cell phone, PDA)	48%	20%	48%
Flex time	37%	100%	<1%
On-site amenities (fitness centre, daycare, recreation)	26%	-	28%
Tickets to events	25%	<1%	20%
Company car / Mileage allowance	24%	35%	48%
Familiarization trips	15%	22%	20%
Telecommuting / home-based	12%	20%	28%
Association memberships	11%	<1%	-
Job sharing	8%	22%	<1%
None of the above	17%	-	52%

Incentives Planning to Offer

	Full-Time (n=16-38)*
Familiarization trips	5%
Company car / Mileage allowance	4%
Telecommuting / home-based	3%
Tickets to events	2%
Flex time	2%
Communications technology (Laptop, Cell phone, PDA)	2%
Association memberships	2%
Employee discounts / free services (meals, laundry, room/board)	<1%
Job sharing	<1%
None of the above	91%

Q3: In addition to salary and wages, which of the following incentives does your organization currently offer in the next few years to those in the following positions? Base: Accommodations Business Management Representatives Q3b: In addition to salary and wages, which of the following incentives does your organization plan to offer in the next few years to those in the following positions?

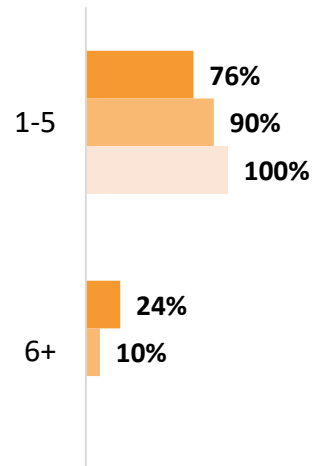
*Caution when interpreting results, small sample size (n<30), base sizes n<5 not shown.

Don't know responses not shown.

Hotel Front Desk Clerk

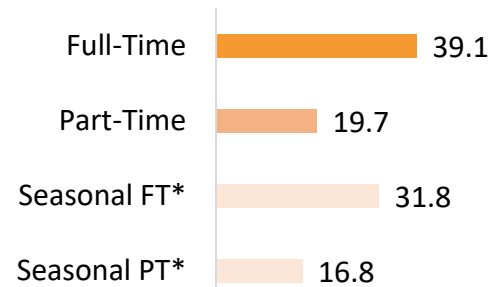
Employee and Compensation Data

Number of Employees

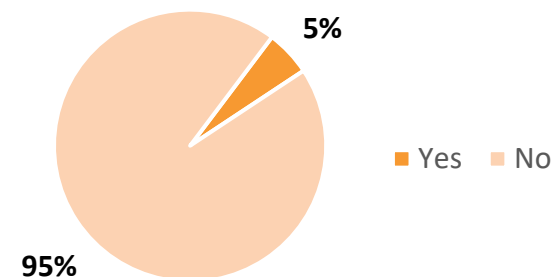


Full-Time (n=136)	Mean: 5
Part-Time (n=106)	Mean: 3
Seasonal (n=17)*	Mean: 2

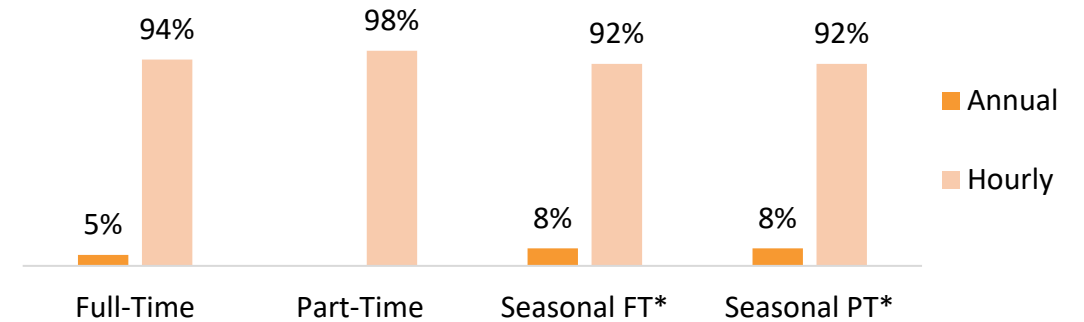
Mean Number of Hours Worked



Unionized



Type of Compensation Received



Additional Compensation Received

	Full-Time (n=134-136)	Part-Time (n=105-106)	Seasonal FT* (n=13-16)	Seasonal PT* (n=12-16)
Gratuities	15%	13%	<1%	<1%
Bonus Payout	11%	10%	-	14%
Commission Payout	5%	6%	-	-
None of the above	73%	75%	100%	86%

Q1b: Is this position unionized? Q1c: How many employees in your company are in this position? (Excluding those with zero employees). Q1d: For this position, what are the average number of hours worked per week? Q1e: Does this position receive annual (salary) or hourly compensation? Q1h: Does this position receive gratuities (tips), a bonus payout, or a commission payout?

Base: Accommodations Business Management Representatives (full-time: 134-136, part-time: n=105-106, seasonal full-time n=13-16, seasonal part-time n=12-16)

*Caution when interpreting results, small sample size (n<30), base sizes n<5 not shown.

Don't know responses not shown.

Hotel Front Desk Clerk

Benefits Currently Offered and Planning to Offer

Benefits Currently Offered

	Full-Time (n=134)	Part-Time (n=105)	Seasonal FT* (n=13)	Seasonal PT* (n=12)
Paid vacation days	71%	71%	52%	41%
Group health / dental insurance (in excess of government plan)	55%	31%	43%	<1%
Employee / dependent life / AD&D insurance	44%	21%	15%	-
Short term disability / sick benefits (STD)	37%	21%	<1%	<1%
Long term disability (LTD)	31%	12%	15%	<1%
Maternity / parental leave (in excess of legislated requirements)	26%	23%	28%	26%
Registered pension plan	9%	7%	15%	<1%
Group RRSP (to which employer contributes)	9%	4%	43%	14%
Profit sharing	4%	-	-	-
None of the above	18%	15%	33%	45%

Benefits Planning to Offer

	Full-Time (n=28-82)*	Part-Time (n=22-67)*	Seasonal FT (n=5-7)*	Seasonal PT (n=5-7)*
Group health / dental insurance (in excess of government plan)	8%	7%	8%	8%
Group RRSP (to which employer contributes)	5%	3%	-	-
Short term disability / sick benefits (STD)	3%	1%	-	-
Registered pension plan	2%	1%	-	-
Maternity / parental leave (in excess of legislated requirements)	2%	1%	-	-
Employee / dependent life / AD&D insurance	1%	-	-	-
Paid vacation days	<1%	3%		
None of the above	69%	70%	67%	78%

Q2: In addition to salary and wages, which of the following benefits does your organization currently offer to those in the following positions? Base: Accommodations Business Management Representatives Q2b: In addition to salary and wages, which of the following benefits does your organization plan to offer in the next few years to those in the following positions?

*Caution when interpreting results, small sample size (n<30), base sizes n<5 not shown.

Don't know responses not shown.

Hotel Front Desk Clerk

Incentives Currently Offered and Planning to Offer

Incentives Currently Offered

	Full-Time (n=134)	Part-Time (n=105)	Seasonal FT* (n=13)	Seasonal PT* (n=12)
Employee discounts / free services (meals, laundry, room/board)	63%	71%	77%	69%
Flex time	35%	34%	28%	26%
On-site amenities (fitness centre, daycare, recreation)	29%	28%	10%	14%
Tickets to events	21%	23%	19%	<1%
Job sharing	14%	17%	13%	12%
Familiarization trips	13%	13%	19%	<1%
Communications technology (Laptop, Cell phone, PDA)	10%	6%	19%	<1%
Association memberships	7%	7%	10%	-
Company car / Mileage allowance	3%	2%	9%	<1%
Telecommuting / home-based	3%	1%	-	<1%
None of the above	17%	17%	23%	31%

Incentives Planning to Offer

	Full-Time (n=34-82)	Part-Time (n=23-67)*	Seasonal FT (n=5-7)*	Seasonal PT (n=3-7)*
Flex time	7%	2%	-	-
On-site amenities (fitness centre, daycare, recreation)	5%	2%	-	-
Job sharing	3%	1%	-	9%
Tickets to events	1%	-	-	-
Communications technology (Laptop, Cell phone, PDA)	1%	-	9%	-
Telecommuting / home-based	1%	-	8%	8%
None of the above	91%	97%	92%	92%

Q3: In addition to salary and wages, which of the following incentives does your organization currently offer in the next few years to those in the following positions? Base: Accommodations Business Management Representatives (full-time: n=134, part-time: n=105, seasonal full-time n=13, seasonal part-time n=12)

Q3b: In addition to salary and wages, which of the following incentives does your organization plan to offer in the next few years to those in the following positions?

*Caution when interpreting results, small sample size (n<30), base sizes n<5 not shown.

Don't know responses not shown.



FOOD & BEVERAGE SERVICES

Food and Beverage Services

Overall Findings

Mean Number of Employees			
Occupation	Full-Time	Part-Time	Seasonal
Food and Beverage Servers	5	10	9
Cooks	5	7	4
Food Counter Attendants, Kitchen Helpers and related support occupations	11	16	18
Bartenders	3	4	3
Food Service Supervisors	4	4	-
Restaurant and Food Service Managers	4	2	-
Maîtres d'Hôtel and Hosts/Hostesses	8	6	-

Mean Hours Worked per Week				
Occupation	Full-Time	Part-Time	Seasonal FT	Seasonal PT
Food and Beverage Servers	34.6	17.4	28.9	18.5
Cooks	39	20.1	27.7	19.9
Food Counter Attendants, Kitchen Helpers and related support occupations	36.8	18.5	26.1	22.7
Bartenders	36.8	18.4	31.9	24
Food Service Supervisors	40.9	23.1	-	-
Restaurant and Food Service Managers	41.6	18	-	-
Maîtres d'Hôtel and Hosts/Hostesses	30.3	15	-	-



Type of Compensation Received

Occupations in Food and Beverage Services are more likely to receive **hourly compensation**.



Additional Compensation Received

Occupations in Food and Beverage Services are likely to receive **gratuities (tips)**.



Unionization

Less than 3% of all Food and Beverage Services occupations are unionized.

Q1b: Is this position unionized? Q1c: How many employees in your company are in this position? (Excluding those with zero employees). Q1d: For this position, what are the average number of hours worked per week? Q1e: Does this position receive annual (salary) or hourly compensation? Q1h: Does this position receive gratuities (tips), a bonus payout, or a commission payout?

Base: Food and Beverage Services Business Management Representatives

*Caution when interpreting results, small sample size (n<30), base sizes n<5 not shown.

Food and Beverage Services

Overall Findings

Mean Hourly Compensation Received				
Occupation	Minimum	Average	Maximum	Overtime
Food and Beverage Servers				
Full-time (n=81)	\$14.56	\$15.12	\$15.71	\$17.95 (n=42)
Part-time (n=98)	\$14.69	\$14.94	\$15.21	\$17.64 (n=51)
Seasonal Full-time (n=11)*	\$15.62	\$16.30	\$16.97	-*
Seasonal Part-time (n=13)*	\$15.49	\$15.94	\$16.29	\$18.45 (n=6)*
Cooks				
Full-time (n=119)	\$17.02	\$18.40	\$20.19	\$18.47 (n=63)
Part-time (n=97)	\$16.26	\$17.34	\$18.79	\$19.17 (n=52)
Seasonal Full-time (n=11)*	\$17.59	\$18.84	\$20.24	\$29.04 (n=6)*
Seasonal Part-time (n=12)*	\$17.46	\$18.42	\$19.89	\$21.31 (n=6)*

Mean Hourly Compensation Received				
Occupation	Minimum	Average	Maximum	Overtime
Food Service Supervisors				
Full-time (n=36)	\$17.20	\$17.80	\$18.47	\$21.68 (n=27)*
Part-time (n=20)*	\$17.27	\$17.64	\$18.06	\$22.43 (n=15)*
Food Counter Attendants, Kitchen Helpers and related support occupations				
Full-time (n=87)	\$16.02	\$16.79	\$17.68	\$19.01 (n=43)
Part-time (n=110)	\$15.35	\$15.79	\$16.41	\$17.69 (n=60)
Seasonal Full-time (n=8)*	\$15.43	\$15.76	\$16.49	\$18.48 (n=6)*
Seasonal Part-time (n=11)*	\$15.14	\$15.43	\$15.72	\$21.35 (n=8)*
Bartenders				
Full-time (n=35)	\$14.39	\$14.99	\$15.61	\$19.07 (n=17)*
Part-time (n=37)	\$14.40	\$14.64	\$15.14	\$19.12 (n=23)*

Q1f: What is the annual salary minimum, maximum and average for this position? Q1g: What is the hourly rate minimum, maximum and average for this position? What is the overtime rate for this position? Base Food and Beverage Services Business Management Representatives

*Caution when interpreting results, small sample size (n<30), base sizes n≤5 not shown

Food and Beverage Services

Overall Findings

Mean Hourly Compensation Received				
Occupation	Minimum	Average	Maximum	Overtime
Restaurant and food service managers				
Full-time (n=29)*	\$18.03	\$19.40	\$21.47	\$19.99 (n=14)*
Part-time (n=6)*	\$19.96	\$20.31	\$20.66	-*
Maîtres d'Hôtel and Hosts/Hostesses				
Full-time (n=10)*	\$16.14	\$16.83	\$17.51	\$21.81 (n=7)*
Part-time (n=20)*	\$16.02	\$16.34	\$16.78	\$21.92 (n=16)*

Mean Annual Full-Time Compensation Received			
Occupation	Minimum	Average	Maximum
Cooks (n=8)*	\$47,708	\$51,519	\$54,629
Food Service Supervisors (n=9)*	\$47,386	\$49,756	\$52,224
Restaurant and Food Service Managers (n=30)*	\$48,078	\$53,670	\$59,399

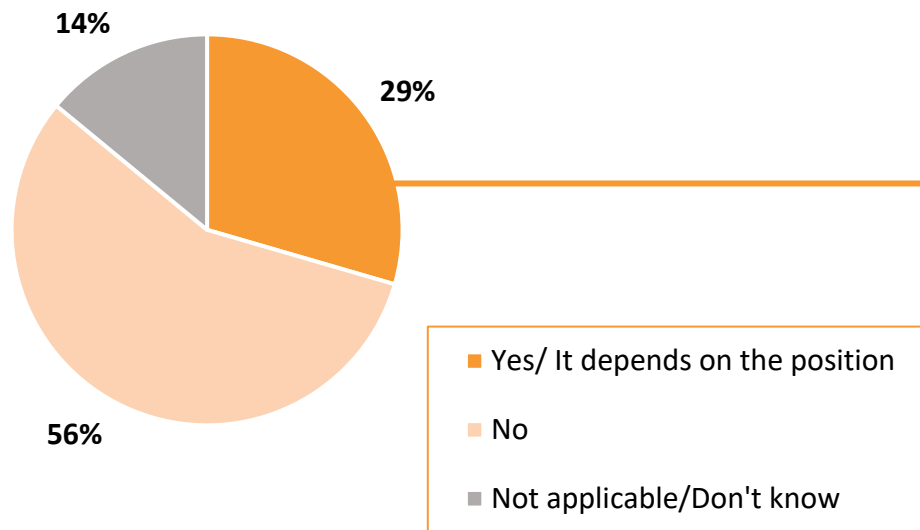
Q1f: What is the annual salary minimum, maximum and average for this position? Q1g: What is the hourly rate minimum, maximum and average for this position? What is the overtime rate for this position? Base Food and Beverage Services Business Management Representatives

*Caution when interpreting results, small sample size (n<30), base sizes n≤5 not shown

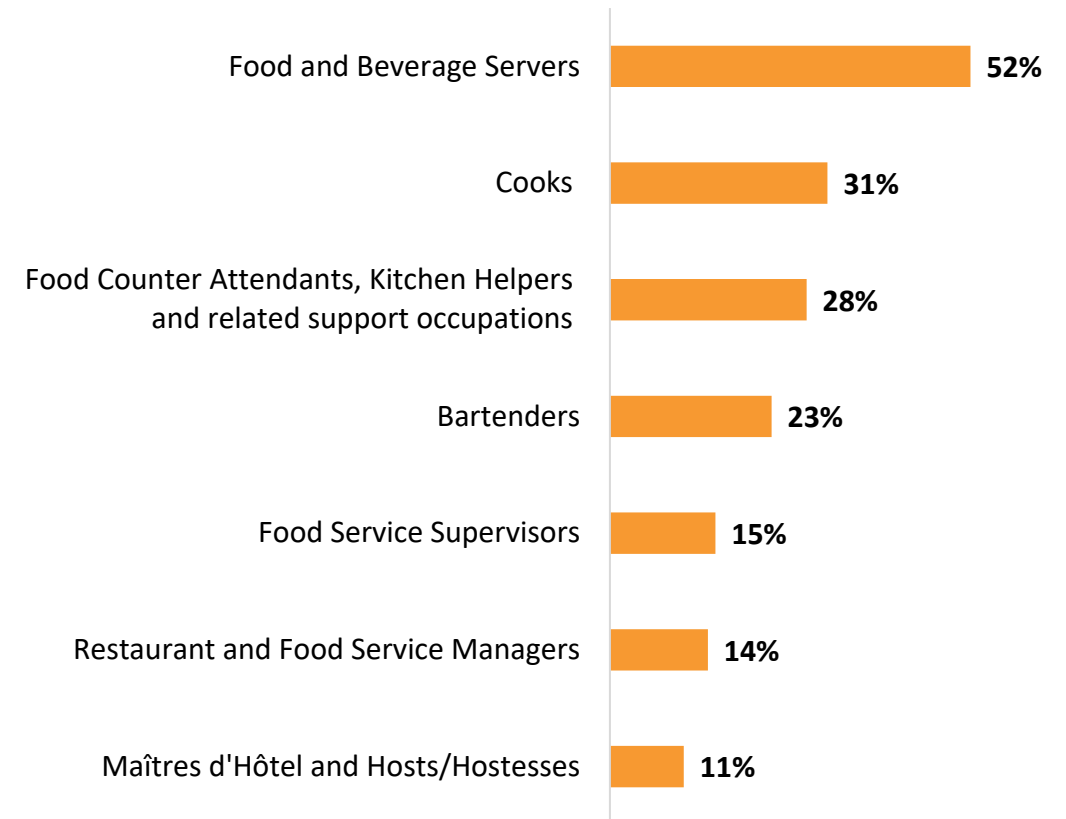
Food and Beverage Services

Taking Gratuities into Consideration

Take Gratuities into Consideration when Deciding Compensation



Positions Considered

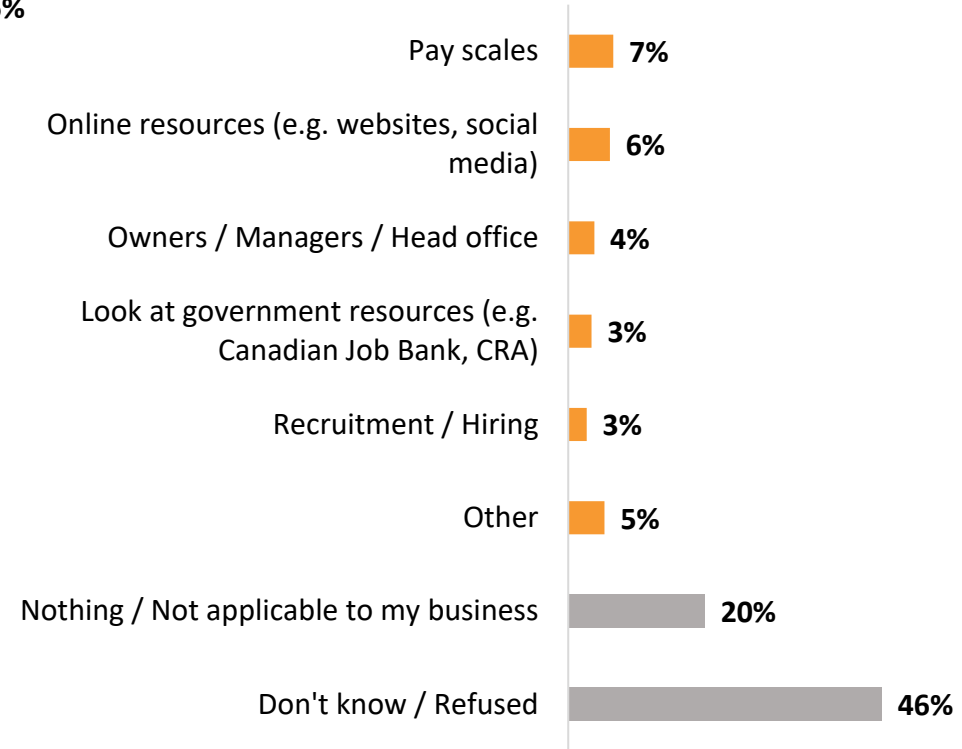
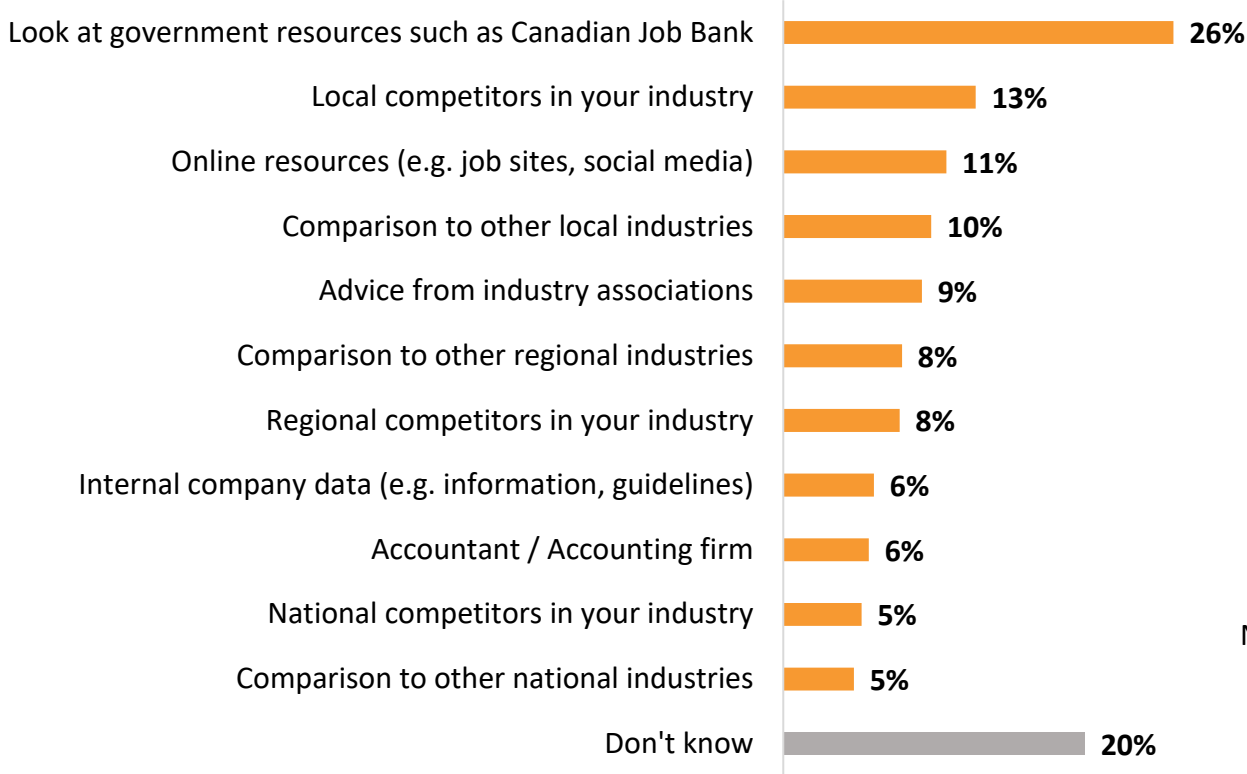


Food and Beverage Services

Compensation Information Resources



Information Sources When Determining Compensation Helpful Information and Resources for Developing and Enhancing a Compensation Strategy



Q6. Where do you look for information about compensation, including salary and benefits, for your employees? Responses less than 5% not shown.

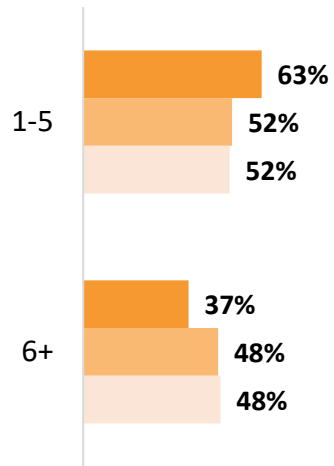
Q7. What information or resources would you find helpful or useful as you are developing and enhancing your compensation strategy? Responses less than 3% not shown.

Base: Food and Beverage Services Business Management Representatives (n=428)

Food Counter Attendants and Related Support Occupations

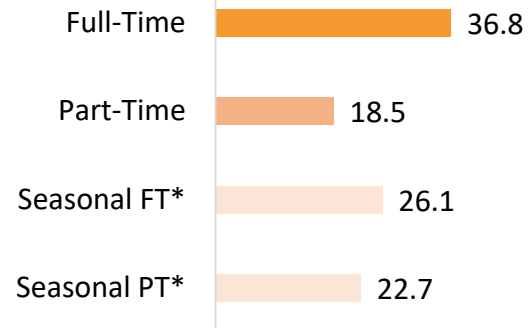
Employee and Compensation Data

Number of Employees

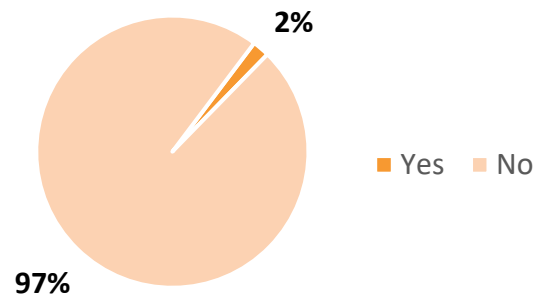


Full-Time (n=97)	Mean: 11
Part-Time (n=117)	Mean: 16
Seasonal (n=12)*	Mean: 18

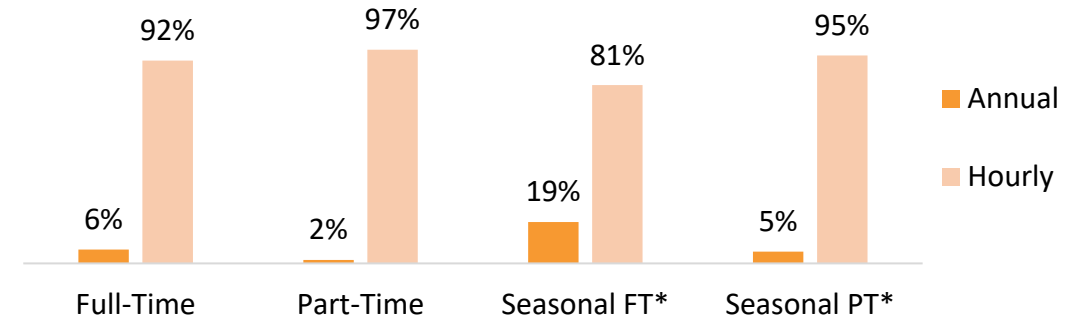
Mean Number of Hours Worked



Unionized



Type of Compensation Received



Additional Compensation Received

	Full-Time (n=96-97)	Part-Time (n=113-117)	Seasonal FT* (n=10-12)	Seasonal PT* (n=12)
Gratuities	59%	61%	76%	82%
Bonus Payout	5%	5%	6%	5%
Commission Payout	2%	<1%	24%	-
None of the above	37%	35%	19%	18%

Q1b: Is this position unionized? Q1c: How many employees in your company are in this position? (Excluding those with zero employees). Q1d: For this position, what are the average number of hours worked per week? Q1e: Does this position receive annual (salary) or hourly compensation? Q1h: Does this position receive gratuities (tips), a bonus payout, or a commission payout?

Base: Food and Beverage Services Business Management Representatives (full-time: n=96-97, part-time: n=113-117, seasonal full-time: n=10-12, seasonal part-time: n=12)

*Caution when interpreting results, small sample size (n<30), base sizes n<10 not shown.

Don't know responses not shown.

Food Counter Attendants and Related Support Occupations

Benefits Currently Offered and Planning to Offer

Benefits Currently Offered

	Full-Time (n=95)	Part-Time (n=112)	Seasonal FT* (n=10)	Seasonal PT* (n=12)
Paid vacation days	65%	62%	38%	18%
Maternity / parental leave (in excess of legislated requirements)	39%	32%	27%	25%
Group health / dental insurance (in excess of government plan)	27%	13%	6%	-
Short term disability / sick benefits (STD)	27%	21%	24%	18%
Employee / dependent life / AD&D insurance	20%	11%	-	-
Long term disability (LTD)	17%	11%	6%	-
Group RRSP (to which employer contributes)	11%	5%	-	-
Registered pension plan	7%	4%	6%	-
Profit sharing	4%	3%	-	-
None of the above	13%	21%	11%	39%

Benefits Planning to Offer

	Full-Time (n=105- 240)	Part-Time (n=118- 281)	Seasonal FT (n=13-18)*	Seasonal PT (n=14-19)*
Group health / dental insurance (in excess of government plan)	15%	15%	19%	<1%
Maternity / parental leave (in excess of legislated requirements)	11%	6%	-	-
Paid vacation days	11%	9%	-	22%
Long term disability (LTD)	6%	6%	-	-
Registered pension plan	6%	4%	19%	-
Short term disability / sick benefits (STD)	5%	3%	-	-
Employee / dependent life / AD&D insurance	4%	3%	-	-
Profit sharing	4%	3%	-	-
Group RRSP (to which employer contributes)	3%	4%	-	-
None of the above	49%	61%	57%	59%

Q2: In addition to salary and wages, which of the following benefits does your organization currently offer to those in the following positions? Base: Food and Beverage Services Business Management Representatives

Q2b: In addition to salary and wages, which of the following benefits does your organization plan to offer in the next few years to those in the following positions?

*Caution when interpreting results, small sample size (n<30).

Don't know responses not shown.

Food Counter Attendants and Related Support Occupations

Incentives Currently Offered and Planning to Offer

Incentives Currently Offered

	Full-Time (n=95)	Part-Time (n=112)	Seasonal FT* (n=10)	Seasonal PT* (n=12)
Employee discounts / free services (meals, laundry, room/board)	74%	80%	57%	36%
Flex time	38%	37%	43%	41%
Tickets to events	12%	19%	<1%	<1%
Communications technology (Laptop, Cell phone, PDA)	8%	4%	-	-
Job sharing	8%	7%	-	-
Company car / Mileage allowance	6%	2%	-	-
Familiarization trips	6%	4%	-	-
Association memberships	2%	3%	6%	5%
On-site amenities (fitness centre, daycare, recreation)	1%	3%	-	-
Telecommuting / home-based	-	-	-	-
None of the above	13%	13%	24%	28%

Incentives Planning to Offer

	Full-Time (n=75-240)	Part-Time (n=74-281)	Seasonal FT (n=10-18)*	Seasonal PT (n=11-19)*
Flex time	4%	2%	-	-
Job sharing	3%	1%	-	-
Tickets to events	2%	4%	-	-
Familiarization trips	1%	3%	-	18%
On-site amenities (fitness centre, daycare, recreation)	<1%	-	-	-
Employee discounts / free services (meals, laundry, room/board)	<1%	-	-	-
Association memberships	-	1%	-	-
None of the above	92%	92%	100%	82%

Q3: In addition to salary and wages, which of the following incentives does your organization currently offer in the next few years to those in the following positions? Base: Food and Beverage Services Business Management Representatives Q3b: In addition to salary and wages, which of the following incentives does your organization plan to offer in the next few years to those in the following positions?

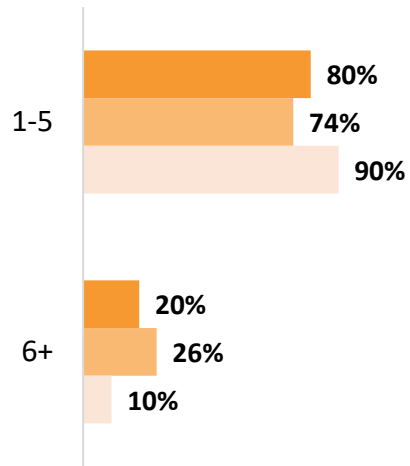
*Caution when interpreting results, small sample size (n<30).

Don't know responses not shown.

Cooks

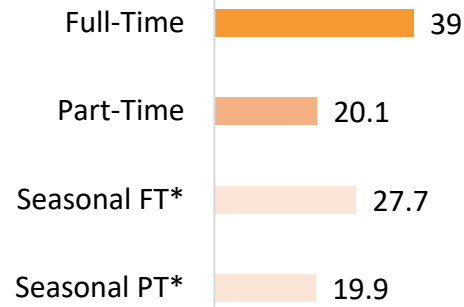
Employee and Compensation Data

Number of Employees

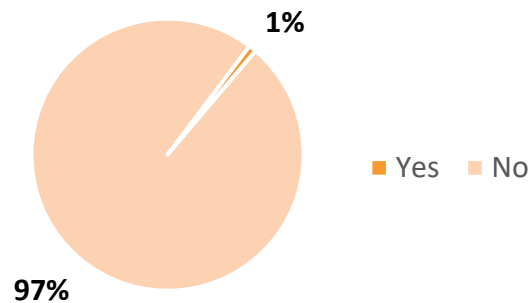


Full-Time (n=137)	Mean: 5
Part-Time (n=106)	Mean: 7
Seasonal (n=16)*	Mean: 4

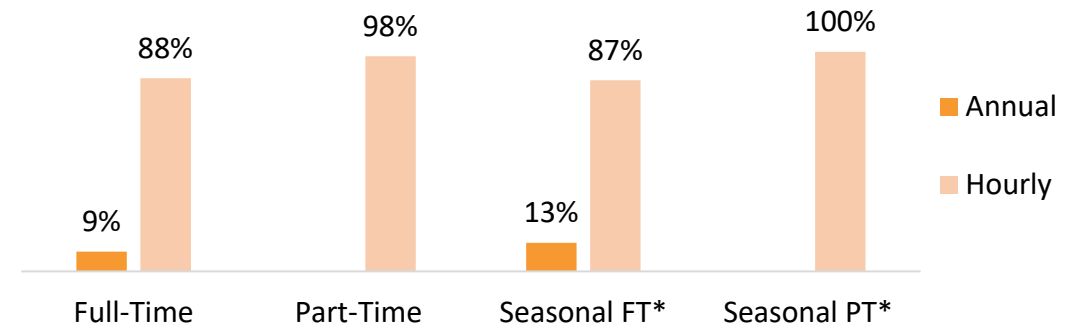
Mean Number of Hours Worked



Unionized



Type of Compensation Received



Additional Compensation Received

	Full-Time (n=136-137)	Part-Time (n=104-106)	Seasonal FT* (n=12-15)	Seasonal PT* (n=13-15)
Gratuities	55%	58%	53%	50%
Bonus Payout	13%	11%	<1%	11%
Commission Payout	1%	<1%	-	-
None of the above	42%	39%	47%	50%

Q1b: Is this position unionized? Q1c: How many employees in your company are in this position? (Excluding those with zero employees). Q1d: For this position, what are the average number of hours worked per week? Q1e: Does this position receive annual (salary) or hourly compensation? Q1h: Does this position receive gratuities (tips), a bonus payout, or a commission payout?

Base: Food and Beverage Services Business Management Representatives (full-time: n=136-137, part-time: n=104-106, seasonal full-time: n=12-15, seasonal part-time: n=13-15)

*Caution when interpreting results, small sample size (n<30), base sizes n<10 not shown.

Don't know responses not shown.

Cooks

Benefits Currently Offered and Planning to Offer

Benefits Currently Offered

	Full-Time (n=135)	Part-Time (n=103)	Seasonal FT* (n=12)	Seasonal PT* (n=13)
Paid vacation days	71%	60%	56%	46%
Maternity / parental leave (in excess of legislated requirements)	29%	31%	17%	14%
Short term disability / sick benefits (STD)	22%	21%	30%	25%
Group health / dental insurance (in excess of government plan)	22%	7%	-	-
Employee / dependent life / AD&D insurance	18%	9%	-	-
Long term disability (LTD)	12%	9%	17%	14%
Registered pension plan	8%	9%	17%	14%
Group RRSP (to which employer contributes)	5%	7%	-	-
Profit sharing	3%	2%	-	-
None of the above	15%	24%	32%	43%

Benefits Planning to Offer

	Full-Time (n=128- 337)	Part-Time (n=123- 276)	Seasonal FT (n=15-26)*	Seasonal PT (n=17-31)*
Group health / dental insurance (in excess of government plan)	17%	14%	13%	<1%
Paid vacation days	13%	23%	39%	54%
Profit sharing	6%	4%	17%	14%
Maternity / parental leave (in excess of legislated requirements)	4%	5%	-	<1%
Long term disability (LTD)	3%	5%	16%	-
Group RRSP (to which employer contributes)	3%	1%	-	-
Registered pension plan	3%	<1%	16%	-
Employee / dependent life / AD&D insurance	2%	2%	-	-
Short term disability / sick benefits (STD)	2%	2%	-	-
None of the above	61%	68%	52%	71%

Q2: In addition to salary and wages, which of the following benefits does your organization currently offer to those in the following positions? Base: Food and Beverage Services Business Management Representatives Q2b: In addition to salary and wages, which of the following benefits does your organization plan to offer in the next few years to those in the following positions?

*Caution when interpreting results, small sample size (n<30).

Don't know responses not shown.

Cooks

Incentives Currently Offered and Planning to Offer

Incentives Currently Offered

	Full-Time (n=135)	Part-Time (n=103)	Seasonal FT* (n=12)	Seasonal PT* (n=13)
Employee discounts / free services (meals, laundry, room/board)	80%	80%	70%	60%
Flex time	42%	40%	73%	60%
Tickets to events	19%	20%	<1%	11%
Job sharing	8%	6%	-	<1%
Communications technology (Laptop, Cell phone, PDA)	5%	2%	-	-
Company car / Mileage allowance	5%	4%	-	-
On-site amenities (fitness centre, daycare, recreation)	4%	4%	-	-
Familiarization trips	4%	5%	13%	-
Association memberships	4%	4%	-	-
Telecommuting / home-based	1%	-	-	-
None of the above	9%	11%	13%	26%

Incentives Planning to Offer

	Full-Time (n=95-337)	Part-Time (n=80-276)	Seasonal FT (n=11-26)*	Seasonal PT (n=16-31)*
Tickets to events	5%	4%	-	<1%
Flex time	4%	2%	-	-
Familiarization trips	4%	4%	-	<1%
Company car / Mileage allowance	1%	<1%	-	-
Job sharing	1%	-	-	-
Association memberships	<1%	<1%	-	-
On-site amenities (fitness centre, daycare, recreation)	<1%	1%	-	-
Communications technology (Laptop, Cell phone, PDA)	<1%	1%	-	-
Employee discounts / free services (meals, laundry, room/board)	-	<1%	-	<1%
Telecommuting / home-based	<1%	-	-	-
None of the above	90%	92%	100%	100%

Q3: In addition to salary and wages, which of the following incentives does your organization currently offer in the next few years to those in the following positions? Base: Food and Beverage Services Business Management Representatives (full-time: n=135, part-time: n=103, seasonal full-time: n=12, seasonal part-time: n=13)

Q3b: In addition to salary and wages, which of the following incentives does your organization plan to offer in the next few years to those in the following positions?

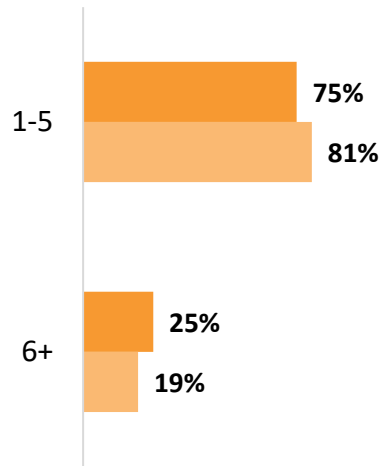
*Caution when interpreting results, small sample size (n<30).

Don't know responses not shown.

Food Service Supervisors

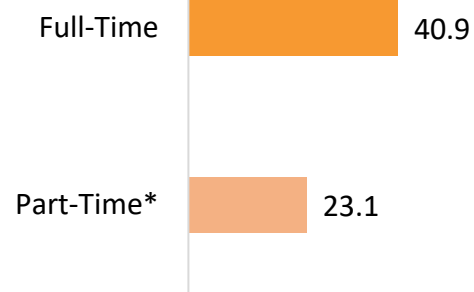
Employee and Compensation Data

Number of Employees

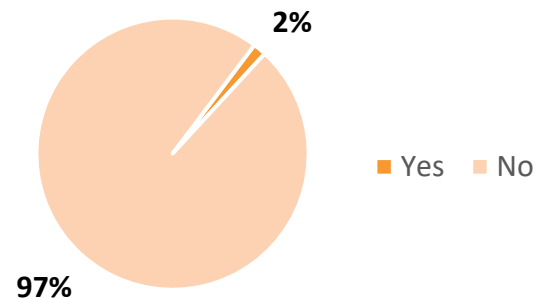


Full-Time (n=46)	Mean: 4
Part-Time (n=20)*	Mean: 4

Mean Number of Hours Worked



Unionized



Type of Compensation Received



Additional Compensation Received

	Full-Time (n=46)	Part-Time* (n=20)
Gratuities	55%	67%
Bonus Payout	25%	3%
Commission Payout	-	-
None of the above	36%	26%

Q1b: Is this position unionized? Q1c: How many employees in your company are in this position? (Excluding those with zero employees). Q1d: For this position, what are the average number of hours worked per week? Q1e: Does this position receive annual (salary) or hourly compensation? Q1h: Does this position receive gratuities (tips), a bonus payout, or a commission payout?

Base: Food and Beverage Services Business Management Representatives (full-time: n=46, part-time: n=20)

*Caution when interpreting results, small sample size (n<30), base sizes n<5 not shown.

Don't know responses not shown.

Food Service Supervisors

Benefits Currently Offered and Planning to Offer

Benefits Currently Offered

	Full-Time (n=46)	Part-Time* (n=20)
Paid vacation days	73%	63%
Group health / dental insurance (in excess of government plan)	52%	17%
Employee / dependent life / AD&D insurance	36%	25%
Long term disability (LTD)	35%	25%
Short term disability / sick benefits (STD)	28%	32%
Maternity / parental leave (in excess of legislated requirements)	27%	35%
Group RRSP (to which employer contributes)	10%	-
Registered pension plan	9%	2%
Profit sharing	4%	-
None of the above	10%	27%

Benefits Planning to Offer

	Full-Time (n=40-88)	Part-Time (n=22-47)*
Maternity / parental leave (in excess of legislated requirements)	15%	-
Profit sharing	13%	-
Long term disability (LTD)	10%	11%
Group health / dental insurance (in excess of government plan)	10%	28%
Paid vacation days	8%	30%
Registered pension plan	8%	-
Group RRSP (to which employer contributes)	8%	-
Short term disability / sick benefits (STD)	5%	-
Employee / dependent life / AD&D insurance	4%	-
None of the above	52%	58%

Q2: In addition to salary and wages, which of the following benefits does your organization currently offer to those in the following positions? Base: Food and Beverage Services Business Management Representatives Q2b: In addition to salary and wages, which of the following benefits does your organization plan to offer in the next few years to those in the following positions?

*Caution when interpreting results, small sample size (n<30), base sizes n<5 not shown.

Don't know responses not shown.

Food Service Supervisors

Incentives Currently Offered and Planning to Offer

Incentives Currently Offered

	Full-Time (n=46)	Part-Time* (n=20)
Employee discounts / free services (meals, laundry, room/board)	72%	59%
Flex time	24%	24%
Communications technology (Laptop, Cell phone, PDA)	12%	-
Tickets to events	10%	18%
Familiarization trips	9%	-
Company car / Mileage allowance	6%	-
On-site amenities (fitness centre, daycare, recreation)	6%	2%
Association memberships	2%	-
Job sharing	<1%	-
None of the above	23%	16%

Incentives Planning to Offer

	Full-Time (n=34-88)	Part-Time (n=19-47)*
Employee discounts / free services (meals, laundry, room/board)	10%	-
Job sharing	8%	-
Tickets to events	4%	-
Association memberships	4%	<1%
Telecommuting / home-based	4%	-
Flex time	1%	-
None of the above	87%	100%



Q3: In addition to salary and wages, which of the following incentives does your organization currently offer in the next few years to those in the following positions? Base: Food and Beverage Services Business Management Representatives Q3b: In addition to salary and wages, which of the following incentives does your organization plan to offer in the next few years to those in the following positions?

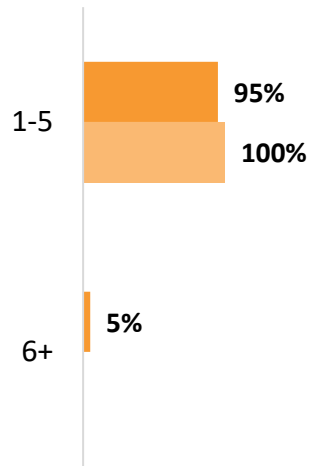
*Caution when interpreting results, small sample size (n<30), base sizes n<5 not shown.

Don't know responses not shown.

Restaurant and Food Service Managers

Employee and Compensation Data

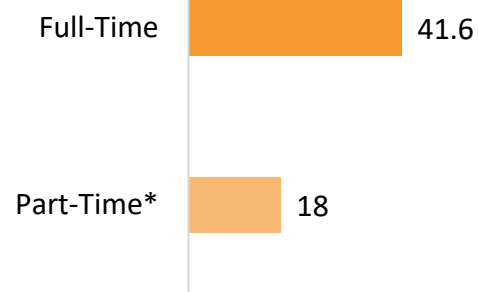
Number of Employees



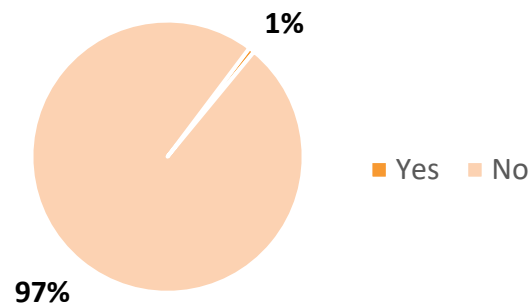
■ Full-Time (n=63) Mean: 4

■ Part-Time (n=6)* Mean: 2

Mean Number of Hours Worked



Unionized



Type of Compensation Received



Additional Compensation Received

	Full-Time (n=63)	Part-Time* (n=6)
Gratuities	47%	30%
Bonus Payout	44%	<1%
Commission Payout	-	-
None of the above	28%	70%

Q1b: Is this position unionized? Q1c: How many employees in your company are in this position? (Excluding those with zero employees). Q1d: For this position, what are the average number of hours worked per week? Q1e: Does this position receive annual (salary) or hourly compensation? Q1h: Does this position receive gratuities (tips), a bonus payout, or a commission payout?

Base: Food and Beverage Services Business Management Representatives (full-time: n=63, part-time: n=6)

*Caution when interpreting results, small sample size (n<30), base sizes n<5 not shown.

Don't know responses not shown.

Restaurant and Food Service Managers

Benefits Currently Offered and Planning to Offer

Benefits Currently Offered

	Full-Time (n=63)	Part-Time* (n=6)
Paid vacation days	75%	47%
Group health / dental insurance (in excess of government plan)	54%	7%
Employee / dependent life / AD&D insurance	38%	7%
Short term disability / sick benefits (STD)	36%	7%
Maternity / parental leave (in excess of legislated requirements)	32%	23%
Long term disability (LTD)	26%	7%
Profit sharing	21%	-
Registered pension plan	11%	-
Group RRSP (to which employer contributes)	8%	-
None of the above	14%	47%

Benefits Planning to Offer

	Full-Time (n=57-141)	Part-Time (n=8-14)*
Group health / dental insurance (in excess of government plan)	14%	-
Long term disability (LTD)	8%	-
Maternity / parental leave (in excess of legislated requirements)	7%	-
Registered pension plan	7%	-
Group RRSP (to which employer contributes)	6%	-
Employee / dependent life / AD&D insurance	5%	-
Short term disability / sick benefits (STD)	5%	-
Profit sharing	4%	-
Paid vacation days	-	44%
None of the above	58%	47%

Q2: In addition to salary and wages, which of the following benefits does your organization currently offer to those in the following positions? Base: Food and Beverage Services Business Management Representatives *Caution when interpreting results, small sample size (n<30), base sizes n<5 not shown.

Q2b: In addition to salary and wages, which of the following benefits does your organization plan to offer in the next few years to those in the following positions? Don't know responses not shown.

Restaurant and Food Service Managers

Incentives Currently Offered and Planning to Offer

Incentives Currently Offered

	Full-Time (n=63)	Part-Time* (n=6)
Employee discounts / free services (meals, laundry, room/board)	72%	53%
Flex time	35%	30%
Communications technology (Laptop, Cell phone, PDA)	28%	-
Company car / Mileage allowance	18%	-
Tickets to events	16%	-
Job sharing	7%	-
Association memberships	7%	-
Telecommuting / home-based	7%	-
Familiarization trips	6%	-
On-site amenities (fitness centre, daycare, recreation)	5%	-
None of the above	14%	47%

Incentives Planning to Offer*

	Full-Time (n=41-141)	Part-Time (n=7-14)*
Company car / Mileage allowance	5%	-
Communications technology (Laptop, Cell phone, PDA)	3%	-
Familiarization trips	2%	-
Job sharing	2%	-
Tickets to events	2%	-
None of the above	86%	100%

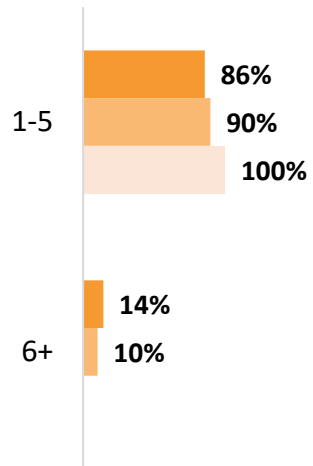
Q3: In addition to salary and wages, which of the following incentives does your organization currently offer in the next few years to those in the following positions? Base: Food and Beverage Services Business Management Representatives Q3b: In addition to salary and wages, which of the following incentives does your organization plan to offer in the next few years to those in the following positions?

*Caution when interpreting results, small sample size (n<30), base sizes n<5 not shown.
Don't know responses not shown.

Bartenders

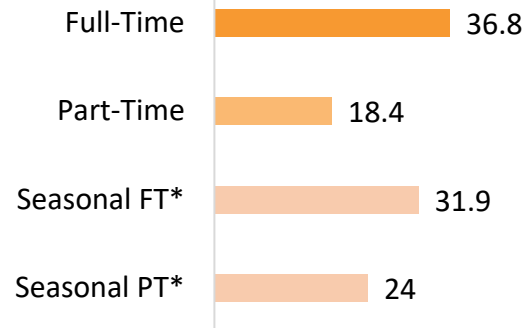
Employee and Compensation Data

Number of Employees

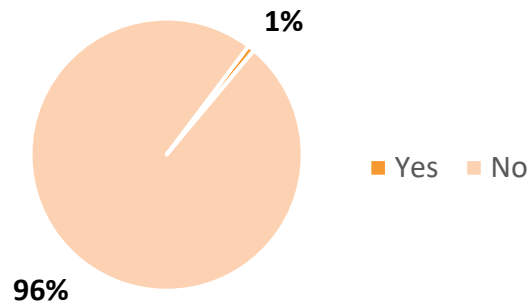


Full-Time (n=35)	Mean: 3
Part-Time (n=40)	Mean: 4
Seasonal (n=7)*	Mean: 3

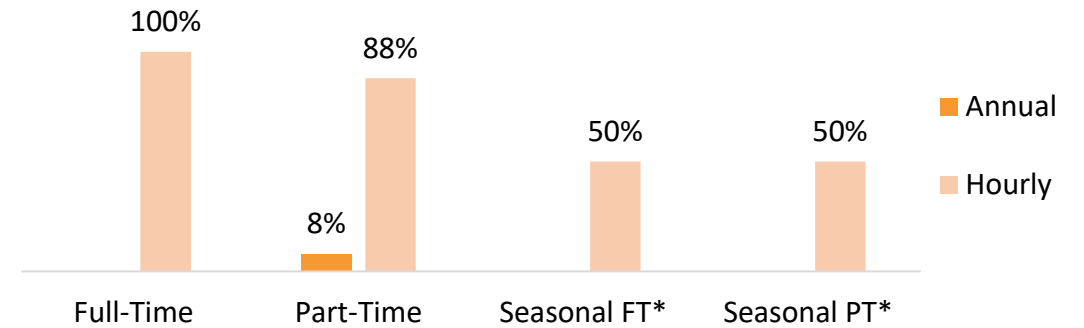
Mean Number of Hours Worked



Unionized



Type of Compensation Received



Additional Compensation Received

	Full-Time (n=35)	Part-Time (n=40)	Seasonal FT* (n=6-7)	Seasonal PT* (n=6-7)
Gratuities	96%	93%	100%	100%
Bonus Payout	1%	1%	50%	-
Commission Payout	-	-	-	-
None of the above	-	4%	-	-

Q1b: Is this position unionized? Q1c: How many employees in your company are in this position? (Excluding those with zero employees). Q1d: For this position, what are the average number of hours worked per week? Q1e: Does this position receive annual (salary) or hourly compensation? Q1h: Does this position receive gratuities (tips), a bonus payout, or a commission payout?

Base: Food and Beverage Services Business Management Representatives (full-time: n=35, part-time: n=40, seasonal full-time: n=6-7, seasonal part-time: n=6-7)

*Caution when interpreting results, small sample size (n<30), base sizes n<5 not shown.

Don't know responses not shown.

Bartenders

Benefits Currently Offered and Planning to Offer

Benefits Currently Offered

	Full-Time (n=35)	Part-Time (n=40)	Seasonal FT* (n=6)	Seasonal PT* (n=6)
Paid vacation days	74%	63%	<1%	<1%
Maternity / parental leave (in excess of legislated requirements)	34%	30%	<1%	<1%
Group health / dental insurance (in excess of government plan)	17%	8%	50%	-
Employee / dependent life / AD&D insurance	15%	2%	-	-
Short term disability / sick benefits (STD)	15%	13%	50%	-
Long term disability (LTD)	11%	6%	50%	-
Registered pension plan	6%	6%	50%	-
Group RRSP (to which employer contributes)	4%	4%	-	-
Profit sharing	-	-	-	-
None of the above	18%	25%	50%	100%

Benefits Planning to Offer

	Full-Time (n=24-86)*	Part-Time (n=35-95)
Maternity / parental leave (in excess of legislated requirements)	8%	7%
Group health / dental insurance (in excess of government plan)	3%	6%
Long term disability (LTD)	2%	<1%
Employee / dependent life / AD&D insurance	2%	<1%
Group RRSP (to which employer contributes)	1%	<1%
Registered pension plan	-	<1%
Paid vacation days	-	22%
None of the above	74%	71%

Q2: In addition to salary and wages, which of the following benefits does your organization currently offer to those in the following positions? Base: Food and Beverage Services Business Management Representatives Q2b: In addition to salary and wages, which of the following benefits does your organization plan to offer in the next few years to those in the following positions?

*Caution when interpreting results, small sample size (n<30)

Don't know responses not shown.

Bartenders

Incentives Currently Offered and Planning to Offer

Incentives Currently Offered

	Full-Time (n=35)	Part-Time (n=40)	Seasonal FT* (n=6)	Seasonal PT* (n=6)
Employee discounts / free services (meals, laundry, room/board)	71%	68%	100%	100%
Flex time	44%	34%	<1%	<1%
Tickets to events	22%	16%	<1%	<1%
Job sharing	4%	7%	-	-
Communications technology (Laptop, Cell phone, PDA)	4%	4%	-	-
Familiarization trips	4%	4%	-	-
On-site amenities (fitness centre, daycare, recreation)	2%	1%	-	-
Company car / Mileage allowance	2%	2%	-	-
Association memberships	1%	1%	50%	50%
Telecommuting / home-based	-	-	-	-
None of the above	15%	20%	<1%	<1%

Incentives Planning to Offer

	Full-Time (n=32-86)	Part-Time (n=32-95)
Tickets to events	5%	<1%
Communications technology (Laptop, Cell phone, PDA)	4%	-
Familiarization trips	4%	-
Company car / Mileage allowance	4%	-
Association memberships	<1%	<1%
Employee discounts / free services (meals, laundry, room/board)	<1%	<1%
Flex time	-	<1%
Job sharing	-	<1%
None of the above	96%	100%

Q3: In addition to salary and wages, which of the following incentives does your organization currently offer in the next few years to those in the following positions? Base: Food and Beverage Services Business Management Representatives (full-time: n=35, part-time: n=40, seasonal full-time: n=6, seasonal part-time: n=6)

Q3b: In addition to salary and wages, which of the following incentives does your organization plan to offer in the next few years to those in the following positions?

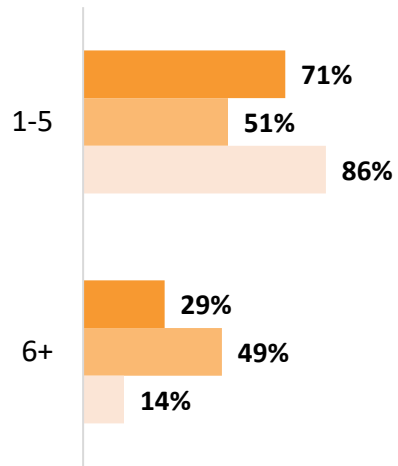
*Caution when interpreting results, small sample size (n<30)

Don't know responses not shown.

Food and Beverage Servers

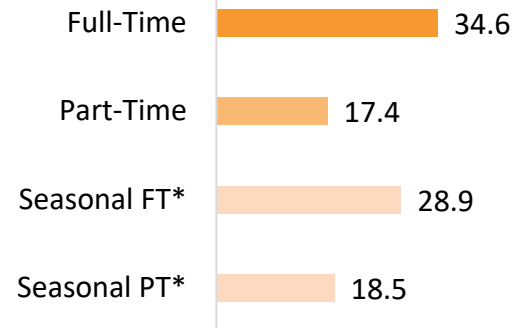
Employee and Compensation Data

Number of Employees

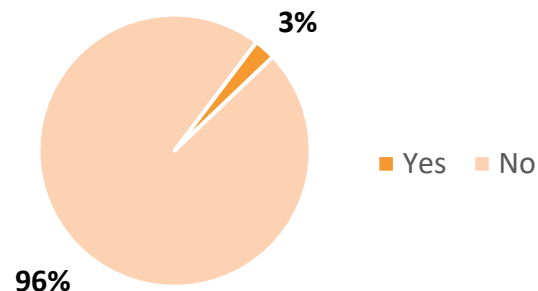


Full-Time (n=88)	Mean: 5
Part-Time (n=103)	Mean: 10
Seasonal (n=16)*	Mean: 9

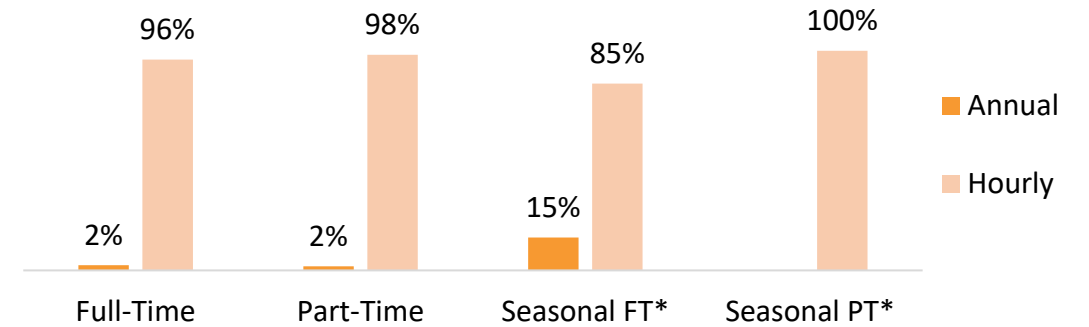
Mean Number of Hours Worked



Unionized



Type of Compensation Received



Additional Compensation Received

	Full-Time (n=88)	Part-Time (n=103)	Seasonal FT* (n=13-16)	Seasonal PT* (n=14-16)
Gratuities	90%	90%	85%	85%
Bonus Payout	5%	4%	4%	<1%
Commission Payout	-	2%	-	-
None of the above	6%	5%	-	-

Q1b: Is this position unionized? Q1c: How many employees in your company are in this position? (Results excluding zero). Q1d: For this position, what are the average number of hours worked per week? Q1e: Does this position receive annual (salary) or hourly compensation? Q1h: Does this position receive gratuities (tips), a bonus payout, or a commission payout?

Base: Food and Beverage Services Business Management Representatives (full-time: n=88, part-time: n=103, seasonal full-time: n=13-16, seasonal part-time: n=14-16)

*Caution when interpreting results, small sample size (n<30)

Don't know responses not shown.

Food and Beverage Servers

Benefits Currently Offered and Planning to Offer

Benefits Currently Offered

	Full-Time (n=86)	Part-Time (n=100)	Seasonal FT* (n=12)	Seasonal PT* (n=13)
Paid vacation days	66%	63%	84%	78%
Maternity / parental leave (in excess of legislated requirements)	30%	23%	<1%	<1%
Group health / dental insurance (in excess of government plan)	18%	7%	22%	<1%
Short term disability / sick benefits (STD)	18%	10%	22%	<1%
Employee / dependent life / AD&D insurance	14%	3%	18%	<1%
Long term disability (LTD)	10%	8%	22%	<1%
Registered pension plan	7%	3%	5%	-
Group RRSP (to which employer contributes)	5%	2%	-	-
Profit sharing	-	-	-	-
None of the above	19%	25%	11%	15%

Benefits Planning to Offer

	Full-Time (n=71- 200)	Part-Time (n=88- 239)	Seasonal FT* (n=7-22)	Seasonal PT* (n=8-22)
Paid vacation days	11%	10%	21%	17%
Group health / dental insurance (in excess of government plan)	8%	9%	31%	48%
Registered pension plan	2%	<1%	33%	15%
Long term disability (LTD)	2%	2%	-	17%
Employee / dependent life / AD&D insurance	2%	2%	-	17%
Group RRSP (to which employer contributes)	1%	<1%	18%	-
Short term disability / sick benefits (STD)	<1%	2%	<1%	17%
Profit sharing	<1%	<1%	<1%	-
Maternity / parental leave (in excess of legislated requirements)	-	2%	-	-
None of the above	72%	80%	45%	40%

Q2: In addition to salary and wages, which of the following benefits does your organization currently offer to those in the following positions? Base: Food and Beverage Services Business Management Representatives Q2b: In addition to salary and wages, which of the following benefits does your organization plan to offer in the next few years to those in the following positions?

*Caution when interpreting results, small sample size (n<30)

Don't know responses not shown.

Food and Beverage Servers

Incentives Currently Offered and Planning to Offer

Incentives Currently Offered

	Full-Time (n=86)	Part-Time (n=100)	Seasonal FT* (n=12)	Seasonal PT* (n=13)
Employee discounts / free services (meals, laundry, room/board)	76%	74%	78%	72%
Flex time	28%	28%	20%	<1%
Tickets to events	16%	17%	<1%	15%
Job sharing	4%	<1%	-	-
Company car / Mileage allowance	3%	2%	-	-
Communications technology (Laptop, Cell phone, PDA)	3%	3%	-	-
Association memberships	2%	3%	5%	5%
Telecommuting / home-based	2%	2%	18%	17%
Familiarization trips	2%	1%	<1%	<1%
On-site amenities (fitness centre, daycare, recreation)	2%	1%	<1%	-
None of the above	19%	17%	22%	22%

Incentives Planning to Offer

	Full-Time (n=55-200)	Part-Time (n=64-239)	Seasonal FT (n=6-22)*	Seasonal PT (n=7-22)*
Tickets to events	5%	7%	18%	20%
Flex time	3%	3%	-	-
Job sharing	2%	1%	-	-
Association memberships	1%	1%	-	-
Familiarization trips	1%	2%	-	-
On-site amenities (fitness centre, daycare, recreation)	1%	-	-	-
Employee discounts / free services (meals, laundry, room/board)	<1%	7%	-	-
Communications technology (Laptop, Cell phone, PDA)	-	-	-	-
Company car / Mileage allowance	-	-	-	-
Telecommuting / home-based	-	<1%	-	-
None of the above	90%	90%	82%	83%

Q3: In addition to salary and wages, which of the following incentives does your organization currently offer in the next few years to those in the following positions? Base: Food and Beverage Services Business Management Representatives (full-time: n=86, part-time: n=100, seasonal full-time: n=12, seasonal part-time: n=13)

Q3b: In addition to salary and wages, which of the following incentives does your organization plan to offer in the next few years to those in the following positions?

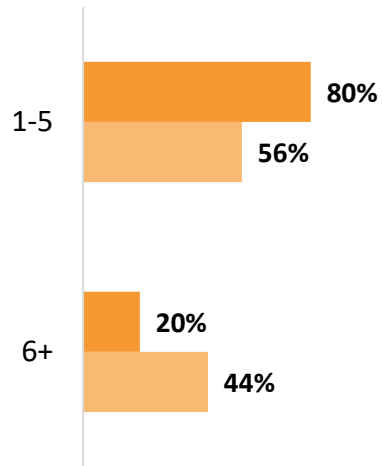
*Caution when interpreting results, small sample size (n<30)

Don't know responses not shown.

Maîtres d'hôtel and Hosts/Hostesses

Employee and Compensation Data

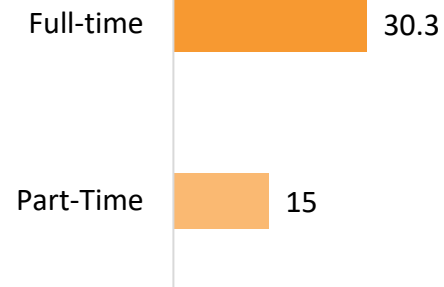
Number of Employees



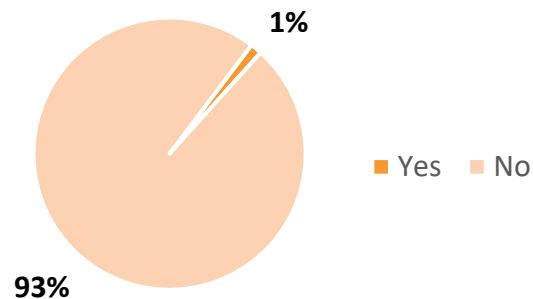
■ Full Time (n=11)* Mean: 8

■ Part Time (n=20)* Mean: 6

Mean Number of Hours Worked*



Unionized



Type of Compensation Received*



Additional Compensation Received*

	Full-Time* (n=11)	Part-Time* (n=20)
Gratuities	65%	86%
Bonus Payout	24%	2%
Commission Payout	-	-
None of the above	35%	14%

Q1b: Is this position unionized? Q1c: How many employees in your company are in this position? (Excluding those with zero employees). Q1d: For this position, what are the average number of hours worked per week? Q1e: Does this position receive annual (salary) or hourly compensation? Q1h: Does this position receive gratuities (tips), a bonus payout, or a commission payout?

Base: Food and Beverage Services Business Management Representatives (full-time: n=11, part-time: n=20)

*Caution when interpreting results, small sample size (n<30), base sizes n<10 not shown.

Don't know responses not shown.

Maîtres d'hôtel and Hosts/Hostesses

Benefits Currently Offered and Planning to Offer

Benefits Currently Offered*		
	Full-Time* (n=11)	Part-Time* (n=20)
Paid vacation days	74%	64%
Maternity / parental leave (in excess of legislated requirements)	54%	45%
Group health / dental insurance (in excess of government plan)	9%	2%
Short term disability / sick benefits (STD)	9%	19%
Long term disability (LTD)	9%	12%
Employee / dependent life / AD&D insurance	4%	8%
Registered pension plan	4%	4%
Group RRSP (to which employer contributes)	-	<1%
Profit sharing	-	-
None of the above	6%	13%

Benefits Planning to Offer		
	Full-Time (n=10-22)*	Part-Time (n=47-48)
Profit sharing	20%	-
Group RRSP (to which employer contributes)	4%	-
Group health / dental insurance (in excess of government plan)	<1%	2%
Long term disability (LTD)	-	<1%
Employee / dependent life / AD&D insurance	<1%	-
Registered pension plan	<1%	-
None of the above	26%	75%

Q2: In addition to salary and wages, which of the following benefits does your organization currently offer to those in the following positions? Base: Food and Beverage Services Business Management Representatives Q2b: In addition to salary and wages, which of the following benefits does your organization plan to offer in the next few years to those in the following positions?

*Caution when interpreting results, small sample size (n<30), base sizes n<5 not shown.

Don't know responses not shown.

Maîtres d'hôtel and Hosts/Hostesses

Incentives Currently Offered and Planning to Offer



Incentives Currently Offered*

	Full-Time (n=11)	Part-Time (n=20)
Employee discounts / free services (meals, laundry, room/board)	54%	69%
Flex time	20%	-
Association memberships	20%	9%
Tickets to events	20%	52%
Communications technology (Laptop, Cell phone, PDA)	15%	14%
On-site amenities (fitness centre, daycare, recreation)	4%	4%
Familiarization trips	<1%	7%
Company car / Mileage allowance	<1%	-
Job sharing	<1%	<1%
Telecommuting / home-based	-	-
None of the above	21%	23%

Incentives Planning to Offer*

	Full-Time (n=15-22)	Part-Time (n=16-48)
Tickets to events	-	<1%
Association memberships	-	<1%
Flex time	-	9%
None of the above	100%	91%

Q3: In addition to salary and wages, which of the following incentives does your organization currently offer in the next few years to those in the following positions? Base: Food and Beverage Services Business Management Representatives (full-time: n=11, part-time: n=20)

Q3b: In addition to salary and wages, which of the following incentives does your organization plan to offer in the next few years to those in the following positions?

*Caution when interpreting results, small sample size (n<30), base sizes n<5 not shown.

Don't know responses not shown.



RECREATION AND ENTERTAINMENT

Recreation and Entertainment

Overall Findings

Mean Number of Employees

Occupation	Full-Time	Part-Time	Seasonal
Tour and Travel Guides	3	7	3
Outdoor Sport and Recreational Guides	8	12	-
Program Leaders in Recreation, Sport and Fitness	2	10	7

Mean Hours Worked per Week

Occupation	Full-Time	Part-Time	Seasonal FT	Seasonal PT
Tour and Travel Guides	34.5	20	22	16.4
Outdoor Sport and Recreational Guides	45.3	29.5	-	
Program Leaders in Recreation, Sport and Fitness	37	15.6	32.8	12.6



Unionization

Less than 10% of those in Recreation and Entertainment are unionized.



Type of Compensation Received

Occupations in Recreation and Entertainment are more likely to receive **hourly compensation**.



Additional Compensation Received

Occupations in Recreation and Entertainment are less likely to receive **gratuities (tips), bonus payouts, or commission payouts**.

Q1b: Is this position unionized? Q1c: How many employees in your company are in this position? (Excluding those with zero employees). Q1d: For this position, what are the average number of hours worked per week? Q1e: Does this position receive annual (salary) or hourly compensation? Q1h: Does this position receive gratuities (tips), a bonus payout, or a commission payout?

Base: Recreation and Entertainment Business Management Representatives

*Caution when interpreting results, small sample size (n<30), base sizes n<5 not shown.

Recreation and Entertainment

Overall Findings

Mean Hourly Compensation Received

Occupation	Minimum	Average	Maximum	Overtime
Tour and Travel Guides				
Full-time (n=23)*	\$18.72	\$19.79	\$20.60	\$10.88 (n=6)*
Part-time (n=21)*	\$17.32	\$18.25	\$19.64	-*
Seasonal Full-time (n=14)*	\$15.50	\$15.96	\$16.43	-*
Seasonal Part-time (n=12)*	\$15.77	\$16.31	\$16.85	
Outdoor Sport and Recreational Guides				
Full-time (n=15)*	\$18.58	\$19.56	\$20.61	-*
Part-time (n=18)*	\$17.96	\$19.92	\$21.77	-*

Mean Hourly Compensation Received

Occupation	Minimum	Average	Maximum	Overtime
Program Leaders in Recreation, Sport and Fitness				
Full-time (n=40)	\$23.46	\$27.22	\$30.22	\$15.50 (n=12)*
Part-time (n=38)	\$25.72	\$32.66	\$39.22	\$20.68 (n=9)*
Seasonal Full-time (n=18)*	\$21.86	\$28.14	\$32.31	\$23.76 (n=8)*
Seasonal Part-time (n=15)*	\$20.26	\$27.38	\$31.48	-*

Mean Annual Full-Time Compensation Received

Occupation	Minimum	Average	Maximum
Program Leaders in Recreations, Sport and Fitness (n=17)*	\$50,695	\$56,066	\$62,943
Tour and Travel Guides (n=7)*	\$37,103	\$41,355	\$46,393

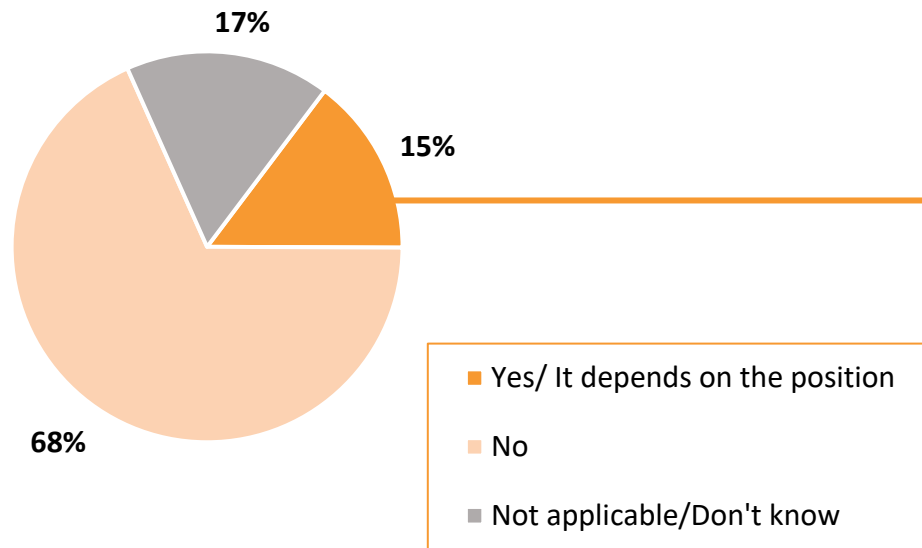
Q1f: What is the annual salary minimum, maximum and average for this position? Q1g: What is the hourly rate minimum, maximum and average for this position? What is the overtime rate for this position? Base Recreation and Entertainment Business Management Representatives

*Caution when interpreting results, small sample size (n<30), base sizes n≤5 not shown

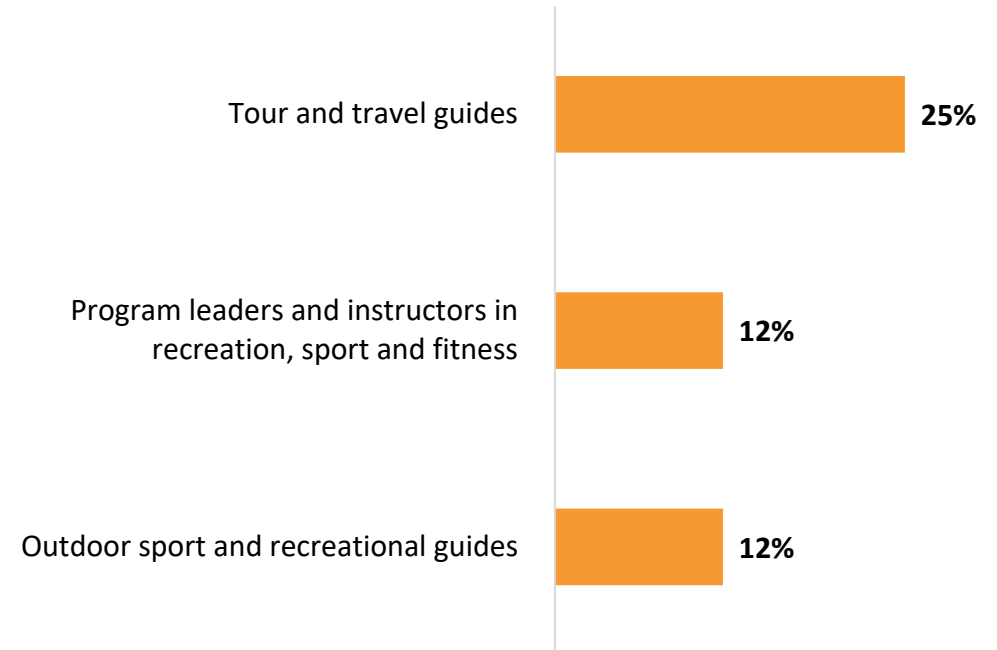
Recreation and Entertainment

Taking Gratuities into Consideration

Take Gratuities into Consideration when Deciding Compensation



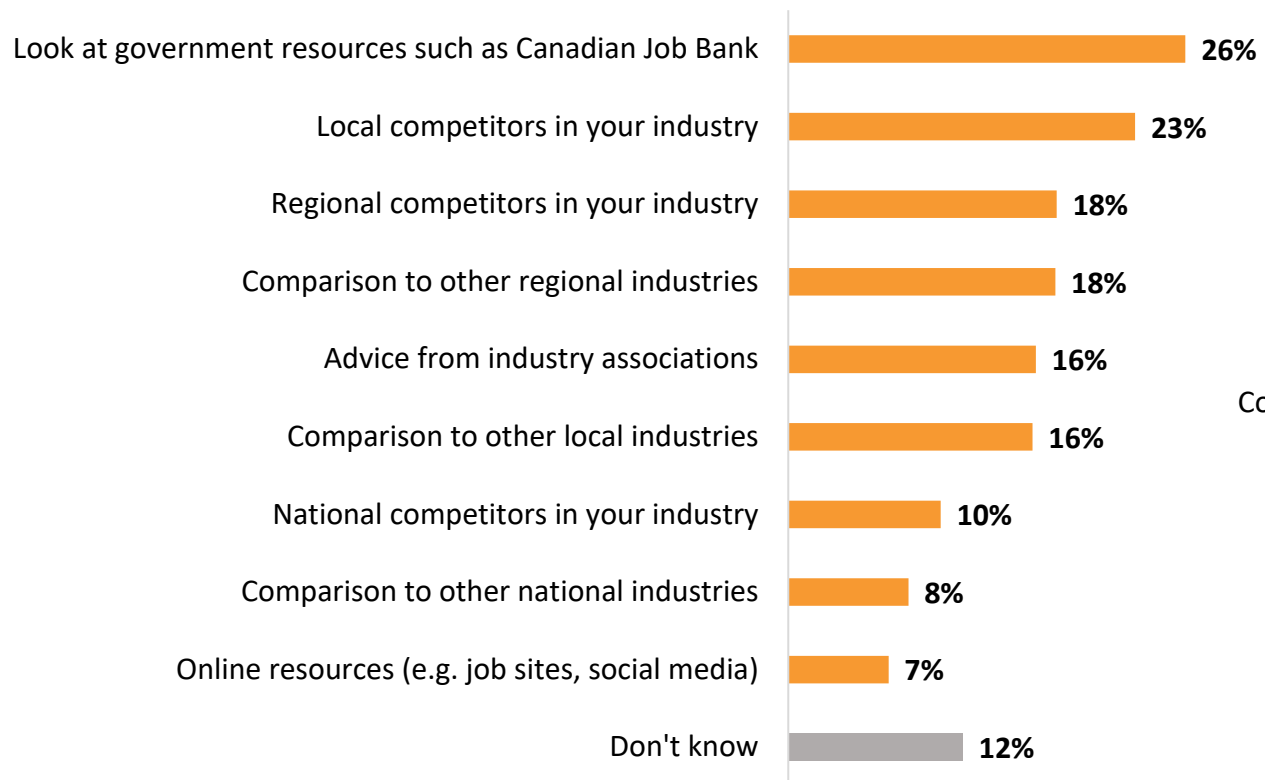
Positions Considered



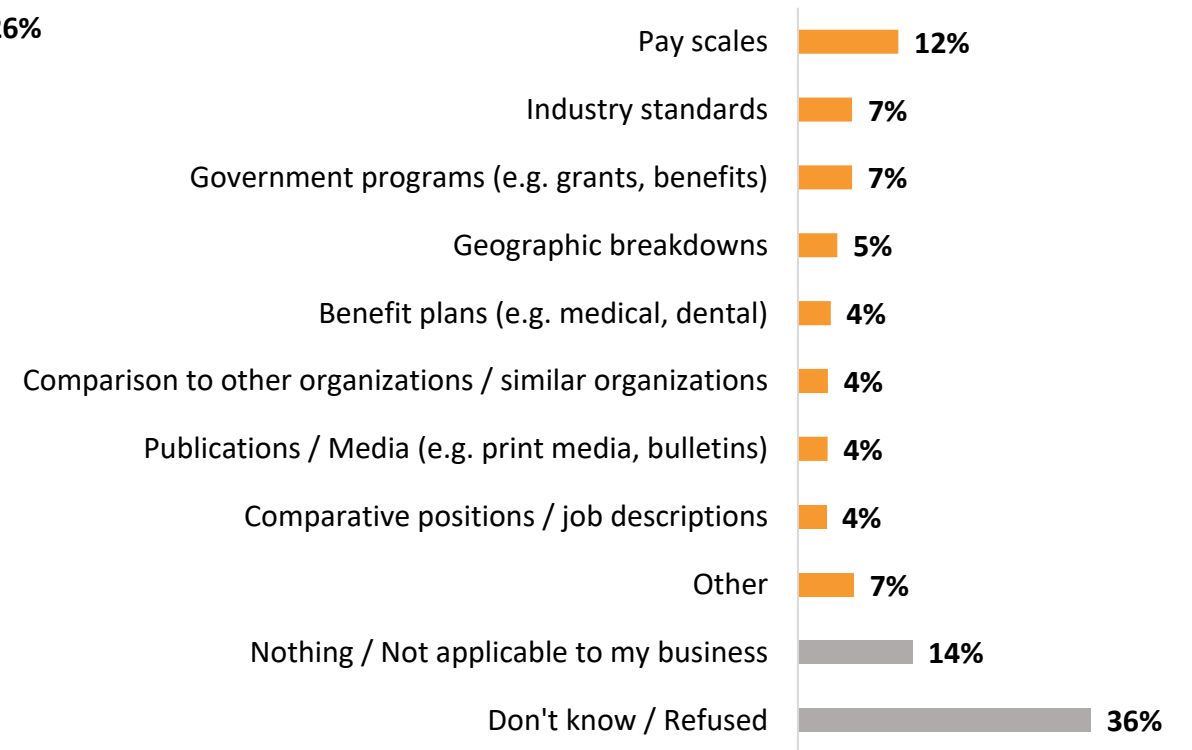
Recreation and Entertainment

Compensation Information Resources

Information Sources When Determining Compensation



Helpful Information and Resources for Developing and Enhancing a Compensation Strategy



Q6. Where do you look for information about compensation, including salary and benefits, for your employees? Responses less than 5% not shown.

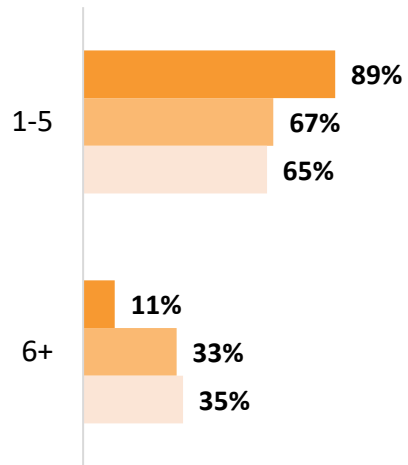
Q7. What information or resources would you find helpful or useful as you are developing and enhancing your compensation strategy? Responses less than 4% not shown.

Base: Recreation and Entertainment Business Management Representatives (n=406)

Program Leaders and Instructors in Recreation, Sport, and Fitness

Employee and Compensation Data

Number of Employees

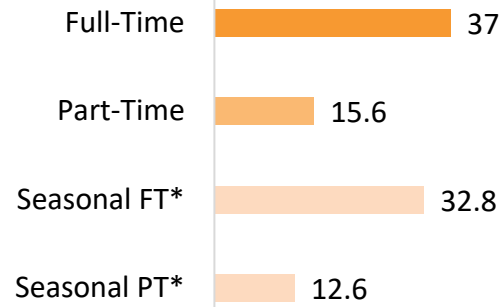


■ Full-Time (n=59) Mean: 2

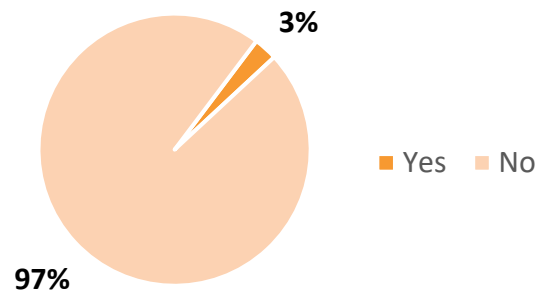
■ Part-Time (n=43) Mean: 10

■ Seasonal (n=24)* Mean: 7

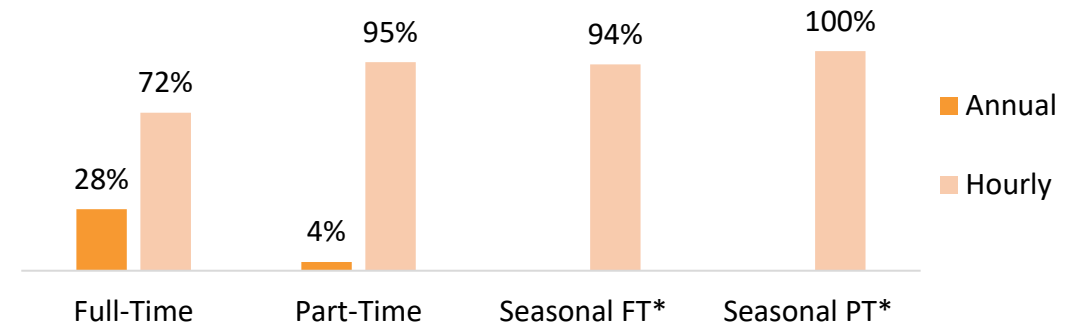
Mean Number of Hours Worked



Unionized



Type of Compensation Received



Additional Compensation Received

	Full-Time (n=57-59)	Part-Time (n=39-43)	Seasonal FT* (n=20-22)	Seasonal PT* (n=16-22)
Gratuities	12%	14%	6%	8%
Bonus Payout	11%	11%	10%	-
Commission Payout	3%	-	6%	<1%
None of the above	75%	78%	84%	92%

Q1b: Is this position unionized? Q1c: How many employees in your company are in this position? (Excluding those with zero employees). Q1d: For this position, what are the average number of hours worked per week? Q1e: Does this position receive annual (salary) or hourly compensation? Q1h: Does this position receive gratuities (tips), a bonus payout, or a commission payout?

Base: Recreation and Entertainment Business Management Representatives (full-time: n=57-59, part-time: n=39-43, seasonal full-time: n=20-22, seasonal part-time: n=16-22)

*Caution when interpreting results, small sample size (n<30), base sizes n<10 not shown.

Don't know responses not shown.

Program Leaders and Instructors in Recreation, Sport, and Fitness

Benefits Currently Offered and Planning to Offer

Benefits Currently Offered

	Full-Time (n=56)	Part-Time (n=38)	Seasonal FT* (n=20)	Seasonal PT* (n=16)
Paid vacation days	75%	28%	54%	44%
Short term disability / sick benefits (STD)	42%	17%	4%	8%
Group health / dental insurance (in excess of government plan)	32%	12%	21%	14%
Maternity / parental leave (in excess of legislated requirements)	28%	19%	-	-
Long term disability (LTD)	27%	9%	-	-
Employee / dependent life / AD&D insurance	25%	9%	-	-
Group RRSP (to which employer contributes)	18%	6%	-	-
Registered pension plan	18%	4%	7%	-
Profit sharing	-	-	-	-
None of the above	20%	48%	36%	41%

Benefits Planning to Offer*

	Full-Time* (n=15-29)	Part-Time* (n=15-20)
Group health / dental insurance (in excess of government plan)	24%	24%
Group RRSP (to which employer contributes)	10%	8%
Registered pension plan	8%	9%
Short term disability / sick benefits (STD)	4%	10%
Employee / dependent life / AD&D insurance	4%	<1%
Long term disability (LTD)	4%	<1%
Paid vacation days	4%	6%
Profit sharing	2%	<1%
Maternity / parental leave (in excess of legislated requirements)	-	8%
None of the above	71%	62%

Q2: In addition to salary and wages, which of the following benefits does your organization currently offer to those in the following positions? Base: Recreation and Entertainment Business Management Representatives Q2b: In addition to salary and wages, which of the following benefits does your organization plan to offer in the next few years to those in the following positions?

*Caution when interpreting results, small sample size (n<30)

Don't know responses not shown.

Program Leaders and Instructors in Recreation, Sport, and Fitness

Incentives Currently Offered and Planning to Offer

Incentives Currently Offered

	Full-Time (n=56)	Part-Time (n=38)	Seasonal FT* (n=20)	Seasonal PT* (n=16)
Flex time	58%	44%	<1%	8%
Communications technology (Laptop, Cell phone, PDA)	48%	17%	18%	16%
Employee discounts / free services (meals, laundry, room/board)	43%	38%	75%	59%
Telecommuting / home-based	40%	9%	15%	6%
Association memberships	35%	35%	45%	38%
Company car / Mileage allowance	28%	20%	31%	6%
Tickets to events	24%	28%	20%	16%
On-site amenities (fitness centre, daycare, recreation)	23%	21%	27%	36%
Familiarization trips	23%	9%	13%	12%
Job sharing	17%	19%	12%	16%
None of the above	7%	7%	14%	11%

Incentives Planning to Offer*

	Full-Time* (n=14-29)	Part-Time* (n=11-20)
Tickets to events	10%	4%
Flex time	7%	-
Association memberships	6%	-
Communications technology (Laptop, Cell phone, PDA)	6%	1%
On-site amenities (fitness centre, daycare, recreation)	5%	6%
Telecommuting / home-based	4%	4%
Company car / Mileage allowance	4%	4%
Job sharing	4%	-
Employee discounts / free services (meals, laundry, room/board)	3%	-
Familiarization trips	-	4%
None of the above	77%	92%

Q3: In addition to salary and wages, which of the following incentives does your organization currently offer in the next few years to those in the following positions? Base: Recreation and Entertainment Business Management Representatives Q3b: In addition to salary and wages, which of the following incentives does your organization plan to offer in the next few years to those in the following positions?

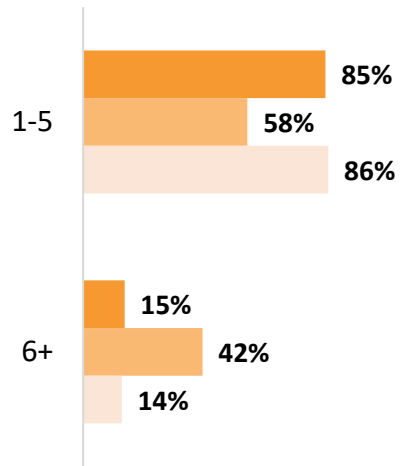
*Caution when interpreting results, small sample size (n<30), base sizes n<10 not shown.

Don't know responses not shown.

Tour and Travel Guides

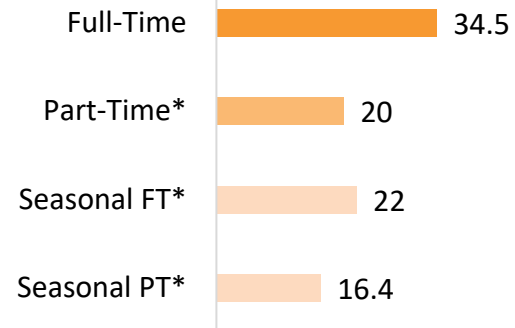
Employee and Compensation Data

Number of Employees

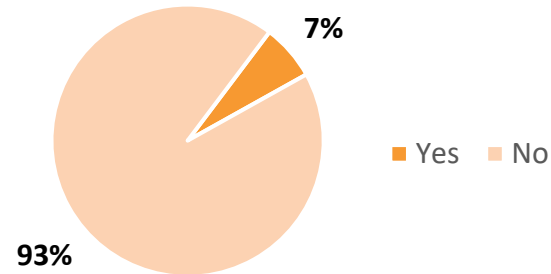


Full-Time (n=36)	Mean: 3
Part-Time (n=28)*	Mean: 7
Seasonal (n=20)*	Mean: 3

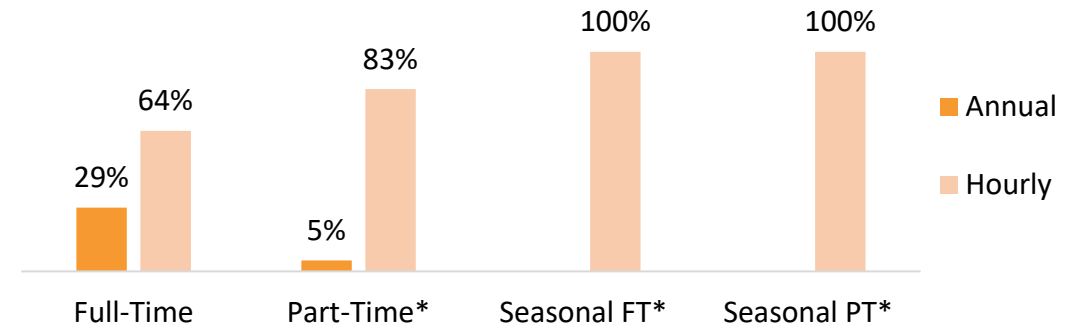
Mean Number of Hours Worked



Unionized



Type of Compensation Received*



Additional Compensation Received

	Full-Time (n=35-36)	Part-Time* (n=27-28)	Seasonal FT* (n=14-20)	Seasonal PT* (n=13-20)
Gratuities	31%	32%	9%	21%
Bonus Payout	12%	4%	9%	-
Commission Payout	4%	-	-	-
None of the above	65%	64%	69%	71%

Q1b: Is this position unionized? Q1c: How many employees in your company are in this position? (Excluding those with zero employees). Q1d: For this position, what are the average number of hours worked per week? Q1e: Does this position receive annual (salary) or hourly compensation? Q1h: Does this position receive gratuities (tips), a bonus payout, or a commission payout?

Base: Recreation and Entertainment Business Management Representatives (full-time: n=35-36, part-time: n=27-28, seasonal full-time: n=14-20, seasonal part-time: n=13-20)

*Caution when interpreting results, small sample size (n<30), base sizes n<10 not shown.

Don't know responses not shown.

Tour and Travel Guides

Benefits Currently Offered and Planning to Offer

Benefits Currently Offered

	Full-Time (n=35)	Part-Time* (n=25)	Seasonal FT* (n=14)	Seasonal PT* (n=13)
Paid vacation days	65%	42%	75%	46%
Short term disability / sick benefits (STD)	36%	18%	15%	20%
Group health / dental insurance (in excess of government plan)	32%	9%	-	8%
Maternity / parental leave (in excess of legislated requirements)	30%	10%	8%	21%
Long term disability (LTD)	29%	10%	-	-
Employee / dependent life / AD&D insurance	26%	13%	-	-
Group RRSP (to which employer contributes)	25%	5%	-	8%
Registered pension plan	19%	5%	-	8%
Profit sharing	8%	5%	-	-
None of the above	30%	49%	16%	43%

Benefits Planning to Offer*

	Full-Time* (n=10-13)	Part-Time* (n=7-11)
Short term disability / sick benefits (STD)	5%	-
Maternity / parental leave (in excess of legislated requirements)	5%	9%
Registered pension plan	5%	-
Group RRSP (to which employer contributes)	4%	<1%
Group health / dental insurance (in excess of government plan)	<1%	4%
Long term disability (LTD)	-	-
Employee / dependent life / AD&D insurance	-	-
Profit sharing	-	-
Paid vacation days	-	8%
None of the above	67%	83%

Q2: In addition to salary and wages, which of the following benefits does your organization currently offer to those in the following positions? Base: Recreation and Entertainment Business Management Representatives Q2b: In addition to salary and wages, which of the following benefits does your organization plan to offer in the next few years to those in the following positions?

*Caution when interpreting results, small sample size (n<30)

Don't know responses not shown.

Tour and Travel Guides

Incentives Currently Offered and Planning to Offer

Incentives Currently Offered

	Full-Time (n=35)	Part-Time* (n=25)	Seasonal FT* (n=14)	Seasonal PT* (n=13)
Flex time	56%	49%	44%	44%
Employee discounts / free services (meals, laundry, room/board)	47%	50%	36%	57%
Familiarization trips	36%	22%	44%	36%
Company car / Mileage allowance	34%	29%	38%	33%
Association memberships	32%	23%	22%	13%
Communications technology (Laptop, Cell phone, PDA)	29%	29%	38%	38%
Telecommuting / home-based	27%	14%	15%	30%
Tickets to events	22%	41%	15%	16%
On-site amenities (fitness centre, daycare, recreation)	15%	9%	7%	-
Job sharing	8%	20%	-	8%
None of the above	17%	12%	30%	32%

Incentives Planning to Offer*

	Full-Time* (n=8-13)	Part-Time* (n=6-11)
Familiarization trips	11%	14%
Association memberships	9%	6%
Flex time	5%	9%
Communications technology (Laptop, Cell phone, PDA)	4%	5%
Tickets to events	4%	9%
Telecommuting / home-based	4%	-
On-site amenities (fitness centre, daycare, recreation)	4%	12%
Job sharing	3%	-
Company car / Mileage allowance	<1%	8%
Employee discounts / free services (meals, laundry, room/board)	<1%	-
None of the above	89%	81%

Q3: In addition to salary and wages, which of the following incentives does your organization currently offer in the next few years to those in the following positions? Base: Recreation and Entertainment Business Management Representatives (full-time: n=35, part-time: n=25, seasonal full-time: n=14, seasonal part-time: n=13)

Q3b: In addition to salary and wages, which of the following incentives does your organization plan to offer in the next few years to those in the following positions?

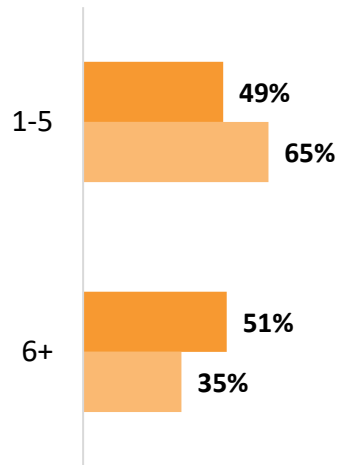
*Caution when interpreting results, small sample size (n<30), base sizes n<5 not shown.

Don't know responses not shown.

Outdoor Sport and Recreational Guides

Employee and Compensation Data

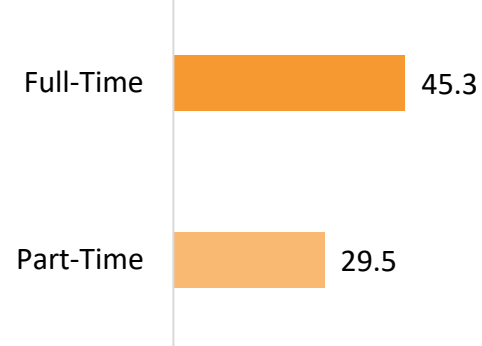
Number of Employees*



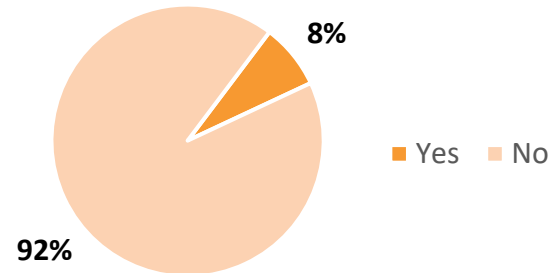
■ Full-Time (n=21) Mean: 8

■ Part-Time (n=22) Mean: 12

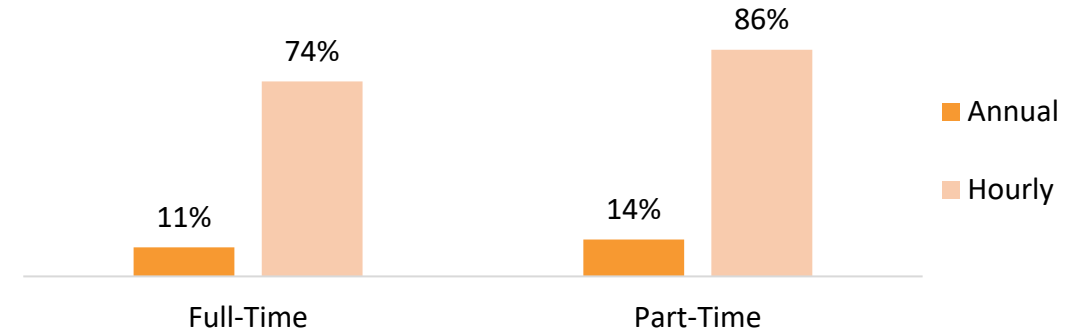
Mean Number of Hours Worked*



Unionized



Type of Compensation Received*



Additional Compensation Received*

	Full-Time (n=19-21)*	Part-Time (n=21-22)*
Gratuities	28%	47%
Bonus Payout	7%	-
Commission Payout	7%	6%
None of the above	66%	53%

Q1b: Is this position unionized? Q1c: How many employees in your company are in this position? (Excluding those with zero employees). Q1d: For this position, what are the average number of hours worked per week? Q1e: Does this position receive annual (salary) or hourly compensation? Q1h: Does this position receive gratuities (tips), a bonus payout, or a commission payout?

Base: Recreation and Entertainment Business Management Representatives (full-time: n=19-21, part-time: n=21-22)

*Caution when interpreting results, small sample size (n<30), base sizes n<10 not shown.

Don't know responses not shown.

Outdoor Sport and Recreational Guides

Benefits and Incentives Currently Offered



Benefits Currently Offered*

	Full-Time* (n=19)	Part-Time* (n=21)
Paid vacation days	50%	36%
Maternity / parental leave (in excess of legislated requirements)	35%	27%
Short term disability / sick benefits (STD)	21%	32%
Long term disability (LTD)	15%	22%
Employee / dependent life / AD&D insurance	15%	21%
Group health / dental insurance (in excess of government plan)	14%	21%
Registered pension plan	8%	6%
Group RRSP (to which employer contributes)	-	10%
Profit sharing	-	-
None of the above	36%	31%

Incentives Currently Offered*

	Full-Time* (n=19)	Part-Time* (n=21)
Employee discounts / free services (meals, laundry, room/board)	58%	52%
Flex time	32%	46%
Familiarization trips	28%	18%
Association memberships	22%	27%
Job sharing	22%	22%
On-site amenities (fitness centre, daycare, recreation)	15%	22%
Communications technology (Laptop, Cell phone, PDA)	14%	27%
Company car / Mileage allowance	13%	31%
Tickets to events	8%	17%
Telecommuting / home-based	7%	6%
None of the above	5%	2%

Q2: In addition to salary and wages, which of the following benefits does your organization currently offer to those in the following positions? Q3: In addition to salary and wages, which of the following incentives does your organization currently offer in the next few years to those in the following positions?

Base: Recreation and Entertainment Business Management Representatives (full-time: n=19, part-time: n=21)

*Caution when interpreting results, small sample size (n<30), base sizes n<10 not shown.

Don't know responses not shown.

Note Q2b and Q3b not shown due to small sample size (n<5).



TRAVEL SERVICES

Travel Services

Overall Findings

Mean Number of Employees

Occupation	Full-Time	Part-Time	Seasonal
Travel Counsellors	6	3	4
Conference and Event Planners	2	3	-

Mean Hours Worked per Week

Occupation	Full-Time	Part-Time	Seasonal FT	Seasonal PT
Travel Counsellors	38.2	16.3	35.7	5.1
Conference and Event Planners	33.6	29.1	-	-



Unionization

Less than 4% of those in Travel Services are unionized.



Type of Compensation Received

Occupations in Travel Services are more likely to receive **hourly compensation**.



Additional Compensation Received

Occupations in Travel Services are less likely to receive **gratuities (tips), bonus payouts, or commission payouts**.

Q1c: How many employees in your company are in this position? (Excluding those with zero employees). Q1d: For this position, what are the average number of hours worked per week? Q1e: Does this position receive annual (salary) or hourly compensation? Q1h: Does this position receive gratuities (tips), a bonus payout, or a commission payout?

Base: Recreation and Entertainment Business Management Representatives

*Caution when interpreting results, small sample size (n<30), base sizes n<5 not shown.

Travel Services

Overall Findings



Mean Hourly Compensation Received				
Occupation	Minimum	Average	Maximum	Overtime
Travel Counsellors				
Full-time (n=58)	\$19.22	\$21.98	\$25.56	\$18.64 (n=15)*
Part-time (n=39)	\$18.18	\$19.51	\$21.25	\$19.23 (n=9)*
Seasonal Full-time (n=11)*	\$18.74	\$19.71	\$20.94	\$18.45 (n=7)*

Mean Annual Full-Time Compensation Received			
Occupation	Minimum	Average	Maximum
Travel Counsellors (n=50)	\$42,203	\$46,652	\$52,630

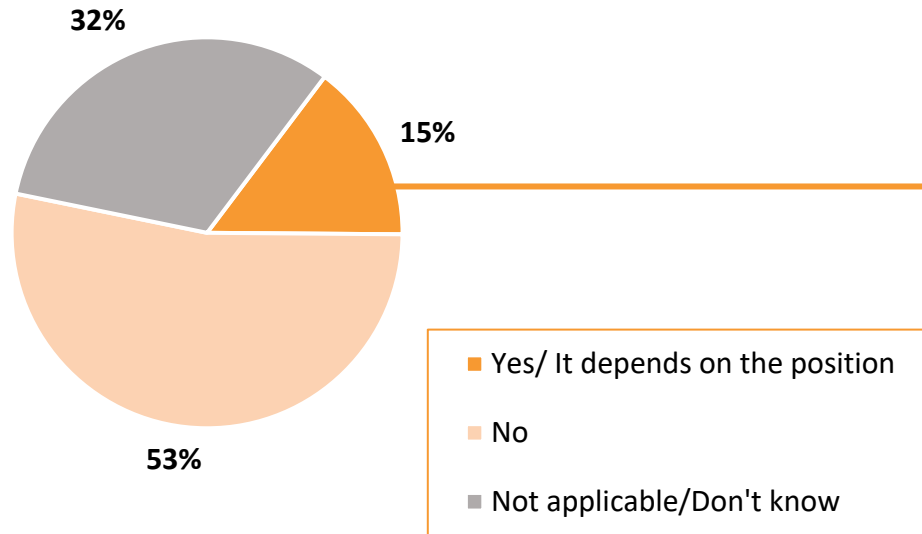
Q1f: What is the annual salary minimum, maximum and average for this position? Q1g: What is the hourly rate minimum, maximum and average for this position? What is the overtime rate for this position? Base Recreation and Entertainment Business Management Representatives

*Caution when interpreting results, small sample size (n<30), base sizes n≤5 not shown (Conference and Event Planners in Travel Services (n=4))

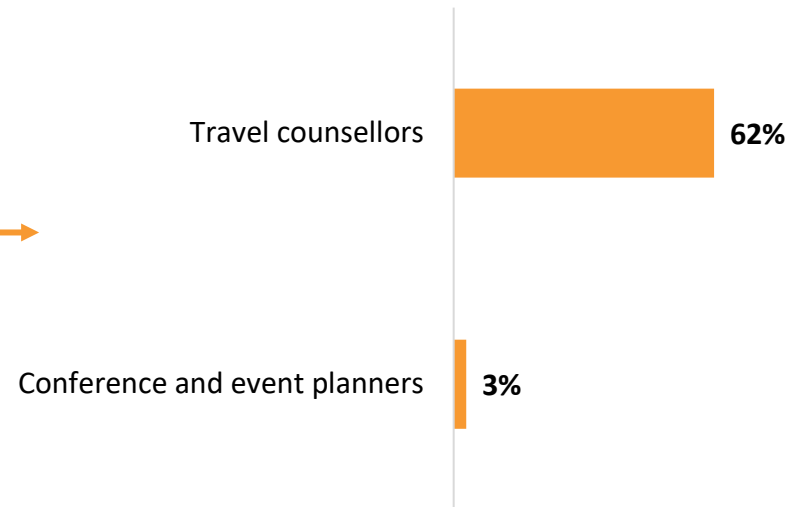
Travel Services

Taking Gratuities into Consideration

Take Gratuities into Consideration when Deciding Compensation



Positions Considered*



Q5: Do you take gratuities into consideration when deciding on compensation within your organization? Base: Recreation and Entertainment Business Management Representatives (n=208)
Q5a. For which positions in your organization do you take gratuities into consideration when deciding on compensation? Applicable responses shown. Base: Recreation and Entertainment Business Management Representatives that take gratuities into consideration when deciding compensation (n=19)
**Caution when interpreting results, small sample size (n<30)*

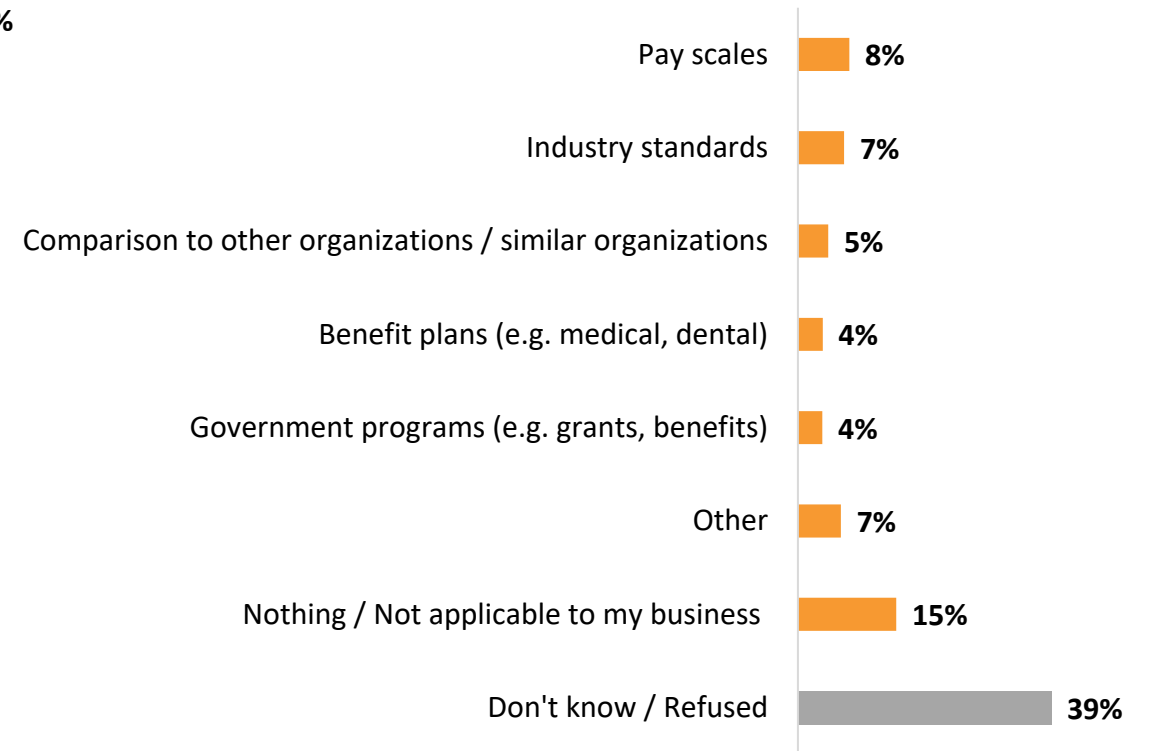
Travel Services

Compensation Information Resources

Information Sources When Determining Compensation



Helpful Information and Resources for Developing and Enhancing a Compensation Strategy



Q6. Where do you look for information about compensation, including salary and benefits, for your employees? Responses less than 5% not shown.

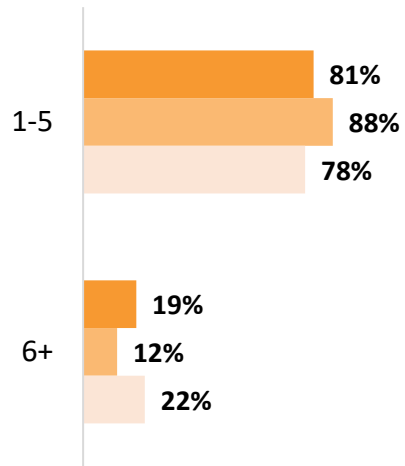
Q7. What information or resources would you find helpful or useful as you are developing and enhancing your compensation strategy? Responses less than 4% not shown.

Base: Travel Services Business Management Representatives (n=277)

Travel Counsellors

Employee and Compensation Data

Number of Employees

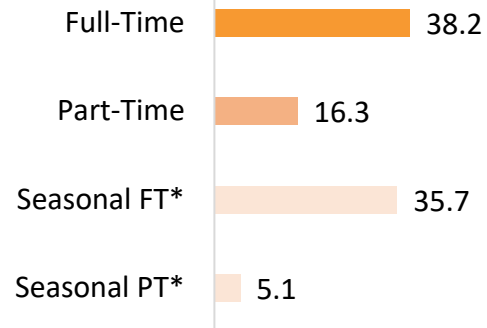


■ Full-Time (n=135) Mean: 6

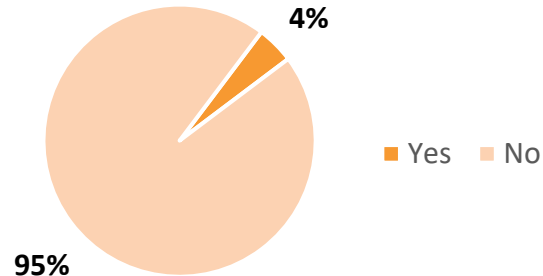
■ Part-Time (n=65) Mean: 3

■ Seasonal (n=20)* Mean: 4

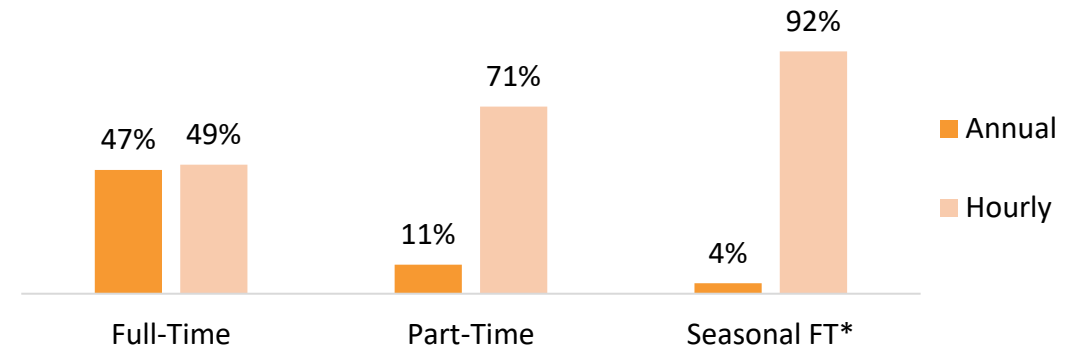
Mean Number of Hours Worked



Unionized



Type of Compensation Received



Additional Compensation Received

	Full-Time (n=132-135)	Part-Time (n=63-65)	Seasonal FT* (n=16-18)
Gratuities	14%	9%	29%
Bonus Payout	26%	13%	31%
Commission Payout	26%	36%	<1%
None of the above	48%	46%	57%

Q1b: Is this position unionized? Q1c: How many employees in your company are in this position? (Excluding those with zero employees). Q1d: For this position, what are the average number of hours worked per week? Q1e: Does this position receive annual (salary) or hourly compensation? Q1h: Does this position receive gratuities (tips), a bonus payout, or a commission payout?

Base: Travel Services Business Management Representatives (full-time: n=132-135, part-time: n=63-65, seasonal full-time: n=16-18, seasonal part-time: n=18)

*Caution when interpreting results, small sample size (n<30), base sizes n<10 not shown.

Don't know responses not shown.

Travel Counsellors

Benefits Currently Offered and Planning to Offer

Benefits Currently Offered

	Full-Time (n=132)	Part-Time (n=62)	Seasonal FT* (n=16)
Paid vacation days	78%	41%	37%
Group health / dental insurance (in excess of government plan)	50%	17%	8%
Short term disability / sick benefits (STD)	42%	24%	17%
Employee / dependent life / AD&D insurance	41%	11%	14%
Long term disability (LTD)	33%	12%	10%
Maternity / parental leave (in excess of legislated requirements)	31%	16%	9%
Profit sharing	11%	3%	5%
Group RRSP (to which employer contributes)	10%	3%	9%
Registered pension plan	9%	3%	4%
None of the above	18%	53%	60%

Benefits Planning to Offer*

	Full-Time* (n=11-30)	Part-Time* (n=8-13)
Group health / dental insurance (in excess of government plan)	27%	11%
Paid vacation days	19%	5%
Profit sharing	13%	5%
Group RRSP (to which employer contributes)	12%	5%
Short term disability / sick benefits (STD)	11%	2%
Long term disability (LTD)	8%	3%
Employee / dependent life / AD&D insurance	8%	5%
Maternity / parental leave (in excess of legislated requirements)	7%	4%
Registered pension plan	4%	2%
None of the above	58%	69%

Q2: In addition to salary and wages, which of the following benefits does your organization currently offer to those in the following positions? Base: Travel Services Business Management Representatives (full-time: n=132, part-time: n=62, seasonal full-time: n=16)

Q2b: In addition to salary and wages, which of the following benefits does your organization plan to offer in the next few years to those in the following positions?

*Caution when interpreting results, small sample size (n<30), base sizes n<10 not shown.

Don't know responses not shown.

Travel Counsellors

Incentives Currently Offered and Planning to Offer

Incentives Currently Offered

	Full-Time (n=132)	Part-Time (n=62)	Seasonal FT* (n=16)
Familiarization trips	72%	55%	79%
Flex time	61%	45%	28%
Communications technology (Laptop, Cell phone, PDA)	50%	32%	28%
Telecommuting / home-based	50%	48%	13%
Employee discounts / free services (meals, laundry, room/board)	44%	26%	39%
Association memberships	34%	27%	5%
Tickets to events	27%	28%	16%
Company car / Mileage allowance	21%	7%	22%
Job sharing	13%	13%	14%
On-site amenities (fitness centre, daycare, recreation)	3%	3%	-
None of the above	6%	20%	10%

Incentives Planning to Offer*

	Full-Time* (n=11-30)	Part-Time* (n=6-13)
Telecommuting / home-based	14%	9%
Familiarization trips	10%	31%
Association memberships	8%	<1%
Job sharing	8%	6%
Flex time	6%	2%
Communications technology (Laptop, Cell phone, PDA)	6%	9%
Employee discounts / free services (meals, laundry, room/board)	5%	18%
Tickets to events	4%	7%
On-site amenities (fitness centre, daycare, recreation)	3%	<1%
Company car / Mileage allowance	2%	5%
None of the above	68%	70%

Q3: In addition to salary and wages, which of the following incentives does your organization currently offer in the next few years to those in the following positions? Base: Travel Services Business Management Representatives (full-time: n=132, part-time: n=62, seasonal full-time: n=16)

Q3b: In addition to salary and wages, which of the following incentives does your organization plan to offer in the next few years to those in the following positions?

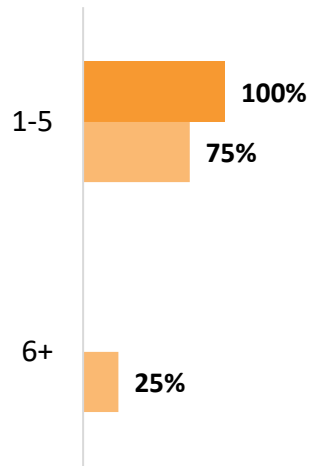
*Caution when interpreting results, small sample size (n<30), base sizes n<5 not shown.

Don't know responses not shown.

Conference and Event Planners

Employee and Compensation Data

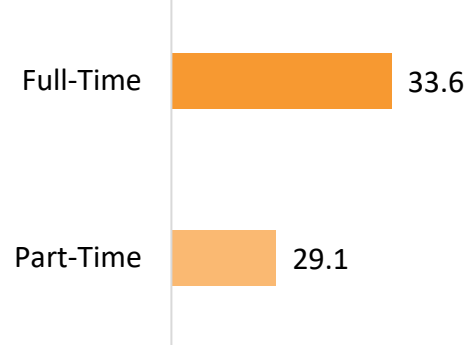
Number of Employees



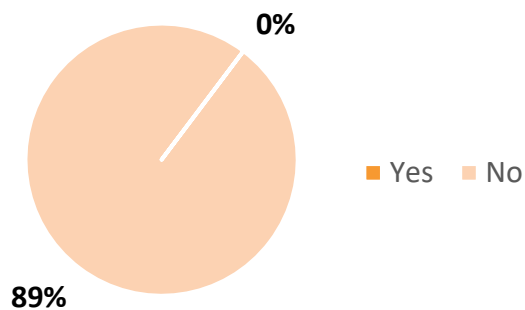
■ Full Time (n=10)* Mean: 2

■ Part Time (n=6)* Mean: 3

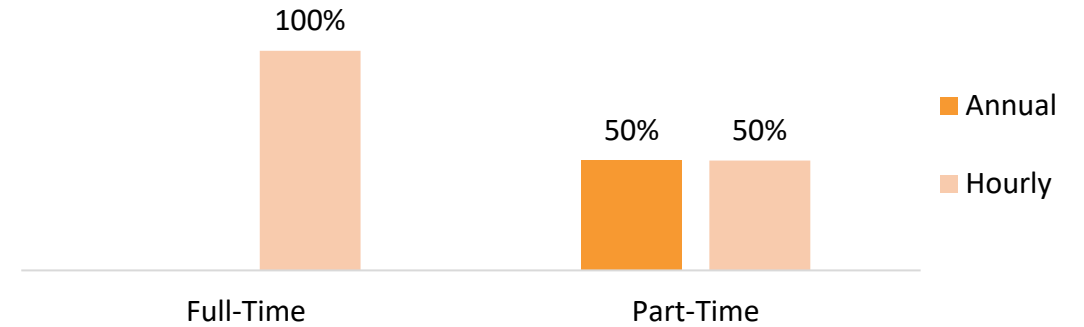
Mean Number of Hours Worked*



Unionized



Type of Compensation Received*



Additional Compensation Received*

	Full-Time* (n=10)	Part-Time* (n=5-6)
Gratuities	55%	43%
Bonus Payout	55%	19%
Commission Payout	41%	-
None of the above	45%	57%

Q1b: Is this position unionized? Q1c: How many employees in your company are in this position? (Results excluding zero). Q1d: For this position, what are the average number of hours worked per week? Q1e: Does this position receive annual (salary) or hourly compensation? Q1h: Does this position receive gratuities (tips), a bonus payout, or a commission payout?

Base: Travel Services Business Management Representatives (full-time: n=10, part-time: n=5-6)

*Caution when interpreting results, small sample size (n<30), base sizes n<5 not shown.

Don't know responses not shown.

Conference and Event Planners

Benefits and Incentives Currently Offered



Benefits Currently Offered*

	Full-Time* (n=10)	Part-Time* (n=5)
Paid vacation days	82%	75%
Group health / dental insurance (in excess of government plan)	82%	75%
Long term disability (LTD)	64%	32%
Employee / dependent life / AD&D insurance	55%	56%
Short term disability / sick benefits (STD)	41%	50%
Registered pension plan	41%	32%
Maternity / parental leave (in excess of legislated requirements)	37%	56%
Group RRSP (to which employer contributes)	27%	-
Profit sharing	14%	-
None of the above	18%	25%

Incentives Currently Offered*

	Full-Time* (n=10)	Part-Time* (n=5)
Familiarization trips	63%	81%
Flex time	45%	100%
Company car / Mileage allowance	45%	81%
Association memberships	45%	25%
Telecommuting / home-based	45%	57%
Tickets to events	32%	81%
On-site amenities (fitness centre, daycare, recreation)	18%	25%
Communications technology (Laptop, Cell phone, PDA)	14%	75%
Employee discounts / free services (meals, laundry, room/board)	14%	75%
Job sharing	14%	25%
None of the above	23%	-

Q2: In addition to salary and wages, which of the following benefits does your organization currently offer to those in the following positions? Q3: In addition to salary and wages, which of the following incentives does your organization currently offer in the next few years to those in the following positions?

Base: Travel Services Business Management Representatives *Caution when interpreting results, small sample size (n<30), base sizes n<5 not shown.

Don't know responses not shown.

Note Q2b and Q3b not shown due to small sample size (n<5).



APPENDIX

Methodology

The survey was conducted using mixed methods that combined online and telephone data collection. Both the online and telephone versions of the survey were administered in English and French. The survey was pre-tested from November 16th, 2022, proceeding to a full launch on November 18th and remaining open until January 23rd, 2023.

The survey was promoted through Tourism HR Canada's partner associations via an open link and Leger conducted telephone surveys of Canadian employers using a purchased list of employers and their associated industry (NOC) codes.

A total of 1,422 employers completed the survey. 1,329 employers completed the survey by telephone and 93 completed it online.

Participation by Industry*	Unweighted
Accommodation	407
Food and Beverage Services	428
Recreation and Entertainment	406
Transportation	155
Travel Services	277
Other	68

*Employers can identify as being a part of more than one industry group.

Participation by Province	Unweighted
British Columbia	246
Alberta	142
Saskatchewan	86
Manitoba	65
Ontario	448
Quebec	258
Nova Scotia	68
New Brunswick	46
Newfoundland and Labrador	43
Prince Edward Island	16

Methodology Continued

Sampling Plan

Quotas were used during data collection to minimize the weighting factors applied to the final data set. Sample counts were determined from the most readily available census data. Leger sampled to be representative of the industry groups across Canada, not per occupation.

Weighting of Data

The data presented in the report is weighted. Weighting the data ensure that responses from industry groups that are over-sample or under sampled are adjusted within the aggregate data to create final results. 1,257 respondents were weighted according to industry proportions and by province. Since Manitoba, Saskatchewan, and the Atlantic provinces had smaller sample sizes they were weighted as groups rather than by individual province. The remaining 165 responses were not weighed as they were open-link responses, identified as being in the “Retail” industry and did not associate with another tourism industry.

Data Cleaning

Data submitted by respondents underwent cleaning and verification to ensure that the data provided were within range, logical and consistent. Outlier data was flagged and removed where applicable. Leger obtained accurate data.

Quality Control

A minimum of 10% of each telephone interviewer’s surveys were monitored by a supervisor for quality control and to provide ongoing coaching and feedback. Controls were built into the surveys to alert respondents when they entered outlier responses, as well as to disallow invalid out-of-range responses. Responses were also reviewed following survey completion, including outlier responses, to further ensure quality data. Only complete cases were included in the final dataset since most terminations were at the beginning of the survey.

Benefits and Limitations of Methodology Approach



Using a survey to collect the data has the benefit of providing information that is not available from other sources. The survey approach provides current data from a cross-section of employers and not just those posting job opportunities or contributing to published information. Surveying is limited to employers that can be reached using owned, partner and purchased databases, and through advertising and other promotional activities. Also, surveys are not mandatory for employers to complete and rely on interest and goodwill among the employer community. Therefore, not all employers are represented in the data.

To obtain a broad range of employers, multiple methods were used to promote the survey, including purchased samples, and advertising through tourism associations. The quality of data collected through self-completion online surveys appears to be more variable than for telephone surveys involving a live interviewer.

All data collection methods have benefits and limitations. Using a combination of methods helps broaden the potential reach of a survey and ensure there are no specific, relevant groups that are systematically excluded.

Use of Telephone Call Centres

Use of a telephone call centre has proven to be a productive, reliable and cost-effective (compared to paid advertising) method of gathering employer data. Telephone calling allows for targeting of specific regions, such as provinces with smaller populations that would not lead to robust sample sizes using other methods. The quality of data gathered also appears to be superior to other methods, presumably due to the presence of an interviewer who can probe responses. Telephone numbers are easier to obtain than email addresses, with a larger database to work with and therefore a more representative and robust sample. Better purchased lists include characteristics of the employers, enabling better targeting.

Even the best purchased lists cannot guarantee every Canadian employer is represented, and contact persons are not always specified. Live interviewers make efforts to reach the correct person where possible. Interviewers can leave a voice message to allow the possibility of the employer calling back to complete the survey or completing it online. Telephone calling tends to be one of the most time-consuming methods of conducting research but tends to be faster and typically results in a better response rate than direct mail.

Respondent Summary

	%
# of Paid Employees at Place of Business excluding Self	n=1422
1 paid employee (myself)	<1%
1, I have one employee in addition to myself	8%
2-19	62%
20-99	27%
100-499	3%
More than 500 employees	1%
Description of Business	n=1422
Owner-operator (non-franchise)	58%
Franchisee	25%
Parent organization	3%
Subsidiary/division	2%
Not-for-Profit	10%
Municipal government / Government	<1%
Other	2%

	%
Province	n=1422
British Columbia	18%
Alberta	12%
Saskatchewan	4%
Manitoba	3%
Ontario	34%
Quebec	21%
Nova Scotia	3%
New Brunswick	2%
Prince Edward Island	1%
Newfoundland and Labrador	2%
Yukon	<1%
Business Operation (Seasonal vs. Annual)	n=1422
Seasonal	9%
Annual	90%
Don't know/ I prefer not to answer	<1%

Respondent Summary

	%
Industry that Best Represents Business	n=1422
Food and Beverage Services (includes restaurant, fast food, pubs and bars, etc.)	63%
Accommodations (includes hotel, motel, B&B, campground, etc.)	14%
Recreation and Entertainment (includes performing arts, museums, parks, spectator sports, festivals/events, attractions, etc.)	12%
Transportation (includes by air, railway, water, bus, other)	5%
Travel Services (includes provision of travel arrangements and/or reservations, group/guided tours, destination marketing, etc.)	4%
Retail Services (e.g. convenience stores, gift shops, gas stations)	2%
Other	3%
None of the above	1%
Don't know / Refused	<1%

	%
Employment within the Accommodations Industry Group	n=407
Light Duty Cleaners	89%
Hotel front desk clerks	71%
Accommodation service managers	43%
Conference and event planners	14%
Program leaders and instructors in recreation, sport and fitness	5%
None of the above	3%
I prefer not to answer	<1%
Employment within the Food and Beverage Services Industry Group	n=427
Food counter attendants, kitchen helpers and related support occupations	82%
Cooks	75%
Food and beverage servers	65%
Restaurant and food service managers	57%
Food service supervisors	54%
Bartenders	32%
Maîtres d'hôtel and hosts/hostesses	21%
None of the above	1%

Respondent Summary

	%
Employment within the Recreation and Entertainment Industry Group	n=397
Program leaders and instructors in recreation, sport and fitness	42%
Tour and travel guides	24%
Outdoor sport and recreational guides	16%
None of the above	38%
Employment within the Travel Services Industry Group	n=262
Travel counsellors	85%
Conference and event planners	6%
None of the above	15%