

2024-2025 ESTATE AND HOUSEHOLD STAFF COMPENSATION

2024-2025 Survey

March 2025 Release

Report Highlights

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FOREWORD

Reliable, trusted data is essential for families and for organizations to make informed compensation strategy decisions. As the industry leader in collection and analysis of compensation data for family offices and family enterprises, Botoff Consulting is committed to providing meaningful insights. The 2024-2025 Estate and Household Staff Compensation Survey reflects this dedication. It also highlights our commitment to supporting the diverse and customized needs of our clients by leveraging proprietary data, market trends, and evolving best practices.

Family offices and family organizations look to Botoff Consulting to determine, develop, and implement compensation strategies tailored to their vision, mission, goals, and values.

Our sincere thanks to survey respondents for their engagement and participation. And with deep appreciation, we recognize the incredible industry leaders who contributed to our report.

Trish

Trish Botoff
Founder and Managing Principal
Botoff Consulting

THANK YOU TO OUR SURVEY CONTRIBUTORS

EstateJobs.com is the **#1 private service job site**, connecting high-net-worth families, private employers, and top employment agencies with experienced candidates. From estate managers, butlers, and chefs to personal assistants and yacht crew, EstateJobs.com offers a targeted platform for specialized private service roles.



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ABOUT THE SURVEY

Botoff Consulting conducted a compensation survey of estate and household staff. This full report presents the complete survey findings, along with trends impacting compensation for these positions and additional data not included in the complimentary report.

The 2024-2025 Estate and Household Compensation Survey included responses from 304 participating families/family offices reporting data on more than 1,122 incumbents in 32 positions. These are unique roles within households and estates, with compensation likely to differ from market levels in general industries. The online survey was conducted from October 8, 2024, through December 11, 2024. Botoff Consulting’s inaugural Estate and Household Compensation Survey was conducted from June 2, 2022, through August 23, 2022, published in early 2023.

This compensation data reflects 2024 base salary, bonuses, and other compensation paid. Survey information was collected and analyzed by Botoff Consulting and is presented in aggregate.

SURVEY HIGHLIGHTS

Salary increases outpaced the broader U.S. market for more than 40% of management and about 30% of staff.

79% of incumbents received bonus compensation, (performance, holiday, and spot/other bonuses), up from 71% reported in 2023.

Only 18% of participants reported use of **long-term incentives as part of compensation**; deferred incentive compensation was the most prevalent LTI plan reported.

Compensation is higher in families that report the **use of a compensation strategy** to guide pay decisions.

Live-In Domestic Couple is the only position where **housing is typically provided**, with 100% receiving.



In the prior survey, **less tenured (0-2 years) staff exceeded average compensation. The trend appears to have normalized**, as compensation was reported at or near survey average for 88% of the reported employee population across tenure levels.



45% of participants reported **property values greater than \$100 million**, an increase from 33% reported in 2023.

The use of overtime was reported for **23 of the 32 positions**.



SURVEY HIGHLIGHTS

Respondents' data indicate correlation between pay and:

Staff Size • Locations • Properties • Families



ORGANIZATIONAL COMPLEXITY AND COMPENSATION

The tables below illustrate how pay levels (compared to survey average pay) increase with families' organizational complexity (breadth and depth of assets and resources).

This year's survey results indicate correlations between pay and multiple characteristics reported by participants, including:

Staff Size	1-9	10-20	21+
Distribution	34%	32%	34%

Families Served	1	2-4	5+
Distribution	58%	25%	18%

Properties	1-3	4-8	9+
Distribution	33%	41%	26%

Locations	1-2	3-4	5+
Distribution	29%	41%	30%

Properties per Location	1	1.1-3	More Than 3
Distribution	37%	46%	17%

This **Summary Report** presents compensation data overall and by estate value. The **Premium Report** includes additional analysis and presentation of compensation data reflecting staff size, number of properties, and number of locations, where data is available.

COMPENSATION DATA PRESENTED: SUMMARY REPORT & PREMIUM REPORT

Botoff Consulting has released the **2024-2025 Estate and Household Staff Compensation Report**. This Report Highlights offers a high-level overview of current data. Through our collaboration with **Domestic Placement Network**, we are offering special pricing for family offices with two options: a **Summary Report** and a **Premium Report** for more comprehensive data.

Both version of the report contain detailed compensation data for each position surveyed, including:

- **Base Pay** – Annual (excluding overtime)
- **Total Cash** – Base pay + bonuses for all incumbents; for incumbents without a bonus, base salary is included in calculation
- **Bonuses** (as a dollar amount and percent of base salary, presented only for those receiving):
 - Total Bonus includes Performance Bonus, Holiday Bonus and Other/Spot Bonus
- **Overtime**
- **Average Hours per Week**
- **Housing**

Where reported data allows, additional breakouts are provided for each position:

SUMMARY AND PREMIUM REPORTS

Estate Value

- More than \$500 Million
- \$100 - \$499 Million
- Less than \$100 Million

Vessel Length

- Yacht Captain Only

Aircraft Type

- Chief Pilot Only

PREMIUM REPORT ONLY

Staff Size

- 21+ Staff
- 10 – 20 Staff
- 1 – 9 Staff

Number of Locations

- 5+ Locations
- 3 – 4 Locations
- 1 – 2 Locations

Number of Properties

- 9+ Properties
- 4 – 8 Properties
- 1 – 3 Properties

Acreage

- Ranch Manager Only

PROFILE OF PARTICIPATING FIRMS

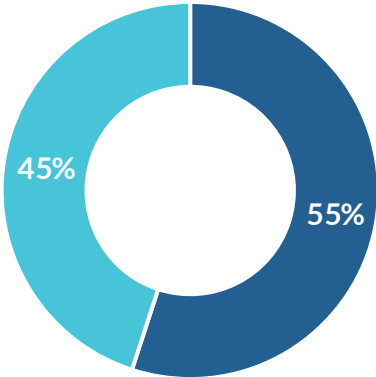
PROFILE OF PARTICIPANTS

SURVEY PARTICIPANTS

The survey included responses from 304 families/family offices reporting data on 1,122 incumbents. The findings represent a broad dispersion of families across estate value tiers.

The table below presents a summary of participants by estate value, defined as the approximate value of the family’s residential/personal real property portfolio.

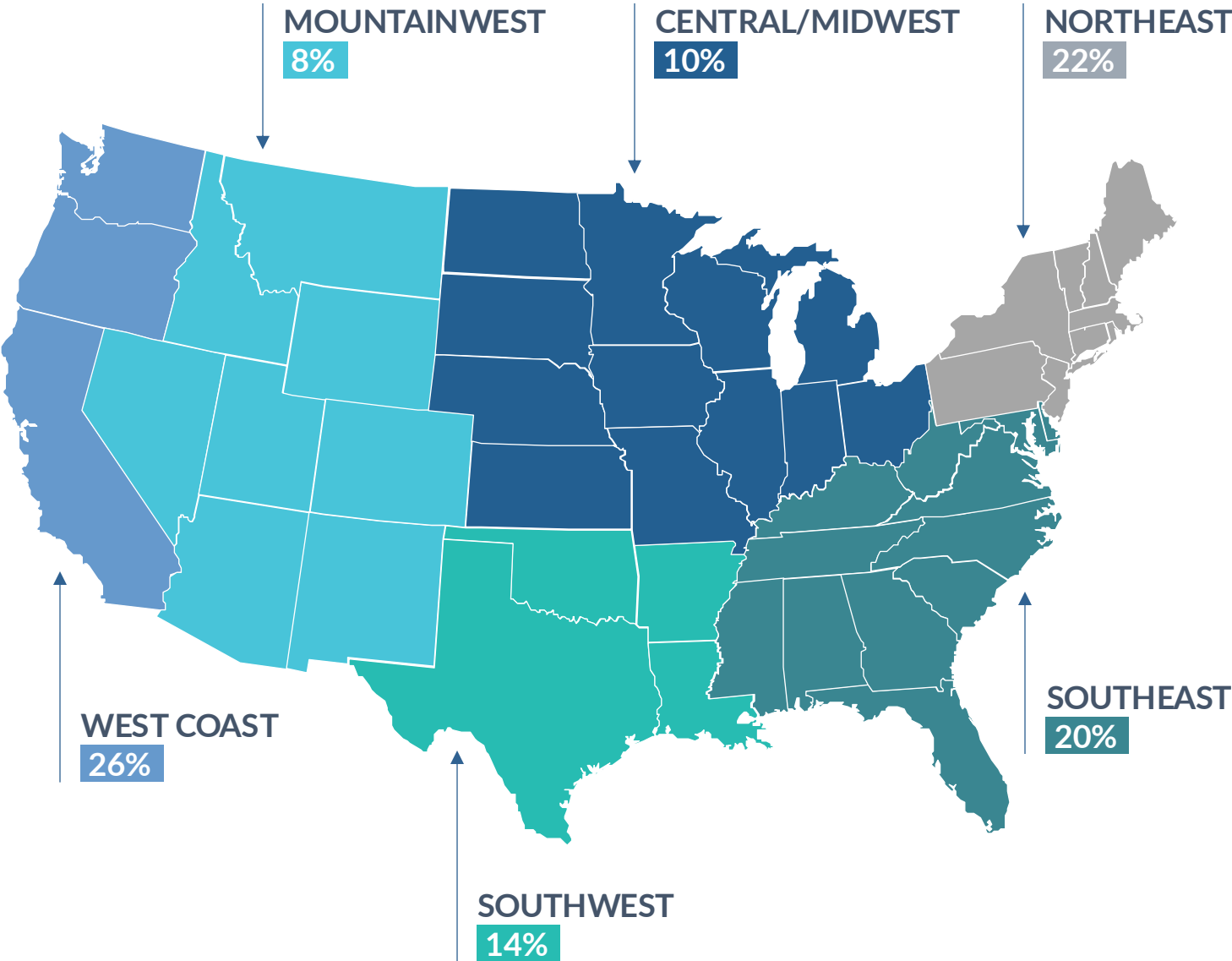
45% of participants reported property values *greater* than \$100 million



55% of participants reported property values *less* than \$100 Million

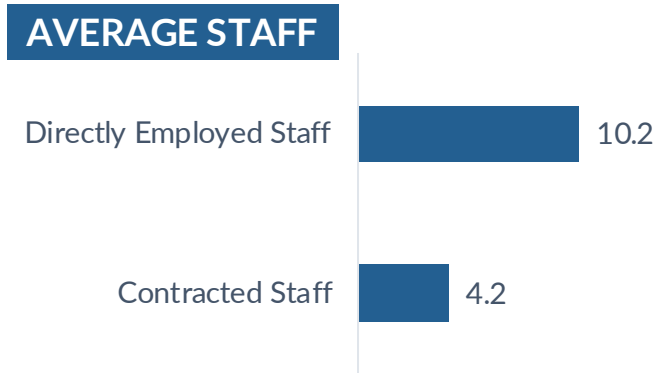
Estate Value	% of Participants
\$500 Million or More	16%
\$100 - \$499 Million	29%
\$25 - \$99 Million	34%
Less than \$25 Million	21%

SURVEY PARTICIPANTS BY GEOGRAPHY

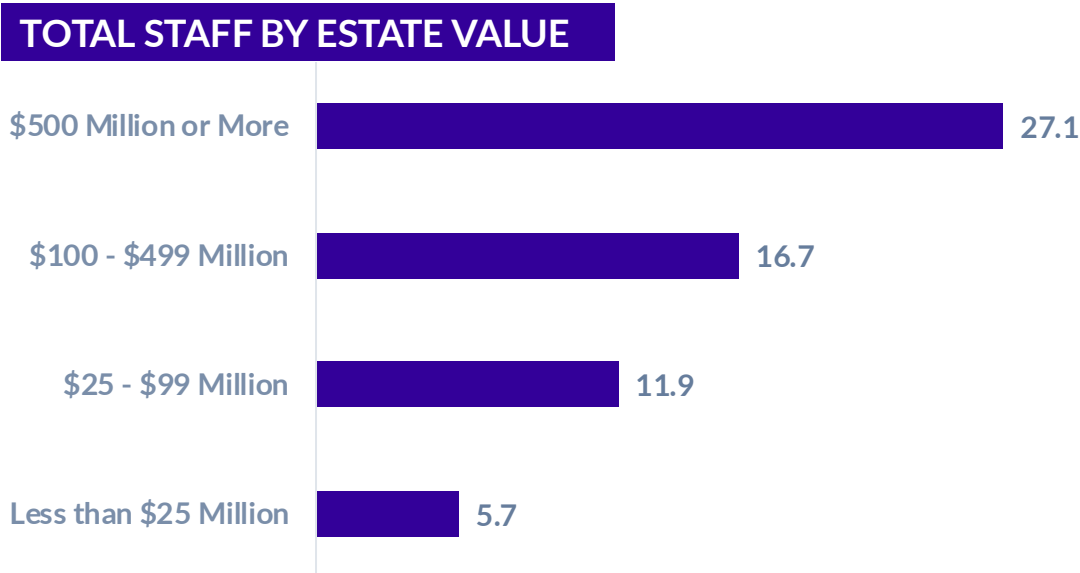


FAMILY PROFILE – NUMBER OF STAFF

Families provide estate and household services through a mix of in-house and outsourced staffing models; just over half of staff are directly employed.



The size of the estate and household staff typically increases in correlation with estate values.

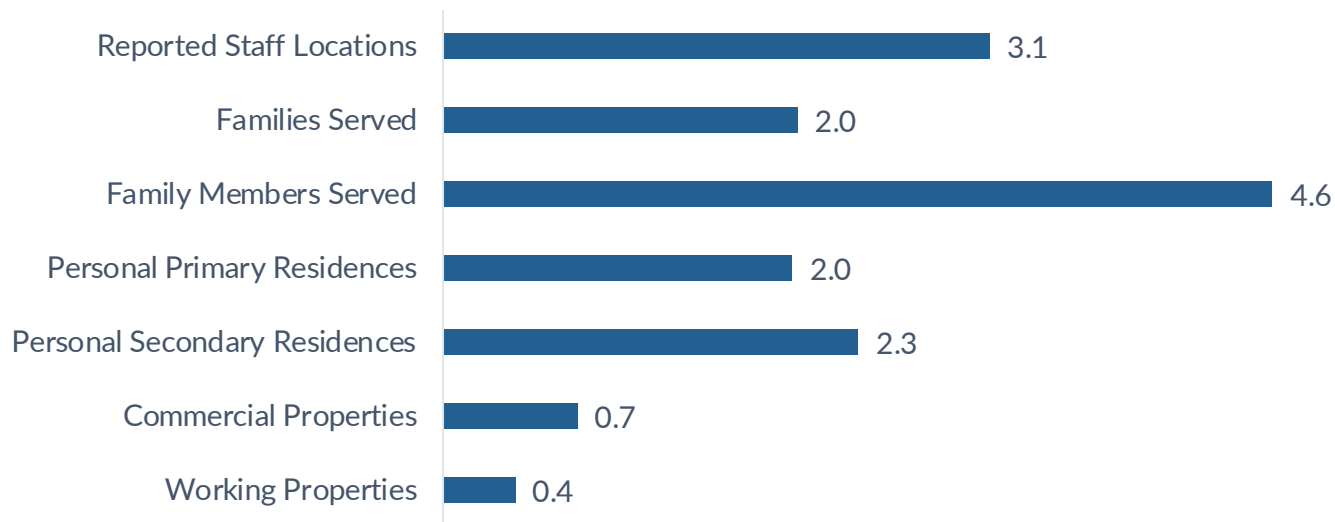


Average Number of:	All	\$500 Million or More	\$100 - \$499 Million	\$25 - \$99 Million	Less than \$25 Million
Directly Employed Staff	10.2	18.8	12.5	8.6	3.2
Contracted Staff	4.2	8.3	4.2	3.3	2.5
Total Staff	14.4	27.1	16.7	11.9	5.7

FAMILY PROFILE – NUMBER OF LOCATIONS, FAMILIES, AND PROPERTIES

The table below illustrates the number of locations, families, and properties of participants. These generally increase as estate values increase.

ALL ORGANIZATIONS



DETAIL BY ESTATE VALUE

Average Number of:	All	\$500 Million or More	\$100 - \$499 Million	\$25 - \$99 Million	Less than \$25 Million
Reported Staff Locations	3.1	3.5	3.5	3.2	1.9
Families Served	2.0	3.0	1.8	1.9	1.5
Family Members Served	4.6	5.4	5.0	4.6	3.7
Personal Primary Residences	2.0	2.2	2.2	2.0	1.3
Personal Secondary Residences	2.3	3.7	2.7	2.2	1.1
Commercial Properties	0.7	0.8	1.2	0.7	0.2
Working Properties	0.4	0.7	0.4	0.3	0.4

PROFILE OF PARTICIPANTS

FAMILY SERVICES AND RESOURCES

Nearly all participants provide personal services, residential property management, family care, and culinary services.

More than two-thirds also provide residential security and art/collectibles management.

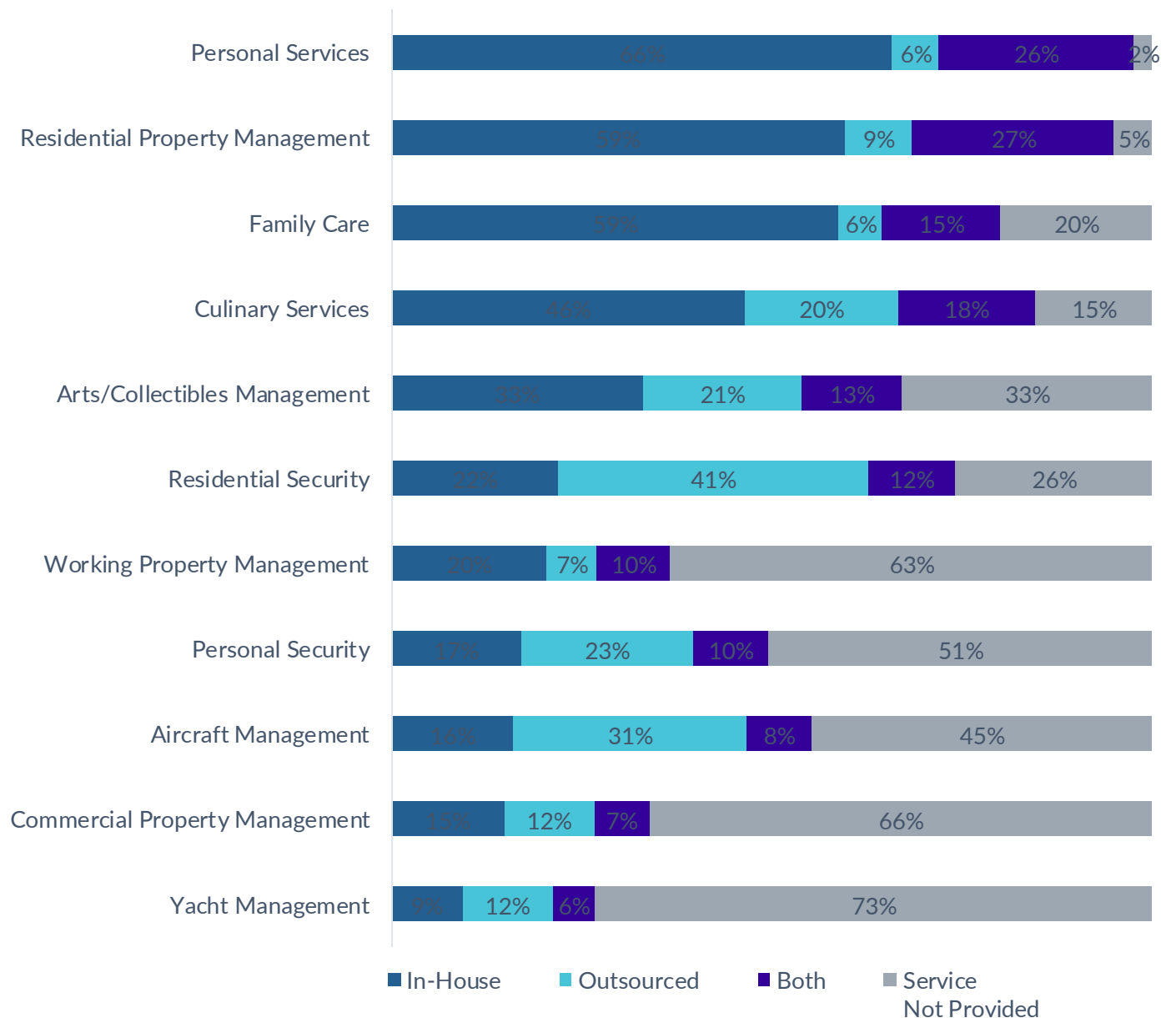


PROFILE OF PARTICIPANTS

FAMILY SERVICES: IN-HOUSE VS. OUTSOURCED

While the range of services varies, all participants utilize a mix of in-house staff and outsourced resources to meet the family’s needs. More than 50% of participants reported using internal resources for personal services, residential property management, and family care services.

Residential security and aircraft management are the only services predominantly outsourced.



BEST PRACTICES AND CONSIDERATIONS

BEST PRACTICES AND CONSIDERATIONS

STAFFING AND RETENTION

Given the complexity and breadth of services they require, a family's personal service organization operates separately or in parallel to the family's operating business or investment holdings.

Alignment of principal expectations and service needs with staffing levels is a crucial element for developing, growing, and operating effective, efficient, and reliably focused organizations.

“Similar to any exceptional job structure, the most satisfied and best performing employees will have clearly defined expectations and measurable objectives,” said David Gonzalez of EstateJobs.com. “Frequent reviews and discussions of these metrics increase overall satisfaction for both staff and principals. Ambiguous standards of performance often create mismatched priorities and can lead to resentment.”

Whether building a new team, adding complementary employees, defining staff development opportunities, or balancing evolving family needs, there are some basic and next-level **best practices that families utilize to balance needs and maintain continuity include:**

HIRING

- Clearly define role and associated responsibilities
- Use reputable hiring channels and processes
- Conduct thorough background checks
- Assess skills and personality/work-style fit
- Detailed employment agreements
- Onboarding and training processes
- House rules, protocols, probation policies

RETENTION & MANAGEMENT

- Create a positive work environment
- Set clear performance expectations
- Maintain professional boundaries
- Ensure privacy & confidentiality
- Plan for employee growth & retention
- Handle termination professionally

*“Household staffing at the highest level should attempt to mimic the best professional organizations and HR departments. **Recognizing the Estate environment as a place of employment is essential, and taking an “employee first” approach offers the best chance for long term, consistent service delivery,**” said Gonzalez of EstateJobs.com.*

BEST PRACTICES AND CONSIDERATIONS

HIRING TRENDS AND BENEFITS

“The most successful hires are the result of proper data collection, clearly defined roles, and thorough, standardized onboarding. At its core, a great hire is constructed, not discovered,” noted Gonzalez of EstateJobs.com. Often the weakest link in the process is lack of time and depth of information from the principals. Knowing the critical requirements and desired characteristics improve search accuracy and efficiency.”

Based on reported macro trends and our most recent survey data, the hiring market appears to be seeking equilibrium, having absorbed pandemic impacts, which drove a heightened, frenetic hiring environment. With increasing wealth, families have invested in more properties, with built-in expectations for exceptional service. As a result, unique demands of and for increasingly professionalized estate and household staff have resulted in significant compensation increases over the past three years. This wealth and demand effect means families increasingly must focus on robust, defined processes for hiring to balance lifestyle priorities and service expectations with a now consistently competitive talent market.

There is a greater need for rigorous recruitment and hiring processes. In search of efficiency, there continues to be increased hybridization of traditional roles. With increased real estate investment comes an increase in demand for specialized leadership in real estate oversight, from site selection to construction to divestiture.

*“Compensation structure depends on the size of the organization, available group benefits, and myriad other factors. The more an employer can contribute to the career success of their team, the less likely they are to leave. **In the absence of structured benefits, we encourage retention in its simplest form: Train staff to be the best fit for your home and pay staff well enough that they can’t afford to leave,**” said Gonzalez of EstateJobs.com.*

Differentiating benefits provided to estate and household employees include:

- HEALTH INSURANCE – increasingly, employers are covering 100% of costs to be competitive
- PAID TIME OFF (PTO) – competitive vacation policies and PTO for sick days and holidays
- LIFE AND DISABILITY INSURANCE – differentiated competitive offerings by position
- RETIREMENT – 401(k) plans with employer-matching can be a great recruiting and retention tool
- CONTINUING EDUCATION & TRAINING – enhance employee skills and professional growth
- SCHEDULING – advance planning and notice of need-to-work holidays
- STUDENT LOAN/EDUCATION REIMBURSEMENT
- TRAVEL BENEFITS, PROPERTY USAGE, LIFE INSURANCE, TRANSPORTATION ALLOWANCE

HR COMPLIANCE AND RISK MITIGATION

With priorities established, families must consider and balance the significant, inherent risks around staffing considerations for different types of employee groups. Differences between professional service and domestic service employees can be significant. Below we provide a framework checklist for insight into HR compliance best practices.

To assist with risk mitigation, families can consider hiring through an “employer of record,” a third-party organization that serves as the W-2 employer. An employer of record assumes the administrative burdens associated with all employment-related human resource and payroll, takes on the responsibility and liability associated with employees, maintains the appropriate insurance coverage to keep its clients safe, and assumes responsibility for compliance with and adherence to all employment laws and regulations.

Pre-employment compliance:

- Job classification and employee legal status
- Background checks, references, and referrals
- Employment contract considerations
- Tax and payroll compliance
- Workers’ compensation and insurance

Onboarding and workplace compliance:

- Employee handbook and family/house rules
- Fair Labor Standards Act (FLSA) compliance
- Emergency and health protocols
- Non-discrimination and harassment policies

Ongoing record-keeping and compliance:

- Payroll and timekeeping
- Performance reviews, documentation
- Holiday, paid time off (PTO), and leave
- Annual compliance reviews

Employee exit and termination compliance:

- Final paycheck and benefits
- Exit interviews, documentation, record retention
- Legal and confidentiality agreements/compliance

“Always ensure the legal and HR components are correct from the start. The cost is absolutely worth the security and risk mitigation,” EstateJobs.com’s Gonzalez said.

“A very professional, “black and white” set of rules and procedures will cement the professional side of the employment relationship. From there you can interact as casually and friendly as you like, but you will have a defined foundation to set and measure expectations.”

COMPENSATION PRACTICES AND TRENDS

COMPENSATION PRACTICES AND TRENDS

COMPENSATION STRATEGY

Participants were asked if a compensation strategy is in place for estate and household staff. A majority of participants, 62%, reported no defined strategy used to establish pay levels or to guide compensation decisions.

Compensation Strategy	All	\$500 Million or More	\$100 - \$499 Million	\$25 - \$99 Million	Less than \$25 Million
Yes	38%	39%	45%	34%	36%
No	62%	61%	55%	66%	64%

EMPLOYEE TENURE AND COMPENSATION

In our initial survey published in 2023, families reported that **pay for less tenured (0-2 years) staff exceeded average** pay levels for more tenured staff, reflecting the hiring trends in the broader economy.

Based on this year's respondent data, the trend appears to have normalized. Across tenure levels, compensation was reported at or near survey average for **88% of the reported employee population**, with the notable exception reflected in a premium for employees with 11-20 years of tenure.

Tenure	0-2	3-5	6-10	11-20	21+
Distribution	35%	32%	18%	11%	3%
Pay Compared to Survey Average	-3%	1%	-1%	11%	-3%

“Tenure has value in many aspects including loyalty, comfort, security, and familiarity,” said Gonzalez of EstateJobs.com. “The best long-term staff will uphold the consistency of household standards and demonstrate the principals’ vision for service. Rewarding senior staff shows appreciation and models a career path for others on the team.”

UNDERSTANDING COMPENSATION MARKET DATA

UNDERSTANDING MARKET DATA

Market data should be viewed as guidelines and used in conjunction with other drivers to determine appropriate compensation levels. It should also be noted that benchmarking incorporates degrees of “art and science.”

- Often, the available data does not allow for precise matching for every individual’s exact circumstances, such as education, specialized training, years of experience, etc.
- Whether or not to apply a discount or a premium to market data for any individual role vs. the benchmark data requires organizational knowledge and understanding of the role.

If an individual’s compensation is above- or below-market median, or the family’s compensation philosophy/targeted market position, it should not be assumed that the incumbent is over or underpaid.

There are a number of circumstances that can impact how much an incumbent is paid in relation to the market data, including:

- An employee is newly promoted into a position → below-median compensation may be appropriate given the limited experience performing with full competency at the new level.
- A candidate has specialized skills, knowledge, and experience that make them uniquely qualified for a position → above-market compensation may be warranted, and necessary, to attract and retain the candidate.

ABOUT BOTOFF CONSULTING

Founded in 2014, the firm provides compensation and related consulting services to family offices, family investment firms, and family business enterprises across industries and geographies. We continue to build and maintain the most expansive database of family office, family investment firm, and household and estate compensation data.

Our diverse team of consultants brings not only a deep array of insights, but also a long history of prior experience working together. Our extensive expertise includes compensation benchmarking, strategy and structure; benefits analysis and benchmarking; incentive plan design; performance management; compensation governance; board support; and litigation/expert witness support.


We utilize both our proprietary data and a broad array of best-in-class compensation studies, ensuring we capture markets from which you compete for talent. With principal consultants on both the East and West coasts, we serve clients in the U.S. and globally.

To learn more, please visit botoffconsulting.com

*Botoff Consulting is Recognized
as a Premier Provider in the Industry*



For questions regarding the survey and our services, please contact us.

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Our firm has the honor of being recognized with various industry awards. Most recently, the following 2024 Family Wealth Report awards:

- **Leading Individual (Service Product Provider), Winner** – Trish Botoff
- **Family Office Management Consultancy, Highly Commended** – Botoff Consulting

Additionally, Family Capital recently recognized our founder, Trish Botoff, as number three of “The World’s Top [50] Family Enterprise Advisors”, who have made a particularly exceptional contribution to the world of family enterprises.

OUR PROPRIETARY DATA

Botoff Consulting’s most expansive database of family office, family investment firm, and household and estate compensation data captures market trends and best practices and allows family offices to make decisions more effectively. Our most recently published reports include:



◀ Estate and Household Staff Compensation Survey

Published March 2025



Europe and the UK Compensation Report ▶

Published January 2025



◀ U.S. Compensation Survey (two reports available for purchase)

Published October 2024



Family Governance and Compensation Report ▶

Published April 2024

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IMPORTANT INFORMATION

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All data collected was analyzed only by Bottoff Consulting. Data was reported, in aggregate form only, to all other parties, including participants.

For further information, please contact +1 (310) 929-0139 or visit our website at: www.bottoffconsulting.com



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